

18 October 2016 at 7.00 pm

Conference Room, Argyle Road, Sevenoaks  
Despatched: 10.10.16



# Legal & Democratic Services Advisory Committee

## Membership:

Cllrs. Abraham, Barnes, Bosley, Eyre, Firth, Halford, Mrs. Hunter, Lake, McGarvey, Pearsall, Pett and Ms. Tennessee

## Agenda

	Pages	Contact
Apologies for Absence		
1. Appointment of Chairman		
2. Appointment of Vice Chairman		
3. Minutes To agree the Minutes of the meeting held on 14 April 2016, as a correct record.	(Pages 1 - 4)	
4. Declarations of Interest Any interests not already registered.		
5. Actions from Previous Meeting (if any)		
6. Update from Portfolio Holder		
7. Referrals from Cabinet or the Audit Committee (if any)		
8. Anti Social Behaviour, Crime & Policing Act 2014 - Update	(Pages 5 - 6)	Kelly Webb Tel: 01732227474
9. Licensing Partnership 2016 Achievements and Opportunities	(Pages 7 - 22)	Claire Perry Tel: 01732 227325
10. Budget 2017/18: Service Dashboards and Service Change Impact Assessments (SCIAS)	(Pages 23 - 48)	Adrian Rowbotham Tel: 01732 227153
11. Work Plan	(Pages 49 - 50)	

## EXEMPT INFORMATION

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.

If you wish to obtain further factual information on any of the agenda items listed above, please contact the named officer prior to the day of the meeting.

Should you need this agenda or any of the reports in a different format, or have any other queries concerning this agenda or the meeting please contact Democratic Services on 01732 227000 or [democratic.services@sevenoaks.gov.uk](mailto:democratic.services@sevenoaks.gov.uk).

**LEGAL & DEMOCRATIC SERVICES ADVISORY COMMITTEE**

Minutes of the meeting held on 14 April 2016 commencing at 7.00 pm

Present: Cllr. Firth (Chairman)

Cllr. Pett (Vice Chairman)

Cllrs. Abraham, Eyre, Halford, Mrs. Hunter and Pearsall

Apologies for absence were received from Cllrs. Barnes, Bosley, Lake, Raikes and Ms. Tennessee

Cllrs. Clark, McArthur and Mrs. Morris were also present.

27. Minutes

Resolved: That the Minutes of the meeting of the Committee held on 21 January 2016 be approved and signed by the Chairman as a correct record.

28. Declarations of Interest

No additional declarations of interest were made.

29. Actions from Previous Meeting

There were none.

30. Update from Portfolio Holder

The Portfolio Holder for Legal & Democratic Services, and Chairman, reported the following:

- she had held meetings with the Chief Officer Legal & Governance, Chief Finance Officer, Portfolio Holder for Finance and the Leader of the Council finalising the shareholder and loan agreement needed to finalise the trading company so it could begin to trade;
- a new Head of Legal & Democratic Services, Martin Goodman, had been recruited and would commence on 1 July 2016;
- the licensing partnership had had a record quarter, exceeding all their targets and getting 100% in all but one which still came in at 98% so overall an outstanding performance;
- along with the Chairman of the Licensing Committee she had met with the Licensing Partnership with regards to the possible expansion in taking on a fourth partner (see Minute 33);

## Agenda Item 3

### Legal & Democratic Services Advisory Committee - 14 April 2016

- since October 2015 to date on the ASB New Powers that started in October 2014, SDC have issued one Community Protection Notice (CPN) which relates to the former Convent of Mercy site in Swanley. This was issued on 29 March. The Notice relates to litter and enforces the area to be kept clean and tidy otherwise a fixed penalty notice will be issued (£75). This area is being monitored on a weekly basis.

We have supported Police and Housing Associations if they have wanted to take anything forward. Police wanted to issue a Criminal Behaviour Order, but their legal team did not support this action, but this is something we will still be pressing;

- along with the the Chairman of Governance Committee, she advised that the committee had discussed the results of the Members Survey on an electoral review for Sevenoaks District Council. There needed to be some further clarification of population figures data. The meeting in July was going to be replaced with a workshop to enable free discussion and to invite speakers and other members to discuss this further, and held on the same night as the next Legal & Democratic Serves Advisory Committee.

#### 31. Referrals from Cabinet or the Audit Committee

There were none.

#### 32. Anti Social Behaviour, Crime & Policing Act 2014

This was dealt with under Minute 30 above.

#### 33. Licensing Partnership - London Borough of Bexley

The Licensing Partnership Manager presented a report setting out the proposal to extend the current Licensing Partnership with the London Borough of Bexley as a fourth and equal partner alongside Maidstone Borough Council, Sevenoaks District Council and Tunbridge Wells Borough Council.

In response to a question, she advised that any further additions to the partnerships would require a staffing restructure and possibly a deputy manager and additional cost. However the Licensing Partnership would then have a structure in place for further partners to be added. The greatest difference with the London Borough of Bexley is that they did not licence taxis.

#### Public Sector Equality Duty

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

Resolved: That it be recommended to Cabinet to approve the London Borough of Bexley's Licensing Team functions joining the Licensing Partnership as a fourth and equal partner.

34. Equality Policy Statement and Objectives 2016 - 2020

Members considered a document setting out the Council's equality policy statement and objectives for 2016-2020 which was being presented for approval. Public authorities were required to prepare and publish equality objectives at least every four years. The equality policy statement and objectives document reflected priorities identified from a Members' Equality Action Plan workshop.

Public Sector Equality Duty

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

Resolved: That it be recommended to Cabinet that the Equality Policy Statement and Objectives for 2016-2020 be adopted.

35. Shared Services Update

The Chief Finance Officer presented an annual report which provided a schedule of current and previous shared services. The report showed that by having these shared working arrangements, savings of over £600,000 per year were being delivered. The changes since the last report in October were that the Housing HERO service was now provided to Dartford Borough Council (DBC) for 2 days per week; and the partnership with Tandridge District Council (TDC) for the Financial Management System had been extended until 2018.

He reported that looking ahead there were reports on extending the Licensing Partnership and a joint CCTV Control Room, and other discussions had taken place since October around Operational Services, IT and Legal & Democratic Services. Many managers were on service specific local or national groups which were when the appetite of other councils for shared working could be identified. SDC were in a strong position as the financial situation was much healthier than other councils and consideration would only be given to to a new shared service if it met SDC criteria.

Resolved: That the report be noted.

36. Corporate Health and Safety

Members considered a report which detailed how the Council fulfilled its statutory obligations in relation to the Health and Safety at Work etc. Act 1974. Discussion arose concerning the wording on the risk assessment form concerning sacks not being swung or thrown into the hopper. It was agreed that Officers would consider whether there was a more effective way of wording this.

Resolved: That the report be noted.

37. Proposal for joint CCTV control room

Members considered a report provided for information, that had been considered by the Direct & Trading Advisory Committee on 12 April 2016 and would be considered by

## Agenda Item 3

### **Legal & Democratic Services Advisory Committee - 14 April 2016**

Cabinet on 21 April 2016. The report provided an update on the feasibility of merging the Sevenoaks District Council (SDC) and the Tunbridge Wells Borough Council (TWBC) CCTV Control Rooms and proposals to establish a West Kent CCTV hub, based at the Sevenoaks Offices.

