



CABINET
13 October 2011 at 7.00 pm
Conference Room - Council Office

AGENDA

Membership:

Chairman: Cllr. P Fleming

Cllr. Mrs P Bosley, Cllr. Mrs E Bracken, Cllr. Mrs C Clark, Cllr Mrs J Davison,
Cllr. Mrs A Hunter and Cllr. B Ramsey

1. **Minutes of the meetings of the Cabinet held on 15 September 2011** (Pages 1 - 4)
2. **Declarations of interest**
3. **Questions from Members (maximum 15 minutes)**

None
4. **Matters referred from Council**

None
5. **Matters referred from the Performance and Governance Committee and/or Select Committees (Paragraph 5.20 of Part 4 (Executive) of the Constitution)** (Pages 5 - 8)
 - (a) Conservation Area Appraisal and Management Plans - Chipstead Village and Brittain's Farm – (Environment Services Select Committee – 6 September 2011)
 - (b) Proposed Changes to Staff Terms and Conditions – (Services Select Committee – 20 September 2011)
 - (c) Annual Treasury Management Report 2010/11 – (Performance and Governance Committee – 27 September 2011)
6. **Conservation Area Appraisal and Management Plan - Chipstead Village and Brittain's Farm** (Pages 9 - 108)

Jim Kehoe



7. **Joint Working Project between Sevenoaks District Council and Dartford Borough Council in Environmental Health - Proposed Forward Operating Model** (Pages 109 - 168)
Richard Wilson
8. **LDF Affordable Housing Supplementary Planning Document** (Pages 169 - 206)
Alan Dyer
9. **Performance Monitoring** (Pages 207 - 224)
Lee Banks
10. **Financial Prospects and Budget Strategy 2012/13 and Beyond** (Pages 225 - 238)
Tricia Marshall



11. **Annual Treasury Management Report 2010/11** (Pages 239 - 260)
Tricia Marshall

 **Indicates a Key Decision**  **Indicates a matter to be referred to Council**

To assist in the speedy and efficient despatch of business, Members wishing to obtain factual information on items included on the Agenda are asked to enquire of the appropriate Director or Contact Officer named on a report prior to the day of the meeting.

Should you require a copy of this agenda or any of the reports listed on it in another format please do not hesitate to contact the Democratic Services Team as set out below.

For any other queries concerning this agenda or the meeting please contact:

The Democratic Services Team (01732 227241)

CABINET

Minutes of the meeting of the Cabinet
held on 15 September 2011 commencing at 7.00 pm

Present: Cllr. P Fleming (Chairman)

Cllr. Mrs P Bosley, Cllr. Mrs C Clark, Cllr Mrs J Davison and
Cllr. B Ramsey

Apologies for absence: Cllr. Mrs A Hunter

Cllr. M Fittock and Cllr. Mrs F Parkin were also present

24. MINUTES OF THE MEETINGS OF THE CABINET HELD ON 21 JULY 2011

Resolved: That the minutes of the Cabinet meeting held on 21 July 2011 be approved and signed as a correct record.

25. DECLARATIONS OF INTEREST

There were no declarations of interests.

26. QUESTIONS FROM MEMBERS

There were no questions from Members.

27. MATTERS REFERRED FROM THE PERFORMANCE AND GOVERNANCE COMMITTEE AND/OR SELECT COMMITTEES (PARAGRAPH 5.20 OF PART 4 (EXECUTIVE) OF THE CONSTITUTION)

There were no references from the Performance and Governance Committee or from Select Committees.

28. WEST KENT HOMELESSNESS STRATEGY 2011-16

The Portfolio Holder for Housing and Balanced Communities introduced a report which recommended that the Council should be asked to adopt the West Kent Homelessness Strategy as Council Policy. The report explained that although authorities which had achieved "excellent" status had been relieved of the duty to produce a Homelessness Strategy, which had been introduced by the Homelessness Act 2002, the Department for Communities and Local Government still recommended that authorities should have one. The draft Strategy had been developed in consultation with a wide range of service users and partners across various sectors and updated the Joint Homelessness Strategy 2007, although the new draft Strategy was significantly different from the 2007 document. The Portfolio Holder for Housing and Balanced Communities explained that Equalities issues had been fully considered during the development of the Strategy. Key themes that had emerged from consultation included a desire for more commonality in

how the three West Kent local authorities (Sevenoaks District Council, Tonbridge and Malling Borough Council, and Tunbridge Wells Borough Council) worked. This included a need for more shared services, more innovation and sharing of knowledge, information and good practice, and opportunities to streamline services, processes and information. The draft Strategy provided the national, regional and local policy context, methods of consultation and key findings along with the five key strategic objectives and conclusions. Members were informed that the Strategy had already been adopted as policy by Tonbridge & Malling and Tunbridge Wells Borough Council's which was the reason that the Strategy had been brought directly to Cabinet.

The Leader of the Council sought clarification on the likely impact of the change to limit payments for people under 35 (up from 25) to the shared room rate, how many people would be affected by the change and whether there were sufficient Homes in Multiple Occupation (HMO) to cope with the demand for housing. The Head of Housing and Communications explained that this data was not available yet but that the Council would be looking at HMOs to help to meet demand along with other initiatives. The Leader of the Council also asked what the anticipated impact of direct payments was likely to be and how many people currently defaulted on rent payments. The Head of Housing and Communications explained that currently around 3% of tenants in social housing were in arrears but that it was anticipated that this could rise to 6% or more. The Leader questioned the impact of the new levels of benefit payment and how these would enable people to secure housing given the vibrant private housing rental sector in Sevenoaks and how many single people were likely to be in housing need. The Leader raised concerns about providing sufficient affordable housing and the Head of Housing and Communications explained that the Council had several initiatives to maximise the private sector provision and would be working in partnership with Tonbridge & Malling Borough Council, Tunbridge Wells District Council and Maidstone Borough Council and the Homes and Communities Agency to maximise funding to provide affordable housing as well. This would include measures to bring empty properties back into occupation.

The Cabinet congratulated the Head of Housing and Communications and her team for an outstanding piece of work to tackle homelessness across West Kent.

The Portfolio Holder for Planning and Improvement informed the Cabinet that the Council would be sharing a consultant with Maidstone Borough Council to develop a brief on provision for gypsy and travellers.

Resolved: That it be recommended to Council that the West Kent Homelessness Strategy be adopted as District Council policy.

29. PROPOSED CHANGES TO STAFF TERMS AND CONDITIONS

The Cabinet considered a report which set out proposals to achieve the savings included in the 10 Year Budget arising from changes to staff terms and conditions. The changes would be introduced on a phased basis to

mitigate the impact on productivity and to ensure that residents continued to receive high quality, value for money services whilst delivering the level of savings required over the life of the 10 Year Budget. The proposals had been subject to extensive consultation with staff who had broadly understood the need for savings to be made and were supportive of the proposal as the “least worst option”. However a number of concerns had been raised about the impact of the proposals on staff pay, motivation and morale. The report outlined the consultation timetable and briefings which had begun in April 2011 with a view to the changes being introduced in April 2012. The proposed changes came in addition to earlier savings identified which had included the removal of market supplements, no national pay awards from 2010/11 to 2012/12 and the removal of a leased car option. It was noted that in addition to briefings the staff most directly affected by the proposals had received one-to-one meetings.

The proposed changes to staff terms and conditions were outlined in Appendix A to the report and attention was drawn to the comments received from staff in response to the consultation process which ended on 6 September, which were summarised in Appendix B to the report along with the management response to those comments. The Head of Finance and Human Resources informed Members that two further comments had been received after the agenda had gone to print which related to how the changes would affect career progression and incremental progression through the salary scales in April 2012.

The Cabinet noted that the proposals had been developed by staff with the savings target in mind and had been subject to widespread consultation with officers at different levels across the Council. Members particularly welcomed the opportunity to read the detailed comments from staff and the general support for the proposed changes. It was felt that it would be important to ensure that there was clarity about the impact of the changes and how they would impact upon career and salary progression. Members noted that the proposals would deliver the savings required in full over the 10 year period of the budget but provided some protection for affected staff up-front whilst giving greater flexibility in terms of the delivery of the 10 Year Budget.

Resolved: That it be recommended to Council that:

- (1) The changes to staff terms and conditions set out in the report and in Appendix B be implemented from 1 April 2012; and
- (2) The 10-year budget be amended as shown in Appendix C to the report to take account of the phased introduction of these changes.

Implementation of Decisions

This notice was published on 19 September 2011. All decisions take effect immediately.

THE MEETING WAS CONCLUDED AT 7.18 pm

Chairman

MATTERS REFERRED BY PERFORMANCE AND GOVERNANCE COMMITTEE AND/OR SELECT COMMITTEES

Extracts from the minutes of the relevant meetings are reproduced below:

- (a) Chipstead Village and Brittain's Farm Conservation Area Appraisals
(*Environment Services Select Committee – 6 September 2011*)

The Planning Service Manager explained that the report sought Members' support for the Conservation Area Appraisals and Management Plans for Chipstead Village and Brittain's Farm. In light of current Government guidance, the central purpose was to update the current Plans and no changes to boundaries were suggested. The main emphasis was to identify the positive character of the areas and conserve what was already there. No adverse comments had been received for either Plan.

The local Members for both Chipstead and Brittain's Farm supported the Plans.

It was noted that current guidance suggested Conservation Area Appraisals be updated every five years.

Resolved: That it be recommended to Cabinet that the Chipstead Village and Brittain's Farm draft Conservation Area Appraisals and Management Plans, attached as Appendices B and C of the report, be adopted as informal planning guidance.

- (b) Proposed Changes to Staff Terms and Conditions (*Services Select Committee – 20 September 2011*)

The Committee noted the tabled minute extract from Cabinet which considered the report on 15 September 2011. The Head of Finance and Human Resources introduced the report which set out proposals to achieve the savings included in the 10 Year Budget arising from changes to staff terms and conditions. The proposals had been subject to extensive consultation with staff who had broadly understood the need for savings to be made and were supportive of the proposal as the "least worst option". The report outlined the consultation timetable and briefings which had begun in April 2011 with a view to the changes being introduced in April 2012. The proposed changes came in addition to earlier savings identified which had included the removal of market supplements, no national pay awards from 2010/11 to 2012/12 and the removal of a leased car option. It was noted that in addition to briefings the staff most directly affected by the proposals had received one-to-one meetings.

The proposed changes to staff terms and conditions were outlined in Appendix A to the report and attention was drawn to the comments received from staff in response to the consultation process which ended on 6 September, which were summarised in Appendix B to the report along with the management response to those comments. Comments from this Committee would be fed back to the meeting of Cabinet on 13 October 2011 and then be submitted for consideration at full Council.

Members were impressed with the amount of work carried out, and the result was a credit to all the officers involved in the process. Members were very impressed with the reaction of the Staff and appreciated their input and consideration of this matter,

and were particularly impressed with by the petition received in favour of the proposals from staff working at Dunbriok. It was noted that although there had been a two year freeze on the national pay award, other pay increases such as pay scale increments had still been awarded. The Head of Finance and Human Resources clarified Members queries on the figures set out at Appendix C.

A Member expressed concern at Staff perception of Member Allowance increases in comparison to these proposals. He was advised that the recommendations of increases in Members' Allowances were made by an Independent Remuneration Panel, and that Members had actually accepted a significantly reduced amount than that recommended by the Panel. This had also been frozen for the past year.

Members were concerned as to the possible effect on staff of the removal of the leased car option, especially for those that might not be able to afford the car loan. The Head of Finance and Human Resources advised that as well as the car loan scheme they were speaking to local car leasing companies, and staff were being met on a one to one basis to explore all their options. The Deputy Chief Executive and Director of Corporate Resources advised that Cabinet had looked at this very carefully and had also been concerned by the effect and possible loss of the 'best performers' due to the proposed changes. In response to a question on recent staff turnover and whether it was noticeably increased since the proposals were put forward, the Head of Finance and Human Resources advised that during the last couple of years turnover had been lower. However, it was noticeable that in the last few months three Service Managers had left and it had been difficult to recruit suitable applicants to the vacant posts. One post was being delivered in an alternative way, one had been filled and efforts to recruit to the third had been ongoing since June. With reference to concern expressed on losing potential pay savings from the removal of the lower banding, she advised that each vacancy would be reassessed as it arose, and that there were still enough options to remain flexible.

Resolved: That the proposed changes to staff terms and conditions to meet the saving included in the 10-year budget be noted and that the Committee feedback its comments to the 13 October 2011 Cabinet meeting.

- (c) Annual Treasury Management Report 2010/11 (*Performance and Governance Committee – 27 September 2011*)

Minute still draft at date of publication. A copy will be tabled at the meeting.

**MATTERS REFERRED BY PERFORMANCE AND GOVERNANCE COMMITTEE
AND/OR SELECT COMMITTEES - ADDENDUM**

The following extract from the minutes of the meeting of the Performance and Governance Committee on 27 September 2011 had not been finalised when the Cabinet agenda went to print.

- (c) Annual Treasury Management Report 2010/11 (*Performance and Governance Committee – 27 September 2011*)

“Members considered the report which provided the customary review of investment activity during 2010/11 as required by the Council’s Financial Procedure Rules. The report outlined the strategy adopted during the year, showed the position of the investment portfolio at the beginning and the end of the year and gave details of how the fund performed in comparison with previous years and against various benchmarks.

Resolved: That the Annual Treasury Management Report for 2010/11 be commended to Cabinet.”

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CABINET– 13 OCTOBER 2011

CONSERVATION AREA APPRAISAL AND MANAGEMENT PLANS – CHIPSTEAD VILLAGE, AND BRITTAINS FARM (SEVENOAKS)

Report of the: Community and Planning Services Director

Also considered by: Environment Services Select Committee – 6 September 2011

Status: For Decision

Executive Summary: To review Conservation Area and Management Plans for Chipstead village Conservation Area and Brittain's Farm, Sevenoaks Conservation Area.

This report supports the Key Aim of the Green and Healthy Environment theme of the Community Plan

Portfolio Holder Cllr. Mrs. J. Davison

Head of Service Head of Development Services, Jim Kehoe

Recommendation: That the Chipstead Village and Brittain's Farm draft Conservation Area Appraisal and Management Plans attached as Appendices B and C to this report be adopted as informal planning guidance.

Background

- 1 This report seeks Members support for new Conservation Area Appraisal and Management Plans for Chipstead village and Brittain's Farm. These new plans have been prepared to meet our local Best Value performance requirements and as part of background work which will contribute to the Local Development Framework (LDF).
- 2 Large scale maps of these areas will be displayed in the Committee Room before the meeting.
- 3 People in the District place a high value on the quality of its landscape, historic character and open spaces according to the Sevenoaks District Sustainable Community Plan. The views expressed through consultations on the Plans are influencing the emerging policies in the Local Development Framework and the Community Plan themes to maintain and enhance a high quality landscape and

built environment.

- 4 Two of the priorities for the next three years are to protect the historic character of towns and villages and encourage quality design that respects the scale and design of existing developments. These new plans will help to achieve these priorities. Sevenoaks is the only District in Kent to have all forty of its conservation areas covered by Appraisals although some are now more than five years old. These are being updated over the coming years to take account of revised boundaries and policy and developmental changes.

Introduction

- 5 The Planning (Listed Buildings & Conservation Areas) Act 1990 imposes a duty on local authorities to designate as conservation areas any 'areas of special architectural or historic interest, the character or appearance of which it is desirable to preserve or enhance'. Clear and concise appraisals of the character of conservation areas provide a sound basis for their designation and management and will inform local development documents (LDDs), and provide a framework for the control of development. Management proposals can be used to inform future policy and guide all involved in the planning, design and development of specific conservation areas.
- 6 The Council adopted and published our first tranche of conservation area appraisals from 2000 to 2003. They assessed character and made some suggestions about future policy, including revised conservation area boundaries. These appraisals have been used by development control officers and included in land charge searches since that time. These new documents will replace the Chipstead and Brittain's Farm Conservation Area Appraisals. Relevant parts of the original appraisals are retained in the new conservation plans.

Conservation Area Boundary Review

- 7 A review of the boundary for Chipstead village was undertaken in 2006 when it was extended. No further extension is considered appropriate as part of this study.
- 8 No extension to the Brittain's Farm boundary is considered appropriate.

Conservation Area Management

- 9 The management of the historic environment depends on three things:
 - sound core principles;

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- clear adopted policies, based on those principles;
 - the quality of decisions and actions that stem from these policies.
- 10 The key aims of the draft Appraisal and Management Plans are to: -
- Raise awareness of the importance and value of the local heritage;
 - Identify distinctive built form character areas within the conservation area; including buildings, structures and features;
 - Identify distinctive public realm character within the conservation area and provide guidance and establish key actions to preserve and enhance the public realm;
 - Outline the key statutory requirements in respect of development within the conservation area and provide guidance and set out actions to secure the proper and effective application of these requirements;
 - Propose the implementation of management procedures to co-ordinate the delivery of new works and maintenance works within the public realm.
- 11 When adopted as informal planning guidance these Appraisal and Management Plans will be a material consideration in the determination of development proposals.

Procedure

- 12 There is no statutory duty to consult when preparing appraisals or management plans but consultation has been carried out with the Residents and the Parish and County Council in order to comply with the Council's Statement of Community Involvement. Local Conservation Groups, local Members and English Heritage have also been consulted. The plan has been amended in response to these consultations. The results of the consultation are attached at Appendix A..

Options

- 13 The Council has a statutory duty to both designate and review conservation areas and to produce appraisals and management plans.

Key Implications

Financial

- 14 The production of these appraisals and management is accommodated within existing budgets.
- 15 the cost of printing and map production has been allowed for in existing budgets.

Legal, Human Rights

- 16 The council has a statutory duty under the provisions of section 69 of the Planning (Listed Buildings and Conservation Areas) Act 1990 to designate and review conservation areas and is now required to produce appraisals and management plans for each area.

Resource (non-financial)

- 17 No specific resource implications arising from the content of this report.
- 18 When reviewing conservation area appraisals or producing management plans it is important that the implications are fully understood. There are implications for owners of buildings and land in conservation areas, and for local authorities who must take their resource limitations into account when designating boundaries and producing plans.

Sustainability

- 19 The LDF will be subject to a statutory Sustainability Appraisal.

Risk Assessment Statement

- 20 Conservation areas are a statutory land designation, which will be identified in the emerging LDF. Section 20 of the Planning and Compulsory Purchase Act 2004 requires that the documents should be up to date and sound. It is considered that the preparation of Conservation Area Appraisals and Management Plans will satisfy the test for soundness required under the Act.

Conclusions

- 21 The Council has a statutory duty under the provisions of section 69 of the Planning (Listed Buildings and Conservation Areas) Act 1990 to designate and

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review conservation areas and is now required to produce appraisals and management plans for each of our areas. This plan will help the local community, developers, local authorities and development professions engage in the conservation and enhancement of the local historic environment and secure the long term viability of this conservation area as an important heritage asset.

Sources of Information:	Conservation Principles – English Heritage 2008
	Guidance on the Management of Conservation Areas – English Heritage 2006
	Guidance on Conservation Area Appraisals - English Heritage 2006
	Sevenoaks District Local Plan - Sevenoaks District Council 2000
	Conservation Area Appraisals - English Heritage 1997
	“Planning for People” Statement of Community Involvement
	Development in the Historic Environment (1995)
Contact Officer(s):	Aaron Hill/ Nicole Twort
Kristen Paterson Community and Planning Services Director	

**Chipstead Conservation Area Appraisal and Management Plan -
Consultation Results**

Response received from:	Object:	Support:	Comment:
Cllr Davison			Various comments incorporated
Chevening Parish Council			No comments made
DC Chair and Vice-Chair and Local Members: Cllrs London, Bosley, Mrs Dawson and Piper			No comments made
Aaron Hill, internal DC			Comments incorporated
Richard Wilson, internal, Head of Environmental & Operational Services			No comments made
Kristen Patterson, internal, Community & Planning Services Director			Comments incorporated
Alan Dyer, internal policy manager			Comments incorporated
Tony Cresswell –local resident	No	Yes	Comments incorporated

Brittains Farm Conservation Area Boundary Review
Consultation Results

Response received from:	Object:	Support:	Comment:
DC Chair and Vice Chair and local members: Cllrs Bosley, Mrs Dawson, Mrs Broomby, Mrs Hunter			No comments made
Sevenoaks Town Council			No comments made
Kristen Paterson, internal Community and Planning Services Director			No comments made
Mr Hedley Jeune local resident	No	Yes	
Sevenoaks Society	No	Yes	No comments made
Alan Dyer, internal			Made appropriate changes
Aaron Hill, internal DC			Suggested changes made
Cllr Davison			

Chipstead Village

DRAFT

Conservation Area Appraisal and Management Plan



PLANNING GUIDANCE



2011

Agenda Item 6

Chipstead Village

Conservation Area Appraisal and Management Plan

The historic environment is a social asset of immense value and one of the keys to the continuing prosperity of Sevenoaks District. Conservation Area Appraisals and Management Plans are part of a process to ensure that we make the best use of our historic environment. They are tools for the positive management of change, not a means of preventing development. Conservation is focused on the entire historic environment, not just listed buildings. Trees, open spaces, landscape, buildings, uses, roads and streets all contribute to the character and local distinctiveness of the District's conservation areas.

The man-made environment of our conservation areas has used energy and materials moulded by people both past and present. The District Council will creatively manage the fabric of these areas in a sustainable way as a legacy for future generations.

It is intended that this Appraisal and Management Plan will inform the activities of the Council, the public and other bodies where they affect the conservation area. The Plan was approved by the District Council in *****2011 and adopted as informal planning guidance.

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Agenda Item 6

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English Heritage Guidance on Unlisted Buildings in Conservation Areas

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1.0 INTRODUCTION

1.1 Conservation Areas – What are they?

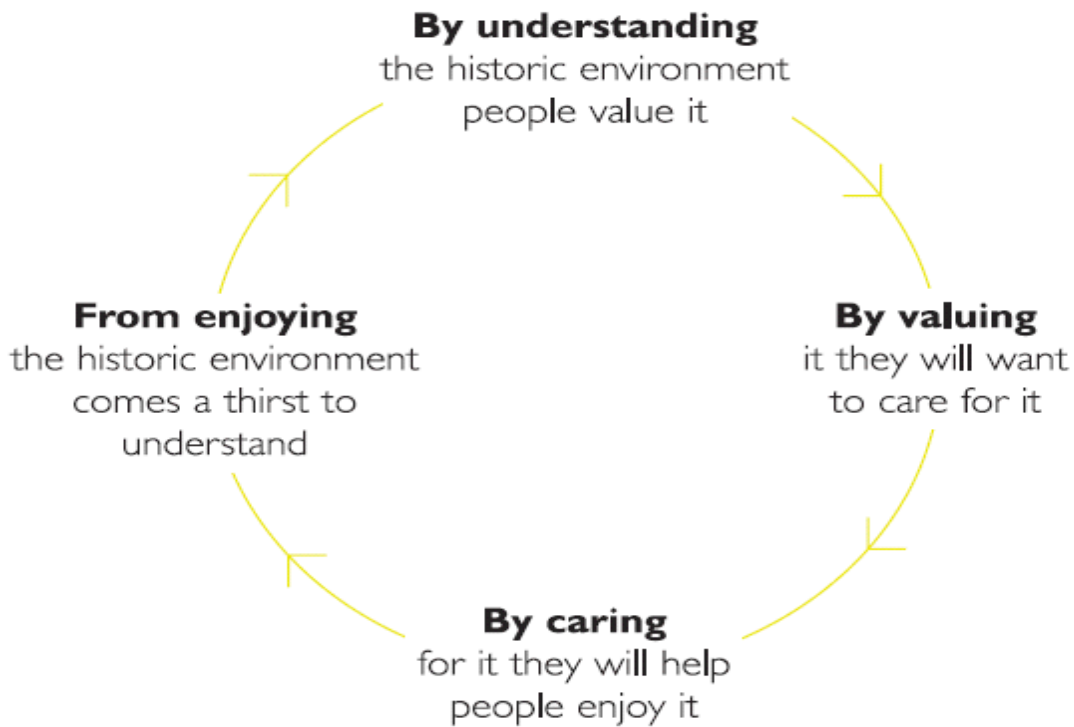
Conservation Areas first came into being as a result of the 1967 Civic Amenities Act and are intended to identify any valuable architectural or historic characteristics in a locality that may need protection and enhancement.

The Planning (Listed Building and Conservation Areas) Act of 1990 recognises that there are particular areas of ‘architectural or historic interest, the character or appearance of which it is desirable to preserve or enhance’ and charges planning authorities with a duty to designate any such locations within their jurisdiction as conservation areas. This designation then empowers the local authority to pay particular attention to planning considerations and development within them and gives greater control over such matters as demolitions, landscaping and trees, and the display of advertisements.

Designation also raises the awareness of local residents and businesses to the quality of their surroundings and is intended to encourage an active interest in the care and maintenance of their properties and surrounding land, thereby fostering a sense of communal pride.

It has been recognised that designation, because of the responsibilities and obligations it places on both owners and the local authority, should only be imposed on areas that are demonstrably suitable. Where the criteria have been met, the area should then benefit from the additional control and protection that designation confers, and from official recognition of the special architectural and historic character of the locality.

The management of our national cultural and historic inheritance is of paramount importance and conservation areas are vital grass roots starting points from which to safeguard the continuing care of our environment. Historic areas and buildings are now recognised not only as historic assets worthy of protection but are increasingly being valued as important tourism, economic, educational and cultural assets. These new roles demand positive management of historic areas.



1.2 The Benefits of Being in a Conservation Area

The historic environment is of particular importance for tourism and leisure. In addition, maintaining the appearance of a conservation area and the character of the groups of buildings within it can often sustain or enhance the value of individual properties. Conservation can also play a key part in promoting economic prosperity by ensuring that an area offers attractive living and working conditions which will encourage further investment.

The principles of conservation management planning, that managing any historic place should be based on understanding it and assessing its significance and values, are now accepted as applying to historic areas as much as to historic buildings.

1.3 Purpose of Appraisals and Management Plans

As their number grows, it has become even more important for local authorities to include a well-defined and considered policy for their designated conservation areas in their development plans. Development pressures are such that any designation is likely to be subjected to detailed scrutiny and must be readily and demonstrably defensible against adverse criticism. The criteria for designation should be kept as consistent as possible and the public involved in any proposed changes in their area.

The 1990 Act charges local authorities with the responsibility of undertaking a review of their conservation areas from time to time, both to consider the possibility of revising their extent, and to identify any past changes or future pressures which may affect the original reasons for their designation. English Heritage published an advisory leaflet on appraisals in 1997 and more detailed guidance on both appraisals and management plans in 2006.

Appraisals and Management Plans define the key elements which together give the areas their character, and shows how they interact to enhance their individual impact. Future policies and improvements can be based on a clear understanding of the special architectural and historic qualities of the area and give it its local distinctiveness. These plans can also be used to assess the impact of planning policies and the implementation of enhancement measures. The Plans will assist the District Council, development professions (planners, architects, landscape architects, highway engineers etc) and the local community engage in the conservation and enhancement of the local historic environment and help secure the long term viability of Conservation Areas as important heritage assets.

This new Appraisal and Management Plan for Chipstead Village has been developed from the Chipstead Conservation Area Appraisal 1999. The Plan sets objectives for the protection and enhancement of the conservation area, addresses areas identified in the first appraisal and brings forward opportunities to enhance the area.

The key purposes of this Plan are to:

- Raise awareness of the importance and value of the local heritage.
- Identify distinctive built form character within the conservation area;
- Provide guidance and set out objectives to preserve and enhance the buildings, structures and features.
- Identify distinctive public realm character within the conservation area and provide guidance and establish key actions to preserve and enhance the public realm.
- Outline the key statutory requirements in respect of development within the conservation area; provide guidance and set out actions to secure the proper and effective application of these requirements.
- Propose the implementation of management procedures to co-ordinate the delivery of new works and maintenance works within the public realm.

As an adopted planning document, the plan will be a material consideration in the determination of development proposals.



Chipstead from the old Mill with the North Downs beyond.

1.4 Conservation Area Management

The management of the historic environment depends on three things:

- sound core principles
- clear adopted policies, based on these principles
- the quality of decisions and actions that stem from these policies.

Clearly in a village possessing the important historical qualities of Chipstead the overriding policy should be to preserve and enhance those qualities. Change is inevitable in most conservation areas; the challenge is to manage change in ways that maintain and reinforce the area's special qualities. The character of conservation areas is rarely static and is susceptible to incremental, as well as dramatic, change. Some areas are in a state of relative social decline but more often, the qualities that make conservation areas appealing also help to encourage residential over-investment and pressure for new housing. Positive management is essential if such pressure for change, which tends to alter the very character that made the areas attractive in the first place, is to be limited.

1.5 What are management plans for?

Historic areas are now extensively recognised for the contribution they make to our cultural inheritance, economic well-being and quality of life. Public support for the conservation and enhancement of areas of architectural and historic interest is well established. By suggesting continuity and stability, such areas provide points of reference in a rapidly changing world: they represent the familiar and cherished local scene. As their number grows, it has become even more important for local authorities to include a well-defined and considered policy for their designated conservation areas in their Development Plans.

Planning pressures are such that any designation is likely to be subjected to detailed scrutiny and must be readily and demonstrably defensible against adverse criticism. The criteria for designation should be kept as uniform as possible and the public should be kept fully aware of the reasons for any proposed changes in their area. The 1990 Act charges local authorities with the responsibility of undertaking a review of their Conservation Areas from time to time, both to consider the possibility of revising their extent, and to identify any past changes or future pressures which may affect the original reasons for their designation.

English Heritage published an advisory leaflet on the subject in March 1997, which outlines the preferred approach to these appraisals and gives examples of the type of content that it would be useful to include. The appraisals should define the key elements that together give the area its character, and objectively analyse how they interact to enhance their individual impact. They can then provide suggestions for future policies and improvements based on a clear understanding of the special architectural and historic qualities that highlight the area and give it its local distinctiveness. Further guidance has been issued more recently –see Bibliography.

1.6 Conservation Area Boundary Review

A thorough review of the existing boundary was undertaken in 2006 as part of the preliminary survey work associated with this appraisal. The boundary, which was originally designated in 1971, was redesignated on 7th February 2006. The conservation area now includes all the remaining historic mill buildings, Moat Farmhouse and farmstead (a listed building and one of the early manors), the village hall and an area of open land which provides the setting for the village on the western side. Also included were a number of houses in Chevening Road and the historically interesting earlier parts of the village school. The boundary was also been rationalised to include areas providing a setting to the village conservation area and to exclude areas of new housing developed after the original designation in 1971.

2.0 GUIDANCE AND POLICIES

2.1 National Guidance

Government advice concerning Conservation Areas and historic buildings is set out in Planning Policy Statement 5, Planning for the Historic Environment and the related Planning Practice Guide. Further advice about conservation areas including the production of management proposals, has been produced by English Heritage (2006).

2.2 The Development Plan

The government has introduced a new type of development plan known as the Local Development Framework (LDF). The LDF will set out the strategy, policies and proposals for the future shape of Sevenoaks. The Core Strategy of the LDF was adopted by the council in February 2011. In the meantime the adopted Local Plan of March 2000 will retain development plan status until parts of the new system are adopted. As an adopted planning document the Appraisal and Management Plan will be a key material consideration in the determination of development proposals during this transitional period.

2.3 Policies

Chipstead Village Conservation Area falls largely within the Kent Downs Area of Outstanding Natural Beauty which is designated for its high quality landscape. Part of the conservation area is within the urban confines of Chipstead and the remainder within the Metropolitan Green Belt. The most important attribute of Green Belts is their openness. The general policies controlling development in the countryside apply with equal force in Green Belts but there is, in addition, a general presumption against inappropriate development within them. Such development will not be approved except in very special circumstances. It is for the applicant to prove that very special circumstances exist.

The Sevenoaks District Local Plan (adopted March 2000) lists the following policy EN 23 relating to conservation areas. :

- **Proposals for development or redevelopment within or affecting conservation areas should be of positive architectural benefit by paying special attention to the desirability of preserving or enhancing the character or appearance of the area and of its setting. The design of new buildings and alterations to existing buildings should respect local character, whilst the treatment of external spaces including hard and soft landscaping, boundary walls, street furniture and signs should be compatible with and enhance the appearance of the area.**

2.4 Buildings Contributing to Character

Buildings which make a positive contribution to the character or appearance of the conservation area are identified on the character appraisal plan at the end of this document. English Heritage national guidance on conservation areas sets out the criteria used to identify these buildings and is set out in the Appendix.

2.5 Conservation and Enhancement

The Planning (Listed Building and Conservation Areas) Act 1990 state that the Local Planning Authority should undertake detailed assessments of conservation areas and prepare proposals for their preservation and enhancement. Development proposals will be judged against their overall contribution to the enhancement of the character and appearance of the area as set out in any plan which may have been prepared. This assessment and the detailed analysis of the area contained in this report are intended to fulfil this requirement and provide the background for development and enhancement schemes. Planning Policy Statement 5, Planning for the Historic Environment 2010 gives detailed guidance.

Chipstead has a vibrant village character and an environment of high quality. This appraisal aims to ensure that this rich context is respected so that only high quality design is introduced, allowing the village to maintain its character as one of the more attractive and vibrant historic villages in the area.

There is a richness, variety, quality and history in Chipstead that makes the village special. Context sensitive quality design is vitally important in reinforcing the character of Chipstead Village and this character must not be lost through undue pressure for poorly designed infill development or redevelopment.

2.6 Special Controls in the Conservation Area

Designation of a Conservation Area does not mean that changes cannot occur, but rather that any change should preserve or enhance the features which make up its special character. Controls are imposed which are additional to normal planning restrictions, in order to maintain the character and appearance of the area. The benefits of this and the maintenance of a high quality environment are perceived by most people who live and work in conservation areas as being worth the additional restrictions.

Additional controls within Conservation Areas are outlined here for information. However, other planning controls may still apply and are not altered by conservation area status.

Houses and their alteration

The size of an extension that may be built without the need to apply for planning permission is more restricted within a conservation area. It is recommended that proposals be discussed with the Council's planning team at an early stage.

Cladding of the exterior of a residential property with stone, artificial stone, pebble dash, render, timber, plastic or tiles will require submission of a planning application. Any enlargement of a house by way of alteration or additions to the roof, e.g. a dormer window, will require a planning application to be made. A planning application is needed for a satellite antenna where it is to be installed on a chimney; or on a building over 15 metres in height; or on a wall or roof slope which fronts a highway. Again, it is advisable to check with the planning team.

Demolition

Conservation Area Consent is required for the demolition of any building within a conservation area, except the following:

- any building with a total cubic content not exceeding 115 cubic metres or any part of such building.
- any wall or fence less than 1metre high fronting onto the street or less than 2 metres high elsewhere.
- any building subject to a formal order requiring demolition.

Planning officers are happy to give advice on whether planning permission is required for work within a conservation area. Please contact the Council's relevant development control area team.

2.7 Trees and Hedges

Six weeks notice must be given to the Council of intent to cut down, prune, uproot or destroy any tree within a conservation area. The Council will then advise if it wishes to raise an objection. If a response is not received from the Council within 6 weeks of the notice being given, work may go ahead. This requirement does not apply to trees which have a diameter less than 75mm (3") when measured at a height of 1.5 metres (4'11") above the ground. Works to trees already covered by a Tree Preservation Order will also require consent. When assessing new development in Chipstead the Council will give special attention to the retention of trees and hedges.

2.8 Unauthorised Works and development

Sometimes, landowners and others carry out works without first obtaining any necessary consent from the District Council. The Council does have certain legal powers to deal with such situations, but can only take enforcement action once it is aware of any alleged unauthorised works and after detailed investigation.

2.9 Maintenance and Repairs

The Council has a duty to pay special attention to the character or appearance of conservation areas, in exercising its planning powers. However, these powers are limited. The principal guardians of the character and appearance of the area are the residents and business people who live and work in the conservation area and who are responsible for,

maintaining the buildings. The character of conservation areas can be altered or lost through the use of inappropriate materials, not only on the buildings themselves but also on the ground, including paving and along boundaries. Unsympathetic replacement windows (particularly where the size of the openings are changed or inappropriate materials used) can alter the appearance of a building considerably. Any change to a window or doorway should be carefully designed to respect the character and materials of the original building.

Painting or rendering over original brickwork is can dramatically change a property's appearance and irreparably damage the street scene. As well as covering up attractive brickwork, it can obscure original architectural and brick detailing and requires regular redecoration to maintain an attractive appearance. In older buildings paint or render can also trap moisture which may cause damage to walls. Many alterations to older properties using modern materials can upset the balance within these properties and can cause more costly problems, such as cracks, damp, or rot. Care should be taken with any alteration to an older building.

2.10 Boundary treatments

Boundary treatment, especially to the street, is an essential feature of any property. Original boundaries, whether a brick or ragstone wall, railings or hedges, should be retained wherever possible and every effort made to reinstate missing boundary treatments with a sympathetic replacement. The particular design and the materials used should take account of the character of the property and the surrounding area. In Chipstead Village ragstone and brick walls are characteristic of the area. Ragstone spall paving is also a particular characteristic of the village. There are many mature trees, hedges and attractive walls around the conservation area and these are an integral part of the area's character.



An important feature of Homedean Road is the planting and this long coursed ragstone wall.

2.11 Listed Buildings

Many historic buildings are listed by the Secretary of State for Culture, Media and Sport because of their architectural and historic interest. The main purpose of listing a building is to ensure that care will be taken over decisions affecting its future, that alterations respect the particular character and interest of the building, and that the case for its preservation is taken fully into account in considering the merits of any development proposals.

If you live in or occupy a listed building, further guidance on the controls that apply is available from the relevant development control team. When a building is listed, this covers the building both internally and externally and also any object or structure fixed to it. In addition any object or structure within the grounds or garden of the building which was there before 1948 is also listed. Listed Building Consent is required for the demolition, extension or alteration of listed buildings in any way that affects its character as a building of special architectural or historic interest, internally as well as externally. You must get this consent from the District Council before any work is started. You may also require planning permission for the proposed works. The Development Control Area Team or Conservation Officer will be able to advise you on this.

New gates, fences, walls, railings or other means of enclosure surrounding a listed building will require planning permission. Any shed, garage, greenhouse or any other outbuilding, along with a pool, enclosure or container would also require the submission of a planning application. The design of these should harmonise with the existing building and its setting.

2.12 Security

Household security and the security of parked cars is important to the Council. Residents should ensure that their house and any vehicles are secure. However, a conservation area is an historic area and this should be taken into account. Standard types of security measures may not always be appropriate and a standard burglar alarm box may be inappropriate in a highly visible location on an historic building. Compromise can always be reached. For advice and guidance on this matter contact the Council's development control team and the Crime Reduction Officer for Sevenoaks through the Community Safety team at the Council Offices. Planning permission or listed building consent may be required for any security work.

3.0 CONTEXT AND DEVELOPMENT

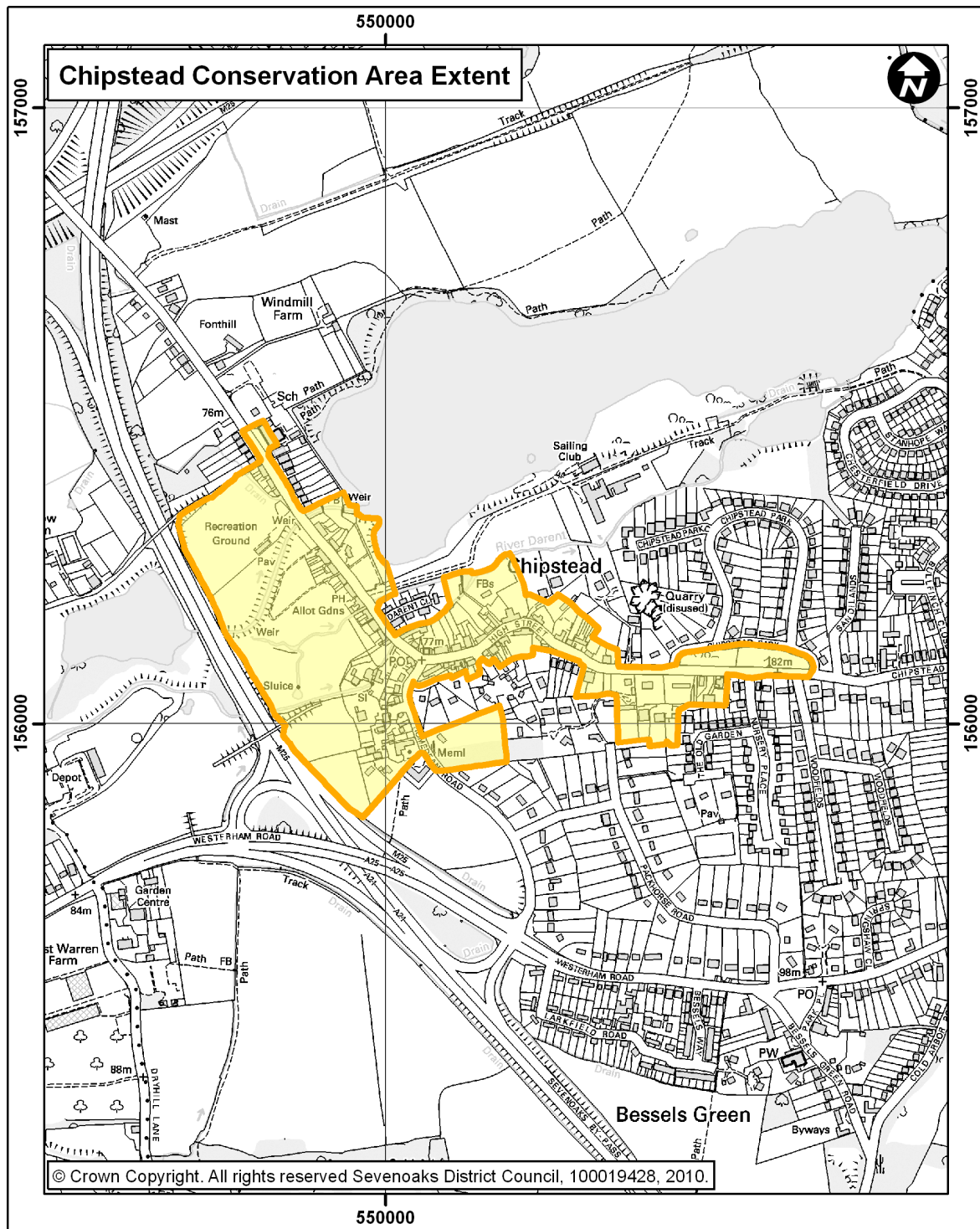
3.1 General description

Chipstead Conservation Area was first designated in 1971 and then reviewed and redesignated in 2006. Designation is focussed on the large group of listed buildings that line the southern end of Chevening Road, Chipstead Square and the High Street and for the variety and charm of the houses on either side of these roads that wind up the hill through the village. Although the settlement has now spread out beyond the spine of the original road that crossed the river Darent and the track that led to Chipstead Place, the village remains unspoilt and attractive.

The Conservation Area falls largely within the Kent Downs Area of Outstanding Natural Beauty which is designated for its high quality landscape. Part of the conservation area is within the urban confines of Chipstead and the remainder within the Metropolitan Green Belt.



Chipstead Square and Estate cottages.



Map 1: Chipstead Conservation Area

The conservation area covers 21 hectares and contains 36 listed buildings and structures, which include some boundary walls. Other than the boundary walls to listed buildings, which are deemed to be listed, the Chipstead village conservation area also has a number of walls which are listed in their own right. Most of the listed buildings are privately owned residential properties, although some have been converted from their original agricultural or commercial uses. Any development adjacent to these open areas must be carefully considered as that could have a significant impact upon the character and openness of the conservation area.

The area contains other older buildings which, although not so historically important as those that are listed, nevertheless contribute to the visual continuity of the High Street, Holmsdale and Chevening Road. The eastern side of Chevening Road is bounded by a village green which opens out over Chipstead Lake, and there are walks along footpaths to the north side of the River Darent. These open areas show that Chipstead is essentially a country village, bounded by a protected landscape, and that these boundaries must be protected to maintain the village's sense of place. Any development adjacent to these open areas must be carefully considered as it could have a significant impact upon the character and openness of the conservation area.



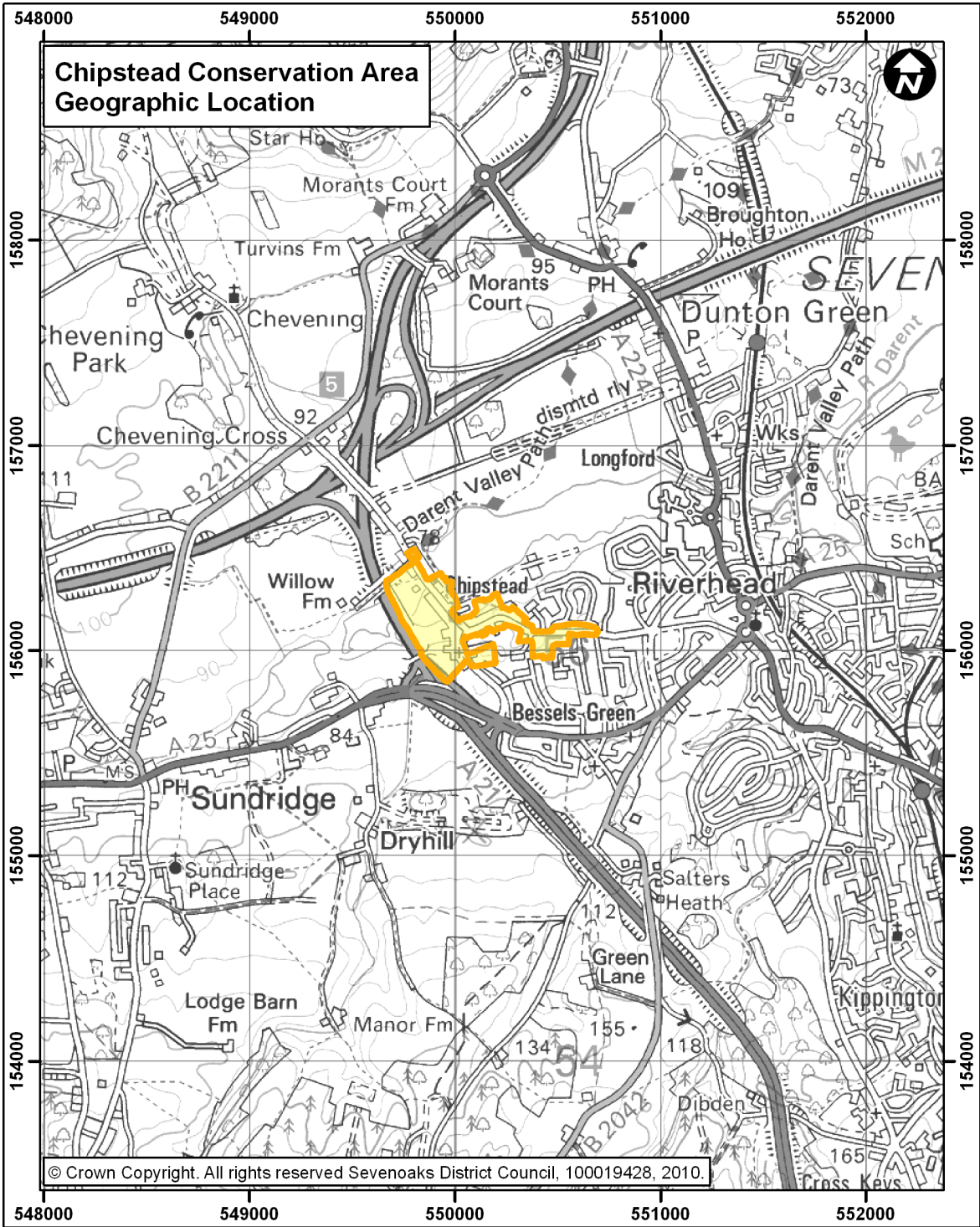
Chevening Road - open space at the Green

3.2 Location and Geographical Context

Chipstead village lies in the Darenth valley, to the south of the river on the Greensand belt at the foot of the North Downs. It is situated to the north west of the town of Sevenoaks and to the west of Riverhead. It is one of a series of similar sized villages following the east/west line of the A25, although Chipstead is more fortunate than some in that this major trunk road does not bisect the village.

