



**Sevenoaks**  
DISTRICT COUNCIL  
Despatched: 27.11.13

**CABINET**  
**05 December 2013 at 7.00 pm**  
**Conference Room, Argyle Road, Sevenoaks**



**AGENDA**


**Membership:**


Chairman: Cllr. Fleming Vice-Chairman: Cllr. Ms. Lowe  
Cllrs. Bosley, Hogarth and Ramsay

	<b><u>Pages</u></b>	<b><u>Contact</u></b>
<b>Apologies for Absence</b>		
1. <b>Minutes</b> Minutes of the meeting of the Cabinet held on 7 November 2013	(Pages 1 - 4)	
2. <b>Declarations of interest</b> Any interests not already registered		
3. <b>Questions from Members (maximum 15 minutes)</b>		
4. <b>Matters referred from Council</b> None		
5. <b>Matters referred from the Audit Committee and Scrutiny Committee (Paragraph 5.20 of Part 4 (Executive) of the Constitution)</b>		
6. <b>Recommendations from the Cabinet Advisory Committees</b>	(Pages 5 - 10)	
a) <u>Sevenoaks District Health Inequalities Action Plan</u> ( <i>Economic &amp; Community Development Advisory Committee – 24 October 2013</i> )		
b) <u>Pest Control Review – Outcome</u> ( <i>Local Planning and Environment Advisory Committee – 19 November 2013</i> )		
c) <u>Financial Prospects and Review of Service Plans</u> ( <i>Strategy &amp; Performance Advisory Committee – 8 October 2013</i> ), ( <i>Housing &amp; Community Safety Advisory Committee – 15</i>		

October 2013), (Economic & Community Development Advisory Committee – 24 October 2013), Local Planning & Environment Advisory Committee – 19 November 2013)

- d) Climate Local Sevenoaks (Local Planning & Environment Advisory Committee – 19 November 2013)
- e) Proposed Designation of Sevenoaks Weald Conservation Area (Local Planning & Environment Advisory Committee – 19 November 2013)
- f) Treasury Management Mid Year Update (Finance & Resources Advisory Committee – 12 November 2013)
- |     |   |                   |   |
|-----|---|-------------------|---|
| 7.  | <b>Sevenoaks District Health Inequalities Plan</b><br> | (Pages 11 - 14)   | Lesley Bowles<br>Tel: 01732<br>227335     |
| 8.  | <b>Pest Control Review - Outcome</b>  | (Pages 15 - 34)   | Richard Wilson<br>Tel: 01732<br>227262    |
| 9.  | <b>Draft Budget 2014-15</b>   | (Pages 35 - 72)   | Adrian Rowbotham<br>Tel: 01732<br>227153  |
| 10. | <b>Performance Report</b>   | (Pages 73 - 86)   | Lee Banks<br>Tel: 01732<br>227161         |
| 11. | <b>Climate Local Sevenoaks</b><br>                   | (Pages 87 - 98)   | Gavin Missons<br>Tel: 01732<br>227332     |
| 12. | <b>Weald Conservation Area Designation and Management Plan</b>  | (Pages 99 - 140)  | Alan Dyer<br>Tel: 01732<br>227961         |
| 13. | <b>Treasury Management Mid-Year Update</b>  | (Pages 141 - 156) | Roy Parsons<br>Tel: 01732<br>227204       |
| 14. | <b>Amendment to Local Planning &amp; Environment Terms of Reference</b>   | (Pages 157 - 158) | Vanessa Etheridge<br>Tel: 01732<br>227199 |
| 15. | <b>Membership of Cabinet Advisory Committees</b>  | (Pages 159 - 160) | Vanessa Etheridge<br>Tel: 01732<br>227199 |

 Indicates a Key Decision

 indicates a matter to be referred to Council

### **EXEMPT ITEMS**

(At the time of preparing this agenda there were no exempt items. During any such items which may arise the meeting is likely NOT to be open to the public.)

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 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)**

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**CABINET**

Minutes of the meeting held on 7 November 2013 commencing at 7.00 pm

Present: Cllr. Fleming (Chairman)

Cllr. Ms. Lowe (Vice Chairman)

Cllrs. Hogarth and Ramsay

An apology for absence was received from Cllr. Bosley

Cllrs. Mrs. Bosley, Mrs. Hunter, Piper and Scholey were also present.

30. Minutes

Resolved: That the minutes of the meeting of Cabinet held on 12 September 2013, be approved and signed as a correct record.

31. Declarations of interest

There were no additional declarations of interest.

32. Questions from Members (maximum 15 minutes)

There were no questions from Members.

33. Ruling By the Chairman regarding a Urgent Matters

In accordance with Section 100B (4) of the Local Government Act 1972, the Chairman advised the Committee he had agreed to accept an urgent matter - 'New Scrap Metal Dealers Act 2013'.

The matter was urgent because due to an administrative error the report was missed from publication with the agenda, and a decision needed to be taken by Cabinet before 1 December 2013.

The urgent matter was taken as Agenda Item 9.

34. Matters referred from Council

There were no matters referred from Council.

35. Matters referred from the Audit Committee and Scrutiny Committee (Paragraph 5.20 of Part 4 (Executive) of the Constitution)

There were no references from the Audit Committee or Scrutiny Committee.

36. Recommendations from the Cabinet Advisory Committees

- (a) Corporate Plan (*Strategy and Performance Advisory Committee – 8 October 2013*)

This was considered at Minute 37.

- (b) New Scrap Metal Dealers Act 2013 (Minute 15, Housing & Community Safety Advisory Committee – 15 October 2013)

This was considered at Minute 38.

- (c) Annual Review of Parking Charges for 2014/15 and Christmas Parking 2013 (*Economic and Community Development Advisory Committee – 24 October 2013*)

This was considered at Minute 39.

37. Corporate Plan

The Portfolio Holder for Strategy and Performance, updated the meeting on the deliberations of the Strategy and Performance Advisory Committee. A further updated draft of the Corporate Plan was tabled and Members were advised of the changes made since that meeting in recognition of points raised, along with some further adjustments.

Cabinet Members' comments were invited and subject to these it was proposed that Cabinet approve the adoption of the Corporate Plan and delegate authority to the Leader of the Council to approve any final amendments prior to publication. Members were pleased with the document and the changes made. A small spelling error was noticed which would be rectified before circulation.

Public Sector Equality Duty

Members noted that consideration had been given to impacts under the Public Sector Equality Duty.

Resolved: That

- a) the draft Corporate Plan as tabled at the meeting, be approved subject to a small spelling correction;
- b) the draft Corporate Plan be circulated to all Members of the Council for comments by no later than 15 November 2013; and
- c) the Leader of the Council be given delegated responsibility to approve any final amendments.

38. The Annual Review of Parking Charges for 2014/15 and Christmas Parking 2013

Members considered the report and the recommendations from the Economic and Community Development Advisory Committee including a tabled revised Appendix B to the report. It was noted that alternative proposals in respect to Westerham had been

submitted by the Westerham Town Partnership and that it was suggested that these be considered and included in the consultation process.

A three week consultation period for any proposals would commence in the New Year and the Town and Parish Councils and known groups such as the Westerham Town Partnership would be contacted directly as part of this. Officers would then report back either to the meeting in February or March 2013.

With reference to the provision of free parking in all car parks and on-street parking areas throughout the district for two Saturdays before Christmas 2013. Members considered the joint request from the Government's Department for Business Innovation & Skills and Department for Communities and Local Government to support the first ever 'UK Small Business Saturday' on 7 December 2013 but were in agreement to offer the preferred dates expressed by the Town Councils. The Chairman reminded all present that whilst the parking was free maximum stay periods would still apply to ensure a turnover of spaces.

#### Public Sector Equality Duty

Members noted that consideration had been given to impacts under the Public Sector Equality Duty.

Resolved: That

- a) all the proposals listed within the report be put to consultation including:
  - (i) the proposed changes to car park charges for 2014/15;
  - (ii) the proposed changes to on-street parking charges for 2014/15;
  - (iii) whether amendment of the car park evening charge in Sevenoaks town centre should be considered;
  - (iv) whether the introduction of parking charges into the Council office car park on Saturdays should be considered;
  - (v) whether Sunday charges should be considered;
  - (vi) the alignment of the on-street tariffs at Knockholt Station with the tariff structure for Swanley; and
  - (vii) the standardisation of the on-street tariffs for Westerham town with others in the district; and
  - (viii) the proposals submitted by the Westerham Town Partnership;
- b) free parking be provided in all car parks and on-street parking areas throughout the district for two Saturdays before Christmas 2013 on the preferred dates expressed by the Town Councils (7<sup>th</sup> and 14<sup>th</sup> December in respect to Westerham and 14<sup>th</sup> and 21<sup>st</sup> December in respect to Sevenoaks), and that it be RECOMMENDED to Council that the cost in terms of lost income be funded from Supplementary Estimates.

#### 39. Scrap Metal Dealers Act 2013

The Portfolio Holder for Housing & Community Safety introduced the report on the new Scrap Metal Dealers Act 2013 which created a revised regulatory regime for the scrap

metal recycling and vehicle dismantling industries, and Members noted the recommendations of the Housing and Community Safety Advisory Committee.

The Chief Officer, Environmental & Operational Services advised in response to a question that licences were required from each authority an operator worked within.

Public Sector Equality Duty

Members noted that consideration had been given to impacts under the Public Sector Equality Duty.

Resolved: That the fee levels as set out below, be approved:

Site Licence – Grant (3 years)	£415.00
Site Licence - Renewal (3 years)	£355.00
Collectors Licence – Grant/renewal (3 years)	£260.00
Minor administrative change to licence -	£30.00
Variation - change of site manager -	£160.00
Variation from collector to site licence -	£210.00
Variation from site to collector licence -	£120.00

**IMPLEMENTATION OF DECISIONS**

This notice was published on 11 November 2013. The decisions contained in minutes 37 and 38 (a) take effect immediately. The decision contained in minute 39 takes effect on 18 November 2013.

THE MEETING WAS CONCLUDED AT 7.19 PM

CHAIRMAN



**RECOMMENDATIONS FROM CABINET ADVISORY COMMITTEES**

- (a) Sevenoaks District Health Inequalities Action Plan (*Minute 15, Economic & Community Development Advisory Committee – 24 October 2013*)

The Health & Communities Manager gave a [presentation](#) introducing the report before the Committee that Members may recall that the Health & Social Care Act 2012 set up a new Public Health Service called Public Health England. At the local level in Kent, responsibility for the public health function had been given to Kent County Council. District Councils in Kent were asked to lead on the production of an action plan which could demonstrate how the County-wide objectives could be delivered locally. The Sevenoaks District Health Inequalities Action Plan set out objectives and actions that would help to reduce health inequalities across the District.

The Chairman of the Health Liaison Board, also a member of the Committee, reported that the Board needed to carry out a lot of work but so much was unknown for the moment. There were a significant number of problems within the District and there was the need to talk about care and security for older people: the lack of suitable buildings for them to move into; and issues such as only receiving 15 minutes of carer time as in the news recently. Whilst at the same time no funding yet overwhelming demand on voluntary organisations.

The Health & Communities Manager stated that there was a lot of on-going work on integrated commissioning, social care linking with health to provide more linked and streamlined services, not as fragmented as before. Members briefly touched on issues such as dementia and the work being done on 'dementia friendly communities' and the strong activity from the voluntary sector.

In response to a question as to how the impact of such a strategy benefitted the district, the Health & Communities Manager advised that evidence was forecasted out of trends based on NHS spending and population growth. It was also asked what the strategy was to engage with the private sector to facilitate the action plan. In response the Chief Officer, Communities and Business, explained that health services were commissioned through the clinical commissioning groups and it was a standards process open to the public or private sector to bid on and the best applicant winning the contract to deliver.

Resolved: That it be recommended to Cabinet that the Sevenoaks District Health Inequalities Action Plan be agreed and adopted.

- (b) Pest Control Review Outcome (*Minute 25, Local Planning & Environment Advisory Committee – 19 November 2013*)

To Follow

## Agenda Item 6

- (c) Financial Prospects and Review of Service Plans (*Minute 14, Strategy & Performance Advisory Committee – 8 October 2013*)

The Committee considered a report setting out updates to the 2014/15 budget within the existing framework of the 10-year budget and 4-year savings plan. The report considered by the Committee represented the second stage of the budget process and would be presented to all Advisory Committees. The purpose of the report was for the Advisory Committees to advise Cabinet on growth and savings ideas for the Services within their terms of reference and Appendix C to the report contained a list of growth and savings ideas proposed by the Portfolio Holders.

The Head of Finance reported that the Financial Prospects report had shown a shortfall of £667,000 over 10 years. However, by making two changes to assumptions and including the growth and savings proposed by the Portfolio Holders there would be a surplus. It was proposed to place the remaining balance of £70,000 per annum into the Financial Plan reserve which would be able to fund a further year, essentially year 11, 2024/25. If assumptions changed in a negative way, the remaining balance of £70,000 per annum could be used to reduce the need to make additional savings.

The Chairman highlighted the importance of broadband as a growth item as many parts of the District suffered from low broadband speeds. The funding would be used to work with a private provider to develop a proposal for broadband across Sevenoaks.

Members considered the loss of glass recycling at Sainsburys and noted that this may be the start of a trend across a number of supermarkets. A Member suggested that the Council should consider giving residents bins for the collection of glass recycling but acknowledged that the cost of this proposal would have to be thoroughly reviewed.

In response to a question relating to the checks and balances placed on other precepting authorities, the Chairman confirmed that all upper tier authorities (i.e. County and District Councils) faced the same restrictions imposed by Government, the increases that could be imposed by the Police and Fire authorities were also restricted however, Town and Parish Council did not yet face any restrictions.

Resolved: That the report be noted.

2014/15 Budget and Review of Service Plans (*Minute 16, Housing & Community Safety Advisory Committee – 15 October 2013*)

The Chief Finance Officer advised that the purpose of the report was for the Committee to advise Cabinet on growth and savings ideas for the services within its terms of reference. Appendix C to the report contained a list of growth and savings ideas proposed by the Portfolio Holder and these together with any additional suggestions made by the Committee would be considered by Cabinet on 5 December 2013.

The Chairman advised that the Chief Housing Officer had managed to find external funding which had made a saving, but this had been from one off funding. Further savings had been made from staff restructuring within the Licensing Partnership.

A Member wished it recorded that it was an impressive report, and the finance department had responded with alacrity to concerns only raised a few months ago.

Resolved: That the the views on the growth and savings proposals identified by the Portfolio Holder, attached as Appendix C to the report, be agreed.

2014/15 Budget and Review of Service Plans (Minute 17, Economic & Community Development Advisory Committee – 24 October 2013)

The Chief Finance Officer advised that the purpose of the report was for the Committee to advise Cabinet on growth and savings ideas for the services within its terms of reference. Appendix C to the report contained a list of growth and savings ideas proposed by the Portfolio Holder and these together with any additional suggestions made by the Committee would be considered by Cabinet on 5 December 2013.

Some Members expressed grave concern over the loss of a Civil Enforcement Officer; it was mooted that the saving could be found within the Rural Broadband budget. It was agreed that the Chief Officer Environmental & Operational Services should be asked to re-examine this proposal and justify the ability to lose an officer without an impact on service. In response to a question concerning the sum to be set aside for the Rural Broadband fund, the Chief Officer, Communities & Business said that this was a 'best guess' of the cost of buying in rural broadband expertise. This was based on an equivalent to the annual salary of a technically qualified person.

Resolved: That the the views on the growth and savings proposals identified by the Portfolio Holder, attached as Appendix C to the report, be agreed, subject to further investigations and justification over losing a Civil Enforcement Officer.

2014/15 Budget and Review of Service Plans (Minute 29, Finance & Resources Advisory Committee – 12 November 2013)

The report was to provide the members of the Committee an opportunity to advise Cabinet and give their views on the potential growth and savings which could be included in the updated 10-year budget. The updated budget would be presented to Council on 18 February 2014.

It was proposed that a remaining balance of £70,000 per year be put into the Financial Plan Reserve to support later years if still present when the budget was set. Alternatively, if the assumptions in the 10-year budget changed then the sum could be put towards addressing any shortfall.

The Advisory Committee considered each of the Service Change Impact Assessments (SCIAs). Comments were particularly made on the following items.

### SCIA #4

The Council was facing increased fees of £11,000 from the number of debit and credit card transactions processed. Transactions had risen by a quarter.

The Chairman was against passing this fee on to residents as it could jeopardise the high number of residents paying Council Tax. Officers regularly renegotiated the fees charged so that the fees would be minimised.

## Agenda Item 6

### SCIAs #5 and 12

Different types of skills were sought within the Finance Team due to changes in technology and the importance of having a high level of financial expertise within the Council.

### SCIA #9

The introduction of a Print Studio Assistant, together with the partial reduction in a Print Studio Officer post, was expected to bring a positive impact of £10,000 from increased income.

The Chief Officer Corporate Support advised that the post would increase capacity and allow increased work from external partners, such as town and parish councils. There were indicators the Print Studio had at times been turning orders away due to limited capacity.

### SCIA #10

The Chief Officer Corporate Support informed the Committee that the bulk of savings were through the removal of the need for microfilming and the maintenance of that equipment when compared to scanning.

### Public Sector Equality Duty

Members noted that consideration had been given to impacts under the Public Sector Equality Duty.

Resolved: That the growth and savings proposals set out in appendix C of the report be recommended to Cabinet.

2014/15 Budget and Review of Service Plans (Minute 26, Local Planning & Environment Advisory Committee – 19 November 2013)

To Follow

- (d) Climate Local Sevenoaks (Minute 24, Local Planning & Environment Advisory Committee – 19 November 2013)

To Follow

- e) Proposed Designation of Sevenoaks Weald Conservation Area (Minute 27, Local Planning & Environment Advisory Committee – 19 November 2013)

To Follow

- f) Treasury Management Mid Year Update (*Minute 28, Finance & Resources Advisory Committee – 12 November 2013*)

The report was the mid-year treasury update to fulfil the requirements of regulations and the CIPFA Code of Practice on Treasury Management. It provided information on economic activity for the first half of 2013/14 and advised Members of the treasury activity in the same period.

The Principal Accountant noted that the recognised benchmarks for percentage returns on investments were being exceeded. Investment income was on course to exceed the budget of £260,000 by approximately £17,000. Nearly all longer term investments had matured and so investment yields were expected to fall; the existing levels of receipts would not be achievable in 2014/15.

The report provided an update on the Council's investment with Landsbanki Islands hf. £1million had been invested on 25 June 2007 before the bank was placed in receivership. Approximately 54% had already been recovered with the prospect of full recovery by 2018.

Some Members proposed investment in banks outside the UK, particularly those with AAA credit ratings. Risk could be spread by investing smaller sums. A Member indicated that investment over two years, rather than the present limit of one year, might be accepted. The Chairman indicated that the fear of collapsing financial markets had now receded. The Vice-Chairman added that the Council still had a 15% investment limit per foreign country. Members did not feel property funds would be appropriate.

Action 1: The Principal Accountant to investigate possible investments in foreign banks, particularly in AAA credit rated countries, together with the option of investing for periods of up to two years.

Resolved: That Cabinet be asked to approve the Treasury Management Mid-Year Update for 2013/14.

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**SEVENOAKS DISTRICT HEALTH INEQUALITIES ACTION PLAN**

**Cabinet – 5 December 2013**

Report of	Chief Officer Communities & Business
Status:	For Consideration
Also considered by:	Economic & Community Development Advisory Committee – 24 October 2013
Key Decision:	Yes

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**Executive Summary:** The Sevenoaks District Health Inequalities Action Plan sets out objectives and actions that will help to reduce health inequalities across the District.

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**This report supports the Key Aim of** reducing health inequalities and improve health and wellbeing for all

**Portfolio Holder** Cllr. Hogarth

**Contact Officer(s)** Hayley Brooks Ext. 7272

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**Recommendation to Economic & Community Development Advisory Committee:**

Members' views are sought.

**Recommendation to Cabinet:**

That the Sevenoaks District Health Inequalities Action Plan be agreed and adopted.

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**Reason for recommendation:** Adoption of the Action Plan will assist in reducing health inequalities within the Sevenoaks District.

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**Introduction and Background**

- 1 Members may recall that the Health & Social Care Act 2012 set up a new Public Health Service called Public Health England. At the local level in Kent, responsibility for the public health function has been given to Kent County Council.
- 2 District Councils in Kent have been asked to lead on the production of an action plan which can demonstrate how the County-wide objectives can be delivered locally. The Sevenoaks District Health Inequalities Action Plan is set out at Appendix A.
- 3 Widespread consultation has taken place starting with workshops led by Professor Chris Bentley to help determine local actions to meet identified priorities. The

## Agenda Item 7

Sevenoaks District Health Action Team and the Health Liaison Board have also been consulted.

### **Sevenoaks District Health Overview**

- 4 Calculation of life expectancy at birth is a national measurement used to assess differences between affluent and deprived wards. The draft Action Plan shows that the overall difference in life expectancy in the Sevenoaks District based on ward differs by 6 years for men and 11.6 years for women.
- 5 The 2012 Sevenoaks District Health Profile set out the key health priorities for the Sevenoaks District:
  - There is a significant difference in life expectancy between the most deprived and most affluent wards.
  - The District has the second highest prevalence of Type 2 Diabetes in West Kent and this number is expected to rise over the next 15 years.
  - Around 16.1% of year 6 children in the District are classified as obese and with 23.9% of adults being classed as obese.
  - An estimated 18% of adults smoke.
  - Six out of the 74 smallest measurable areas in the District are more deprived than the UK average.
  - 11.6% of children in this District are in families on out of work benefits and children in two wards are within the top 20% of child poverty levels in relation to the county and national average.
- 6 The Action Plan provides a framework and tools to identify, analyse and evaluate actions that can contribute to reducing health inequalities in the Sevenoaks District.
- 7 The Action Plan sets out six objectives and actions to reduce health inequalities across the District:
  - Give every child the best start in life
  - Enable all children, young people and adults to maximise their capabilities and have control over their lives
  - Create fair employment and good work for all
  - Ensure a healthy standard of living for all
  - Create and develop healthy and sustainable places and communities
  - Strengthen the role and impact of ill health prevention



- 8 A copy of the draft Action Plan is available on the Council’s website with the agenda papers and a copy is available in the Members’ Room. Officers will be pleased to answer any questions relating to the detail of the draft Action Plan in advance of the meeting.
- 9 The draft Action Plan will also be considered at an informal meeting of the Health Liaison Board in November 2013.

**Key Implications**

Financial

- 10 Sevenoaks District Council received £130,741 from Kent County Council in 2013/14 for the delivery of prevention programmes and this level of funding has been confirmed for 2014/15.

Legal Implications and Risk Assessment Statement.

- 11 There are no legal implications relating to this report.

Risk	Mitigation
Health interventions are scaled back for 2014/15 due to a reduction in funding	Health interventions will be targeted at those in the greatest need

Equality Impacts

Consideration of impacts under the Public Sector Equality Duty:		
Question	Answer	Explanation / Evidence
a. Does the decision being made or recommended through this paper have potential to disadvantage or discriminate against different groups in the community?	No	The Action Plan will have a positive impact in reducing health inequalities across the District.
b. Does the decision being made or recommended through this paper have the potential to promote equality of opportunity?	Yes	
c. What steps can be taken to mitigate, reduce, avoid or minimise the impacts identified above?		N/A

Sustainability Checklist

- 12 A sustainability checklist has been completed and published on the website.

## Agenda Item 7

### **Conclusions**

- 13 The Sevenoaks District Health Inequalities Action sets out objectives and actions that will help to reduce health inequalities across the District. Members' views will be taken into account in the final Action Plan.

### **Appendices**

A copy of the Sevenoaks District Health Inequalities Action Plan is available on the website and a hard copy is available in the Members' Room and Argyle Road Reception.