The proposal, depending upon the monitoring option taken forward, could provide a return to 24/7 manned monitoring whilst achieving identified savings on monitoring costs and increasing resilience in the control room, particularly for the out of hours service.

The Chief Officer Environmental & Operational Services advised that the Direct & Trading Advisory Committee had considered the report and agreed to recommend it to Cabinet.

#### Public Sector Equality Duty

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

Resolved: That the report be noted.

#### 38. Work Plan

The work plan was noted. 'Youth voter registration' and 'Pilot digital elections' were moved to the October meeting, along with an update on Anti Social Behaviour, Crime & Policing Act 2014.

THE MEETING WAS CONCLUDED AT 8.44 PM

CHAIRMAN

## ANTI-SOCIAL BEHAVIOUR CRIME & POLICING ACT 2014 - UPDATE

Legal & Democratic Services Advisory Committee - 18 October 2016

**Report of** Chief Officer Communities and Business

**Status:** For information

**Key Decision:** No

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**Executive Summary:** The Anti-social Behaviour, Crime and Policing Act 2014 (the Act) received Royal Assent on 13th March 2014 and took effect on 20th October 2014.

The Act replaces nineteen pre-existing measures with six new measures for tackling anti-social behaviour and introduces a new absolute ground for possession of secure and assured tenancies associated with anti-social behaviour or criminality.

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**This report supports the Key Aim of** Community Plan - Safe and Caring Environments

**Portfolio Holder** Cllr. Roddy Hogarth

**Contact Officer** Kelly Webb, Ext 7474.

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### Introduction and Background

The Anti-Social Behaviour Crime & Policing Act 2014 introduced simpler, more effective powers to tackle anti-social behaviour that provide better protection for victims and communities.

Since the last update there have been

- No community triggers
- Fixed Penalty Notices for litter at former Convent of Mercy site, Swanley and Oakview Stud Farm, Horton Kirby
- We are in the process of gathering information for a civil injunction for a young male regarding ASB in Swanley

### **Key Implications**

#### Financial

Certain offences within the Act can be discharged by payment of a fixed penalty notice to the local authority, a proposal is that these fines contribute towards legal costs if any.

The Council is likely to incur legal costs when applying for the new Injunction to Prevent Nuisance and Annoyance or for example if it prosecutes an individual, or body, for failure to comply with a notice, etc.

It is anticipated that the powers will be used by existing staff within current budgets.

#### Legal Implications and Risk Assessment Statement.

The Crime and Disorder Act 1998, places a duty upon local authorities to seek to prevent crime and disorder in its area in carrying out its duties. The Anti-social Behaviour and Policing Act 2014, provides a new set of powers for tackling anti-social behaviour.

The vast majority of these powers are unlikely to be used frequently by the Council, as they are in many cases a last resort, where other options have been tried and failed. However in some circumstances their use may be both proportionate and appropriate.

As the Council is a regulatory authority for the legislation given in the report there are no alternative options. Failure to update the Scheme of Delegations to reflect changes in legislation could mean that the Council may be subject to legal challenge if regulatory action is taken by unauthorised officers, or that any legal action taken under these regulations would be invalid.

#### Equality Assessment

The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no perceived impact on end users.

### **Conclusions**

Members are asked to note the report.

Background Papers: N/A.

**Lesley Bowles**  
**Chief Officer Communities and Business**



## LICENSING PARTNERSHIP 2016 ACHIEVEMENTS AND OPPORTUNITIES

### Legal and Democratic Services Advisory Committee - 18 October 2016

Report of                      Chief Officer Environmental and Operational Services

Status:                        For Information

Key Decision:                No

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**This report supports the Key Aim of sustainable economy.**

**Portfolio Holder**        Cllr. Anna Firth (Legal and Democratic Services)

**Contact Officers**        Richard Wilson Ext.7067

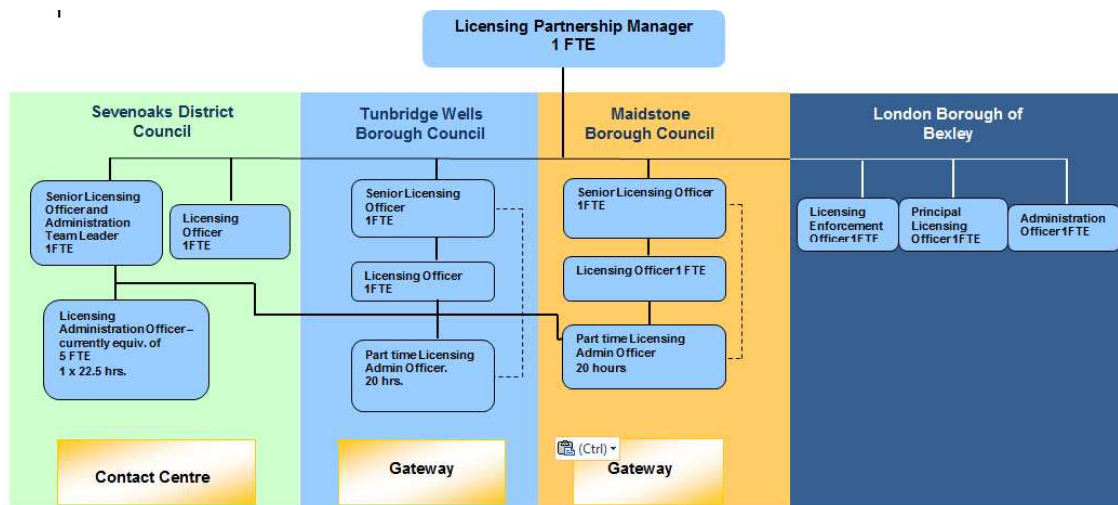
                                     Claire Perry Ext. 7325 / 07970 731616

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#### **Introduction and Background**

- 1        The Council is a member of the Licensing Partnership which began in January 2010 with two other partners Maidstone and Tunbridge Wells Borough Council.
- 2        In September 2016 the Licensing Partnership Manager assumed responsibility for the line management of the staff for the new partner the London Borough of Bexley.
- 3        The Licensing Partnership Manager now manages four teams at four locations with one of the teams being a centralised Administration Team based at Sevenoaks District Council.
- 4        At each location there are Licensing Officers who are responsible for compliance and enforcement of their premises/licensees and complaint investigation. The Licensing Officers are also responsible for policy development, reporting to their Licensing Committee and preparing reports for their sub-committees.
- 5        The Administration Team at Sevenoaks will consist of 7 Licensing Administrative Officers (one who will be based at the London Borough of Bexley in the first year) to carry out the processing of licence applications, notices, permits and representations. These members of staff are funded by the four partners, although their employer is Sevenoaks District Council.