Since the construction of the M25 motorway, Chipstead has been completely surrounded by major road networks. The M25/M26 runs east west to the north of the village, the M25/A21 bounds the western side, the A25 is to the south and the old London Road, the A224, is to the east. There are major intersections between the arteries and the traffic volume using these roads is increasing steadily.

CHIPSTEAD VILLAGE CONSERVATION AREA APPRAISAL & MANAGEMENT PLAN



Map 2: Chipstead - Geographical Location

The River Darent flows along the northern boundary of the Conservation Area and the ground rises southward away from the river where there are crossing points at Chipstead bridge on the Chevening Road for vehicles and for pedestrians at the end of Stairfoot Lane. The surrounding land is predominantly agricultural and Chipstead Lake, formed

from an excavated sandpit and flooded by the Darent, provides a popular recreational water sports centre. Chipstead is the starting point for one of the southernmost legs of the Darent Valley Path which runs to Dartford via the villages of Otford, Shoreham, Eynsford and South Darent.

Chipstead is part of the Parish of Chevening. It is linked to Chevening village by a bridge over the M25. It has approximately 850 voters registered on the Electoral Roll of which just over half are in the heart of the village. There is a village hall although the nearest Church is at Chevening. A bus route still serves the village but the private car is now the preferred means of transport for the majority of residents.



Chipstead lake, formed from an excavated sandpit and flooded by the river Darent, adds to the distinctive character of Chipstead.

3.3 Historical Development

There are indications that there may have been a settlement at Chipstead from Saxon times. The name 'Chepsted' as recorded on old maps means 'market' and the site is one of the original staging posts on the pack horse road from Rye and Winchelsea along which fish and other goods were transported to London. Chipstead was one of the main crossing points of the river Darent particularly before a bridge was built at Longford (now on the A224) in 1561. The parishes of Sevenoaks, Otford and Chevening built the present bridge in 1636.

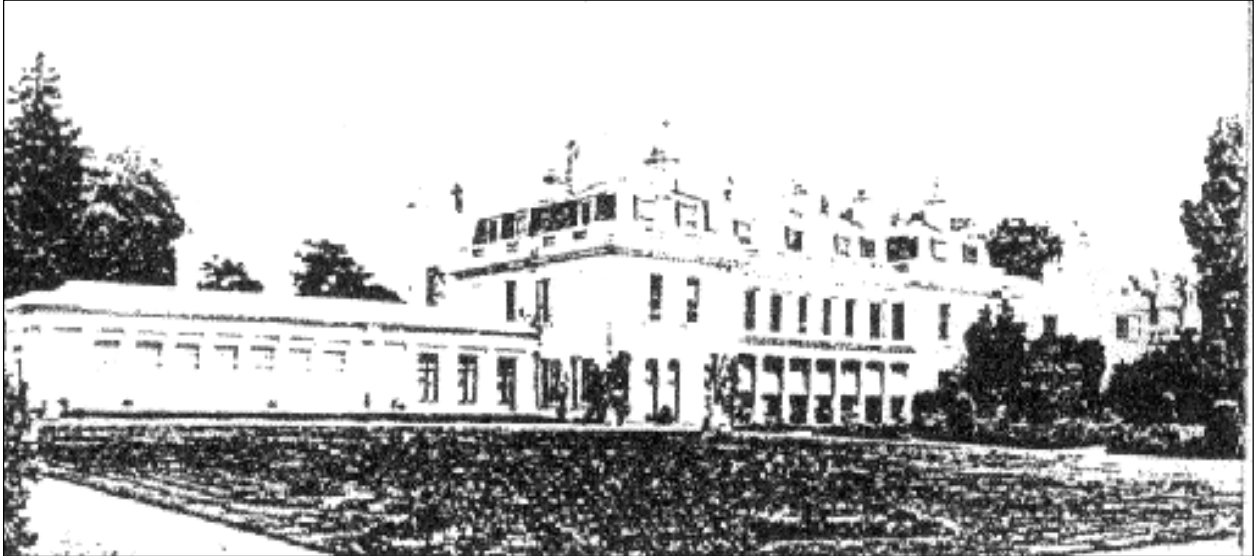


The converted corn mill

The hamlet formed part of the Hundred of Codsheath and the original manor house of Chipstead was at Moat Farm. This is reputed to date from the 13th Century although the present house is dated 16th Century. The manor of Chipstead became the manor of Chipstead alias Wilkes after a marriage.

The corn mill adjacent to Moat Farm lay on a man made watercourse dug from the Darent across the farm. This mill leat powered the wheel situated between the mill building and Mill House. The old mill building is now converted into offices but retains some of the character of the original building. It is a substantial building which provides visual contrast to the predominantly residential character of the village.

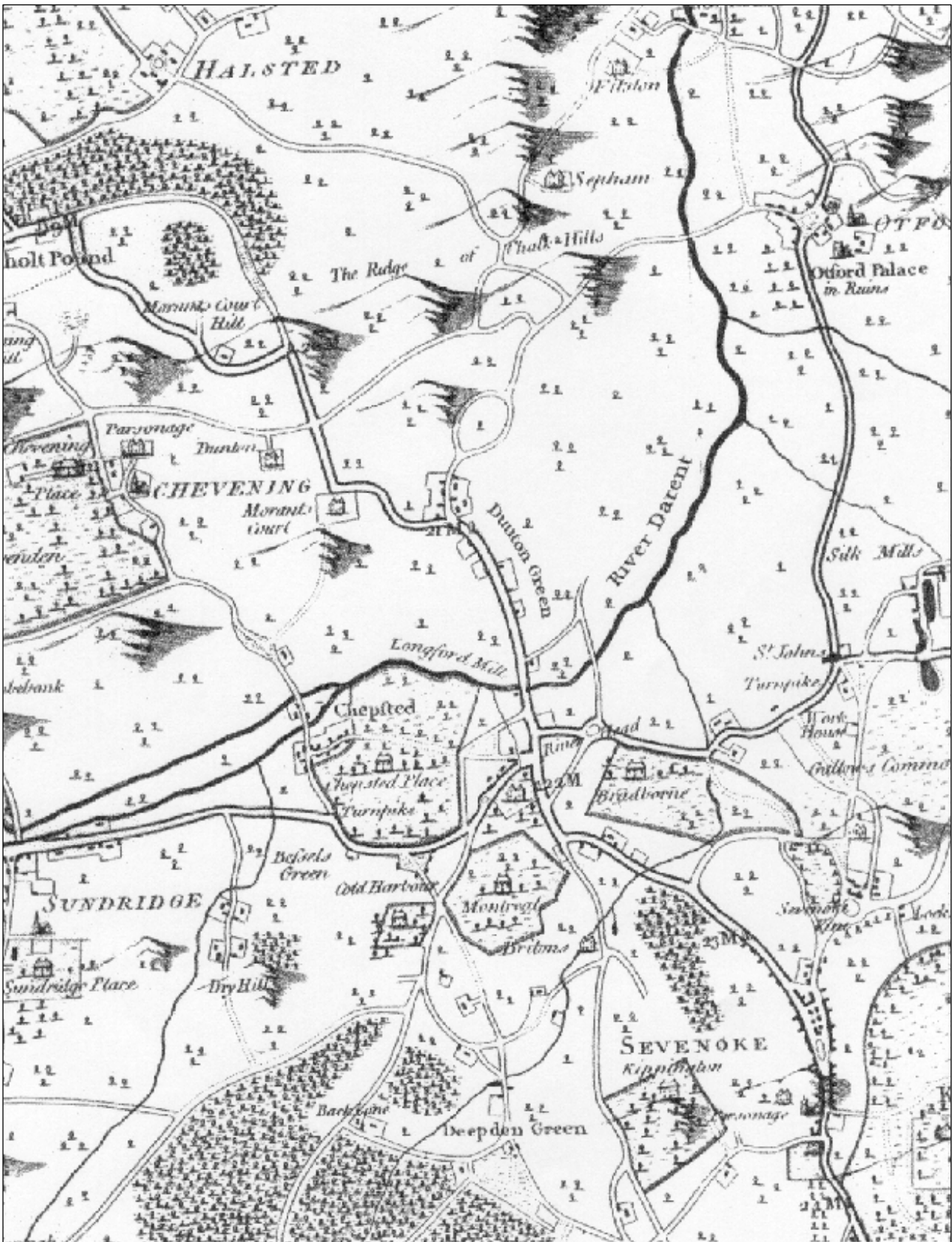
In Elizabethan times Robert Cranmer built a large house to the south east of the main settlement which became Chipstead Place. The house passed down via various families and was demolished and rebuilt in the early 1700s by the incumbent at the time.



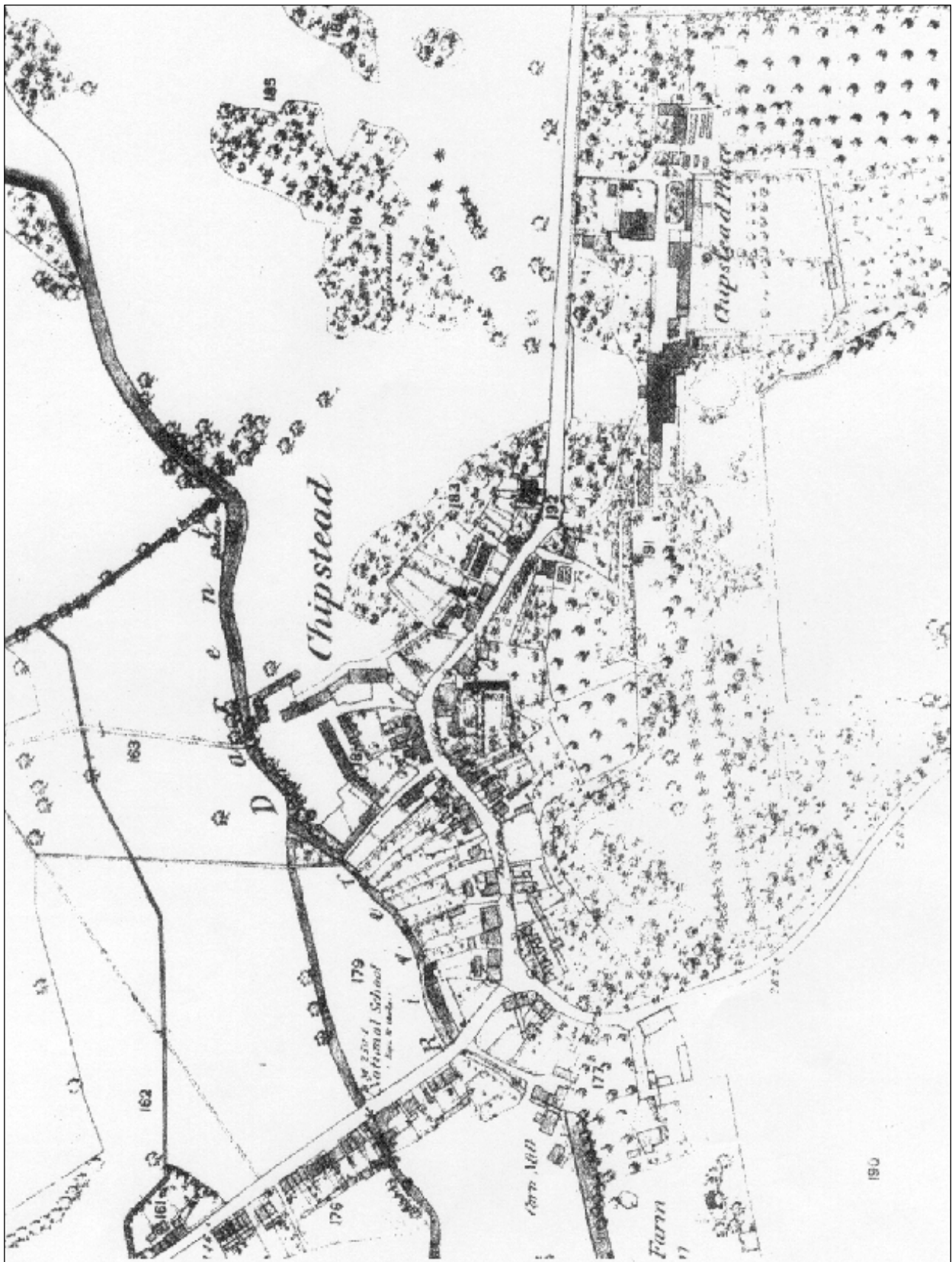
Chipstead Place in the 19th Century

Chipstead Place was the major house of the area with extensive lands bounded by what are now Witches Lane and Westerham Road and stretching down to the river. Chipstead Place was rebuilt in 1693 by William Emerton, who was the then owner. Chipstead Lane was the private drive to the house to which White Lodge, West Lodge and another lodge at Bessels Green belonged. The gatehouse at Percy Lodge, now at the corner of Chipstead Lane and Witches Lane, housed a gatekeeper who operated a pole gate. The main drive leads to the big house and then continued as a series of steps to Stairfoot Lane which accounts for the differing levels of the George and Dragon restaurant and bar and Bank House. The owners of Chipstead Place were landowners of virtually the whole of Chipstead.

CHIPSTEAD VILLAGE CONSERVATION AREA APPRAISAL & MANAGEMENT PLAN



Map 3 Dated 1797



Map 4 Dated 1869

The main house itself was mostly demolished in 1932 leaving only the Ballroom and servants quarters and an extensive walled garden with glasshouses. The ballroom and its attached Vinery were converted into a dwelling and the surrounding land sold off for building plots. A house was built on half of the Vinery, the drive of which is now The Old Carriageway, and the glasshouses became the building plots of The Old Garden.

The river was dammed at some time to form an ornamental lake for Chipstead Place but it was not until the area was being excavated for sand and gravel in the late nineteenth Century that the lake we see today began to be formed. The sand pits flooded and had to be excavated with dredgers and eventually grew to become what was for a time the largest 'man dug' lake in England.

The sand and gravel were used for building purposes and supplied the concrete tile manufacturing works at Dunton Green. There was a brick works on the road to Chevening that supplied the bricks for most of the contemporary local buildings.

A single track branch line railway ran from Westerham to Dunton Green and called at nearby Chevening Halt, serving the area from 1881 until its closure in 1961.

The village contained the expected trades and facilities of blacksmith, farrier, miller, local shops, post office and public houses until relatively recently. Now, although two public houses remain and attract a clientele from outside the area, all the shops have closed and the only commercial enterprises are the Pottery, and a small office complex at the Mill.



Chipstead Lake

3.4 Buildings and Materials

The scale of the Chipstead Conservation Area is primarily domestic and the vernacular styles are an eclectic blend of typical Kentish materials and detailing.



High Street looking east

There is a wide range of house sizes, including small terraced cottages and a number of substantial and important residences some of which have been created by the amalgamation of two or more original dwellings.

Buildings are generally two storied and do not vary enormously in height although a contrast of scale is provided by their siting on the steadily rising ground along the main thoroughfare.

Many houses make good use of their attic space and dormer windows abound adding to an interesting roofscape. Brick chimney stacks with a variety of pots break the skyline, particularly on the former almshouses at the east and west ends of the High Street. Roofs are covered with plain clay tiles, with the occasional use of slate, and gable ends often have intricately detailed bargeboards.

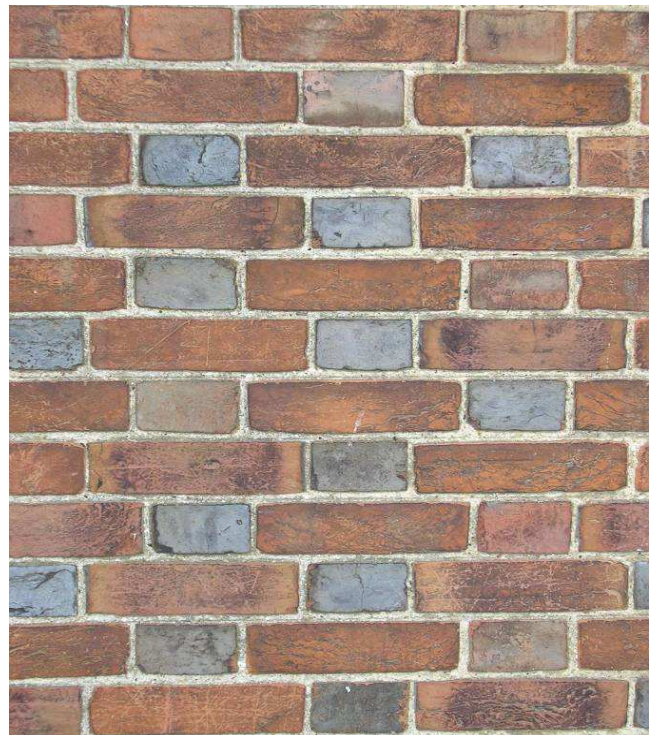


Decorative clay tile hanging

Timber framing is seen at first floor level on some of the older buildings and also applied on later infill development. Vertical clay tile hanging to first floors and gable ends is common. The use of similar decorative patterns on a variety of buildings of different ages and ownerships suggests a former local source for these tiles.

Brick is the predominant local building material, laid with lime mortar and sometimes with decorative patterns using blue headers. Tuck pointing is also used. Random and coursed ragstone is also much in evidence with stone galleting adding strength and interest to the mortar joints. This variety of materials and patterns adds richness to the character of the conservation area and provides a pleasing contrast, particularly when materials are used adjacent to each other on the same building.

Further contrast is provided by the occasional departure from brick into painted render or stucco. These buildings act as visual stops to the eye amongst the general tones of reddish brown bricks and green soft landscaping



Handmade red clay bricks with blue headers



Chipstead Square with a mix of stucco and ragstone. The Kent peg tile roofs help to visually unify the buildings

Rather surprisingly there is little use of weatherboarding - a material generally much in evidence in rural Kent. Some can be glimpsed on the western end gable of Bank House in the High Street and the outbuildings in the stable yard of Rock House are clad in tarred weatherboarding.

Windows feature prominently on the two ranges of former estate workers cottages which both have carefully detailed casements. There are many properties with traditional sash windows of varying dates and timber casements are found in dormer windows and in some of the early timber-framed houses.



Former estate workers cottages, Chipstead Square

The ages of buildings in the Conservation Area span several centuries and there is evidence of continuing adaptation and modification over the years as economic requirements and fashions changed. Crown House was formerly an inn but is now converted to a private house which makes an important contribution to the character of The Square. This 18th Century red brick building with a moulded brick eaves cornice is different from and contrasts with adjoining buildings in differing architectural styles. Throughout the conservation area it is this variation in design and materials which adds to the overall interest and character of the conservation area. Buildings originally constructed with a timber frame have had a brick facade added or have been refaced with the contemporary details of the time.



An harmonious mix of building styles including Crown House, formerly an inn.

New building on infill sites in the Conservation Area has generally been carefully detailed and carried out sympathetically. It adds to the townscape, respects local traditions and blends pleasantly with the neighbouring properties. The contribution of modern development provides a reminder that the village has been subject to continuing growth and alteration and it is this that has provided the variety which we now find so attractive.

4.0 CHARACTER APPRAISAL

4.1 Setting of the Area and Spatial Relationships

The topography of Chipstead village is one of the key contributors to the interest and character of the main village street. The slope of the land going downwards from east to west dictates the layout of the road and thus the juxtaposition of buildings. The double curve as the road falls away adds to the subtle interrelationship between buildings and public space. Chipstead retains the intimate small-scale charm of a typical Kentish village and provides a continuing series of changing vistas along the High Street. Most buildings are set close to the street and there is generally a pavement to one side only. This narrow grouping of built elements reinforces the feeling of intimacy. All these elements contribute positively to the character and appearance of the village.

A walk down the hill provides views to the open countryside and the Downs beyond that are glimpsed in the breaks between buildings. The changes in level and the longer views add interest to the character and setting of the conservation area.



The listed C18 Home Farmhouse beautifully turns the corner into the heart of the village.

Most of the residential properties have well tended and well stocked gardens, which provide them with a pleasant backdrop and in places the building outlines are softened with climbing plants.

Boundaries are generally defined with mature stone and brick walls fronting the street and hedging between properties although there are a few properties with iron railings or open picket style fences. In general the divisions are low and the buildings are not hidden behind their separations. This again fosters the intimate scale of the village.

The scale of the buildings varies progressing from the village green in Chevening Road, up through the High Street to Chipstead Lane but it never exceeds the expectations of what may be found in a small traditional Kentish village.

Chevening Road and the Green

The cottages adjacent to the Bricklayers Arms Public House are simple and low key and enjoy an open view out across the green and beyond to the lake. Often they have been modified from the original by the addition of projecting bays and porches, external window shutters and the like, and the Bricklayers Arms has had several modifications over the years.



The Bricklayers Arms and adjacent cottages in Chevening Road

The white painted stuccoed villa at the end of the series beyond the pub is a contrast to the adjacent row of listed timber-framed cottages (nos 15-21) and this side of Chevening Road is brought to a visual stop by the green painted Pottery on the corner of Mill Lane.

The ragstone road bridge over the river has a series of steps leading down to the water and there is a footpath along the northern bank close to the fringes of the lake. The sound

of the running water is a recurrent theme at this end of the village and as one approaches the drive up to Mill House. The pink painted stucco of this building is glimpsed from the road and invites a walk along the path by the water where the sound of the mill race grows louder. The house itself is now divided into several residences but retains its picturesque charm.



Historic ragstone bridge

Chipstead Square

At the Square the tall pair of ragstone houses and the Old Post Office define the focal point of the junction with Homedean Road, with the opposite boundary delineated by the range of lower but visually imposing estate cottages. These were formerly cottages built in 1841 by the then owner of Chipstead Place, Fredrick Perkins, on the site of an old public house called The White Hart.



Chipstead Square from the west

The view into the village from the southern approach is channelled into the Square past a simple but pleasant trio of red brick cottages on the west side Homedean Road and the low stone wall and raised lawns of the estate cottages on the east. At this point a close of newer houses has been built just outside the Conservation Area boundary and the road to them rises steeply behind the cottages to which the mature trees and gardens provide a natural backdrop.

Next to the Edwardian gables and red brick of Old Post Office is the painted brickwork and slated roof of the Old Bakery which provides a visual break before the restrained elegance of the 18th Century Crown House, with its regular sash windows and mansard roof. On the opposite side of the road, the modern house on the infill site next to the estate cottages is simple and of a scale that is complementary to its neighbours.

Shops are an important aspect of the character and social life of a village and should be retained where possible. Chipstead, however, has lost its shops, but traces of them remain in shop fronts now converted to rooms in dwellings and in adverts painted on walls. These should be kept wherever possible.



Chipstead Square looking east with a modern house sitting comfortably in this diverse setting.

The lower High Street

The gables and dormers of nos. 9-13 and nos. 22-26 High Street increase the vertical scale at this point and provide a visual narrowing of the vista as the road bends round before ascending the hill. These buildings facing each other across the street have an abundance of features that invite closer inspection before continuing around the corner for the next view along the road.



Nos. 22-26 High Street



The red brick Edwardian villa with a flat roofed stone castellated porch, although not of marked historic interest, adds to the variety of colour and texture between the two white painted houses on the north side of the road.

High Street from Martins' Shaw

Opposite here, in Martin's Shaw, is a small development of modern houses, whose sloping gardens provide a backdrop to the lower properties fronting the High Street. This is outside the Conservation Area, but any development here can affect its setting. On the east corner of the close a pair of 18th Century cottages contrast with their 20th Century equivalent on the opposite side. Next to them, a later copy of the ragstone, timber-framed plaster panels and fretted bargeboards found lower down the street at nos. 22-26, present a charming

pair of cottages set back a little from the road, widening the streetscape before it is closed again by the former chapel as it steps forward on the south side of the High Street.

The juxtaposition of the contrasting colours and textures around the Square and along this lower section of the High Street is both attractive and visually satisfying. Stucco buildings contrast with brick and ragstone topped by plain clay peg tiled roofs. Each building is different but all form an harmonious whole to create an area of special architectural and historic interest.



High Street looking west. Ragstone houses enclosing the view.

As the hill starts its ascent, the row of cottages on the north side again lead the eye up to the Chapel and the similarly styled but more imposing houses at nos. 29 & 31 and The Home Farmhouse. Opposite the Chapel, the cottages at nos. 23 & 25 are set back from the pavement and are not seen until one passes Vine Cottage, providing a pleasant visual surprise and some soft landscaping in their front gardens. The single storey former shop projects forward, enclosing the garden and once again narrowing the vista.



The converted Chapel and former stores enclose the space and contribute to the visual diversity of the area.



West Lodge and its gates give an indication of the high quality of the now demolished Chipstead Place

Stairfoot Lane



Historic cottages in Stairfoot Lane

On the next bend in the road the narrow alley of Stairfoot Lane leads down to the river. There is a sudden change of scale from the High Street and a sense of enclosure and quiet charm. The Lane is bounded on one side by a long ragstone wall and on the other by a row of terraced historic cottages built in red brick with blue headers and first floor tile hanging. The fine detail of the ragstone spall paving adds to the richness of this quiet backwater. This type of paving also appears in the High Street where it was restored by the Council some years ago as part of an environmental enhancement scheme.



Closer to the river the Lane narrows into a tree lined footpath leading to a narrow stone footbridge over the Darent. The transition from urban to rural adds to the character of the area.

The Upper High Street

Opposite the entrance to Stairfoot Lane, in marked contrast of scale, the Rock House stands directly on the road at an angle to the bend. The house is imposing and forms an impressive group with its stable range, courtyard and boundary wall. At this point in the road the buildings have become grander and their impact is increased by the rising ground, culminating in Bank House which towers over the next bend at the top of the High Street.

There is another focal point on this bend provided by the George and Dragon, from whose car park there is a splendid view across the Darent and the lake to the North Downs beyond. There is then the pleasant surprise of the attractive row of former estate cottages set back from the road on the brow of the hill, behind the 19th Century red brick and tile hung village house of no. 41.



The top of the High Street

At the eastern end of the village the picturesque pair of cottages at 59 & 61 High Street to the north and West Lodge to the south give an indication of the architectural diversity in Chipstead Village.



59 & 61 High Street

Chipstead Lane

The road continues out of the village centre towards Chipstead Common and Riverhead. This area is dominated by a continuation of the old ragstone wall to the grounds of the former Chipstead Place. Several tall cypress trees which escaped the ravages of the 1987 hurricane punctuate the route and draw the eye along the road out of the village. Although the ragstone wall has been altered in places it still forms an important historical feature of the area. Trees on the north side of Chipstead Lane also make a positive contribution to the character of this area.



Chipstead Lane looking east

4.2 The Impact of Individual Elements, Features and Groups

With such a wealth of listed buildings concentrated into such a small area the individual impact of buildings is generally overridden by the group value of the streetscape. The number and juxtaposition of its historic buildings define the charm of Chipstead. It is also important to point out that the village has a number of buildings of character which, although not listed, make a positive contribution to the character of the Conservation Area. There are no grand set-piece views but rather a series of vistas throughout the Conservation Area from a variety of standpoints and directions.

Some buildings have an immediately impact that is worth noting. The estate cottages and ragstone houses on the Square are an important group that are seen from the three separate entrances to the village, and set the scene for the character of the Conservation Area



Bank House and The George & Dragon PH

Similarly, at the top of the High Street, Bank House, the George and Dragon and The Rock House provide the visitor with an impression of what is to come.

These former estate cottages at the top of the High Street are not listed at present, and may well be worth such designation for their architectural and historic interest and significant contribution to the conservation area's character.



Former estate cottages, 43-53 High Street

In Chevening Road, the setting of the cottages on the Green form an important grouping as do nos. 9-13 and 22-26 High Street.

5.0 MANAGEMENT

5.1 Conservation Area Management

Historic buildings and places are a built environment resource in which everyone has an interest. Changes are inevitable but it is important to understand and then seek to sustain or enhance areas. English Heritage good practice encourages local authorities to prepare a management plan addressing the issues arising from the Conservation Area Appraisal and set out recommendations for action. Some of these actions will be applied generally to conservation areas in the District, and others are specific to the Chipstead Village Conservation Area.



Locally distinctive details at the former Estate cottages

Clearly in a group of buildings possessing the important historical and architectural qualities of Chipstead Village the overriding policy should be to preserve and enhance those qualities. However conservation area status is not intended to imply prohibition of development.

Conservation area management is therefore largely the management of change, to ensure that local distinctiveness and the special character of place are respected and responded to in a positive manner. The challenge is to manage change in ways that maintain and reinforce the conservation area’s special qualities.

The established character of Chipstead Conservation Area must be protected in order to maintain its special architectural and historic interest. Any alteration or extension of existing buildings in the village should be carefully designed to take account of the established character and appearance of the conservation area.

There are few sites within the conservation area which could accommodate substantial new development and the surrounding rural area is protected by the Metropolitan Green⁴²

Belt and the High Weald AONB. Infilling existing open space within the conservation area could adversely affect the historic and locally distinctive form of the village. Some improvement or enlargement of existing buildings may be possible subject to quality design.

5.2 Current and Future Pressures on the Area

Chipstead Village has a high quality character recognised in its designation as a conservation area. There are a large number of listed buildings and high density of development in the historic core which means that opportunities for redevelopments or infill development are limited.

On the periphery of the original settlement and beyond the boundaries of the conservation area so much new development has taken place in previous years that Chipstead is becoming a suburb of Sevenoaks and Riverhead. Much of this development is infill behind the original core of the village. There is a strong demand for housing in areas on the fringe of urban areas. On the western edge of the conservation area a housing development at Moat Farm has been built in the former farmstead and incorporates some converted original agricultural buildings. The design of the properties is sympathetic to the area but is an example of continuing pressure for new development.



Modern housing at Moat Farm incorporating former agricultural building as garaging.

The number of households owning more than one car is above average and this will increase pressure on roads in the village, even if cars can be parked off the road.

The increase in car ownership puts particular pressures on settlements whose roads were designed only for the horse and cart. Parking is limited and while public areas can sometimes be made available, the problem of residential on-street parking remains. The George and Dragon has a large car park and patrons of the Bricklayers Arms can use the car park by the lake. Chevening Road is often lined with parked vehicles which can reduce it to a single track road, affecting the character and causing congestion. On the other hand, this effectively acts as a method of traffic calming.



Historic cottages in Chevening Road

5.3 Applying Planning Policy

The District Council will consistently apply existing and future planning policy to ensure high quality design which protects and enhances the character and appearance of the Chipstead Conservation Area. This will be applied to all development requiring planning or listed building consent including new or replacement buildings, small scale alterations and extensions and boundary treatment. This approach will be followed for proposals both within the conservation area and those outside the designated area which affect its setting or impact on its character.

The built and natural heritage of Chipstead will be conserved and any change should protect and enhance these cherished assets of local architectural, cultural, historical and conservation importance and the character of the surrounding landscape. Local distinctiveness is an important aspect of character to be assessed both in the context of the whole conservation area and its immediate surroundings, when designing any development proposal.



Locally distinctive allotment shed.

5.4 New Development

The following general principles should be adopted for all development and change in the conservation area:

Grain of the Village

Chipstead has a distinct grain, or built form, of historic development. This gives the village great individuality, characterised by the pattern of historic buildings following ancient footpaths and highways and by the compact nature of the village. This “grain” is an important part of the character of the conservation area and should be protected.



Planning applications for development must include a detailed analysis (Design and Access Statement) of the locality and demonstrate that there is a full appreciation of the local streetscape and how it has developed, including prevailing building form, materials and plot ratios.

original character

A simple modern conversion retaining

Contextual design

All new development in the conservation area, should respond to its immediate environment and context, in terms of scale, density, form, materials and detailing. Areas on the edge of the village have an open rural character and long views of and from the site must be taken into account. It is also vital to respect the agricultural and parkland character of the surrounding area

Scale

Scale is the combination of a building's design, height and bulk when related to its surroundings. Most of the buildings in Chipstead are two storeys and are of a modest character. Proposals for new or replacement buildings, such as garages or out buildings, must have drawings showing adjacent buildings and how the new structure will relate to them. House extensions must take into account the scale of the existing building, and must not dominate or overwhelm adjacent buildings.

Appearance, Materials and Detailing

The emphasis in any proposed alteration, new or replacement building must always be on the need to provide high quality design. There may be scope for innovative modern design, however a dramatic contemporary statement would probably be inappropriate in this conservation area and a more traditional design is likely to be more suitable. Good contemporary design can be used to create positive change in historic settlements and may be appropriate in listed buildings provided it respects their scale, form and character.

Extensions to existing buildings

Extensions should respect the form and character of the original building and its locality and use high quality materials and detailing. For listed buildings this is particularly important. Design should be of high quality, whether modern or traditional. Roof lines, roof shape, eaves details, verge details and the creation of new chimneys are all important considerations. Extensions should not overlook neighbouring properties, lead to an unacceptable loss of garden space, or result in the loss of historic plot boundaries. Extensions should not dominate the original building.

Windows

The commonest window types within the conservation area are single glazed, white painted timber windows, in the form of side hung casements on many of the older and more modest dwellings. Listed Building Consent is always required to alter windows in listed buildings. Windows of traditional design which are in keeping with the building they belong to and respect the historic nature of the village make a very important contribution to the character and appearance of the conservation area.

Repairs

Repairs to existing historic structures must be undertaken sensitively to ensure that the appearance and condition of their fabric is not harmed. The regular maintenance of historic buildings can help to avoid the costly repair work required to rescue a building from dereliction. It is especially important to ensure that historic buildings are kept weather and water tight to prevent deterioration and roofs should be kept in a good state of repair.

5.5 Buildings Making a Positive Contribution to Character.

As recommended by government advice in Planning Policy Statement 5, buildings of merit, which have been judged to make a positive contribution to the character and appearance of the conservation area have been identified as part of the appraisal process and are marked on the character map for the conservation area. Any application to demolish an

identified building will need to be accompanied by a reasoned justification similar to that required for a listed building. Permission will only be given for demolition if the applicant can provide proof that the building is beyond economic repair. Similarly, all applications for alterations and extensions will be very carefully controlled

In the conservation area, where the quality of the general environment is already very high, the community expects the Council to insist on good quality design which responds positively to the historic setting, this extends to garages, extensions and ancillary buildings.

5.6 Tree Protection

The conservation area is generally focused on listed buildings and other important built features but the landscape surrounding it and trees within it contribute significantly to appearance. The open areas and trees which provide the setting to the Chipstead Village Conservation Area can be as important as the buildings or historic features themselves in retaining character. Trees, gardens and open space help to improve the quality and amenity of the area.



Chipstead's historic rooftops glimpsed through trees

Trees make a very important contribution to the character and appearance of the conservation area and the Council is committed to their protection and improvement. Poorly considered works to trees may not only lead to the loss of the tree but also spoil the appearance of the area surrounding them and adversely affect the setting of any buildings nearby. All trees in a conservation area over a certain size are automatically protected by law. Additionally, some may already be specifically covered by Tree Preservation Orders (TPOs), which means that formal permission is required from the Council to fell or lop them. Failure to comply with the legislation can result in prosecution. Anyone wishing to

carry out works to a tree in a conservation area which is not already protected by a TPO must give notice of their intentions to the Council and the Council has six weeks in which to decide whether or not to serve a TPO on that tree. The decision will be based on the contribution the tree makes to the character or appearance of the conservation area, the type of species and the health of the tree. If a TPO is served, a formal application will be required for any tree work.

The following trees are exempt from control:

- Trees which are dead, dying, or dangerous.
- Trees with a trunk diameter which is less than 75 mm (3 inches) at any point, or less than 100 mm (4 inches) diameter at 1500 mm (5 foot) about ground level.
- Where the removal of the tree would be to the benefit of other neighbouring trees.
- Trees subject to a forestry dedication.
- Where the tree has to be felled in connection with a development for which planning permission has already been given.

Recent changes in the legislation mean that fruit trees are no longer exempt. It is always advisable to check with the Council's Tree Officer before starting work. Where the loss of a tree is unavoidable, the Council will encourage and may require in certain circumstances, the replanting of a new tree with a species which is native or traditional to the area.

5.7 Sustainable design

To encourage sustainable development, all buildings should where possible use products with a low environmental impact, including the use of locally sourced materials from sustainable resources. Where appropriate in a conservation area, new buildings should also include provision for waste reduction, the re-use of materials and should be energy efficient. Energy efficiency for existing buildings within the conservation area could be improved by such measures as loft insulation and the provision of secondary double glazing, subject to the views of the Council's conservation and building control officers.

5.8 Potential for Enhancement

At present telegraph wires clutter the street scene and in particular there is a very unattractive metal post on the corner of Martins Shaw. As part of a programme of environmental improvements the District Council has re-laid the footway in traditional ragstone spalls and ironstone setts to enhance the village centre. It is important to maintain this traditional paving to a high standard.



A clutter of poorly maintained signage at the heart of the village

Road signs, although vital, need to be thoughtfully positioned to avoid detracting from the character of the area. It should be possible to review the siting, design and maintenance of the existing signs and street furniture to explore ways in which this could be improved and possibly also to remove unnecessary signs.

In a few circumstances there are some details on listed buildings which could be altered to enhance their appearance. For instance the running of soil pipes across one of the main public elevations of Bank House is unfortunate and unattractive.



Soil pipe on Bank House

5.9 Building Regulations

The District Council will continue to apply Building and Fire Regulations sensitively in Conservation Areas and to listed buildings and ensure that there is no conflict with the preservation of the character of the area or historic buildings.

5.10 Pride and Identity

The historic village is a quintessential part of the traditional image of England and a vital part of the local economy. Chipstead faces a wide range of challenges including the economic, social and physical impact of change, the adverse effects of parked cars and through traffic on the area and erosion of environmental quality. In common with the surrounding countryside, villages have always changed, and will continue to do so. Chipstead's long history and rich historic fabric in the conservation area are assets which, wisely used, can help to produce an agreeable and interesting built environment, a pleasant place to live, economic prosperity and a sense of civic pride and identity.



Attractive stream and planting along Chevening Road

APPENDIX

English Heritage Guidance -- Unlisted buildings in conservation areas

When considering the contribution made by unlisted buildings to the special architectural or historic interest of a conservation area, the following questions might be asked:

- Is the building the work of a particular architect of regional or local note?
- Has it qualities of age, style, materials or any other characteristics which reflect those of at least a substantial number of the buildings in the conservation area?
- Does it relate by age, materials or in any other historically significant way to adjacent listed buildings, and contribute positively to their setting?
- Does it individually, or as part of a group, serve as a reminder of the gradual development of the settlement in which it stands, or of an earlier phase of growth?
- Does it have significant historic association with established features such as the road layout, burgage plots, a town park or a landscape feature?
- Does the building have landmark quality, or contribute to the quality of recognisable spaces, including exteriors or open spaces with a complex of public buildings?
- Does it reflect the traditional functional character of, or former uses within, the area?
- Has it significant historic associations with local people or past events?
- Does its use contribute to the character or appearance of the conservation area?
- If a structure is associated with a designed landscape within the conservation area, such as a significant wall, terracing or a minor garden building, is it of identifiable importance to the historic design?

In English Heritage's view, any one of these characteristics could provide the basis for considering that a building makes a positive contribution to the special interest of a conservation area, provided that its historic form and values have not been seriously eroded by unsympathetic alteration.

Guidance on conservation area appraisals – August 2005

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Brittain's Farm Sevenoaks

DRAFT

Conservation Area Appraisal and Management Plan



PLANNING GUIDANCE - 2011



Brittain's Farm Sevenoaks

Conservation Area Appraisal and Management Plan

The historic environment is a social asset of immense value and one of the keys to the continuing prosperity of Sevenoaks District. Conservation Area Appraisals are part of a process which helps us make the best use of our historic environment. They are tools for the positive management of change, not a means of preventing development. Conservation is focused on the entire historic environment, not just listed buildings. Trees, open spaces, buildings, uses and streets all contribute to the character and local distinctiveness of the District's conservation areas.

The built environment of our conservation areas has used energy and materials moulded by people both past and present. The District Council will creatively manage the fabric of these areas in a sustainable way as a legacy for future generations.

It is intended that this appraisal and management plan will inform the activities of the Council, the public and other bodies where these affect the conservation area. This Appraisal was approved by the District Council in 2011 and adopted as Informal Planning Guidance.

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The converted oasthouse

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Brittain's Farm Sevenoaks drawn by Charles Essenhigh Corke 1900

1.00 INTRODUCTION

This document replaces the Brittain's Farm Conservation Area Appraisal which was produced in July 2000 by Sevenoaks District Council in partnership with Sevenoaks Town Council and local amenity groups. Local authorities are required by law to preserve or enhance their conservation areas and part of that process is to regularly review their conservation areas and produce Conservation Area Appraisals and Management Plans. These explain what is important about the area and what improvements are needed.

This Appraisal and Management Plan follows the broad format suggested by English Heritage in the 2006 document Guidance on Conservation Area Appraisals and Management Plans. This Appraisal draws heavily on the original document, but the conservation area has recently been re-surveyed and the boundary reviewed. During this process, photographs were taken and both positive and negative elements recorded. However, the omission of any particular feature or building does not imply that it is of no significance.

1.1 Conservation Area Boundary Review

A review of the boundary was undertaken as part of the preliminary survey work associated with this Appraisal. The boundary, which was reviewed in September 2007, accurately reflected the overall extent of the area of special architectural or historic interest and no changes were made.

1.2 Definition and Purpose of Conservation Areas

Conservation Areas first came into being as a result of the Civic Amenities Act of 1967 and are intended to identify any valuable visual or historic characteristics in a locality that may warrant special measures in order to protect and conserve them.

The Planning (Listed Building and Conservation Areas) Act of 1990 recognises that there are particular areas of 'architectural or historic interest, the character or appearance of which it is desirable to preserve or enhance' and charges planning authorities with a duty to designate any such locations within their jurisdiction as conservation areas. This designation then empowers the local authority to pay particular attention to planning considerations and development within them and gives greater control over such matters as demolition, landscaping and trees, and the display of advertisements.

Designation also raises the awareness of local residents and businesses to the quality of their surroundings and is intended to encourage an active interest in the care and maintenance of their properties and surrounding land, thereby fostering a sense of communal pride.

It has been recognised that designation, because of the responsibilities and obligations it places on both owners and the local authority should only be imposed on areas that are demonstrably suitable. Where the criteria have been met, the area should then benefit from the additional control and protection that designation confers, and from official recognition of the special architectural and historic character of the locality.

The management of our national cultural and historic inheritance is of paramount importance and conservation areas are vital grass roots starting points from which to safeguard the continuing care of our environment.

1.3 The Benefits of Being in a Conservation Area

The historic environment is of particular economic importance for tourism and leisure. In addition, maintaining the appearance of a conservation area and the character of the groups of buildings and the public areas within it will sustain or enhance the value of individual properties. Conservation can also play a key part in promoting economic prosperity by ensuring that an area offers attractive living and working conditions which encourage further investment.

The principles of conservation management planning, that managing any historic place should be based on understanding it and assessing its significance and values, are now accepted as applying to historic areas as much as to historic buildings.

1.4 Purpose of Appraisals and Management Plans

As their number grows, it has become even more important for local authorities to include a well-defined and considered policy for designated conservation areas in their development plans. Development pressures are such that any designation is likely to be subjected to detailed scrutiny and must be readily and demonstrably defensible against adverse criticism. The criteria for designation should be kept as uniform as possible and the public kept fully aware of the reasons for any proposed changes in their area.

The 1990 Act charges local authorities with the responsibility of undertaking a review of their conservation areas from time to time, both to consider the possibility of revising their extent, and to identify any past changes or future pressures which may affect the original reasons for their designation.

English Heritage published an advisory leaflet on appraisals in 1997 and more detailed guidance on both appraisals and management plans in 2006. This guidance outlines the preferred approach to these plans and gives examples of the type of content that it would be useful to include.

The principal purpose of this Appraisal is to provide a firm basis upon which proposals for development within the Brittain's Farm Sevenoaks Conservation Area can be assessed. It defines those key elements in the area that contribute to the special historic and architectural character and which should be conserved or enhanced. It supplements and provides clarity to policies contained in the Development Plan, primarily those relating to demolition and development within conservation areas, and should be read in conjunction with the Plan. It will therefore be a key document in maintaining character and promoting appropriate, sensitive proposals in the Conservation Area.

The appraisal and management plan defines the key elements that together give the area its character and objectively analyses how they interact to enhance their individual impact. The plan can then provide management suggestions for future policies and improvements based on a clear understanding of the special architectural and historic

qualities that highlight the area and give it its local distinctiveness. These plans can also be used to assess the impact of planning policies and the implementation of enhancement measures.

The plan will help the District Council, development professions (planners, architects, landscape architects, highway engineers etc) and the local community engage in the conservation and enhancement of the local historic environment and help secure the long term viability of the Conservation Area as an important heritage asset. This new Appraisal and Management Plan is based on the Brittain's Farm Conservation Area Appraisal 2000 and sets objectives for the protection and enhancement of the conservation area, addresses areas identified in the first appraisal and brings forward opportunities to enhance the area.

1.5 The key purpose of this Plan is to:

- Define the key characteristics and features which contribute to the conservation area's special character or appearance and should be preserved or enhanced.
- Provide a basis for making sustainable community based planning decisions about the future of the conservation area.
- Raise awareness of the importance and value of the local heritage.
- Record those principal elements that detract from the character or appearance of the conservation area.
- Identify distinctive built form character within the conservation area.
- Identify opportunities for enhancement to be delivered through management plans or other initiatives.
- Inform key agencies, societies and residents whose activities impact on the conservation area and maximise the investment in the preservation and enhancement of the conservation area to the benefit of the social and economic quality of life in Sevenoaks.
- Provide guidance and set out objectives to preserve and enhance the buildings, structures and features.
- Outline the key statutory requirements in respect of development within the conservation area; provide guidance and set out actions to secure the proper and effective application of these requirements.
- Propose the implementation of management procedures to co-ordinate the delivery of new works and maintenance works within the public realm.

As an adopted Conservation Area Appraisal and Management Plan , the plan will be a material consideration in the determination of development proposals.

2.0 GUIDANCE AND POLICIES

2.1 National and Regional Guidance

Government advice concerning conservation areas, historic buildings and other heritage assets is set out in Planning Policy Statement 5, Planning for the Historic Environment 2010 and the accompanying Planning Practice Guide. Other advice about conservation areas including the production of management proposals, was produced by English Heritage in 2006.

2.2 The Development Plan

The government has introduced a new type of development plan known as the Local Development Framework (LDF). The LDF will set out the strategy, policies and proposals for the future shape of Sevenoaks District and will be produced over the next few years. The Core Strategy was adopted by Sevenoaks District Council in February 2011. Policy SP 1 of this document is relevant to conservation.

In the meantime the saved policies of the Local Plan of March 2000 is the development plan until parts of the new system are adopted. As an adopted planning document the Appraisal and Management Plan will be a key material consideration in the determination of development proposals.



Listed historic barn

2.3 Local Policies

Brittains Farm is within the Metropolitan Green Belt where the fundamental aim of Green Belt policy is to prevent urban sprawl by keeping land permanently open. The most important attribute of Green Belts is their openness. The general policies controlling development in the countryside apply with equal force in Green Belts but

there is, in addition, a general presumption against inappropriate development within them. Such development will not be approved except in very special circumstances. It is for the applicant to prove that very special circumstances exist.