### **Background Papers:**

[Sevenoaks District Community Plan](#)

[Public Health Outcomes Framework Indicators](#)

**Lesley Bowles**

**Chief Officer – Communities & Business**

**PEST CONTROL REVIEW - OUTCOME**

**Cabinet – 5 December 2013**

Report of Chief Officer Environmental and Operational Services

Status: For decision

Also considered by: Local Planning and Advisory Committee – 19 November 2013

Key Decision: No

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**Executive Summary:** Following the decision of the Social Affairs Select Committee on 26<sup>th</sup> March 2013 this report updates the pest control service performance and recommends, for consideration, a suggested way forward for future service delivery.

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**This report supports the Key Aim of** Safe and caring communities, greener and healthier environment and effective management of Council resources.

**Portfolio Holder** Cllr. Ian Bosley

**Contact Officer(s)** Ian Finch – 01959 567351

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**Recommendation:** That the pest control service be exposed to competitive tender, for a three year contract and that the results of the tender be reported back to the Planning and Environment Advisory Committee and Cabinet for consideration.

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**Reason for recommendation:** The tender result will identify the most financially advantageous price of delivering the pest control service, and will compare the price submitted by the in-house service with prices offered by the private sector. The Tender result will inform the Advisory Committee and Cabinet of the cost of continuing to provide a pest control service.

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**Introduction and Background**

- 1 On the 26<sup>th</sup> March 2013 the Social Affairs Select Committee considered a report on the review of the pest control service with various options considered for future service delivery.
- 2 It was agreed by the Committee and subsequently by Cabinet that the service be continued, as existing, until 2014, maximising income by charges and additional commercial sector work, whilst remaining competitive, but accepting that the service will produce a net deficit on the trading accounts of an average of £12,000 per annum; and that the Committee carry out a further review of the service in October 2013 to consider exposing the service to competitive tender.

## Agenda Item 8

- 3 A copy of the report considered at the Social Affairs Select Committee is provided, for Members information, as an appendix.

### 2013 Performance

#### Financial

- 4 At the end of September the pest control trading account was in a surplus of £4,348, with £42,309 income generated of which £28,765 was from wasp nest treatments. Income from wasp nest treatments in 2012 was £10,664.
- 5 As wasp nest treatments have now finished for the season it is forecasted, by year end, that the pest control trading account will be in a deficit situation of £15,000.
- 6 The actual deficit in 2012/13 was £29,806.

#### Treatments

- 7 April – September

	2013	2012
Rat treatments	43	57
Mice treatments	42	52
Wasp treatments	533	126
Other treatments	11	13
	<hr/>	<hr/>
	629	248
	<hr/>	<hr/>

- 8 Over a three year period the financial performance has been:

	£	
2011/12	-1,874	
2012/13	-29,806	
2013/14	-15,000	Estimated
Estimated average deficit	<hr/>	
	-15,560	

- 9 The 2012/13 deficit in the pest control account was 'absorbed' by Direct Services trading accounts overall, with a surplus of £73,716 being achieved for the year.
- 10 In the current year the Direct Services trading accounts, up to the end of September 2013 is achieving an overall surplus of £227,247 (£98,457 above profile).

### **Pest control marketing activities**

- 11 In June 2013, a marketing plan was implemented to better promote the service, comprising:
- Establish unique selling points of the service and key activities throughout the year. Promote through all communications activities
  - Improve website pages: Rewrite and improve website content; enhance metadata to include all search terms to improve search engine rankings; flag up service on homepage during summer/key seasonal times; add pest control to business section
  - Revise Contact Centre script
  - Run extensive feature in summer edition of In Shape magazine. Include article in autumn edition
  - Features in 'Real Business' e-mail newsletter sent to 3,000 business
  - Promoting the service at key times using social media

### **Options for Consideration**

- 12 To continue the service, as existing, maximising income by charges and additional commercial sector work, whilst remaining competitive, but accepting that the service will provide a net deficit on the trading account of an average of £12,000 - £15,000 per annum.
- 13 Expose the service to competitive tender with a view to accepting the most advantageous tender to the Council. The Direct Services pest control operation would be eligible to submit a tender.
- If this option was approved, the results of the tender process would be reported back to the Advisory Committee. There would be no requirement to accept any tender if the lowest price was considered too high. A tender process would take approximately three months to complete, so the results could be reported to the Advisory Committee in July 2014, and if accepted, the contract could commence by October 2014.
- 14 Cease delivery of a pest control service altogether. Enquiries to the Council regarding pest control services would be referred to the private sector alone, without suggesting a preferred contractor.
- If it was determined to cease delivering the service in-house, the redundancy costs as of March 2014 would be approximately £27,800.

## Agenda Item 8

The pest control trading account also cover other fixed overheads of £2,798, which would remain if the in-house service was ceased.

In addition pest control treatments to Council premises would still need to be provided at an estimated annual cost of £2,000.

### **Key Implications**

#### Financial

- 15 The average annual deficit on the pest control trading account is estimated at £15,000 (2011/12 - 2013/14).
- 16 Despite the forecasted deficit for 2013/14, it is being absorbed within the overall Direct Services trading accounts which is forecasted to produce a surplus higher than budget.
- 17 If it was determined to cease delivering the service, £27,800 redundancy costs would be due. In addition costs of £4,798 would still be incurred as a result of fixed overheads currently borne by the pest control account and on pest treatments on Council property.

#### Legal Implications and Risk Assessment Statement

- 18 The Council has no statutory duty to provide a pest control service. The Prevention of Damage by Pests Act 1949 places a duty on every Local Authority to take such steps as necessary to secure as far as practicable that their District is kept free from rats and mice and in particular:
  - (a) carry out such inspections as may be necessary for this purpose.
  - (b) to destroy rats and mice on land of which they are the occupier and so far as practicable keep it free of rats and mice.
  - (c) to enforce the duties of owner and occupier of land..... and carry out such operations as authorised by these provisions.
- 19 This duty would be fulfilled by Environmental Health staff.
- 20 If the service was 'Contracted out', the Transfer of Undertakings, Protection of Employment (TUPE) legislation would apply, and the existing in-house staff would be eligible to transfer employment to the new 'Undertaker'.
- 21 The current financial cost associated with the existing in-house service delivery is approximately £15,000 per annum, which can vary in individual years depending on the seasonal demand for treatments, particularly wasp nests.
- 22 Ceasing the existing in-house service may result in a reduced pest control service being provided to residents.

Equality Impacts

Consideration of impacts under the Public Sector Equality Duty:		
Question	Answer	Explanation / Evidence
a. Does the decision being made or recommended through this paper have potential to disadvantage or discriminate against different groups in the community?	Yes	Ceasing delivery of the Service, or contracting out to a private company, may have a detrimental effect on residents receiving means tested benefits, as discount for pest control treatments may not be available. This may lead to infestation by pests remaining untreated for families on low income.
b. Does the decision being made or recommended through this paper have the potential to promote equality of opportunity?	No	
c. What steps can be taken to mitigate, reduce, avoid or minimise the impacts identified above?		Through the tender process require the 'Contractor' to provide a discount on pest control treatments to families on means tested benefits and provide this subsidy in future Council budgets (Growth item).

**Conclusions**

- 21 There is no statutory duty to provide a pest control service, although the Council does have duties under the Prevention of Damage by Pets Act 1949.
- 22 Over a three year period, despite the best efforts of staff to reduce expenditure and increase income, the trading account is estimated to have an annual deficit of £15,000.
- 23 Income is Seasonal and very much dependant on wasp nest treatments.
- 24 This is a service that in 2003/04 had a net expenditure of £55,000 on the general fund, which is now reduced to a £15,000 deficit on the trading account.
- 25 The current in-house service provides free advice on pest control issues, and offers a discount on treatments to residents on means tested benefits, which may not be continued if the existing in-house service delivery ceases.
- 26 Unless the service is ceased completely, it is clear that whether the service is delivered in-house or by a contractor, an element of Council subsidy will remain.
- 27 Exposing the service to competitive tender will ensure that if this service is to continue, it will be provided at the best value available by awarding the work to the most advantageous tender bid.

## Agenda Item 8

### **Appendices**

Appendix A – Report and Appendices to the Social Affairs select Committee – 26<sup>th</sup> March 2013.

### **Background Papers:**

Pest Control Financial and Performance Information  
2004/05 – 2013/14

**Richard Wilson**

**Chief Officer Environmental and Operational Services**



## REVIEW OF PEST CONTROL SERVICE

### Social Affairs Select Committee – 26 March 2013

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

Status: For recommendation to Cabinet

Also to be considered by: Cabinet - 11 April 2013

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#### Executive Summary:

This report provides details on a full review of the pest control service currently provided by the Council and proposals, for consideration, for future service delivery, with effect from April 2014.

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**This report supports the Key Aim of Safer and Caring Communities and Greener and Healthy Environment**

**Portfolio Holder** Cllr. Mrs Hunter

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

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**Recommendation to Social Affairs Select Committee:** that the Social Affairs Select Committee consider the options for future service delivery, as outlined in the report, and recommend to Cabinet a preferred option.

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#### Introduction

1 Background:

Prior to 2004/5 the Pest Control Service was managed by the Environmental Health Team and in 2003/4 had a net cost (after charges) to the General Fund of £55,535.

Following a review during 2003, the service was transferred to Direct Services with effect from April 2004, with the only cost to the General Fund being £13,906, which represented a subsidy to the charges for treatment, for residents receiving means tested benefits.

The balance of the costs of the service were recovered as charges for pest control treatments.

## Agenda Item 8

The subsidy budget in the General Fund was gradually reduced, and by 2010/11 was only £5,903, and in 2011/12 was removed from the General Fund budget altogether, as part of budget savings.

The Service is now financially managed as a “trading account” within the Direct Services trading account budgets and is now budgeted to “break even” each year, with income from charges budgeted to cover the full expenditure. A subsidy of £20 per treatment is still offered to residents on means tested budgets, but this is accounted for in the trading account.

Pest control officers give free telephone advice to residents (on average two/day). They will also identify insect pests that residents send or bring in, again free of charge.

### 2 Past and Current Performance

#### 2a Financial

Since the service was transferred to Direct Services in 2004/5 the annual expenditure averaged at £82,384 with annual income averaging at £69,838. Therefore, the average annual deficit on the trading account has been £12,545, in the period 2004/05 – 2011/12.

The current year (2012/13) has been a unique year in the low number of wasp nest treatments undertaken and income for wasp nest treatments is £40,758 below budget and £40,536 less than 2011/12.

At the end of February 2013 the Pest Control trading account is showing a deficit of £27,352.

A full financial breakdown for the period 2004/05 – 2012/13 is provided at Appendix “A”.

#### 2b Number of Treatments

In the period 2004/05 – 2011/12 the number of treatments per year has averaged as follows:

			Number of treatments at end of Feb 2013 as a comparison
Rats	full price	110	87
Rats	subsidised	49	8
Mice	full price	89	120
Mice	subsidised	42	7
Wasp nests	full price	661	157
Wasp nests	subsidised	104	12
Other	full price	84	18
Other	subsidised	12	3

A full breakdown of pest treatments for the period 2004/05 – 2012/13 is provided in Appendix “A”.

### 2c Charges

Charges are reviewed annually. The current charge for rats is £90; the current charge for mice is £115 and the current charge for wasp nests is £52. The subsidy currently offered for residents on means tested benefits is £20 per treatment. Previously, treatments for those on means tested benefits were provided free, and in 2008/09 this was reduced to a 50% discount only. In 2011/12 the £20 maximum discount was introduced as an incentive to retain this income for residents who may choose not to have a treatment at all, if they had to pay the full charge, creating potential pest control issues for themselves and neighbours.

A full breakdown of Pest Control charges for the period 2004/05 – 2012/13 is provided in appendix ‘A’.

Comparison of SDC charges with neighbouring authorities:

	<u>Rats (£)</u>	<u>Mice (£)</u>	<u>Wasps (£)</u>
SDC	90	115	52
Dartford BC	Free	55	55
T&MBC	84	84	41
Gravesham BC	43	43	No service provided
TWBC	Free service, but only to residents on means tested benefits.	Free service, but only to residents on means tested benefits.	No service provided

It can be seen from the above that neighbouring authorities provide a greater level of subsidy, in general, than this Council.

Comparison of SDC charges with private companies operating in the District:

	<u>Rats (£)</u>	<u>Mice (£)</u>	<u>Wasps (£)</u>
SDC	90	115	52
Company 1	By quote	by quote	105
Company 2	from £25 per visit	from £25 per visit	from £35 per visit
Company 3	108	108	45
Company 4	198	198	seasonal price
Company 5	80	80	45

### 3 Reason for Review

In 2010/11 the Pest Control trading account made a deficit of £16,409. It was, therefore, considered necessary to review the financial risk attached to delivering the service in the future, but based on a 3 year cycle (2011/12 – 2013/14). A commitment was given to the two directly employed pest control officers to continue providing the

## Agenda Item 8

service until at least March 2014, with a view to seeing if the service could financially “break even” over a three year period.

In 2011/12 the deficit was minimal (£1,874) but with the very low number of wasp nest treatments in 2012 it is likely that the account will be in a deficit of approx. £30,000 by the end of 2012/13 (at end of February it is in deficit of £27,352).

The number of wasp nest treatments in 2012 was 169 compared with 819 in 2011 and an average number for the period 2004/05 – 2011/12 of 765.

Although the commitment to the two staff members to continue the service until at least March 2014 stands, it will not be possible for the service to show a break-even position for the three years, 2011/12 – 2013/14 (due to the forecasted deficit in 2012/13).

Although the Council offers a pest control service at the present time, and has done for many years, it is not a statutory duty to provide and residents can choose to use private contractors as an alternative provider.

It is, therefore, considered appropriate to consider options for this service for the period after March 2014.

### Options for Future Service Delivery

- 1 To continue the service as existing, maximising income by charges and additional commercial sector work, whilst remaining competitive, but accepting that the service will produce a net deficit on the trading accounts of an average of £12,000 per annum.
- 2 Expose the service to competitive tender with a view to accepting the most advantageous tender to the Council. The Direct Services Pest Control operation would be eligible to submit a tender. Charges would be set by the successful contractor and they would retain all income. The Council’s successful contractor would be passed all enquiries made to the Council regarding pest control treatments.

If this option was chosen there would be no requirement to accept any tender if the lowest price was considered too high, and one of the other options could be considered. If this option was chosen, it would be possible to have a contract in place by April 2014, but the tender process would have to start this summer.

- 3 To discontinue the service as existing, but if one or both of the existing operatives indicated they wished to provide a pest control service to the Council support could be provided to help them establish as a mutual and to operate as a private company.

The Council would then be required to carry out a procurement process which would be open to all pest control service providers, including the newly formed employee mutual, to establish a list of “preferred suppliers”. As the Council would no longer provide its own pest control service any residents that required such a service

would be referred to the Council's list of "preferred suppliers" from which residents would be able to approach to provide them with the service they require.

It would be for the mutual to set their own charges for pest control treatments and to offer a competitive service to residents to become a preferred supplier and to secure business from residents. Any decision to offer subsidies to residents on means tested benefits would also rest with the new company, although such a requirement could be included in the procurement specification to become a preferred supplier.

It is considered, however, that if a procurement process was the "preferred" option, option 2 would be the preferred procurement option, allowing the Direct Service operation to be market tested against private contractors.

- 4 Cease delivery of pest control services altogether. Enquiries to the Council regarding pest control services would be referred to the private sector alone (yellow pages, web sites, etc) without suggesting a preferred contractor.

Shared working with other Local Authorities has been explored, but there doesn't appear to be any opportunities at the present time.

### **Consultation**

The two pest control officers and their Manager at Direct Services have been fully consulted on the reasons for the review and the options being proposed for the future of the service.

Since April 2012 the two operatives have agreed to work a 4 day week to reduce expenditure. However, their working hours are annualised to ensure full time working will be undertaken if required in the busy summer months. The staff have been highly co-operative in seeking ways to reduce expenditure and increase income by seeking private commercial pest control contracts.

The main cost of the service is salaries, transport costs and pesticides, etc.

### **Key Implications**

#### Financial

The average annual deficit on the pest control trading account has been £12,000 in the period 2004/05 – 2011/12. The estimated deficit in 2012/13 is approx. £30,000.

Despite this forecasted deficit on the Pest Control account in 2012/13, it is being absorbed within the overall Direct Services trading accounts which are forecast to produce a surplus slightly higher than budget.

If it was determined to continue delivering the service in-house, as existing, the redundancy costs at March 2014 would be approx. £27,800. Any redundancy costs would be taken from the earmarked reorganisation reserve.

## Agenda Item 8

### Community Impact and Outcomes

If it was determined to cease providing the service in-house, as existing, it is unlikely that free advice would be available to residents on pest issues. Equally, it is not certain that discounts for pest control treatments for residents on means tested benefits would be available. This may mean many pest control issues would go untreated, creating pest control issues for residents and neighbours.

The Pest Control service currently has very high satisfaction rates from customer surveys. On the last survey this was a 98% satisfaction rate.

### Legal, Human Rights etc.

The Council has no statutory duty to provide a pest control service. The Prevention of Damage by Pests Act 1949 places a duty on every local authority to take such steps as may be necessary to secure as far as practicable that their district is kept free from rats and mice and in particular :-

- (a) carry out such inspections as may be necessary for this purpose;
- (b) to destroy rats and mice on land of which they are the occupier and so far as practicable keep it free rats and mice;
- (c) to enforce the duties of owners and occupiers of land .....and carry such operations as are authorised by those provisions.

This duty would be fulfilled by Environmental Health staff.

If the service was “contracted out”, the Transfer of Undertakings, Protection of Employment, TUPE legislation would apply, and the existing in-house staff would be eligible to transfer employment to the new “undertaker”.

### Equality Impacts

Ceasing delivery of the service in-house, as existing, may have a detrimental effect on residents receiving means tested benefits, as discounts for pest control treatments may not be available. This may lead to infestation by pests remaining untreated for families on low income. Many treatments are undertaken for elderly residents, though not financially dependant on benefits, who value the council's service as trustworthy and offering value for money.

### **Conclusions**

There is no statutory duty to provide a pest control treatment service, although the Council does have duties under the Prevention of Damage by Pests Act 1949.

Over the past eight years, despite the best efforts of the staff to reduce expenditure and increase income, the trading account, on average, has an annual deficit of £12,000.

Income is seasonal, and very much dependant on the wasp nest season.

This is a service that in 2003/04 had a net expenditure of £55,000 on the General Fund, which is now reduced to an annual average deficit of £12,000, on the trading accounts.

The current in-house service provides free advice on pest control issues, which may not be continued if the existing in-house service delivery ceases.

Unless the Service is ceased completely, it is clear that whether the service is delivered in-house or by a contractor, an element of Council subsidy will remain.

### **Risk Assessment Statement**

The current financial risk associated with the existing in-house service delivery is approx. £12,000 per annum, which can increase in individual years depending on the seasonal demand for pest treatments. Of course, this amount could decrease.

Ceasing the existing in-house service, may result in a reduced pest control service being available to residents.

**Appendices:** Appendix A – Financial, Treatment and Charges Schedule  
2004/05 – 2012/13.

**Background Papers:** Pest Control Trading Accounts, 2004/05 - 2012/13  
Pest Control Performance Information, 2004/05 – 2012/13

**Contact Officer(s):** Richard Wilson  
01959 567351 / ext 7262

**Kristen Paterson**  
**Deputy Chief Executive and Director of Community and Planning**

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**FINANCIAL**

	£ Expenditure	Income				£ nett cost
		Rodents	Wasps	Subsidy	Contracts	
2004/05	78,029	13,493	41,594	13,906	2,106	-6,930
2005/06	77,169	23,111	12,985	11,615	3,498	-25,960
2006/07	76,763	24,558	19,993	13,680	5,963	-12,569
2007/08	84,710	27,676	39,322	18,917	6,892	+8,097
2008/09	90,207	18,439	30,835	7,684	7,600	-25,649
2009/10	85,079	15,963	37,582	5,876	6,588	-19,070
2010/11	86,968	17,207	40,159	5,903	7,290	-16,409
2011/12	80,144	18,142	51,108	0	9,020	-1,874
2012/13 (Feb)	69,741	22,662	10,572	0	9,155	-27,352
2013/14 (Budget)	80,267	20,000	49,367	0	10,900	0

(An "-" indicates a deficit)

**TREATMENTS**

	Rats		Mice		Wasps		Other	
	Full price	Subsidised	Full price	Subsidised	Full price	Subsidised	Full price	Subsidised
2004/05	147	63	125	71	1052	212	101	18
2005/06	160	75	137	63	343	57	76	21
2006/07	89	65	81	54	688	98	101	13
2007/08	133	107	143	105	801	156	144	24
2008/09	86	30	47	18	438	66	58	6
2009/10	55	17	35	6	563	90	60	4
2010/11	104	19	68	17	643	90	79	6
2011/12	80	16	76	5	758	61	55	4
2012/13 (Feb)	87	8	120	7	157	12	18	3

**CHARGE SCHEDULE**

	£ Rats	£ Mice	£ Wasps
2004/05	35	50	39
2005/06	60	75	45
2006/07	60	75	45
2007/08	70	88	49
2008/09	74	94	52
2009/10	76	97	54
2010/11	76	97	50
2011/12	90	115	52
2012/13	90	115	52
2013/14 (proposed)	100	120	55

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Service Area & Indicator	CODE	Total last year	Annual Target	Target to date	This month Sept 2013	Total last month Aug 2013	This month last year	Total last year to date	Total this year to date
<b>6. Trade Waste</b>									
Total No. of customers	MPI WASTE 011	439	441	419	406	404	442	442	810
No. of new customers	DATA WASTE 007	29	40	18	4	1	2	17	19
No. of customers lost	DATA WASTE 008	23	-13	-7	2	0	3	11	17
Income: Staff cost ratio %	MPI WASTE 014	21%	25.00%	0	27.95%	27.00%	21	16	21.44%
Income - Bins £	MPI WASTE 013	327,431	332000	191820	24185	23084	23219	184228	190997
Income - Sacks £	MPI WASTE 012	28454	30000	15000	1555	3508	2313	13193	15568
<b>7. CCTV</b>									
No. of monitored arrests	MPI CCTV 003	27	30	12	2	0	2	9	13
No. of instigated arrests	MPI CCTV 001	8	10	5	8	1	0	1	17
No. of operator assisted arrests	MPI CCTV 002	24	30	12	0	3	3	11	20
Force control requests to unit	LPI CCTV 001	1069	1,100	552	102	63	89	553	534
Reports to force control from unit	LPI CCTV 002	215	220	108	11	16	19	112	97
Assistance to Police	MPI CCTV 004	199	200	102	3	18	12	107	69
Out of hours calls - SDC	LPI CCTV 003	1436	1400	702	104	144	113	806	768
Out of hours calls - TMBC	LPI CCTV 004	1321	1300	648	92	165	112	733	747
Shop security pub watch	MPI CCTV 005	361	400	198	25	36	36	183	180
Number of instigated incidents but no police resources available	MPI CCTV 006	2	5	3	2	3	0	0	8
<b>8. Pest Control</b>									
Rat Treatments - Full	DATA PEST 001A	92	90	48	1	6	3	53	40
Rat Treatments - Subsidised	DATA PEST 001B	10	15	6	1	1	1	4	3
Mice Treatments - Full	DATA PEST 002A	131	100	48	4	2	5	49	41
Mice Treatments - Subsidised	DATA PEST 002B	7	10	5	0	0	1	3	1
Wasp Treatment - Full	DATA PEST 003A	157	500	300	57	226	45	118	489
Wasp Treatment - Subsidised	DATA PEST 003B	12	50	30	4	21	2	8	44
Fleas Treatment - Full	DATA PEST 004A	8	5	3	1	2	0	4	6
Fleas Treatment - Subsidised	DATA PEST 004B	3	2	2	1	0	1	3	1
Other Treatment - Full	DATA PEST 005A	11	20	20	1	1	0	6	4
Other Treatment - Subsidised	DATA PEST 005B	0	2	2	0	0	0	0	0
Income - Rodents £	MPI PEST 001	24,396	20000	7100	1,556	467	1,489	9,643	7310
Income - Wasps £	MPI PEST 002	10,664	49367	44167	4,376	13,735	2,790	7,677	28765
Income - Other £	MPI PEST 003	10837	10900	5500	1,507	552	1,602	5,299	6234





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**DRAFT BUDGET 2014/15**

**Cabinet – 5 December 2013**

Report of Chief Finance Officer

Status: For Decision

Key Decision: No

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**Executive Summary:** 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 three years ago, for 2011/12 the Council produced a 10-year budget together with a four-year savings plan for the first time. This will be the fourth year this method has been used and provides the Council with a stable basis for future years.