## Structure



- 6 The central Administration Team will begin processing Bexley's applications on 31st October 2016.
- 7 This set up and arrangements within the Licensing Partnership provide each council with sovereignty over its policies and decision making processes whilst operating within a partnership that gives resilience and capacity to deal with the fluctuating demands on the service through the year.
- 8 This report is to highlight the achievements and opportunities of this partnership.
- 9 In 2009 it was agreed that both the line management and administration of the Council's licensing processes would be undertaken in partnership with Maidstone Borough Council (MBC) and Tunbridge Wells Borough Council (TWBC). It was agreed that the administrative team processing licensing application would be based at the offices of Sevenoaks District Council (SDC) with Licensing Officers continuing to be based at each council.
- 10 Each Council retained responsibility for setting its licensing policies, compliance strategies and decision making at Sub and Full Licensing Committees. Claire Perry, the Licensing Partnership Manager, has line management responsibility for the operation of the administration team and the Licensing Officers of the three councils.
- 11 The Licensing Partnership uses a single database to maintain the licensing records for the three, soon to be four authorities. The database structure enables reporting to be carried out on an individual basis and allows for the variances that still exist in the policies and procedures of all the authorities.
- 12 The Licensing Partnership is governed by an agreement made between the three councils. This agreement is currently being revised to include the London Borough of Bexley. The Chief Officer/Heads of Service responsible for licensing at their respective authorities meet four times a year as a

Licensing Partnership Board to oversee performance, operational issues and the direction of the Partnership. Richard Wilson, Chief Officer Environmental and Operational Services at Sevenoaks is the current Chair of the Licensing Partnership Board.

### **What is licensed?**

- 13 Each team has responsibilities for slightly different types of activity depending on how each Council originally organised its statutory responsibilities. However, the following types of licence are currently processed by the Licensing Partnership.
  - ▶ All applications for Licensing Act 2003 (premises, temporary event notices, personal licences, transfer of premises licences, variations of Designated Premises Supervisors etc.)
  - ▶ All applications for Gambling Act 2005 (premises and permits for gaming and gaming machines, Occasional Use Notices and Temporary Use Notices.
  - ▶ All Hackney Carriage and Private Hire applications (driver, vehicle and operators)
  - ▶ All Charity applications (House to house and street collections)
  - ▶ All Sexual Entertainment Venue applications (lap dancing, shops and cinemas)
  - ▶ All Scrap Metal Dealer applications (sites and collectors)
  - ▶ All Animal Establishment applications for Maidstone Borough Council and Sevenoaks District Council (boarding, breeding, pet shops, riding establishments, dangerous wild animals, performing animals and zoos)
  - ▶ All Boatman/Pleasure Boat applications for Maidstone Borough Council
  - ▶ All Street Trading applications for Maidstone Borough Council and Tunbridge Wells Borough Council
  - ▶ Special Treatments under the London Act for the London Borough of Bexley
  - ▶ Explosive storage licence for the London Borough of Bexley
  - ▶ Fireworks Licences for the London Borough of Bexley
- 14 The central Administration Team either receive applications, documentation and correspondence by post or via email and the online form system. One of the team is responsible each day of the week to process the incoming mail, bank the income (coding it to the correct authority), allocate the work within the team and scan all documentation to the electronic document management system. All documentation is available to colleagues within the Licensing Partnership within 24 hours of receipt.
- 15 The Administration Team carry out the administration functions and the Licensing Officers validate the Premises Applications and check the issuing of these licences prior to them being sent out. The Licensing Officers liaise with their Democratic Services teams to schedule hearings where necessary and ensure the conditions are added to the licences.

### Achievements to date

#### 16 Public Access/Consultee Access

Members of the public are able to view and comment on applications (where consultations are allowed) online. Their comments drop straight into the back office without the need for a member of the team to key the information in.

Our Consultees (or responsible bodies) can view all the documentation online and make comments which again feed into the back office system.

Both the public and consultees can view issued licence, their hours, activities and conditions at any time of the day or night.

#### 17 Online DVLA mandate checking

It used to cost the authorities and therefore the licensees £5 per DVLA mandate check. During the past 12 months we have put in place the ability for Officers to make these checks online, where the information is available. This reduces the cost to £1 per check and allows us to make further checks where necessary.

#### 18 Online Forms

During the past two and a half years Officers have been working with a company called Victoria Forms to develop an online solution which allows our customers to make their application online at any time of the day or night. Following a change in 2012 to the Licensing Act 2003 applications could be made online. In 2013 the Licensing Partnership started work to develop our own bespoke forms as those provided through the Government's portal took longer to process than those received in the post.

Work began on those applications received most frequently and in April 2014 the first Temporary Event Notice (TEN) was available. The online solution put in place allows the information that the customer enters to be dropped into the back office database negating the need to input the information. This meant that for every online TEN received the processing time reduced from approximately 23 minutes to 10 minutes. In an hour 6 online TENS can be processed as opposed to 2.61 receive in hard copy format.

Over the past two and a half years the forms have been developed further and there are now 27 forms available online.

- ▶ TENS
- ▶ Personal licence - new
- ▶ Personal licence - change of details - this one is a pdf and doesn't drop info into Uniform
- ▶ Personal licence - renewal (now obsolete)
- ▶ Scrap Metal dealers - site & collector

- ▶ Premises licence - change of details - this one is a pdf and doesn't drop info into Uniform
- ▶ Variation of DPS - this one is a pdf and doesn't drop info into Uniform
- ▶ Taxi driver (HC & PH)
- ▶ Taxi vehicle (HC & PH)
- ▶ Taxi operator (PH)
- ▶ Transfer of premises licence form
- ▶ New lottery form
- ▶ Lottery returns form
- ▶ Premises licence (new)
- ▶ Animal establishment forms - boarding,
- ▶ Animal establishment forms - breeding,
- ▶ Animal establishment forms - riding establishments,
- ▶ Animal establishment forms - pet shops,
- ▶ Animal establishment forms - dangerous wild animals
- ▶ Notification of gaming permit
- ▶ Boat and Boatman licences
- ▶ Licensed premises gaming machine permit
- ▶ Club machine permit
- ▶ Premises variation
- ▶ Premises minor variation
- ▶ Animal establishment forms - registration of performing animals
- ▶ Animal establishment forms - home boarding (SDC only)

The following forms are being developed/tested (3)

- ▶ Temporary Vehicle replacement (SDC only)
- ▶ House to house collection
- ▶ Street Collection

Work will begin on the Club Premises Certificate forms and the Scrap Metal renewal forms shortly.

In July 30% of all our applications were received online and in September this was 27%. Also in September 91 out of 94 TENs were given online which is 96.91%.

## Agenda Item 9

### 19 Going paperless

The Licensing Partnership introduced its own Document Retention Policy which sets out which documents we will keep in hard copy and electronic format and for how long.

The Administration Team then began work on implementing this policy starting with the filing of the taxis licences and associated paperwork. Each Officer had a cabinet each and the cabinets looked not dissimilar to the photograph below when they began.



It has taken almost 2 years, as this task was in addition to their daily work processing applications but we now have filing cabinets that look like this.





Not only does this look better but it enables the team to file their work quicker and means that the minimal amount of documentation is held on file.

Eighteen months ago the filing room behind the photocopiers near the Contact Centre was two-thirds full of Licensing's filing. Today it has been emptied of this filing and is in use by other teams across the Council.



## Agenda Item 9

### 20 Electronic Renewal reminder notifications

In February 2016 the Licensing Partnership began to send out electronic renewal reminder notifications via email (preferred method as there is no cost) or text.

This replaced the previous system that was via the post and involved many sheets of paper per reminder.