The Sevenoaks District Local Plan (adopted March 2000) lists the following policy EN 23 relating to conservation areas. :

- **Proposals for development or redevelopment within or affecting Conservation Areas should be of positive architectural benefit by paying special attention to the desirability of preserving or enhancing the character or appearance of the area and of its setting. The design of new buildings and alterations to existing buildings should respect local character, whilst the treatment of external spaces including hard and soft landscaping, boundary walls, street furniture and signs should be compatible with and enhance the appearance of the area.**



Black tarred boarding and slate roof forming a simple vernacular building

2.4 Buildings Contributing to Character

Buildings which make a positive contribution to the character or appearance of the conservation area are identified on the character appraisal plan at the end of this document. English Heritage national guidance on conservation areas sets out the criteria used to identify these buildings.

2.5 Conservation and Enhancement

The Planning (Listed Building and Conservation Areas) Act, 1990 states that local planning authorities should undertake detailed assessments of conservation areas and prepare proposals for their preservation and enhancement. Development proposals will be judged against their overall contribution to the enhancement of the character and appearance of the area as set out in any plan which may have been prepared. This assessment and the detailed analysis of the area contained in the report are intended to fulfil this requirement and provide the background for development and enhancement schemes.

Sevenoaks has a rich townscape and an environment of high quality. This appraisal aims to ensure that this rich context is respected so that only high quality design is introduced, allowing the town to maintain its character and status as one of the most desirable places in the south east.

There is a richness, variety, quality and history of townscape within Sevenoaks that makes the town special. Within individual character areas there is a need to maintain and enhance the best of these townscape qualities to maintain the town's vitality. Context sensitive quality design is vitally important in reinforcing the character of Sevenoaks and this character must not be lost through undue pressure for poorly designed infill development or redevelopment.

2.6 Special Controls in the Conservation Area

Designation of a Conservation Area does not mean that changes cannot occur, but rather that any change should preserve or enhance the features which make up its special character. Controls are imposed which are additional to normal planning restrictions, in order to maintain the character and appearance of the area. The benefits of this and the maintenance of a high quality environment are perceived by most people who live and work in conservation areas as being worth the additional restrictions.

Additional controls within Conservation Areas are outlined here for information. However, other planning controls may still apply and are not altered by conservation area status.

Houses and their alteration

The size of an extension that may be built without the need to apply for planning permission is more restricted within a conservation area. Any proposals should always be discussed with the Council at an early stage.

Cladding of the exterior of a residential property with stone, artificial stone, timber, plastic or tiles will require submission of a planning application. Any enlargement of a house by way of alteration or additions to the roof, e.g. a dormer window, will require a planning application to be made. A planning application is needed for a satellite antenna where it is to be installed on a chimney; or on a building over 15 metres in height; or on a wall or roof slope which fronts a highway.

Demolition

Conservation Area Consent is required for the demolition of any building within a conservation area, except the following:

- any building with a total cubic content not exceeding 115 cubic metres or any part of such building.
- any wall of fence less than 1 metre high fronting onto the street or less than 2 metres high elsewhere.
- any building subject to a formal order requiring demolition.

Planning officers are happy to give advice on whether planning permission is required for work within a conservation area. Please contact the Council's relevant development control area team.

Trees

Six weeks notice must be given to the Council of intent to cut down, prune, uproot or destroy any tree within a conservation area. The Council will then advise if it wishes to raise an objection. If a response is not received from the Council within 6 weeks of the notice being given, work may go ahead. This requirement does not apply to trees which have a diameter less than 75mm (3") when measured at a height of 1.5metres (4'11") above the ground. Works to trees already covered by a Tree Preservation Order will also require consent.

Unauthorised Works and development

Sometimes, landowners and others carry out works without first obtaining any necessary consent from the District Council. The Council does have certain legal powers to deal with such situations, but can only take enforcement action once it is aware of any alleged unauthorised works and after detailed investigation.

Maintenance and Repairs

The Council has a duty to pay special attention to the character or appearance of conservation areas, in exercising its planning powers. However, these powers are limited. The principal guardians of the character and appearance of the area are the residents and business people who live and work in the conservation area and who are responsible for maintaining the buildings.



Black timber boarding and a 19th century white lattice window.

The character of conservation areas can be altered or lost through the use of inappropriate materials, not only on the buildings themselves but also on the ground, including paving and along boundaries. Unsympathetic replacement windows (particularly where the size of the openings are changed or inappropriate materials used) can alter the appearance of a building considerably. Any change to a window or doorway should be carefully designed to respect the character and materials of the original building.

Painting or rendering over original brickwork is another alteration which could dramatically change a property's appearance and irreparably damage the character of the group. As well as covering up attractive brickwork, it can obscure original architectural and brick detailing and requires regular redecoration to maintain an attractive appearance. In older buildings paint or render can also trap moisture which may cause damage to walls. Many alterations to older properties using modern materials can upset the balance within these properties and can cause more costly problems, such as cracks, damp, or rot. Care should be taken with any alteration to an older building.

Boundary treatments

Boundary treatment, especially to the street, is an essential feature of any property. Original boundaries, whether a brick or ragstone wall, railings or hedges, should be retained wherever possible and every effort made to reinstate missing boundary treatments with a sympathetic replacement. The particular design and the materials used should take account of the character of the property and the surrounding area. At Brittain's Farm ragstone and brick walls are characteristic of the area.

Listed Buildings

Many historic buildings are listed by the Secretary of State for Culture, Media and Sport because of their architectural and historic interest. The main purpose of listing a building is to ensure that care will be taken over decisions affecting its future, that alterations respect the particular character and interest of the building, and that the case for its preservation is taken fully into account in considering the merits of any development proposals.

If you live in or occupy a listed building, further guidance on the controls that apply is available from the relevant development control team. When a building is listed, this covers the building both internally and externally and also any object or structure fixed to it. In addition any object or structure within the grounds or garden of the building which was there before 1948 is also listed. Listed Building Consent is required for the demolition, extension or alteration of listed buildings in any way that affects its character as a building of special architectural or historic interest, internally as well as externally. You must get this consent from the District Council before any work is started. You may also require planning permission for the proposed works. The Development Control Area Team will be able to advise you on this.

New gates, fences, walls, railings or other means of enclosure surrounding a listed building will require planning permission. Any shed, garage, greenhouse or any other outbuilding, along with a pool, enclosure or container would also require the submission

of a planning application. The design of these should harmonise with the existing building and its setting.

2.7 Security

Household security and the security of parked cars is important to the Council. Residents should ensure that their house and any vehicles are secure. However, a conservation area is an historic area and this should be taken into account. Standard types of security measures may not always be appropriate and a standard burglar alarm box may be inappropriate in a highly visible location on an historic building. Compromise can usually be reached. For advice and guidance on this matter contact the Council's development control team and the Crime Reduction Officer for Sevenoaks through the Community Safety team at the Council Offices . Planning permission or Listed Building Consent may be required for any security work.

3.00 CONTEXT AND DEVELOPMENT

3.1 Location and Geographical Context

Sevenoaks is a prosperous market town with a population of approximately 22,000 people (22,667 in the Census of 2001), situated on the north slope of the Greensand ridge to the south of the North Downs from which it is separated by the Vale of Holmesdale. It is served by good road and rail links to London and the west, and has an easy connection to the A21, which bypasses the town and runs to the south coast. The rail network with its frequent services to London, has facilitated the growth of Sevenoaks and its surrounding villages as a commuter area.

The coming of the railway initiated the most significant change in the town's development. For hundreds of years Sevenoaks remained constricted to its hill top site surrounded by a number of country estates such as Knole, Kippington, Montreal, Bradbourne, Greatness and Wildernesse. The first station opened at Bat and Ball in 1862 and the station at Tubs Hill followed in 1868. Sevenoaks then began its expansion into a base for commuting workers to London.



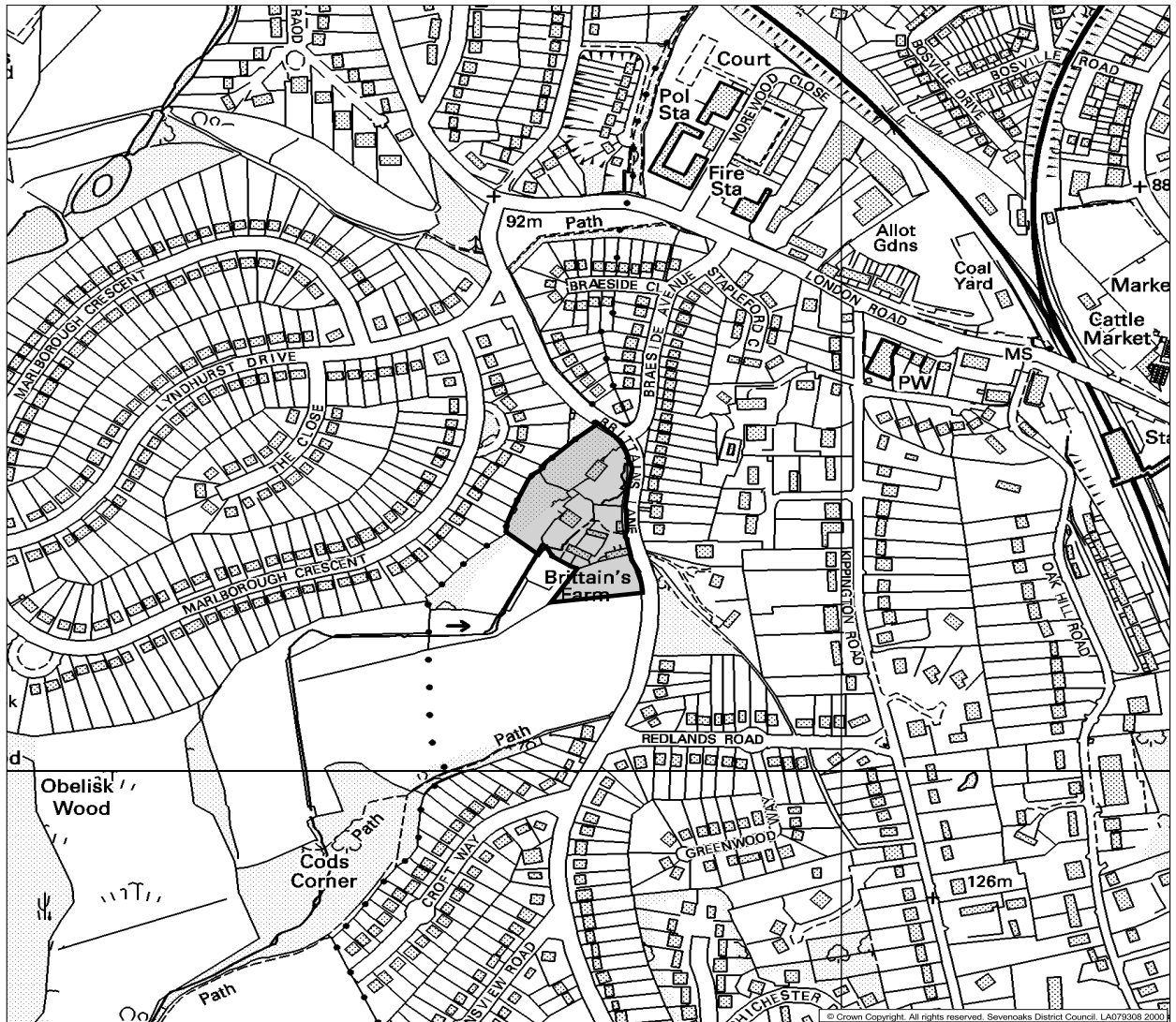
Map 1 General Location

Brittain's Farm is situated between Sevenoaks and Riverhead in Brittain's Lane, opposite the junction with Braeside Avenue. It is on the edge of the built up area but close to the train station.

Open countryside to the south west of the conservation area extends to the A21. The conservation area lies within the Green Belt, sandwiched between the housing estates on Montreal Park and Croft Way and contains a farmstead that was once part of the historic Montreal Estate.



Ragstone and brick wall adds to the character of this farmstead group



Map 2 Boundary and position of the Conservation Area



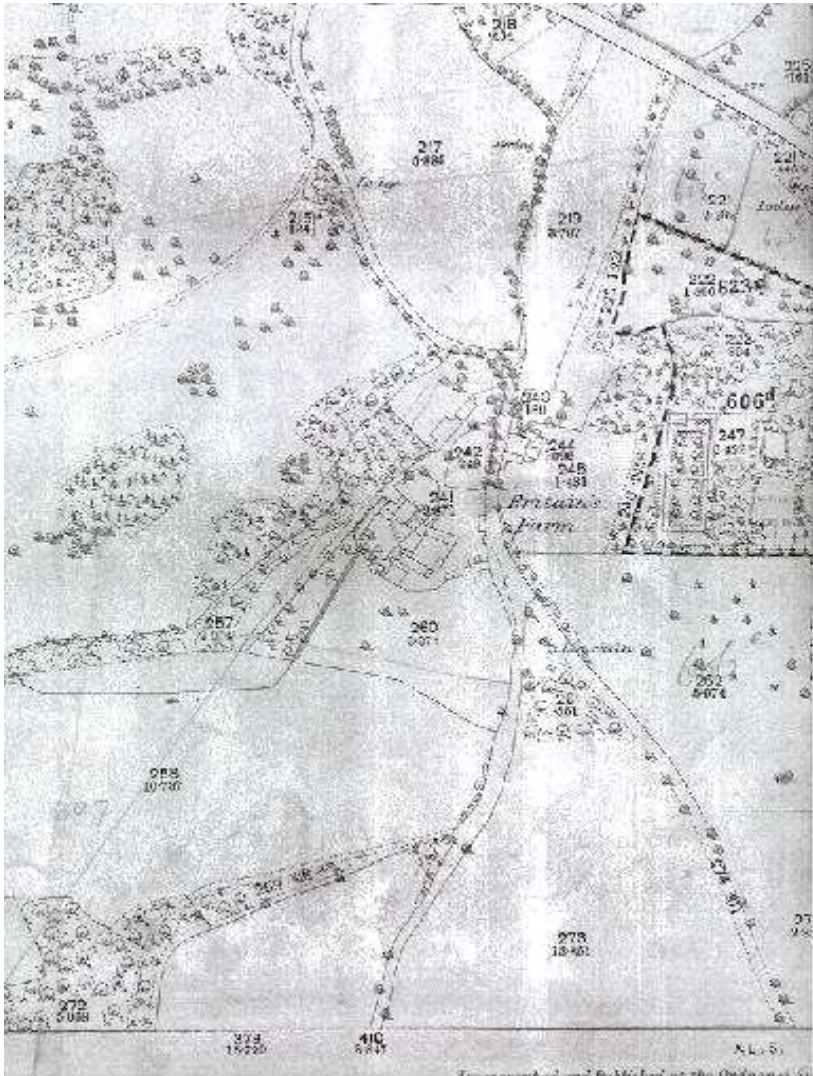
Weatherboarded stables

The conservation area covers 1.5 hectares originally designated in 1974 and was reviewed and redesignated in 2007. It contains five listed buildings and most of the mature trees within the conservation area are covered by tree preservation orders.

A stream flows through the site before disappearing underground below Brittain's Lane and north to the Sevenoaks wildlife reserve and the River Darent.

3.2 Historic Development

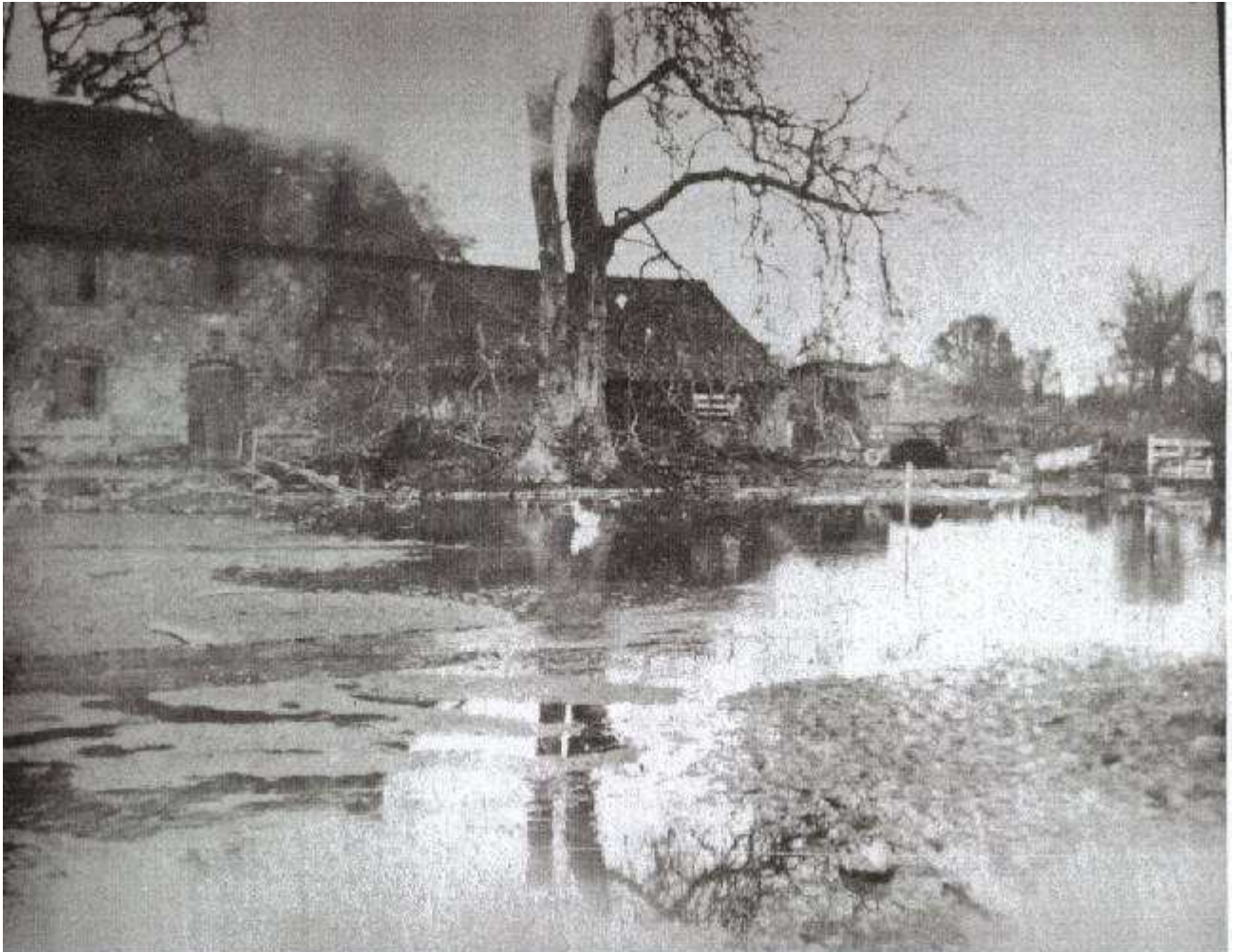
Brittains Farm was probably first established in the 12th Century as one of a ring of farms around the original Sevenoaks settlement. The incumbent would have paid his dues to the Lord of the Manor or the Archbishop.



Map 3 Brittain's Farm In 1869

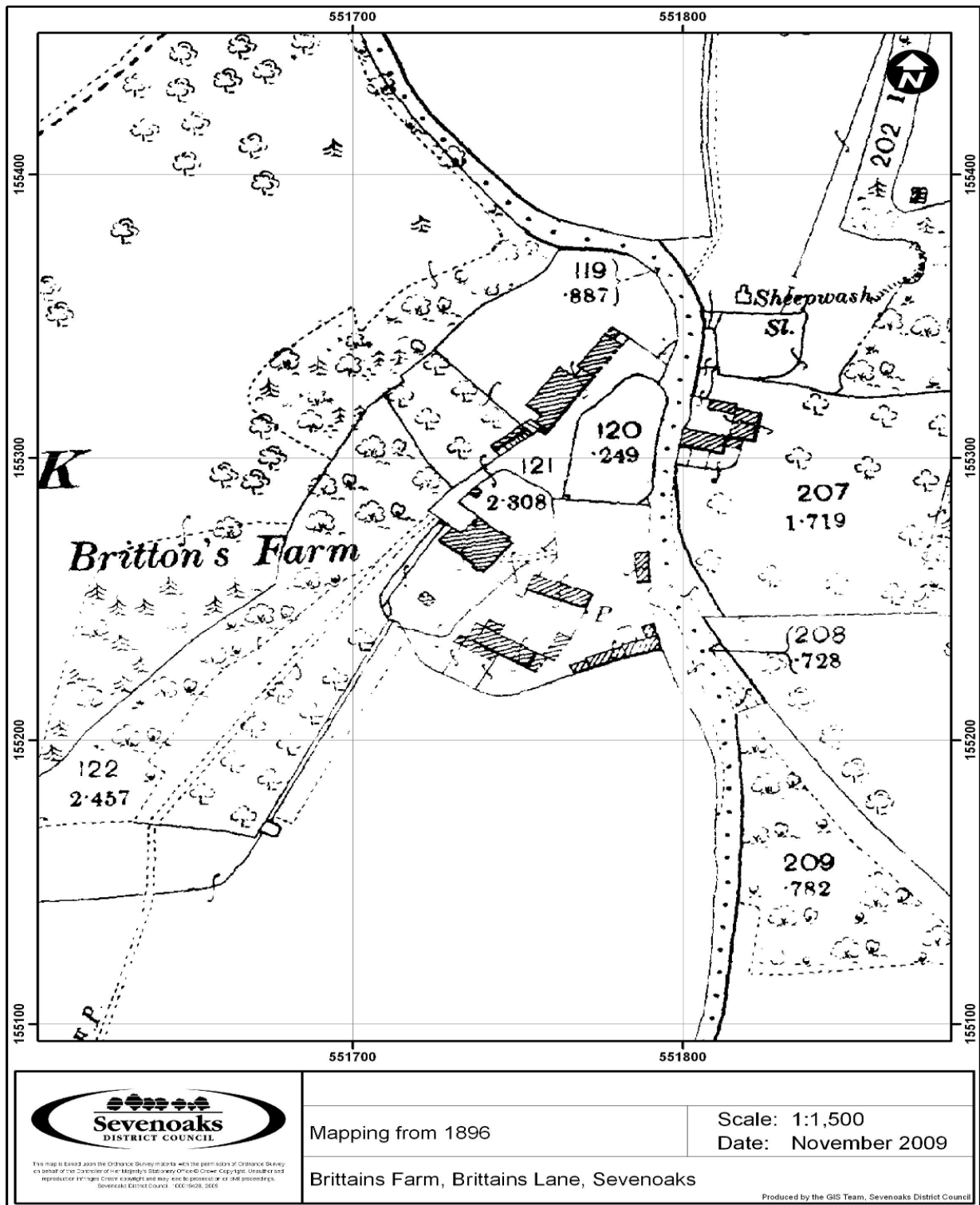
Of the buildings that survive today, the large barn to the south of Brittain's farmhouse is reputed to date from the 15th Century, but the house itself and the oast were built in 1752 and 1751 respectively, by Thomas Farnaby. He was the second baronet and a member of the family that owned the Kippington Estate . It is likely that the farm was included in the parcel of land purchased with the Kippington estate by Thomas Farnaby in 1630. Before this purchase and from the 15th Century the Kippington Estate is recorded as being owned by a series of textile manufacturers - clothiers, dyers, and cloth workers based on the wool trade in Kent.

The Kippington Estate, and presumably Brittain's farm, was sold in 1796 to Francis Motley Austen, uncle of Jane Austen, who moved there from the Red House in Sevenoaks High Street. The main house at Montreal was built after 1760 by Field Marshall Jeffery Amherst (1717- 1797) to celebrate his victory at Montreal in Canada. He was Commander in Chief of the British Army and then became Lord Amherst. The Fourth and last Earl Amherst died in 1925, the family moved away from the area and the Estate was sold to Mr J Runge of Kippington Court. Montreal House was demolished in 1936 to make way for the Montreal housing estate but fortunately Brittain's farmstead remained.



Brittain's Farm oast in the 1930's

Brittain's farmstead remained largely unchanged until the early part of the 20th Century, as seen in this photograph taken in the 1930's. After this some of the agricultural buildings were converted into the properties we see today. This occurred sometime after the Montreal Estate was sold and the building of the new housing at Marlborough Crescent and Lyndhurst Drive began.



Map 4 Brittain's Farm in 1896

This map shows the agricultural buildings and sheepwash to the east of Brittain's Lane which have been lost to more recent housing. Although the spelling has changed slightly, the general form of the farmstead to the west of Brittain's Lane remains intact today.

4.00 CHARACTER APPRAISAL AND ASSESSMENT

4.1 Landscape Setting and Trees

The landscape setting is small to medium scale with an undulating to steeply sloping rural landscape to the west of Brittain's Farm. This includes farmland with hedgerow networks and scattered dense woodland and shaws. Brittain's Lane was historically a narrow, winding hedge lined lane and some elements of this remain. There are occasional long views but generally a moderate range of enclosed views. To the north and south suburban housing provides a contrast to the historic farmstead group. Trees, historic agricultural buildings and open areas contribute strongly to the special character of Brittain's Farm. Retaining mature trees and hedges is fundamental to preserving this character. Trees in conservation areas are protected and their removal is only permitted where a clear case exists. New trees should be native species that will add to the quality and local distinctiveness of the area. Contact the Council's tree officer for further advice.

4.2 Architectural Description

Vernacular materials of Kentish type including clay peg roofing tiles, tile-hanging, ragstone, weatherboarding and deep orange and red brickwork with some vitrified or blue headers can be seen in this group of historic farmstead buildings. The advent of the railway contributed to the use of natural Welsh slate roofs on some buildings.



Simple vernacular detailing.

Galletted ragstone, red brick quoins and blue header bricks used in a decorative pattern, all contribute to the character of this agricultural building. Unusually the roof material is clay pantiles which adds to the variety and overall interest in this vernacular building group.

Brittains Farmhouse is built of ragstone with a clay-tiled roof and wrought iron framed leaded light casement windows. There is a chimney stack at each end and a central doorway. It is a simple but attractive historic building contrasting with the dark weatherboarding of the barn and other outbuildings.



Brittains Farm House

The former oast house is also built in ragstone with a tiled roof. The conversion has incorporated a garage and added a front porch. The windows are simple timber casements with rectangular panes.



Brittains Farm Oast

Brittains Farm is an extremely attractive group of buildings screened from the road by a substantial ragstone wall and mature hedging. The farmstead group has retained its informal historic character and the subtle interplay between building form and open space creates views and visual enclosure which reinforces the character of the farmstead. A limited palette of vernacular building materials and the retention of historic walls adds to the integrity of the group.

Although there is little trace of how it must have appeared as a working farm, as a residential property it occupies a secluded and intimate setting. The surrounding gardens, including the stream and pond, add interest and the grounds are full of mature planting, carefully tended. It is a pleasant surprise to find this enclave of historic tranquillity so close to the built fringes of the town.

4.3 Current and Future Pressures on the Area

Whilst the land remains in its present ownership there does not appear to be any pressure on it in terms of subdivision or redevelopment. However the outbuildings could, in the future, be the subject of applications to convert into additional residential accommodation.

The Metropolitan Green Belt status of the area means that new build development is highly likely to be inappropriate development in this location, and the Brittain's Farm Conservation Area is safe from unacceptable forms of development for the foreseeable future.



A limited palette of hand made vernacular materials adds to the character of this building.

This outbuilding is partly weatherboard with red brick walls and both clay tiled and slated roofs. It is simple, well maintained and unconverted.

4.4 Individual Features & Groups of Buildings

Small details combine to enhance the area; the planting of a tree, the retention of historic walls and vernacular materials in the buildings together with the variety of hard and soft landscaping surfaces,. Conversely, any lack of attention to these details or paving can quickly detract from the character and interest of the conservation area.

4.5 Key Issues

This Appraisal concludes that the most important issues which can affect the special architectural and historic interest of the Britains Farm Conservation Area are:

- Maintenance of views to open countryside
- Retention of traditional materials and details
- Improvements needed to some buildings



These early oast kilns form part of the building unlike later oasthouses which tend to have separate kilns and storage areas.

5:00 MANAGEMENT

5.1 Conservation Area Management

Historic buildings and places are a built environment resource in which everyone has an interest. Changes are inevitable but it is important to understand and then seek to sustain or enhance areas. English Heritage good practice encourages local authorities to prepare a management plan addressing the issues arising from the Conservation Area Appraisal and set out recommendations for action. Some of these actions will be applied generally to conservation areas in the District, and others are specific to the Brittain's Farm Conservation Area.

Clearly in a group of buildings possessing the important historical and architectural qualities of Brittain's Farm the overriding policy should be to preserve and enhance those qualities. However conservation area status is not intended to imply prohibition of development. Conservation area management is therefore largely the management of change, to ensure that local distinctiveness and the special character of place are respected and responded to in a positive manner. Change is inevitable. The challenge is to manage change in ways that maintain and reinforce the conservation area's special qualities.



The subtle mix of materials and retention of informal building groups adds to the character of Brittain's farmstead.

5.2 Applying Planning Policy

The District Council will consistently apply existing and future planning policy to ensure high quality design which protects and enhances the character and appearance of the Brittain's Farm Conservation Area. This will be applied to all development requiring planning or listed building consent including new or replacement buildings, small scale alterations and extensions and boundary treatment. This approach will be followed for proposals both within the conservation area and those outside the designated area which affect its setting or impact on its character.

The built and natural heritage of Brittain's Farm will be conserved and any change should protect and enhance these cherished assets of local architectural, cultural historical and conservation importance and the character of the surrounding landscape. Local distinctiveness is an important aspect of character to be assessed both in the context of the whole conservation area and the site and its immediate surroundings, when designing any development proposal.

5.3 The need for contextual design.

All development in the conservation area must respond to its immediate environment and context, in terms of scale, density, form, materials and detailing. Applicants for planning permission must provide a ' Design and Access Statement ' to justify the design decisions that have been made as the scheme was developed and to show how proposed alterations relate to their context. Proposals which fail to respect the local contextual framework or the scale, height, proportion and materials of the local area will not normally be permitted.

The following general principles should be adopted for all development within the conservation area :--

Scale.

Scale is the combination of a building's design, height and bulk when related to its surroundings. Most of the buildings in Brittain's Farm conservation area are one or two storeys with pitched roofs and are of a modest agricultural character. Proposals for new or replacement buildings should reflect this context and include drawings showing the proposals in the context of adjacent buildings.

Extensions to existing buildings.

Proposed extensions must take into account the scale of the existing building and must not dominate or overwhelm the original. Extensions should respect the form and character of the original building and its locality and use high quality materials and detailing. For listed buildings this is particularly important. Design should be of high quality, whether modern or traditional. Roof lines, roof shape, eave and verge details and external materials are important considerations. Extensions should not dominate neighbouring properties or lead to an unacceptable loss of open space.

Repairs

Repairs to existing historic structures must be undertaken sensitively to ensure that the appearance and condition of their fabric is not harmed. The regular maintenance of historic buildings can help to avoid the costly repair work required to rescue a building from dereliction. It is especially important to ensure that historic buildings are kept weather and water tight to prevent further deterioration and for this reason it is necessary to keep roofs in particular in a good state of repair.

Windows

The commonest window types within the conservation area are white painted timber casement windows or 19th Century lattice casements. Simple black frames are used on a few buildings. Listed Building Consent is always required to alter the form of fenestration in listed buildings. Windows of traditional design, which are in keeping with the building they belong to and respect the historic nature of this farmstead group make a very important contribution to the character and appearance of the conservation area and should be retained or repaired where possible.

5.4 Sustainable design

To encourage sustainable development, all buildings should where possible use products with a low environmental impact, including the use of locally sourced materials from sustainable resources. Where appropriate in a conservation area, new buildings should also include provision for waste reduction, the re-use of materials and should be energy efficient. Energy efficiency for existing buildings within the conservation area could be improved by such measures as loft insulation and the provision of secondary double glazing, subject to the views of the Council's conservation and building control officers.

5.5 Building Regulations

The District Council will continue to apply Building and Fire Regulations sensitively in conservation areas and to listed buildings to ensure that there is no conflict with the preservation of the character of the area or historic buildings.

5.6 Trees in the Conservation Area

The conservation area is generally focused on listed buildings and other important built features but the landscape surrounding it and trees within it contribute significantly to appearance. The open areas and trees which provide the setting to the Britain's Farm conservation area can be as important as the buildings or historic features themselves in retaining character. Trees, gardens and open space help to improve the quality and amenity of the area .



The symmetrical elevation and 19th Century lattice windows indicate a considered design for this former agricultural building perhaps reflecting its origins as an Estate building

5.7 Promotion of Cultural Heritage

To increase the public's awareness and to encourage economic growth and tourism, the Council will actively seek to promote all conservation areas and their cultural heritage. To facilitate this the appraisal and plan will be publicised, placed on our website and distributed to local conservation bodies, amenity groups, the Town and County Councils and other interested parties.

5.8 Pride and Identity

The farm and ancillary buildings in the landscape is a quintessential part of the traditional image of rural England and a part of the English rural economy. Brittain's Farm is a quiet backwater of Sevenoaks but its conservation adds to the character of the area. The town faces a wide range of challenges including the economic, social and physical impact of change, competition from out of town shopping, the adverse effects of traffic on the area and erosion of environmental quality. In common with their surrounding countryside, market towns have always changed, and will continue to do so. Sevenoaks' long history and rich historic fabric in all its conservation areas are assets which, wisely used, can help to produce an agreeable and interesting built environment, economic prosperity and a sense of civic pride and identity.

Appendix A

UNLISTED BUILDINGS IN A CONSERVATION AREA**English Heritage Guidance**

When considering the contribution made by unlisted buildings to the special architectural or historic interest of a conservation area, the following questions might be asked:

- Is the building the work of a particular architect of regional or local note?
- Has it qualities of age, style, materials or any other characteristics which reflect those of at least a substantial number of the buildings in the conservation area?
- Does it relate by age, materials or in any other historically significant way to adjacent listed buildings, and contribute positively to their setting?
- Does it individually, or as part of a group, serve as a reminder of the gradual development of the settlement in which it stands, or of an earlier phase of growth?
- Does it have significant historic association with established features such as the road layout, burgage plots, a town park or a landscape feature?
- Does the building have landmark quality, or contribute to the quality of recognisable spaces, including exteriors or open spaces with a complex of public buildings?
- Does it reflect the traditional functional character of, or former uses within, the area?
- Has it significant historic associations with local people or past events?
- Does its use contribute to the character or appearance of the conservation area?
- If a structure associated with a designed landscape within the conservation area, such as a significant wall, terracing or a minor garden building; is it of identifiable importance to the historic design?

In English Heritage's view, any one of these characteristics could provide the basis for considering that a building makes a positive contribution to the special interest of a conservation area, provided that its historic form and values have not been seriously eroded by unsympathetic alteration.

Extract from English Heritage Guidance on conservation area appraisals – August 2005

Acknowledgements:

Ordnance Survey Extracts published under licence : LA 076308 1998
Crown Copyright reserved

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JOINT WORKING PROJECT BETWEEN SEVENOAKS DISTRICT COUNCIL AND DARTFORD BOROUGH COUNCIL IN ENVIRONMENTAL HEALTH – PROPOSED FORWARD OPERATING MODEL

Cabinet - 13 October 2011

Report of the: Deputy Chief Executive & Director of Community and Planning

Status: For Decision

Key Decision: Yes

Executive Summary:

This report provides Cabinet Members with the outcome of the feasibility study and business case for the joint working project between Sevenoaks District Council (SDC) and Dartford Borough Council (DBC) in Environmental Health, and sets out the proposed operating model for the joint service. In summary, the Environmental Health Service for both Councils would be provided from the Dartford office, with a satellite office only, based at Sevenoaks, with existing face to face services for customers being retained.

It is estimated that joint savings over a five year period would total £1.68 million. Allowing for estimated implementation costs of £486,000 a pay back period of 1.6 years can be achieved.

Dartford Borough Council are considering this proposal at their Cabinet Meeting on 27th October 2011.

This report supports the Key Aim of effective management of Council resources.

Portfolio Holder Cllr. Mrs. Bracken

Head of Service Head of Environmental and Operational Services, Richard Wilson

Recommendation to Cabinet:

- (a) It is resolved that the proposed operating model for the joint provision of Environmental Health Services with Dartford Borough Council as detailed in the report and appendix A, be approved and that;
- (b) The Leader of the Council and the Safe Communities Portfolio Holder be delegated the authority to agree the heads of Terms for a partnership agreement, and

-
- (c) A provision of £243,000 investment costs be recommended to Council to support the implementation of the project as a supplementary budget request (this figure represents a 50% share of costs) and
 - (d) The Leader of the Council and the Safe Communities Portfolio Holder, together with the Deputy Chief Executive and Director of Community and Planning Services be delegated to approve any consequential actions required in order to implement the proposed business model.

Background and Information

- 1 Members will be aware that the Council's financial plan assumes that a saving of £150,000 per annum would be made from 2011/12 in respect of implementing a shared working proposal for Environmental Health with DBC. If not implemented, the Environmental Health team to be restructured to achieve this level of saving.
- 2 The Council already has a number of successful partnerships in place with DBC and through these have further developed good working relationships, improved efficiencies and reduced the cost of services. Building on these successes and in recognition that both Councils have shared an Environmental Health Manager since August 2008, it was felt that the next natural step would be for a joint Environmental Health Service Project.
- 3 It was agreed at the Cabinet meeting on 2nd September 2010 to employ consultants to support the development of joint working arrangements between the two councils, and to limit this Council's expenditure on this procurement to £15,000. The cost of consulting would be shared equally between the two councils.
- 4 The Consultants, Price Marriner Associates Ltd, were approached to undertake work in three stages:-
 - i. Feasibility study
 - ii. Prepare a business model for the shared service
 - iii. Implementation Plan
- 5 The Feasibility Study was completed in November 2010, and a business model prepared in February 2011. The Shared Service Project Board accepted the Feasibility Study and the amended business case, but agreed this would conclude Price Marriners involvement in the project, as even though the feasibility report and business case produced provided a useful platform, it did not provide a complete or coherent base, and the conclusion was that further work was needed. Expenditure on this stage of the project was £18,525 (£9,262 to SDC).
- 6 The Board at this stage agreed to seek a quotation for Darren Walklate (who was the consultant used for the shared working project in the Revenues,

Benefit, Audit and Anti-Fraud project) to complete the Business Case and to form an implementation plan.

- 7 A quotation was accepted from Darren Walklate in the sum of £9,600 (£4,800 per Authority) to complete this stage of the work.
- 8 The Business Case is attached as Appendix A to this report.
- 9 Due to the timetable, it was not possible for this report to be considered by the Social Affairs Select Committee in advance of the Cabinet Meeting, but the Members of the Select Committee have been invited to this Cabinet meeting.

Project Approach

- 10 It was recognised at an early stage that the long term success of the project is very much dependent on the staff within the Environmental Health Team. It was therefore essential that the approach for this Project was one that allowed for high levels of consultation, involvement and engagement of staff, who would be given the opportunity to input and shape the future service.
- 11 The purpose of the project was to evaluate defined options for joint working against preferred criteria to determine a single, preferred model for shared working.
- 12 The principal components of the approach were to consider:-
 - i. Stakeholder views
 - ii. Baseline Analysis
 - iii. Discussions around process
 - iv. Other Environmental Health projects nationally
 - v. Consultancy input
 - vi. Options
 - vii. Criteria
 - viii. Options analysis
- 13 It was agreed that any shared service model would need to meet the following evaluation criteria:
 - 1) capable of fulfilling statutory obligations;
 - 2) £300,000 savings, capable of full implementation by 2012/13;
 - 3) improved capacity and resilience compared with making the same cuts in the two individual authorities;
 - 4) ability to meet agreed service standards;

- 5) must have a single professional Environmental Health Manager reporting to Director/ Head of Service;
 - 6) £60,000 savings for 2015/16 from Trading/charging, sharing with an other partner authority; or further savings; and
 - 7) ability for customers to access services to be the same, or better, than current arrangements.
- 14 Further details of the Project approach are provided in Appendix A pages 9 – 15.

Location

- 15 Combining the existing services across a single site or across two sites were identified as the most appropriate. The Business Case concluded that the main office would be located in Dartford, with a satellite office based in Sevenoaks (consisting of hot desks for officers working in the Sevenoaks area, attendance at Community Safety tasking meetings and to provide a regular management presence).
- 16 The rationale for this preferred option is provided on page 8 of the business case.

Baseline Analysis

- 17 Pages 16 – 17 of the Business Case document provides the extent of the workload for the Combined Environmental Protection and Commercial teams to provide an overview of the existing workload levels which will need to be covered by the proposed joint staffing structure detailed on page 25 of the Business Case.

Service Standards

- 18 Levels of performance for both Authorities for 2009/10 and 2010/11 are shown in the tables on pages 19 and 20. Proposed service standards for 2011/12 to 2013/14 are detailed on pages 21 - 33 of the Business case. The majority of performance service standards remain as existing but two indicators, namely:
- i. % of service requests that receive a response within 5 working days; and
 - ii. % of other food inspections due and completed, propose a two year transitional period to bring them back to current Sevenoaks' performance standards. It should be noted however that for % of other food inspections due and completed the current Sevenoaks service standard is 98% and not 90%.

Organisational Structure

- 19 The proposed joint staffing structure is shown on page 25 of the Business Case. This proves for 22 Full Time Equivalent (FTE) posts. This is a reduction of 4.88 FTE posts from current staffing levels across both Authorities. This

reduction does not include 2 FTE post at Sevenoaks (1 Environmental Health Officer and 1 Admin post) that have been held vacant for some time in anticipation of the shared working project. Some vacant posts have also been held at DBC for the same reason

Staff Consultation

- 20 Staff across both Authorities have been heavily involved in the design of the forward operating model and a formal staff consultation exercise was undertaken between 15th August 2011 and 23rd September 2011. A summary of the responses is provided in Appendix B to this report, grouped together into commonly themed areas as follows:-
- Why merge and current business case
 - Proposed location
 - Proposed structure and concerns over assimilation and ring fencing of certain posts
 - Concerns about changes to pay and terms and conditions
 - Out of hours arrangements
 - Mileage payments and travelling time
 - Redeployment opportunities
 - Management Structure/arrangements
- 21 A full response will be provided to staff on all the issues raised during the consultation period.

Technology Infrastructure and ICT

- 22 The integration of both Authorities ICT systems is described more fully in pages 26 - 31 of the Business Case. It should be noted that for both Authorities, the current IT system is 'Uniform' (supplied by the IDOX Group). So whilst there are recognized operational differences, there is already a common base of systems, knowledge, process and practice.

Customers

- 23 Both Councils have Corporate performance standards and local arrangements will be maintained. Customer Service standards have been set with the broad aim of maintaining current levels of service in the longer term.
- 24 Customer Service provision will not be substantially altered and the forward operating model envisaged. Regardless of location base, customers will continue to contact their own local Authority as current.

Staff

- 25 The forward operating model assumes staff will remain employed by their existing employer for a period of up to two years. During this time the Council's will be establishing, through consultation, future employment arrangements.
- 26 The project will allow sufficient time for job evaluation and aims to harmonise outcomes. There will only be job evaluation where a post has changed substantially.
- 27 A joint redundancy/redeployment and ring-fencing approach has been agreed.

Timeline/Route Map

- 28 This is detailed on page 40 of the Business Case.

Key Dates

13.10.11 – SDC Cabinet Decision

27/10/11 – DBC Cabinet Decision

15.08.11 – 23.09.11 Formal Staff Consultation Period

31.10.11 – 20.11.11 Appointment of manager positions

23.11.11 – 16.12.11 Remaining staff appointed

January 2012 – All relevant aspects of ICT to be in place

February 2012 – New staffing structure established

Further details of the timeline/route map are on Page 40 of the Business Case

Financial Case

- 29 The business case has been prepared with the following parameters:
- a five year timetable – from 2012/13 (the first year of full extent of savings);
 - costs are at 2011/12 prices – no adjustment made for inflation;
 - full implementation by April 2012;
 - staffing costs are calculated on a mix of SDC and DBC current grades, with 22% on-costs;
 - the projected costs and savings will continue to be scrutinised and refined.

- 30 As detailed on page 43, £300,000 per annum savings have been identified (£150,000 per Authority) with effect from April 2012.
- 31 The total implementation costs are estimated at £486,000 over a 6 year period, including the current financial year (page 44 of the Business Case). This provides a 'pay-back' period of 1.62 years.
- 32 The savings summary is detailed on pages 44/45 of the Business Case. Of the £300,000 identified savings, £290,000 are staff costs savings for implementing the new organisational structure.

Governance

- 33 It is anticipated that the partnership arrangement will have a governance document and partnership agreement that clearly sets out the partnership arrangements to ensure the parties adhere to the values, responsibilities and performance of the joint working project. This will cover:-
- Functions and responsibilities
 - Delegations
 - Financial reporting and budgetary arrangements
 - Exit strategy
 - Performance measurement
 - How risks and benefits will be shared
 - Staff transfers
- 34 This will be in the same format as the existing shared working arrangement between the two Authorities on the Revenues and Benefit Project.
- 35 SDC and DBC will remain as two separate Councils, keeping their own sets of accounts, their own identities and own Councillors. An officer Partnership Board will be created from each Council. The responsibility for Environmental Health Services for SDC will remain with the Head of Environmental and Operational Services.
- 36 Further information on the proposed Governance arrangements are on pages 46-50 of the Business Case.

Key Implications

Financial

- 37 The current SDC financial plan assumes that the Council will achieve annual Joint Working Savings of £150,000 from 2011/12 onwards, with respect to the Environmental Health Service. The successful delivery of this project will achieve these annual savings.

- 38 The proposal is based on savings and implementation costs split equally between SDC and DBC.
- 39 A further annual saving of £60,000 (£30,000 per Authority) has been identified with effect from 2014/15 onwards in respect of generating additional Income and/or expanding the partnership to another Authority and/or additional staffing savings.
- 40 Implementation costs are estimated at £486,000 over a 6 year period, providing a 'pay-back' period of 1.62 years.
- 41 There are differences in the structure and detail of the accounting system for each Council. It is essential that these are aligned, not least in order to allow consideration of budget savings resulting from the shared service.

Community Impact and outcomes

- 42 The provision of front line, statutory based, customer facing services is a key part of the proposed service provision. Achieving significant savings whilst safeguarding service standards is a key aspect to future service provision.

Legal

- 43 There will be a legal agreement for the proposed joint working arrangement. This document, along with detailed governance arrangements still needs to be finalised and therefore it is recommended that final approval be delegated to the Leader of the Council and to the Safe Communities Portfolio Holder.
- 44 Decisions regarding prosecutions and legal action will initially be retained by each Council. It is presumed that legal advice will follow the same approach. In future, however, a common approach to enforcement will be essential to ensure consistency.

Resources (non-financial)

Accommodation

- 45 DBC have confirmed they can accommodate the SDC staff at their current Civic Centre. Any additional costs associated with staff moving offices plus IT integration have been accounted for in the implementation costs estimate.

Equalities

- 46 Equality issues have been fully considered and are covered in the governance arrangements and in the risk assessment.