This report sets out progress made in preparing the 2014/15 budget and updates Members on key financial information.

Since the last report on 12 September 2013, the Advisory Committees have proposed additional growth and savings items.

There remains uncertainty over the level of Government Support; therefore a further report will be presented to Cabinet on 9 January 2014 subject to settlement figures being received in time.

The Cabinet will make its final recommendation on the budget at its meeting on 6 February 2014, after taking into account any updated information available at that date.

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

**Portfolio Holder** Cllr. Ramsay

**Contact Officer(s)** Adrian Rowbotham Ext. 7153

Helen Martin Ext. 7483

Lee Banks Ext. 7161

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**Recommendation to Cabinet:**

- (a) Consider and respond to the comments and recommendations of the advisory Committees.

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**Introduction and Background**

- 1 The Council's financial strategy over the past nine years has worked towards increasing financial sustainability and it has been successful through the use of a number of strategies including:

## Agenda Item 9

- implementing efficiency initiatives;
  - significantly reducing the back office function;
  - improved value for money;
  - maximising external income;
  - the movement of resources away from low priority services; and
  - an emphasis on statutory rather than non-statutory 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 Local Government generally appears to be feeling the impacts of the Government funding reductions and the impact of the recession. However, productivity and morale within this Council remain high which has a positive impact on the financial bottom line.
- 5 At the Cabinet meeting on 12 September 2013, Members considered a report setting out the Council's financial prospects for 2014/15 and beyond. That report set out the major financial pressures the Council is likely to face, together with a proposed strategy for setting a balanced and sustainable budget for 2014/15 and beyond.
- 6 As part of the budget process officers put forward their Service Plan Summaries to Advisory Committees in October and November, which set out their objectives for the coming year. The Advisory Committees recommended new growth and savings items which will be considered at this meeting.

### Updates to the Financial Prospects Report

- 7 The Financial Prospects report considered in September raised a number of financial risk areas for the Council. These are updated below and Members will be aware that this is a rapidly evolving situation, and the Council needs to be prepared to act flexibly in response to changes in economic conditions.

### Government Support

- 8 Further information has been obtained concerning Government Support for 2014/15. The Government will be reducing the provisional amount announced in February 2013 by a further 1% resulting in a 7.5% reduction instead of 6.5%.



## Agenda Item 9

- 9 The Council's current budget assumptions for Government support include a reduction of 18% in 2015/16. However, in this year the level of complexity and uncertainty remains high, therefore projections and forecasts are having to be made with minimal data.
- 10 The Government is now not expected to announce figures for 2014/15 and 2015/16 until later in December.

### Council Tax

- 11 The assumptions in the 10-year budget were reduced before the last report to 2% for 2014/15 to 2015/16 and 3% for later years.

### Interest Receipts

- 12 Interest receipts have been reviewed taking in to account the latest interest rates forecasts together with investment balances.

### Use of reserves

- 13 The changes explained above together with the growth and savings ideas proposed by the Advisory Committees result in a surplus over the 10-year budget period. Therefore, it is proposed to put the remaining balance of £70,000 per annum into the Financial Plan Reserve which would be able to fund year 11 (2024/25) of the budget, should it still be available when the budget is set in February. It will also provide further flexibility with the 10-year budget should it be needed before the budget is approved in February.
- 14 A more detailed review of reserves will be included in the February Cabinet report. Reserves may be requested to fund 'invest to save' schemes and to support the initial investigation in to delivering the new Corporate Plan ambitions. However, this will need to be informed by the Peer Challenge work that is being carried out in December.

### Pay

- 15 The 10-year budget assumes the pay award for 2014/15 to 2015/16 will be 1%; 1.5% in 2016/17 to 2017/18 and 2% in later years.

### Superannuation Fund

- 16 Initial results of the triennial valuation of the Kent County Council Superannuation Fund have been received. These show this council in an improved position compared to many others across Kent. This appears to be largely due to the decision made several years ago to pay fixed contributions each year to reduce the deficit position instead of paying a percentage of the payroll costs.
- 17 Further information has been requested from the actuaries to gain a greater understanding of the position before any change is made to the 10-year budget assumptions.

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### Current Budget Gap and Savings Proposals

- 18 The following table shows the differences between the 10-year budget included in the Financial Prospects report on 12 September 2013 and the latest version set out in Appendix B.

10-Year Budget			£m
Previous 10-year Budget deficit:	12/09/13		0.7
Changes:			
Government Support 2014/15:	further 1% reduction		0.3
Interest receipts: reviewed			(0.3)
Growth: Advisory Committees			1.7
Savings: Advisory Committees			(3.1)
Contribution to Financial Plan Reserve			0.7
<b>Revised budget gap</b>			<b>0.0</b>

- 19 The 10-year budget (Appendix B) shows a balanced budget position. Due to the uncertainty regarding Government Support and Council Tax a further report will be presented to Cabinet on 9 January 2014 containing a more complete picture. Members' views will then be sought if proposals are required to close any budget gap.
- 20 The Cabinet will make its final recommendation on the 2014/15 budget at its meeting on 6 February 2014, after taking account of the latest information available at that date.

### Collection Fund and Tax base

- 21 The 2014/15 tax base will be agreed at Cabinet on 9 January 2014. At the same time, Members will be presented with an estimate of the Collection Fund balance as at 1 December 2013.

### 2013/14 Outturn

- 22 Supported by the Finance and Resources Advisory Committee (and previously the Finance Advisory Group), tight financial monitoring and control has been in place for a number of years and again for 2013/14. Given the constraints being placed on all budgets, and the savings planned for 2014/15 and future years, it will be essential to continue on this basis.
- 23 The latest monitoring figures indicate a small favourable variance at the year end. However, it should be recognised that once again, this has been a challenging

budget year. In spite of this, officers, with the support of the Finance and Resources Advisory Committee, are continuing to ensure the year-end outturn remains within budget.

24 Key risk items in the current year include:

- Property related income such as Development Control (particularly pre-application fees and s106 monitoring), Building Control and Land Charges remain vulnerable.
- The Benefits workload continues to increase. Activity levels increased by 27% in 2012/13 and have increased by a further 17% in the first seven months of 2013/14. Agency staff are being used to address the workload and to fill any vacancies due to uncertainties relating to Universal Credit.
- Council Tax collection rates, though currently in line with the previous year, could be affected by increased unemployment and squeezed household incomes.
- The investment strategy is constantly under review in light of the changing long term credit ratings which affect the number of organisations the Council can invest in.

**Budget Consultation**

25 As part of the Council’s budget setting process, and its commitment to listening to the views of the community, the Council consulted with local people asking for their views on the principles by which the 2014/15 budget should be set.

26 The primary vehicle for this was a telephone survey of 201 Sevenoaks District residents. The survey was run by independent research specialists between 16 and 30 October 2013. The survey respondents formed a broadly representative sample of the District population.

27 In addition, the same budget questions were made available as website survey. Residents could request paper copies of the survey, so that everyone had an opportunity to offer their views.

28 In total 43 people took part in the website survey. It should be stressed that this was not a statistically representative survey, but gives a very general indication of the community’s opinions.

29 Respondents were asked about the Council’s budget priorities for 2014/15 and were asked to say how strongly they agreed or disagreed with the following statements:

	Telephone survey	Website survey
The Council should continue to look for further efficiency savings	84% agreed	91% agreed
The Council should find new opportunities to work in partnership with others to further reduce costs	91% agreed	86% agreed

## Agenda Item 9

Charges for services that the Council does not have a duty to provide should at least cover costs	79% agreed	79% agreed
The Council should increase Council Tax to continue to deliver its services	27% agreed	28% agreed
The Council should invest its money and resources in areas that would generate income to help fund the services it provides to the community	85% agreed	86% agreed

### Key Implications

#### Financial

All financial implications are covered elsewhere in this report.

#### Legal Implications and Risk Assessment Statement.

There are no legal implications.

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.

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.

#### Community Impact and Outcomes

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.

#### Equality Impacts

Consideration of impacts under the Public Sector Equality Duty:		
Question	Answer	Explanation / Evidence
a. Does the decision being made or recommended through this paper have potential to disadvantage or discriminate against different groups in the community?	Yes	Individual equalities assessments have been completed for all of the Service Change Impact Assessments (SCIAs) to ensure the decision making process is fair and transparent.
b. Does the decision being made or recommended through this	No	

Consideration of impacts under the Public Sector Equality Duty:		
Question	Answer	Explanation / Evidence
paper have the potential to promote equality of opportunity?		
c. What steps can be taken to mitigate, reduce, avoid or minimise the impacts identified above?		

### Conclusions

Government Support remains a major uncertainty contained in the 10-year budget with further information not expected until late December.

The outcome of this announcement may result in a budget gap, therefore an updated position will be reported to Cabinet on 9 January 2014 subject to settlement figures being received in time.

This budget process, although currently presenting a balanced outcome, will once again be a major financial challenge for a Council that already provides value for money services to a high standard. In making any budget proposals, Members will need to consider the impact on customers, 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-focused services.

### Appendices

Appendix A – Budget Timetable

Appendix B – 10-year Budget

Appendix C – Summary of the Council's agreed 4 year savings plan and growth items

Appendix D – New growth and savings items proposed by the Advisory Committees

Appendix E – Service Change Impact Assessment forms (SCIAs)

### Background Papers:

Report to Council 19 February 2013 – Budget and Council Tax Setting 2013/14

Report to Cabinet 12 September 2013 – Financial Prospects and Budget Strategy 2014/15 and Beyond

Report to Strategy and Performance Advisory Committee 8 October 2013, Housing and Community Safety Advisory Committee 15 October

## Agenda Item 9

2013, Economic and Community Development  
Advisory Committee 24 October 2013, Finance and  
Resources Advisory Committee 12 November 2013,  
Local Planning and Environment Advisory Committee  
19 November 2013 - 2014/15 Budget and Review  
of Service Plans

**Adrian Rowbotham**  
**Chief Finance Officer**

2014/15 Budget Setting Timetable

	Date	Committee
<b>Stage 1</b>		
<b>Financial Prospects and Budget Strategy 2014/15 and Beyond</b>	29 August	Finance & Resources AC
	12 September	Cabinet
↓		
<b>Stage 2</b>		
<b>Review of Service Plans and Service Change Impact Assessments (SCIAs)</b>	8 October	Strategy & Performance AC
	15 October	Housing & Comm. Safety AC
	24 October	Economic & Comm. Dev. AC
	12 November	Finance & Resources AC
	19 November	Local Planning & Env. AC
↓		
<b>Stage 3</b>		
<b>Budget Update</b> (incl. Service Change Impact Assessments (SCIAs), feedback from Advisory Committees & Other Consultation)	5 December	Cabinet
↓		
<b>Stage 4</b>		
<b>Budget Update</b> (incl. Government Support information)	9 January	Cabinet
↓		
<b>Stage 5</b>		
<b>Budget Update and further review of Service Change Impact Assessments (if required)</b>	January	Advisory Committees
↓		
<b>Stage 6</b>		
<b>Budget Setting Meeting</b> (Recommendations to Council)	6 February	Cabinet
↓		
<b>Stage 7</b>		
<b>Budget Setting Meeting</b> (incl. Council Tax setting)	18 February	Council

Note: The Scrutiny Committee have set up an in depth scrutiny Members' working group to consider the Draft Budget presented to Cabinet on 5 December 2013.

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## Ten Year Budget - Revenue

	Budget 2013/14	Plan 2014/15	Plan 2015/16	Plan 2016/17	Plan 2017/18	Plan 2018/19	Plan 2019/20	Plan 2020/21	Plan 2021/22	Plan 2022/23	Plan 2023/24
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Expenditure</b>											
Net Service Expenditure c/f	13,443	13,800	14,657	15,045	15,407	15,802	16,130	16,520	16,956	17,369	17,783
Inflation	621	488	533	555	558	629	626	623	413	414	416
Superannuation Fund deficit: actuarial increase	0	520	0	0	0	0	0	0	0	0	0
Net savings (approved in previous years)	(264)	(99)	(117)	(143)	(162)	(301)	(186)	(187)	0	0	0
<b>New growth</b>	<b>0</b>	<b>191</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(50)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>New savings</b>	<b>0</b>	<b>(243)</b>	<b>(28)</b>	<b>(50)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Service Expenditure b/f</b>	<b>13,800</b>	<b>14,657</b>	<b>15,045</b>	<b>15,407</b>	<b>15,802</b>	<b>16,130</b>	<b>16,520</b>	<b>16,956</b>	<b>17,369</b>	<b>17,783</b>	<b>18,199</b>
<b>Financing Sources</b>											
Government Support (1)	(3,788)	(3,504)	(2,873)	(2,811)	(2,784)	(2,868)	(2,954)	(3,043)	(3,134)	(3,228)	(3,325)
New Homes Bonus	(976)	(1,276)	(946)	(1,126)	(1,126)	(1,126)	(1,126)	(1,126)	(1,126)	(1,126)	(1,126)
Govt Support - to be passed on to Towns/Parishes	(274)	(279)	(285)	(294)	(303)	(312)	(321)	(331)	(341)	(351)	(362)
Govt Support - passed on to Towns/Parishes	274	279	285	294	303	312	321	331	341	351	362
Council Tax	(8,728)	(8,955)	(9,188)	(9,519)	(9,861)	(10,216)	(10,582)	(10,962)	(11,355)	(11,762)	(12,183)
Council Tax Support grant	(734)	(749)	(764)	(747)	(740)	(762)	(785)	(809)	(833)	(858)	(884)
Interest Receipts	(229)	(255)	(386)	(406)	(382)	(349)	(318)	(293)	(272)	(255)	(247)
Contributions to Reserves	787	418	418	418	298	298	298	298	298	298	298
Contributions from Reserves	(795)	(510)	(510)	(510)	(510)	(510)	(510)	(510)	(510)	(335)	(335)
<b>Total Financing</b>	<b>(14,463)</b>	<b>(14,831)</b>	<b>(14,249)</b>	<b>(14,701)</b>	<b>(15,105)</b>	<b>(15,533)</b>	<b>(15,977)</b>	<b>(16,445)</b>	<b>(16,932)</b>	<b>(17,266)</b>	<b>(17,802)</b>
<b>Budget Gap (surplus)/deficit</b>	<b>(663)</b>	<b>(174)</b>	<b>796</b>	<b>706</b>	<b>697</b>	<b>597</b>	<b>543</b>	<b>511</b>	<b>437</b>	<b>518</b>	<b>398</b>
<b>Contribution to/(from) Stabilisation Reserve</b>	<b>663</b>	<b>174</b>	<b>(796)</b>	<b>(706)</b>	<b>(697)</b>	<b>(597)</b>	<b>(543)</b>	<b>(511)</b>	<b>(437)</b>	<b>(518)</b>	<b>(398)</b>
<b>Unfunded Budget Gap (surplus)/deficit</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Remaining balance / (shortfall) in Budget

Stabilisation reserve: 4,703 4,998 4,322 3,737 3,039 2,442 1,899 1,387 950 432 34

<b>Assumptions</b>	
Government Support:	-7.5% in 14/15, -18% in 15/16, -2% in 16/17, -1% in 17/18, +3% later years
Council Tax:	2% in 14/15 - 15/16, 3% later years
Interest Receipts:	0.8% in 14/15, 1.2% in 15/16, 1.3% later years (based on Sector Bank Rate forecast + 0.3%)
Pay award:	1% in 14/15 - 15/16, 1.5% in 16/17 - 17/18, 2% later years
Other costs:	3% in 14/15, 2.25% later years
Income:	3.5% in all years
Note 1	Government Support includes Council Tax Freeze Grants

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SCIA		Description	Year	Ongoing	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	Total £000
Year	No.								
		<b>Economic and Community Development</b>							
2010/11	24	STAG agreement expiry						(75)	
		<b>Finance and Resources</b>							
2011/12	49	Information Systems and IT Support - review staffing resources						(60)	
2011/12	62,63	Staff terms and conditions - savings reprofiled as agreed by Council 18/10/11. Greater savings made in later years.						35	
		<b>Housing and Community Safety</b>							
2013/14	9	Environmental Health partnership - further savings						(30)	
		<b>Local Planning and Environment</b>							
2011/12	28	Asset Maintenance (reduction for 3 years) - Playground equipment/CCTV equipment/depot/car parks (reversing short-term saving made in 11/12)						31	
		<b>Total Savings</b>			(2,984)	(841)	(314)	(99)	(4,238)
		<b>Total Growth</b>			371	45	50	0	466
		<b>Net Savings</b>			(2,613)	(796)	(264)	(99)	(3,772)

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New Growth and Savings Proposed by the Portfolio Holders

Appendix D

<b>Growth</b>					
SCIA Year	No.	Description	Year	Ongoing	£000
<b>Economic and Community Development</b>					
2014/15	1	Admin. costs for external funding - e.g. Leader & Business Support	2014/15	yes	10
2014/15	2	Broadband / Economic Development Reserve	2014/15	5 years	50
2014/15	3	Swanley market - reduced income	2014/15	yes	62
<b>Finance and Resources</b>					
2014/15	4	Treasury Management: increased cost of debit and credit cards	2014/15	yes	11
2014/15	5	Finance: improve financial resilience	2014/15	yes	28
<b>Local Planning and Environment</b>					
2014/15	6	Loss of glass recycling at Sainsburys	2014/15	yes	30
<b>Total</b>					<b>191</b>

<b>Savings</b>					
SCIA Year	No.	Description	Year	Ongoing	£000
<b>Economic and Community Development</b>					
2014/15	7	Community & Business: Efficiency review	2014/15	yes	(10)
2014/15	8	Civil Enforcement: Delete Officer post	2014/15	yes	(27)
<b>Finance and Resources</b>					
2014/15	9	Corporate Support: External print income increase	2014/15	yes	(10)
2014/15	10	Corporate Support: Efficiency review	2014/15	yes	(20)
2014/15	11	Finance: 66 London Road rent and rates	2014/15	yes	(76)
2014/15	12	Finance: Efficiency review	2014/15	yes	(40)
<b>Housing and Community Safety</b>					
2014/15	13	Housing: Efficiency review - Housing Initiatives	2014/15	part	(15)
2014/15	14	Licensing: Efficiency review	2014/15	yes	(10)
<b>Local Planning and Environment</b>					
2014/15	15	Planning: Use CIL funds for monitoring	2016/17	yes	(50)
2014/15	16	Planning: Efficiency review	2015/16	yes	(35)
2014/15	17	Planning: Income increase	2014/15	yes	(35)
<b>Total</b>					<b>(328)</b>

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**SCIA # 1 (14/15)**

<b>Service Area:</b>	Communities & Business	<b>Service:</b>	Economic Development
<b>Activity</b>	Business support	<b>No. of Staff:</b>	0.40 fte

Activity Budget Growth	14/15 £000	15/16 £000	16/17 £000	17/08 £000
Contribution to West Kent Partnership for co-ordination of Leader and business support funding	10	➔	➔	➔

**Reasons for and explanation of proposed change in service**

The West Kent Partnership is an economic partnership jointly funded by Sevenoaks District Council and Tonbridge & Malling and Tunbridge Wells Borough Councils. The Partnership employs a part-time Co-ordinator who works within the Sevenoaks District Council Business & Communities Team.

The Partnership was successful in attracting Leader funding of £1.2m which provided grants to rural businesses in the three Districts. This funding ended in 2013/14. The Leader Co-ordinator (externally funded) has just successfully bid for transition funding to enable a further major bid to be made for 2015/16 and onwards.

The Partnership has also just successfully attracted Regional Growth Funding of £5.5m for businesses in West Kent and the A21 corridor to provide low interest loans and business support. It has also just successfully attracted £393K for West Kent businesses to access funding and advice for energy efficiency measures. It has also just successfully attracted £50K for local business support.

The Councils' subscription to the Partnership was reduced in recent years from £15k to £7.5K. The contribution made by the Partnership to the Leader programme ceased two years ago. However, in order to co-ordinate activity on the additional external funding and to continue to seek Regional Growth Fund and European funding and press the local case for investment in the local economy, an increased

contribution is being sought from all 3 partners.

Key Stakeholders Affected

Businesses

Likely impacts and implications of the change in service (include Risk Analysis)

The additional workload involved in making funding bids and subsequent administration is significant. In addition, the contribution that the Partnership made to the administration of the Leader Programme needs to be reinstated in order to take that funding opportunity forward.

2013/14 Budget	£ 000	Performance Indicators		
		Code & Description	Actual	Target
Operational Cost	44			
Income	0			
Net Cost	44			



**SCIA # 2 (14/15)**

<b>Service Area:</b>	Communities & Business	<b>Service:</b>	Economic Development
<b>Activity</b>	Broadband and business growth	<b>No. of Staff:</b>	0 fte

Activity Budget Growth	14/15 £000	15/16 £000	16/17 £000	17/08 £000
Activity to improve/deliver broadband in local communities as well as funding for business growth initiatives	50	➔	➔	➔

**Reasons for and explanation of proposed change in service**

There is considerable demand in some parts of the District for improved Broadband. This Council has assisted the County Council with its 'Make Kent Quicker' campaign in order to prove the need for the County's BDUK provision in our District. Sevenoaks District had the highest response to this campaign in the County. In addition, Officers have made applications to DEFRA for funding for rural broadband, the outcome of which is awaited. The Members' Broadband Working Group is currently looking at additional activity that could be taken forward either to assist communities to help themselves or for the Council to work with other broadband providers to provide superfast or ultrafast broadband.

An example of this is the Crockham Hill project where a group of local people have formed a Community Interest Company to provide a broadband service. The service is up and running and they anticipate a profit for the local community. There are other examples of this sort of initiative which does not rely on BDUK. If the Council were to be involved in the procurement of a similar service for other parts of the District, it would be necessary to buy the technical advice firstly to assess the need and then build a business case. If successful at this stage, it may be necessary to seed fund the implementation of any scheme. This would only be progressed if a profit for the Council, and therefore the community, were identified through the business plan and other technical studies.

In addition to the need for and the opportunity to

provide broadband services, the Economic and Community Development Portfolio Holder and the Communities & Business team are looking for opportunities to grow the local economy and increase the business rate base. Initiatives currently include the production of a prospectus and DVD that will market the District to businesses who may wish to locate to the District or grow within the District. There is also a need to obtain up-to-date information about commercial property in order to be able to promote the District as a business location.

It is not possible accurately to estimate how much this work might cost. The intention would be, wherever possible, to make use of existing knowledge and skills within the Council and wider community. However, it is clear that some expenditure will be necessary if progress is to be made. It is suggested that the sum of £50K per year over a 5 year period could be earmarked for development opportunities and needs as they arise and this fund should be used in order to assist the Council not only to take advantage of development opportunities and grow the local economy but, wherever possible, to raise an income.

Key Stakeholders Affected

Businesses, residents, broadband users

Likely impacts and implications of the change in service (include Risk Analysis)

This is a new budget in order to develop the local economy with potential for income to the Council. There is no adverse impact on existing services.

2013/14 Budget	£ 000	Performance Indicators		
Operational Cost	0	Code & Description	Actual	Target
Income	0	2013/14 n/a*		
Net Cost	0			

\*An appropriate performance indicator for this budget would be the amount of increase in value to the local economy measured using the Experian Model.