The reminders encourage customers to make their renewals online but there is also the provision of downloading forms from the website or visiting reception to collect hard copies of the application forms.

There has been a gradual increase in the take up of making applications online. Also attached at appendix A.

Type of	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Total
Temporary	55/105	103/171	110/160	78/116	57/85	66/96	85/116	102/142	48/59	68/88	62/71	68/90	118/133	122/145	156/185	33/114	88/133	74/133	102/113	131/153	38/52	63/112	64/57	82/58	103/116	154/163	152/163	37/105	81/33	31/54	52/314
Designated Premises Supervisor variation	55.10%	60.70%	68.00%	67.20%	67.10%	68.80%	73.30%	71.80%	68.00%	77.30%	97.2%	75.5%	87.40%	84.90%	84.3%	81.5%	86.8%	79.3%	85.7%	85.6%	73.0%	97.50%	86.60%	89.6%	88.1%	91.1%	83.3%	92.3%	81.6%	96.8%	80.0%
Transfer of Premises Licence										3				2	2		3	4	3	3	2	2	1	6	6	4	3	4	3	3	56
Personal Licence (new)							1	3		3	4	4		3	1	3	6		1	2	2	1	1	2	3	2		3		1	21
Personal Licence (change of details/copy)									1	3	5	10	4	6	12	11	6	5	7	14	9	9	8	7	3	7	8	5	3	5	160
Personal Licence renewal										3	12	3	1	1																	26
Premises Licence (new)													2		1	2	1	2	5	3	2	3	4	5	2	1	4	6		5	48
Premises Licence (variation)																													1	3	4
Premises Licence (change of details/copy)											1					1									3	1	1	1	1	1	3
Lottery registration (new)													1	4	1	3	1	2	4	1	1	1	3	3	1	4	4	1		3	37
Lottery registration (return)																					1	1	1	4	2		1	10	3	2	25
Taxi vehicle						1	1	4	1	6	2	2	3	2	2	1	2	3	2	4	6	3	7	10	11	14	8	16	18	123	
Taxi driver										1	1	2	1		1	1	1	1	2	4	2	3	6	3	7	6	10	4	4	8	68
Private Hire Operator											1	1	1					3			1				5	4	7	3	3	3	32
Animal Boarding																			7	6	2							1			16
Dog Breeding																					1										1
Pet Shop																			1	4	1	1									7
Riding Establishment																				4	1					1		1	1		8
Gaming machines (automatic notification)																											1			1	1
Busman Licence																										1		1			2
Boat Licence																										1		1			2
TOTAL	59	103	110	78	57	66	87	106	45	76	89	99	131	138	181	118	109	33	132	180	69	90	114	119	151	205	207	152	122	148	3440

### Performance report

- 21 The performance of the Licensing Partnership has been extremely good during the past two years with an improvement year on year. The indicators for 2015 - 16 for each of the three authorities and the combined Licensing Partnership results are attached as Appendix B.
- 22 To assist Members in quantifying the data a final column has been added to the data which provides information on how many applications the percentages relate to.
- 23 The indicators are mainly to provide the Licensing Partnership Manager with data to ensure that workloads are manageable and service delivery is maintained.
- 24 Licensing Officers from each authority visit premises and carry out taxi checks. The number of visits and checks carried out is reported to enable monitoring from a managerial level but to also demonstrate to the trade that compliance checks are taking place.



- 25 Risk assessments are carried out following a premises visit which allows for a visit frequency to be set depending on the risks present at the premises. This ensures that an undue burden is placed on businesses.
- 26 By carrying out a risk assessment the premises fall into a category, according to the risk posed by their types of licensing activity, type of premises, number of complaints about the premises and the confidence in the management at the premises. This category will then determine the frequency of future visits. This frequency will only change if there have been complaints about the premises in which case a visit may be made or if there have been changes at the premises such as personnel, changes in activities/conditions/layout etc. again the premises may be visited.

### Challenges ahead

- 27 Work has begun on the online Knowledge Test and a version of this has been demonstrated to the Licensing Committee. It is hoped to have this available by 2017.
- 28 As part of the efficiency work that is being carried out it is likely that the process for making an application to become a taxi driver will change. To prevent numerous applications being made which are never seen to conclusion an applicant will need to take and pass the new online Knowledge Test prior to being able to submit an application.
- 29 The online test will remove the need for Licensing Officers to undertake a practical knowledge test with new applicants thereby reducing the time required to undertake this element of the process.
- 30 **Bexley**  
Work is underway to integrate our new fourth partner into the Licensing Partnership. To date 4 Project Days have taken place where processes and procedures are being scrutinised, re-engineered and the principles behind the Cabinet Offices' MINDSPACE document are being implemented to encourage behavioural change.
- 31 The project has a project plan to monitor and manage the project and there are separate checklists detailing tasks almost every member of the Licensing Partnership has to undertake.
- 32 This is an immense project but the team are on track and are receiving valuable support from the HR, Finance, GIS and IT teams at Sevenoaks.
- 33 At the heart of the Partnership is a financial model that is used to calculate individual partner's annual contributions based on the weighted throughput of licence transactions, averaged over a three year period.

## Agenda Item 9

- 34 The model used to calculate each existing partner's contribution to the cost of the Licensing Partnership was employed to calculate the cost for the London Borough of Bexley to join.
- 35 Using the data supplied by the London Borough of Bexley it is calculated that Bexley's work will amount to 17.3% of the Licensing Partnership work. This equates to a cost to the London Borough of Bexley of £75,221 per annum.
- 36 **Conclusion**  
The outcome of the work detailed above, which is in addition to the day to day running of the team e.g. issuing in excess of 3,800 licences, permits and notices and undertaking in excess of 6,000 tasks, is that the licensing function is able to cover the costs of providing the service so that it is cost neutral to the residents.

### Key Implications

#### Financial

- 34 Financial implications have been dealt with in the body of the report. Licensing is unable to make a profit.

#### Legal Implications and Risk Assessment Statement.

- 35 This is a report to update on the progress of the Licensing Partnership.

#### Equality Assessment

- 36 This is a report to update on the progress of the Licensing Partnership. There is no perceived impact on end users.