Conclusion

- 47 Assessment against criteria

The table below summarises the evaluation criteria and describes the current position based on the forward operating model

Agenda Item 7

Cabinet – 13 October 2011

Agreed Criteria	Outcome
Capable of fulfilling statutory obligations	The service standards set out in this report are designed around meeting statutory obligations
£300k savings capable of full implementation by 2012/13	This report details how the achievement of £300,000 savings per annum would be achieved while limiting the impact of the reduced service delivery.
Improve capacity and resilience compared with making the same cuts in the two individual services	The forward operating model has been designed to ensure sufficient capacity and flexibility. A larger team of officers brings increased resilience, capacity and a wider pool of skills, knowledge and experience. The new combined service will focus on achieving quality services to meet customer needs at the lowest possible cost.
Ability to meet agreed service standards	Processes will be redesigned to maintain service quality and concentrate on outcomes. This should result in services being delivered at a lower cost, but achieve the same ends for the customer.
Must have a single professional EH manager reporting to Head of Service/Director	The service is designed to include a single professional Environmental Health Manager. This will make it easier to attract new partners to join the model down track and ensure the service is self contained.
£60k savings form 2015/16 by charging/trading, sharing with a third party or further savings	The financial case has included further savings of £60,000 per annum, these savings are considered reasonable by the Project Board and are linked to ambitions to find a third party for who the partnership could carry out work or who could join the partnership.
Ability for customers to access services to be the same or better than current	The Business Case does not affect the current local outposts. Access to services will remain substantially the same. In fact there will be some small improvement in access as customers currently only able

	to access services at their own Council will (under the new arrangements) be able to access services at both councils.
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Risk Assessment Statement

48 Risks to the delivering of the Project have been separately assessed and are detailed on pages 51-54 of the Business Case.

Background Papers: Feasibility Study prepared by Price Murriner Associates – November 2010

Sources of information: Business Case prepared by Price Murriner Associates – February 2011

Business Case prepared by Walklates – September 2011

Various minutes of Environmental Health Shared Services Project Board

Staff Consultation details and responses

Contact Officer(s): Richard Wilson ext 7262

Kristen Paterson

Deputy Chief Executive & Director of Community and Planning

Joint working between Dartford and Sevenoaks Councils in Environmental Health – Draft Business Case



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1. Purpose of Project

Members and senior officers in both Dartford and Sevenoaks have a commitment to shared services as a response to the pressing need to reduce costs and continue delivering quality services.

In line with this strategic commitment the Councils have been exploring options around sharing services in Environmental Health since September 2009. This project formally commenced in August 2010 with the aim of assessing the feasibility of, and the opportunities for, joint working in the Environmental Health service.

At the commencement of this project, the stated objective was **to establish savings and identify a route towards sharing Environmental Health services between Sevenoaks and Dartford Councils.**

It was determined that the outcome of such a shared service should include:

- Cashable savings
- Improved resilience
- High customer satisfaction
- High service efficiency and quality

2. Project Approach

2.1 Core Themes

Many shared service projects start with the mapping of processes or the determination of the business logic for the delivery of transactional services. The approach to this feasibility study took a somewhat different approach in that much greater emphasis was placed on creating a strong and sustainable partnership that allowed for the adoption of good practice already in place at both Councils. Therefore, for this project, the core themes were:

1. **Consensus** - finding common ground between the two Councils
2. **Challenge** - ensuring those involved were robust in challenging opinions and the scope of what is achievable.

It was recognised at an early stage that the long term success of the project is very much dependent on the staff within the service. It was therefore essential that the approach to this project was one that allowed for high levels of consultation, involvement and engagement of staff, who would be given sufficient opportunity to input and shape the future service.

2.2 Overall Process

Walklates applied a robust process that had been tried and tested in feasibility studies for similar shared working arrangements at Sevenoaks and Dartford (Revenues and Benefits Project), AGMA (Greater Manchester Authorities), WEP (West of England Partnership) and partnerships in Staffordshire and North Wales. The Project also benefited from early expert Environmental Health knowledge provided by Price Mariner Consultants.

The process identified the local requirements of the two Councils, based upon research and analysis with key stakeholders, and applied them to determine the best way forward in operational areas that are critical to success. The key steps were:

1. To identify the potential opportunities for shared working, taking account of good practice developments, both nationally and regionally, that are relevant in the local scenario
2. To objectively determine key criteria, based on local service requirements, by which delivery options can be evaluated
3. To rigorously review all of the options using agreed criteria and determine the most suitable model for joint working.

Once the preferred model had been defined in broad terms, the most effective operational model, was determined covering the main components of people, process, systems and support services. Walklates worked together with the project team, project board and relevant professionals (Human Resources, Accountancy, Legal, Customer Services and IT) to clearly describe each of the key components in turn and how they combined to produce the operational model. This definition of revised service operation was then translated into projected operating costs and these were compared with current costs to determine potential savings.

The robustness of this process was enabled by the consultant's substantial knowledge and experience of similar shared working projects across the UK. This input provided a continuous and effective source of challenge.

Overall, the process is designed to produce the right result in the context of defined requirements. Most importantly, the approach is highly inclusive allowing for greater buy-in and

ownership. This has extended to stakeholders, especially those who will be at the heart of implementing the shared service model being actively involved in the process of selection and implementation.

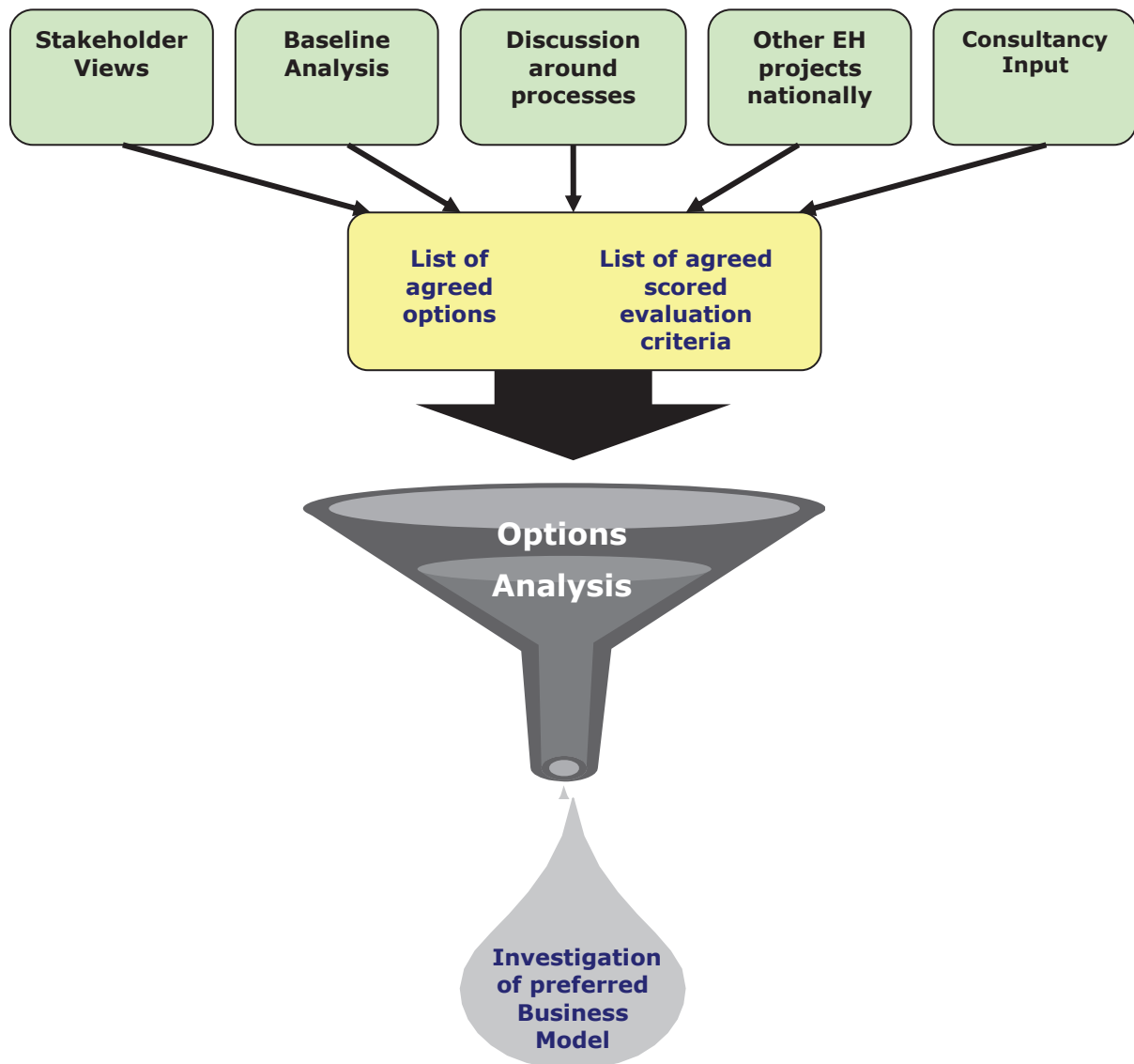
2.3 Methodology

The purpose of the project was to evaluate defined options for joint working against preferred criteria to determine a single, preferred model for shared working.

The principle components of our approach were:

- **Stakeholder views** – to understand the starting positions, preferences, and concerns of all key stakeholders (included Members, managers and staff)
- **Baseline Analysis** – to understand current finances, volumetrics in order to establish the starting point for both Councils
- **Discussions around Process** – to understand current working processes employed and assess the complexity of bringing the two teams together as well as potential for economies of scale or process improvement
- **Other EH projects nationally** – to understand how other Local Authorities have shared Environmental Health Services and to learn from these projects
- **Consultancy Input** – to provide challenge, methodology and experience from similar projects in Local Government
- **Options** – to develop a number of possible ways in which the two Councils could come together in a shared working arrangement
- **Criteria** – to develop a simple list of criteria the two Councils would use for the evaluation of options
- **Options analysis** – to use the options and criteria to decide a preferred operating model that would be the subject of detailed evaluation in Phase 2.

Project Summary Diagram



The above analysis was undertaken by a team of officers from both authorities on 13th July 2011. It was agreed that any shared service model would need to meet the following **Evaluation Criteria:**

1. Capable of fulfilling statutory obligations
2. £300K savings capable of full implementation by 2012/13
3. Improve capacity and resilience compared with making the same cuts in the two individual services
4. Ability to meet agreed service standards
5. Must have a single professional EH manager reporting to Head of Service/ Director
6. £60k savings from 2015/16 by trading, sharing with a third party or further savings
7. Ability for customers to access services to be the same or better than current

The following **Options** were selected for evaluation:

1. Seek to join an existing Shared Service arrangement locally or further afield
2. Fragmentation of the service across other departments
3. Outsource
4. Partial Outsource
5. **Combine the existing services across a single site**
6. **Combine the existing service across two sites**
7. Staying the same and making savings from existing services

Having regard to the criteria, and detailed scoring, options 5 and 6 (in bold above) were identified as the most appropriate. It was considered that the likely success of the project would be enhanced by devoting available resources to the thorough design and testing of the model most likely to achieve objectives of both Councils – rather than spreading the Councils limited resources over a number of options.

Further work was undertaken by the Project Team and Project Board working with the consultant, which ultimately led to the selection of a preferred option as follows:

Office located in Dartford with a satellite office in Sevenoaks consisting of hot desks for officers working in the area and a regular management presence. The main elements of the chosen model are:

- All staff would have a desk at main office and undertake work in both council areas
- 8 Hot desks at satellite office (1 manager and 7 staff desks) staff will work from the satellite office as required by managers and in line with the business requirements
- Assumption that staff will be out in the field wherever possible
- Management of outcomes and increasing autonomy
- Management presence at the satellite office at least 1 day per week
- EP attendance at Police briefings at SDC
- Provision for home working on a volunteer basis

Project Team and Project Board rationale for choice of model:

- Resilience of all staff being together but still allowing for:
- Reduced mileage (and therefore staff time)
- Maintained interaction between EP and Commercial
- Maintains contact and relationships with other departments i.e. Planning
- Allows senior management and member interaction with the EH team – ensures still have a presence at the satellite office
- Reaction to incidents, flexibility
- Provides model for attracting other Councils to join
- Increases knowledge base

Consensus and challenge were maintained by the final recommendation to members being made by Project Board, supported by Pav Ramewal (SDC) and Chris Oliver (DBC) to ensure the project benefited from experience gained through the Revenues and Benefits project.

Having selected a preferred model the Project Team worked with the specialists from HR, Finance, IT, Customer Services and Legal to add detail to the selected forward operating model. The principle elements of the work undertaken are addressed within this report including the following key components:

- Organisational structure
- Service Standards
- ICT approach and costs
- Customer Implications
- Staff implications
- Business support implications
- Culture
- Route map / timeline
- Financial case
- Governance
- Risk

Timescales for this work was deliberately tight to ensure momentum was maintained and a draft business case (early version of this document) was produced to enable consultation with staff to take place in August and September 2011.

2.3.1 Implementation

It is proposed that the business case and plans developed as the project progresses will be used as a basis for implementation of the joint working arrangements, subject to Member approval of the project.

This work will comprise:

- Further refinement of detail on the forward operating model
- Designing and agreeing an implementation plan
- Producing a detailed route map/timeline

2.4 Project Key Players and Roles

This section details the officers involved in this project and their roles.

2.4.1 Key Players

(1) Project Board

- Sheri Green (Strategic Director, DBC)
- Kristen Paterson (Community & Planning Services Director & Deputy Chief Executive SDC)
- Richard Wilson (Head of Environmental & Operational Services, SDC)

(2) Project Team

- Annie Sargent Environmental Health Manager (SDC/DBC)
- Julie Short, Shona McQuade (DBC)
- Glenys Shorrick, Alex Dawson (SDC)
- Richard Wilson and Sheri Green as required for particular tasks

(4) Specialist roles

- Costs – Adrian Rowbotham (SDC) Finance Manager, and Steve Brooks (DBC) Head of Finance and Resources
- ICT – Jim Carrington-West (SDC) Head of IT and Facilities Management and Richard James (DBC) IT Manager
- Human Resources (HR) – Carrie McKenzie-Lloyd (SDC) Human Resources Manager and Phillipa Curtis (DBC)
- Legal – Marie Kelly-Stone(DBC) and Christine Nuttall(SDC)
- Accommodation – Tricia Marshall (SDC) Head of Finance and Human Resources and Sheri Green (DBC) Strategic Director
- Customer Services – Brian Hatt (SDC) Customer Services Manager, and Carol Russell (DBC) Customer Services Manager
- Staff and other stakeholders interviewed and involved in group sessions

5) Consultant and Project Manager

- Darren Walklate (Walklates)

2.4.2 Roles

The roles of Project team, Manager and the Project Board are outlined below.

Project Board
1. Agree the project plans and documentation
2. Enable communication to all staff and stakeholders
3. Provide guidance relating to wider aspects and activities from both Councils
4. Monitor progress against the plans and agree any revisions necessary as the project progresses
5. Assist in problem solving, e.g. to help the Project Manager / Consultant resolve scoping issues that are unclear
6. Identify and manage risks and issues
7. Agree any re-prioritisation of work or reallocation of resources necessary to ensure milestones are achieved and risks are managed effectively
8. Resolve issues brought to it

Project Team
1. Review and assimilate existing project information
2. Update, revise and collate project data
3. Regular meetings with project manager to work on elements of the project
4. Communication and feedback to teams
5. Provide relevant professional input and service standards
6. Risk management input

Consultant and Project Manager
1. Facilitate delivery of the Project on behalf of the Project Board.
2. Liaise with Joint EH Manager and Project Team to ensure all non-Walklates deliverables and all Partnership dependencies are achieved within the agreed project time-scales
3. Ensure that deliverables meet requirements
4. Review and agree project documentation
5. Monitor progress against plans
6. Issue and Risk Management
7. Produce Project Deliverables
8. Facilitate Workshops and Events
9. Attend project review meetings to facilitate acceptable resolution of issues

3. Baseline Analysis

3.1 Introduction

This section utilises previously reported data collated in June 2011.

3.2 Overview of the Environmental Health Services

Environmental Protection

The Environmental Protection Team has a statutory role to protect the local environment, enforce and monitor standards and to prevent and control environmental pollution. The work is both reactive and proactive. The Councils issue permits to regulate certain industrial processes which have the potential to emit pollution into the air. These include, amongst others, vehicle re-spraying operations, dry cleaning establishments, petrol stations and cement batching plants.

The team investigates complaints related to nuisance, public health, pest control and drainage as well as providing animal welfare and stray dog services. Air quality is formally reviewed and assessed every three years, and as a result, both Councils have declared Air Quality Management Area's.

The team advises on Development Control. The Local Authorities are the main regulators of contaminated land. The vast majority of these potentially contaminated land sites are remediated through the development control planning process. EP scrutinises, comments, set conditions and approves remediation and verification reports for such applications.

The EP team is a main consultee on Licensing issues, making comments on applications and requesting licence reviews, whilst also playing an integral role in services offered by other sections of both councils.

Category (combined figures)	2009/10	2010/11
Respond to Nuisance and Public Health service requests	2158	2798
Comments made on Planning Applications	462	434
Ensure compliance of potentially polluting processes	74	75
Out of normal working hours contacts	1000	871
Animal licences issued	58	56
Pest control incidents (DBC)	781	594
Animal welfare & stray dog incidents	1363	1556
Air Quality (excludes review, assessment process, monitoring stations & AQMA's)	27	4
Contaminated Land	36	55
Filthy and Verminous premises (DBC)	29	25
Drainage (includes DBC as proposed to be transferring to EH)	390	346
Commented on Licensing Applications	62	58

Commercial

The team enforces and advises on food safety legislation in food businesses to ensure that they are hygienic and that food purchased and/or produced in the authorities area is safe to eat. The team also enforces health & safety legislation in work places where they are the enforcing authority, with the aim of reducing accidents and ill health resulting from work activities. This includes both proactive and reactive work.

Notifications of cases of infectious diseases, including food poisoning are received and the team has a responsibility to prevent the spread of illness and to investigate possible causes.

The team also has a statutory obligation to sample private water supplies (PWS). Up until 2010 PWS were monitored under a routine sampling programme. It is now a requirement to risk assess and monitor each supply and in addition, private distribution systems need to be risk assessed and monitored.

Category (combined figures)	2009/10	2010/11
Undertake enforcement of registered food premises	1763	1816
Undertake primary inspection/ interventions	1037	971
Act as enforcing authority for workplaces	3391	3077
Undertake Proactive H&S interventions	363	284
And by "Lower risk "questionnaire	140	166
Food safety requests for service	320	329
Food poisoning report investigations and notifiable infectious diseases	333	281
Take food related samples	183	85
Private water samples	73	12
Workplace accidents reported & investigated	364	320
Health and Safety Service requests	173	195

Together the Councils currently employ approximately 26.88 full time equivalent (FTE) Environmental Health staff (including carbon management, healthy lifestyle co-ordinator West Kent NHS funded and PDG funded post that ceases October 2011).

The Environmental Health service is supported by the following technology:

Category	Dartford	Sevenoaks
Environmental Health System	Uniform	Uniform
Document Image Processing (Dip) System	Idox	None

Corporate Health and Safety

The two Councils currently take a different approach to the corporate H&S function. At Sevenoaks it is undertaken by a corporate H&S advisory group chaired by the Head of Environmental and Operational Services. The group consists of representatives from Community and Planning; Corporate Resources; HR; Emergency Planning; Unison and two Health and Safety Advisors. The Corporate H&S Policy Statement defines the roles for the Chief Executive; Departmental Directors; Heads of Service; Service Managers; Other Managers and Supervisors; the Corporate H&S advisory group; the H&S advisors; the Departmental H&S coordinators and all employees. No staff salaries are charged to this function. There is a small budget [£6000] for training and literature etc.

As at Sevenoaks, Dartford’s corporate H&S Policy sets out the roles and responsibilities of Managing Director, Directors, Managers and staff. It is the responsibility of the Strategic Director to provide the Council with a competent Health & Safety Advisor, which part-time role is located within Environmental Health. This role’s responsibilities include advising Management on all Health & Safety issues and implications of new legislation, monitoring & maintaining the internal accident reporting system, reporting accident to RIDDOR, investigating accidents (where necessary) and ensuring the Council’s Health & Safety Policy and manual are kept up to date.

The post-holder assists with DSE assessments, supports Occupational Health as necessary such as in undertaking complex risk assessments, and delivers Health & Safety training to staff that do not have access to the on-line training package.

The post-holder provides H&S advice to the Contract Appointment Board regarding Contract Tender documents. The post-holder is a member of the Council’s Well-Being Group and liaises with external organisations & other Kent Authorities regarding corporate Health & Safety.

Carbon reduction

Local Authorities are required by legislation to be involved in various carbon management/climate change activities. The Energy Bill is currently before Parliament will put further responsibility on Local Authorities in relation to Climate Change.

At Dartford, work on carbon reduction, climate change and home energy conservation is coordinated by the Environmental Promotions Officer and delivered by a cross-departmental officer group and a range of external agencies. The Environmental Promotions Officer sits within the Environmental Health Environmental Protection team. The Carbon Management work is reported directly to the Regeneration Director who is the Councils Carbon Champion Director and home energy conservation activities are commissioned by the Housing Sector Private Renewals Team.

At Sevenoaks, climate change and energy efficiency activities falls primarily within the remit of the Housing Policy Team, with individual sections, including Environmental Health, contributing through a corporate Climate Change group to reduce carbon and achieving wider climate change targets. The Property Services Manager is responsible for reducing carbon in the Council's buildings and, as at Dartford, home energy conservation activities are commissioned by the Private Sector Housing Team. These various activities are led by an externally funded 50% FTE Energy/Efficiency post.

Healthy lifestyles

Both Councils receives an annual funding allocation from West Kent NHS for the delivery of targeted health interventions to improve the overall health and wellbeing of people living and working across the borough. Outreach programmes focus on two NHS priority areas; Weight Management & Communities (including smoking, drug & alcohol abuse and mental wellbeing) and are delivered in conjunction with various external agencies and the voluntary sector.

At Dartford the health promotion function is located within Environmental Health whereas at Sevenoaks it is within Community Development.

Healthy Lifestyles and carbon reduction roles will continue under different arrangements and as such are outside the scope of this document.

3.3 Performance Indicators

The Environmental Health service is assessed nationally through performance indicators, although the previously collected measures are to be replaced by Government.

The table below provides details of performance for 2009/10 and 2010/11.

Performance Indicator	Sevenoaks	Dartford
Food Establishments in the area which are broadly compliant with food hygiene law	85% (09/10)	91.3% (09/10)
	88% (10/11)	86.5% (10/11)
Percentage of higher risk (categories A& B1) health & safety inspections due that were completed	100%	100%
	100%	69.5%
Percentage of Total EH cases responded to within 5 working days	91%	95.4%
	94%	96.1%
Percentage of higher risk food inspections due that were completed (categories A & B)	100%	100%
	100%	96%
Percentage of Category C middle risk food inspections due that were completed	100%	100%
	100%	100%

4. Forward Operating Model

4.1 Introduction

This section explains how the Environmental Health service would be delivered under joint working. The approach to joint working is referred to in this report as the forward operating model.

The proposed organisation design is based on the following criteria.

- Environmental Health management and administration will be delivered from Dartford with a satellite office in Sevenoaks. Dartford was chosen as the preferred location by the Board comparing a number of criteria the most significant of which being the higher concentration of commercial inspection work in Dartford and to the north of the Sevenoaks District.
- Customer face-to-face contact will remain unchanged from current arrangements

4.2 Service Standard Definition

The Project Team has sought to design a service that meets statutory obligations in line with the best practice in Kent and nationally. The following tables set out the performance targets for key service standards, which have been assumed when designing the forward operating model:

Standards for Environmental Protection

Performance Area	Standard	Comments
% of service requests that receive a response within 5 working days	70% (2011/12) 80% (2012/13) 90% (2013/14)	
LAPPC inspections due completed	100% (2011/12) 100% (2012 onwards)	
Animal licensing	100%	
Planning Application responses	85%	Within 28 days of the applications planning refer to EH
Air Quality reporting	100% on time and to required standard	
Response time to Councillors and MPs	In line with corporate standards at both sites	

Standards for Commercial

Performance Area	Standard	Comments
% of Category A & B1 H&S inspections due and completed	100%	In addition the service undertakes proactive interventions of other categories
% of High Risk food (cat A&B) inspections due and completed	100%	
% of other food inspections due and completed	80% (2011/12) 85% (2012/13) 90% (2013/14)	
% of service requests that receive a response within 5 working days	70% (2011/12) 80% (2012/13) 90% (2013/14)	
% of food businesses in the district that are broadly compliant with food hygiene legislation	80% (2011/12) 85% (2012/13) 85% (2013/14)	
Food sampling:	Minimum 75 per year	Sample in accordance with agreed HPA/ Kent Sampling sub-group programme.
% of Private Water (PW) supplies & distribution systems risk assessed and with a monitoring programme in place	50% (2014) 100% (2015)	By end 2012-complete 100% risk assessments of PW supplies & have a monitoring programme in place By end 2013- to identify 100% Private distribution systems (PDS) By end 2014-to complete 50% risk assessments of PDS By end 2015- to complete 100% risk assessments of PDS and have a monitoring programme in place
% of notifiable infectious diseases, (including food borne diseases) investigated.	100%	To be investigated in accordance with the Framework Agreement with the Kent Health Protection Unit

EH objectives and performance targets will be reviewed annually by both councils and, on an on-going basis, as a result of any new legislation and guidance.

Organisation Design

4.2.1 Staffing numbers

Staffing requirements were calculated on the basis of the current number of staff carrying out particular roles at each Council, with an adjustment for economies of scale based on the judgement of the Project Team and Project Board. The organisational structure was designed over the course of the project and once finalised the following validations were made to ensure its fitness for purpose:

- Professional input from both Councils i.e. using managers that may be tasked with delivering the service to validate the structures;
- Taking account of challenge and constructive input from the consultant and the Project Board; and
- Comparison with the two current structure diagrams ensuring each role is covered and that all tasks can be allocated within the structure.

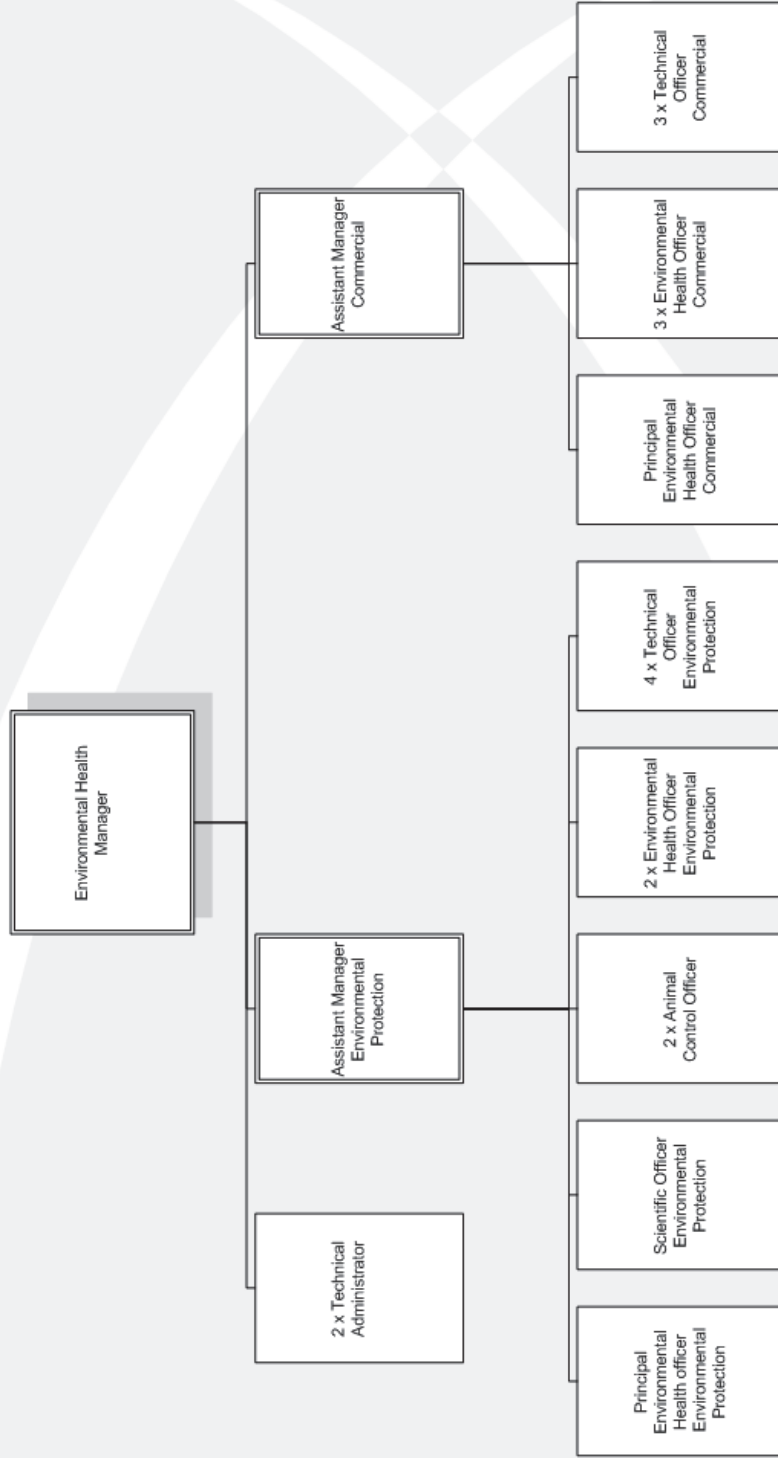
4.2.2 Organisation structure

Having determined the number of staff required, organisation structures were created on the basis of reasonable spans of control - taking into account current procedures and processes and adapting them based on anticipated use of existing technology.

The organisation structure comprises roles that are currently in existence at each of the Councils. These roles have been costed on the basis of the anticipated grade.

The structure takes account of a number of posts already removed plus further reductions in order to achieve savings targets. In total (compared with 2010/11) the structure from 2012/13 will have around seven fewer full time equivalent staff across the two councils.

The following organisational structure has been agreed, and used to cost the forward operating model:



22 FTEs – structure will accommodate part time arrangements

5. Technology Infrastructure and ICT

5.1 Infrastructure/ Network services

In terms of Information and Communications Technology (ICT), this project benefits considerably from a strong starting point. Both Councils have robust ICT arrangements for supporting the Environmental Health service and a demonstrable ability to provide a shared facility.

The key consideration in the context of shared working is the core business applications used to support day-to-day working. Most importantly, the core computer system for the Environmental Health service in both Councils is Uni-form (supplied by The Idox Group). So whilst there are operational differences, there is already a common base of knowledge and practice.

For managing documents within the respective services, DBC uses a system called Idox whilst SDC does not currently utilise a document management system within Environmental Health. However, helpfully, SDC also currently operates Idox for managing documents in other corporate areas. Thus, it would be straightforward, in technical terms, to move to single, shared usage of Idox for this service area.

Furthermore, with regard to infrastructure, networks and office systems, there are no blockers to integration. Likewise, accommodation would not be a problem.

The use of GIS (Geographical Information Systems) technology is a requirement by the respective services to support the shared facility. It is intended that the existing GIS applications currently in use at DBC and SDC are used initially. A review will be undertaken into the use of GIS applications to support the Air Quality and Contaminated Land functions, as it is anticipated that efficiency gains can be made by using alternative applications or software already in use within the respective services.

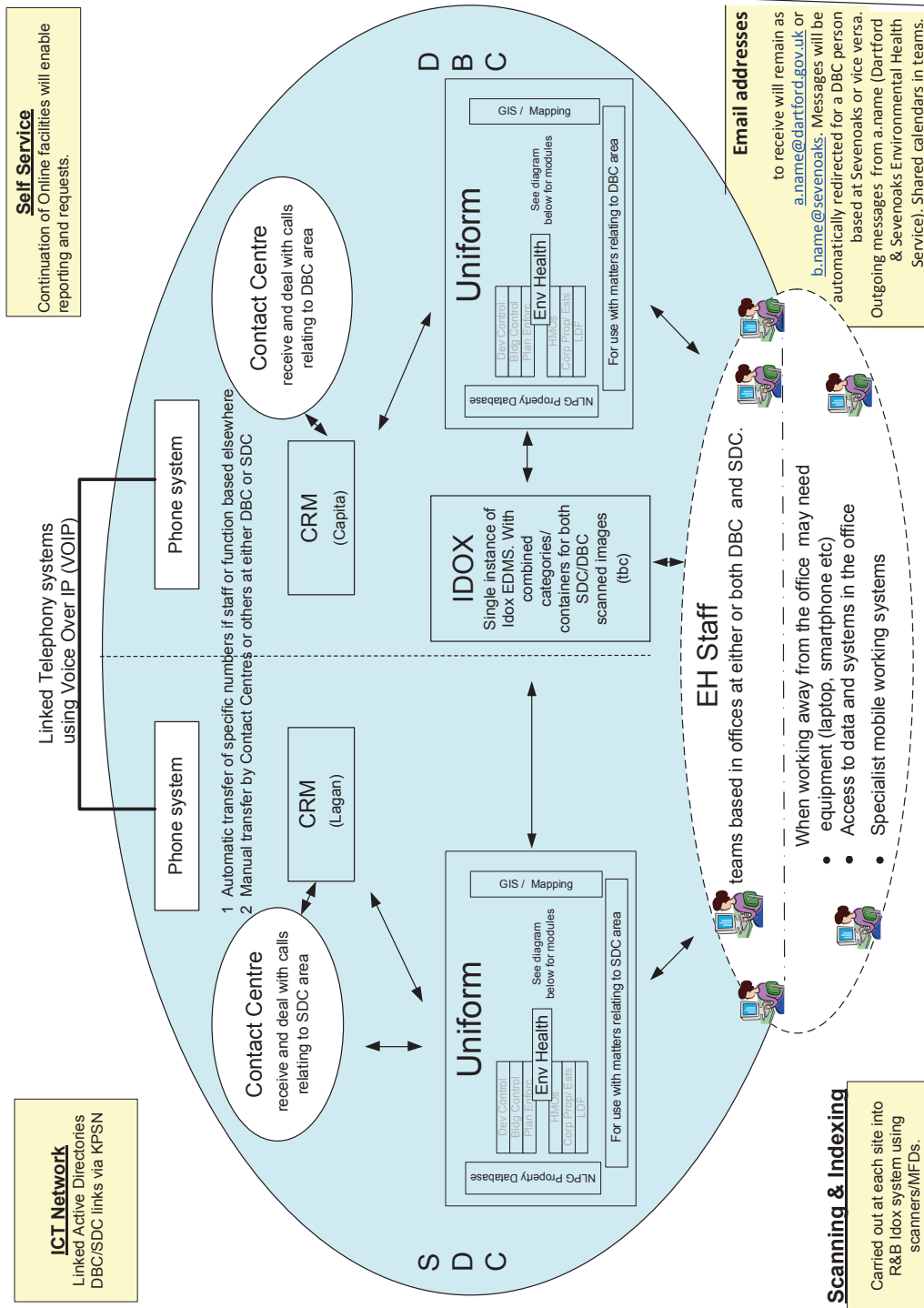
There is the potential for further joint working in this area by combining the GIS information available to the shared facility. Investigations into the potential for this will be undertaken, although the delivery of a shared GIS for EH is outside the scope of this project.

The following diagram depicts the approach to facilitating joint working agreed by the ICT group, guided by the Project Team and Project Board. This approach has been used to inform the business case section of this report. The approach has been validated by the ICT group to ensure it is fit for purpose and by the professionals within the Project Team to ensure it meets their business requirements. Further detailed work will of course be required should the project progress to implementation but the following information is likely to be a very good indication of an actual approach.

Home working forms part of the options included in this proposal. At the time of writing, numbers of potential home workers have not been identified but a cost of £1,000 per home worker can be used as a budgetary guide.

Mobile working is outside the initial scope of this proposal. Discussions with the business area regarding the initial setup of a joint service suggest that attentions would be focussed on deploying the IT infrastructure and systems to support the initial setup with mobile working considered in a later phase. It is evident that there are a number of possible approaches to mobile working including a 'mix and match' solution. . These would need to be investigated further when appropriate and relevant costing and return on investment identified as part of this process.

Diagrammatic Representation of Key ICT elements to support shared working in Environmental Health



Draft IT Costs of shared Environmental Health

Item	Saving	Cost – Setup	Cost - Ongoing
Shared Network			
Extend use of KPSN to linked DBC & SDC networks.	Nil	Nil -	No additional costs
Linking Active Directories at SDC/DBC		Nil	No additional costs
Changes to SDC/DBC email systems in line with R&B shared service.			No additional costs
Application Delivery via SDC Citrix Solution			No additional costs
Upgrade to Uniform and Oracle at SDC to allow connection from WKIP Citrix Servers		Nil – This would need to be completed as a pre-requisite to providing access to multiple Uni-form systems through the existing infrastructure and is programmed in for Sept /October	
Telephony Systems			
Extend use of link telephony systems using voice over IP.	Nil	Allow 2 days consultancy £1900	No additional costs
Uniform Systems			
Continued provision of separate Uniform system with one for DBC, one for SDC.	Assume zero saving in annual maintenance.	Nil directly Allow 2 days Idox consultancy £1900	See concurrent licences below.
Additional concurrency licences concurrency		10 additional licenses required for DBC at an estimated cost of £12,000 . Indications are there is sufficient capacity within the SDC system for an additional 10 concurrent users <u>corporately</u> .	£3000 per 10 additional licenses required.
Upgrade of DBC Uniform server (increase processors)		To permit use of second processor already in place (currently switched off for cost purposes). The Oracle licence £10-17K	1750
Align modules in use - scoping exercise to be undertaken by project working group.	No saving even if modules discontinued	If decision taken to implement new modules likely to involve consultancy + training	
Consultancy to develop best practice		2 days £1900	
Document Management			

6. Customers

6.1 Standards

Both councils have corporate performance standards and local arrangements will be maintained.

6.2 Shared Service Customer Charter

Within the implementation process, the shared Environmental Health Service will need to design and publish a Customer Charter that would bring together the best of customer service practice from both organisations. This charter would provide customers with a baseline of the service that they can reasonably expect to receive. A shared customer charter will also ensure the service levels to both councils are the same and will ensure that the service is actually meeting customer needs.

6.3 Council Formal Complaints Procedures

The procedure adopted for dealing with Formal Complaints for Revenues and Benefits Shared service will be adapted for use by the Environmental Health Shared Service. Customers will be directed to their home council complaints procedure and Environmental Health managers will have knowledge of both procedures and ensure that appropriate action is taken by liaising with relevant client authority complaints officer. It is anticipated that by each of the Councils aligning the two separate corporate procedures at some point in the future, further efficiencies will be made.

6.4 Levels of service

Service standards (at 4.2 above) have been set with broad aim of maintaining current levels of service in the longer term. The focus once the shared service is up and running would be to further improve Value for Money.

Customer service provision will not be substantially altered under the forward operating model envisaged. Regardless of location base of each team, customers would continue to contact their own local authority telephone number or visit their respective council offices to register their service request. Customers will not have to interact differently (e.g. travel to a different location) under the forward operating model. The opportunity will be in place for wider access (i.e. DBC customers at SDC outlets and vice versa) but this will not be compulsory.

Each of the contact centre teams would log service requests to each of the EH team Uniform systems as existing. Case references would be distinguished by a suffix "D" or "S" for each location source.

For telephone calls, it is anticipated that each team would be able to access the two telephone systems across both councils and would be able to transfer calls either to the relevant team or relevant officer.

No modification will be required to the respective payments systems at each authority for stray dog fines. At some point once the services are together, one authority alone could administer these payments to further improve efficiency.

Technology available to the new service should increase the opportunity for self service and extended access

6.5 Communicating changes to customers, internal & external stakeholders

Transition impacts on customers will be minimised. Previous experience has shown that customer surveys that ask about access arrangements are inconclusive. Customers are only interested in having their issue dealt with; they are not interested in corporate identity issues.

Existing Email addresses will be retained by officers with an explanatory paragraph of how the service operates being included at the bottom of each email. The email addresses linked to each council website will also be reviewed and linked if required for administrative purposes.

External government organisations will be formally informed of the two council's shared arrangements. A separate annual performance return for each council will be prepared and sent to the Food Standards Agency and the Health and Safety Executive in line with current practice.

The customer services teams at both Dartford and Sevenoaks councils will be fully briefed on the new arrangements and operating procedures before the new service is implemented. The Service Managers at both Sevenoaks and Dartford will be updated monthly during the transition process. Articles will be published about changes to the services on both council intranets to inform council staff on both sites.

6.6 Transition Impacts

It is also important to plan how the existing level of service will be maintained during the change over from the current position to the forward operating model. It will be important to involve customer services managers and staff in the planning process to ensure best outcomes are achieved.

To maximise the opportunity to improve service for customers; it is essential that every opportunity is taken to align processes between the two organisations at the earliest available opportunity. The joint working project aims to achieve one level of customer service irrespective of where customers are from (see above). Procedures will be more difficult to align but it is envisaged that the new managers, once in post, would make these operational decisions. Environmental Health staff on both sites will be required to carry out their duties according to the same nationally determined standards. This requirement will remain constant.

7. Staff

7.1 Legal Status

The forward operating model assumes staff will remain employed by their existing employers for a period of up to two years. It is also during this time that the Councils will be establishing, through consultation, future employment arrangements.

The project will allow sufficient time for job evaluation (requires job descriptions, person specifications and job grades). It is envisaged that the project would use both separate schemes (DBC and SDC use different ones) and harmonise outcomes. There will only be job evaluation where a job has changed substantially.

7.2 Redundancy/ Redeployment

A joint redundancy / redeployment and ring-fencing approach has been agreed.

7.3 Staff Consultation

Consultation is an important element of the change management and will continue as the project progresses, increasing over time as decisions are made. Consultation has taken place with staff and managers on a range of factors potentially affecting them (which include job changes, staffing reductions, relocation and widening or narrowing of duties) and staff views have been considered and fed back into the project on an ongoing basis.

Staff have been briefed throughout the project and this will continue. Staff have been consulted on specific service location and organisational structure proposals. The consultation period ended on 23rd September with Members being updated on progress at the relevant committee meetings.

7.4 Home working and Job Design

Home working and job redesign has been considered in the design of the forward operating model. It is felt that the new structure includes the opportunity to develop staff and assist with succession planning. Home working will be offered as a possibility where it is deemed worthwhile for the individual and the business need.

7.5 Travel costs

Travelling expenses for staff that have to move job location have been assumed and an allowance for this as a transition cost over two years has been built into the business case. The rationale used to calculate this allowance is based on a price per mile of 40p. This equates to approximately £10 per day (£6.50 net of tax) per member of staff and it is assumed that on average the equivalent of five staff might fall into this category.

7.6 Other Policies

Other policies (such as leave) might have an impact on service delivery and thus will need to be considered as part of implementation. In most cases, both Councils have policies in place, which do not differ significantly, so this issue is unlikely to be important in the short term.

Meetings and corporate duties such as elections will still need to be covered for both Councils. The Project Board is confident that the forward operating model is sufficiently flexible to accommodate this.

8. Business Support

8.1 Customer Services HR ICT

See separate individual sections within this document

8.2 Legal

Decisions regarding prosecutions and legal action will be retained by each council. It has been presumed that legal advice, whether required for legal action or not, will follow the same approach and there will be no change to the costs relating to this issue. A common enforcement policy will be essential to ensure consistent approach to enforcement irrespective of which council does the work.

8.3 Financial

There is a difference in the structure and detail of accounting systems for each Council. It is considered essential that these are aligned, not least in order to allow consideration of budget savings resulting from the shared service.

8.4 Property

As the forward operating model does not propose any additional accommodation requirements, there are no significant issues with arrangements to accommodate staff within existing premises.

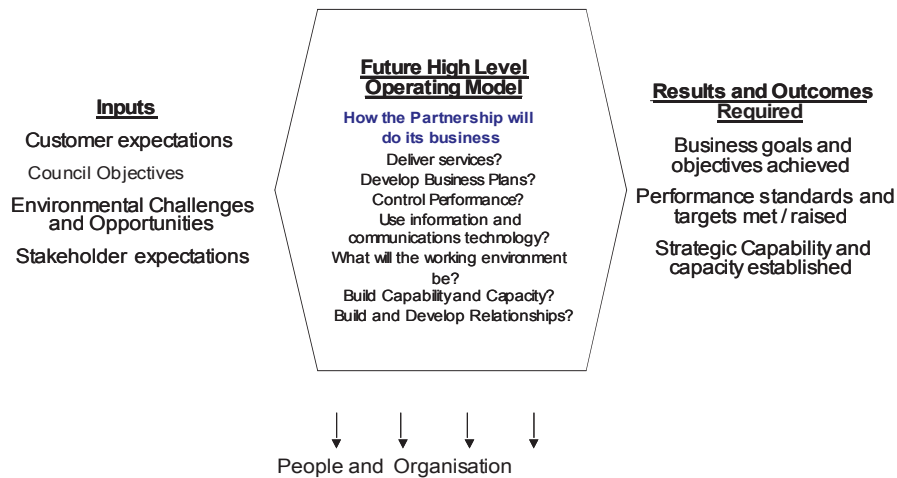
No savings have been attributed to this area as there is no way of knowing (at this stage) if the space that may be freed up could be reused. There are no costs anticipated for unused accommodation.

9. Culture

9.1 Introduction

To realise the stated objective, the forward operating model will need to determine the way the joint service will do its business. This will be achieved through a combination of technology, improved processes, changing stakeholder expectations and the way people work.

Overall the forward operating model will enable managers and staff to develop new ways of working to achieve best practice for the combined service.



9.2 Values and Beliefs

It is important that the implementation team understands how to grow and sustain the right values and behaviours that will enable success, such as:

- Customer-focused values and behaviours will be key to managing external and internal customer relationships
- Team working and collaboration is essential to enable effective partnering and develop/ deliver an integrated service
- Personal accountability is vital with a focus on delivering results and tackling real priorities first

Once the new managers are in post, the team should determine/ confirm a set of values and build this into the service planning approach. This work cannot be done in advance as the new team should be identifying its own values.. To align to one or other positions (or to a different one) will require a participative exercise over a period of time, which involves staff and underpins the change management process.

9.3 Leadership styles

The forward operating model will be demanding to deliver and needs a management team that is capable of working together and providing strong leadership. It is therefore important to agree common management competencies when job descriptions are drawn up. These job descriptions will seek to meet the requirements of both Councils.

There are training and development opportunities already in operation at both Councils, which could be combined and utilised to enhance skills within the newly formed team. The forward operating model will be built upon adopting the principles of empowerment.

9.4 Managing performance and recognising good / or poor performance

The joint service will develop - once managers are appointed - to understand how it will:

- Plan and set objectives
- Monitor and manage performance against objectives
- Improve performance especially in terms of value for money (VFM) and efficiency

It is envisaged that there will be a single annual service plan (relating to both corporate plans) that will be taken through Member review arrangements along with any growth or savings proposals for the service. Service plans will be developed in conjunction with staff and be used to inform one to one interviews and appraisals.

Use of performance related payments (relating to exceptional performance) currently only apply to staff at SDC. This, and similar issues, will be addressed as part of the implementation.

Human Resources representatives confirm that the capability process is already standardised.

9.5 Competencies and Skills

The newly formed team will have to develop an approach to ensuring and sustaining continuous development of staff. The following are already in place or could easily be utilised within the new team:

- Management Development training at DBC and SDC
- CIEH and other professional training opportunities (often low cost)
- In house training facilities and Ivysoft interactive learning
- Weekly updates by email / intranet to confirm changes and share information
- Regular team meetings and one-to-ones to allow face to face interaction
- Skills analysis across the new team

9.6 Branding

The joint service will need to establish its brand and position within the marketplace. Customers need confirmation that current service provision in the longer term will be maintained or enhanced and not diminished. Forms, leaflets etc must be made common under the new branding. It is also important that the branding does not restrict future expansion possibilities as other Councils, which may not be from the West Kent area, may wish to take advantage of joining the partnership.