**SCIA # 3 (14/15)**

Service Area:	Markets	Service:	Environmental & Operational Services
Activity	Swanley Market	No. of Staff:	0 fte N/A

Activity Budget Growth	14/15 £000	15/16 £000	16/17 £000	17/08 £000
Reduced Income	62	➔		

Reasons for and explanation of proposed change in service

New contract for Swanley Market commenced April 2013 for 3 years. Tender price accepted is £62,000 pa less income than currently budgeted for.

Key Stakeholders Affected

N/A

Likely impacts and implications of the change in service (include Risk Analysis)

N/A

2013/14 Budget	£ 000	Performance Indicators		
		Code & Description	Actual	Target
Operational Cost	93			
Income	-354	N/A		
Net Cost	-261			

**SCIA # 4 (14/15)**

Service Area:	Treasury Management	Service:	Finance
Activity	Debit and credit card fees	No. of Staff:	0 fte

Activity Budget Change	14/15 £000	15/16 £000	16/17 £000	17/08 £000
Increased cost of debit and credit card transactions	11	➔	➔	➔

Reasons for and explanation of proposed change in service

A fee is payable for each debit and credit card transaction. Use of these payment methods by council customers to pay for services continues to rise. This fee is not currently passed on to customers as we do not wish to discourage payment and it generally remains a cheaper option than paying by cash.

Key Stakeholders Affected

All customers who pay for council services.

Likely impacts and implications of the change in service (include Risk Analysis)

No impact.

2013/14 Budget	£ 000	Performance Indicators		
Operational Cost	43	Code & Description	Actual	Target
Income	-	No applicable performance indicators		
Net Cost	43			

**SCIA # 5 (14/15)**

<b>Service Area:</b>	Finance Function	<b>Service:</b>	Finance
<b>Activity</b>	Finance Function	<b>No. of Staff:</b>	9.2 fte

Activity Budget Reduction	14/15 £000	15/16 £000	16/17 £000	17/08 £000
Strengthen financial resilience	28	➔	➔	➔

<b>Reasons for and explanation of proposed change in service</b>	<p>Due to changes in technology and the importance of high level financial expertise within the Council. It is important to ensure that ensure the Council continues to have a thorough understanding of the increasingly complex finance issues affecting local authorities.</p> <p>As mentioned in the Financial Prospects report, the Council is continuing to face huge financial challenges and pressures. The Finance Team needs to play a lead role in steering the Council through these difficult times.</p> <p>The net effect of this growth item together with the Finance efficiency review savings item will result in a net saving of £12,000.</p>
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<b>Key Stakeholders Affected</b>	Management Team, Members
----------------------------------	--------------------------

<b>Likely impacts and implications of the change in service (include Risk Analysis)</b>	Increased high level financial resilience within the Council.
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2013/14 Budget	£ 000	Performance Indicators		
Operational Cost	357	Code & Description	Actual	Target
Income	-	No applicable performance indicators		
Net Cost	357			



**SCIA # 6 (14/15)**

<b>Service Area:</b>	Refuse Collection	<b>Service:</b>	Environmental and Operational Services
<b>Activity</b>	Recycling	<b>No. of Staff:</b>	3.76 fte

Activity Budget Reduction	14/15 £000	15/16 £000	16/17 £000	17/08 £000
Loss of Recycling Income	30	➔	➔	➔

**Reasons for and explanation of proposed change in service**

Loss of income from material and recycling credits following decision of Sainsbury's stores to remove all Local Authority recycling banks from their car parks and to operate recycling banks under contract themselves. A National decision.

**Key Stakeholders Affected**

N/A

**Likely impacts and implications of the change in service (include Risk Analysis)**

Loss of income to the Council. Provision of recycling bins to the public should not be affected as Sainsbury's to provide their own recycling banks on their premises. National contract for emptying and servicing.

2013/14 Budget	£ 000	Performance Indicators		
Operational Cost	2,582	Code & Description	Actual	Target
Income	(300)	Household		
Net Cost	2,282	Recycled and composted	31.63%	32%

**SCIA # 7 (14/15)**

Service Area:	Communities & Business	Service:	Communities & Business
Activity	Community Plan, income and administration	No. of Staff:	fte n/a

Activity Budget Reduction	14/15 £000	15/16 £000	16/17 £000	17/08 £000
Efficiency savings	(10)	➔	➔	➔

Reasons for and explanation of proposed change in service

Following savings of £450K in the current 4 year plan, further efficiency savings have been sought across the Communities & Business Service.

- 1) A saving of £5K will be made on the Community Plan budget. An external fund is available for projects that support the Community Plan. In addition, the cost of producing the Community Plan is reduced since Community Plan documents are on the website and there is less need for paper copies.
- 2) An increase in income of £3K from selling services to other District Councils, eg health monitoring for Tunbridge Wells
- 3) A reduction in the stationery budget as more work is done on line.

Key Stakeholders Affected

- 1) Members, residents, Officers, partner agencies,
- 2) Kent County Council, who monitor health outcomes
- 3) Staff

Likely impacts and implications of the change in service (include Risk Analysis)

- 1) A few copies of the Plan will be kept in print. However, everyone will be encouraged to use the on line version of the Community Plan. Any savings from the residual budget will be rolled forward to provide a fund for the design and launch of the new three year plan in 2016.
- 2) No adverse impact
- 3) No adverse impact



2013/14 Budget	£ 000	Performance Indicators		
		Code & Description	Actual	Target
Operational Cost	0			
Income	0			
Net Cost	0			

**SCIA # 8 (14/15)**

Service Area:	Parking Services	Service:	Environmental & Operational Services
Activity	Parking enforcement	No. of Staff:	13.75 fte

Activity Budget Reduction	14/15 £000	15/16 £000	16/17 £000	17/08 £000
Civil Enforcement – Delete Officer post	(27)	➔	➔	➔

Reasons for and explanation of proposed change in service

Reduction of one FTE Civil Enforcement Officer (from 8 to 7).

The post became vacant in May following the retirement of the post holder. The resignation facilitated a reorganisation of the rota's. Previously the CEO's worked in pairs, but now mainly work individually on their rota's which appears to have increased efficiency and productivity.

Key Stakeholders Affected

Motorists

Likely impacts and implications of the change in service (include Risk Analysis)

No impact.

Performance, at present, is mainly affected by the long term sickness of 2 CEO's. When all 7 posts are fully operational again, the team should be able to properly cover the whole District including the rural villages like Eynsford and Farningham.

2013/14 Budget	£ 000	Performance Indicators		
Operational Cost	464	Code & Description	Actual	Target
Income	(872)	LPIPA 01 – No of PCNs issued	9,429	11,112
Net Cost	(408)			

**SCIA # 9 (14/15)**

<b>Service Area:</b>	Property and Facilities Management	<b>Service:</b>	Corporate Support
<b>Activity</b>	Print Studio	<b>No. of Staff:</b>	2.68 fte

Activity Budget Reduction	14/15 £000	15/16 £000	16/17 £000	17/08 £000
Increase external print income	(10)	➔	➔	➔

**Reasons for and explanation of proposed change in service**

During the course of 2013/14 the Print Studio Officer has reduced his working hours at his request. This post is now 0.68 FTE. To compensate for this, a Print Studio Assistant has been recruited. This provides continued resilience within the Print Studio which now totals 2.68 FTE staff and allows for a small amount of additional capacity to take on more external print work.

**Key Stakeholders Affected**

Internal and external Print Studio Customers

**Likely impacts and implications of the change in service (include Risk Analysis)**

A positive impact as a result of additional income to the Council whilst not adversely affecting capacity within the Print Studio

2013/14 Budget	£ 000	Performance Indicators		
Operational Cost	146	Code & Description	Actual	Target
Income	(194)	No applicable performance indicators		
Net Cost	(48)			

**SCIA # 10 (14/15)**

Service Area:	Property and Facilities Management	Service:	Corporate Support
Activity	Facilities Management	No. of Staff:	13.5 fte

Activity Budget Reduction	14/15 £000	15/16 £000	16/17 £000	17/08 £000
Efficiency Review	(20)	➔	➔	➔

**Reasons for and explanation of proposed change in service**

Collective reductions in the costs of Postage, Cleaning and Telephones. In addition, reductions have been identified in the budget previously used for supporting microfilming equipment but more recently used to support corporate scanning equipment.

**Key Stakeholders Affected**

All Council staff and members

**Likely impacts and implications of the change in service (include Risk Analysis)**

The main risks involved with this reduction are if there are any future increases in either postage or telephony charges, there will be no contingency within the relevant budgets to absorb the additional costs.

2013/14 Budget	£ 000	Performance Indicators		
Operational Cost	614	Code & Description	Actual	Target
Income	-	No applicable performance indicators		
Net Cost	614			

**SCIA # 11 (14/15)**

<b>Service Area:</b>	Miscellaneous Finance	<b>Service:</b>	Finance
<b>Activity</b>	66 London Road – rent and rates	<b>No. of Staff:</b>	0 fte

Activity Budget Change	14/15 £000	15/16 £000	16/17 £000	17/08 £000
Sale of 66 London Road	(76)	➔	➔	➔

**Reasons for and explanation of proposed change in service**

Following the sale of 66 London Road as part of the Blighs Development, the council is no longer liable to pay the rent and rates on this property

**Key Stakeholders Affected**

None

**Likely impacts and implications of the change in service (include Risk Analysis)**

No impact.

2013/14 Budget	£ 000	Performance Indicators		
Operational Cost	76	Code & Description	Actual	Target
Income	-	No applicable performance indicators		
Net Cost	76			

**SCIA # 12 (14/15)**

Service Area:	Finance Function	Service:	Finance
Activity	Finance Function	No. of Staff:	9.2 fte

Activity Budget Change	14/15 £000	15/16 £000	16/17 £000	17/08 £000
Efficiency review	(40)	➔	➔	➔

Reasons for and explanation of proposed change in service

The following functions of the service will be reviewed, including how they are delivered across the whole council in a more efficient manner:

- Procure to Pay
- Cash till
- Debtors

The net effect of this savings item together with the financial resilience growth item will result in a net saving of £12,000.

Key Stakeholders Affected

Customers who pay cash at Argyle Road and Swanley Local Office, Suppliers, Staff

Likely impacts and implications of the change in service (include Risk Analysis)

A more consistent approach to the functions listed above.

Internal customers of the Finance Team should see an improved service that better suits the changing requirements.

2013/14 Budget	£ 000	Performance Indicators		
Operational Cost	357	Code & Description	Actual	Target
Income	-	No applicable performance indicators		
Net Cost	357			

**SCIA # 13 (14/15)**

<b>Service Area:</b>	Housing Policy and Housing Standards	<b>Service:</b>	Housing Services
<b>Activity</b>	Housing initiatives and Hever Road gypsy site maintenance	<b>No. of Staff:</b>	1.0 fte

Activity Budget Reduction	14/15 £000	15/16 £000	16/17 £000	17/18 £000
Efficiencies and savings in Housing Initiatives budget	(7)	7	➔	➔
Efficiencies and savings in Gypsy site maintenance budget	(8)	➔	➔	➔
<b>Grand Total</b>	(15)	7	➔	➔

<b>Reasons for and explanation of proposed change in service</b>	<p>There is currently some external funding to pay for some housing initiatives which will enable that budget of £7,000 to be saved for 14/15</p> <p>£1.3 Million external funding modernised and greatly enhanced the site at Hever Road and has therefore resulted in less planned maintenance and created an on going saving of £8,000 per annum</p>
--	---

<b>Key Stakeholders Affected</b>	Community and residents of Gypsy traveller site
----------------------------------	---

<b>Likely impacts and implications of the change in service (include Risk Analysis)</b>	<p>No changes of service level provided to the community from Housing initiatives as external funding available.</p> <p>No changes in service to the residents of the gypsy/traveller site as the site has been significantly upgraded.</p>
---	---

2013/14 Budget	£ 000	Performance Indicators		
		Code & Description	Actual	Target
Operational Cost	73			
Income	(65)	n/a		
Net Cost	8			

**SCIA # 14 (14/15)**

<b>Service Area:</b>	Licensing	<b>Service:</b>	Environmental & Operational Services
<b>Activity</b>	Partnership Licensing Admin Hub	<b>No. of Staff:</b>	5.97 fte

<b>Activity Budget Reduction</b>	14/15 £000	15/16 £000	16/17 £000	17/18 £000
Efficiency Savings	(10)	➔	➔	➔

**Reasons for and explanation of proposed change in service**

Efficiency savings in Partnership Licensing admin team to reduce overall cost of licensing hub by £30,000 (£10,000 saving to each Partner Authority).

**Key Stakeholders Affected**

TWBC; MBC

**Likely impacts and implications of the change in service (include Risk Analysis)**

No impact – efficiency savings.

<b>2013/14 Budget</b>	<b>£ 000</b>	<b>Performance Indicators</b>		
Operational Cost	418	<b>Code &amp; Description</b>	<b>Actual</b>	<b>Target</b>
Income	(418)	Valid Personal License	92%	90%
Net Cost	0	Processed within 2 weeks		



**SCIA 15 (14/15)**

<b>Service Area:</b>	Planning Services	<b>Service:</b>	Planning Services
<b>Activity</b>	Community Infrastructure Levy (CIL)	<b>No. of Staff:</b>	47.19 fte

Activity Budget Reduction	14/15 £000	15/16 £000	16/17 £000	17/08 £000
CIL Monitoring income			(50)	➔

**Reasons for and explanation of proposed change in service**

Following the adoption of our CIL charging schedule we will be able to use up to 5% of monies collected for administration purposes. This is expected to be £50k per year.

CIL will be adopted in 2014. It is intended to use these monies in the first two years to set up the necessary systems and processes, following which the work will be absorbed into the existing team enabling the saving to be made thereafter.

**Key Stakeholders Affected**

None

**Likely impacts and implications of the change in service (include Risk Analysis)**

There will be additional work for the existing team to manage from 16/17, which could have an impact on the pace of delivery of work programmes.

2013/14 Budget	£ 000	Performance Indicators		
Operational Cost	2,101	Code & Description	Actual	Target
Income	(696)	n/a		
Net Cost	1,405			

**SCIA 16 (14/15)**

Service Area:	Planning Services	Service:	Planning Services
Activity	Planning Services	No. of Staff:	47.19 fte

Activity Budget Reduction	14/15 £000	15/16 £000	16/17 £000	17/08 £000
Efficiency review		(35)	➔	➔

Reasons for and explanation of proposed change in service

Opportunities will be identified to make savings in the support for and delivery of the planning services. These will emerge from reviews of procedures and existing service arrangements.

Key Stakeholders Affected

None

Likely impacts and implications of the change in service (include Risk Analysis)

The efficiencies will be delivered in tandem with a wider programme of service improvements to ensure that any impact on customer services is kept to a minimum.

2013/14 Budget	£ 000	Performance Indicators		
Operational Cost	2,101	Code & Description	Actual	Target
Income	(696)	LPI DC 001 – Validation within 5 days	90%	87.5%
Net Cost	1,405	LPI DC 007c – Other applications within 8 weeks	89%	90%

**SCIA 17 (14/15)**

<b>Service Area:</b>	Planning Services	<b>Service:</b>	Development Management
<b>Activity</b>	Planning Applications	<b>No. of Staff:</b>	28.57 fte

Activity Budget Reduction	14/15 £000	15/16 £000	16/17 £000	17/08 £000
Increase in planning fee income	(35)	➔	➔	➔

**Reasons for and explanation of proposed change in service**

Although the setting of planning fees is outside of our control, we have seen an increase in planning fee income in recent years. As a result it is anticipated that this trend will continue and that £35k pa should be achieved.

A review will be undertaken of the pre-application service to further support the submission of suitably prepared, high quality planning applications.

**Key Stakeholders Affected**

None

**Likely impacts and implications of the change in service (include Risk Analysis)**

It isn't necessarily the case that higher fee income means more applications are being received, although workloads will continue to be carefully monitored to ensure customer service is not adversely affected.

2013/14 Budget	£ 000	Performance Indicators		
Operational Cost	1,141	Code & Description	Actual	Target
Income	(695)	n/a		
Net Cost	446			

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## PERFORMANCE REPORT

### Cabinet – 5 December 2013

Report of                      Chief Executive

Status:                         For Consideration

Key Decision:                No

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**This report supports the Council Promise to provide value for money**

**Portfolio Holder**        Cllr. Peter Fleming

**Contact Officer(s)**     Lee Banks (Ext. 7161)

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#### **Recommendation to Cabinet:**

- (a) Members note the contents of the report; and
  - (b) Refer any areas where performance of a service is of concern to the appropriate Advisory Committee for their consideration.
- 

**Reason for recommendation:** To ensure that performance of services is considered by the Cabinet and any areas where the performance of services is a concern are investigated by Members.

---

#### **Introduction and Background**

- 1 In July 2013 Cabinet agreed the performance indicators to be monitored and the targets performance will be assessed against for 2013/14. This report provides Members with an update on services performance against those indicators and targets.
- 2 The performance report provided at Appendix A to this report summarises the overall performance within each Portfolio Holders areas of responsibility and provides an exceptions report, with a commentary from officers explaining the reasons why performance is not within 10% of target and detailing any actions the service is planning to take to improve performance levels.

#### **Performance Reporting**

- 3 To further improve the transparency of performance reporting for 2013/14 Members are able to see the performance for the most recent month alongside the cumulative performance for the year to date within Appendix A to this report.

## Agenda Item 10

- 4 It is hoped that provision of data in this way will better enable Members to prioritise areas for improvement by demonstrating more readily whether any under performance is a short term issue or more prolonged. For example a performance indicator where both monthly performance and year to date performance is 'red' may be considered more of a priority than an area where monthly performance is 'red' and overall performance is 'green'.
- 5 Where areas of under performance are of concern to the Cabinet it is recommended that they refer them to the appropriate Advisory Committee for 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 are unlikely to bring on the level of improvement Members expect.

### Performance Overview

- 6 The following table summarises the performance levels as at the end of September 2013.

	Current Month	Year To Date
<b>Red</b> <i>10% or more below target</i>	3 (7.5%)	2 (5%)
<b>Amber</b> <i>Less than 10% below target</i>	5 (12.5%)	8 (20%)
<b>Green</b> <i>At or above target</i>	32 (80%)	30 (75%)

- 7 For Members information there are six indicators where there is no information to report for this period. In two of these cases information is being gathered from partners and delaying the publication of data. In the remaining four cases there is not yet data to report for the year.

### Other Options Considered and/or Rejected

- 8 None.

### Key Implications

#### Financial

- 9 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.

#### Legal Implications and Risk Assessment Statement.

- 10 Robust arrangements are in place to ensure that the risk of inaccurate data being reported to Members is minimised and assurance can be placed on the accuracy of data used to assess performance. By reporting to Members and ensuring all

Members are able to access the Council's performance management system the risk of poor performance not being identified or addressed is minimised.

### Equality Impacts

Consideration of impacts under the Public Sector Equality Duty:		
Question	Answer	Explanation / Evidence
a. Does the decision being made or recommended through this paper have potential to disadvantage or discriminate against different groups in the community?	No	The report provides information on the performance of services. The way in which those services are delivered are subject to their own Equality Impact Assessments.
b. Does the decision being made or recommended through this paper have the potential to promote equality of opportunity?	No	
c. What steps can be taken to mitigate, reduce, avoid or minimise the impacts identified above?		Not applicable.

### **Conclusions**

- 11 This report to Members summarises performance across the Council to the end of September 2013. Members are asked to consider five performance indicators which are performing 10% or more below their target and if the actions being taken by officers are not deemed sufficient are recommended to refer those indicators to the relevant Advisory Committee for further assessment.

### **Appendices**

Appendix A – Performance Data

### **Background Papers:**

None.















**Dr Pav Ramewal**  
**Chief Executive**

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## Portfolio Holder for Economic & Community Development


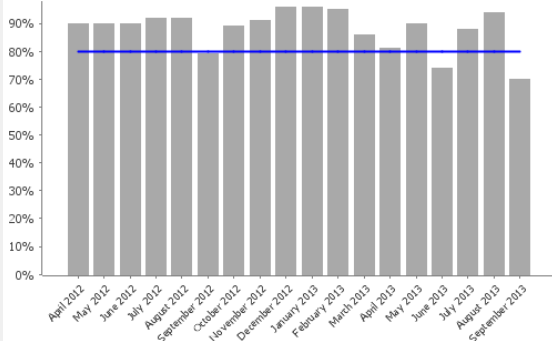

### Performance Summary

Current Months Performance	Indicators	Year to Date Performance
	Percentage of full plans / Building Notices acknowledged within 3 working days	
	The percentage of local land charge searches carried out within 10 working days	
	Percentage of Penalty Charge Notices cancelled	
	Percentage of full plans checked within 10 working days (Building Control)	
	Percentage of Health Action Plan on target	
	Percentage of actions in the Sustainable Community Action Plan achieved	
	Percentage of actions in the Economic Development Action Plan achieved	

Portfolio Holder for Economic & Community Development

Exceptions Report







Agenda Item 10

Code	Short Name	Current Value	Current Target	Current Status	Performance Chart	Cumulative (Year to Date) Performance			Latest Note
						2013/14			
						Value	Target	Status	
PI BC 78	Percentage of full plans checked within 10 working days	70%	80%			82.83%	80%		The reduction in performance for the month of September was due to staff annual leave and the reduction of one post with the resignation of a surveyor, reducing resource by 20%. Across the year to date we continue to meet the performance target of 80% of plans checked in 10 working days. The National standard for plan checking performance is measured against 15 days, for which we are achieving 94%

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Portfolio Holder for Finance & Resources Advisory Committee

Performance Summary

Current Months Performance	Indicators	Year to Date Performance
	Debts outstanding more than 61 days	
	The percentage of council tax collected in-year	
	The percentage of business rates collected in-year	

































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Exceptions Report

No red indicators to report

Portfolio Holder for Housing & Community

Performance Summary

Current Months Performance	Indicators	Year to Date Performance
	Percentage of food establishments in the area which are broadly compliant with food hygiene law	
	Average number of days to process Housing Benefit new applications	
	Average number of days to process Housing Benefit changes	
	Number of affordable homes delivered (gross)	
	Number of unauthorised encampments started in the District	
	Total number of homelessness applications received	
	Total number of homelessness acceptances	
	Number of households living in temporary accommodation	
	The percentage of valid personal licences processed within 2 weeks	
	The percentage of valid temporary event notices processed within 72 hours	
	The number of dwellings vacant for more than six months returned to occupation or demolished	
	Percentage of higher risk food inspections due that was done (higher risk is categories A & B)	
	Percentage of Community Safety Partnership actions achieved	
	Percentage of due Environmental Protection Regulation inspections completed	
	Percentage of animal licences issued that were due	
	Percentage of Health and Safety category A premises inspections due which were completed	