### Appendices

Appendix A - Record of online applications

Appendix B - Performance Indicator update report 2016

### Background Papers:

None

Mr Richard Wilson

Chief Officer Environmental and Operational Services

Type of	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Total
Temporary	59/106	109/171	110/160	78/116	57/85	66/96	85/116	102/142	40/58	68/88	62/71	68/90	118/135	122/145	156/185	93/114	88/99	74/93	102/119	131/153	38/52	63/72	84/97	82/98	103/116	154/169	152/169	97/105	81/99	91/94	52/3314
	55.70%	63.70%	68.80%	67.20%	67.10%	68.80%	73.30%	71.80%	69.00%	77.30%	87.32%	75.56%	87.40%	84.10%	84.32%	81.58%	88.89%	79.57%	85.71%	85.62%	73.08%	87.50%	86.60%	83.67%	88.79%	91.12%	89.94%	92.38%	81.82%	96.81%	80.02%
Designated Premises Supervisor variation											3			2	2	2	3	4	3	3	2	2	1	6	6	4	3	4	3	3	56
Transfer of Premises Licence															1	2		1		2	2	1	1	2	3	2		3		1	21
Personal Licence (new)							1	3		3	4	4		3	1	3	6			3	2		3			9	2	6	1	4	58
Personal Licence (change of details/copy)									1	3	5	10	4	6	12	11	6	5	7	14	9	9	8	7	9	7	8	5	9	5	160
Personal Licence renewal											9	12	3	1	1																26
Premises Licence (new)													2		1	2	1	2	5	3	2	3	4	5	2	1	4	6		5	48
Premises Licence (variation)																													1	3	4
Premises Licence (change of details/copy)											1					1									3	1	1	1		1	9
Lottery registration (new)														1	4	1	3	1	2	4	1	1	3	3	1	4	4	1		3	37
Lottery Registration (return)																					1	1	1	4	2		1	10	3	2	25
Taxi vehicle							1	1	4	1	6	2	2	3	2	2	1	2	3	2	4	6	3	7	10	11	14	8	16	18	129
Taxi driver										1	1	2	1		1	1	1	1	2	4	2	3	6	3	7	6	10	4	4	8	68
Private Hire Operator											1	1	1					3			1				5	4	7	3	3	3	32
Animal Boarding																			7	6	2							1			16
Dog Breeding																					1										1
Pet Shop																			1	4	1	1									7
Riding Establishment																				4	1					1		1	1		8
Gaming machine (automatic notification)																											1			1	1
Boatman Licence																										1		1			2
Boat Licence																										1		1			2
TOTAL	59	109	110	78	57	66	87	106	45	76	89	99	131	138	181	118	109	93	132	180	69	90	114	119	151	205	207	152	122	148	3440

The record of online applications received since they became available

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# 2015/16 Licensing Partnership Performance Report



## MAIDSTONE BOROUGH COUNCIL

	Quarters				Annual			
Description	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	2015/16			
	Value	Value	Value	Value	Value	Target	Status	Number of applications
Percentage of valid personal licences processed within two weeks	100%	100%	100%	100%	100%	95%	✔	103/103
The percentage of valid temporary event notices processed within 72 hours	100%	100%	100%	100%	100%	90%	✔	297/297
Percentage of applications for new and variation premises licences processed within two calendar months	100%	100%	100%	100%	100%	100%	✔	40/40
Percentage of HC vehicle licences issued with 5 days	100%	100%	93.33%	100%	98.18%	90%	✔	54/55
Percentage of PH vehicle licences issued within 5 days	98.15%	100%	98.18%	100.00%	99.12%	90%	✔	226/228
Length of time from validation to issue of HC and dual driver licences (Percentage within 10 days)	100%	100%	100%	100%	100%	90%	✔	71/71
Length of time from validation to issue of PH driver licence (Percentage issued within 10 days)	100%	98.21%	100%	100%	99.42%	90%	✔	171/172
Percentage of PHO licences issued within 10 days	100%	100%	100%	100%	100%	90%	✔	73/73
The number of taxi compliance checks completed (one per taxi vehicle)	61	61	71	57	250	180	✔	70 over target
Premises licensing compliance visits	50	41	48	48	187	180	✔	7 over target
Percentage of applications outstanding	2.78%	0%	2.88%	3.66%	2.23%	<10%	✔	9/404

Agenda Item 9

## SEVENOAKS DISTRICT COUNCIL

Description	Quarters				Annual			Number of applications
	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	2015/16	Target	Status	
The percentage of valid personal licences processed within 2 weeks	100%	100%	100%	100%	<b>100%</b>	95%	✓	60/60
The percentage of valid temporary event notices processed within 72 hours	100%	100%	100%	100%	<b>100%</b>	95%	✓	426/426
Percentage of all applications outstanding for more than one month	0%	0%	9.09%	1.56%	<b>3.47%</b>	<10%	✓	10/288
Percentage of applications for new and variation of premises licences processed within 2 calendar months (from date of validation to issue date)	100%	100%	100%	100%	<b>100%</b>	95%	✓	12/12
Length of time from validation to issue of HC vehicle licence - target 5 working days	100%	100%	100%	100%	<b>100%</b>	90%	✓	226/226
Length of time from validation to issue of PH vehicle licence - target 5 working days	100%	96.77%	96.88%	100%	<b>98.31%</b>	90%	✓	116/118
Percentage of Hackney Carriage driver licenses issued within 10 days of validation	100%	100%	100%	100%	<b>100%</b>	90%	✓	87/87
Percentage of Private Hire driver licenses issued within 10 days of validations	100%	100%	100%	100%	<b>100%</b>	90%	✓	43/43
Percentage of Private Hire Operator licenses issued within 10 days of validations	100%	100%	100%	100%	<b>100%</b>	90%	✓	23/23
The number of taxi enforcement checks completed (one per taxi vehicle)	39	37	36	32	<b>144</b>	120	✓	24 above target
Number of monthly premises licensing enforcement visits due that were undertaken	70	67	60	60	<b>257</b>	240	✓	17 above target

Agenda Item 9

## TUNBRIDGE WELLS BOROUGH COUNCIL

Description	Quarters				Annual			Number of applications
	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	2015/16	Target	Status	
Percentage of valid personal licences processed within two weeks	100%	100%	100%	100%	<b>100%</b>	95%		82/82
% of valid temporary event notices processed within 72 hours	99.16%	100%	100%	100%	<b>99.73%</b>	95%		376/377
% of applications for new and variation premises licences	100%	100%	100%	100%	<b>100%</b>	95%		29/29
% of HC vehicle licences issued within 10 days	100%	100%	100%	96.43%	<b>99.34%</b>	90%		151/152
% of PH vehicle licences issued within 10 days	100%	100%	98%	96.3%	<b>98.86%</b>	90%		173/175
% of dual driver licences issued within 10 days	100%	100%	97.3%	100%	<b>99.36%</b>	90%		156/157
% of PHO licences issued within 10 days	100%	100%	100%	100%	<b>100%</b>	90%		28/28
No. of taxi enforcement checks completed (one per taxi vehicle)	44	39	47	61	<b>191</b>	120		71 above target
Premises licensing enforcement visits	54	61	45	30	<b>190</b>	180		10 above target
% of applications outstanding	3.92%	2%	2.41%	0%	<b>1.93%</b>	<10%		5/259

## LICENSING PARTNERSHIP

	Quarters				Annual			
Description	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	2015/16			
	Value	Value	Value	Value	Value	Target	Status	Number of applications
Valid Personal Licenses Processes within two weeks	100%	100%	100%	100%	100%	95%		245/245
Valid Temporary Event Notices Processed within 72 hours	99.74%	100%	100%	100%	99.91%	95%		1099/1100
Length of time to process an application from date of validation to issue date for new and variation of premises (not DPS)	100%	100%	100%	100%	100%	95%		79/79
Length of time from validation to issue of HC vehicle licence (MPI) - within 5 working days	100%	100%	99.04%	99.05%	99.53%	90%		420/422
Length of time from validation to issue of PH vehicle licence (MPI) - within 5 working days	99.21%	99.28%	97.81%	99.07%	98.84%	90%		511/517
Length of time from validation to issue of HC and dual driver licence (MPI) - within 10 working days	100%	100%	98.72%	100%	99.67%	90%		303/304
Length of time from validation to issue of PH driver licence (MPI) - within 10 working days	100%	98.46%	100%	100%	99.51%	95%		205/206
Length of time from validation to issue of PHO licence (MPI) - within 10 working days	100%	100%	100%	100%	100%	90%		124/124
Taxi Compliance checks completed (one per Taxi Vehicle)	144	137	154	150	585	420		165 above target
Premises compliance monthly visits	132	169	153	138	634	600		34 above target
Percentage of applications outstanding for more than one month	2.31%	0.55%	4.67%	2.05%	2.54%	<10%		25/985