9.7 Roles, accountabilities and responsibilities

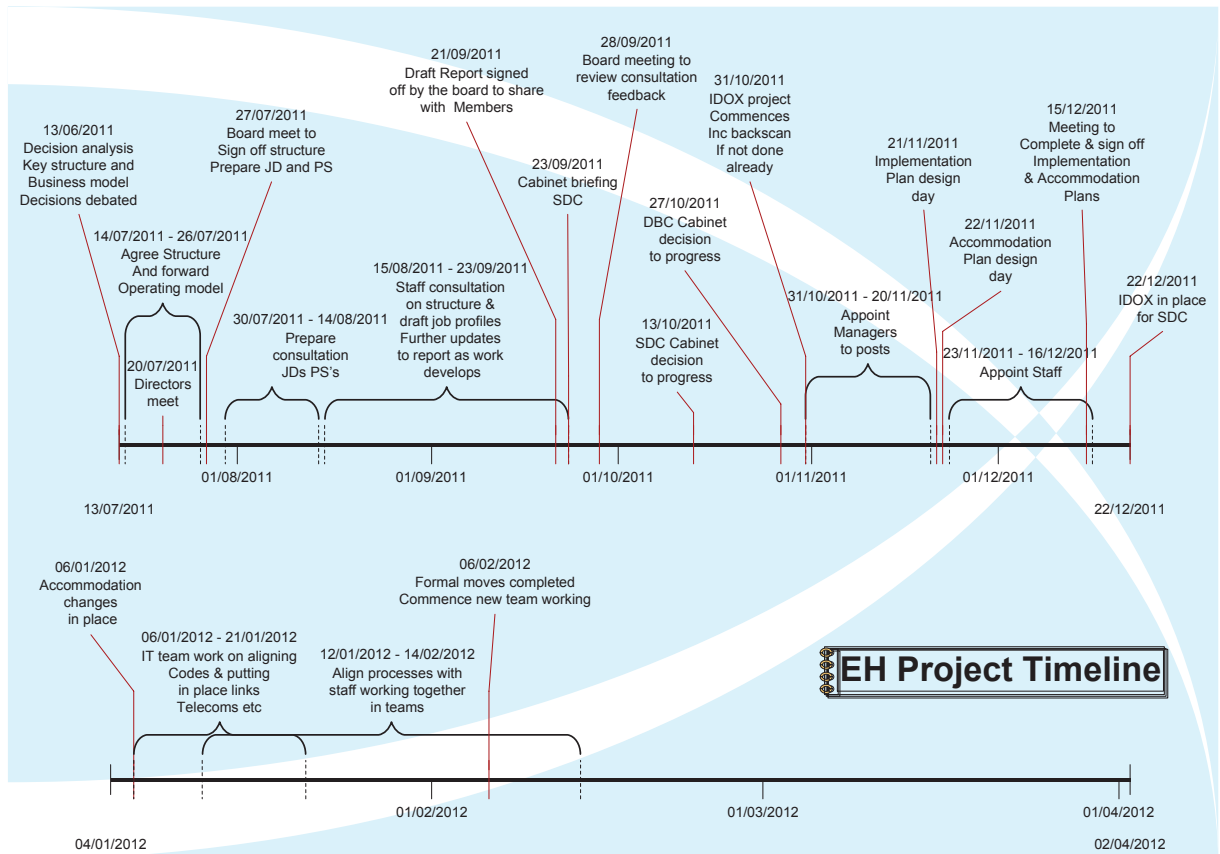
The joint service organisational structure offers the opportunity to increase productivity and build morale through the further development of interesting, challenging jobs that continue to motivate and develop staff as follows:

- Alignment of Job description / profiles with the responsibilities and performance required of the jobholder
- Potential for increased autonomy and flexibility
- Projects will be undertaken by staff who express an interest and ability to get involved
- Getting staff involved in change as it progresses – information initially and developing to a participative and inclusive approach.

10. Timeline/ Route Map

The creation of a detailed route map is planned once the business case has been established.

The following diagram represents early thinking by the Project Board and Project Team to capture an indicative timeline. This work will be used as a starting point as the project progresses, but will involve wider consultation with managers and staff to ensure all aspects of the transition are captured.



As can be seen from the diagram above, it is intended that:

- Staff consultation on structure and Job roles takes place over six weeks commencing 15th August and concluding on 23rd September 2011
- All relevant aspects of EH ICT to be in place by January 2012
- New EH team will be in place by early February 2012

Although not shown above, an operational review of the service will take place by April 2013.

11. Financial case

11.1 Projected Costs and Savings

This section overviews the projected costs and savings, which are estimated to emerge from the operation of the forward operating model for joint working.

The business case has been prepared with the following parameters:

- A five year timescale – from 2012/13 (the first year of full effect of savings)
- Costs are mostly as at 2011/12 prices – no adjustment has been made for inflation
- Full operation is assumed to commence from April 2012
- Staffing costs are calculated on a mix of DBC and SDC grades, with 22% on-costs
- The projected costs & savings will continue to be scrutinised and refined

11.2 Development

The Project Team working with accountants from both Councils has developed the projected costs/ savings emerging from the preferred business model and confirmed the current costs. The team has focused on 2 key financial dimensions in particular:

- The definition of the forward organisation chart to enable an estimate of staffing costs
- Estimates of likely additional costs and savings through shared working for key elements. The group expressed these costs and savings in terms of deviation from the current baseline.

Staffing Costs	Shown in table 11.3, salary costs (including 22% on-costs - but excluding any allowance for pension deficit) are projected on the basis of the defined joint working organisation chart/ staffing structure and shown as appropriate within direct costs/ staffing costs in the projected costs table.
Additional costs primarily one-off/ implementation costs	These are summarised in the separate costs table at 11.4, which is further analysed to establish a write off period and the likely pay back period.
Savings	Savings are shown in a separate table at 11.5. These are analysed by activity area for both councils.

11.3 Financial Case

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
	2012/13	2013/14	2014/15	2015/16	2016/17	
	£000	£000	£000	£000	£000	£000
Current Costs						
Staffing costs	1,293	1,293	1,293	1,293	1,293	6,465
Transport costs	28	28	28	28	28	140
Supplies and services	292	292	292	292	292	1,460
Technology	10	10	10	10	10	50
Misc	22	22	22	22	22	110
Total Direct Costs	1,645	1,645	1,645	1,645	1,645	8,225
Customer Services	140	140	140	140	140	700
Corporate Services	125	125	125	125	125	625
Property Services	110	110	110	110	110	550
IT Services	178	178	178	178	178	890
Management & other	83	83	83	83	83	415
Total Indirect Costs	636	636	636	636	636	3,180
Total Net Costs	2,281	2,281	2,281	2,281	2,281	11,405

Future Costs						
Staffing costs	994	994	934	934	934	4,789
Transport costs	28	28	28	28	28	139
Supplies and services	291	291	291	291	291	1,454
Technology	10	10	10	10	10	50
Misc	23	23	23	23	23	113
Total Direct Costs	1,345	1,345	1,285	1,285	1,285	6,545
Customer Services	140	140	140	140	140	699
Corporate Services	125	125	125	125	125	628
Property Services	110	110	110	110	110	550
IT Services	178	178	178	178	178	889
Management & other	83	83	83	83	83	414
Total Indirect Costs	636	636	636	636	636	3,180
Total Future Costs	1,981	1,981	1,921	1,921	1,921	9,725

Forecast Annual Savings	(300)	(300)	(360)	(360)	(360)	(1,680)
Forecast Cumulative Savings	(300)	(600)	(960)	(1,320)	(1,680)	(1,680)

11.4 Implementation Costs Summary

Estimated one-off/ implementation costs							
Costs	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	Total
IT costs	35	5	5	5	5	5	60
Implementing Idox	15						15
Home working	5						5
Travel costs for movers		10	10				20
Miscellaneous		20	10				30
Office changes	10						10
Redundancy Provision	180						180
Pay protection for staff		20	20	14	6	6	66
Backfill for transition and project management	50	50					100
Total costs	295	105	45	19	11	11	486

Estimated set up costs	£486,000	
Written off over 5 years	£97,000	pa
Written off over 10 years	£49,000	pa
Payback period	1.62	Years

11.5 Savings Summary

Estimated Savings	2012/13	2013/14	2014/15	2015/16	2016/17	Total
Savings	£000	£000	£000	£000	£000	£000
Staff savings from new organisational structure	(290)	(290)	(290)	(290)	(290)	(1,420)
Student post replace with work experience – work not training	(4)	(4)	(4)	(4)	(4)	(20)
Out of hours – redesign service to reduce costs	(5)	(5)	(5)	(5)	(5)	(25)
Longer term savings by taking on other LAs or paring down structure			(60)	(60)	(60)	(180)
DBC joining food safety training (as SDC do currently) to increase the income currently generated from training	(1)	(1)	(1)	(1)	(1)	(5)
Total savings	(300)	(300)	(360)	(360)	(360)	(1,680)

12. Governance

12.1 Introduction

It is anticipated that the partnership arrangement will have a governing document or partnership agreement that sets out the partnership arrangements in order that the parties adhere to the values and responsibilities of the partnership. There is already in existence a draft Partnership Working Agreement between Dartford Borough Council and Sevenoaks District Council which is in generic format and which facilitates the joint delivery of certain functions. The functions set out within such Agreement can be added to as an addendum to Schedule 1 of the Agreement.

Some of the main provisions of the agreement cover:

- Functions and responsibilities of the partnership
- Delegations
- Outlines financial reporting and budgetary arrangements
- Exit strategy
- How performance will be measured
- How risks and benefits will be shared
- Transfer of staff

However, the partnership agreement will not be able to anticipate every eventuality and so at times the arrangements and responsibility for supporting the governance of the partnership may fall to the partners' own corporate governance mechanisms with each partner acting with flexibility, honesty and developing and maintaining trust.

12.2 Structure

Sevenoaks District Council and Dartford Borough Council will remain as two separate councils, keeping their own set of accounts, their own identities and their own councillors. It is anticipated that Dartford Council will be the host authority for delivery of the Environmental Health Service with Sevenoaks Council retaining some agreed functions. An officer partnership board for the shared Environmental Health Service will be created represented by two officers from each council with each officer having a single vote on each decision that needs to be made by the partnership board.

The partnership board should meet at least twice a year and receive each year a report of the Heads of the relevant Shared Service showing progress in achieving the objectives of the business plan, a summary revenue account including the distribution or use of any revenue surpluses and the future financing expenditure.

The partnership board shall make proposals for any changes, which seem to be reasonable and appropriate in the circumstances. The partnership board should consider ways in which the partnership can be expanded and will consider any applications by any prospective new partner at the discretion of the host authority.

12.3 Delegations

Both Councils shall each delegate and empower the other Council to discharge on its behalf the agreed functions of the Environmental Health Service via its Head of Paid Service. The Heads of Paid Service may further delegate any of the Agreed Functions. In discharging the agreed functions the Heads of Paid Service will consider advice given by the partnership board.

12.4 Employment

The Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) protects employees' terms and conditions when a business or undertaking, or part of one, is transferred to a new employer. Under TUPE, the reorganisation of a public administrative authority, or the transfer of administrative functions between public administrations, is not a relevant transfer. Although the meaning of 'administrative' is not defined, the Government guidance reinforces the established view that the principles of TUPE should be adhered to in any intra-governmental reorganisations. To avoid any doubt, the Cabinet Office Statement of Practice 'Staff transfers in the public sector' sets out the Government's policy that TUPE should apply where the public sector is the employer or client in a contracting exercise.

'Where a relevant staff member leaves any existing post within the approved service plan that post shall be filled by the relevant Head of Shared Service and any newly appointed relevant staff member shall be employed by the Council which employed the original member of relevant staff unless otherwise agreed by the relevant Head of Shared Service'. The 'Best value and performance improvement circular' specifies that the transferee service provider must offer employment to new recruits on 'fair and reasonable terms and conditions which are, overall, no less favourable than those of transferred employees' and which offer reasonable pension arrangements.

A number of staff from Sevenoaks District Council may be franchised to Dartford Borough Council on a temporary basis for up to two years in order to avoid complex staff displacement issues with Dartford Borough Council receiving the benefits of the skills and experience of staff from Sevenoaks District Council for Environmental Health Services. Similarly, Dartford Borough Council staff may be franchised to Sevenoaks District Council for the same service. Difficulties exist around differing terms and conditions of staff contracts and the two year period will enable the establishment of future employment arrangements and the carrying out of work to harmonise terms and conditions. However, case law has confirmed that employees assigned to a service automatically transfer to the transferee at the point of the transfer, notwithstanding the wishes and intentions of the parties. So, even if staff and both councils prefer a secondment model rather than a TUPE transfer, the secondment will not be effective if there is a relevant TUPE transfer. However, as there will be a shared Environmental Health Service with retained functions undertaken by both Councils it is not anticipated that a transfer of an undertaking will take place.

12.5 Financial

From the start of the project, there has been a strong and certain presumption that the entire costs and savings of the partnership will be shared on a 50 percent basis including unforeseen costs and savings the remoteness of which to be agreed by the partnership board. Flexibility will need to be built into the partnership agreement to deal with exceptional circumstances but the equal sharing of risk and reward is felt by all concerned to be critical to the success of the joint working project.

The partnership should complete an annual budget planning process and the budget for the year can be managed and monitored through the partnership board. Exceptional reporting to the partnership board could take place if possible if changes to the budget became necessary.

Payments between the authorities will be made in accordance with the terms set out in the partnership agreement. Any surplus or deficit will be carried forward and included in the budget calculation for the subsequent year. A review of the factors used in calculation of the sharing percentages will be carried out at least annually including residual support service costs inflated in line with the percentage used for annual national local government pay award.

12.6 Termination

The agreement should be capable of termination by either party giving a reasonable period of notice of termination, for example, at least 18 months written notice of termination provided that such notice may not take effect before a certain date, agreed between the parties.

On termination each council should act reasonably in co-operating with each other to facilitate the disaggregation of the partnership in such a manner as to cause the least disruption to customers and to maintain levels of service as far as possible, agree arrangements for the transfer of staff and avoid redundancies wherever possible, facilitate the transfer of data and records and mitigate costs so far as practical.

The Council giving notice of termination should bear all costs arising out of or in connection with such termination and should indemnify the other council against all costs and expenses incurred or to be incurred by them arising out of or in connection with the termination including costs of redundancy or re-deployment of any staff, termination of any lease or licence for the occupation of any premises or the use of any equipment, procurement of any alternative accommodation or relocation of any services or staff and procurement implementation or reconfiguration of any equipment, preparation, disaggregation and transfer of any data and records and staff costs and administrative overheads in connection with any elements of the termination.

12.7 Performance

The partnership board should agree an annual business plan covering an agreed period including business and financial objectives, staffing levels, performance target and service level agreements.

Sevenoaks District Council may retain certain functions and responsibilities for certain aspects of the Environmental Health Service, which will need to be defined within the partnership agreement. Similarly the agreed functions to be carried out by Dartford Borough Council will be defined within the partnership agreement.

Each council should complete their respective functions in accordance with their respective financial procedures and standing orders.

It is envisaged that there will be close liaison to minimise audit costs and carry out work jointly wherever possible.

The Head of the partnership being a senior officer of the host authority acting under delegated powers shall be empowered to make any necessary technical or operational decisions for the effective operation of the Environmental Health Service including the virement of budgets and appointment of staff. The partnership board should use its reasonable endeavours to ensure fair and equitable treatment of both councils.

In the event of the partnership at any time experiencing a level of performance which is not achieving the agreed targets in the relevant annual Business Plan, the partnership board shall use all its reasonable endeavours to remedy that as a matter of priority.

It may be necessary for the partnership board to vary the transition period depending upon factors that may affect the time taken to implement the necessary changes.

A fundamental review of the service delivery may be required, if considered necessary by the partnership board but not until at least one year after the transitional period has ended.

12.8 Legislative Compliance

Local authorities can generally do only what they are expressly empowered to do and when contemplating entering into collaborative arrangements of any kind should be sure of their powers to do so.

The Local Authorities (Good and Services) Act 1970 enables councils to provide administrative, professional or technical services to other councils and to other public bodies (but not the private sector or the public in general) and section 1 (3) of the act provides for payment for these services. It should be noted that section 2 (2) requires that the accounts of a local authority entering into an agreement to provide a service under this act include a separate account in respect of the agreement.

The Local Government Act 1972 Part VI of this act gives councils the ability to establish joint arrangements, such as the discharge of a function by another council (delegation) or the establishment of a joint committee.

Councils considering a collaborative arrangement such as jointly provided services should ensure and be aware that TUPE will apply if a “relevant transfer” occurs. With the joint administrative services arrangements that are envisaged it is anticipated that a “relevant transfer” will not occur.

The councils will also need to carry out their functions in compliance with all relevant statutory requirements and restrictions including:

- The Data Protection Act
- Access to Information Act
- Equalities Legislation
- Human Rights Legislation
- Freedom of Information Act

Each council may be required to ask the other council for information to enable the satisfaction of a request made upon them under the Freedom of Information Act. The councils will need to support one another in the completion of effective requests under this Act. In addition, each council should ensure that prior to the commencement of the partnership the terms of its registration under the Data Protection legislation with the Information Commissioner enables it to send data relating to the partnership to the other council and to receive data from them and process it for the purpose of carrying out a function of the partnership.

Each council has its own partnership protocol/policy/toolkit and each authority should satisfy itself that the partnership agreement satisfies the requirements of such partnership protocol/policy/toolkit. For a partnership to be effective, certain standards of conduct are expected of the individuals in the partnership. The Sevenoaks partnership toolkit incorporates a partnership protocol on conduct and accountability which is a model drawn up by the Standards for England who have invited local government and their partners to use their protocol and either adopt it wholly or adapt it to fit their own circumstances.

It is envisaged that each council will be responsible for entering into contracts on behalf of the partnership required for the delivery of their particular function. Every contract for the supply of goods and services for a function of the partnership should comply with the Financial and Contract Procedure Rules of the council carrying out the function and those contracts should be in the name of that council but should confirm that it has entered into the contract on behalf of the councils.

12.9 Expansion

The partnership should have the ability to consider ways in which the partnership can be expanded either between the two councils or by considering applications by any prospective new partner.

The decision whether a new partner is admitted to the partnership and if so the terms on which this takes place could be subject to the unanimous agreement of the two councils, firstly at partnership board stage and then at the appropriate member level decision making stage in each council.

13. Risk Assessment

13.1 Risk Register

The implementation of joint working carries a degree of risk. The Project Team, Staff and Board have all been involved in agreeing the principal risks and mitigating strategies detailed in the table below.

No.	Risk (description)	Strategy
1	Service delivery could be compromised leading to statutory failings	<p>The service carries out an important statutory function in protecting public health and must not be allowed to fail in pursuit of joint working. Whilst savings are vital to both councils we risk costs that may far outweigh the savings if the ability to deliver the service is compromised. This risk has been mitigated through the following measures:</p> <ul style="list-style-type: none"> • Stakeholders (lead members and senior managers) are fully supportive of the project and will be monitoring outcomes closely • Money to support the service during transition will be provided for in the business case
2	Key criteria for joint working (financial savings) may not be achieved	<p>It is well understood that the new financial climate is a significant driver for this change. It is therefore vital that any risk of overstating the savings or underestimating the costs of the project is minimised. This risk has been mitigated through the following measures:</p> <ul style="list-style-type: none"> • The costs and savings have been calculated by senior finance officers building on their expertise and experience of previous joint working projects. • Senior managers and staff have been closely involved in the calculation of the savings and challenge has been provided by external consultants. • Executive management has been closely involved in the exercise from the outset, and understands the rationale for sharing and the benefits that are likely to flow from it. The partners share a similar outlook and set of values
3	Inability to agree on the type of service to be delivered at a senior level	<p>There are cultural differences between the two Councils that translate into a different approach to delivering Environmental Health Services. Our plans assume that the constraints of the new structure and available funding will help drive changes to working practice once the new team is formed. There is a risk that member and senior managers might not be flexible in this regard. This risk has been mitigated through the following measures:</p> <ul style="list-style-type: none"> • Executive management has been closely involved in the exercise from the outset, and understands the rationale for sharing and the benefits that are likely to flow from it. • Approach to service delivery will not be tackled until the management team is in place, the service managers appreciate the need to change working practices and this will be a key focus for the new management team.
4	Threat to corporate reputation	<p>There is a risk that if Joint Working fails to deliver the required outcomes or is seen as failing then the reputation of both Councils might be affected. This risk has been mitigated through the following measures:</p> <ul style="list-style-type: none"> • Sustaining the performance of services has been a key consideration of the feasibility study. • Baseline costs and performance levels were determined and signed off by managers with hands on responsibility for the services and thus are properly understood • The board has regular involvement to ensure challenge and make sure that where problems do occur, they are addressed quickly and effectively. This is backed up with regular communications to staff and stakeholders to ensure that negative perceptions do not spread

5	<p>Loss of expertise resulting from staff leaving due to joint working</p> <p>NB beneficial longer term but not short term</p>	<p>If too many officers leave as a result of the uncertainty and disruption created by the process of moving to Joint Working it might be hard to recruit suitably skilled and experienced officers which in turn would cause issues within the service. The impact of this risk might be greater still given the officers that might find other jobs may also be those with the skills most needed for the new joint service. This risk has been mitigated through the following measures:</p> <ul style="list-style-type: none"> • The project board has already recognised the potential for disruption and has made financial provision in the business case for the cost of mitigating it. Where necessary extra support or the backfilling of roles will be arranged. Business continuity planning will be undertaken • The outline staffing structure recognises people’s need for variety and career progression, and further work will be done on this when designing new jobs and roles. The benefits of the new structure will be communicated to staff as part of the communications planning. The positive aspects of the change will be explained and attempts made to resolve any negative perceptions • All stakeholders have had involvement with the project, and the human and cultural aspects of the change are understood, and plans will be in place to deal with any potential conflicts
6	<p>Service falling over during transition</p>	<p>Evidence from previous project was that significant work is involved in moving towards the joint working service. If this is not carefully managed there is a risk that the service will fail in the short term. This risk has been mitigated through the following measures:</p> <ul style="list-style-type: none"> • Reduction in scope of duties • Service standards in year one less than years two and three • Officers need to be given permission to not do things in order to make space • Other departments have been consulted and are willing to provide significant support (HR, Finance, Customer service) to ensure the project is successful
7	<p>People governing change have different agendas and are not united towards a common goal</p>	<p>Evidence from other shared service projects suggests that a significant factor in failing to drive though successful change is a unity of purpose and drive from senior managers and members. This risk has been mitigated through the following measures:</p> <ul style="list-style-type: none"> • All stakeholders (members, managers, EH staff, HR, IT, Finance, customer services) have been consulted on the proposal at the outset in an open and honest discussion about its goals. This stakeholder engagement has highlighted a wide range of concerns and issues, which have been fed into the development of the proposal. • Clear that this commitment is in place and significant support for the achieving Joint working in the service is evident
8	<p>Poor communication between partners</p>	<p>Communication at an early stage in the project was found to be essential in the R&B work carried out previously. A change of this magnitude will impact upon all staff and it is essential that they have plenty of opportunity to understand what is happening. This risk has been mitigated through the following measures:</p> <ul style="list-style-type: none"> • Effective communications plans and systems are in place. • The board overseeing the project is made up of senior officers from both Councils. • A communications plan will be developed using a range of media, and in consultation with the Councils’ communications advisors

9	Resistance to change among staff and other stakeholders	<p>This project has had a difficult beginning over 8 months with different approaches being explored. One of the negative impacts from this has been that there is clear resistance to change from staff and it is difficult (at project commencement) to separate the legitimate concerns from those based on a misunderstanding of why this project is happening. This risk has been mitigated through the following measures:</p> <ul style="list-style-type: none"> • Staff to be involved at every stage and given the opportunity to ask questions • Change management meetings to take place throughout the project
10	Anomalies created by differential terms and conditions among staff makes harmonised working practices difficult	<p>One inevitable consequence of choosing to harmonise terms and conditions over two years is that staff doing the same job will be working to different terms and conditions. We know this is an issue from the R&B project (different pay scales, leave arrangements etc) so this will be an issue once we move to joint working. This issue will be managed through the following measures:</p> <ul style="list-style-type: none"> • The project board is fully aware of this issue and intends to use a two year period where staff remain employed by their existing employers to provide adequate time to resolve any anomalies • Clarity with staff in advance of the merger and beyond that this is inevitable and that for a number of reasons this options has been chosen as preferable to the alternative (TUPE)
11	A focus on cost savings may mean that the IT infrastructure does not provide a real enabler for change	<p>Given the focus on savings and that Environmental Health Service costs are mostly in its people there is a real risk that in order to protect front line staff that any costs on set up would be minimised. This may lead to collective failing to explore the possibilities of joined up IT infrastructure and therefore be a missed (longer term) opportunity. This risk has been mitigated through the following measures:</p> <ul style="list-style-type: none"> • IT managers and staff are working with service professionals and consultants to ensure all opportunities are explored. It has been made clear that although savings are paramount any opportunity for longer term improvements would be properly considered by the board and any such proposals should be encouraged. • These issues have been fully considered as part of the technical exploration, this work has been carried out by senior IT managers and their teams • An understanding of the infrastructure that is needed to support collaborative working, both for in-scope projects, as well as more strategic enablement has been gained. The costs of change have been calculated, and the most appropriate model devised.
12	Contracts that need to be negotiated whilst the joint working project is underway may be adversely impacted	<p>Any ongoing contracts will be referred to the Board before sign off in the interim period. Some significant value contracts will be negotiated during this time including:</p> <ul style="list-style-type: none"> • Dog kenneling – DBC £85K 3 years, due 1st July already in train. • Pest Control – DBC £36K per year, 1st August • AQ DBC – in Kent arrangements, April 2012 • SDC £24K annually (maintenance of AQ monitoring stations) due April 2012 • Scores on Doors - £1800 per annum, concludes June 2012 • Joint annual figure for Dartford and Sevenoaks in respect of NOX tubes is currently £6392.

14. Conclusion

14.1 Assessment against criteria

The table below summarises the evaluation criteria and describes the current position based on the forward operating model.

Agreed Criteria	Outcome
Capable of fulfilling statutory obligations	The service standards set out in this report are designed around meeting statutory obligations
£300K savings capable of full implementation by 2012/13	This report details how the achievement of £300,000 savings per annum would be achieved while limiting the impact of the reduced service delivery.
Improve capacity and resilience compared with making the same cuts in the two individual services	The forward operating model has been designed to ensure sufficient capacity and flexibility. A larger team of officers brings increased resilience, capacity and a wider pool of skills, knowledge and experience. The new combined service will focus on achieving quality services to meet customer needs at the lowest possible cost.
Ability to meet agreed service standards	Processes will be re-designed to maintain service quality and concentrate on outcomes. This should result in services being delivered at a lower cost, but achieve the same ends for the customer.
Must have a single professional EH manager reporting to Head of Service/ Director	The service is designed to include a single professional Environmental Health Manager. This will make it easier to attract new partners to join the model down track (see criteria below) and ensure the service is self-contained.
£60k savings from 2015/16 by trading, sharing with a third party or further savings	The financial case has included further savings of £60,000 per annum, these savings are considered reasonable by the service manager and are linked to ambitions to find a third party for whom the partnership could carry out work or who could join the partnership albeit probably on different terms.
Ability for customers to access services to be the same or better than current	The Business Case does not affect the current local outposts. Access to services will remain substantially the same. In fact there will be some small improvement in access as customers currently only able to access services at their own Council will (under the new arrangements) be able to access services at both councils.

14.2 Recommendation

The Project Team recommends progression to Implementation of this project based on:

- The most influential criterion (based on weightings attributed at the time) is, by some margin, the cashable annual revenue savings of £300K. Based on the outcomes from the feasibility study, this level of savings is achievable
- Other criteria including the continuing delivery of service to customers are considered achievable by the Project Team and Project Board
- Consultancy challenges (raised throughout the project) have all been resolved to an acceptable level
- No major issues were identified in key work streams such as implications for staff and customers, business support etc.
- The ICT plan covers all business requirements at an acceptable level of cost
- Risks as set out in section 13 of this report are reasonable and in most cases have an identified approach to mitigation. This ensures that the risks are commensurate with the potential rewards
- Agreement on key principles of governance including a 50:50 approach to sharing risks and rewards and agreed approach to harmonising terms and conditions
- Organisational structure and approach has been designed by officers who have the requisite expertise and ongoing involvement with the project
- Continuing political and executive support for the project and an undiminished requirement to achieve savings
- Fit with the wider political movement towards sharing service in the two Councils and allows for expansion.

15. Next Steps

This section briefly describes the particular activities that will be undertaken if Members approve the business case in order to commence implementation. The Board and Project team will work with consultants to draw up detailed route map and implementation plan for moving toward implementation of the forward operating model. This will include:

- Production of an implementation plan by service managers and staff
- Detailed project time-line
- Capacity planning exercise to ensure sufficient resources are available at the right times as the project moves forward

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Summary of comments received during staff consultation period

Comments have been received both from individuals and through group meetings, and from both teams. The full comments extend to 25 pages and they have therefore been summarised under the themes set out below. The full comments have been reviewed by the Project Board.

Theme	Summary of points raised by staff and responses to these.
<p>1. The rationale for merging the two teams/comments on the business case.</p>	<p><u>Staff comments:</u></p> <ul style="list-style-type: none"> • The required savings could potentially have been made without merging the teams. • Concern that there is a risk that the investment costs will be incurred but that the planned savings may not be achieved. • Savings will be achieved by reducing staff numbers; as a result there is a risk that service standards for residents and customers will fall, and statutory duties may not be deliverable. • Concern that service resilience may be compromised . • Concerns that further savings will be required in two years. • The business case was still being finalised during the consultation period, not allowing staff sufficient time to comment on the final proposals. • The business case assumes increases in efficiency but does not detail what these are or how they will be achieved. • The long period of uncertainty experienced has depressed morale in the Team. • There has been insufficient account taken of staff feedback. • If the merger is agreed Officers would support it and work to try to make it a success but wish their views and the impact on them to be fully considered. <p><u>Response:</u></p> <p>Regarding concerns, in addition to one-to-one meetings held with Officers with roles potentially at risk within the proposed structure, all staff were offered an opportunity to discuss any aspect of the proposals and their individual circumstances and concerns. Various group meetings have also been held with staff, management, HR and the consultant, the result of which has been the need to update and amend the business case in light of points made, further financial considerations etc.</p> <p>Environmental Health staff have also been provided with the details of staff and managers within the Revenues & Benefits Services who have volunteered to share their experiences of the proposed shared working experience from the outset, as well as offer advice, help and knowledge on a personal level and their view of the shared working environment and working practices currently in operation.</p> <p>The rationale for the shared working (increased resilience, reduced costs) have been shared with staff, together with the opportunities for generating further savings in future years (growing the service with other Councils, changing processes to</p>

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	<p>generate savings). Clear performance targets have been put in place based on planned resources and workload volumetrics. The business plan was only finalised after the receipt of all the consultation comments, to allow for any adjustments arising from the feedback received.</p>
<p>2. The proposed service location (main base at Dartford with a satellite office at Sevenoaks).</p>	<p><u>Staff comments:</u></p> <ul style="list-style-type: none"> • Customers calling at SDC’s reception may not be able to see an EH Officer due to the lower number of staff based there in the future. • Travel time to sites will increase, and hence mileage costs. • Concerns over travelling in and out of Dartford due to M25 congestion. • Home to work travel time will increase and may impact on childcare and other commitments. • Having staff across two sites will make staff management more difficult. • Increasing the time Officers are out on site may require a mobile working solution/increased admin support. • The staffing reductions may lead to a reduction in onsite work. • Will officer authorisations be extended to cover both areas and all work? <p><u>Response:</u></p> <p>The proposal is that the main base will be at Dartford with a satellite office at Sevenoaks, offering drop in hot desk facilities. It is intended that there will be a management presence at Sevenoaks on at least two days each week to ensure the facility is used and managed appropriately as well as to support Officers where applicable. Although nobody will be based at the satellite office on a fixed basis, having the two bases will reduce travel time for officers visiting premises and customers and offer an on-site presence for walk-in customers and liaison with other departments e.g. planning and licensing. There are many Local Authorities that have a larger geographical area than the combined area of Dartford and Sevenoaks. The main base and satellite office model has therefore been developed to mitigate wasted travel time.</p> <p>Regarding the decision to locate the Environmental Health Service at Dartford rather than Sevenoaks there are dense clusters of commercial premises in the Dartford area and to the north of the Sevenoaks area. All other factors being equal, it was this that determined the main location as Dartford.</p> <p>The proposal has been designed to enable remote working, flexible working options (i.e. consideration of condensed hours, flexi-time etc.) and working from home. Individual requests to work more flexibly or to work from home will be considered once the staffing structure is finalised and operational aspects have been fully worked out. However, it will also be important to balance such options with an operational presence on site including attendance at meetings and the continued</p>

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	communication and exchange of knowledge, case updates ideas and support between Officers.
<p>3. The proposed structure and allocation of staff to posts within the structure.</p>	<p><u>Staff comments:</u></p> <ul style="list-style-type: none"> • The reduction in staff numbers could lead to reductions in service standards. • Both Councils currently use contractors and these have not been included in the proposed staff structure. • Consideration should be given to dropping non-statutory work and using risk-based interventions rather than visits in order to match workload and available staffing. • Existing staff resources work with a waiting list; reducing resources could increase waiting times. • Concentrating technical tasks with one post (Scientific Officer) reduces resilience. • The original expectation was that management posts would be the main reductions but some frontline staff posts are also being reduced. • If mainly DBC or SDC staff are unsuccessful in applying for the posts in competition, valuable local knowledge may be lost. • Further clarification is required around the responsibilities of some posts, including how they relate to the duties of posts in the existing structures. • Training needs need to be considered and provided for (time and money). <p><u>Response:</u></p> <p>There is no national bench mark for the ratio of officers to premises/service requests; some Local Authorities operate with a greater staff to workload ratio, and some with a lower ratio. The structure has been designed by those currently running the service and fully aware of service volumes. Service levels have been proposed to take account of the reduced resources as well as each Council's aspiration to provide good, cost-effective services to residents and businesses, and it is anticipated that the joint service will generate efficiencies. The proposal is a reduction in management and other posts to match the workloads and new ways of working being developed.</p> <p>In a small team one person may carry out a variety of activities, but in the new larger structure activities are allocated to specific posts. Detailed workload assessments and volumetrics have been carried out for some posts and some changes are now proposed in the allocation of work, albeit within the staffing numbers originally proposed.</p> <p>The Scientific Officer will lead and manage some specialist areas with the opportunity and requirement for other Officers within the team to provide cover, which is a resilient option. Challenges to the proposal to assimilate the post holder into this post are being addressed by line management and HR..</p>

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<p>4. Staff pay and conditions.</p>	<p><u>Staff comments:</u></p> <ul style="list-style-type: none"> • It is understood that staff will stay on existing terms and conditions for two years but it is unclear what will happen after that date – this creates further uncertainty for staff. • There are a number of differences between terms and conditions for DBC and SDC staff – how and when these will be resolved, this needs further clarification. • Clarification is required over pay protection arrangements, when staff not placed in the structure would be made redundant (if not successfully redeployed) and when new job descriptions will come into force. <p><u>Response:</u></p> <p>Staff were issued with a copy of the Stability Policy (SDC) and Redeployment and Redundancy Policy and Procedure (DBC), together with a list of Frequently Asked Questions at the start of the consultation process which addresses these issues. Staff have been informed that any plan to harmonise terms and conditions, will be done in full consultation with all staff and communications to staff will be ongoing.</p>
<p>5. Out of hours arrangements.</p>	<p><u>Staff comments:</u></p> <ul style="list-style-type: none"> • Clarification is required over how the out of hours arrangements work under the new structure – are all staff expected to participate and will existing payment arrangement continue. • Further information is required about why the out of hours arrangements are being reviewed as a separate exercise. <p><u>Response:</u></p> <p>These arrangements are still under discussion as both Councils wish to continue to provide a service and staff will receive an additional payment for this. Current indications are that there will be sufficient Officers volunteering to undertake these duties but it is important that the service has contingency arrangements in place if those Officers should be unavailable. Personal circumstances will of course be borne in mind.</p>
<p>6. Mileage payments and travel time (also covered under 'location' above).</p>	<p><u>Staff comments:</u></p> <ul style="list-style-type: none"> • Further information is required about how mileage payments will be calculated, particularly if an officer makes a site visit first rather than going to the office first, this also affects how working hours would be recorded. • Concern that miles travelled may increase rather than reduce as a result of the joint service. <p><u>Response:</u></p> <p>Both Councils have policies that cover calculation of business mileage and define working time. These will continue to be applicable and will be reviewed for consistency, fairness and practicality as has been the case for Revenue and Benefits staff</p>

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	<p>who have been in the same situation of changing their work location. These discussions, including site visits, together with flexible working options can only be agreed when the staffing structure is finalised and operational aspects such as having sufficient resource on each day have been considered.</p>
<p>7. Redeployment opportunities.</p>	<p><u>Staff comments:</u></p> <ul style="list-style-type: none"> • Concern that for professional Officers the number of possible redeployment opportunities at a suitable grade are likely to be very limited. • Officers are being asked to express a view on potential redeployment opportunities now rather than at the end of the selection process. <p><u>Response:</u></p> <p>When new or vacant posts occur, where they are suitable for redeployment, they are being kept open for Environmental Health staff. Also, staff are not expected to formally express their interest until they have been unsuccessful in securing a post in the new structure. Staff are being asked to express their view informally at an early stage, so that posts are not kept open unnecessarily. Where a post is available for redeployment, training will be available to the staff involved.</p> <p>Furthermore, individual discussions have been offered to staff, some of whom have met with the Manager of the department in which a role is available, to discuss the required qualifications, knowledge, expertise and training that would be required for the role.</p>
<p>8. Management Structure/ Arrangements</p>	<p><u>Staff comments:</u></p> <ul style="list-style-type: none"> • It is disappointing to lose the input of the Head of Environmental and Operational Services to the service's development and future success. • The job description for the Environmental Health Manager has not been published. <p><u>Response:</u></p> <p>The Environmental Health Manager post will still be line to the Head of Environmental and Operational Services (SDC) and the Strategic Director (DBC). Given the proposed new joint structure further consideration of the requirements of the Environmental Health Manager role was required in conjunction with the Assistant and Principal role responsibilities, hence this job description was subsequently made available during the consultation process.</p>

CABINET - 13 OCTOBER 2011

LDF AFFORDABLE HOUSING SUPPLEMENTARY PLANNING DOCUMENT

Report of the: Director of Community and Planning Services

Also considered by: LDF Advisory Group

Status: For Decision

Key Decision: No

Executive Summary: The Affordable Housing Supplementary Planning Document (SPD) is part of the Local Development Framework (LDF). Its purpose is to provide further details on how the Council will apply Core Strategy Policy SP3 (Affordable Housing)

Consultation on a draft of the SPD took place over a 10 week period from late May to early August and some changes are proposed in response to comments received (see Appendix A). Subject to these changes the SPD is recommended for adoption.

Appendix B is a statement of consultations carried out and Appendix C is a summary of replies received with a response to points raised.

Once adopted the SPD will be a material consideration in the determination of planning applications and will help to support the implementation of Core Strategy policy on affordable housing.

This report supports the key aims of a green environment and safe and caring communities of the Community Plan

Portfolio Holder Cllr Mrs Davison

Head of Service Head of Development Services – Mr Jim Kehoe

Recommendation: It is recommended that:

- (a) the Affordable Housing SPD be amended as proposed in Appendix A;
- (b) the Affordable Housing SPD as amended be adopted as a supplementary planning document.
- (c) copies be made available for sale at a price to be agreed by the Portfolio Holder.

Reason for recommendation:

To progress the Council's Local Development Framework.

Background

- 1 Supplementary Planning Documents (SPDs) can be used to provide greater detail on policies in Development Plan Documents (DPDs) but cannot be used to introduce new policies that should be in DPDs. They must be consistent with existing national, regional and local planning policy.
- 2 The Core Strategy states that a supplementary planning document will be prepared to give guidance on the implementation of Core Strategy Policy SP3 (affordable housing), including arrangements for financial contributions.
- 3 A working draft of the SPD was considered by the LDF Advisory Group on 23 August 2010 and made available to the Core Strategy Examination in October. Following adoption of the Core Strategy the draft for consultation was considered at the April 2011 meetings of the LDF Advisory Group and the Environment Select Committee and agreed by Cabinet for consultation on 14 April.
- 4 Once adopted, the SPDs will be a material consideration in the determination of a planning applications.

The Affordable Housing SPD

- 5 The Affordable Housing SPD provides guidance on how the Council will implement Core Strategy policy SP3 which introduces lower thresholds for seeking on site contributions to affordable housing including financial contributions from residential schemes of less than 5 units.
- 6 The SPD clarifies what types of housing should contribute and gives guidance on the calculation of the number of units required for different size schemes together with guidance on how provision should be made within developments.
- 7 Where a financial contribution to off site provision is required (generally schemes of less than five units) it includes specific guidance on the calculation of financial contributions. It sets out the ways in which financial contributions may be used to increase affordable housing provision, including funding measures to make better use of the existing stock as well as contributing to new development.
- 8 It includes information on the procedures to be applied in considering applications in relation to affordable housing and mechanisms for ensuring the delivery of affordable housing on approved schemes. It sets out how issues of development viability will be considered in accordance with Core Strategy policy. Finally it includes measures for monitoring the delivery of affordable housing and the use of funds collected under the policy.

Consultation

- 9 The draft SPD was subject to consultation for a ten week period from May 26 to August 4 in conjunction with the consultation on the Allocations and Development Management Policies DPD.
- 10 The attached consultation statement (Appendix B) describes the consultation activities that were carried out. Consultation included direct mailings to consultees and others on our mailing list, publicity on the website and in the press, a special meeting of the Planning Agents Forum, a meeting with Registered Providers of Social Housing, a briefing for Town and Parish Councils and drop in sessions for members of the public.
- 11 A summary of replies to the consultation is contained in Appendix C together with a response to the points raised.

Amendments Following Consultation

- 12 The document has been reviewed following the consultation and some changes are proposed. The main areas of change are:
 - Updating to take account of changes to Government policy on social housing and funding arrangements
 - Clarification of the consideration of viability issues, including ensuring that the policy does not operate in a way that makes development non-viable
 - Clearer guidance on how financial contributions will be used
 - Clarification of arrangements for monitoring including publication of monitoring information
- 13 Some respondents questioned the basis of the policy and sought changes that would be tantamount to a change in policy. The starting point for most of these is that the policy would make development non-viable. These representations have been noted but policy is set through the Core Strategy and it is not the role of the SPD to change the overall policy approach. It should be remembered that the Core Strategy was only adopted in February of this year and that the Examination took place last October when economic conditions were very similar to now. Both the policy and the SPD include provisions that enable viability issues to be taken into account in considering planning applications.
- 14 Some respondents sought the replacement of the formula for calculating financial contributions with the use of an individual financial appraisal for each development. This would require separate appraisals of viability for every application which is not considered justified. The viability chapter enables the use of financial appraisals in cases where developers consider that provision under the policy would not be viable.

Options (and Reasons for the Recommendation)

- 15 The options are to agree, vary or reject the Affordable Housing SPD. The document will form part of the LDF and must be compliant with the Core Strategy.
- 16 The SPD as revised is considered to provide useful further information on how Core Strategy policy SP3 will be applied and will aid the Council in determining planning applications and presenting arguments at appeals. There have been two appeal decisions where Inspectors have not applied Core Strategy policy because the SPD was not in place and, although there have been subsequent appeal decisions where developments have been refused under Core Strategy policy, adoption of the SPD will assist in ensuring delivery of policy on affordable housing and support if needed on appeal.

Key ImplicationsFinancial

- 25 Budgetary provision has been made for the cost involved in preparing the Affordable Housing SPD through the LDF budget.

Community Impact and Outcomes

- 26 The SPD will assist in increasing the supply of affordable housing in the District and funding from financial contributions may also assist in making better use of the existing housing stock..

Legal, Human Rights etc.

- 27 The SPD has been prepared in accordance with the relevant regulations.

Equality Impacts

- 28 An updated Equality Impact Assessment of the Core Strategy was carried out prior to adoption. The SPD is consistent with the Core Strategy and introduces no new policies.

Sustainability Checklist

- 29 The sustainability impacts of the affordable housing policy was considered through the Sustainability Appraisal of the Core Strategy. As such, there is no legal requirement to carry out a Sustainability Appraisal.

Conclusions

- 30 The SPD provides useful further information on how Core Strategy policy SP3 will be applied and will aid the Council in determining planning applications and presenting arguments at appeals. It is recommended that the SPD as proposed to be revised is adopted.

Risk Assessment Statement

- 31 The document has been prepared in accordance with the national, regional and local policies.
- 32 If the document is not adopted this may lead to difficulties in securing affordable housing provision or contributions towards infrastructure from planning applications.

Background Papers: Affordable Housing Supplementary Planning Document.

The Core Strategy DPD.