## Portfolio Holder for Housing & Community

### Exceptions Report

No red indicators to report


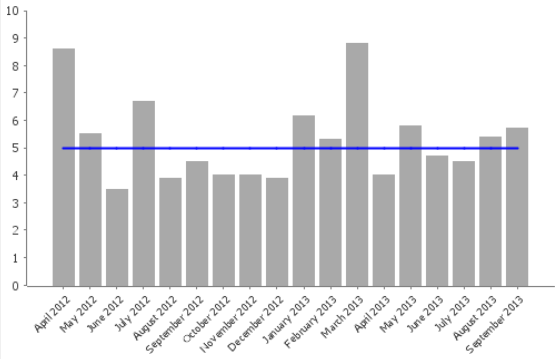

Portfolio Holder for Local Planning & Environment Advisory Committee


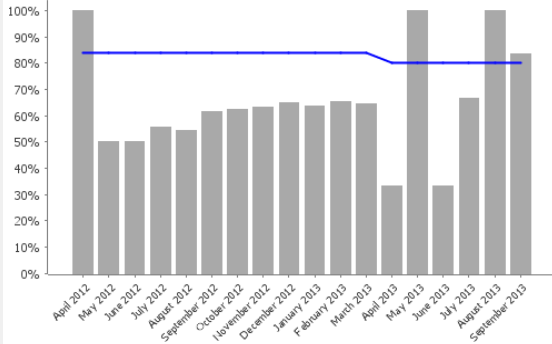


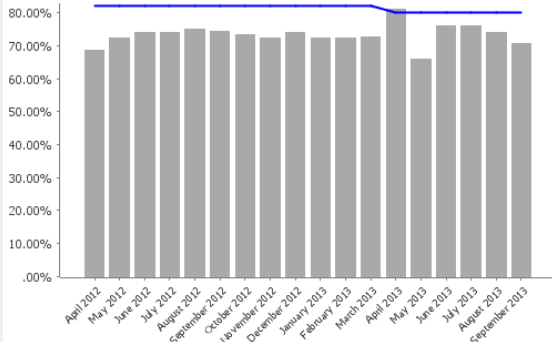

Performance Summary

Current Months Performance	Indicators	Year to Date Performance
	Number of justified Street Cleaning complaints	
	Average number of days taken to remove abandoned vehicles	
	Percentage of planning applications assessed for validation in 5 days	
	Percentage of decisions delegated	
	Percentage of household waste sent for reuse, recycling and composting	
	Number of missed collections per 100,000	
	Number of missed green waste collections	
	Percentage of missed green waste collections corrected by next working day	
	Percentage of cleaning schedules completed to agreed frequency	
	Percentage of missed collections put right by the next working day	
	Processing of planning applications: Major applications in 13 weeks	
	Percentage of appeals against planning application refusal dismissed	
	Processing of planning applications: Other applications in 8 weeks	
	Average number of days taken to remove fly tips which the District Council has responsibility to clear	
	Processing of planning applications: Minor applications in 8 weeks	


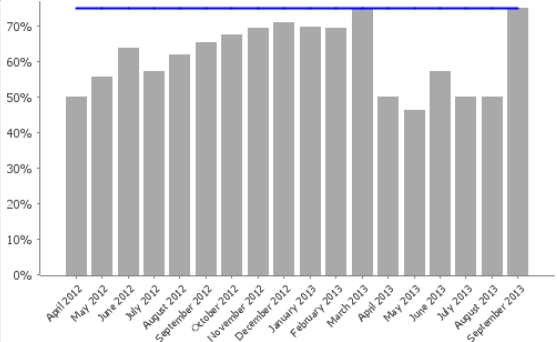

Portfolio Holder for Local Planning & Environment Advisory Committee

Exceptions Report

Code	Short Name	Current Value	Current Target	Current Status	Performance Chart	Cumulative (Year to Date) Performance			Latest Note
						2013/14			
						Value	Target	Status	
Page 83 Clean 2	Average number of days taken to remove fly tips which the District Council has responsibility to clear	5.7	5			5	5		<p>75 fly tips across Sevenoaks District were reported to the Council during September. The Council is required to investigate each report to determine who is responsible for clearing the fly tip.</p> <p>During September the Council were required to remove 28 of the 75 cases reported (37%). As a result of the work load the target to clear all fly tips within 5 days was missed by less than a day across the month.</p>











Code	Short Name	Current Value	Current Target	Current Status	Performance Chart	Cumulative (Year to Date) Performance			Latest Note
						2013/14			
						Value	Target	Status	
LPI DC 007a	Processing of planning applications: Major applications in 13 weeks	83.33%	80.00%			66.67%	80.00%		<p>Performance has improved during the year and in both August and September exceeded the target figure. Recognising the more complex issues with larger schemes we are now using extension of time agreements where applicants are willing to agree a longer period for determination within an agreed timetable for making a decision. In September only one Major application was determined out of time without an agreement which was the Knole Park Golf Club application which overran by one week due to a consultation issue.</p>
LPI DC 007b	Processing of planning applications: Minor applications in 8 weeks	70.59%	80.00%			73.23%	80.00%		<p>Performance just fell into the “red zone” in September but the average performance for the year is at a higher level. The figures in September were influenced by a larger than average number of committee items which are difficult to determine within an eight week period because of the lead in time for meetings and also by the clearance of some older applications. Performance was still above the national average for Minors which is 68% processed within 8 weeks.</p> <p>October figures to date are much better at over 80% processed in target time.</p>



Code	Short Name	Current Value	Current Target	Current Status	Performance Chart	Cumulative (Year to Date) Performance			Latest Note																																						
						2013/14																																									
						Value	Target	Status																																							
LPI DC 009	Percentage of appeals against planning application refusal dismissed	75%	75%		 <table border="1"> <caption>Monthly Performance Data (Estimated)</caption> <thead> <tr> <th>Month</th> <th>Performance (%)</th> </tr> </thead> <tbody> <tr><td>April 2012</td><td>50</td></tr> <tr><td>May 2012</td><td>55</td></tr> <tr><td>June 2012</td><td>65</td></tr> <tr><td>July 2012</td><td>58</td></tr> <tr><td>August 2012</td><td>62</td></tr> <tr><td>September 2012</td><td>65</td></tr> <tr><td>October 2012</td><td>68</td></tr> <tr><td>November 2012</td><td>70</td></tr> <tr><td>December 2012</td><td>72</td></tr> <tr><td>January 2013</td><td>70</td></tr> <tr><td>February 2013</td><td>70</td></tr> <tr><td>March 2013</td><td>75</td></tr> <tr><td>April 2013</td><td>50</td></tr> <tr><td>May 2013</td><td>45</td></tr> <tr><td>June 2013</td><td>58</td></tr> <tr><td>July 2013</td><td>50</td></tr> <tr><td>August 2013</td><td>50</td></tr> <tr><td>September 2013</td><td>75</td></tr> </tbody> </table>	Month	Performance (%)	April 2012	50	May 2012	55	June 2012	65	July 2012	58	August 2012	62	September 2012	65	October 2012	68	November 2012	70	December 2012	72	January 2013	70	February 2013	70	March 2013	75	April 2013	50	May 2013	45	June 2013	58	July 2013	50	August 2013	50	September 2013	75	54.55%	75%		Cumulative performance for the year to date is affected by the disappointing figures between April and August. Results in September are in line with our target with six out of eight decisions dismissed. One appeal allowed was a Committee overturn.
Month	Performance (%)																																														
April 2012	50																																														
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**Portfolio holder for Strategy & Performance Advisory Committee**

**Performance Summary**

Current Months Performance	Indicators	Year to Date Performance
	Percentage of phone calls to the Contact Centre abandoned by the caller	
	The average number of working days lost to sickness absence per FTE	
	The percentage of Local Performance Indicators at or above target level	
	Percentage of all queries resolved at the first point of contact by the Contact Centre	
	Percentage of phone calls answered within 20 seconds by the Contact Centre	

**Portfolio holder for Strategy & Performance Advisory Committee**

Exceptions Report

No red indicators to report

**CLIMATE LOCAL SEVENOAKS**

**Cabinet – 5 December 2013**

Report of Chief Housing Officer

Status: For Decision

Also considered by: Local Planning and Environment Advisory Committee - 19 November 2013

Full Council – 17 December 2013

Key Decision: No

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**This report supports the Key Aim of:**

- a) Housing Strategy;
- b) Community Plan; and
- c) Climate Local Kent.

**Portfolio Holder** Cllr. Ian Bosley

**Contact Officer(s)** Gavin Missons, Housing Policy Manager (x7332)

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**Recommendation to Local Planning & Environment Advisory Committee:** That Members support the adoption of *Climate Local Sevenoaks* (Option A / Appendix A) and recommend it to Cabinet for approval as District Council policy;

**Recommendation to Cabinet:** That Members support the adoption of *Climate Local Sevenoaks* and recommend it to Full Council for approval as District Council policy; and

**Recommendation to Full Council:** That Members adopt *Climate Local Sevenoaks* as District Council policy.

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**Reason for recommendation:** To contribute towards wider *Climate Local Kent* targets and provide the policy framework for related work programmes, as required by the Climate Change Act 2008.

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**Background**

- 1 The District Council has a number of roles, responsibilities and legal duties in relation to energy efficiency, fuel poverty and climate change. Being a major employer, property holder, and operating a large transport fleet, the District Council has the scope to achieve significant carbon savings across its operations.

## Agenda Item 11

- 2 As community leader, the District Council also has a key role in influencing behavioural change through advice, promotion and administering a range of related schemes aimed at reducing fuel poverty, improving thermal efficiency, cutting carbon use, and creating more sustainable communities.

### **Climate Local**

- 3 *Climate Local* is a Local Government Association (LGA) initiative to drive, inspire and support local authority action on a changing climate. The initiative supports 'mitigation' measures (address the root causes by reducing greenhouse gas emissions) and 'adaptation' measures (lower the risks posed by the consequences of climatic changes). *Climate Local* supersedes the *Nottingham Declaration on Climate Change*, which was previously adopted by the District Council (10/07).
- 4 In response to the above, Kent County Council and its public sector partners, which include all Kent district/borough councils, Kent Police, Kent Fire and Rescue, and Kent and Medway NHS Trust, jointly developed *Climate Local Kent* and this was subsequently supported by the Kent Forum.
- 5 Key aims of *Climate Local Kent*, are:
- To help deliver public services that are resource efficient, less carbon intensive and resilient;
  - Protect those who are most vulnerable to climate impacts; and
  - Make sure that buildings and operations are resource efficient, use clean energy, and are well prepared for the impacts of a changing climate.
- 6 A number of contributory *Climate Local Kent* targets relate to employment in the low-carbon sector, green economy, low-carbon retrofit in the domestic and commercial sectors, reducing water consumption, and managing the effects of extreme weather. These targets correspond with the District Council's own Community Plan and other corporate strategy.

### **Developing District-level targets**

- 7 Having agreed with the broad principles of *Climate Local Kent*, each district/borough council is then open to adjust targets and tactics to suit local circumstances, e.g. demographics, business profiles and infrastructure etc.
- 8 Members are therefore presented with two options, as follows:
- (i) Option A: Adopt District targets in line with *Climate Local Kent* (local targets and comparisons included at Appendix A).

*County targets have been scaled-down to district/borough level by assuming an equal proportion for each respective authority. Consideration was then given to the local population, housing stock types/numbers and condition, major infrastructure and business, planning restrictions and deprivation.*

*A reduction was subsequently applied to some targets to reflect limited scope for savings in the Sevenoaks District. This provides a more realistic set of commitments and targets to work towards at District level, whilst still demonstrating a local commitment to wider Kent outcomes; or*

- (ii) Option B: Members work with Officers to develop a bespoke action plan with associated targets.

*With Climate Local covering the whole remit of operations and services, input would be required from departments across the District Council (and other advisory boards, if a move away from generally agreed strategy).*

### **Next steps**

- 9 If Option A were agreed, Officers would produce a summary of existing and planned measures to achieve related targets. This would then be made available on the Member Portal, with reviews and updates taking place biennially.
- 10 If Option B were agreed, Officers would await instruction from the Advisory Board as to the process it would like to follow.

### **Interim strategy**

- 11 With domestic and commercial sector activity mostly relying on private sector investment, strategy continues to focus on advice and promotion, encouraging behaviour change, and signposting to schemes through organisations better equipped to offer assistance. This approach is frequently reviewed to ensure resources are maximised. With Green Deal placing the onus back on households to fund low-carbon retrofit, key associated strategy revisions are underway.
- 12 Officers are also working with partners to prepare a District-wide project to deliver the Energy Company Obligation (ECO) element of Green Deal. This project will provide retrofit measures at nil-cost for certain households and/or on particular properties. This will be the District's key retrofit programme through 2014 and the District Council will be seeking to maximise its share of an £80-million pot of funding, which was secured as part of a Kent consortium.
- 13 With regard to the District Council's own property, transport fleet and associated operations, work continues to reduce carbon and achieve (often consequential) financial savings as part of budget planning. These areas of activity are reported to Members in more detail by the departments concerned and span all portfolios.
- 14 The District Council's Energy Conservation and Initiatives Officer continues to create new and innovative approaches to deliver related strategy. This work is a key contributor to health and economic development outcomes in wider community strategy.

### **Reviewing and monitoring progress**

- 15 It is proposed to report key progress back to the Advisory Committee two-years from plan approval. The latest Community Plan also includes a target to achieve at least 80% of targets and commitments contained in (what will become) *Climate*

## Agenda Item 11

*Local Sevenoaks.* Quarterly reports against the Community Plan will allow Members to monitor related strategy more frequently, should they wish to do so.

- 16 Strategy will be adapted as when changes are required, ensuring the District Council responds in the most effective way it can with available resources. If any changes require a significant move away from generally agreed policy, the Advisory Committee will be further consulted.
- 17 Related data is provided at Appendix B to enable Members to gauge effectiveness of current strategy and provide a baseline from which to monitor progress from this point onwards.

### **Key Implications**

#### Financial

Option A does not require additional finances. The level of success of this strategy in relation to the community (outside of District Council operations) will, however, be dependent on the availability of direct and indirect external funding.

#### Legal Implications and Risk Assessment Statement.

The Climate Change Act 2008 places responsibility on local authorities to address climate change risks in their area and to put in place positive actions to reduce carbon emissions in line with Central Government policies. *Climate Local Kent* was developed having regard to these requirements and *Climate Local Sevenoaks*, as currently proposed, corresponds with this requirement.

There are a number of risks associated with not adopting climate related targets, including:

- i. Not complying with the Climate Change Act 2008;
- ii. A lack of response to the national policy guidance and associated targets;
- iii. A lack of community leadership in relation to climate change – a key role for local authorities, as per Government guidance;
- iv. Not delivering key components of the Community Plan and associated sub-strategies; and
- v. Not seeking to maximise on consequential financial savings.

#### Community Impact and Outcomes

Key outcomes of Option A would be a greener and healthier environment (both key components of the Community Plan) whilst also maximising resources by creating a more environmentally and financially sustainable District.

#### Resource (non-financial)

Option A would not require additional non-financial resources.

## Value For Money and Asset Management

- The policy at Option A is structured in the District Council’s corporate interest;
- There would be no additional impact on accommodation required to implement Option A;
- There would be no impact on operating hours or affect operating costs with Option A;
- Option A would help to decrease the environmental impact of the District Council and generate less CO<sup>2</sup>; and
- Option A would help to achieve financial savings for the District Council.

## Equality Impacts

Consideration of impacts under the Public Sector Equality Duty:		
Question	Answer	Explanation / Evidence
a. Does the decision being made or recommended through this paper have potential to disadvantage or discriminate against different groups in the community?	No	There are no adverse equality impacts in relation to this policy
b. Does the decision being made or recommended through this paper have the potential to promote equality of opportunity?	Yes	Positive action - assistance would be directed towards vulnerable and lower-income households helping to promote equality of opportunity
c. What steps can be taken to mitigate, reduce, avoid or minimise the impacts identified above?		None required

## Sustainability Checklist

Policy focuses on positive measures – no negative impacts identified.

### **Appendices**

Appendix A – Climate Local Kent/Sevenoaks

Appendix B – Related baseline data

### **Background Papers:**

[Climate Local Kent \(target references\)](#)

Nottingham Declaration on Climate Change (latest policy approach considered against previous)

[Community Plan](#)

## Agenda Item 11

DECC data (relevant data sources in baseline Appendix B)

**Contact Officer(s):**

Pat Smith (x7355)

Gavin Missons (x7332)

**Pat Smith**  
**Chief Officer for Housing**



**APPENDIX A**

**CLIMATE LOCAL KENT/SEVENOAKS (TARGETS / COMPARISONS)**

CLIMATE LOCAL (KENT)	CLIMATE LOCAL (SEVENOAKS)
<p>We will work towards a cut in emissions of 2.6% annually in Kent by 2020 which will see an overall reduction of 34% in our emissions</p>	<p><i>Reduce carbon emissions in domestic sector - 2010 baseline (5.7t per capita)</i></p> <p><i>Reduce carbon emissions in road transport sector - 2010 baseline (1.5t per capita)</i></p> <p><i>Reduce carbon emissions in industry and commercial sector - 2010 baseline (1.6t per capita)</i></p> <p><i>(targets are not reflective of Kent's as these do not include major roads and infrastructure or larger commercial activity etc., which are outside of the District Council's remit – target data will be developed in 13/14)</i></p>
<p>We will encourage renewable energy installations and we want to see Kent increase its energy from renewable sources by 10% by 2020</p>	<p><i>Adopt same target</i></p> <p><i>(no baseline data – officers will also need to test strategy tactics in this area and may need to reconsider target at later date)</i></p>
<p>We will work towards retrofitting of homes across Kent, beginning with 1,000 households in 2013 through the work of the Kent and Medway Green Deal Partnership</p>	<p><i>Scaled down 1/12 and target reduction of 20% = 67 retrofit measures for 2013</i></p> <p><i>(2014 onwards to be agreed once more is known about initial take-up of Green Deal and related ECO activity)</i></p>
<p>We will work with at least 500 local companies by 2015 to help them cut their energy, waste and water bills. We will give them guidance on how climate change could affect their company and they can plan for it</p>	<p><i>Scaled down 1/12 = 42 x local companies by 2015</i></p>

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<p>We will support activity to reduce water consumption in Kent from 160 litres to 140 litres per person per day by 2016</p>	<p><i>Adopt same target</i></p> <p><i>(no baseline data – officers will need to test strategy tactics in this area and may need to reconsider target at later date – limited influence through strategy)</i></p>
<p>We will ensure that 60% of our wildlife sites are being positively managed</p>	<p><i>Adopt same target</i></p> <p><i>(monitoring arrangements will be agreed with KCC and the Kent Nature Partnership)</i></p>
<p>We will work to ensure that 95% of Kent's Sites on Special Scientific Interest (SSSIs) are in 'favourable' state or 'recovering'</p>	<p><i>Adopt same target</i></p> <p><i>(monitoring arrangements will be agreed with KCC)</i></p>
<p>We will encourage an increase in volunteering with a target of a 20% increase in hours spent and a 20% increase in Kent's residents taking part in organised outdoor activities</p>	<p><i>Adopt same target</i></p>
<p>We will increase flooding resilience in 4,500 Kent homes and bring in £5.6m in partnership funding for flood measures</p>	<p><i>Officers will work with KCC to develop a suitable target at District level and report back progress</i></p>
<p>We will assess all our services for risks and opportunities and build resilience to climate change into our work</p>	<p><i>Now an established policy and service consideration across the District Council</i></p>

<p>We will support local communities in preparing for climate change through the development of 15 community plans for those most at risk or with greatest opportunities</p>	<p><i>TBA</i></p>
--	-------------------

CLIMATE LOCAL (SEVENOAKS) - BASELINE DATA

<p>LA CO<sub>2</sub> emissions (kt CO<sub>2</sub>)</p> <p>Dataset: Per capita CO<sub>2</sub> emission estimates; industry, domestic and transport sectors</p> <p>Source: <a href="https://www.gov.uk/government/publications/local-authority-emissions-estimates">https://www.gov.uk/government/publications/local-authority-emissions-estimates</a></p> <p>(Appendix A spreadsheet – local and regional CO<sub>2</sub> estimates for 2005-10 – full dataset)</p> <p>Dataset: Per capita CO<sub>2</sub> emissions within the scope of influence of local authorities</p> <p>Source: <a href="https://www.gov.uk/government/publications/local-authority-emissions-estimates">https://www.gov.uk/government/publications/local-authority-emissions-estimates</a></p> <p>(Appendix B – emissions within the scope of local authorities for 2005-10)</p>	<p>2005 – 9.9</p> <p><b>2010 – 8.8</b></p> <p>(-11% change since 2005 base year to 2010)</p> <p>2005 – 6.4</p> <p><b>2010 – 5.7</b></p> <p>(-11% change since 2005 base year to 2010)</p>
<p>Average domestic gas consumption (kWh)</p> <p>Average commercial and industrial gas consumption (kWh)</p> <p>Source: <a href="https://www.gov.uk/government/organisations/department-of-energy-climate-change/series/sub-national-gas-consumption-data">https://www.gov.uk/government/organisations/department-of-energy-climate-change/series/sub-national-gas-consumption-data</a></p>	<p>2006 - 21,054</p> <p>2011 – 17,025</p> <p>(-19.1% change since 2006 base year to 2011)</p> <p>2006 – 214,365</p> <p>2011 – 226,308</p> <p>(+5.5% change since 2006 base year to 2011)</p>

<p>Average domestic electricity consumption (gWh)</p> <p>Average commercial and industrial electricity consumption (gWh)</p> <p>Source: <a href="https://www.gov.uk/government/statistical-data-sets/sub-national-energy-consumption-statistics">https://www.gov.uk/government/statistical-data-sets/sub-national-energy-consumption-statistics</a></p>	<p>2009 – 252.8</p> <p>2009 – 237.1</p>
<p>Fuel poor households (all tenures) (%)</p> <p>Source: <a href="https://www.gov.uk/government/statistical-data-sets/fuel-poverty-2010-sub-regional-data">https://www.gov.uk/government/statistical-data-sets/fuel-poverty-2010-sub-regional-data</a></p> <p>(Appendix C – fuel poverty 2010: sub-regional data)</p>	<p>2012 – 11.9</p> <p>Kent – 13.1</p> <p>SE Region – 11.5</p>
<p>Registered FIT households</p> <p>Source: <a href="https://www.renewablesandchp.ofgem.gov.uk/">https://www.renewablesandchp.ofgem.gov.uk/</a></p>	
<p>Cavity wall and loft insulation</p> <p>Source: <a href="http://tools.decc.gov.uk/en/content/cms/statistics/local_auth/interactive/insulation/index.html">http://tools.decc.gov.uk/en/content/cms/statistics/local_auth/interactive/insulation/index.html</a></p>	<p>2009/10: 1,731 cavity wall installations (361 x per 10,000 population)</p> <p>2009/10: 1,587 loft installations (331 per 10,000 population)</p>
<p>Domestic solar photovoltaic installation</p> <p>Source: <a href="http://tools.decc.gov.uk/en/content/cms/statistics/local_auth/interactive/domestic_solar/index.html">http://tools.decc.gov.uk/en/content/cms/statistics/local_auth/interactive/domestic_solar/index.html</a></p>	<p>Sep 2012: 548 installations (114 x per 10,000 population)</p>
<p>SDC's own estate and operations (key sources of emissions)</p> <p>Direct emissions (2010)</p> <p>Including fuels combustion from boilers; transport fleet</p> <p>Indirect emissions (2010)</p> <p>Including consumption of purchased electricity</p>	<p>Gas: 99.6 t CO<sub>2</sub> (2010/11)</p> <p>Electricity: 475.8 t CO<sub>2</sub> (2010/11)</p>

Agenda Item 11

<p>Other indirect (2010) Including transport-related activities</p>	
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**CONSERVATION AREA APPRAISAL AND MANAGEMENT PLAN**

**PROPOSED DESIGNATION OF SEVENOAKS WEALD CONSERVATION AREA**

**Local Planning and Environment Advisory Committee - 19 November 2013**

Report of Chief Planning Officer Community and Planning Services

Status: For Decision

Also considered by: Cabinet - 5 December 2013

Key Decision: No

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**Executive Summary:** The area around and near The Green at Sevenoaks Weald is recommended for designation as a conservation area and adoption of the Conservation Area Appraisal and Management Plan.

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

**Portfolio Holder** Cllr. Ian Bosley

**Contact Officer(s)** Aaron Hill Ext. 7399 / Nicky Twort Ext. 7334

---

**Recommendation to the Advisory Committee:** That it be recommended to Cabinet that

- (a) a new Conservation Area be designated for Sevenoaks Weald; and
- (b) the Conservation Area Appraisal and Management Plan be adopted as Supplementary Planning Guidance

**Recommendation to Cabinet:** That

- (a) a new Conservation Area be designated for Sevenoaks Weald; and
- (b) the Conservation Area Appraisal and Management Plan be adopted as Supplementary Planning Guidance

---

**Reason for recommendation.** : It is considered that the special architectural and historic interest of the area meets the criteria for designation as a Conservation Area

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# Agenda Item 12

## **Introduction and Background**

- 1 This report seeks Members' support for a new Conservation Area at Sevenoaks Weald and the adoption of the Conservation Area Appraisal and Management Plan as a Supplementary Planning Document.
- 2 Large scale maps of the area 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.
- 4 The Planning (Listed Buildings and 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 management proposals 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.