**BUDGET 2017/18: SERVICE DASHBOARDS AND SERVICE CHANGE IMPACT ASSESSMENTS (SCIAS)**

**Legal and Democratic Services Advisory Committee - 18 October 2016**

Report of Chief Finance Officer

Status: For Decision

Also considered by: Planning Advisory Committee - 22 September 2016  
Housing and Health Advisory Committee - 4 October 2016  
Policy and Performance Advisory Committee - 6 October 2016  
Economic and Community Development Advisory Committee - 11 October 2016  
Direct and Trading Advisory Committee - 1 November 2016  
Finance Advisory Committee - 15 November 2016

Key Decision: No

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**Executive Summary:** This report sets out updates to the 2017/18 budget within the existing framework of the 10-year budget and savings plan. The report presents proposals that have been identified which need to be considered, together with further suggestions made by the Advisory Committees, before finalising the budget for 2017/18.

Informed by the latest information from Government and discussions with Cabinet, it is proposed that the Council continues to set a revenue budget which assumes no funding from Government through the Revenue Support Grant or New Homes Bonus. This will result in the Council continuing to be financially self-sufficient as set out in its Corporate Plan.

To achieve this aim and to ensure a balanced budget position over the next 10 year period, whilst also increasing the Council's ability to be sustainable beyond that time, a savings requirement of £100,000 per annum is currently included.

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**Portfolio Holder** Cllr. Searles

**Contact Officer(s)** Adrian Rowbotham Ext. 7153  
Helen Martin Ext. 7483

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### Recommendation to each Advisory Committee:

- (a) Advise Cabinet with views on the growth and savings proposals identified in Appendix D applicable to this Advisory Committee.
- (b) Advise Cabinet with further suggestions for growth and savings applicable to this Advisory Committee.

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**Reason for recommendation:** It is important that the views of the Advisory Committees are taken into account in the budget process to ensure that the Council's resources are used in the most suitable manner.

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### Introduction and Background

- 1 The Council's financial strategy over the past twelve years has worked towards increasing financial sustainability and it has been successful through the use of a number of strategies including:
  - implementing efficiency initiatives;
  - significantly reducing the back office function;
  - improved value for money;
  - maximising external income;
  - 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. In financial terms, the adoption of this strategy has to date allowed the Council to move away from its reliance on general fund reserves.
- 3 Using the data sources available to the Council, this report sets out a budget over the 10-year period but recognises that it is likely that more accurate data will become available in future months and current assumptions may need to be updated.
- 4 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.
- 5 With the amount of Revenue Support Grant provided by Government continuing to reduce at a significant rate it is important that the council remains financially self-sufficient by having a balanced economy and a financial strategy that is focused on local solutions. These solutions include:

- continuing to deliver financial savings and service efficiencies;
  - growing the council tax and business rate base; and
  - generating more income.
- 6 The intention of this report is to provide Members of each Advisory Committee an opportunity to give their views on potential growth and savings items that could be included in the updated 10-year budget that will be presented to Council on 21 February 2017.
- 7 The ‘Financial Prospects and Budget Strategy 2017/18 and Beyond’ report has been presented to Cabinet to start the budget setting process for 2017/18.
- 8 This report presents members with the following documents relating to the budget for 2017/18:
- Service Dashboards relating to this Advisory Committee (Appendix A);
  - 2016/17 Budget by Service relating to this Advisory Committee (Appendix B);
  - Summary of the Council’s agreed savings plan and growth items (Appendix C);
  - New growth and savings items proposed relating to this Advisory Committee (Appendix D);
  - Service Change Impact Assessment forms (SCIAs) for the new growth and savings items relating to this Advisory Committee - if applicable (Appendix E);
  - 10-year budget (Appendix F);
  - Budget timetable (Appendix G).

#### **Financial Self-Sufficiency**

- 9 The Council’s Corporate Plan, introduced in 2013, set out an ambition for the Council to become financially self-sufficient which was achieved in 2016/17. This means that the Council no longer requires direct funding from Government, through Revenue Support Grant or New Homes Bonus, to deliver its services.
- 10 This approach was adopted in response to the financial challenges the Country is faced with in bringing its public spending down to ensure it is able to live within its means. In practice this has seen Government funding to local authorities dramatically reduced since 2010/11 with Sevenoaks District Council expecting to receive no Revenue Support Grant from 2017/8.

## Agenda Item 10

- 11 The decision to become financially self-sufficient is intended to give the Council greater control over its services, reducing the potential for decision making to be influenced by the level of funding provided by government to local authorities.
- 12 The Council's decision to seek to become financially self-sufficient was subject to scrutiny by the Local Government Associations Peer Challenge of the District Council during December 2013. In their closing letter to the Council they concluded that they 'fully support that aspiration and given the existing and anticipated squeeze upon public finances this makes much sense'.
- 13 With the Council expecting to receive no Revenue Support Grant from 2017/18 and New Homes Bonus expected to reduce from 2018/19, this approach remains appropriate. The attached 10-year budget assumes no Revenue Support Grant or New Homes Bonus. Any funding received from these sources will be put into the Financial Plan Reserve which can be used to support the 10-year budget by funding invest to save initiatives and supporting the Property Investment Strategy. One of the aims of the Property Investment Strategy is to achieve returns of 6%; therefore using funding for this purpose will result in additional year on year income that is not impacted by Government decisions.
- 14 Cabinet are keen to remain financially self-sufficient and be ahead of the game. This will allow this Council to move ahead in the knowledge that this council has the financial resources to provide the services that the district's residents want into the future.

### Service Dashboards

- 15 The intention of service dashboards is to provide Members with improved information during the budget setting process to provide context and inform any growth and savings ideas that Members may put forward.
- 16 The Service Dashboards cover a summary of the services provided, objectives, achievements and opportunities, challenges and risks and performance.
- 17 Appendix A contains the Service Dashboards for those services directly relevant to this Advisory Committee and Appendix B contains the budget for those services.

### Savings Plan

- 18 Appendix C to this report sets out a summary of the savings and growth items approved by Council since the 10-year budget strategy was first used in 2011/12, which have allowed the Council to deliver a 10 year balanced budget.
- 19 The savings plan requires a total of £6 million to be saved between 2011/12 and 2017/18 which is an average saving of nearly £900,000 per annum. In

the thirteen years from 2005/06, over £10m of savings will then have been made.

- 20 The 10-year budget attached shows a net saving or additional income requirement of £100,000 per annum to deliver a long term sustainable budget.