Contact Officer(s): Alan Dyer Ext 7440

Kristen Paterson
Community and Planning Services Director

Item No. 8 – Appendix A

AFFORDABLE HOUSING SPD: SCHEDULE OF AMENDMENTS

(Note: Deleted text is ~~crossed out~~ and new text is in *italics*)

Para	Amendment	Reason
Various	Delete all consultation questions	To reflect the adoption of the SPD
1.5	Amend first sentence to read: "This SPD will form <i>forms</i> a material consideration in the determination of planning applications and will be <i>is</i> considered alongside Policy SP3.."	To reflect the adoption of the SPD
1.6-1.7	Delete this section which deals with consultation arrangements and replace with new para 1.6: <i>"The SPD was adopted by the Council on 15 September 2011"</i>	To reflect the intended adoption of the SPD at Cabinet on 15 September.
2.1	Delete second sentence and replace with: <i>"PPS3 includes a definition of affordable housing which was updated in June 2011 (see para 3.1). This is the definition used by the Council."</i>	To take account of the updating of PPS3
2.2	Add footnote at the end of the first sentence: <i>"At the time of adoption of the SPD the Government was consulting on the draft National Planning Policy Framework which includes a proposal to remove the national minimum site size threshold."</i>	To take account of a potential change to national policy that is currently subject to consultation
2.6	Amend third sentence to read: "The need for specialist housing is regularly reviewed and updated <i>assessed in conjunction with KCC Social Services and Supporting People.</i> "	To set out the position more clearly
3.1	Add new sentence at end: <i>"This definition includes the new "affordable rent" product which was added in June 2011, after the adoption of the Core Strategy. In applying Core Strategy policy references to social rented should be taken as including affordable rent."</i>	To clarify how Core Strategy policy should be applied in the light of the amendment to the affordable housing definition.
Table 5.1	Amend heading of third column to read: "Number of Social Rented/ <i>Affordable Rent</i> Units	To include affordable rented units
5.9	Add new text after first sentence: <i>"The price to be paid by the Registered Provider or other private sector body to the developer will therefore need to be at a level that delivers the housing as affordable housing without input of social housing grant. Through the S106"</i>	To clarify the Council's approach

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Para	Amendment	Reason
	<i>Obligation, the Council can require details of all negotiations between the developer and RP on this matter.</i>	
5.10	Amend start of second sentence to read: “Developers will be required to enter into obligations securing the future appropriate <i>ownership and</i> management of schemes”	To clarify the Council’s approach
6.2	Delete and replace with: <i>The way in which financial contributions will be used is set out in para 6.11</i>	To avoid repetition
6.3	Amend to read: Planning permission will be refused for development that makes no contribution or inadequate contribution to affordable housing, where provision could reasonably be made under the terms of the policy <i>without making the development non viable. The policy is not intended to operate in a way that renders development non-viable and thereby reduces development coming forward. Section 8 explains how viability issues will be considered so that where it is demonstrated that development would not be viable with contributions required under the policy, the level of contribution can be reduced or waived to ensure that development remains viable.</i>	To clarify the intention of policy
6.5	Amend to read <i>The Council’s approach to assessing the off site financial contribution is to base the calculation on the cost of providing affordable housing on another site of equivalent value. This is taken as the cost of making serviced land available within an equivalent development to construct affordable housing. The financial contribution required from the development is then the relevant proportion sought under the policy, which will generally be 10% of the cost of making the serviced land available. This approach is the one that was found to be viable through the Affordable Housing Viability Assessment.</i>	To clarify the Council’s approach
6.7	Amend second sentence to read: “It is recommended expected...that advice is taken from a suitably qualified independent valuer.”	To clarify the advice to applicants
6.10	Amend to read: “Step 4: Apply the percentage requirement under the affordable housing policy to give the final contribution. In order to calculate the appropriate financial contribution, the affordable housing policy percentage for the number of dwellings to be developed (<i>normally 10%</i>) is applied to the estimated cost of providing the equivalent serviced land to the	To clarify the advice to applicants and to set out the processes including the worked example more clearly

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Para	Amendment	Reason
	<p>proposed development, which means the final contribution will normally be 10% of the cost of the serviced land.</p> <p>Replace the Summary of Overall Methodology and Worked Example with:</p> <p>Summary of Overall Methodology Through a Worked Example</p> <p>Assume that you are proposing to carry out a development of four units, with an anticipated sale price of £250,000 per unit.</p> <p>Step 1: Calculate the Open Market Value (OMV) of the development.</p> <p>The open market value is $4 \times £250K = £1m$</p> <p>Step 2: Find the residual land value of the development by applying the residual land value percentage (38.8%).</p> <p>$£1m \times 0.388 = £388,000$</p> <p>Step 3: Calculate 15% of the residual land value figure to establish the site preparation/servicing costs.</p> <p>$(£388,000 \times 0.15 = £58,200)$</p> <p>Add the 15% figure to the residual land value to include site preparation/servicing costs.</p> <p>$£388,000 + £58,200 = £446,200$</p> <p>Step 4: Apply the percentage contribution required under the affordable housing policy (normally 10%) to the resulting sum (i.e. step 3 total $\times 0.1$)</p> <p>$£446,200 \times 0.1 =$ A contribution of £44,620 (or £11,155 per unit)</p>	
6.11	<p>Replace the list of bullet points for how money will be used with:</p> <ul style="list-style-type: none"> • Provision of new affordable housing in the District via a Registered Provider of social housing (including adding to provision on development sites, new stand alone schemes and existing property purchase) • Initiatives to make better use of the existing stock (including tackling under occupation and fuel poverty where it enables better use to be made of the stock) • Managing future needs for affordable housing, including homelessness prevention and benefit advisory services; • Assisting those in housing need to access low cost 	To provide greater clarity of the Council's intentions on the use of off-site contributions

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Para	Amendment	Reason
	<p><i>home ownership;</i></p> <ul style="list-style-type: none"> • <i>Supporting the development of rural exception sites to meet rural housing needs (for fully or partially exempted Parishes only as set out in Section 17 Housing Act 1996, Housing (Right to Acquire or Enfranchise)(Designated Rural Areas in the South East) 1997 Order</i> <p>Then add new sentence:</p> <p><i>Apart from the provision of rural housing funds will be used to meet affordable housing in a flexible way where it can be used most effectively across the District.</i></p>	
6.12	<p>Amend to read:</p> <p><i>Monitoring will be on a site-by-site basis. Funds collected will be used within ten years and after this time any unspent money will be refunded with interest.</i></p>	To improve clarity
6.13	<p>Amend to read:</p> <p><i>“The Council will record where funds have been allocated and spent and. This information will be made available on request and will be published on an annual basis.”</i></p>	To confirm that information will be published
7.1	<p>Amend fourth bullet point to read:</p> <p><i>Enable early consideration of funding implications, including the likely price to be secured from the Registered Provider for the affordable housing</i></p> <p>Amend last bullet point to read:</p> <p><i>“Preferably agree the arrangements for the future ownership and management of the affordable housing with the RP...”</i></p>	To clarify the Council’s approach
7.2	<p>Add after first sentence:</p> <p><i>“Where the RP has been selected, it is expected that developers will involve them in any pre application discussions”</i></p>	To clarify the Council’s approach
App 2	Delete Orbit and Circle Anglia from the list of Preferred Development Partners	To bring the list up to date
App 4	<p>Amend first sentence to read:</p> <p><i>Details of purchase price of the land existing use value of the land</i></p>	Existing use value is the appropriate starting point for the appraisal
App 5	<p>Definition of Intermediate Housing – Amend second sentence to read:</p> <p><i>“These can include shared equity products (e.g. Hoobuy and shared ownership) and shared ownership products (e.g.</i></p>	To bring the definitions up to date

Item No. 8 – Appendix A

Para	Amendment	Reason
	<p>Homebuy) other low cost homes for sale and intermediate rent but does not include affordable rented housing. Home ownership products delivered through the HCA and their local Zone Agent, and intermediate rented housing. It does not include low cost market housing.</p> <p>Definition of Nomination Agreement – Amend second line to read:</p> <p>“...the Council’s ability to access accommodation for <i>Eligible Persons including</i> applicants of the Council’s Housing Register”</p> <p>Definition of PPS3 – Add new sentence:</p> <p><i>“The definition of affordable housing in the PPS was updated in 2011.”</i></p> <p>Definition of Preferred Partners – Delete and replace with:</p> <p><i>“Registered Providers of social housing who are subject to regulation by the Tenant Services Authority. Appendix 2 to this document shows those RPs who are the preferred partners of the Council.”</i></p>	

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Sevenoaks District Council

Affordable Housing Supplementary Planning Document (SPD)

Consultation Statement

1. Introduction

The Affordable Housing Supplementary Planning document provides advice on how the Council's Affordable Housing policy, as set out on the Core Strategy DPD, is to be implemented. This includes guidance on the range of approaches, standards and mechanism required to deliver a range of affordable housing to meet local needs.

Once adopted, the Affordable Housing SPD will form part of the Sevenoaks District Local Development Framework. It will not form part of the formal development plan for the area but will be a material consideration in the determination of planning applications. It will provide further guidance as to how national, regional and local planning policies will be applied in relation to the provision of Affordable Housing.

This document sets out Sevenoaks District Council's approach to consultation and engagement in preparing the Affordable Housing SPD.

2. Approach to consultation

Regulation 17 of the Town and Country (Local Development) (England) Regulations 2004 (as amended 2008 and 2009) and sets out the minimum requirements for consultation and public participation on a Supplementary Planning Document (SPD).

Further to these minimum requirements, the adopted Sevenoaks Statement of Community Involvement (December 2005), 'Planning for People', sets out the range of approaches to consultation and participation that the Council will consider facilitating in preparing LDF documents. These are:

	How could you be involved?
Information	Local media (newspapers, radio, TV, local/Parish newsletters).
	Electronic resources (Internet, e-mail, online consultation, diary).
	Publicity in 'community centres' (e.g. local council offices, shopping centres, sports centres).
	Letter based consultation to persons and organisations listed on the LDF mailing list.

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Consultation	Documents available for inspection at local council offices.
	Area/Town Forums and Parish/Town Council Meetings.
	Qualitative Research (Focus Groups and Questionnaire Surveys).
	Public Exhibitions.
Participation	Preparation of locally based documents (e.g. Parish Plans and Village Design Statements).
	Participation Workshops
	Working Groups

Sevenoaks District Council considers that when preparing SPDs it is appropriate to inform, consult and seek the participation of organisations and/or individuals in order to ensure that the documents more closely reflect local needs and priorities.

Consultation and engagement with organisations and individuals in the process of preparing the Affordable Housing SPD.

Following preparation of a draft of the SPD, the Council resolved to undertake a 10 week formal consultation on the Affordable Housing SPD between 26th May 2011 and 4th August 2011.

As part of this consultation, the Council:

- Published the draft Affordable Housing SPD on the Sevenoaks District Council website;
- Made the draft SPD available for inspection at the Council's offices and libraries in the Council's administrative area during normal office hours;
- Sent letters to persons and organisations¹ on the Council's LDF mailing list inviting them to examine the consultation documents and make representation on them during the consultation period;
- Placed a public notice in local newspapers informing the public of the consultation matters, the consultation period and the places at which the documents could be inspected;
- Released the details of the consultation to the local press via a press release;
- Organised a briefing for local agents.

3. Organisation and individuals consulted

Sevenoaks District Council are required to consult those 'specific' and 'general' consultation bodies that the Council considers are affected by the SPD². A list of

¹ Both 'specific' and 'general' consultation bodies as defined in Reg. 2 of the Town and Country (Local Development) (England) Regulations 2004 and amended 2009

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specific consultation bodies is set out in Reg. 2 of the Town and County Planning (Local Development) (England) Regulations 2004 (as amended 2009). The same regulation defines ‘general’ consultation bodies as any voluntary bodies, bodies representing racial, ethnic, national or religious groups or disabled persons and bodies representing the interests of businesses in the area.

The Council considered it appropriate to consult the following ‘specific’ consultation bodies on the draft Affordable Housing SPD:

- Homes and Communities Agency
- The Environment Agency
- English Heritage
- Natural England
- Neighbouring Authorities
 - Tonbridge and Malling Borough Council
 - Dartford Borough Council
 - Gravesham Borough Council
 - Tunbridge Wells District Council
 - Wealden District Council
 - Tandridge District Council
 - London Borough of Bromley
 - London Borough of Bexley
 - Hildenborough Parish Council
 - Shipbourne Parish Council
 - Ightham Parish Council
 - Wrotham Parish Council
 - Stansted Parish Council
 - Trottiscliffe Parish Council
 - Speldhurst Parish Council
 - Bidborough Parish Council
 - Southfleet Parish Council
 - Longfield and New Barn Parish Council
 - Darenth Parish Council
 - Sutton-at-Hone and Hawley Parish Council
 - Wilmington Parish Council
 - Meopham Parish Council
 - Forest Row Parish Council
 - Harfield Parish Council
 - Withyham Parish Council
 - Limpsfield Parish Council
 - Tatsfield Parish Council
 - Dormansland Parish Council
- Mobile Phone Operators
 - Mobile Operators Association
- Electricity and Gas Companies
 - N Power
 - EDF

² As required by Reg. 17 (3) of the Town and Country Planning (Local Development) (England) Regulations 2004

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- E.On
- Scottish and Southern Electricity
- Utilita Services
- Good Energy
- Ecotricity
- Ebico Ltd
- Spark Energy
- British Gas
- Sewerage Undertaker
 - Southern Water
- Water Undertakers
 - East Surrey Water Co.
 - South East Water
 - Thames Water
- Kent Police
- Kent County Council
- Parish Councils
 - Ash-cum-Ridley Parish Council
 - Brasted Parish Council
 - Chevening Parish Council
 - Chiddingstone Parish Council
 - Cowden Parish Council
 - Crockenhill Parish Council
 - Dunton Green Parish Council
 - Edenbridge Town Council
 - Eynsford Town Council
 - Farningham Parish Council
 - Fawkham Parish Council
 - Halstead Parish Council
 - Hartley Parish Council
 - Hever Parish Council
 - Hextable Parish Council
 - Horton Kirby & South Darenth
 - Kemsing Parish Council
 - Knockholt Parish Council
 - Leigh Parish Council
 - Otford Parish Council
 - Penshurst Parish Council
 - Riverhead Parish Council
 - Seal Parish Council
 - Sevenoaks Town Council
 - Sevenoaks Weald Parish Council
 - Shoreham Parish Council
 - Sundridge with Ide Hill Parish
 - Swanley Town Council
 - Westerham Parish Council
 - West Kingsdown Parish Council

In addition Companies, Organisations and Individuals on the Council's LDF mailing list were also invited to comment on the Affordable Housing SPD. This

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mailing list contains 350 consultees, being made up of all those who responded to previous formal and informal LDF consultations or who asked to be kept informed of the progress of LDF documents.

Drop in Sessions

4 Drop-in sessions were held for members of the public to discuss the draft SPD with members of the Planning Policy team.

Town and Parish Council Briefings

2 briefing sessions were held on the 13th and 16th June 2011.

Agents Forum

The following individuals and organisations were invited to an 'agents forum' on the 13th June to discuss the SPD.

- A W Hayward & Partners
- Alan E Falconer
- Albany Building Design
- Anderson North Partnership
- Andrew Boakes Associates
- Andrew Fryatt Associates Ltd
- Architectural Projects
- Barrett Haskins Designs Ltd
- Broadlands
- Browitt & Smith
- Burns Guthrie & Partners
- CASA Design Services Ltd
- Christopher Rayner Architects
- Chesterton Surveyors
- Cobden (Land & Property) Ltd
- Colin W Luther
- Crofton Design Services Ltd
- Cyma Architects
- David Brookes And Associates
- DHA Planning
- Direct Build Services Ltd
- Direct Planning Limited
- Down To Earth Design
- Down To Earth Tree Contracts Ltd
- Edwin Broome
- Fry Drew Knight Creamer
- Gary Gabriel Associates
- Gina Hughes Tree Surgery
- Glyn Doughty
- Graham Simpkin Planning

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- Grayston Alan & Durnell
- Harlequin Ltd
- Harringtons 2006
- I K Wyatt Building Design Ltd
- Ibbett Mosely
- In Touch Home Improvement Agency
- Judith Norris Limited
- Keith Fox
- Kember Loudon Williams
- Madgwick & Dottridge
- Martin Bush Chartered Architect
- Mervyn Earl
- Mr Andrew Hudson
- Mr Brian Holliday
- Mr F J Tuson
- Mr Graham J Peachey
- Mr M Brown (Architect)
- Mr P Smith
- Mr Patrick Coakley
- Mr R Churchman
- Mr R F Newman
- Mrs H Gilmour
- P F Newton
- Paul Fowler
- PDI Partnership
- Peter Bodman Design Services
- Peter Evans
- Peter Kerr
- Phillip Hobbs
- Planning Potential
- Priory Designs
- Rayner Associates
- Richard Reid Partnership
- Robinson Escott Planning
- Sheffords Chartered Surveyors
- South East Surveys
- Stephen Langer Associates
- Stewart Elcomb
- The Barton Willmore Planning Partnership - Eastern
- The Downes Planning Partnership
- The Hards Partnership
- The Surveyors Partnership
- Tree Craft Ltd
- Vanns & Jones Surveyors
- Vic Checksfield
- Woodward Ambrose Architects Ltd
- Wyatt Glass Architects

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Question	Name Rep No	Representation	Response
	AH126 Paul Crick Kent County Council	Supports approach, however KCC are concerned that requiring a high contribution to affordable housing from all sites will reduce viability and therefore reduce the contribution to KCC services.	The Affordable Housing Viability Assessment included an allowance for other developer contributions and concluded development would be viable with the additional contribution to affordable housing.
	AH12 Mike Tatham Tatham Homes Ltd	It is not clear how the contribution required by the affordable housing policy will deliver affordable housing. The contribution will reduce the level of market housing.	The policy was found to be a sound approach to delivering affordable housing at the Core Strategy examination. On sites of 5 or more units the policy will require the delivery of on-site affordable housing. On sites of less than 5 units the policy will secure financial contributions to be used to provide new affordable housing, including through rural exception sites.
	AH55 Cllr John Edwards- Winser AH73 Brenda Hambrook Otford Parish Council	It is unclear on what basis a contribution is made. Is this on the sale price, the building price, the land price . The criteria could raise prices on the remaining houses as compensation for the reduction in earning margin. Could result in the development not proceeding or building outside the Sevenoaks area.	<p>Para 6.5 has been amended to confirm that the affordable housing contribution is based on the cost of providing affordable housing on another site of equivalent land value. A contribution is sought towards the cost of making serviced land available within an equivalent development.</p> <p>The Affordable Housing Viability Assessment included an allowance for a 15% developer's profit. Where developers consider that a scheme would not be viable with the contributions required, the policy allows for a lower or nil contribution to be negotiated. Appendix 4 identifies developer's profit as an appropriate part of an open book viability assessment to justify lower or nil contributions.</p>
	AH95 Peter Hadley Robinson Escott Planning	For consistency the policy should also accept that reduced financial contributions may also be justified for schemes involving 1-4 units where an independent assessment can verify that without such reductions a scheme would be unviable	This is accepted in the amendment to para 6.3
	AH100	The SPD should be fully reviewed having regard to the new draft National	Para 39 of the draft NPPF states that plans and

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	<p>Peter Hadley Robinson Escott Planning</p>	<p>Planning Policy Framework. The SPD should demonstrate how it accords with the aims of para 39 of the NPPF.</p>	<p>obligations should not place such a burden on development that it becomes non-viable. The requirement to contribute to affordable housing is set out in the Core Strategy and was subject to a viability assessment. The policy allows for requirements to be relaxed where it is demonstrated that the viability of individual developments would not be maintained. The SPD is consistent with the Core Strategy and contains specific guidance that enables viability to be considered. Overall the SPD is consistent with para 39 of the draft NPPF.</p>
	<p>AH103 United House Planning Potential</p>	<p>Object to the tenure split.</p>	<p>The tenure split has been established through the Core Strategy and this is effectively an objection to Core Strategy policy not the SPD.</p>
	<p>AH13 Christine Lane Edenbridge Town Council</p>	<p>Yes</p>	<p>Noted.</p>
	<p>AH118 Hugh D'Alton Sevenoaks Town Council</p>	<p>Provisions for affordable housing should be sought from new land purchases only, as this is effectively a land tax; Would like to see more S106 funds go towards freeing up existing housing stock in the Sevenoaks Area.</p> <p>Contributions should be made when developments are completed or through a payment on account scheme.</p>	<p>The Core Strategy policy applies to all planning applications determined after February 2011. Where it is proven that the policy would result in a development not being viable, it allows for a lower or nil contribution.</p> <p>Para 6.11 sets out the ways that s106 funds will be used.</p> <p>Para 6.15 requires that the commuted sum will be payable on commencement of development. This may be subject to negotiation in some circumstances.</p>
	<p>AH119 Tim Daniells Millwood Homes</p>	<p>Policy Context is clearly set out.</p>	<p>Noted.</p>

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	AH7 Thomas Rand	Sites of less than 0.2ha should have affordable units.	All sites will be required to make a contribution towards affordable housing. On sites of less than 5 units financial contributions towards off site provision will be sought. This follows the conclusions of the Affordable Housing Viability Assessment.
	AH48 Tracy Godden Dunton Green Parish Council	Questions the economic viability of policy SP3 for 1 or 2 unit developments.	The policy for smaller developments follows the conclusions of the Affordable Housing Viability Assessment. It was considered to be a sound approach at the Core Strategy Examination.
	AH62 Trevor R Hall Kent Police	Small element of the affordable/social housing provision made available to key workers in the first instance.	Affordable housing will be made available in accordance with the national definition.
	AH74 Brenda Hambrook Otford Parish Council	The guidance is clear, however the basis of the policy and its affect upon future housing costs and supply within the region, remains debatable.	The policy follows the conclusions of the Affordable Housing Viability Assessment. It was considered to be a sound approach at the Core Strategy Examination.
<p>Is the guidance clear in identifying what development should contribute ?2</p> <p>11 Responses</p>	AH8 Thomas Rand	Yes	Noted
	AH14 Christine Lane Edenbridge Town Council		
	AH49 Tracy Godden Dunton Green Parish Council		
	AH80 Y Tredoux Kemsing Parish Council		
	AH120 Tim Daniells Millwood Homes		
	AH1 McCarthy and Stone	Support the approach that only development falling in Use Class C3 be required to provide affordable housing or financial contribution and that	Noted, but sheltered housing schemes that provide individual residential units will fall within

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Retirement Lifestyles Ltd The Planning Bureau	sheltered housing scheme will not have to provide on site affordable housing.	Use Class C3 and will be expected to contribute under the policy
AH56 Cllr John Edwards-Winser	The guidance is clear, however, the basis of the policy and its affect upon future housing costs and supply within the region has not been thought through. If you increase the costs you lower the output.	The policy follows the conclusions of the Affordable Housing Viability Assessment. It was considered to be a sound approach at the Core Strategy Examination.
AH63 Trevor R Hall Kent Police	The guidance is clear but would like to see within the exclusions any development comprising solely of key worker accommodation.	Provided key worker housing is reserved for those key workers who cannot afford to buy or rent on the open market it will fall within the definition of affordable housing and will not need to make a further contribution.
AH69 Churchill Retirement Living Greg Hilton Planning Issues	Support the wording of 4.2. However, it is not clearly stated that a financial contribution will be most appropriate in these circumstances Add wording ensuring that where separate buildings, access and parking arrangements cannot be assured, the financial contribution will be accepted as a matter of course.	The current wording allows for financial contributions where management issues affect the ability to make provision on site and provides for necessary flexibility. The suggested amendment is considered too prescriptive in leading to off site provision.
AH113 Hugh D'Alton Sevenoaks Town Council	Housing shortfall for West Kent Area not just Sevenoaks District. Will this provision be met? This policy is ambiguous and unenforceable. Will unit size as well as the number be taken into account when reaching a decision on whether a development has been artificially reduced or not. Money is already taken in the form of S106 agreements, where is it being spent currently?	Policies in the Local Development Frameworks of other West Kent districts will be required to include policies to address, as far as possible, their housing shortfalls. The adopted policy was considered through the Core Strategy Examination and was found to be a sound approach. Assessing whether a development has been artificially reduced below an affordable housing threshold will be a matter for determination by case officers on planning applications. Financial contributions for affordable housing was introduced by Policy SP3 of the Core Strategy in February 2011. The SPD proposes that the Council monitor the delivery of affordable housing through the LDF Annual Monitoring Report.

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	<p>AH114 Hugh D'Alton Sevenoaks Town Council</p>	<p>Confirm 4.3 includes almshouses, Rockdale and similar housing. Would like to see Rockdale style housing developments added to the list of exempt developments.</p>	<p>Clarity is needed in deciding what types of development should contribute. The SPD follows the Core Strategy approach in using the Use Classes Order; if development falls within Use Class C3 (Residential dwellings) it should contribute but if it falls within Class C2 (residential institutions) it should not. Individual developments are then appraised to see which Use Class they fall within.</p>
<p>Do you have any comments on the guidance regarding on site provision, recognising that policy on the level of on site provision is set out in the Core Strategy? 3</p> <p>13 Responses</p>	<p>AH2 McCarthy and Stone Retirement Lifestyles The Planning Bureau</p> <p>AH96 Peter Hadley Robinson Escott Planning</p>	<p>Most sheltered housing sites cannot accommodate a separate block of affordable housing due to onsite restrictions and lifestyle differences. The use of off site financial contributions to meet affordable housing requirements is supported.</p> <p>Should provide assurance that it will respond to developers attempts to agree matters pre-application within a set time. Unilateral Undertakings can be used as an alternative to Section 106 agreements.</p>	<p>Noted (see response to comment AH1 above)</p> <p>The Council's policy is to respond promptly to pre-application enquiries. Indicative timescales are set out on its website.</p> <p>Any unilateral undertaking would need to fully meet the Council's requirements sought through S106 Agreements and be equally enforceable.</p>
	<p>AH35 Michael Allwood TCHG</p>	<p>Remove reference to social rented provision in table 5.1.</p>	<p>An amendment is proposed to Table 5.1 to introduce Affordable Rent. However, the Council does not consider it would be justified to remove reference to social rent as developments may still take place with this tenure.</p>
	<p>AH111 Angela Howells Westerham parish council</p>	<p>Supports para 5.8.</p>	<p>Noted</p>
	<p>AH15 Christine Lane Edenbridge Town Council</p>	<p>The Affordable Housing Viability Study must be current and accurate and regularly reviewed. Is the rounding down of the requirement fair? Is there opportunity to vary the balance of Social Rented and Intermediate Housing units?</p>	<p>The Affordable Housing Viability Assessment is up to date but will be kept under review.</p> <p>Para 5.3 states that the number of units should be rounded to the nearest whole unit which is considered the most appropriate application of</p>

			the policy. Para 5.6 allows for flexibility in the balance between different tenures.
AH50 Tracy Godden Dunton Green Parish Council	It will be essential that the Affordable Housing Viability Study (2009) is routinely reviewed and updated to ensure the credibility of SDC's calculations.		The Affordable Housing Viability Assessment is up to date but will be kept under review.
AH57 Cllr John Edwards-Winser	The term "social rent" is unclear. Define difference between Social Rented and Affordable Rented and the 'independent assessor'?		Definitions of 'social rented housing' and 'affordable rented housing' are included in the glossary (appendix 5).
AH75 Brenda Hambrook Otford Parish Council	In para 5.9 there is a request that funding is not provided by the housing association – why is a S106 agreement required to provide the Housing Association with funds from a private development? In para 6.11 why is there only reference to West Kent Housing, not the other 'registered providers'?		Para 5.9 reflects the current economic climate, which mean that grant funding to support affordable housing development is unlikely. Para 6.11 refers to the West Kent Strategic Housing Market Assessment and not the West Kent Housing Association.
AH115 Hugh D'Alton Sevenoaks Town Council	Would prefer to see the requirement for houses rounded down rather than up. Or for the excess to be a monetary contribution. Paragraph 5.12 may put more stress on planning process, and may lead to an increase in the number of Developers going to appeal to remove conditions.		Para 5.3 states that the number of units should be rounded to the nearest whole unit which is considered the most appropriate application of the policy. Para 5.12 is necessary to ensure that affordable housing is delivered in accordance with Core Strategy Policy SP3.
AH121 Tim Daniells Millwood Homes	Take account of viability issues and policy should be flexible to allow this through submission of economic viability statements.		Policy SP3 allows for lower levels of provision to be negotiated where the standard requirement would lead to development not being viable. Section 8 of the SPD provides further guidance.
AH3 McCarthy and Stone	The SPD should not be as prescriptive on the methodology when there are alternatives and potential negotiated settlements to be made depending upon		Para 6.6 notes that the proposed methodology is just one method of calculating the financial

	Retirement Lifestyles The Planning Bureau	the form and viability of the scheme.	contribution and that advice could be sought from a suitably qualified surveyor. The SPD is not prescriptive about how developers should assess viability. Section 8 and appendix 4 provide some basic considerations.
<p>Is the methodology for calculating financial contributions for off site provision clear and is the example helpful?</p> <p>Do you have any other comments on the guidance regarding off site provision, recognising that policy on off site provision is set out in the Core Strategy?</p>	<p>AH70 Churchill Retirement Living Greg Hilton Planning Issues</p>	<p>The approach is clear, but is fundamentally flawed. The use of the land value percentage multiplier is flawed in that it is based on an average of all development in all areas across the district, and is not related in scale and kind to the specific parent development from which the contribution is sought as required by PPS3. A better approach would be to either;</p> <ul style="list-style-type: none"> - differentiate the land value percentage between flatted development and housing development forms across the district, or; - to simply require the relevant percentage of the residual land value of the whole development. <p>Object to 6.14 that the contribution should be indexed to the Land Registry House Price Index since this has no link to the costs of providing affordable housing off-site. We recommend an indexation related to the Build Cost Information Service all in Tender Price Index.</p> <p>Object to payment on the commencement of development since this would not be broadly equivalent to the on-site assumption.</p>	<p>The 38.8% figure for the residual land value was recommended as a district-wide figure in the Affordable Housing Viability Study. Para 6.6 notes that the proposed methodology is just one method of calculating the financial contribution and that advice could be sought from a suitably qualified surveyor.</p> <p>The Council's approach to calculating financial contributions for affordable housing is based on the cost of providing affordable housing on another site of equivalent land value. Therefore, use of the Land Registry House Price Index is considered to be more appropriate than the Build Cost Information Service all in Tender Price Index.</p> <p>Para 6.15 allows for an alternative trigger to payment on commencement to be agreed in individual cases. However, payment at any other time than commencement does add significantly to monitoring costs as well as delaying when the contribution is received. As a norm the Council would expect payment to be on commencement and no change is proposed.</p>
36 Responses	<p>AH11 Tatham Homes Ltd</p>	<p>The worked example is not correct, it confuses total selling values with individual selling values.</p> <p>Contributions below 5 units will have the adverse affect on all housing development in SDC and will not deliver more affordable housing as intended</p>	<p>The worked example has been amended to improve clarity.</p> <p>Policy SP3 was considered through the Core Strategy Examination and found to be sound. The impact of the financial contribution on the viability of small schemes was considered through the Affordable Housing Viability Assessment.</p>

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 196</p>	<p>AH20</p>	<p>Methodology is flawed. A "catch all" residual land value percentage of 38.8% is inappropriate and may result in inaccurate viability studies. Remove paragraphs 6.6-6.10 and all percentage figures.</p>	<p>The residual land value percentage is based on advice from independent consultants and is a key part of the formula that enables a relatively simple calculation to be made of financial contributions. The SPD allows for applicants to make a case that applying the formula to their specific proposal would result in a contribution that would render development non-viable. They may argue for a different residual land value figure where it can be justified in the context of individual sites. However, deleting the figure altogether would mean that the SPD provides much less clear guidance to developers on the likely contribution to be required.</p>
	<p>Nureni Adeleye</p>	<p></p>	<p></p>
	<p>AH25</p>	<p></p>	<p></p>
	<p>Tatham Homes Ltd</p>	<p></p>	<p></p>
	<p>AH30</p>	<p>Paragraph 6.5 should be reworded to require an Applicant to submit an independent residual land valuation this should also be assessed by a registered valuer/chartered surveyor on behalf of the Council to ensure there is consistency of approach between the parties.</p>	<p></p>
	<p>Direct Build Services</p>	<p></p>	<p></p>
	<p>AH38</p>	<p></p>	<p></p>
	<p>Regalpoint Homes Ltd</p>	<p></p>	<p></p>
	<p>AH43</p>	<p>The set residual land value percentage of 38.8 % is unreasonable. It does not acknowledge that there will be many site within District where the residual land value percentage will be lower.</p>	<p></p>
	<p>Fernham Homes Ltd</p>	<p></p>	<p></p>
<p>AH83</p>	<p>Paragraphs 6.7-6.10 should be removed.</p>	<p></p>	
<p>Kentmere Homes Ltd</p>	<p></p>	<p></p>	
<p>AH88</p>	<p></p>	<p></p>	
<p>Portfolio Homes</p>	<p>The policy should be reworded to require an applicant to provide an independent assessment of each individual sites residual land value in each case..</p>	<p></p>	
<p>AH97</p>	<p></p>	<p></p>	
<p>Peter Hadley</p>	<p></p>	<p></p>	
<p>Robinson Escott Planning</p>	<p>To make a payment based on a standard 38.8% residual land value on Open Market Value does not allow sites to be judged on their individual merits.</p>	<p></p>	
<p>AH102</p>	<p></p>	<p></p>	
<p>Berkeley Homes (Captial) Plc</p>	<p>Applying a standard land value of 38.8% on all schemes is not realistic. All financial obligation costs have to meet the tests of Circular 05/2005.</p>	<p></p>	
<p>AH107</p>	<p></p>	<p></p>	
<p>Graham Norton</p>	<p></p>	<p></p>	
<p>Wealden Homes</p>	<p>Contributions should be sought on these smaller sites based on toolkit analysis on a site by site basis, in light of a "pro development" agenda at national level.</p>	<p></p>	
<p>AH122</p>	<p></p>	<p></p>	
<p>Tim Daniells</p>	<p>The methodology for calculating the financial contributions is clear, however the 38.8% multiplier is flawed as it is based on economic conditions prevailing pre Nov 2008.</p>	<p></p>	
<p>Millwood Homes</p>	<p></p>	<p></p>	
<p>AH127</p>	<p></p>	<p></p>	
<p>Paul Crick</p>	<p></p>	<p></p>	
<p>Kent County Council</p>	<p>A residual land value percentage of 38.8% is included, this is quite how this was established ?.</p>	<p></p>	

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	<p>AH21 Nureni Adeleye</p> <p>AH26 Tatham Homes Ltd</p> <p>AH31 Direct Build Services</p> <p>AH39 Regalpoint Homes</p> <p>AH44 Fernham Homes Ltd</p> <p>AH84 Kentmere Homes Ltd</p> <p>AH89 Portfolio Homes</p> <p>AH108 Graham Norton Wealden Homes</p>	<p>The Council should say what current measures have been put in place to use financial contributions received from developers. Including an annual list of all financial contributions received, where they have been spent and where new affordable housing is required. Also a monitoring system will need to be set up to identify funds received month by month so that it can be established whether contributions made are actually used within the stated time period.</p> <p>Should list all financial contributions received each year, site by site ensuing from Core Strategy SP3 and where they have been spent or intended to be spent. Produce an annual list of the locations where affordable housing is needed.</p>	<p>Proposals for monitoring are set out in paras 6.12-6.13. which are proposed to be amended to provide clearer guidance. This confirms that monitoring will be on a site by site basis and monitoring information will be published on an annual basis.</p> <p>Information on need is contained in the West Kent Strategic Housing Market Assessment. In view of the high level of need across the District it is not considered necessary to produce an annual list of locations where affordable housing is needed.</p>
	<p>AH94 Daniel Thompson</p>	<p>The financial contribution effectively amounts to an additional (and substantial) tax on small property development businesses.</p>	<p>Noted, but it is no difference in this respect to other developer contributions.</p>
	<p>AH97 Peter Hadley Robinson Escott Planning</p> <p>AH116 Hugh D'Alton Sevenoaks Town Council</p>	<p>A list of locations where there is a defined affordable housing deficit should be provide by the Council each year.</p> <p>At the time the contribution is paid, the Council should inform the developer when and how the monies will be spent and within what timeframe. If moneys are not spent in the designated manner within 3 years of the date of the payment, the money should be returned to the developer payee with interest at the appropriate rate. Paragraph 6.15 should be removed and replaced with a policy that requires for the commuted sum to be made payable upon first occupation of the dwellings approved and constructed.</p> <p>Monetary estimates could be unfair. Financial contributions should be levied after sales. What will happen if SDC are unable to locate a refundee?</p>	<p>Information on need is contained in the West Kent Strategic Housing Market Assessment. In view of the high level of need across the District it is not considered necessary to produce an annual list of locations where affordable housing is needed.</p> <p>Para 6.12 as amended includes a requirement to return funds that are unspent after ten years. A commitment to return funds within three years is considered unrealistically short and would result in potential opportunities to spend funds on developments being potentially lost.</p> <p>Para 6.15 allows for an alternative trigger to payment on commencement to be agreed in individual cases. However, payment at any other time than commencement does add significantly</p>

			to monitoring costs as well as delaying when the contribution is received. As a norm the Council would expect payment to be on commencement and no change is proposed.
AH101 Hobson	If the money is collected to increase provision of affordable housing it should be used to directly to increase provision of affordable housing. It should be a requirement that money taken from a development is used exclusively in the parish that the development took place. This could help in acquiring land for rural exception schemes.		Other initiatives can also help to address need for affordable housing as listed in para 6.11 and funding from off-site contributions can justifiably be used for these purposes. Limiting the use of funds to the parish in which they are collected would limit the scope for using funds in the most effective way to improve affordable housing provision across the District. It would reduce the opportunities to use funds collected and increase the risk that funds collected would have to be paid back.
AH107 Graham Norton Wealden Homes	The document should make it clear that the threshold figure relates to net additional housing only. There needs to be more flexibility for the applicant to set out valuations made by a relevant professional or experienced employees from the development industry		The use of 'gross' and 'net' is explicit in adopted Core Strategy Policy SP3. Para 6.6 notes that the proposed methodology is just one method of calculating the financial contribution and that advice could be sought from a suitably qualified surveyor.
AH109 Graham Norton Wealden Homes	Contributions should not stop housing coming forward if a scheme meets all other policies. The council has to engage experienced local valuers to consider viability submission, and a way of quickly resolving disputes needs to be set out.		Policy SP3 allows for lower levels of provision to be negotiated where the standard requirement would lead to development not being viable. Section 8 of the SPD provides further guidance.
AH10 Thomas Rand AH81 Y Tredoux Kemsing Parish Council	Yes, the methodology for calculating contributions for off site provision is clear.		Noted.
AH128 Paul Crick Kent County Council	Welcome the inclusion of the 10yr payback period; this should help KCC in also requiring a 10 yr repayment period.		Noted. However, this period is justified on the basis of the time needed to bring forward affordable housing developments. This may not be justified for other uses of s106 funds.

	<p>AH16 Christine Lane Edenbridge Town Council</p> <p>AH51 Tracy Godden Dunton Green Parish Council</p>	<p>Calculation is complicated and Step 3 is confusing. It is unclear how developers will be encouraged to build larger houses where needed, rather than contribute one or two bed properties.</p> <p>How often is the Affordable Housing Viability Assessment intended to review the Open Market Value valuation to ensure it is in-line with the fluctuating markets?</p> <p>The Open Market Value is taken from the Affordable Housing Viability Assessment (September 2009). How often will this be reviewed? Market value fluctuations could have a significant impact.</p>	<p>An amendment is proposed to clarify the explanation of the calculation and the worked example.</p> <p>The Affordable Housing Viability Assessment was prepared to provide the evidence base for Core Strategy Policy SP3 that will apply until 2026 or until it is reviewed. It was prepared during 2009 and takes account of the impact of the recession on the housing market. Any future review of the Core Strategy will provide the opportunity to review the policy and the evidence base.</p> <p>The Open Market Value is not taken from the Viability Assessment. Only the residual land value percentage is taken from the Assessment.</p>
	<p>AH36 Michael Allwood TCHG</p>	<p>Point 6.1 Suggest off site payment is method of last recourse.</p>	<p>The policy generally gives preference to on-site provision and is based on an assessment of the different economic viability considerations on different sites.</p>
	<p>AH76 Brenda Hambrook Otford Parish Council</p> <p>AH58 John Edwards-Winser</p>	<p>If, 'contributions' can be ring-fenced by SDC for up to 10 years 'until housing needs occur', the housing need is not as established as the proposal implies.</p> <p>Before proceeding with this policy it is important that the potential reduction of independent development within the region, resulting from adoption of this policy is assessed.</p> <p>If the Core Strategy is at fault, then SDC must find a way to amend the strategy and/or provide "bone fida" reasons that this cannot be done.</p>	<p>The 10 year ring-fencing of contributions is intended to ensure sufficient time and provide flexibility for suitable proposals for the most effective use of the funds to be developed. The West Kent Strategic Housing Market Assessment provides evidence of the high level of need that exists now for affordable housing across the District.</p> <p>Adopted policy SP3 was developed following the conclusions of the Affordable Housing Viability Assessment. The policy and the evidence base were assessed through the Core Strategy Examination and found to be sound.</p>
	<p>AH112 B Ide Shoreham Parish Council</p>	<p>There does appear to be scope for the money to be used for indirect or periphery uses (e.g. take up of benefits). The money may never be used.</p>	<p>Amended para 6.11 sets out the criteria for the use of the financial contributions. These are directly related to the provision to addressing affordable housing needs.</p>

		<p>Recommends that any ring fenced money must be spent in the parish in which the original development takes place. This could help in acquiring land for rural exception schemes.</p>	<p>Limiting the use of funds to the parish in which they are collected would limit the scope for using funds in the most effective way to improve affordable housing provision across the District. It would reduce the opportunities to use funds collected and increase the risk that funds collected would have to be paid back.</p>
<p>Are the procedures clearly set out?5 20 Responses</p>	<p>AH24 Nureni Adeleye AH29 Tatham Homes Ltd AH34 Direct Build Services AH42 Regalpoint Homes Ltd AH47 Fernham Homes Ltd AH87 Kentmere Homes Ltd AH92 Portfolio Homes</p>	<p>Paragraph 7.2 suggest additional text: “Such pre-application consultation should be responded to by the Council within an eight week period. Failure of the Council to respond within the time frame set out (unless by agreement with the Applicant) does not then render it appropriate for the Council to refuse planning permission under paragraph 7.4.”</p>	<p>The Council’s policy is to respond promptly to pre-application enquiries. Indicative timescales are set out on its website. It does not however consider that the time taken to respond to pre-application enquiries should determine how adopted planning policy is applied in considering development proposals.</p>
	<p>AH98 Peter Hadley Robinson Escott Planning</p>	<p>Section 7 should include a strict time limit for the local planning authority to respond to pre application submissions in order to ensure that unreasonable delays do not occur.</p>	
	<p>AH110 Graham Norton Wealden Homes</p>	<p>Pre application discussions should take four weeks for the council to perform.</p>	
	<p>AH4 Thomas Rand</p>	<p>Yes</p>	
	<p>AH66 Trevor R Hall Kent Police</p>		

	<p>AH82 Y Tredoux Kemsing Parish Council AH123 Tim Daniells Millwood Homes</p>		
	<p>AH129 Paul Crick Kent County Council</p>	<p>KCC support the approach that planning applications should include a draft S106. This will necessitate more pre application assessments and discussions. KCC would wish to be involved in these.</p> <p>SDC should liaise with Kent Adult Social Services to discuss specific Affordable Housing needs, including clients specific need needs (e.g. Wheelchair housing , lifetime homes, adaptations etc</p>	<p>Noted. KCC will be brought in to pre application discussions where necessary.</p>
	<p>AH17 Christine Lane Edenbridge Town Council</p>	<p>Are there any timescales set for the planning authority to meet when a pre-application meeting/s have been requested? Will the Registered Providers have timescales in which to respond so that developments are not unnecessarily delayed?</p> <p>On page 32 it says planning application will not be refused if S106 not completed 7.4 on page 17 says it will.</p>	<p>The Council's policy is to respond promptly to pre-application enquiries. Indicative timescales are set out on its website. The response times for Registered Providers will be a matter for these organisations, in the first instance.</p> <p>Appendix 3 on page 32 is consistent with para 7.4. Both say permission will be refused if the S106 is not completed. This is necessary because the legal agreement provides the means for enforcing the policy.</p>
	<p>AH37 Michael Allwood TCHG</p>	<p>Principle is sound. Must be time limited, suggest a maximum of 4 weeks pre-app discussion.</p>	<p>The Council's policy is to respond promptly to pre-application enquiries. Indicative timescales are set out on its website.</p>
	<p>AH52 Tracy Godden Dunton Green Parish Council</p>	<p>Do the LPA and RPs have timescales to meet for pre-application discussions? Procedures seem one-sided. Applications should have all the necessary documentation from the start including S106 Agreement paperwork.</p>	<p>The Council's policy is to respond promptly to pre-application enquiries. Indicative timescales are set out on its website. The response times for Registered Providers will be a matter for these organisations, in the first instance.</p>
	<p>AH59 Cllr John Edwards- Winser</p>	<p>There appears no limit on the consultation process which could run SDC into extended intermittent discussions over extended periods. The degree of negotiation which is recommended as a prior to every planning application, will</p>	<p>The Council's policy is to respond promptly to pre-application enquiries. Indicative timescales are set out on its website. The response times</p>

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<p>Do you have any comments on the guidance regarding viability issues?6</p> <p>29 Responses</p>	<p>AH77 Brenda Hambrook Oxford Parish Council</p>	<p>put immeasurable strain on SDC planning department, resulting in an increase in its staffing and/or creating delay on every future planning application in the District.</p>	<p>for Registered Providers will be a matter for these organisations, in the first instance.</p> <p>Para 7.4 states that the Council will refuse planning permission if an agreed s106 agreement has not been signed before the relevant statutory determination date.</p>
	<p>AH117 Hugh D'Alton Sevenoaks Town Council</p>	<p>Concerned at the increased level of bureaucracy and would be interested to know how Sevenoaks District Council plans to manage the increased workload.</p>	<p>The Council already offers a pre-application advice service. There is a charge for advice for all types of development where an affordable housing contribution would be required.</p>
	<p>AH22 AH23 Nureni Adeleye AH27 AH28 Tatham Homes Ltd AH32 AH33 Direct Build Services AH40 AH41 Regalpoint Homes Ltd AH45 AH46 Fernham Homes Ltd AH85 AH86 Kentmere Homes Ltd AH90 AH91 Portfolio Homes</p>	<p>Paragraphs 6.3 and 8.7 must be revised to reflect circumstances where a financial contribution would render a scheme unviable. Paragraph 8.7 should be expanded to include the words 'in exceptional circumstances where it has been demonstrated by a registered valuer/chartered surveyor that the scheme is non-viable if a financial contribution is imposed then a nil financial contribution will be deemed appropriate.'</p> <p>Paragraph 8.6 should be reworded 'if, following such an appraisal and based upon all the evidence available, the Council's RICS registered valuer/chartered surveyor concludes that the scheme is economically viable and if the affordable housing requirement is not met this could lead to the application being refused planning permission.'</p>	<p>An amendment is proposed to para 6.3 to clarify that the policy is not intended to operate in a way that renders development non-viable and thereby reduces development coming forward. Section 8 explains how viability issues will be considered so that where it is demonstrated that development would not be viable with contributions required under the policy, the level of contribution can be reduced or waived to ensure that development remains viable</p>
	<p>AH78 Brenda Hambrook Oxford Parish Council</p>	<p>The requirement to view 'all relevant and financial information behind an appraisal' is unlikely to be commercially acceptable to most developers who wish to keep their margins private.</p>	<p>No objections on this point have been received from the development industry.</p>
	<p>AH99 Peter Hadley Robinson Escott Planning</p>	<p>Paragraph 8.3 & 8.5 of the SPD are unreasonable. it is unreasonable for the Council to make the developer pay for a further appraisal on the Council's behalf. Such reports, where required should be at the Council's expense and obtained using monies already accrued to support affordable housing provision.</p>	<p>The requirement for developers to pay for independent validation of viability information is consistent with para 32 of the HCA guidance 'Investment and Planning: Responding to the Downturn'.</p>
	<p>AH104 United House</p>	<p>More flexibility should be given to the affordable housing in all circumstances whereby it can be demonstrated through an independent assessment of</p>	<p>Policy SP3 allows for lower levels of provision to be negotiated where the standard requirement</p>

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	Planning Potential Ltd	viability that the Council's thresholds cannot be met	would lead to development not being viable. Section 8 of the SPD provides further guidance.
	AH105 United House Planning Potential Ltd	Flexibility is required for all new housing schemes to ensure that new homes can be delivered as per the Government's objectives this should be acknowledged in the SPD.	See response to AH104.
	AH106 Graham Norton Wealden Homes	Viability issues in relation to schemes of less than five units. From a developer's perspective, these small sites should be free of any affordable housing provision.	This would be contrary to the adopted Core Strategy policy, which was subject to independent examination and based on a robust local evidence base.
	AH124 Tim Daniells Millwood Homes	A 38.8% multiplier does not reflect economic conditions today. This approach fails to recognise that sites will be previously developed and will have a certain existing use value. The application of 38.8% is likely to render most sites with an average existing use value unviable. In these situations planning permission should be granted where schemes demonstrate they are able to deliver housing but not an off site affordable contribution, or a lower level of contribution than that which would have been set by the formula.	The residual land value percentage is based on advice from independent consultants and is a key part of the formula that enables a relatively simple calculation to be made of financial contributions. The SPD allows for applicants to make a case that applying the formula to their specific proposal would result in a contribution that would render development non-viable. They may argue for a different residual land value figure where it can be justified in the context of individual sites. However, deleting the figure altogether would mean that the SPD provides much less clear guidance to developers on the likely contribution to be required.
	AH130 Paul Crick Kent County Council	Non viability does not suggest seeking alternative funding sources	Para 8.7 states that 'the Council will expect the developer to fully explore options available to either achieve economic viability or to make a reduced housing/financial contribution.
	AH5 Thomas Rand	Council should listen to Registered Providers. Local Estate Agents should also be consulted.	Meetings with Registered Providers and local agents formed part of the consultation. Information was also obtained from local estate agents in the preparation of the Affordable Housing Viability Assessment.
	AH18 Christine Lane Edenbridge Town	The calculations are bases on the Affordable Housing Viability Study (2009) it will be crucial that this is current and accurate and regularly reviewed.	The Affordable Housing Viability Assessment is up to date but will be kept under review.