## **Proposed Sevenoaks Weald Conservation Area**

This Conservation Area Appraisal and Management Plan (CAMP) is the first to be produced for Weald and supports the designation of a proposed new conservation area. It has been produced in collaboration with District Council Members, Sevenoaks Weald Parish Council and local residents.

The evaluation of the area has involved an assessment of historic maps and a site survey and several 'walkabouts'. This has informed the recommendation to designate the area as a Conservation Area and its proposed boundary. A thorough assessment of the boundary has been made, and following a minor change to the position of the boundary on the east side of the Green, the boundary illustrated in the CAMP is recommended.

## **Sevenoaks Weald Conservation Area Appraisal and Management Plan**

This Appraisal and Management Plan is based on best practice contained within the English Heritage guidance on Conservation Area Appraisals and Management Plans.

The Appraisal has been produced to set out the character and quality of the area as a whole, centred on the village green but extending beyond it to include properties in Church Road and Long Barn Road which contribute to the village character. When adopted as informal planning guidance the Appraisal and Management Plan will be a material consideration in the determination of development proposals.

Much of the village is within the Metropolitan Green Belt and the whole is in the Kent Downs Area of Outstanding Natural Beauty.



The management of the historic environment depends on three things: sound core principles; clear adopted policies, based on those principles; the quality of decisions and actions that derive from these policies. In terms of future development and enhancement, all development in a conservation area, or which forms part of its setting, must respect its immediate environment and context, in terms of scale, alignment, form, materials and detailing.

The key aims of the CAMP are to raise awareness of the importance and value of the local heritage, identify distinctive buildings structures and features which contribute to the overall character, provide guidance and establish key actions to preserve and enhance the public realm, outline the key statutory requirements in respect of development.

### **Procedure**

There is no statutory duty to consult when preparing appraisals/ management plans but consultation has been carried out with residents and the Parish Council in order to comply with the Council's Statement of Community Involvement. Local Members have also been consulted. Some changes have been made to the draft document in response to these consultations. The results of the consultation are attached at Appendix A.

Amendments made in respect of response to consultation have been incorporated into the document attached in Appendix B.

### **Key Implications**

#### Financial

The production of the appraisal and management plan has been accommodated within existing budgets.

The cost of printing and map production has been allowed for in existing budgets.

#### Legal Implications and Risk Assessment Statement.

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.

The document is based on best practice contained in the English Heritage guidance and has involved local engagement. It is therefore considered to be a sound basis for the future conservation and management of the area.

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### Equality Impacts

Consideration of impacts under the Public Sector Equality Duty:		
Question	Answer	Explanation / Evidence
a. Does the decision being made or recommended through this paper have potential to disadvantage or discriminate against different groups in the community?	No	
b. Does the decision being made or recommended through this paper have the potential to promote equality of opportunity?	N/A	
c. What steps can be taken to mitigate, reduce, avoid or minimise the impacts identified above?		

### Resource (non financial)

No specific resource implications arise from the content of this report.

When designating conservation areas 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.

### Conclusions

Under the statutory powers of section 69 of the Planning (Listed Buildings and Conservation Areas) Act 1990 the Council has assessed the historic and architectural character of Weald, and proposes to designate a new conservation area for the area shown on the Character Appraisal Map of the Conservation Area Appraisal and Management Plan. There is strong community support for the designation. The CAMP will help the local community, developers, local authorities and development professionals engage in the conservation and enhancement of the local historic environment and secure the long term preservation of the character of the area as an important heritage asset.

### Appendices

Appendix A – Responses to consultations

Appendix B – Draft Conservation Area - Appraisal and Management Plan, including maps

### Background Papers:

[Conservation Principles - English Heritage 2008](#)

[Guidance on the Management of Conservation Areas- English Heritage 2006](#)

[Guidance on Conservation Area Appraisals - English](#)

[Heritage 2006](#)

[Sevenoaks Core Strategy](#)

[National Planning Policy Framework 2012](#)

**Richard Morris**  
**Chief Planning Officer- Community and Planning Services**

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**Sevenoaks Weald Conservation Area Appraisal and Management Plan  
Consultation Responses**

DC Chair, Vice Chair and Local Members;

No comments received

Sevenoaks Weald Parish Council: ' Weald Parish Council welcomes the draft proposals presented by Sevenoaks District Council for the establishment of a conservation area in Weald with the Village Green in its centre. The Parish Council is committed to protecting the village from inappropriate development and also preserving the character of the village and buildings of cultural and historic importance. The granting of Conservation Area Status is an important step in preserving the heart of the village for future generations. The Parish Council notes that they have received an email from SDC agreeing that private properties to the north east of the Village Green which are half in and half out of the Conservation Area will be removed from the Conservation Area and that the conservation Area boundary will be moved to their boundary with the Green.'

Carole Dooley (local resident- no address given) requests inclusion of the allotments, which are bounded on three sides by the proposed CA boundary and on the fourth by a public byway, as they contribute to the character of the village. Its use as allotments is a long held tradition and any alteration in this purpose would be detrimental to the ethos of the surrounding area.

SDC comments; the allotments are wholly in the Green Belt and so are protected from inappropriate development.

D and W Wallace-Holman, Inchcolm, Mount Pleasant Road : concerned about the boundary including properties on the east side of the Green

SDC comments. The boundary in this part of the Green has been redrawn to avoid the houses themselves. In order to ensure the protection afforded by CA status is given to the trees on this side of the Green, it is still necessary for the boundary to be slightly within the garden boundaries.

Hilary Ollie, Woodlea, Hurst Lane: move boundary to exclude houses and include allotments

SDC comments see above

Lucy Harris, Long Barn Road: as a resident of Long Barn Road( just outside the proposed conservation area) can I please offer my support to the implementation of the conservation area as outlined on the council website.'

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Roberta Briant, Wild Cobs, Long Barn Road: concerns about the restrictions there would be re. permitted development limits if designated:

‘ Whilst the consultation outlines the ‘benefits’ to the village, if that means that benefits to individual home owners is diminished then I fail to see how fair that is ?

‘ additionally if this means that in future applying for planning permission ( rather than permitted development) means that planning costs go up- then I also fail to see how that is fair- especially given that you are proposing to change the status of homes that have been purchased (recently or in the past) and that home owners suffer’ more red tae and ‘cost.

SDC comments. Further information given to correspondent. As the village is wholly within the AONB then PD allowances are restricted already.

Robert Hughes: agrees traffic is a problem but no solution offered. Weald as a whole would benefit from a well designed traffic calming scheme.

SDC comments. This is undoubtedly true, but SDC/WPC are not highway authorities and any such scheme would need to be a joint venture, with Kent Highways as the lead authority.

Mr and Mrs Medhurst, 8 Elmfield Close: 1. The villagers are capable of looking after the village along with the Parish council and SDC 2 We are suspicious of the need for a CA now what criteria has made SDC decide to try and make the proposal ? 3 there are inconsistencies in the areas included in the proposed plans e.g. inclusion of part of properties on east side of the Green.

SDC comments Correspondent advised that the initiative came from the Parish Council

Mrs M Marchant, Ooty, Hurst Lane: request for the plan to be more precise and concern about the boundary to the east side of the Green.

SDC Comments it is difficult to be more precise as 1. planning legislation changes regularly and the document would be in danger of being quickly out of date and 2. SDC is not in control of all matters which might affect the character of the CA

Mr and Mrs L Lemonius, Long Barn: 1 do not feel designation as a conservation area is the best way to achieve the preservation of the area. The most significant buildings are listed 2 the now deconsecrated church is of the 19060s, is in poor condition and is in need of redevelopment.

SDC comment. 1. Only two buildings in the area are listed so most are not currently adequately protected from demolition and replacement . 2. The former church is in the Green Belt, so alternatives are already limited. It could be converted to residential use. It is considered to be an interesting example of 1960s church architecture 3. Omitting it would leave a hole in the CA, unless Long Barn itself and the adjacent new house were also to be omitted.

# Sevenoaks Weald

## Conservation Area Appraisal and Management Plan

DRAFT



PLANNING GUIDANCE 2013



# 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 the process of ensuring 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, 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 when designated.

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1. *The Green from the west*

### 1.0 INTRODUCTION

Local authorities are required under the NPPF (National Planning Policy Framework) 2012, in Paragraph 126, to set out a positive strategy for the conservation and enjoyment of the historic environment, including heritage assets most at risk through neglect decay or other threats. They should recognise that heritage assets are an irreplaceable resource and conserve them in a manner appropriate to their significance. Local Authorities are encouraged to 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 its 2006 documents Guidance on Conservation Area Appraisals and Management Plans.

The omission of any particular feature or building does not imply that it is of no significance.



2. *The Windmill Public House*

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### 1.1 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 preserve 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.

### 1.2 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 and the public areas within it will 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 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 should be kept fully aware of the reasons for any proposed changes in their area.

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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 proposed Sevenoaks Weald Conservation Area could be assessed, through defining those key elements that contribute to the special historic and architectural character and which should be preserved. It supplements and provides clarity to saved policies contained in the Local Plan and the adopted Core Strategy, 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 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 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 professionals (planners, conservation officers, 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.

### 1.4 The key purposes of this Plan are to:

- Define the key characteristics and features of the area which contribute to its 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 proposed conservation area;
- Identify distinctive built form and character within the conservation area;
- Identify opportunities for enhancement to be delivered through accompanying management plans or other initiatives;

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- 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;
- Provide guidance and set out objectives to preserve and enhance the buildings, structures and features;
- Identify distinctive public realm character within the conservation area, provide guidance, and establish key actions to preserve and enhance the public realm;
- Protect and maintain biodiversity;
- Outline the key statutory requirements in respect of development within the proposed 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 would be a material consideration in the determination of development proposals.



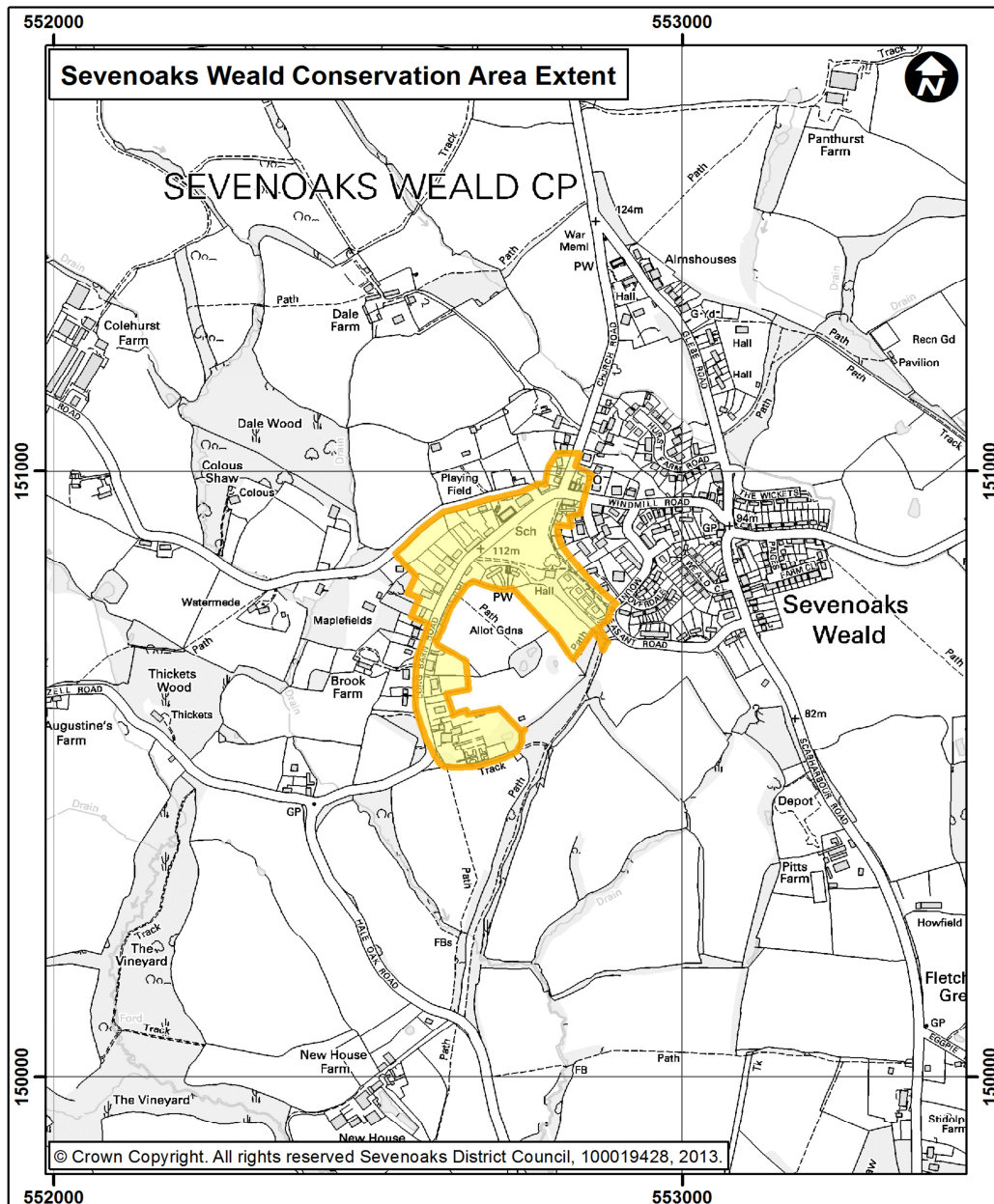
3. *The Green from the south-east*

2.0 LOCATION AND GEOGRAPHICAL CONTEXT

Sevenoaks Weald is a small village located about two miles south of Sevenoaks Town, in the Weald of Kent. Geologically it is on the Weald Clay. About a mile to the east is the A21 road and country lanes link the village to that road as well as to Sevenoaks itself and nearby villages

The settlement is on the ancient 'droveway' into the formerly densely wooded 'Weald' down Hubbards Hill. Formerly part of Sevenoaks parish, the settlement only really began to grow after the building of the chapel of ease, now St George's, in 1821 to serve the southern part of the then Sevenoaks parish.

In the Countryside Assessment 2011 Sevenoaks Weald is classified as in the Low Weald, characterised by an undulating enclosed rural landscape, 'which is influenced in the higher contours by the prominence towards the skyline of the A21 and associated bridge.' The Assessment also states that 'views are contained by the frequent trees, hedgerows and woodland and by the topography '. This is the backdrop to the village green itself.



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### 3.0 GUIDANCE AND POLICIES

#### 3.1 National and Regional Guidance

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

#### 3.2 The Development Plan

Adopted planning policies relevant to the proposed Conservation Area and its vicinity are contained in the Sevenoaks District Core Strategy 2011 and related Supplementary Planning Documents. Some of the earlier policies contained in the Sevenoaks District Local Plan 2000 have been saved and currently remain relevant and any proposal for development needs to be considered in the context of these policies together with the documents referred to above.

Sevenoaks Weald is identified in the Core Strategy as a 'service village.'

Planning policies are continuing to evolve and it is recommended that the current situation is checked via the Council's website before any development proposal is prepared.

#### 3.3 Local Policies

The Sevenoaks District Local Plan (adopted March 2000) lists the following policy relating to conservation areas. This policy has been saved:

- **EN23 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**

#### 3.4 Buildings Contributing to Character.

A number of building within the proposed Conservation Area boundary are considered to contribute to the character of the area, although only one is nationally listed as of historic or architectural importance. These include most of the buildings around the Green, together with several in to the south-west of the Green.





4. *The Methodist church*

Buildings which make a positive contribution to the character or appearance of the conservation area are identified on the character appraisal plan (map 2) at the end of this document. These criteria can be viewed at the end of this report.



5. *Patience Cottages on the south side of the Green.*

### 3.5 Conservation and Enhancement.

The Planning (Listed Building and Conservation Areas) Act 1990 states 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 the report are intended to fulfill this requirement and provide the background for development and enhancement schemes.

This area has a rich townscape and an environment of high quality. This appraisal aims to ensure that this rich context is respected so that only design solutions of a high standard are introduced, allowing the area to continue to maintain its quality and status as one of the more desirable places in the south east.

There is richness, variety, quality and history of townscape within this area that is special and the need to maintain and enhance the best of this quality is crucial. Context and quality design is vitally important in reinforcing the character of this area and this character must not be lost through undue pressure for poorly designed infill development or redevelopment of an unacceptable nature.

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.

### 3.6 Houses and their alteration

The size of extension which may be built without the need to apply for planning permission is more restricted within a conservation area than elsewhere.

Any proposals should be discussed with the Council at an early stage if possible. Planning permission is likely to be required for the erection of any building or structure within the garden of the house, for example, a workshop, pavilion, greenhouse and so on.

Cladding of the exterior of a residential property with stone, artificial stone, timber, render, 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.

Any proposals for development should be checked with the relevant development control team of Sevenoaks District Council.

### 3.7 Demolition

Conservation Area Consent is currently 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 substantial part of such building.
- any wall of fence (or substantial part) less than 1m high fronting onto the street or less than 2metres high elsewhere.
- any building subject to a formal order requiring demolition.

The relevant legislation is under review by the Government and the up to date situation should be checked with the Council.

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.

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### 3.8 Trees

Six weeks written notice must be given to the Council before any work to a tree within a conservation area is carried out. The Council will then advise if it wishes to raise an objection. If a response is not received from the Council within six 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 and trees already covered by a Tree Preservation Order, in which case any works will require consent.



#### 6. *Magnolia tree in Long Barn Road in Spring*

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.

### 3.9 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 their individual properties.

The character of conservation areas can be altered or lost due to the use of inappropriate materials, not only on the buildings themselves but also on the ground, roads, and along boundaries. The introduction of features, such as street furniture, signs, lights, and hard surfacing, can change an area's character. In the proposed conservation area few of the buildings are isolated. Even if they are detached, they are part of a wider street scene, often of buildings of similar style and size. Altering the appearance, form or size of any one building can affect not only that building, but also the whole street.

Unsympathetic replacement windows (particularly where the size of the openings are changed or inappropriate materials used) can alter the appearance of a building considerably. Painting or rendering over original brickwork is another alteration which 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.

### 3.10 Boundary Treatments

Boundary treatment, especially to the street, is an essential feature of any property. Original boundaries, whether a brick or Kent ragstone wall, railings, fencing 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. There are many mature hedges and attractive walls around The Conservation Area and these are an integral part of character.

### 3.11 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.

When a building is listed, this covers the building both internally and externally, any object or structure fixed to it and any extensions whenever constructed. In addition, any object or structure within the grounds or garden of the building, which was there by 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.

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New gates, fences, walls, railings or other means of enclosure surrounding a listed building will require planning permission. Similarly, most sheds, garages and greenhouses and other outbuildings will also require planning permission. The scale and design of these should harmonise with the existing building and its setting.

There are in fact very few listed buildings in Sevenoaks Weald and only two within the proposed Conservation Area boundary.



7. *The listed Phoenix Cottage- unassuming rural charm*

#### 4.0 GENERAL DESCRIPTION

Sevenoaks Weald is a village centred on its Green, a loosely arranged grouping of buildings of various ages, styles and sizes, but forming a coherent whole. On the north side the Weald Community Primary School, erected in 1874 by the Sevenoaks School Board. To the west of the school and on the south side of the Green are cottages erected by Sevenoaks Tenants Ltd. c. 1909. Older cottages are positioned on the east side of the Green close to the Windmill PH. The windmill itself is long gone, but was located on the Green itself in the vicinity of the Methodist chapel.

The village has a church, St George's (erected 1821 and extended in 1871), but this is some distance away to the north of the village centre and outside the area proposed for inclusion in the Conservation Area. It is however visible from The Green, with a backdrop of vegetation.



8. *View of St George's church from the Green*

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### 5.0 HISTORICAL DEVELOPMENT

The settlement of Weald is known to have been part of an outlying manor related in terms of ownership to the Archbishops Palace at Otford. This extended from Shoreham in the north to Leigh in the south. Later Weald was part of Sevenoaks parish until a separate parish was formed in 1861 covering an area of about 2,200 acres.

The triangular shaped Green is at the heart of the village, although the village has expanded in all directions. The earliest buildings here were positioned informally on the south, north and west sides. Cottages were randomly sited on the north and east sides extending south westwards along Long Barn Road. In the latter road especially, newer houses have been erected in the spaces, most of them of no special merit.

Weald Community Primary School, a significant and key feature on the north side of the Green was erected c. 1874 designed by T.G. Jackson on behalf of the Sevenoaks School Board. It is a flourishing school, which has been expanded to maximise the use of its site.

Other 19<sup>th</sup> Century and earlier development can be found nearby, including rural cottages and terraced houses adjacent to the Windmill PH. These are modest in scale and are of traditional brick or timber cladding with tile or slate roofs.

In the early 20<sup>th</sup> Century sites to the north and south sides of The Green were developed with 'Garden City' inspired housing by the Sevenoaks Tenants Ltd. organisation, which also developed two other sites in Sevenoaks itself. The housing was designed by Harry S Stewart architect to the Co-partnership Tenants Movement. A contemporary Town Planning Review, of July 1910, described the Sevenoaks sites as 'small, with not much scope for site planning, although their properties at Weald are attractive with ample gardens.'

Long Barn, a late medieval timber-framed hall house with later additions, is located further down Long Barn Road, but has been included within the Conservation Area boundary. It is a listed building, Grade II\*, and the site as a whole is a designated Historic Park and Garden, so is already well protected as a Heritage Asset.

Nearby to Long Barn is the now vacant St Edward the Confessor Roman Catholic church. This was erected in 1965 to a design by J. J. Aylward. Its modernist style perhaps does not meet with general approval, but it has interest as a rare example of good contemporary architectural design in the Sevenoaks area.





9. *Former Roman Catholic church, now in commercial use*

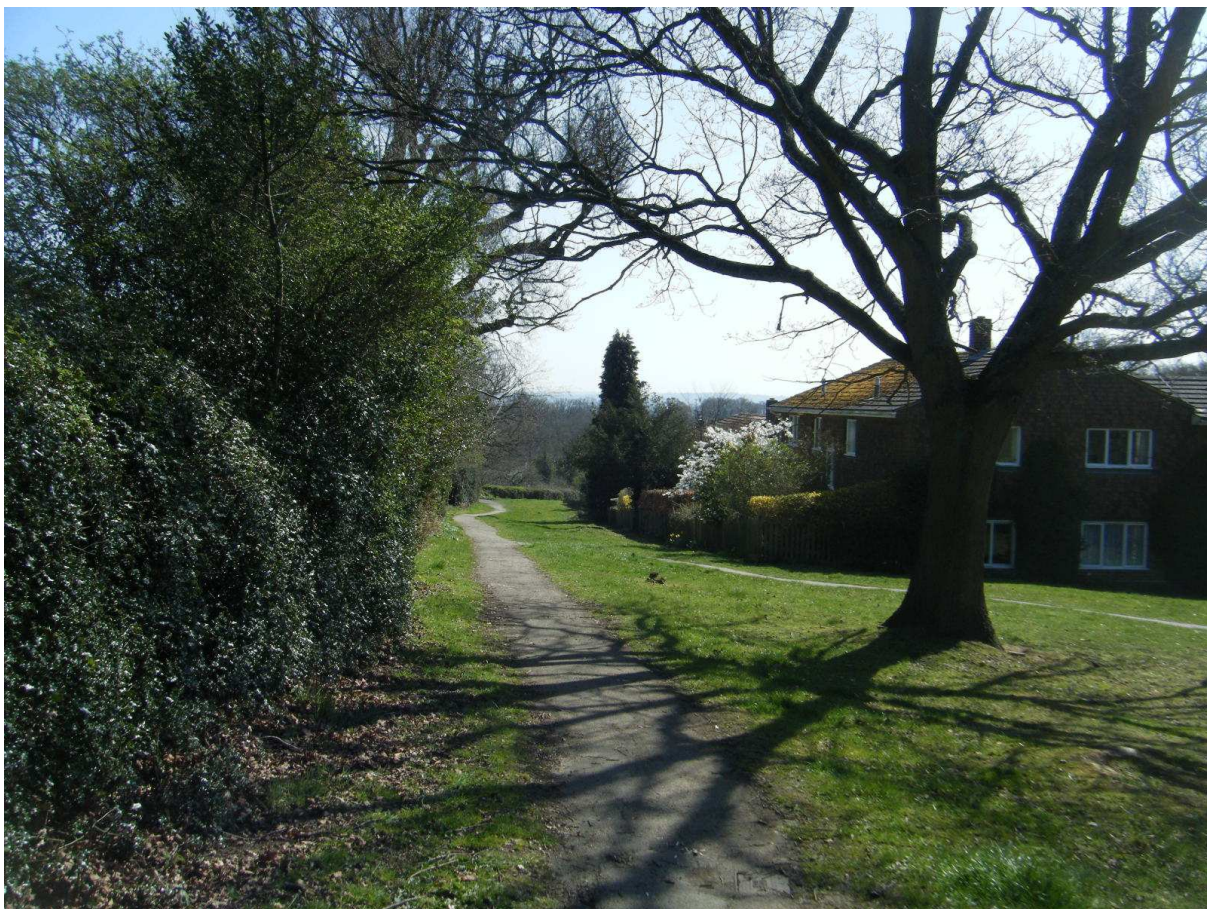
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### 6.0 VIEWS, SETTING AND TOPOGRAPHY

Views, setting and topography are important in the Conservation Area. The pre-eminent feature here is the Green and the informal arrangement of buildings around it and nearby. The backdrop of countryside is also significant, especially the view northwards to the church and to the higher ground of the ridge on which Sevenoaks itself stands.