### **Proposed Growth and Savings Items**

- 21 Growth items are items that are in addition to non-service issues and risks, such as grant settlements, impacts of economic change and other pressures highlighted in the 'Financial Prospects and Budget Strategy 2017/18 and Beyond' report considered by Cabinet on 15 September 2016.
- 22 A number of growth and savings items will be proposed at the seven Advisory Committees with the aim of achieving the £100,000 mentioned above. The £100,000 does not necessarily have to all be achieved in 2017/18 but the impact is required to be £1m (i.e. £100,000 x 10 years) over the 10-year budget period.
- 23 A list of the proposed growth and savings items relating to this Advisory Committee are listed in Appendix D.
- 24 Service Change Impact Assessments (SCIAs) contain further details for all proposed growth and savings items. SCIAs applicable to this Advisory Committee can be found in Appendix E.

### **Financial Summary**

- 25 The assumptions currently included take into account the latest information available but a number of assumptions may change before the final budget meeting in February 2017.
- 26 The 10-year budget attached at Appendix E includes the changes that were included in the 'Financial Prospects and Budget Strategy 2017/18 and Beyond' report and an additional small change regarding savings previously agreed.

### **Role of the Advisory Committees**

- 27 Members' budget training sessions were held on 14 and 20 September 2016.
- 28 Views of the Advisory Committees on the growth and savings items proposed together with any additional suggestions will be considered by Cabinet at its meeting on 1 December 2016.
- 29 To assist the Advisory Committees in making additional suggestions, Members will be asked for their thoughts on the following points and will be requested to write their comments on post-it notes and put on the relevant board:
- Growth ideas for services within the terms of reference of this Advisory Committee.

## Agenda Item 10

- Savings ideas for services within the terms of reference of this Advisory Committee.

30 Officers will summarise the answers before the Committee decides on suggestions to be recommended to Cabinet.

### Process and Timetable

31 This report is the second stage of the budget process as shown in the Budget Timetable (Appendix G).

32 It is possible that Advisory Committees may have to re-address service budgets in January if significant changes have taken place leading to a large and unmanageable deficit.

### Key Implications

#### Financial

All financial implications are covered elsewhere in this report.

#### Legal Implications and Risk Assessment Statement.

There are no legal implications.

For the effective management of our resources and in order to achieve a sustainable budget it is essential that all service cost changes and risks are identified and considered.

Challenges and risks are included in the Service Dashboards and each Service Change Impact Assessment (SCIA) includes the likely impacts including a risk analysis.

Financial risks will be reviewed again when the Cabinet publishes its proposals for the annual budget.

#### Equality Assessment

Members are reminded of the requirement, under the Public Sector Equality Duty (section 149 of the Equality Act 2010) to have due regard to (i) eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010, (ii) advance equality of opportunity between people from different groups, and (iii) foster good relations between people from different groups.

Individual equality impact assessments have been completed for all Service Change Impact Assessments (SCIAs) to ensure the decision making process is fair and transparent.

## Conclusions

The Strategic Financial and Business Planning process has ensured that the Council follows a logical and well considered process and approach in dealing with the many difficult financial challenges which it has faced. The 10-year budget has further improved this process and helped to ensure that the Council is well placed in dealing with more immediate and longer-term financial challenges.

By becoming financially self-sufficient at an early stage, this Council has become much more in control of its own destiny as the Property Investment Strategy should provide a much more stable income stream than the reducing direct government funding streams.

The attached 10-year budget shows that this Council can continue to be financially stable going into the future with a level of assurance that any council would aspire to.

This budget process will once again be a major financial challenge for a Council that already provides value for money services to a high standard. In making any budget proposals, Members will need to consider the impact on service quality and staff well-being, to ensure that these proposals lead to an achievable 10-year budget that supports the Council's aspirations for customer-focused services.

Members' consideration and scrutiny of the relevant services is an essential and key element in the business and financial planning process. If the net total of growth and savings proposals identified by the Advisory Committees and approved by Cabinet does not reach the £100,000 savings target, additional savings will be required that may result in service changes, to ensure a balanced budget position.

## Appendices

Appendix A - Service Dashboards relating to this Advisory Committee.

Appendix B - 2016/17 Budget by Service relating to this Advisory Committee.

Appendix C - Summary of the Council's agreed savings plan and growth items.

Appendix D - New growth and savings items proposed relating to this Advisory Committee.

Appendix E - Service Change Impact Assessment forms (SCIAs) for the new growth and savings items relating to this Advisory Committee (if applicable).

Appendix F - 10-year budget.

Appendix G - Budget timetable.

## Agenda Item 10

**Background Papers:**

[Report to Council 16 February 2016 - Budget and Council Tax Setting 2016/17](#)

[Report to Cabinet 15 September 2016 - Financial Prospects and Budget Strategy 2017/18 and Beyond](#)

**Adrian Rowbotham  
Chief Finance Officer**



## Advisory Committee responsibilities

Licensing Partnership (SDC, MBC & TWBC), licensing the sale of alcohol; entertainment; taxi's; animal welfare; gambling; temporary event notices; sex establishments; street trading; charity collections and scrap metal dealers and Corporate Health and Safety

### Objectives

- Promote the licensing objectives of the relevant legislation to protect the public whilst supporting legitimate businesses to prosper
- Ensure that taxis and private hire trade provide a safe mode of transport to residents and users
- Ensure compliance of licensed premises, activities and events following grant of respective licences, permits and / or notices
- Fulfilling statutory duties whilst optimising cost savings, enhancing customer service and maintaining individual client's Council sovereignty
- H&S: Ensure the health, safety and welfare of employed staff and all activities