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<p>Do you have any comments on arrangements for monitoring? 7 7 Responses</p>	<p>Council</p>	<p>How will the "reasonable profit" percentage to be judged? What right of appeal would the developer have?</p>	<p>Appendix 4 refers to the Homes and Communities Agency's guidance that 17.5% to 20% of Gross Development Value is a reasonable profit margin. Where applications are refused as result of inadequate provision of affordable housing as a result of an unreasonable developer's profit, applicants would be able to appeal through the usual planning appeal procedures.</p>
	<p>AH53 Tracy Godden Dunton Green Parish Council</p>	<p>Affordable Housing Viability Study (2009) must be current, accurate and frequently reviewed. Who decides what percentage is a reasonable profit for a developer? What right of appeal would a developer have?</p>	<p>See response to AH18 above.</p>
	<p>AH60 Cllr John Edwards-Winser</p>	<p>The requirement for SDC to view 'all relevant and financial information behind an appraisal' is unlikely to be commercially acceptable to most developers who will wish to keep their margins and finances private.</p>	<p>No objections on this point have been received from the development industry</p>
	<p>AH72 Churchill Retirement Living Planning Issues</p>	<p>Support all but 8.5 - the Council should limit the cost to the applicant of external advice. It is unrealistic to require all information submitted at the pre-application stage with regard to viability.</p>	<p>The requirement for developers to pay for independent validation of viability information is consistent with para 32 of the HCA guidance 'Investment and Planning: Responding to the Downturn'.</p>
	<p>AH68 Trevor R Hall Kent Police</p>	<p>Kent Police is content with the proposed monitoring arrangements</p>	<p>Noted.</p>
	<p>AH79 Brenda Hambrook Otford Parish Council AH61 Cll John Edwards-Winser</p>	<p>It would benefit to know The number of affordable homes built in a 12 month period; The geographic grouping of those new homes; The areas from which the new residents have previously come. If more than 50% of new residents have come from other regions, then councillors should have the option to amend the Core Strategy.</p>	<p>The Council's LDF Annual Monitoring Report provides information on the delivery of affordable housing and will continue to do so. The allocation of affordable housing to those in need are subject to national policies.</p>
	<p>AH131 Paul Crick Kent County Council</p>	<p>Appendix 4 •Purchase price of land is not relevant •Profit margin given is restrictive •Other costs include planning obligations. It is not clear whether SDC are prioritising and if so what are the priorities?</p>	<p>It is proposed to amend Appendix 4 to refer to existing use value rather than purchase price as existing use value is a more appropriate starting point for the appraisal. .</p>

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		<p>Appendix 5 KCC support the definition of Residual Land Value</p>	<p>The 17.5% to 20% of Gross Development Value is set out as a reasonable profit margin in the Homes and Communities Agency guidance.</p> <p>The draft Developer Contributions SPD sets out the Council's general approach to prioritising contributions. Affordable housing is generally seen as the top priority.</p>
	<p>AH19 Christine Lane Edenbridge Town Council</p> <p>AH54 Tracy Godden Dunton Green Parish Council</p>	<p>Who will scrutinise and identify any changes required to the Core Strategy policy and SPD's. What penalties will be in place to scheme providers for not submitting responses?</p> <p>Will any and all changes be subject to full consultation?</p>	<p>SDC will consider the need for amendments to the Core Strategy and SPDs. Any amendments will be subject to consultation. Any amendments to the Core Strategy would also need to be subject to independent Examination.</p>

CABINET – 13 OCTOBER 2011

PERFORMANCE MONITORING

Report of the: Deputy Chief Executive and Director of Corporate Resources

Status: For Consideration

Executive Summary: This report provides the Cabinet with a summary of Council performance and through the exceptions report details of all 'Red' performance indicators for the period to the end of August 2011.

This report supports the Key Aim of Corporate Performance Plan "Effective Management of Council Resources"

Portfolio Holders Cllr. Mrs. Davison

Recommendation: It be RESOLVED that Members:

- (a) Note the contents of this report, and
- (b) Where appropriate, refer areas of concern to the appropriate Select Committee for further action.

Background

- 1 The Council's performance management arrangements are supported by a software system which allows performance to be monitored using a simple traffic light system i.e. Green for good, Amber if caution is required and Red if the indicator requires attention. This allows the Council to both celebrate good practice and take early steps to rectify actual and potential problem areas. The system allows for the review of historical performance as well as tracking progress against performance targets.
- 2 The Council's performance management system, Covalent, is available to all Members via the Members Portal. All of the current performance indicators agreed by Members are available on the system and Members are encouraged to use this to access performance information across all service areas.

Performance Reporting

- 3 As agreed with the Portfolio Holder for Planning and Improvement it has been decided that to improve the Council's Performance Management Framework regular monitoring reports should be received by the Cabinet. It was agreed that the performance report should enable Members to scrutinise areas of under performance.

- 4 As a further improvement to the Performance Framework the Portfolio Holder for Planning and Improvement suggested that where areas of under performance are an area of concern to the Cabinet that they refer them to the appropriate Select Committee to review. It is recommended that this course of action is only taken where Members are of the opinion that the current actions set out by Officers in their commentaries were unlikely to bring on the level of improvement Members expect.
- 5 As a result Officers have developed a report layout that brings to Members attention all of those indicators that are 'Red'. That is to say they are missing target by 10% or more. The report groups each performance indicator by the Portfolio Holder that has responsibility for the service and also provides a summary chart setting out the overall performance within each Portfolio. All the performance data provided in the report is cumulative and shows the overall position for the year to date, in this case April to August 2011.
- 6 At the time of writing the report some of the data for August was unavailable. Where this is the case it has been identified within Appendix 1. To ensure Members have to most up to date information available to them an updated version of Appendix 1 will be tabled at the meeting.

Performance Overview – April to August 2011/12

- 7 The following table summarises the performance levels as at the end of August 2011/12.

Red	Amber	Green
<i>10% or more below target</i>	<i>Less than 10% below target</i>	<i>At or above target</i>
12	12	58
15%	15%	70%

- 8 Set out at Appendix 1 are details of each of the 12 'Red' performance indicators categorised by Portfolio Holder. Alongside the performance data is a trend chart, showing the performance for each month in the year and a commentary provided by the managers of the service. Commentaries include additional contextual data where it is available and explain the reason behind the performance and any actions that are planned or are currently being taken to improve performance.
- 9 In any instance where the Cabinet is dissatisfied with the performance level and the plans for improvement it is recommended that they refer the issue to the relevant Select Committee for scrutiny. Where performance concerns are referred to Select Committees the appropriate Head of Service or Service Manager would attend the Select Committee to provide further information and analysis and where relevant an improvement plan. Any recommendations

made by the Select Committee would also be referred to Performance and Governance Committee.

Key Implications

Financial

- 10 Effective performance management monitoring arrangements will assist the Council in diverting resources to areas or services where it is considered to be a greater priority.

Community Impact and Outcomes

- 11 Robust performance management arrangements ensure services continue to be measured against targets for improvement. Striving to meet these targets and developing action plans where performance needs to be improved helps to ensure the delivery of high quality services to the community.

Legal, Human Rights etc.

- 12 None

Resource (non-financial)

- 13 None

Value For Money

- 14 A strong performance culture and effective performance management monitoring arrangements contribute to improved services and ultimately more cost effective Value for Money services.

RISK ASSESSMENT STATEMENT

Risk	Impact	Control	Residual Risk
1. Inaccurate data could be used in the assessment of performance	High	Robust data collection arrangements in place. Annual data quality audit by both Internal and External Audit	Low. Risk Adequately Controlled
2. Poor performance might not be identified	High	Suite of performance indicators reviewed annually to ensure all key areas of service delivery are appropriately monitored. Members focus on exceptions in their performance reporting.	Low. Risk Adequately Controlled
3. Poor performance might not be	High	Performance management is embedded in the organisation with	Low. Risk Adequately

addressed		<p>robust performance review and monitoring arrangements in place.</p> <p>Covalent updated monthly with data and made available to officers and Members to review.</p> <p>Formal quarterly reports to Management Team, Performance and Governance Committee and Cabinet.</p> <p>Service Review processes in place.</p>	Controlled
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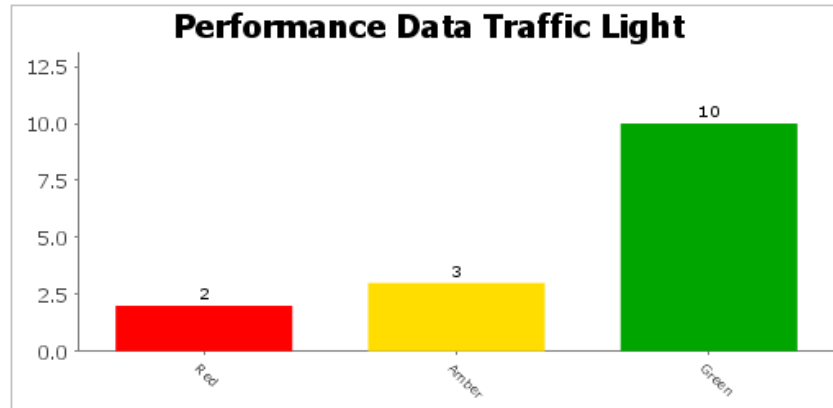
Sources of Information: Covalent, Performance Management Software

Contact Officer(s): Lee Banks, Policy and Performance Manager.
Ext 7161

Dr. Pav Ramewal
Deputy Chief Executive and Director of Corporate Resources

Portfolio: Cleaner & Greener Environment


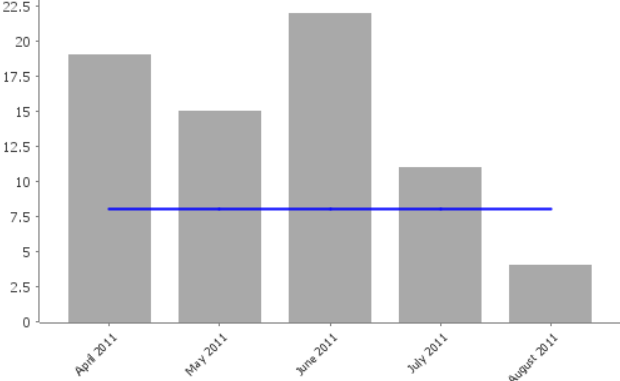
Cabinet Exceptions Report



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Code	Description	Year to Date Value	Year to Date Target	Status	Trend Chart	Latest Note
LPI Waste 003	Number of missed collections per 100,000	11.32	10			<p>Although performance in August was less than normal the overall performance to date on missed collections is still top quartile compared with the national picture. August is a heavy period for annual leave which requires the use of additional agency drivers and loaders whose knowledge of the collection rounds is not as good as the permanent staff.</p>

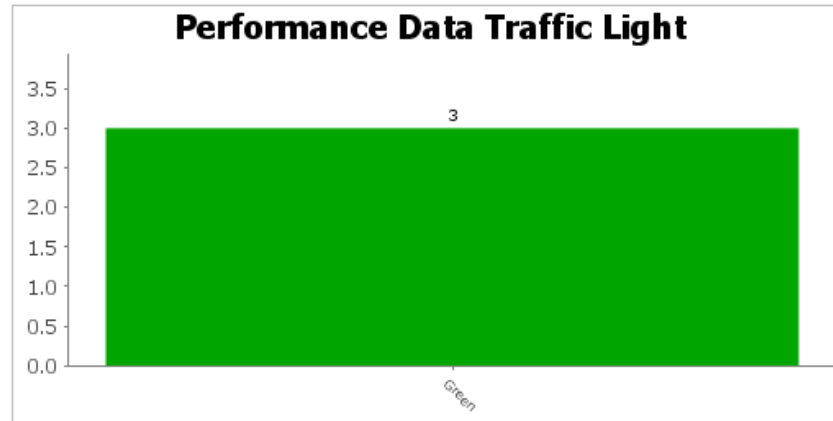
Agenda Item 9

Code	Description	Year to Date Value	Year to Date Target	Status	Trend Chart	Latest Note												
LPI Waste 005	Number of missed green waste collection complaints	71	40		 <table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Month</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>April 2011</td> <td>19</td> </tr> <tr> <td>May 2011</td> <td>15</td> </tr> <tr> <td>June 2011</td> <td>22</td> </tr> <tr> <td>July 2011</td> <td>11</td> </tr> <tr> <td>August 2011</td> <td>4</td> </tr> </tbody> </table>	Month	Value	April 2011	19	May 2011	15	June 2011	22	July 2011	11	August 2011	4	<p>Missed collections still higher than target, but a significant improvement on same period last year. Only 4 missed collections reported in the whole of August compared with 26 in August 2010.</p>
Month	Value																	
April 2011	19																	
May 2011	15																	
June 2011	22																	
July 2011	11																	
August 2011	4																	

Agenda Item 9

Portfolio: Community Wellbeing

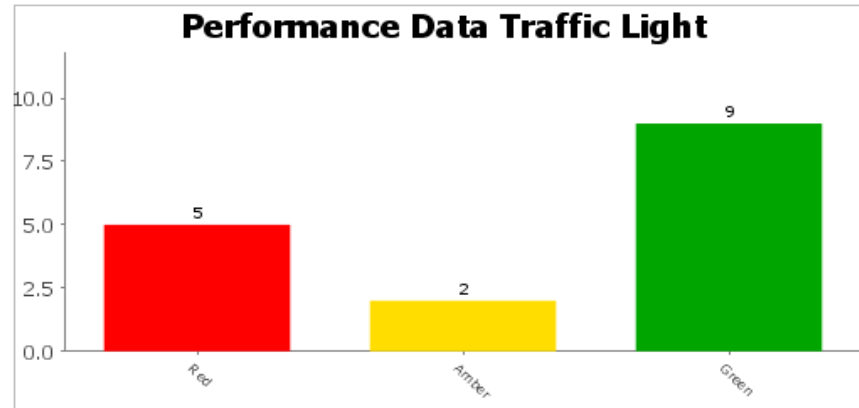
Cabinet Exceptions Report




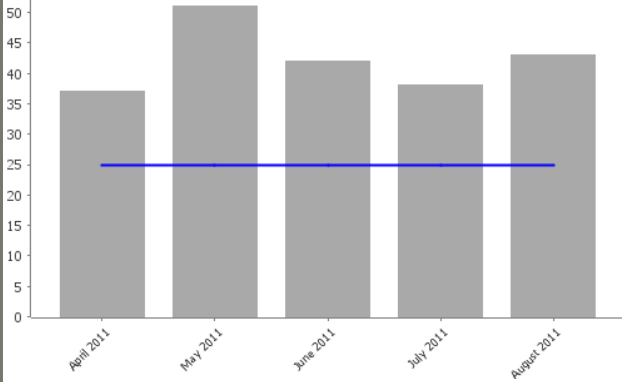

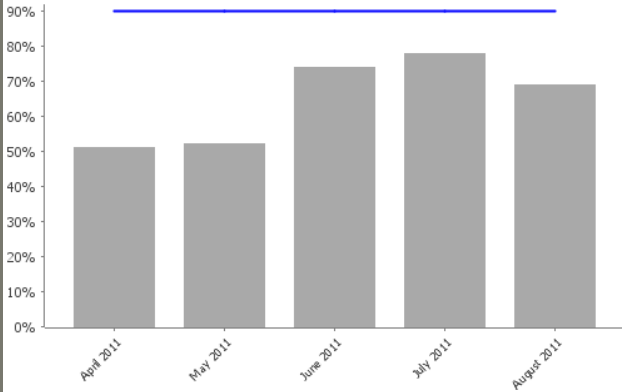
No Red Indicators to report


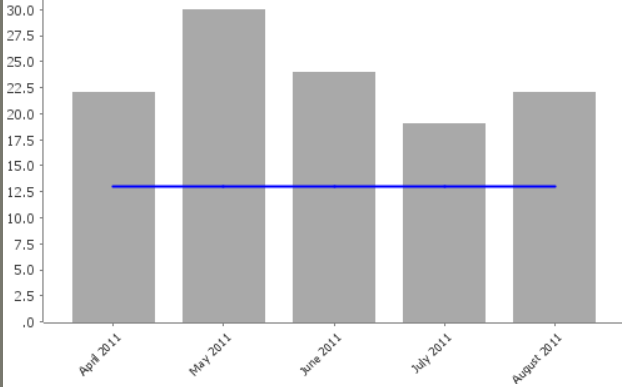

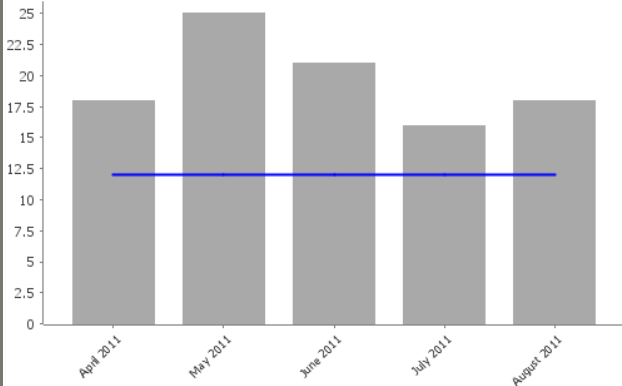
Portfolio: Finance & Value for Money

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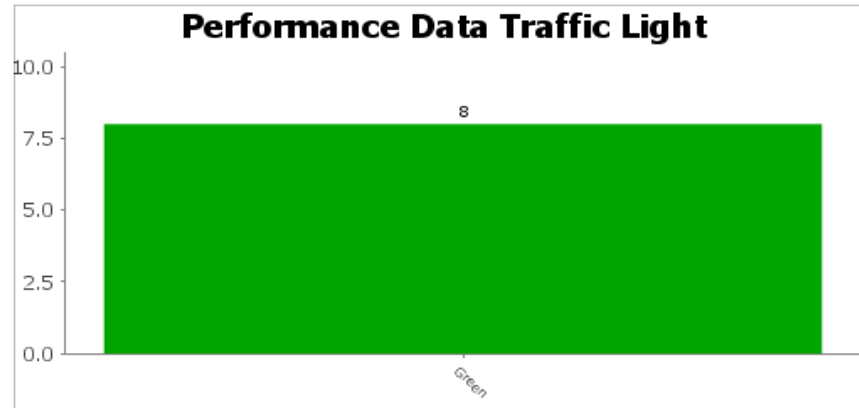
Code	Description	Year to Date Value	Year to Date Target	Status	Trend Chart	Latest Note
LPI DS 002	Total Trading Account Position	£43,437	£103,128			Accounts in surplus but at end of August £59,691 below target. Diesel costs still a concern with latest price £1.12/litre. Diesel budget currently £15,000 over. Disposal costs for trade waste and cesspool emptyings over budget due to increase in disposal charges imposed by SITA and Thames Water respectively.

Code	Description	Year to Date Value	Year to Date Target	Status	Trend Chart	Latest Note												
LPI HB 001	Average number of days to process new benefits claims	42.2	25		 <table border="1"> <caption>Trend Chart Data for LPI HB 001</caption> <thead> <tr> <th>Month</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>April 2011</td> <td>37</td> </tr> <tr> <td>May 2011</td> <td>50</td> </tr> <tr> <td>June 2011</td> <td>42</td> </tr> <tr> <td>July 2011</td> <td>38</td> </tr> <tr> <td>August 2011</td> <td>43</td> </tr> </tbody> </table>	Month	Value	April 2011	37	May 2011	50	June 2011	42	July 2011	38	August 2011	43	<p>Due to the economic conditions, demand for benefit services continues at a very high level. A significant increase in work received within the Service has been experienced since January 2011, as a result delays have occurred in dealing with claims. This increase in workload has been experienced both by other Kent authorities and nationally.</p> <p>A recovery plan is in place, including the use of additional temporary staff, process re-design and the recruitment of apprentices. It can be seen from the June and July data that this is having a positive effect and leading to improvements in performance, however August performance has dipped again.</p>
Month	Value																	
April 2011	37																	
May 2011	50																	
June 2011	42																	
July 2011	38																	
August 2011	43																	
LPI HB 002	Percentage of new benefit claims processed within 14 days of full information being received	64.8%	90%		 <table border="1"> <caption>Trend Chart Data for LPI HB 002</caption> <thead> <tr> <th>Month</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>April 2011</td> <td>51%</td> </tr> <tr> <td>May 2011</td> <td>52%</td> </tr> <tr> <td>June 2011</td> <td>74%</td> </tr> <tr> <td>July 2011</td> <td>78%</td> </tr> <tr> <td>August 2011</td> <td>69%</td> </tr> </tbody> </table>	Month	Value	April 2011	51%	May 2011	52%	June 2011	74%	July 2011	78%	August 2011	69%	<p>In September one new permanent assessor started with the Team, with a further assessor starting at the beginning of October. The Team still has vacancies for two assessors, despite carrying several recruitment exercises. One apprentice has been recruited (against a target of 5) and attempts to recruit further are continuing.</p> <p><i>(Cont. on next page)</i></p>
Month	Value																	
April 2011	51%																	
May 2011	52%																	
June 2011	74%																	
July 2011	78%																	
August 2011	69%																	

Code	Description	Year to Date Value	Year to Date Target	Status	Trend Chart	Latest Note
LPI HB 005	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events (X NI 181)	23.4	13.0			The workload has increased further in July and August and there is a concern that if it continues at this elevated level then extra resources will be required on a long term basis to provide an acceptable turnaround time for customers.
LPI HB 006	Average days to process change of events	19.6	12			The introduction of Universal Credit is likely to reduce the pool of potential benefits assessors for recruitment, as staff start to switch careers and very few assessors are being trained

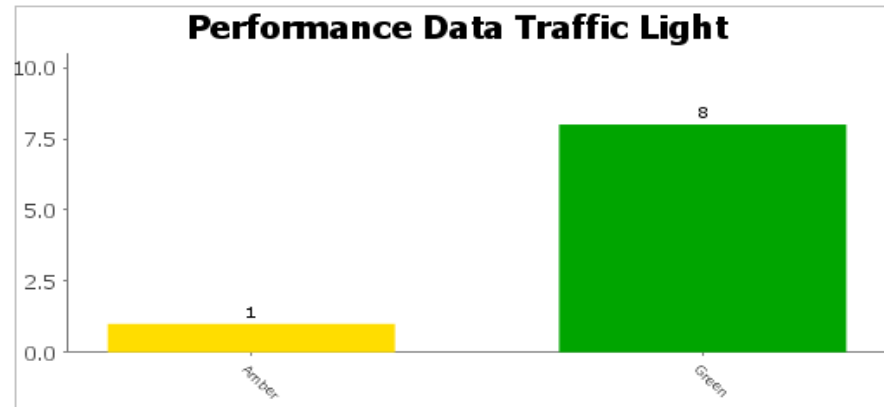
Portfolio: Housing & Balanced Communities

Cabinet Exceptions Report



Portfolio: Leader

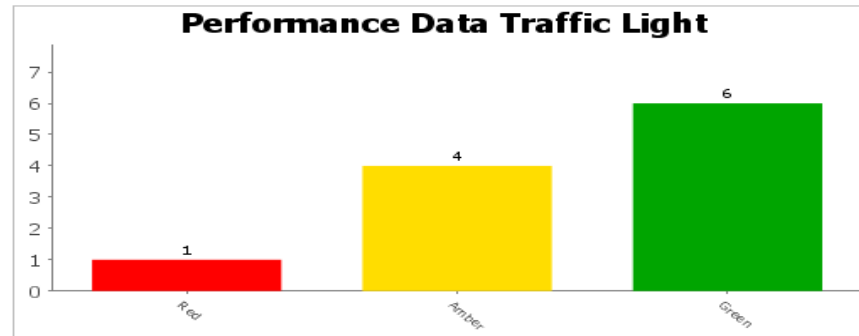
Cabinet Exceptions Report



No Red Indicators to report

Portfolio: Planning & Improvement

Cabinet Exceptions Report



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Code	Description	Year to Date Value	Year to Date Target	Status	Trend Chart	Latest Note												
LPI DC 004	The percentage of appeals allowed against the authority's decision to refuse on planning applications (x BV 204)	27.70%	25.00%		<table border="1"> <thead> <tr> <th>Month</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>April 2011</td> <td>~0.1%</td> </tr> <tr> <td>May 2011</td> <td>~39.00%</td> </tr> <tr> <td>June 2011</td> <td>~33.00%</td> </tr> <tr> <td>July 2011</td> <td>~39.00%</td> </tr> <tr> <td>August 2011</td> <td>~25.00%</td> </tr> </tbody> </table>	Month	Percentage	April 2011	~0.1%	May 2011	~39.00%	June 2011	~33.00%	July 2011	~39.00%	August 2011	~25.00%	<p>Performance is 2.3% below target with more than 70% of appeals in the quarter being dismissed. The outcome of appeals continues to be reviewed and a specific analysis has been carried out of appeals allowed as the performance has dipped slightly below target. Up to the end of July 14 appeals were allowed in the period and although the issues were generally diverse, in three instances the Inspector did not accept the Council's assessment regarding compliance of residential extensions with Green Belt policy. <i>(Cont. on next page)</i></p>
Month	Percentage																	
April 2011	~0.1%																	
May 2011	~39.00%																	
June 2011	~33.00%																	
July 2011	~39.00%																	
August 2011	~25.00%																	

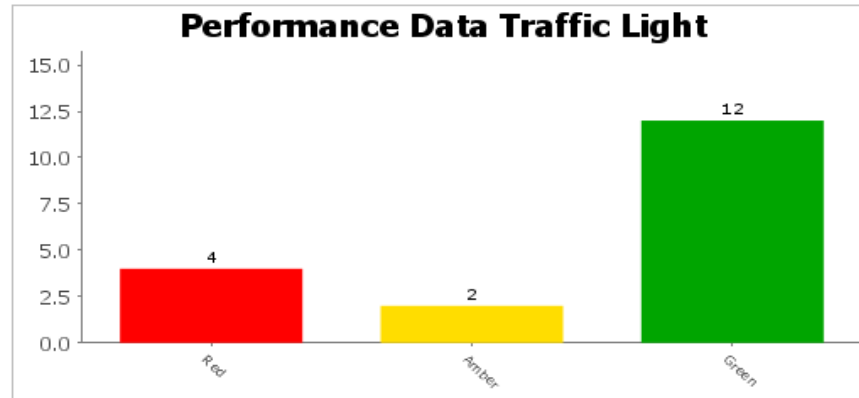
Agenda Item 9

Code	Description	Year to Date Value	Year to Date Target	Status	Trend Chart	Latest Note
						<p>Officers will be given advice of the importance of ensuring assessments under the policy are robust and clearly presented. Any lessons to be learned will be fed into the policy review currently under way. However, it should be stressed that a significant proportion of all appeals are Green Belt extensions and that the majority of these appeals continue to be dismissed.</p>

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Portfolio: Safe Community


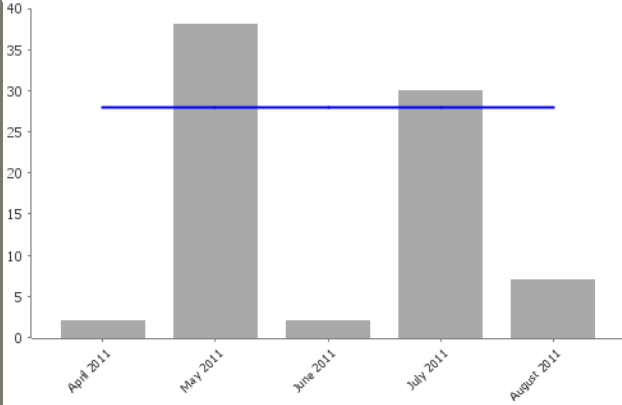

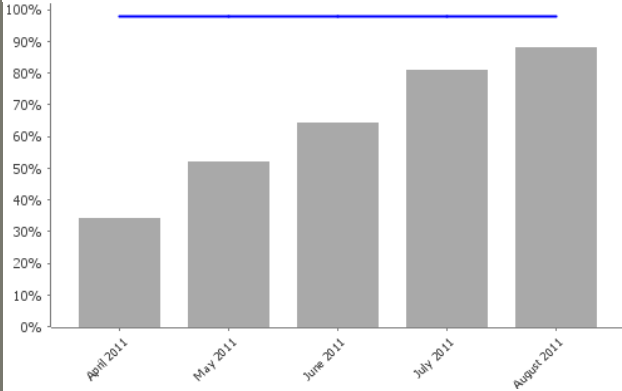
Cabinet Exceptions Report


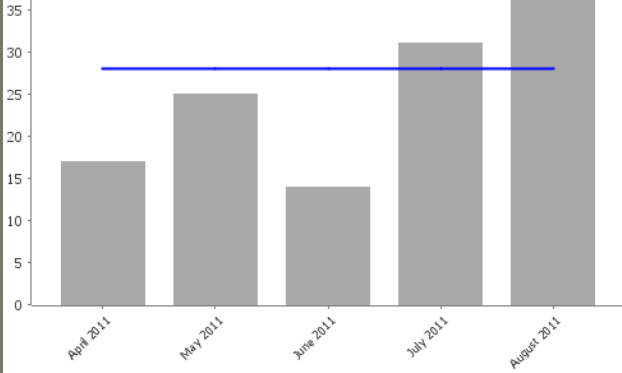


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Code	Description	Year to Date Value	Year to Date Target	Status	Trend Chart	Latest Note												
LPI CCTV 001	Number of instigated arrests CCTV	5	10		<table border="1"> <thead> <tr> <th>Month</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>April 2011</td> <td>2.0</td> </tr> <tr> <td>May 2011</td> <td>2.0</td> </tr> <tr> <td>June 2011</td> <td>2.0</td> </tr> <tr> <td>July 2011</td> <td>5.0</td> </tr> <tr> <td>August 2011</td> <td>2.0</td> </tr> </tbody> </table>	Month	Value	April 2011	2.0	May 2011	2.0	June 2011	2.0	July 2011	5.0	August 2011	2.0	No instigated arrests recorded in August. Crime levels low and the Police make more use of fixed penalties. Operator assisted arrests above target.
Month	Value																	
April 2011	2.0																	
May 2011	2.0																	
June 2011	2.0																	
July 2011	5.0																	
August 2011	2.0																	

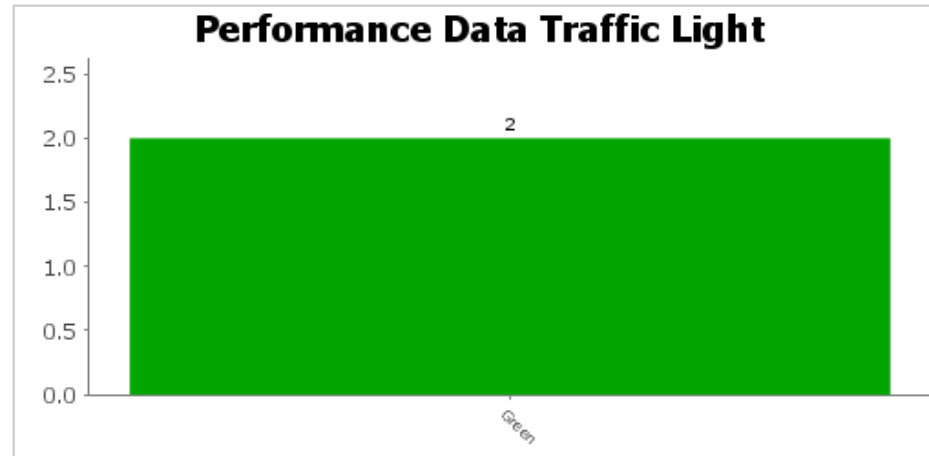
Agenda Item 9

Code	Description	Year to Date Value	Year to Date Target	Status	Trend Chart	Latest Note
LPI EH 001	Number of proactive health and safety contacts made with businesses	79	140			16 inspections undertaken and 63 questionnaires sent out. The ending of HSE proactive enforcement projects has affected this target. SDC inspections and other proactive contacts will continue as planned.
LPI EH 004	Percentage of higher risk food inspections due that was done (higher risk is categories A, B & C)	88%	98%			29 inspections carried out in August. Actual inspections now only 17 below target, year to date. Planned to be back on target by end of September.

Code	Description	Year to Date Value	Year to Date Target	Status	Trend Chart	Latest Note												
LPI LIC 001	Number of monthly premises licensing enforcement visits due that were undertaken	124	140		 <table border="1" style="display: none;"> <caption>Monthly Enforcement Visits Data</caption> <thead> <tr> <th>Month</th> <th>Visits</th> </tr> </thead> <tbody> <tr> <td>April 2011</td> <td>17</td> </tr> <tr> <td>May 2011</td> <td>25</td> </tr> <tr> <td>June 2011</td> <td>14</td> </tr> <tr> <td>July 2011</td> <td>31</td> </tr> <tr> <td>August 2011</td> <td>37</td> </tr> </tbody> </table>	Month	Visits	April 2011	17	May 2011	25	June 2011	14	July 2011	31	August 2011	37	<p>Now only 16 visits below target. 37 enforcement visits undertaken in August. Work priority has had to be given by the team in transferring taxi licensing administration from Maidstone and Tunbridge Wells into the Licensing Admin hub at Sevenoaks.</p>
Month	Visits																	
April 2011	17																	
May 2011	25																	
June 2011	14																	
July 2011	31																	
August 2011	37																	

Shared Portfolios

Cabinet Exceptions Report



No Red Indicators to report

CABINET – 13 OCTOBER 2011

FINANCIAL PROSPECTS AND BUDGET STRATEGY 2012/13 AND BEYOND

Report of the: Deputy Chief Executive and Corporate Resources Director

Also to be considered by: Performance & Governance Committee – 15 November 2011

Status: For Decision

Key Decision: No

Executive Summary: This report sets out the major financial pressures the Council is likely to face over the next four years, together with a proposed strategy for setting a balanced and sustainable budget for 2012/13 and beyond. The Council has an excellent track record in identifying, planning for and addressing financial challenges. In light of the challenging financial position facing all authorities a year ago, for 2011/12 the Council brought its budget setting process forward by two months and produced a 10-year budget together with a four-year savings plan. This provides the Council with a stable basis for future years, which addresses the reduction in Government funding as well reducing its reliance on reserves.

Building on the considerable progress made over recent years, this report updates Members on significant risk areas as well as setting out the way forward for service prioritisation, business and financial planning, financial strategy and the budget setting process.

The overall emphasis is on building on the strong framework provided by the 10-year budget, whilst taking into account any new financial burdens and changes in the economy that have an impact on budget assumptions. This report also provides Members with the proposed timetable for the budget setting process.

This report supports the Key Aim of effective management of Council resources

Portfolio Holder Cllr. Ramsay

Head of Service Head of Finance and Human Resources – Tricia Marshall

Recommendation: that Cabinet:

- (a) endorse the ten-year financial planning approach and principles set out in this report;
 - (b) note the budget timetable set out in Appendix A.
-

Introduction

- 1 The Council's financial strategy over the past seven years has worked towards increasing financial sustainability and it has been successful through the use of a number of strategies including:
 - implementing efficiency initiatives;
 - significantly reducing the back office function;
 - improved value for money;
 - maximising external income; and
 - the movement of resources away from low priority services.
- 2 Over this period the Council has focused on delivering high quality services based on Members' priorities and consultation with residents and stakeholders through the Community Plan. In financial terms, the adoption of this strategy has to date allowed the Council to move away from its reliance on general fund reserves which has ensured that the general fund reserves have remained largely unchanged.
- 3 In setting its budget for 2011/12 onwards, the Council recognised the need to address both the short-term reduction in Government funding as well as the longer term need to reduce its reliance on reserves. The outcome was a 10-year budget, together with a four-year savings plan, that ensured the Council's finances were placed on a stable footing but that also allowed for flexibility between budget years.
- 4 The intention of this report is to enable Members to give early consideration to the pressures likely to be faced by the Council and put in place a long term solution that ensures service reductions are minimised. This report sets out the high level approach and principles but a report to Cabinet on 8 December 2011 will provide the budget details along with analysis of the areas the Cabinet has requested officers to consider in assisting the balancing of the budget, as well as feedback from select committees on proposed service plans for 2012/13 onwards.

Financial Pressures 2012/13 to 2021/22

Overall Summary

- 5 In the medium term, the Council will have to progress its savings plan and maintain tight control over net expenditure in order to deliver its 10-year budget.
- 6 The potential to increase income levels over the next few years is very limited. In some cases the Government controls the level of increase and in other areas current economic conditions make it uncertain as to whether the Council will even achieve existing income budgets.

- 7 Looking at expenditure, inflation is running at 4.5% (CPI). This Council is expected to receive a reduction of 11% in revenue support grant in 2012/13 and further reductions are expected in future years.
- 8 The paragraphs below set out the position in more detail and assess the impact on the current Financial Plan.

Income

- 9 **Revenue Support Grant/Non-domestic rates** (£4.9m in 2011/12) – The Council will have received a 29% reduction over two years since 2010/11. Included in the grant is an element for floor damping, which is expected to be £22,000 in 2011/12; the Government could decide to remove this protection. The Government is currently carrying out several consultations which are likely to have a significant impact on from funding stream from 2013/14 onwards. Each one percent reduction in grant would result in an income loss of £49,000. **Likely impact: unknown at this stage for 2013/14 onwards, but likely to have a serious impact on the Council's budget.**
- 10 **Council Tax** (£9.2m) – The financial plan assumes that there will continue to be a Council Tax freeze in 2012/13. Government capping may continue to limit future increases. 1% change equals £92,000. In the longer term, the localisation of and 10% reduction in council tax support (previously council tax benefit) could have an adverse effect on collection rates. **Likely impact: unknown at this stage.**
- 11 **Investment income** (£0.2m) – returns are continuing to fall due to low interest rates and the revision of the Council's current Investment Strategy towards a low risk approach. It is certain that the Council's reserves will continue to fall due to their use in the 10 Year Budget, so as a consequence, investment income will continue to reduce. The latest assumption is for the following returns: 0.9% in 2012/13, 1.7% in 2013/14, 2.7% in 2014/15 and 2.8% in later years. **Likely impact: nil taking into account the level of balances forecast.**
- 12 **Landsbanki** – efforts are continuing to recover the £1m invested in Landsbanki in June 2007. An impairment adjustment for the potential loss has been included in the 2008/09 accounts. **Likely impact: minimal in future years if 95% is recovered apart from loss of interest until the money is received.**
- 13 **Variable income sources** – The Council receives income in fees and charges from a number of sources. This includes (income figures are shown gross):
- Land Charges (£0.2m);
 - Development Control (£0.6m);
 - Building Control (£0.5m); and
 - Car parks (£2.0m);

- On-street parking (£0.7m).
- 14 The first three are linked to some extent to activity in the housing market and remain vulnerable, with some adverse variances against budget in the current year. **Likely impact: no change but with a risk of shortfalls in these income areas.**
- 15 Despite the current economic conditions car park income is at budgeted levels but on-street parking income is currently below budget. **Likely impact: no change at this stage but will be dependent on economic conditions .**
- 16 **External Funding** (£0.7m) - the Council has been very successful in securing external funding across a range of services, based on it delivering a wide range of innovative services, often in partnership with other agencies, to local residents. The Council's officers continue to seek new opportunities for funding. As financial constraints are put on public services the funding available from health and other public bodies is expected to reduce. **Likely impact: No financial impact but services currently externally funded may cease to be provided.**
- 17 **Discretionary Charging** This area is regularly reviewed and will be further developed when the Government finalises legislation in this area. The budget already assumes that in 2012/13 additional income of £150,000 will be generated from discretionary charging. **Likely impact: Unknown until the legislation is finalised.**
- 18 **Partnership working** - Various services have included savings from partnership working in recent years budgets and this continued to be an area that is being investigated. The Council successfully works in partnership with other authorities in a number of areas, including Environmental Health, Revenues, Benefits, Internal Audit and Anti Fraud, Licensing, Finance, Development Services and IT. A programme of more extensive partnership working with other authorities is being investigated to generate further efficiencies for the Council. **Likely impact: Savings based on shared services are already included in the four-year savings plan, so successful partnership working would secure these savings.**

Expenditure

- 19 **Pay** costs total £12.5m and form about half the Council's gross expenditure (excluding Benefits payments). The pay award for 2012/13 is expected to be 0% which will be the third year that there has been no increase. The Financial Plan assumes a pay increase of 1% in 2013/14, 1.5% in 2014/15 and 2% in later years. These percentages are below current inflation rates, though inflation is projected to fall. In the economy as a whole pay awards are running at just over two percent. Every one percent change equals £125,000. **Likely impact: none if current assumptions are retained.**
- 20 **Non-pay costs** – the budget assumes non-pay costs will increase by an average of 2.5% a year. In practice items such as rates and energy costs have risen at a higher rate, so other non-pay items have been allowed a much lower

inflation increase. Inflation is currently at 4.5% . **Likely impact: none if overall non-pay inflation can be contained to 2.5%, though this is viewed as challenging to achieve.**

- 21 **Unavoidable service pressures** - One of the lessons to be learnt from previous financial strategies is that there is always a likelihood of unavoidable service pressures and there needs to be a clear strategy in dealing with these. The model does not allow for unavoidable service pressures, therefore these will need to be met from within existing budgets. These have not yet been identified to be included in the revised Plan, but they could be significant.
- 22 Based on previous experience, growth items totalling up to £0.5m a year could occur although, having the 4-year savings plan and the 10-year budget in place is likely the figure will be less than £200,000. Officers are still identifying the likely service pressures for 2012/13, particularly in relation to external income. These will be presented to Members as part of the Service and Performance Plans process. **Likely Impact: In the region of £200,000.**
- 23 **Progress on current ten-year budget** – 2012/13 will be the second year of using the 10 year budget. The savings plan includes 63 items and some of those contain a significant element of risk. Together with Portfolio Holders, Management Team and Heads of Service are closely monitoring progress in delivering the savings, but it is inevitable that some savings will either be delayed or not achieved. The main risk items are those which rely on third parties or the generation of additional income. The latest version of the 10-year budget is set out in Appendix B. **Likely impact: TBA**

Proposed Business and Financial Planning Strategy

- 24 In order to maintain a viable Council that continues to deliver on its main priorities and the services it provides to its residents, it is proposed that a Financial Strategy that embraces the following principles continues to be adopted:
- A ten-year balanced budget;
 - Flexible use of the Budget Stabilisation Reserve;
 - More effective use of remaining earmarked reserves;
 - Structured use of capital receipts;
 - The review and tighter management of inflationary pressures; and
 - A streamlined Service and Financial Planning process.

A ten-year budget

- 25 Five years ago, the Council adopted a ten-year financial model and following the recommendation by the Audit Commission, other councils have now put in place similar approaches. A ten-year budget was compiled for the first time last year. This required the Council in broad terms to extend its four-year

financial planning and budget setting to ten years with the key requirement being that over the ten-year period, although there will be fluctuations, the overall budget would be balanced.

- 26 Our external auditor made the following comment in the Value for Money section of his Annual Governance Report 2010/11. “Sevenoaks District Council has strong financial governance. Financial planning is robust and forward looking. With these sound arrangements for financial control it is well placed to maintain a secure and stable financial position. The Council has an established financial planning process with a 10 year budget. This allowed it to identify the budget gap and conduct early modelling over a range of scenarios. The Council’s 2011/12 budget was the earliest within Kent.”
- 27 Financial uncertainty has increased in recent years and this approach also enables the Council to more effectively deal with peaks and troughs in its financial position, thus increasing its financial resilience.

Flexible use of the Budget Stabilisation Reserve

- 28 The figures in the 10 Year Budget are based on a number of estimates and assumptions and are subject to considerable uncertainty in later years. The Budget Stabilisation Reserve provides Members with a mechanism for smoothing unexpected movements between budget years. However, this still requires a structured budget-setting process to ensure an annual balanced budget.

More effective use of earmarked reserves

- 29 At 31 March 2011 there was £6.9m of reserves allocated to asset maintenance and the pension fund deficit. It has been agreed that, allowing for an emergency asset maintenance reserve of £1m, the remaining £5.9m be used over the ten-year period equally to smooth the rundown of these reserves.
- 30 This still means that the Council relies on its reserves, however, the level of reliance has significantly reduced from almost £2m to £590,000 per annum. In the longer term, more sustainable solutions could be sought and if the economic recovery results in positive outcomes for the Council then the reliance on this reserve can be reduced or its period extended beyond the ten years.

Structured use of capital receipts

- 31 Up until 2010/11, the Council used its capital receipts to fund its capital programme. However, due to a combination of reducing assets and a period of recession impacting asset values, the level of historical reliance on capital receipts could not be sustained. Therefore, Members made the decision to fund the capital programme through the revenue budget. However, there are a number of potential capital receipts that the Council is likely to receive in the coming years and £1m has been ‘top-sliced’ from these receipts and equally

spread over the ten-year budget programme period. This allows the capital programme to receive some realistic, predictable and long-term funding

The review and tighter management of inflationary pressures

- 32 In recent years, and for the future, one of the most significant challenges the Council has faced is, that whilst its income is reducing and its expenditure is being matched to this reduction, the gap between income and expenditure widened due to inflation. The inflation assumptions have been tightened accordingly. However, this will continue to be dependent on a number of factors, including national pay settlements, changes to staff terms and conditions, economic inflation levels and the Council's ability to generate extra income.

Streamlined Service and Financial Planning process

- 33 As part of the budget process, select committees will have the opportunity to comment on and challenge service plans and the Council's prioritisation matrix before their consideration by the Cabinet. This ensures that the Council's priorities and key service objectives drive the allocation of resources within its budget.

Process and timetable

- 34 Members will note from the timetable set out in the appendix that this report will also be considered by the Performance and Governance Committee at its meeting on 15 November 2011 and any comments will be considered by Cabinet at its meeting on 8 December 2011. It is proposed that Cabinet will agree its draft budget on 8 December 2011 along with its proposed areas for savings, Cabinet will agree its final budget on 9 February 2012 and full Council will consider the budget on 21 February 2012.

Consultation

- 35 In consultation with the Portfolio Holder, officers are in the process of agreeing a consultation strategy for the budget albeit that it will be limited as the Council has a 10-year budget in place.

Key Implications

Financial

- 36 All financial implications are covered elsewhere in this report.

Community Impact and Outcomes

- 37 Members' early consideration of the issues raised in this report would be beneficial to residents in that a planned approach to achieving a balanced budget should produce the best outcome for the community in limiting the level in budget reductions.

Legal, Human Rights etc.

38 None.

Conclusions

- 39 There is no doubt that there are a number of risks associated with this approach, including significant cost pressures that may destabilise the ten-year budget. However, by adopting this approach, many of these will be predictable and more importantly, the Council will be better placed to react to such events. This solution also allows the Council a little more stability and sustainability in delivering its services and dealing with its finances.
- 40 The Strategic Financial and Business Planning process has ensured that the Council follows a logical and well considered process and approach in dealing with the many difficult financial challenges which it has faced. The 10 year budget has further improved this process and helped to ensure that the Council is well placed in dealing with its more immediate and longer-term financial challenges.
- 41 Looking at the medium term, although the Council has made considerable savings in previous years and already plans to make further savings over future years, it is likely that additional savings will be required to meet the expected pressures.
- 42 This budget process will once again be a major financial challenge for a Council that already provides value for money services to a high standard. In making budget proposals, Members will need to consider the impact on service quality and staff well-being, to ensure that these proposals lead to an achievable 10 year budget that supports the Council's aspirations for customer focussed services.

Risk Assessment Statement

- 43 An effective integrated policy and priority driven long term financial and business process is required for the Council to deliver on its priorities and maintain a sustainable budget. It is also essential that continuous improvements are identified and implemented in order to take account of the changing climate within which the Council operates and to meet the expectations of both Government and the public on the quality of service demanded from this Council.
- 44 The risks associated with the 10 year budget approach include uncertainty around the level of shortfall and the timing of key announcements such as future grant settlements. The risk will be mitigated by continuing to review assumptions and estimates and by updating Members throughout the process.