To the south of the green and on land falling away from the green itself, are the village hall and allotments. Part of the allotment site has been included within the proposed Conservation Area boundary, recognising its importance to the setting of The Green.

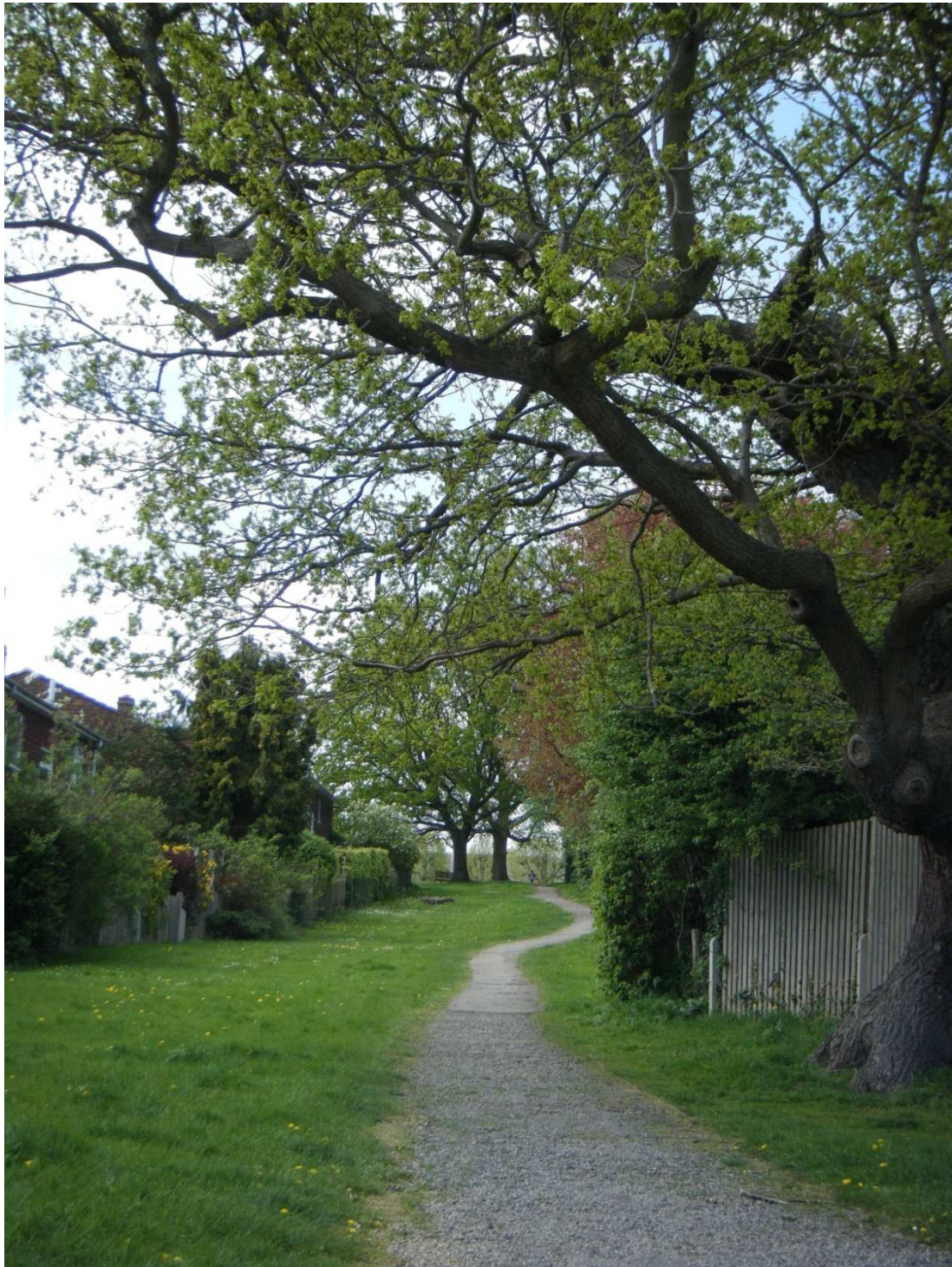
Public footpaths are important assets to the Green, as they connect to adjacent countryside and to other parts of the village.



10. *Footpath link between the Green and Mount Pleasant looking southwards*

7.0 TREES AND NATURAL FEATURES

Trees and hedges contribute strongly to the special character of Sevenoaks Weald Conservation Area. The trees throughout the Conservation Area are integral to the special interest especially on The Green itself and along the public footpath links to Mount Pleasant Road. Retaining mature trees and hedges is fundamental to preserving character. Trees in conservation areas are protected by legislation, and their removal will only be permitted where a clear case exists. The planting of new trees would add to the quality and local distinctiveness of the area and is to be encouraged where sufficient land is available. Contact the Council's Arboriculture officer for further advice.



11. *Footpath link to The Green and Mount Pleasant*

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### 8.0 ARCHITECTURAL DESCRIPTION

Although there are only two listed buildings inside the proposed boundary, Long Barn and Phoenix Cottage, there are a number of buildings which have been identified as 'contributing to character' in accordance with the guidelines provided by English Heritage. These include the School and the early 20<sup>th</sup> C cottages on the north and south sides of The Green as well as several 19<sup>th</sup> Century cottages. See Map 2.



12. *Detail of the front elevation of the primary school*

The local Kent Ragstone, found in many properties in Sevenoaks town, does not feature in Weald, possibly because its buildings were never of a high enough status to justify such a material. Instead, there is ample good brickwork, for example in the school buildings and many of the cottages. White painted timber cladding also feature to the cottages near The Windmill PH. In some cases the brickwork to the ground floor has been painted whilst others have been rendered and painted.

There are a wide variety of window styles contained within the area ranging from timber casements or sliding sashes to proprietary metal windows and plastic replacement windows



13. Porch to the Windmill PH

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### 9.0 CHARACTER APPRAISAL

The Green is the central and key feature of the village, although there has been much expansion of the settlement beyond it. The space has an informal character fitting for the rural location and the varying ground levels and spread of building around it make it distinctive. The footpath links southwards to Mount Pleasant Road, with their extensive vegetation, are integral to the overall character.



14. *Phoenix Cottage with Patience Cottages behind*

#### 9.1 The Green- north side

The school, built in 1874 to a design by T G Jackson, is described by Newman ( *The Buildings of England: West Kent and the Weald* 2013) as ‘ a pretty little essay in the emerging style of the London board Schools, of red brick with brighter red dressings, the white painted windows tall, segment headed and with many small panes . This important and attractive building dominates the green without being out of scale with its setting.

Here also are earlier small scale dwellings such as Lilac and Ivy Cottages and Felicity Cottages, the latter part of the early 20<sup>th</sup> century cottage development as described below.

9.2 The Green- south side

Here are to be found Patience and Prudence Cottages, early 20<sup>th</sup> century dwellings in a traditional half-timber style, erected by Sevenoaks Tenants Ltd. in about 1909. These were designed by Harry S Stewart. The overall concept was inspired by the Garden City Movement under the auspices of Co- Partnership Tenants Ltd. established in 1906 to which local societies were affiliated. Sevenoaks Tenants was formed in 1906 and by the end of 1909 had developed three sites, two within Sevenoaks itself and this site at Weald. The cottages are attractive and prominent and are major contributors to the overall character of the village.



15. *Patience Cottages and the Methodist church*

Patience and Prudence Cottages appear to have replaced two pairs of earlier cottages.

The nearby Methodist church opened in 1843 and is a modest structure, but with interesting decorative brick features, set on its small plot, well forward of the cottages.

The modern village hall cannot be described as attractive, but the drop in levels on this side of the green and the presence of trees and hedging enable it to avoid being too intrusive. The adjacent playground has timber play equipment, sympathetic to the location.

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### 9.3 The Green- east side (Hurst Lane)

#### Windmill Cottages and Old Windmill Cottage

There are some out of character modern dwellings on the east side of the green and these are excluded from the proposed conservation area. Inevitably, however, they have an impact on the setting and should any proposal be made for redevelopment or extensions to any of these properties the conservation area setting would need to be taken into account in determining any application.

### 9.4 Long Barn Road

This road takes its name from Long Barn, a timber framed house dating in part back to the 14<sup>th</sup> C, Grade II\* listed and within a designated Historic Park and Garden. This is located over 300 metres south of The Green, but despite the considerable distance from The Green itself, is included in the proposed new Conservation Area as it is such an important building and site in the village.



#### 16. Long Barn

Several properties in Long Barn Road closer to The Green are also proposed for inclusion, including Phoenix Cottage (Grade II listed), Prospect Cottages, Oak Tree and Long Barn Cottages and the former Roman Catholic church.



### 9.5 Church Road

Although there are a few listed buildings in Church Road, these are isolated and not contiguous with the area close to The Green. Thus, only a limited part of this road is proposed for inclusion, i.e. The Elms and Everest Farm, Victorian buildings which contribute to the character and charm of the village core.

### 9.6 Windmill Road

In Windmill Road, only the Windmill Public House and three dwellings opposite it on the north side are proposed for inclusion in the conservation area. The PH. formerly described as an inn, dates from the late 19<sup>th</sup> century and is a prominent and much valued property in the village. It has many interesting and notable features such as its porch, decorative bargeboards and unusual window frames.



#### 17. Cottages rear of The Windmill PH

The Windmill PH at the corner of The Green and Windmill Cottages 1-4 inclusive.

Over the years these cottages have been greatly altered with replacement windows and added porches etc, but they retain their modest rural charm.

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### 10.0 NEGATIVE FEATURES

Traffic, as probably everywhere, is a problem, both passing through and arriving to deliver or collect children at the school or servicing nearby commercial sites. It is difficult to see how this could be alleviated, given the absence of any nearby off street parking. Encouragement of walking to school is one possibility, but many children attending do not live within a reasonable walking distance. Damage to the edge of the green has resulted, caused by traffic and parking- mostly related to the school. This problem deserves closer attention in the future.

The location of the recycling bins is not ideal and they could be better screened or, ideally, repositioned so that they have less impact in the proposed conservation area.



18. *Recycling bins near the village hall*

## 11.0 KEY ISSUES

This Appraisal concludes that the most important issues which affect the special character of the Sevenoaks Weald Conservation Area are:

- Damage and lack of maintenance in the public realm
- The use of modern building materials, which should be discouraged;



19. *Damage to The Green by vehicles*

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### 12.0 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.

Clearly in an historic area possessing many important historical and architectural qualities, the overriding policy should be to preserve and enhance those qualities. However, conservation area status is not intended to imply prohibition of development, and 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 in the Sevenoaks Weald Conservation Area. The challenge is to manage change in ways that maintain and reinforce the area's special qualities.

The built and natural heritage should be conserved and any new development should protect and enhance cherished assets of local architectural, cultural, and conservation importance and the character of the surrounding landscape. Local distinctiveness is an important part of character to be assessed both in the context of the whole conservation area, and the site and its immediate surroundings, when putting together any development proposal.

#### 12.1 Current and Future Pressures on the Area

The village is listed in the Core Strategy as one where small scale infilling development might be permitted. Significant development pressure from developers and house owners/builders could lead to very detrimental changes (which appear at times very minor). Very careful consideration of the fine grain and scale of the area is needed in any interventions, in order to maintain the overall quality and authenticity of the area.

Increasing the strength of the linkages between the Sevenoaks Weald Conservation Area and the adjoining countryside would be positive. Low-key information boards could be developed which encourage pedestrians to use footpaths more.

Any new development should encourage high quality design that reflects local identity and distinctiveness. The design and layout must be informed by the wider context, having regard not just to the immediate neighbouring buildings but the building traditions and landscape setting of the area.

#### 12.2 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. Where appropriate long views of and from the site must be taken into account. 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 are general principles that should be adopted for all development within the conservation area.

### 12.3 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, eaves details, verge details and the creation of new chimneys are important considerations. Wherever possible extensions should not dominate neighbouring properties, lead to an unacceptable loss of open space or result in the loss of historic plot boundaries.

### 12.4 Repairs

Repairs to existing historic structures should 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.

### 12.5 Windows

The commonest window types within the conservation area are single glazed white painted timber windows, in the form of vertical sliding sashes or simple casement windows.

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 the Conservation Area, make a very important contribution to the character and appearance of the conservation area. Windows should normally be white painted timber.



20. *Unassuming 19<sup>th</sup> C. cottage in Long Barn Road*

**13.0 ACKNOWLEDGEMENTS:**

Ordnance Survey extracts published under licence no: LA 076308 1998  
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This Appraisal and Management Plan was prepared by Sevenoaks District Council  
Conservation.

**14.0 BIBLIOGRAPHY**

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Sevenoaks District Countryside Character Area Supplementary Planning Document October 2011	Sevenoaks District Council
Development in the Historic Environment	English Heritage 1995
Conservation Area Appraisals	English Heritage 1997
Conservation Area Practice	English Heritage 1995 and 2006
Sevenoaks District Core Strategy	Sevenoaks District Council 2011
PPS 5 Historic Environment Planning Practice Guide	Department for Communities and Local Government, 2010
National Planning Policy Framework	DCLG 2012
The Pleasant Town of Sevenoaks –A History	J. Dunlop 1964
Kent Design Guide	Kent Design Initiative 2005
The Buildings of England: West Kent and the Weald	J Newman YUP March 2013

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### 15.0 ENGLISH HERITAGE GUIDANCE - UNLISTED BUILDINGS IN A CONSERVATION AREA

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.

*Guidance on conservation area appraisals – August 2005*

### 16.0 Maps



**TREASURY MANAGEMENT MID-YEAR UPDATE**

**Cabinet – 5 December 2013**

Report of the: Chief Finance Officer

Status: For Consideration

Also considered by: Finance and Resources Advisory Committee – 12 November 2013

Key Decision: No

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**Executive Summary:** Members approved the Investment Strategy as part of the budget-setting process in February 2013. In considering that Strategy Members were advised that, given the current economic climate, the Strategy would need to be monitored and reviewed, where necessary, during the year.

This report gives details of treasury activity in the first half of the current financial year, recent developments in the financial markets and fulfils the reporting requirements of the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Treasury Management.

In the light of falling investment rates, options for increasing the yield on the Council's investment portfolio are considered and Members' views will be welcomed.

An update on the Council's Icelandic bank investment is also provided.

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This report supports the Key Aim of Effective Management of Council Resources.

**Portfolio Holder** Cllr. Ramsay

**Contact Officer** Roy Parsons, Principal Accountant - Ext 7204

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**Recommendation to Cabinet:** It be RESOLVED that the Treasury Management Mid-Year Update for 2013/14 be approved

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**Reason for recommendation:** As required by both the Council's Financial Procedure Rules and the CIPFA Code, a mid-year report of treasury management activity is to be presented to Members for approval.

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**Background**

- 1 The Council is required through regulations issued under the Local Government Act 2003 to produce an annual Treasury Management Strategy Statement, which includes the Annual Investment Strategy and Minimum Revenue Provision Policy,

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for the year ahead, a mid-year review report and an Annual Report covering activities during the previous year.

- 2 During 2013/14 the minimum reporting requirements are that the Council should receive the following reports:
  - an annual treasury strategy in advance of the year (Council 19/2/2013).
  - a mid year treasury update report (this report).
  - an annual report following the year describing the activity compared to the strategy.
- 3 In addition, monthly reports from our treasury management advisors, Capita Asset Services (formerly known as Sector Treasury Services) are emailed to Members of the Finance and Resources Advisory Committee.
- 4 As requested at a previous meeting of the Finance and Resources Advisory Committee, our Relationship Director at Capita Asset Services, Mr Richard Bason attended its meeting on 12 November 2013. He gave a short presentation and answered Members' questions relating to the Council's treasury management activities.

### Introduction

- 5 This **mid-year update report** has been prepared in compliance with CIPFA's Code of Practice on Treasury Management and covers:
  - (a) An economic update for the 2013/14 financial year to 30 September 2013;
  - (b) interest rate forecasts;
  - (c) a review of the Treasury Management Strategy Statement and Annual Investment Strategy;
  - (d) a review of the Council's investment portfolio for 2013/14;
  - (e) proposals for increasing yield; and
  - (f) an update on the Icelandic bank investment.

### Economic Update

- 6 During 2013/14 economic indicators suggested that the economy is recovering, albeit from a low level. After avoiding recession in the first quarter of 2013, with a 0.3% quarterly expansion the economy grew 0.7% in Q2. There have been signs of renewed vigour in household spending in the summer, with a further pick-up in retail sales, mortgages, house prices and new car registrations.
- 7 The strengthening in economic growth appears to have supported the labour market, with employment rising at a modest pace and strong enough to reduce the level of unemployment further. Pay growth also rebounded strongly in April, though this was mostly driven by high earners delaying bonuses until after April's

cut in the top rate of income tax. Excluding bonuses, earnings rose by just 1.0% y/y, well below the rate of inflation at 2.7% in August, causing continuing pressure on household's disposable income.

- 8 The Bank of England extended its Funding for Lending Scheme (FLS) into 2015 and sharpened the incentives for banks to extend more business funding, particularly to small and medium size enterprises. To date, the mortgage market still appears to have been the biggest beneficiary from the scheme, with mortgage interest rates falling further to new lows. Together with the Government's Help to Buy scheme, which provides equity loans to credit-constrained borrowers, this is helping to boost demand in the housing market. Mortgage approvals by high street banks have risen as have house prices, although they are still well down from the boom years pre 2008.
- 9 Turning to the fiscal situation, the public borrowing figures continued to be distorted by a number of one-off factors. On an underlying basis, borrowing in Q2 started to come down, but only slowly, as Government expenditure cuts took effect and economic growth started to show through in a small increase in tax receipts. The 2013 Spending Review, covering only 2015/16, made no changes to the headline Government spending plan, and monetary policy was unchanged in advance of the new Bank of England Governor, Mark Carney, arriving. Bank Rate remained at 0.5% and quantitative easing (QE) also stayed at £375bn. In August, the Bank of England's Monetary Policy Committee (MPC) provided forward guidance that Bank Rate is unlikely to change until unemployment first falls to 7%, which was not expected until mid 2016. However, 7% is only a point at which the MPC will review Bank Rate, not necessarily take action to change it. The three month to July average rate was 7.7%. CPI inflation (MPC target of 2.0%), fell marginally from a peak of 2.9% in June to 2.7% in August. The Bank of England expects inflation to fall back to 2.0% in 2015.
- 10 Financial markets sold off sharply following comments from Ben Bernanke, the US Federal Reserve (Fed) chairman in June that suggested the Fed may 'taper' its asset purchases earlier than anticipated. The resulting rise in US Treasury yields was replicated in the UK. Equity prices fell initially too, as Fed purchasing of bonds has served to underpin investor moves into equities out of low yielding bonds. However, as the market moves to realign its expectations, bond yields and equities are likely to rise further in expectation of a continuing economic recovery. Increases in payroll figures have shown further improvement, helping to pull the unemployment rate down from a high of 8.1% to 7.3%, and continuing house price rises have helped more households to escape from negative equity. In September, the Fed surprised financial markets by not starting tapering as it felt the run of economic data in recent months had been too weak to warrant taking early action. Bond yields fell sharply as a result, though it still only remains a matter of time until tapering does start.
- 11 Tensions in the Eurozone eased over the second quarter, but there remained a number of triggers for a renewed flare-up. Economic survey data improved consistently over the first half of the year, pointing to a return to growth in Q2, so ending six quarters of Eurozone recession.

## Agenda Item 13

### Outlook for the next six months of 2013/14

- 12 Economic forecasting remains difficult with so many external influences weighing on the UK. Volatility in bond yields is likely during 2013/14 as investor fears and confidence ebb and flow between favouring more risky assets i.e. equities, and safer bonds. Downside risks to UK gilt yields and PWLB rates include:
- A return to weak economic growth in the US, UK and China causing major disappointment to investor and market expectations.
  - The potential for a significant increase in negative reactions of populaces in Eurozone countries against austerity programmes, especially in countries with very high unemployment rates e.g. Greece and Spain, which face huge challenges in engineering economic growth to correct their budget deficits on a sustainable basis.
  - The Italian political situation is frail and unstable: the coalition government fell on 29 September.
  - Problems in other Eurozone heavily indebted countries (e.g. Cyprus and Portugal) which could also generate safe haven flows into UK gilts.
  - Monetary policy action failing to stimulate sustainable growth in western economies, especially the Eurozone and Japan.
  - Weak growth or recession in the UK's main trading partners - the EU and US, depressing economic recovery in the UK.
  - Geopolitical risks e.g. Syria, Iran, North Korea, which could trigger safe haven flows back into bonds.
- 13 Upside risks to UK gilt yields and PWLB rates, especially for longer term PWLB rates include: -
- UK inflation being significantly higher than in the wider EU and US, causing an increase in the inflation premium inherent to gilt yields.
  - Increased investor confidence that sustainable robust world economic growth is firmly expected, together with a reduction or end of QE operations in the US, causing a further flow of funds out of bonds into equities.
  - A reversal of Sterling's safe-haven status on a sustainable improvement in financial stresses in the Eurozone.
  - In the longer term - a reversal of QE in the UK; this could initially be implemented by allowing gilts held by the Bank to mature without reinvesting in new purchases, followed later by outright sale of gilts currently held.
  - Further downgrading by credit rating agencies of the creditworthiness and credit rating of UK Government debt, consequent upon repeated failure to achieve fiscal correction targets and sustained recovery of economic growth,

causing the ratio of total Government debt to GDP to rise to levels that provoke major concern.

- 14 The overall balance of risks to economic recovery in the UK is now weighted to the upside after five months of robust good news on the economy. However, only time will tell just how long this period of strong economic growth will last, and it remains exposed to vulnerabilities in a number of key areas. The longer run trend is for gilt yields and PWLB rates to rise, due to the high volume of gilt issuance in the UK, and of bond issuance in other major western countries. Near-term, there is some residual risk of further QE if there is a dip in strong growth or if the MPC were to decide to take action to combat the market's expectations of an early first increase in Bank Rate. If the MPC does takes action to do more QE in order to reverse the rapid increase in market rates, especially in gilt yields and interest rates up to 10 years, such action could cause gilt yields and PWLB rates over the next year or two to significantly undershoot the forecasts in the table below. The tension in the US over passing a Federal budget for the new financial year starting on 1 October and raising the debt ceiling in mid October could also see bond yields temporarily dip until agreement is reached between the opposing Republican and Democrat sides. Conversely, the eventual start of tapering by the Fed will cause bond yields to rise.