Contact Officer(s): Tricia Marshall ext. 7205
Adrian Rowbotham ext. 7153

Dr. Pav Ramewal
Deputy Chief Executive and Director of Corporate Resources

2012/13 Budget Setting Timetable

	Date	Committee
Stage 1		
Financial Prospects Report & Budget Timetable	13 October	Cabinet
Paper from the Leader – Council Vision	13 October	Cabinet
Budget Strategy Report & Financial Prospects Report	15 November	Performance & Governance
↓		
Stage 2		
Review of Service Plans & Head of Service Variations	25 October	Environment Select
	1 November	Social Affairs Select
	8 November	Services Select
↓		
Stage 3a (If required)		
Budget Instructions Financial update and any instructions for areas of savings if required.	3 November	Cabinet
↓		
Stage 3b		
Draft 10 Year Budget (incl. Service Change Impact Assessments (SCIA's), feedback from Select Committees & Other Consultation)	8 December	Cabinet
↓		
Stage 4		
Budget Setting Meeting (Recommendations to Council)	9 February	Cabinet
↓		
Stage 5		
Budget Setting Meeting (incl. Council Tax setting)	21 February	Council

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CABINET – 13 OCTOBER 2011

ANNUAL TREASURY MANAGEMENT REPORT 2010/11

Report of the: Deputy Chief Executive & Director of Corporate Resources

Also to be considered by: Performance and Governance Committee – 27 September 2011

Status: For decision

Executive Summary: This report provides the customary review of investment activity during 2010/11 as required by the Council's Financial Procedure Rules. The report outlines the strategy adopted during the year, shows the position of the investment portfolio at the beginning and the end of the year and gives details of how the fund performed in comparison with previous years and against various benchmarks.

This report supports the Key Aim of: efficient management of the Council's resources.

Portfolio Holder Cllr. Ramsay – Finance and Resources

Head of Service Head of Finance and Human Resources – Mrs. Tricia Marshall

Recommendation: It be RESOLVED that the Annual Treasury Management Report for 2010/11 be approved.

Background

- 1 The Council is required through regulations issued under the Local Government Act 2003 to produce an annual treasury report reviewing treasury management activities and the actual prudential and treasury indicators for 2010/11. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).
- 2 During 2010/11 the minimum reporting requirements were that the Council should receive the following reports:
 - an annual treasury strategy in advance of the year (Council 23/2/2010)
 - a mid year (minimum) treasury update report (Performance and Governance Committee 16/11/10, Cabinet 13/12/10)
 - an annual report following the year describing the activity compared to the strategy (this report)
- 3 In addition, the Council received a quarterly treasury management update report (Performance and Governance Committee 7/9/10).

- 4 Recent changes in the regulatory environment place a much greater onus on members for the review and scrutiny of treasury management policy and activities. This report is important in that respect, as it provides details of the outturn position for treasury activities and highlights compliance with the Council's policies previously approved by Members.
- 5 This Council also confirms that it has complied with the requirement under the Code to give prior scrutiny to treasury management reports before they were reported to the full Council. Member training on treasury management issues was undertaken during the previous financial year on 27 January 2010 in order to support Members' scrutiny role.
- 6 During 2010/11, the Council complied with its legislative and regulatory requirements. The key actual prudential and treasury indicators detailing the impact of capital expenditure activities during the year, with comparators, are as follows:

	2009/10 Actual (£000)	2010/11 Original (£000)	2010/11 Actual (£000)
Actual capital expenditure	2,128	3,549	2,786
Total Capital Financing Requirement:			
• Non-HRA	-	-	-
• HRA	-	-	-
• Total	-	-	-
Net borrowing	-	-	-
External debt	-	-	-
Investments			
• Longer than 1 year	-		2,000
• Under 1 year	18,500		19,300
• Total	18,500		21,300

- 7 The investment figures relate to the time left to maturity, not the length at the commencement date and exclude accrued interest. The Landsbanki investment has also been excluded.
- 8 The financial year 2010/11 continued the challenging environment of previous years; low investment returns and continuing counterparty risk.

Introduction

- 9 This **annual treasury report** covers:
- (a) the Council's treasury position at the beginning and end of the financial year;
 - (b) Investment Strategy for 2010/11;
 - (c) the economy and interest rates in 2010/11;
 - (d) compliance with treasury limits and prudential indicators;
 - (e) investment rates in 2010/11;
 - (f) investment outturn for 2010/11 and performance; and
 - (g) Icelandic bank defaults.

Treasury position at the beginning and end of the financial year

- 10 The Council's investment portfolio at the beginning and end of the financial year appears at Appendix A, whilst an analysis by maturity and repayment due dates appears at Appendix B.

Investment Strategy for 2010/11

- 11 The expectation for interest rates within the strategy for 2010/11 anticipated low but rising Bank Rate (starting in quarter 4 of 2011) with similar gradual rises in medium and longer term fixed interest rates over 2010/11. Variable or short-term rates were expected to be the cheaper form of borrowing over the period. Continued uncertainty in the aftermath of the 2008 financial crisis promoted a cautious approach, whereby investments would continue to be dominated by low counterparty risk considerations, resulting in relatively low returns compared to borrowing rates.
- 12 The actual movement in interest rates broadly followed the expectations in the strategy, as detailed in the following section.
- 13 **Change in strategy during the year** – the strategy adopted in the original Treasury Management Strategy Report for 2010/11 approved by the Council on 23 February 2010 was subject to revision during the year due to a lack of suitable counterparties in the market .

The economy and Interest rates in 2010/11

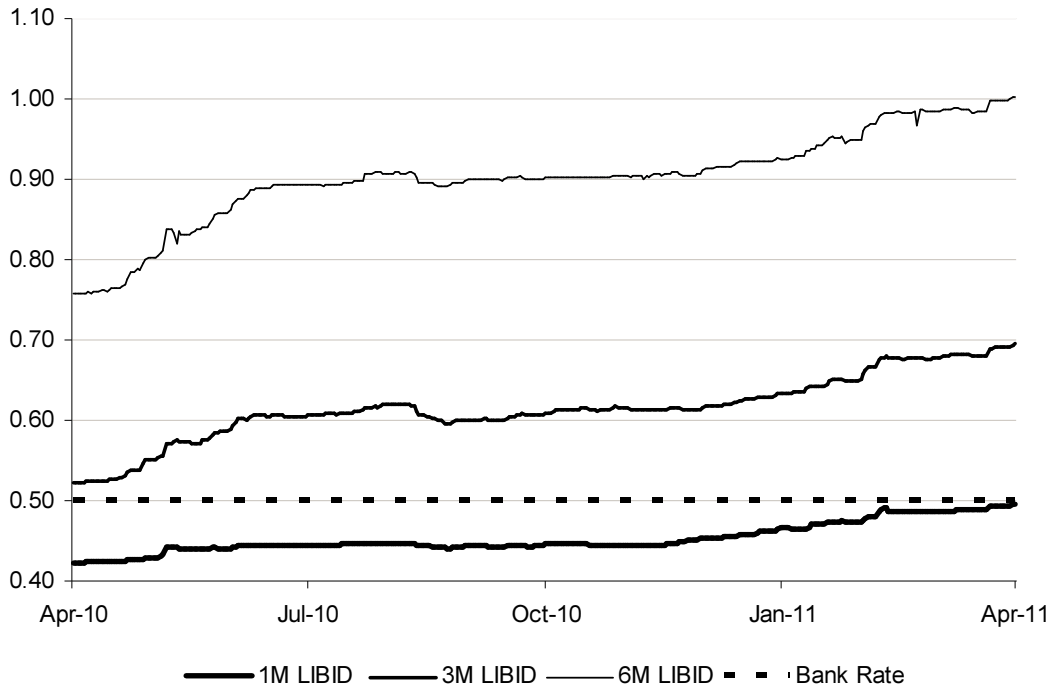
- 14 2010/11 proved to be another watershed year for financial markets. Rather than a focus on individual institutions, market fears moved to sovereign debt issues, particularly in the peripheral Euro zone countries. Local authorities were also presented with changed circumstances following the unexpected change of policy on Public Works Loan Board (PWLB) lending arrangements in October 2010. This resulted in an increase in new borrowing rates of 0.75 –

0.85%, without an associated increase in early redemption rates. This made new borrowing more expensive and repayment relatively less attractive.

- 15 UK growth proved mixed over the year. The first half of the year saw the economy outperform expectations, although the economy slipped into negative territory in the final quarter of 2010 due to inclement weather conditions. The year finished with prospects for the UK economy being decidedly downbeat over the short to medium term while the Japanese disasters in March, and the Arab Spring, especially the crisis in Libya, caused an increase in world oil prices, which all combined to dampen international economic growth prospects.
- 16 The change in the UK political background was a major factor behind weaker domestic growth expectations. The new coalition Government struck an aggressive fiscal policy stance, evidenced through heavy spending cuts announced in the October Comprehensive Spending Review, and the lack of any “giveaway” in the March 2011 Budget. Although the main aim was to reduce the national debt burden to a sustainable level, the measures are also expected to act as a significant drag on growth.
- 17 Gilt yields fell for much of the first half of the year as financial markets drew considerable reassurance from the Government’s debt reduction plans, especially in the light of Euro zone sovereign debt concerns. Expectations of further quantitative easing also helped to push yields to historic lows. However, this positive performance was mostly reversed in the closing months of 2010 as sentiment changed due to sharply rising inflation pressures. These were also expected (during February / March 2011) to cause the Monetary Policy Committee to start raising Bank Rate earlier than previously expected.
- 18 The developing Euro zone peripheral sovereign debt crisis caused considerable concerns in financial markets. First Greece (May), then Ireland (December), were forced to accept assistance from a combined EU / IMF rescue package. Subsequently, fears steadily grew about Portugal, although it managed to put off accepting assistance till after the year end. These worries caused international investors to seek safe havens in investing in non-Euro zone government bonds.
- 19 Deposit rates picked up modestly in the second half of the year as rising inflationary concerns, and strong first half growth, fed through to prospects of an earlier start to increases in Bank Rate. However, in March 2011, slowing actual growth, together with weak growth prospects, saw consensus expectations of the first UK rate rise move back from May to August 2011 despite high inflation. However, the disparity of expectations on domestic economic growth and inflation encouraged a wide range of views on the timing of the start of increases in Bank Rate in a band from May 2011 through to early 2013. This sharp disparity was also seen in MPC voting which, by year-end, had three members voting for a rise while others preferred to continue maintaining rates at ultra low levels.
- 20 Risk premiums were also a constant factor in raising money market deposit rates beyond 3 months. Although market sentiment has improved, continued

Euro zone concerns, and the significant funding issues still faced by many financial institutions, mean that investors remain cautious of longer-term commitment. The European Commission did try to address market concerns through a stress test of major financial institutions in July 2010. Although only a small minority of banks “failed” the test, investors were highly sceptical as to the robustness of the tests, as they also are over further tests now taking place with results due in mid-2011.

Bank Rate v LIBID investment rates



Compliance with treasury limits

- 20 During the year the Council operated within the treasury limits and prudential indicators set out in its Treasury Policy Statement and Annual Treasury Strategy Statement. The lending list was kept under constant review throughout the year in response to credit rating changes arising from the financial crisis. The opportunity was taken to increase the lending limit for individual institutions meeting the Council’s lending criteria, as difficulty was being experienced in placing investments within the restricted number of counterparties. A copy of the latest lending list appears at Appendix C.
- 21 No institutions in which investments were made during 2010/11 had any difficulty in repaying investments and interest in full during the year.

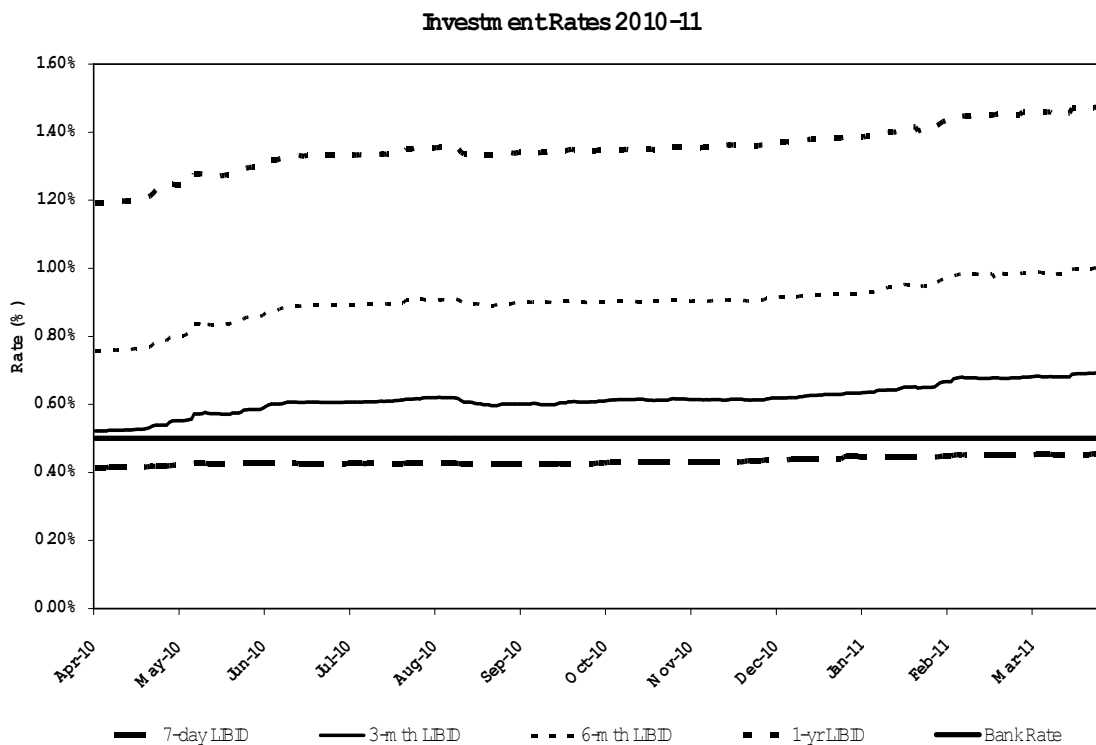
Investment rates in 2010/11

- 22 The tight monetary conditions following the 2008 financial crisis continued through 2010/11 with little material movement in the shorter term deposit rates. Bank Rate remained at its historical low of 0.5% throughout the year,

although growing market expectations of the imminence of the start of monetary tightening saw 6 and 12 month rates picking up.

- 23 Overlaying the relatively poor investment returns was the continued counterparty concerns, most evident in the Euro zone sovereign debt crisis which resulted in rescue packages for Greece, Ireland and latterly Portugal. Concerns extended to the European banking industry with an initial stress testing of banks failing to calm counterparty fears, resulting in a second round of testing currently in train. This highlighted the ongoing need for caution in treasury investment activity.

	Overnight	7Day	1Month	3Month	6Month	1Year
01/04/2010	0.41%	0.41%	0.42%	0.52%	0.76%	1.19%
31/03/2011	0.44%	0.46%	0.50%	0.69%	1.00%	1.47%
High	0.44%	0.46%	0.50%	0.69%	1.00%	1.47%
Low	0.41%	0.41%	0.42%	0.52%	0.76%	1.19%
Average	0.43%	0.43%	0.45%	0.61%	0.90%	1.35%
Spread	0.03%	0.04%	0.07%	0.17%	0.24%	0.28%
High date	31/12/2010	30/03/2011	31/03/2011	31/03/2011	31/03/2011	31/03/2011
Low date	01/04/2010	01/04/2010	01/04/2010	01/04/2010	01/04/2010	01/04/2010



Investment outturn for 2010/11 and performance

- 24 The Council’s investment policy is governed by Department of Communities and Local Government (CLG) guidance, which has been implemented in the annual investment strategy approved by the Council on 23 February 2010. This policy sets out the approach for choosing investment counterparties, and is based on credit ratings provided by the three main credit rating agencies supplemented by additional market data (such as rating outlooks, credit default swaps, bank share prices etc.). The strategy was amended later in the financial year, as mentioned earlier in this report, to deal with issues around the restricted number of counterparties.
- 25 The investment activity during the year conformed to the approved strategy, and the Council had no liquidity difficulties, which might have led to the need to borrow.
- 26 The Council’s longer term cash balances comprise, primarily, revenue and capital resources, although these will be influenced by cash flow considerations. The Council’s core cash resources comprised as follows, and met the expectations of the budget:

	31/3/2010 (£m)	31/3/2011 (£m)
Balances	3.713	3.713
Earmarked reserves	14.156	14.169
Provisions	2.621	2.719
Usable capital receipts	0.537	0.763
Total	21.387	21.364

- 27 Appendix D shows the performance of the fund during 2010/11 both in table and graphical form. The table shows the average percentage return on the fund, both monthly and for the whole year and compares them with the average 7-day and 3-month London Interbank Bid (LIBID) rates. The average return achieved by each broker is only a very basic measure of performance, because returns will depend on the number and length of each investment he/she is asked to carry out. If a particular broker is only asked to place short term investments, he/she may well not achieve the same overall rate as a broker who predominantly handles longer term investments for us.
- 28 The graph shows actual monthly receipts for 2008/09, 2009/10 and 2010/11 plus budgeted monthly receipts for 2010/11. The monthly interest budget has been profiled in line with the previous year’s monthly weighted average principal.

- 29 Over the course of the year interest receipts amounted to £0.336m compared with a budget of £0.225m. The main reasons why the budget was exceeded were that the Council had locked into some longer investments at higher interest rates than planned for in the budget plus the positive impact on cash flow of delayed capital expenditure.
- 30 In 2010/11 the percentage return on the Council's investments was marginally lower than that of our neighbouring authorities. For 2010/11 our overall rate of return was 1.18% compared with 1.43% for Tonbridge & Malling Borough Council and 2.36% for Tunbridge Wells Borough Council. It should be noted, however, that investment returns are notoriously difficult to compare as they have often been compiled on a different basis (for example, whether or not interest has been compounded, whether or not cashflow generated balances have been included, whether or not externally managed funds have been included and whether or not the figures are net of borrowings). In addition, although we had locked into a few longer term investments at higher interest rates, it transpires that the other two authorities had committed a greater part of their portfolios to such investments, thereby improving their overall rates of return.
- 31 Our treasury management advisers, Sector Treasury Services Ltd, recommend the 3-month LIBID figure as a benchmark. This reflects a more realistic neutral investment position for core investments with a medium term horizon and a rate which is more stable with less fluctuation caused by market liquidity. Historically, this rate has been slightly higher than the 7-day rate and therefore more challenging a comparator, but one which does not necessitate a significantly increased level of risk. The figures calculated by Sector for these two benchmarks are as follows:
- 7-day LIBID uncompounded 0.433%
 - 3-month LIBID uncompounded 0.615%

Icelandic bank defaults

- 32 This authority currently has an investment of £1m frozen in Landsbanki Islands hf. The investment was placed on 25 June 2007 at 6.32%, to mature on 25 June 2009.
- 33 The Icelandic Government has stated its intention to honour all its commitments as a result of their banks being placed into receivership. The U.K. Government is working with the Icelandic Government to help bring this about. At the current time, the process of recovering assets is still ongoing with the Administrators. The Local Government Association is coordinating the efforts of all UK authorities with Icelandic investments. Members have been periodically updated on the latest developments in these efforts.

Key Implications

Financial

34 These are detailed in the report and appendices. The interest earned on the Council's investments supports the revenue budget.

Legal, Human Rights etc.

35 This annual review report fulfils the requirements of The Chartered Institute of Public Finance & Accountancy's Code of Practice on Treasury Management 2009.

Risk Assessment Statement

Consideration of risk is integral in our approach to Treasury Management. However, this particular report has no specific risk implications as it is not proposing any new actions, but merely reporting performance over the last year.

Sources of Information: Reports from treasury management advisers
Current and repaid investment records
2009 CIPFA Code of Practice for Treasury Management in the Public Services
Investment Monitoring Files

Contact Officer(s): Roy Parsons Ext. 7204

**DR. PAV RAMEWAL
DEPUTY CHIEF EXECUTIVE & DIRECTOR OF CORPORATE RESOURCES**

SEVENOAKS DISTRICT COUNCIL

List of Investments as at:- 31-Mar-10

Reference	Name	Country	Amount	Start Date	Comm Rate	End Date	Curr Rate	Terms	Broker
	Santander UK plc	U.K.	0	01-Apr-99			0.60000%	Variable	Direct
	Alliance & Leicester Commercial Bank	U.K.	2,500,000	09-Oct-06			0.80000%	Variable	Direct
	Bank of Scotland plc	U.K.	0	01-Aug-04			0.51000%	Variable	Direct
IP891	Bank of Scotland plc	U.K.	1,000,000	03-Nov-09	1.33000%	04-May-10		6 Months	Direct
IP896	Barclays Bank plc	U.K.	1,000,000	23-Dec-09	1.18000%	23-Sep-10		9 Months	Direct
IP897	Barclays Bank plc	U.K.	1,000,000	05-Jan-10	1.00000%	05-Aug-10		7 Months	Direct
IP901	Cater Allen Private Bank	U.K.	2,000,000	05-Feb-10	0.80000%	05-Aug-10		6 Months	R P Martin
IP840	Cheshire B.S. (Nationwide B.S. from 15/12/08)	U.K.	1,000,000	25-Jun-08	6.42000%	25-Jun-10		2 Years	R P Martin
IP841	Cheshire B.S. (Nationwide B.S. from 15/12/08)	U.K.	1,000,000	02-Sep-08	6.95000%	02-Sep-10		2 Years	Tradition
IP903	Clydesdale Bank plc	U.K.	1,000,000	26-Feb-10	0.50000%	26-May-10		3 Months	Tradition
IP904	Clydesdale Bank plc	U.K.	1,000,000	15-Mar-10	0.50000%	15-Jun-10		3 Months	Tradition
IP899	Lloyds TSB Bank plc	U.K.	1,000,000	22-Jan-10	1.26000%	22-Jul-10		6 Months	Direct
IP900	Lloyds TSB Bank plc	U.K.	1,000,000	03-Feb-10	1.35000%	03-Aug-10		6 Months	Direct
IP902	National Westminster Bank plc	U.K.	2,000,000	02-Mar-10	1.00000%	21-Mar-11	2.00000%	1 Year	Direct
IP905	Santander UK plc	U.K.	1,000,000	16-Mar-10	0.84000%	16-Apr-10		1 Month	Direct
IP842	Skipton Building Society	U.K.	1,000,000	21-Jul-08	6.97000%	21-Jul-10		2 Years	Sterling
IP898	Ulster Bank Ltd	U.K.	1,000,000	25-Jan-10	0.95000%	26-Jul-10		6 Months	R P Martin

Total Invested

18,500,000

Matured Investment

IP813	Landsbanki Islands hf	Iceland	1,000,000	25-Jun-07	6.32000%	25-Jun-09		2 Years	R P Martin
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Other Loan

	Sevenoaks Leisure Limited		250,000	29-Apr-08	7.00000%	31-Mar-18		10 Years	Direct
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Agenda Item 11

SEVENOAKS DISTRICT COUNCIL

List of Investments as at:- 31-Mar-11

Reference	Name	Country	Group	Amount	Start Date	Comm Rate	End Date	Curr Rate	Terms	Broker
	Santander UK plc (Business Reserve A/C)	U.K.	Santander	0	01-Apr-99			0.60000%	Variable	Direct
	Santander UK plc (Money Market A/C)	U.K.	Santander	1,800,000	09-Oct-06			0.80000%	Variable	Direct
	Bank of Scotland plc (Corp Instant Access A/C)	U.K.	Lloyds/HBOS	500,000	01-Aug-04			0.50000%	Variable	Direct
	Clydesdale Bank plc (Base Tracker Plus - 15 Day)	U.K.	NAB	2,000,000	10-Sep-10			0.65000%	Variable	Direct
IP935	Bank of Scotland plc	U.K.	Lloyds/HBOS	1,000,000	26-Nov-10	1.28000%	26-May-11		6 Months	Direct
IP954	Bank of Scotland plc	U.K.	Lloyds/HBOS	1,000,000	04-Feb-11	1.58000%	03-Nov-11		9 Months	Direct
IP945	Barclays Bank plc	U.K.	Lloyds/HBOS	1,000,000	17-Dec-10	0.65000%	15-Apr-11		4 Months	Direct
IP951	Lloyds TSB Bank plc	U.K.	Lloyds/HBOS	1,000,000	24-Jan-11	1.28000%	25-Jul-11		6 Months	Direct
IP953	Lloyds TSB Bank plc	U.K.	Lloyds/HBOS	1,000,000	03-Feb-11	1.95000%	03-Feb-12		1 Year	Direct
IP958	National Westminster Bank plc	U.K.	RBS	2,000,000	22-Mar-11	1.00000%	27-Apr-12	2.50000%	1 Year	Direct
IP938	Nationwide Building Society	U.K.		2,000,000	17-Dec-10	1.00000%	17-Jun-11		6 Months	Sterling
IP946	Nationwide Building Society	U.K.		1,000,000	29-Dec-10	1.00000%	29-Jun-11		6 Months	R P Martin
IP950	Nationwide Building Society	U.K.		1,000,000	21-Jan-11	0.63000%	15-Apr-11		3 Months	Sterling
IP957	Nationwide Building Society	U.K.		1,000,000	02-Mar-11	1.06000%	01-Sep-11		6 Months	Tradition
IP948	Newcastle Upon Tyne City Council	U.K.		1,000,000	12-Jan-11	1.25000%	11-Jan-12		1 Year	Sterling
IP956	Santander UK plc	U.K.	Santander	1,000,000	28-Feb-11	0.98000%	28-Apr-11		2 Months	Direct
IP931	Thurrock Council	U.K.		1,000,000	29-Oct-10	0.75000%	24-Aug-11		10 Months	R P Martin
IP939	Ulster Bank Ltd	U.K.	RBS	1,000,000	17-Dec-10	1.12000%	17-Jun-11		6 Months	R P Martin
IP952	Ulster Bank Ltd	U.K.	RBS	1,000,000	26-Jan-11	1.12000%	26-Jul-11		6 Months	R P Martin
	Total Invested			21,300,000						
IP813	Landsbanki Islands hf	Iceland		1,000,000	25-Jun-07	6.32000%	25-Jun-09		2 Years	R P Martin
	Matured Investment									
	Sevenoaks Leisure Limited			250,000	29-Apr-08	7.00000%	31-Mar-18		10 Years	Direct
	Other Loan									

SEVENOAKS DISTRICT COUNCIL
ANALYSIS OF INVESTMENT POOL FUND 31.3.2011

MATURITY PROFILE (BY VALUE)

BASED ON PERIOD OF INVESTMENT AT COMMENCEMENT DATE

MATURITY PERIOD	BANKS £'000	B.SOCS £'000	OTHER LA'S £'000	TOTAL £'000
NOTICE MONEY	2,300			2,300
15 DAY NOTICE	2,000			2,000
UP TO 1 MONTH				-
1 TO 3 MONTHS	1,000	1,000		2,000
3 TO 6 MONTHS	5,000	4,000		9,000
6 MONTHS TO 1 YEAR	2,000		2,000	4,000
OVER 1 YEAR	2,000			2,000
	14,300	5,000	2,000	21,300

MATURITY PROFILE (PERCENTAGE OF TOTAL FUND)

BASED ON PERIOD OF INVESTMENT AT COMMENCEMENT DATE

MATURITY PERIOD	BANKS %	B.SOCS %	OTHER LA'S %	TOTAL %
NOTICE MONEY	10.8	-	-	10.8
15 DAY NOTICE	9.4	-	-	9.4
UP TO 1 MONTH	-	-	-	-
1 TO 3 MONTHS	4.7	4.7	-	9.4
3 TO 6 MONTHS	23.5	18.8	-	42.3
6 MONTHS TO 1 YEAR	9.4	-	9.4	18.8
OVER 1 YEAR	9.4	-	-	9.4
	67.1	23.5	9.4	100.0

PROFILE OF REPAYMENTS DUE

	VALUE £'000	% TOTAL FUND
NOTICE MONEY	2,300	10.8
15 DAY NOTICE	2,000	9.4
DUE WITHIN ONE MONTH	3,000	14.1
DUE WITHIN TWO MONTHS	1,000	4.7
DUE WITHIN THREE MONTHS	4,000	18.8
DUE WITHIN SIX MONTHS	4,000	18.8
DUE WITHIN ONE YEAR	3,000	14.1
DUE AFTER ONE YEAR	2,000	9.4
	21,300	100.00

SEVENOAKS DISTRICT COUNCIL
ANALYSIS OF INVESTMENT POOL FUND 31.3.2011

MATURITY PROFILE (BY VALUE)

BASED ON PERIOD OF INVESTMENT AT COMMENCEMENT DATE

MATURITY PERIOD	BANKS £'000	B.SOCS £'000	OTHER LA'S £'000	TOTAL £'000
NOTICE MONEY	2,300			2,300
15 DAY NOTICE	2,000			2,000
UP TO 1 MONTH				-
1 TO 3 MONTHS	1,000	1,000		2,000
3 TO 6 MONTHS	5,000	4,000		9,000
6 MONTHS TO 1 YEAR	2,000		2,000	4,000
OVER 1 YEAR	2,000			2,000
	14,300	5,000	2,000	21,300

MATURITY PROFILE (PERCENTAGE OF TOTAL FUND)

BASED ON PERIOD OF INVESTMENT AT COMMENCEMENT DATE

MATURITY PERIOD	BANKS %	B.SOCS %	OTHER LA'S %	TOTAL %
NOTICE MONEY	10.8	-	-	10.8
15 DAY NOTICE	9.4	-	-	9.4
UP TO 1 MONTH	-	-	-	-
1 TO 3 MONTHS	4.7	4.7	-	9.4
3 TO 6 MONTHS	23.5	18.8	-	42.3
6 MONTHS TO 1 YEAR	9.4	-	9.4	18.8
OVER 1 YEAR	9.4	-	-	9.4
	67.1	23.5	9.4	100.0

PROFILE OF REPAYMENTS DUE

	VALUE £'000	% TOTAL FUND
NOTICE MONEY	2,300	10.8
15 DAY NOTICE	2,000	9.4
DUE WITHIN ONE MONTH	3,000	14.1
DUE WITHIN TWO MONTHS	1,000	4.7
DUE WITHIN THREE MONTHS	4,000	18.8
DUE WITHIN SIX MONTHS	4,000	18.8
DUE WITHIN ONE YEAR	3,000	14.1
DUE AFTER ONE YEAR	2,000	9.4
	21,300	100.00

SEVENOAKS DISTRICT COUNCIL LENDING LIST AS AT 12/8/11

Institution Name	Group	Country	Sovereign	L/Term	S/Term	Individual	Support	Duration	CDS Status	Adj. Duration	Limit (£m)	Group Limit (£m)
BANKS												
Australia & New Zealand Banking Group		AUS	AA+	AA-	F1+	B	1		In Range		5	5
Banco Bilbao Vizcaya Argentaria (BBVA)		ESP	AA+	AA-	F1+	B	1	n/c	Out of Range	n/c	5	5
Banco Popular Espanol		ESP	AA+	A-	F2	B/C	2	n/c	Out of Range	n/c	5	5
Banco Santander	Santander	ESP	AA+	AA-	F1+	A/B	1		Out of Range	n/c	5	5
Bank Nederlandse Gemeenten		NLD	AAA	AAA	F1+	C	1		No data		5	5
Bank of Montreal		CAN	AAA	AA-	F1+	B	1		No data		5	5
Bank of New York Mellon		USA	AAA	AA-	F1+	A/B	1		No data		5	5
Bank of Nova Scotia		CAN	AAA	AA-	F1+	B	1		No data		5	5
Bank of Scotland plc	Lloyds	GBR	AAA	AA-	F1+	C	1		N/A		5	5
Barclays Bank plc		GBR	AAA	AA-	F1+	B	1		In Range		5	5
BNP Paribas		FRA	AAA	AA-	F1+	B	1		In Range		5	5
CALYON Corporate and Investment Bank		FRA	AAA	AA-	F1+	C	1		Monitoring	n/c	5	5
Canadian Imperial Bank of Commerce		CAN	AAA	AA-	F1+	B	1		No data		5	5
Cater Allen Ltd	Santander	GBR	AAA						No data		5	5
Clydesdale Bank	NAB	GBR	AAA	AA-	F1+	C	1		No data		5	5
Commonwealth Bank of Australia		AUS	AA+	AA	F1+	A/B	1		No data		5	5
Confederación Española de Cajas de Ahorros		ESP	AA+	A+	F1	B/C	2	n/c	In Range	n/c	5	5
Cooperative Centrale Raiffeisen-Boerenleenbank BA		NLD	AAA	AA+	F1+	A/B	1		In Range		5	5
Credit Industriel et Commercial (CIC Group)		FRA	AAA	AA-	F1+	B/C	1		No data		5	5
Credit Suisse		CHE	AAA	AA-	F1+	B	1		In Range		5	5
DBS Bank Limited		SGP	AAA	AA-	F1+	B	1		In Range		5	5
Deutsche Bank AG		DEU	AAA	AA-	F1+	B/C	1		In Range		5	5
Fortis Bank		BEL	AA+	A+	F1+	C/D	1		In Range		5	5
Hongkong and Shanghai Banking Corporation		HKG	AA+	AA	F1+	A/B	1		No data		5	5
HSBC Bank plc		GBR	AAA	AA	F1+	B	1		In Range		5	5
HSBC Bank USA National Association		USA	AAA	AA	F1+	B/C	1		No data		5	5
Intesa Sanpaolo Spa		ITA	AA-	AA-	F1+	B	1	n/c	Out of Range	n/c	5	5
JPMorgan Chase Bank		USA	AAA	AA-	F1+	B	1		In Range		5	5
Landesbank Berlin AG		DEU	AAA	AA-	F1+	C/D	1		No data		5	5
Lloyds TSB Bank plc	Lloyds	GBR	AAA	AA-	F1+	C	1		N/A		5	5
National Australia Bank	NAB	AUS	AA+	AA	F1+	B	1		In Range		5	5
National Bank of Kuwait		KUW	AA	AA-	F1+	B	1		No data		5	5
National Westminster Bank plc	RBS	GBR	AAA	AA-	F1+		1		N/A		5	5
Nordea Bank AB		SWE	AAA	AA-	F1+	B	1		No data		5	5
Nordea Bank Finland plc		FIN	AAA	AAA	F1+	B	1		No data		5	5
Northern Rock plc		GBR	AAA	BBB+	F2	C	2	n/c	N/A	n/c	5	5
Oversea-Chinese Banking Corp		SGP	AAA	AAA	F1+	B	1		In Range		5	5
Royal Bank of Canada		CAN	AAA	AA	F1+	A/B	1		No data		5	5
Royal Bank of Scotland plc	RBS	GBR	AAA	AA-	F1+	C	1		N/A		5	5
Santander UK plc	Santander	GBR	AAA	AA-	F1+	B	1		In Range		5	5
Svenska Handelsbanken AB		SWE	AAA	AA-	F1+	B	1		In Range		5	5
Toronto-Dominion Bank		CAN	AAA	AA-	F1+	B	1		No data		5	5
Ulster Bank Ltd		GBR	AAA	A+	F1+	E	1		N/A		5	5
United Overseas Bank		SGP	AAA	AA-	F1+	B	1		In Range		5	5
Wells Fargo Bank NA		USA	AAA	AA-	F1+	B	1		In Range		5	5
Westpac Banking Corporation		AUS	AA+	AA	F1+	A/B	1		In Range		5	5

Agenda Item 11

Cabinet - 13 October 2011
Item No. 11 Appendix D

TOTAL INTEREST ON FUND 2010/2011

Broker/Institution	Apr-10			May-10			Jun-10		
	W.A.P	Interest Due	Ave Rate	W.A.P	Interest Due	Ave Rate	W.A.P	Interest Due	Ave Rate
Santander (BR a/c)	0.00	0.00	0.0000%	0.00	0.00	0.0000%	0.00	0.00	0.0000%
Santander (MM a/c)	339,178.08	2,713.42	0.8000%	459,178.08	3,673.42	0.8000%	630,136.99	5,041.10	0.8000%
Bank of Scotland (CIA a/c)	0.00	0.00	0.0000%	0.00	0.00	0.0000%	0.00	0.00	0.0000%
Clydesdale (15 Day Notice)	0.00	0.00	0.0000%	0.00	0.00	0.0000%	0.00	0.00	0.0000%
Tradition	246,575.34	6,534.25	2.6500%	254,794.52	6,768.49	2.6565%	246,575.34	6,660.27	2.7011%
RP Martin	328,767.12	7,372.60	2.2425%	339,726.03	7,618.36	2.2425%	405,479.45	7,292.60	1.7985%
Sterling	82,191.78	5,728.77	6.9700%	84,931.51	5,919.73	6.9700%	82,191.78	5,728.77	6.9700%
Direct dealing	657,534.25	9,082.19	1.3812%	736,986.30	10,319.18	1.4002%	821,917.81	11,391.78	1.3860%
Fund Average	1,654,246.58	31,431.23	1.9000%	1,875,616.44	34,299.18	1.8287%	2,186,301.37	36,114.52	1.6519%
Other Interest		0.00			2,532.26			49.28	
7 Day LIBID			0.3183%						0.4400%
3 Month LIBID			0.4877%						0.5907%

Broker/Institution	Jul-10			Aug-10			Sep-10		
	W.A.P	Interest Due	Ave Rate	W.A.P	Interest Due	Ave Rate	W.A.P	Interest Due	Ave Rate
Santander (BR a/c)	0.00	0.00	0.0000%	0.00	0.00	0.0000%	0.00	0.00	0.0000%
Santander (MM a/c)	660,821.92	5,286.58	0.8000%	571,506.85	4,572.05	0.8000%	708,493.15	5,667.95	0.8000%
Bank of Scotland (CIA a/c)	0.00	0.00	0.0000%	115,068.49	575.34	0.5000%	123,334.97	616.67	0.5000%
Clydesdale (15 Day Notice)	0.00	0.00	0.0000%	0.00	0.00	0.0000%	21,917.81	142.47	0.6500%
Tradition	254,794.52	6,921.92	2.7167%	254,794.52	6,930.14	2.7199%	246,575.34	1,908.77	0.7741%
RP Martin	424,657.53	3,889.32	0.9159%	424,657.53	3,543.56	0.8345%	410,958.90	3,369.86	0.8200%
Sterling	84,931.51	4,015.07	4.7274%	84,931.51	552.05	0.6500%	82,191.78	534.25	0.6500%
Direct dealing	849,315.07	11,782.47	1.3873%	849,315.07	11,685.21	1.3758%	821,917.81	11,200.00	1.3627%
Fund Average	2,274,520.55	31,895.34	1.4023%	2,300,273.97	27,858.36	1.2111%	2,415,389.76	23,439.96	0.9704%
Other Interest		1,465.97			0.00			92.24	
7 Day LIBID			0.4500%			0.4274%			0.4017%
3 Month LIBID			0.6006%			0.6281%			0.6007%

Broker/Institution	Oct-10			Nov-10			Dec-10		
	W.A.P	Interest Due	Ave Rate	W.A.P	Interest Due	Ave Rate	W.A.P	Interest Due	Ave Rate
Santander (BR a/c)	0.00	0.00	0.0000%	0.00	0.00	0.0000%	0.00	0.00	0.0000%
Santander (MM a/c)	653,698.63	5,229.59	0.8000%	726,849.32	5,814.79	0.8000%	524,931.51	4,199.45	0.8000%
Bank of Scotland (CIA a/c)	130,238.23	651.19	0.5000%	164,535.07	822.68	0.5000%	170,089.44	850.45	0.5000%
Clydesdale (15 Day Notice)	89,053.20	578.85	0.6500%	123,346.96	801.76	0.6500%	148,074.56	962.48	0.6500%
Tradition	254,794.52	1,840.55	0.7224%	246,575.34	1,873.97	0.7600%	336,986.30	2,367.95	0.7027%
RP Martin	432,876.71	3,543.84	0.8187%	367,123.29	3,330.96	0.9073%	342,465.75	3,187.95	0.9309%
Sterling	84,931.51	552.05	0.6500%	82,191.78	534.25	0.6500%	167,123.29	1,373.97	0.8221%
Direct dealing	849,315.07	11,448.77	1.3480%	947,945.21	12,027.40	1.2688%	1,060,273.97	12,562.19	1.1848%
Fund Average	2,494,907.87	23,844.83	0.9557%	2,658,566.96	25,205.80	0.9481%	2,749,944.82	25,504.44	0.9275%
Other Interest		2,506.89			48.22			-1,264.44	
7 Day LIBID			0.4500%			0.4500%			0.4500%
3 Month LIBID			0.6200%			0.6100%			0.6100%

Broker/Institution	Jan-11			Feb-11			Mar-11		
	W.A.P	Interest Due	Ave Rate	W.A.P	Interest Due	Ave Rate	W.A.P	Interest Due	Ave Rate
Santander (BR a/c)	0.00	0.00	0.0000%	0.00	0.00	0.0000%	0.00	0.00	0.0000%
Santander (MM a/c)	161,506.85	1,290.33	0.7989%	239,178.08	1,913.42	0.8000%	129,315.07	1,034.52	0.8000%
Bank of Scotland (CIA a/c)	131,805.50	659.03	0.5000%	153,744.97	768.72	0.5000%	116,858.27	584.29	0.5000%
Clydesdale (15 Day Notice)	170,074.12	1,105.48	0.6500%	153,700.13	999.05	0.6500%	170,252.86	1,106.64	0.6500%
Tradition	424,657.53	2,725.48	0.6418%	326,027.40	2,081.92	0.6386%	164,383.56	1,267.67	0.7712%
RP Martin	545,205.48	5,110.14	0.9373%	383,561.64	3,689.86	0.9620%	369,863.01	3,616.44	0.9778%
Sterling	309,589.04	2,929.59	0.9463%	306,849.32	2,976.44	0.9700%	328,767.12	3,189.04	0.9700%
Direct dealing	983,561.64	11,460.49	1.1652%	775,342.47	10,045.04	1.2956%	753,424.66	9,790.83	1.2995%
Fund Average	2,726,400.17	25,280.54	0.9272%	2,338,404.00	22,474.46	0.9611%	2,032,864.55	20,589.44	1.0128%
Other Interest		2,551.00			26.60			133.68	
7 Day LIBID			0.4500%			0.4500%			0.4500%
3 Month LIBID			0.6223%			0.6629%			0.6700%

Broker/Institution	Cumulative Totals		
	W.A.P	Interest Due	Ave Rate
Santander (BR a/c)	0.00	0.00	0.0000%
Santander (MM a/c)	5,804,794.52	46,436.63	0.8000%
Bank of Scotland (CIA a/c)	1,105,674.94	5,528.37	0.5000%
Clydesdale (15 Day Notice)	876,419.63	5,696.73	0.6500%
Tradition	3,257,534.25	47,881.37	1.4699%
RP Martin	4,775,342.47	55,565.48	1.1636%
Sterling	1,780,821.92	34,033.97	1.9111%
Direct dealing	10,106,849.32	132,795.53	1.3139%
Fund Average	27,707,437.04	327,938.09	1.1836%
Other Interest		8,141.70	
7 Day LIBID			0.4284%
3 Month LIBID			0.6037%

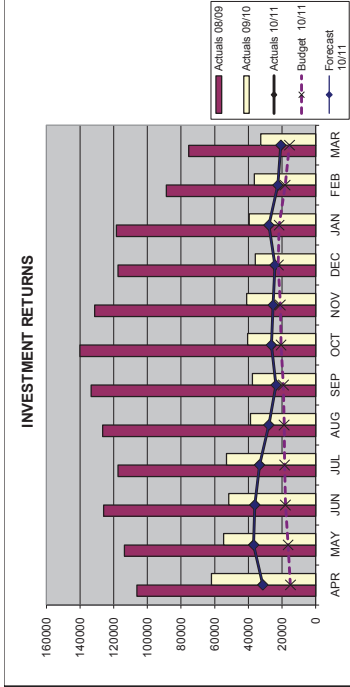
N.B.

- 1) These are the gross interest receipts rather than the interest remaining in the General Fund
- 2) Interest due on the Landsbanki investment has been removed from the calculations as from 25/6/2008

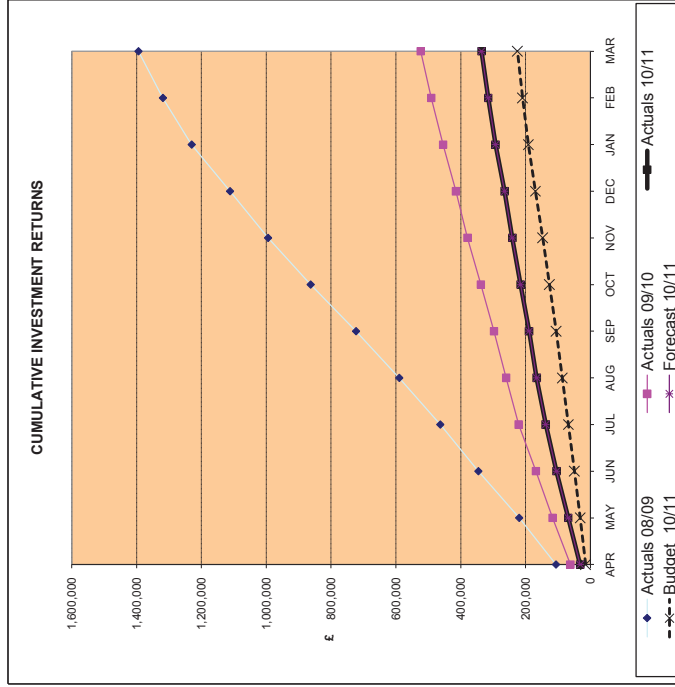
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INVESTMENT RETURNS

INVESTMENT RETURNS						
	Actuals 08/09	Actuals 09/10	Actuals 10/11	Budget 10/11	Variance 10/11	Forecast 10/11
APR	106,238	61,847	31,431	14,987	16,444	31,400
MAY	113,591	54,783	36,831	16,415	20,416	36,800
JUN	125,922	51,598	36,164	17,957	18,207	36,200
JUL	117,490	53,006	33,361	18,475	14,886	33,400
AUG	126,583	38,709	27,858	18,756	9,102	27,900
SEP	133,403	37,534	23,532	19,171	4,361	23,500
OCT	140,074	40,524	26,352	20,542	5,810	26,400
NOV	131,350	40,982	25,254	21,015	4,239	25,300
DEC	117,418	35,869	24,240	22,235	2,005	24,200
JAN	118,344	39,423	27,832	21,729	6,103	27,800
FEB	88,753	36,455	22,501	18,171	4,330	22,500
MAR	75,490	32,694	20,723	15,547	5,176	20,700
	1,394,656	523,424	336,079	225,000	111,079	336,100



INVESTMENT RETURNS (CUMULATIVE)						
	Actuals 08/09	Actuals 09/10	Actuals 10/11	Budget 10/11	Variance 10/11	Forecast 10/11
APR	106,238	61,847	31,431	14,987	16,444	31,400
MAY	219,829	116,630	68,262	31,402	36,860	68,200
JUN	345,751	168,228	104,426	49,359	55,067	104,400
JUL	463,241	221,234	137,787	67,834	69,953	137,800
AUG	589,824	259,943	165,645	86,590	79,055	165,700
SEP	723,227	297,477	189,177	105,761	83,416	189,200
OCT	863,301	338,001	215,529	126,303	89,226	215,600
NOV	994,651	378,983	240,783	147,318	93,465	240,900
DEC	1,112,069	414,852	265,023	169,553	95,470	265,100
JAN	1,230,413	454,275	292,855	191,282	101,573	292,900
FEB	1,319,166	490,730	315,356	209,453	105,903	315,400
MAR	1,394,656	523,424	336,079	225,000	111,079	336,100



BUDGET FOR 2010/11 225,000
FORECAST OUTTURN 336,100

CODE:- YHAA 96900

N.B.

- 1) These are the gross interest receipts rather than the interest remaining in the General Fund
- 2) Interest due on the Landsbanki investment has been removed from the calculations as from 25/6/2008

Fund Average	1.1836%
7 Day LIBID	0.4284%
3 Month LIBID	0.6037%

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