**Interest rate forecasts**

	Sep-13	Dec-13	Mar-14	Jun-14	Sep-14	Dec-14	Mar-15	Jun-15	Sep-15	Dec-15	Mar-16	Jun-16	Sep-16	Dec-16	Mar-17
Bank rate	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.75%	1.00%	1.25%
5yr PWLB rate	2.50%	2.50%	2.50%	2.60%	2.70%	2.70%	2.80%	2.80%	2.90%	3.00%	3.20%	3.30%	3.50%	3.60%	3.70%
10yr PWLB rate	3.70%	3.70%	3.70%	3.70%	3.80%	3.80%	3.90%	4.00%	4.10%	4.20%	4.30%	4.40%	4.50%	4.60%	4.60%
25yr PWLB rate	4.40%	4.40%	4.40%	4.40%	4.50%	4.50%	4.60%	4.70%	4.80%	4.90%	5.00%	5.10%	5.10%	5.10%	5.20%
50yr PWLB rate	4.50%	4.40%	4.40%	4.40%	4.50%	4.60%	4.70%	4.80%	4.90%	5.00%	5.10%	5.20%	5.20%	5.20%	5.30%

- 15 Expectations for the first change in Bank Rate in the UK are now dependent on how to forecast when unemployment is likely to fall to 7%. Financial markets have taken a very contrary view to the MPC and have aggressively raised short term interest rates and gilt yields due to their view that the strength of economic recovery is now so rapid that unemployment will fall much faster than the Bank of England forecasts. They therefore expect the first increase in Bank Rate to be in quarter 4 of 2014. There is much latitude to disagree with this view as the economic downturn since 2008 was remarkable for the way in which unemployment did not rise to anywhere near the extent likely, unlike in previous recessions. This meant that labour was retained, productivity fell and now, as the MPC expects, there is major potential for unemployment to fall only slowly as existing labour levels are worked more intensively and productivity rises back up again. The size of the work force is also expected to increase relatively rapidly and there are many currently self employed or part time employed workers who are seeking full time employment. Capita Asset Services take the view that the unemployment rate is not likely to come down as quickly as the financial markets

## Agenda Item 13

are currently expecting and that the MPC view is more realistic. The prospects for any increase in Bank Rate before 2016 are therefore seen as being limited. However, some forecasters are forecasting that even the Bank of England forecast is too optimistic as to when the 7% level will be reached and so do not expect the first increase in Bank Rate until spring 2017.

### **Treasury Management Strategy and Annual Investment Strategy update**

- 16 The Treasury Management Strategy Statement (TMSS) and Prudential Indicators for 2013/14 were approved by the Council on 19 February 2013. There are no policy changes to the TMSS thus far and the details in this report merely update the position in the light of updated economic data.
- 17 The same goes for the Council's Prudential Indicators, namely the Capital Financing Requirement, External Debt and the Operational Boundary and the Limits To Borrowing Activity.

### **Investment portfolio for 2013/14**

- 18 In accordance with the Code, it is the Council's priority to ensure security of capital and liquidity, and to obtain an appropriate level of return which is consistent with the Council's risk appetite. As described above, it is a very difficult investment market in terms of earning the level of interest rates commonly seen in previous decades as rates are very low and in line with the 0.5% Bank Rate. Indeed, the introduction of the Funding for Lending scheme has reduced market investment rates even further. The potential for a prolonging of the Eurozone sovereign debt crisis, and its impact on banks, prompts a low risk and short term strategy. Given this risk environment, investment returns are likely to remain low.
- 19 The Council held £35.058m of investments as at 30 September 2013, excluding the Icelandic bank investment (£26.856m at 31 March 2013) and the investment portfolio yield for the first six months of the year was 0.82% against 7 Day and 3 Month LIBID benchmarks of 0.39% and 0.54% respectively. A list of investments as at 30 September 2013 appears at Appendix A.
- 20 The approved limits within the Annual Investment Strategy were breached just once during the first six months of 2013/14. At the end of April 2013, a large capital receipt was received late on a Friday afternoon. This caused the balance held in the Business Premium Account at Barclays to reach £4.75m, which, together with £2m of fixed deposits, exceeded the £6m limit we had set. It was too late in the day to reinvest the money, but the position was corrected on the following Monday.
- 21 The Council's budgeted investment return for 2013/14 is £260k, and performance for the year to date is £24k above budget. At this stage, the year-end forecast is expected to be nearer £17k above budget.

### **Proposals for increasing yield**

- 22 As mentioned above, we are in a low interest rate environment and this is likely to continue for the foreseeable future. A number of longer dated investments at interest rates over 2% have already, or are or due to, mature in 2013/14.

Reinvestment rates that fit with the current Investment Strategy are around 1% at best. This has caused the overall rate of return on the portfolio to fall steadily since April 2013. The likelihood is that investment interest in 2014/15 will be somewhat lower than that achieved in 2013/14, thereby adding extra pressure to the Council's budget.

- 23 When the time comes to consider the Annual Investment Strategy for 2014/15, Members may wish to take account of the options for increasing yield listed in Appendix B. As always, there will be risks to the security and liquidity of investments by following this path and much depends on our appetite for accepting these risks.
- 24 The rates achievable in the longer end of the market do appear attractive, but can be volatile. At the time of writing this report, the rates quoted in Option C of Appendix B have moved down significantly, but equally they could rise again at short notice. At this point in time, longer term lending to other local authorities is very appealing. 3 year money is currently being dealt at 1.45% to 1.50%, 4 year at 1.85% and 5 year at 2.20%. There is also the possibility of negotiating on a semi-annual rather than annual coupon, which would slightly improve the notional rate of return. An added attraction is the good credit quality of local authorities.
- 25 At the meeting of the Finance and Resources Advisory Committee on 12 November 2013, Members considered these alternative options. The feeling was that Property Funds were a little too risky at this point in time and could perhaps be considered for the 2015/16 Strategy. However, the options of investing in highly rated foreign banks (outside the EU area) and extending the maximum duration period to two years were considered worthy of further investigation by officers for the 2014/15 Strategy.

### **Update on Icelandic bank investment**

- 26 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.
- 27 The Icelandic Government has stated its intention to honour all its commitments as a result of their banks being placed into receivership. The UK Government, Administrators and other agencies continue to work with the Icelandic Government to help bring this about. The Local Government Association is coordinating the efforts of all UK authorities with Icelandic investments.
- 28 At the current time, the process of recovering assets is still ongoing with the Administrators. Following the successful outcome of legal test cases in the Icelandic Supreme Court in late 2011, the deposits made by local authorities now rank as priority claims. The Administrators have commenced the process of dividend payments and four such payments have been received amounting to approximately 54% of our claim. The latest assumption is that 100% of the Council's investment (and interest up to 22 April 2009) will be recovered in the period up to 2018.
- 29 One recent development is the resolution of the foreign exchange (FX) dispute in the Icelandic Supreme Court. Our claim was converted to Icelandic Kronur on 22

## Agenda Item 13

April 2009 and subsequent dividends have been paid in a basket of currencies including Euros, US Dollars, Sterling and Icelandic Kronur. Originally, the Administrators calculated the four partial payments by reference to the FX rates as at 22 April 2009 rather than the FX rates on the date of the relevant distribution. The Court held that the Administrators must apply the Central Bank of Iceland's official selling rate at the date of distribution when calculating the portion of the claim amount that is satisfied by each partial payment. The effect has been to very slightly reduce the percentage of the claim deemed to have been satisfied. This means that the amount (in Icelandic Kronur terms) we can expect to receive for the balance of our claim will be larger, but the actual amounts received will be dependent on FX rates as at the date of distribution.

### Key Implications

#### Financial

- 30 The management of the Council's investment portfolio and cash-flow generated balances plays an important part in the financial planning of the authority. The security of its capital and liquidity of its investments is of paramount importance.

#### Legal Implications and Risk Assessment Statement

- 31 Under Section 151 of the Local Government Act 1972, the Section 151 Officer has statutory duties in relation to the financial administration and stewardship of the authority, including securing effective arrangements for treasury management.
- 32 This annual review report fulfils the requirements of The Chartered Institute of Public Finance & Accountancy's Code of Practice on Treasury Management 2009.
- 33 Treasury management has two main risks :
- Fluctuations in interest rates can result in a reduction in income from investments; and
  - A counterparty to which the Council has lent money fails to repay the loan at the required time.
- 34 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 six months.

#### Equality Impacts

Consideration of impacts under the Public Sector Equality Duty:		
Question	Answer	Explanation / Evidence
a. Does the decision being made or recommended through this paper have potential to disadvantage or discriminate against	No	The recommendation is concerned with investment management and does not directly impact upon a service provided to the community.



Consideration of impacts under the Public Sector Equality Duty:		
Question	Answer	Explanation / Evidence
different groups in the community?		
b. Does the decision being made or recommended through this paper have the potential to promote equality of opportunity?	No	
c. What steps can be taken to mitigate, reduce, avoid or minimise the impacts identified above?		No mitigating steps are required.

**Conclusions**

- 35 The overall return on the Council’s investments is exceeding the budget in 2013/14 by approximately £24,000 as at the end of September 2013, but this is expected to have reduced by the end of the financial year.
- 36 The economic situation both globally and within the Eurozone in particular remains volatile with inevitable consequences for the UK economy. Treasury management has been conducted against this background and with a cautious investment approach.
- 37 In order to maintain returns on the Council’s investment portfolio, there are various options to increase yield that are worthy of consideration.
- 38 Recovery of the Icelandic deposit is ongoing and further updates will be provided as and when monies are received.

**Appendices:**

Appendix A – Investment portfolio at 30 September 2013

Appendix B – Alternative investment options to increase yield

**Background Papers:**

Treasury Management Strategy for 2013/14 - Council 19 February 2013

**Adrian Rowbotham  
Chief Finance Officer**

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**SEVENOAKS DISTRICT COUNCIL**

List of Investments as at:- 30-Sep-13

Reference	Name	Rating	Country	Group	Amount	Start Date	Comm Rate	End Date	Curr Rate	Terms	Broker
	Santander UK plc (Business Reserve A/C)	A	U.K.	Santander	0	01-Apr-99			0.50000%	Variable	Direct
	Santander UK plc (Money Market A/C)	A	U.K.	Santander	0	09-Oct-06			0.50000%	Variable	Direct
	Clydesdale Bank plc (Base Tracker Plus - 15 Day)	A	U.K.	NAB	0	10-Sep-10			0.65000%	Variable	Direct
	Barclays Bank plc (Business Premium A/C)	A	U.K.		1,758,000	01-Oct-11			0.45000%	Variable	Direct
	National Westminster Bank plc (Liquidity Select)	A	U.K.	RBS	4,000,000	07-Oct-11			0.50000%	Variable	Direct
	National Westminster Bank plc (95 Day Notice)	A	U.K.	RBS	3,000,000	24-May-13			0.80000%	Variable	Direct
	Ignis Liquidity Fund (Money Market Fund)	AAA	U.K.		4,000,000	11-May-12				Variable	Direct
	Insight Liquidity Fund (Money Market Fund)	AAA	U.K.		1,300,000	11-May-12				Variable	Direct
IP1092	Bank of Scotland plc	A	U.K.	Lloyds/HBOS	1,000,000	12-Feb-13	1.10000%	11-Feb-14		1 Year	Direct
IP1095	Bank of Scotland plc	A	U.K.	Lloyds/HBOS	1,000,000	22-Feb-13	1.10000%	21-Feb-14		1 Year	Direct
IP1124	Barclays Bank plc	A	U.K.		1,000,000	07-Aug-13	0.45000%	07-Nov-13		3 Months	Direct
IP1117	Coventry Building Society	A	U.K.		1,000,000	15-Jul-13	0.43000%	15-Oct-13		3 Months	R P Martin
IP1127	Coventry Building Society	A	U.K.		1,000,000	29-Aug-13	0.45000%	29-Nov-13		3 Months	Sterling
IP1123	Leeds Building Society	A-	U.K.		1,000,000	01-Aug-13	0.35000%	01-Nov-13		3 Months	Tradition
IP1069	Lloyds TSB Bank plc	A	U.K.	Lloyds/HBOS	1,000,000	31-Oct-12	2.25000%	30-Oct-13		1 Year	Direct
IP1073	Lloyds TSB Bank plc	A	U.K.	Lloyds/HBOS	1,000,000	05-Nov-12	2.25000%	04-Nov-13		1 Year	Direct
IP1097	Lloyds TSB Bank plc	A	U.K.	Lloyds/HBOS	1,000,000	08-Apr-13	0.80000%	08-Oct-13		6 Months	Direct
IP1098	Lloyds TSB Bank plc	A	U.K.	Lloyds/HBOS	1,000,000	08-Apr-13	1.10000%	08-Apr-14		1 Year	Direct
IP1113	Lloyds TSB Bank plc	A	U.K.	Lloyds/HBOS	1,000,000	04-Jul-13	1.01000%	03-Jul-14		1 Year	Direct
IP1115	Nationwide Building Society	A+	U.K.		1,000,000	09-Jul-13	0.44000%	09-Oct-13		3 Months	Tradition
IP1119	Nationwide Building Society	A+	U.K.		2,000,000	23-Jul-13	0.50000%	23-Jan-14		6 Months	Sterling
IP1122	Nationwide Building Society	A+	U.K.		1,000,000	01-Aug-13	0.50000%	03-Feb-14		6 Months	Tradition
IP1129	Nationwide Building Society	A+	U.K.		1,000,000	30-Aug-13	0.44000%	29-Nov-13		3 Months	R P Martin
IP1120	Skipton Building Society	BBB-	U.K.		1,000,000	29-Jul-13	0.49000%	29-Oct-13		3 Months	Direct
IP1128	Skipton Building Society	BBB-	U.K.		1,000,000	29-Aug-13	0.49000%	29-Nov-13		3 Months	Direct
IP1121	Ulster Bank Ltd	A-	U.K.	RBS	1,000,000	29-Jul-13	0.65000%	29-Jan-14		6 Months	R P Martin
IP1118	Yorkshire Building Society	BBB+	U.K.		2,000,000	18-Jul-13	0.40000%	18-Oct-13		3 Months	Sterling
	<b>Total Invested</b>				<b>35,058,000</b>						
	<b>Matured Investment</b>										
IP813	Landsbanki Islands hf		Iceland		452,300	25-Jun-07	6.32000%	25-Jun-09		2 Years	R P Martin
	<b>Other Loan</b>										
	Sevenoaks Leisure Limited				250,000	29-Apr-08	7.00000%	31-Mar-18		10 Years	Direct

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## **Alternative investment options to increase yield**

### Background

1. Owing to a flood of government money into the banking sector as a result of the Funding For Lending scheme, there has been a downward trend in investment rates over the last few months. We previously had significant sums invested in the one year period at various rates in excess of 1% and up to 3%. These investments have started to mature and the equivalent 1 year rates are now at or below 1%.
2. In order to maintain the interest receipts budget at its existing level going forward, consideration needs to be given to alternative options to increase yield.
3. The consideration of risk is important in local authority investment decisions and the overriding principles are security and liquidity before yield.
4. In considering the alternative options, it must be realised that additional risk will be inherent.
5. Our treasury management advisors (Capita Asset Services) produce a matrix of recommended counterparties and duration limits on a weekly basis. Whilst it is for the authority to make its own investment decisions, it should be recognised that some of the options would fall outside their recommended guidance.
6. Our current investment strategy is very cautious and largely follows the Capita model. Most changes put forward here would not be compatible and would hence require approval by Full Council.

### Options

#### A. Increase limits to existing counterparties

Currently, the limits are £8m for Lloyds and RBS, £5m (or £6m including call accounts) for others and £2m for the top five building societies (with the exception of Nationwide).

The value of the portfolio averages about £30m and there is a current limit of 25% of the total fund to any counterparty.

By increasing the limits, there would be scope to concentrate more money in the institutions paying better rates (mainly Lloyds & RBS). However, it should be recognised that there is increased risk in the event of the institution's failure.

#### B. Add new counterparties

At present, the policy is to only lend to UK based institutions. The use of foreign banks could be considered as some are paying better rates. Examples are Santander (who were removed from the lending list because of perceived issues with its Spanish parent) and Svenska Handelsbanken who will shortly be opening a branch in Sevenoaks and whose offerings for instant access accounts at least match or even better those on offer from Barclays and RBS.

## Agenda Item 13

The Bank of China (London branch) is new into the sterling market. It is paying above the usual levels (3 months @ 0.55%, 1 year @ 0.95%)

### C. Extend the duration of investments

The maximum duration currently allowed in our strategy is one year. Depending on the assessment in Capita's colour coding matrix, some counterparties have a maximum of 3 or 6 months duration imposed. These limits severely restrict potential yield, but are there to mitigate against the security and liquidity risks. We also have a self-imposed 3 month limit on Building Societies other than the Nationwide.

There is no doubt that an improvement in yield could be obtained by committing to longer dated investments. An analysis of the need to use reserves over the coming years would be needed before tying up money long term.

Other authorities already use longer dated investments, so we would not be unique here. Some examples of the rates available at 10/9/13 are:-

Lloyds – 2 years @ 1.10%, 3 years @ 1.45%, 4 years @ 1.96% and 5 years @ 2.30%

RBS – 18 mths @ 0.85%, 2 years @ 1.27%, 3 years @ 1.74%, 4 years @ 2.08% and 5 years @ 2.37%

Barclays – 2 years @ 1.03%, 3 years @ 1.46%, 4 years @ 1.94% and 5 years @ 2.39%

These rates are dependent on gilt yields which have been on the increase recently owing to so much good news on the UK economy. Swap rates are moving up, so cash rates have been improving all the time. However, they can be very volatile and decisions to place money need to be timed carefully in reaction to rapidly changing market conditions. The market thinks that base rates will need to rise before Mark Carney's goal of a reduction in unemployment to 7% is reached.

As far as the Building Societies are concerned, by extending the duration to 1 year, rates in the region of 0.85% to 0.87% can be achieved, compared with 0.45% to 0.50% in the 3 month period to which we are limited at the present time.

### D. Enhanced Money Market Funds

These are becoming a popular alternative for many authorities as they struggle with shrinking counterparty lists and ever reducing yields. However, these funds operate in a very different way to the standard MMFs, even though both types have AAA ratings. EMMFs have a variable NAV and therefore a greater market risk exposure. There is a potential for loss of capital. They achieve better returns because they have a wider credit appetite and increased durational limits.

EMMFs are usually viewed with a minimum of a 6 months holding in order to even out potentially volatile month on month returns. However, should access to cash be

required, it is usually on a T+2 or T+3 basis (i.e. a redemption requested on Monday would be received on Wednesday or Thursday).

An example of an EMMF from one of our existing MMF providers, based on a 1 month annualised gross return and on T+5 access, is:

August 2013: 1.05%

July 2013: 0.54%

June 2013: 0.50%

May 2013: 0.93%

This compares with an almost static 0.43% to 0.44% return over the same period on their standard MMF.

### E. Property Funds

These are pooled investment vehicles, investing in all types of commercial/industrial property. They have entry and exit fees and are typically viewed as long term investments over 5 years or more. They give indirect access to the property market, can be seen as another means of diversification and can provide stable returns and capital appreciation.

On the downside, they are illiquid and have inherent price volatility (whether due to a property market collapse or quality of tenants). Hence the need to take a longer term view. Additionally, exit timings can be difficult resulting in a long term lag on redemption.

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**AMENDMENT TO LOCAL PLANNING & ADVISORY COMMITTEE TERMS OF REFERENCE**

**Cabinet – 5 December 2013**

Report of Chief Officer Legal and Governance

Status: For Decision

Key Decision: No

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**Portfolio Holder** Cllr. Bosley

**Contact Officer(s)** Vanessa Etheridge Ext. 7199

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**Recommendation to Cabinet:** That the terms of reference be amended by the deletion of the line ‘Two attendees appointed by the Sevenoaks Locality Board’ as outlined within the report.

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**Reason for recommendation:** to keep the Council’s Constitution up to date with current and relevant terms of reference.

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**Introduction**

- 1 At the Special meeting of Cabinet on 14 May 2013, Cabinet agreed the terms of reference and memberships of the Cabinet Advisory Committees (which forms Appendix R of the Council’s Constitution).

**Issue**

- 2 The terms of reference for the Local Planning and Environment Advisory Committee currently state that the Locality Board has the power to co-opt two people to the Advisory Committee when local planning matters are being considered. The Sevenoaks District Locality Board no longer exists and the Strategic Board does not have reference to this within its terms of reference , it is therefore appropriate that this reference should be formally deleted from the Advisory Committee’s terms of reference.

**Key Implications**

Financial

None as a direct result of this report

## Agenda Item 14

### Legal Implications and Risk Assessment Statement.

Under Part 4, paragraph 8 of the Council's Constitution, the Cabinet has the power to form advisory committees, the membership and terms of reference of which is given for information and reference purposes in Appendix R of the Constitution. The advisory committees are formed under the Cabinet's powers of delegation and therefore can only be rescinded, amended etc by the Cabinet as the parent committee. Part 2.4 of the Council's Constitution therefore does not apply, and this amendment does not need to go to Governance Committee or Council as a Constitutional amendment.

### Equality Impacts

Consideration of impacts under the Public Sector Equality Duty:		
Question	Answer	Explanation / Evidence
a. Does the decision being made or recommended through this paper have potential to disadvantage or discriminate against different groups in the community?	No	N/A
b. Does the decision being made or recommended through this paper have the potential to promote equality of opportunity?	No	
c. What steps can be taken to mitigate, reduce, avoid or minimise the impacts identified above?		N/A

### **Background Papers:**

Cabinet Agenda and Minutes – 14 May 2013

**Mrs Christine Nuttall**  
**Chief Officer for Legal and Governance**

## **MEMBERSHIP OF CABINET ADVISORY COMMITTEES**

### **Cabinet – 5 December 2013**

Report of Chief Officer Legal and Governance

Status: For Decision

Key Decision: No

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**Portfolio Holder** Cllr. Fleming

**Contact Officer(s)** Vanessa Etheridge Ext. 7199

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**Recommendation to Cabinet:** That Councillor Mrs Sargeant be appointed to the Finance and Resources Advisory Committee.

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**Reason for recommendation:** to abide with the constituted membership of the Advisory Committees.

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### **Introduction**

- 1 At the Special meeting of Cabinet on 14 May 2013, Cabinet agreed the memberships of the Cabinet Advisory Committees (which forms Appendix H of the Council's Constitution). A vacancy arose on the Finance and Resources Advisory Committee and the new Membership is as follows:

### **Finance and Resources Advisory Committee**

#### Membership

(10 Members to include Portfolio Holder: 8 Conservative, 1 Labour, 1 Liberal Democrat)

Cabinet Member: Cllr. Ramsay

Deputy Cabinet Members: Cllrs. Brookbank and Scholey

Cllrs. Mrs Bayley, Cooke, Mrs Davison, Edwards-Winsler, McGarvey, Mrs Sargeant and Walshe

### **Key Implications**

#### Financial

None as a direct result of this report

Legal Implications and Risk Assessment Statement.

## Agenda Item 15

There are no legal implications arising from this report.

### Equality Impacts

Consideration of impacts under the Public Sector Equality Duty:		
Question	Answer	Explanation / Evidence
a. Does the decision being made or recommended through this paper have potential to disadvantage or discriminate against different groups in the community?	No	N/A
b. Does the decision being made or recommended through this paper have the potential to promote equality of opportunity?	No	
c. What steps can be taken to mitigate, reduce, avoid or minimise the impacts identified above?		N/A

### **Background Papers:**

Cabinet Agenda and Minutes – 14 May 2013

**Mrs Christine Nuttall**  
**Chief Officer for Legal and Governance**