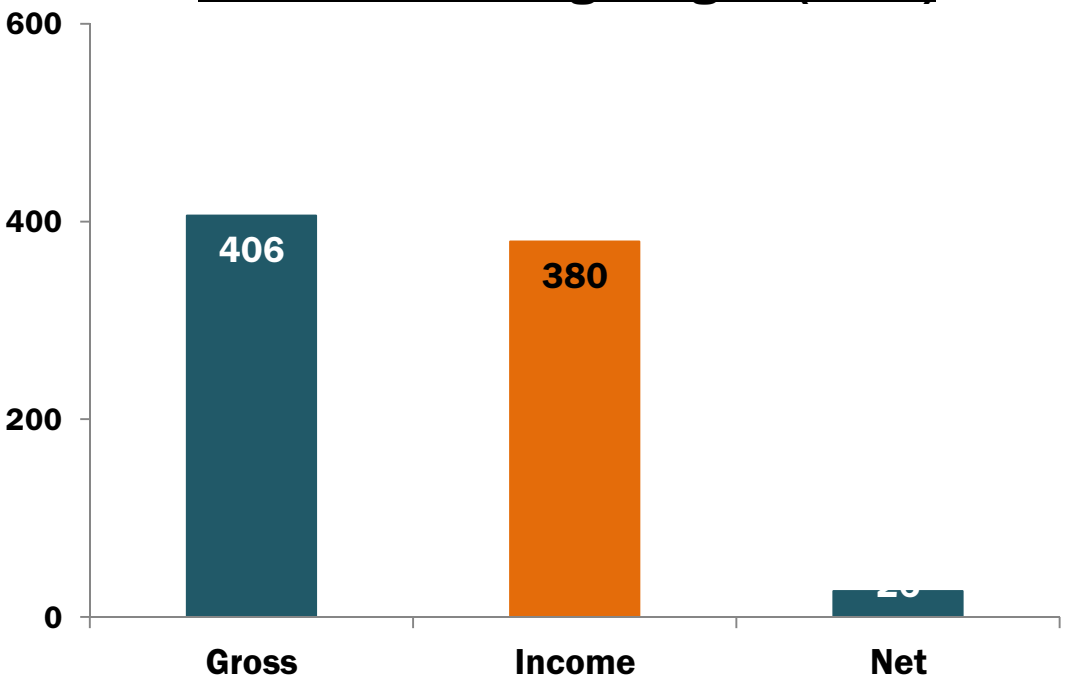
### Achievements & Opportunities

- All performance indicator targets achieved in the first five months of the year, with all 432 applications issued within 5 working days
- Introduction of 21 online forms allowing customers to submit applications 24 hours a day/7 days a week. In August 2015 145 applications and 89% of all Temporary Event Notices were submitted online
- Development of a renewal/reminder notification via email/text messaging which combines changing behaviour with improved efficiencies
- Delivered training for Members of the Licensing Committee and implemented electronic document management in support of paper-less agenda
- Ongoing review of all H&S policies and risk assessments, embedding best practice across the Council

### Challenges & Risks

- Seeking a willing partner to expand the Licensing Partnership
- Full recovery of costs where licensing fees are locally determined
- Increase the number of accessible hackney carriage taxis
- Greater harmonisation of licensing policies across the partner authorities
- Full roll out of on line forms for all applications
- Training for taxi licensees on safeguarding

### H&S and Licensing Budgets (£000)



### Service contribution

Statutory service 🗝️🗝️🗝️🗝️🗝️

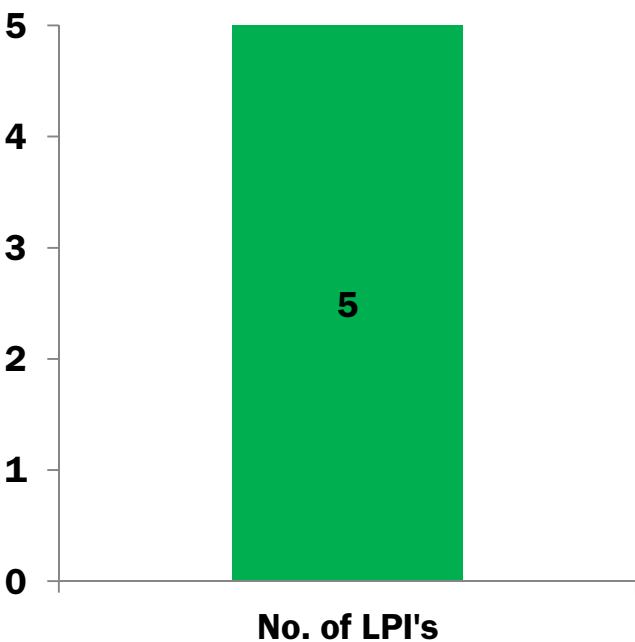
Income generating 💰💰💰💰💰

Working in partnership 🗣️🗣️🗣️🗣️🗣️🗣️

### Corporate priorities

Self sufficiency ✓ Value for Money ✓  
Safe district ✓ Collect rubbish effectively ✗  
Protect Green Belt ✗ Local Economy ✓

### Performance



**Advisory Committee responsibilities**

Democratic Services, elections, governance, Legal Services, trading company, shared service programme & equality

**Objectives**

- To provide high quality legal services to the Council and responding appropriately to new legislation & case law
- Ensuring that the Council's decision making processes are lawful, effective and robust
- Provide the Monitoring Officer function and seek to maintain high standards of probity and governance
- Maintain the Council's Constitution, administer and support democratic processes and provide effective support to Members and the Chairman
- To conduct elections and to undertake referendums and by-elections as necessary, and to maintain the register of electors
- Develop the Council's Aims and Commitments to Equality and Diversity and support the Council to deliver it's Equality Action Plan

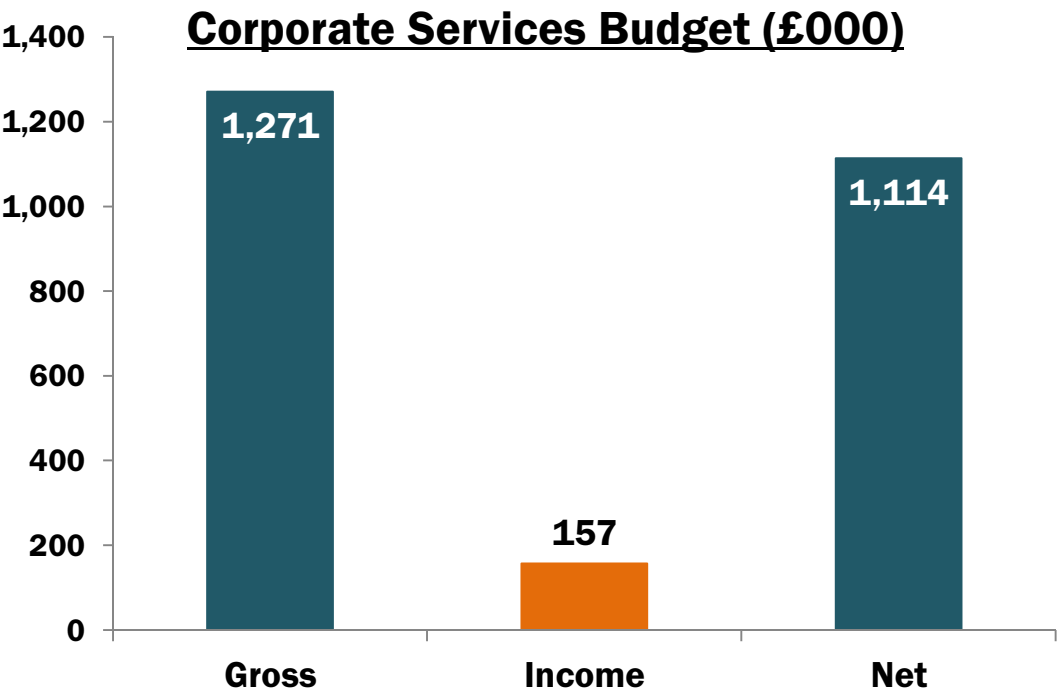
**Achievements & Opportunities**

- Successful delivery of the 2016 Police and Crime Commissioner election, EU Referendum and required by-elections
- Implementation of individual electoral registration in accordance with Government's deadlines
- Retaining the Lexcel Accreditation of the Legal Service
- Responded to and influenced the outcome of the Boundary Commission review of Kent to the benefit of local electors
- Established the Council's trading company in support of the Council's self-sufficient position
- Provided legal support to secure the Council's position and protect the interests of residents

**Challenges & Risks**

- To provide support to the Council's trading activities and income generation supporting a self-sufficient position
- Increase voter registration via digital channels and introduce more streamlined processes
- To publish an accurate electoral register under new Individual Electoral Registration scheme and preparation for forthcoming elections
- To continue to seek partners to further grow the Council's shared services programme
- To complete a review of the Council's Equalities objectives for the next four years

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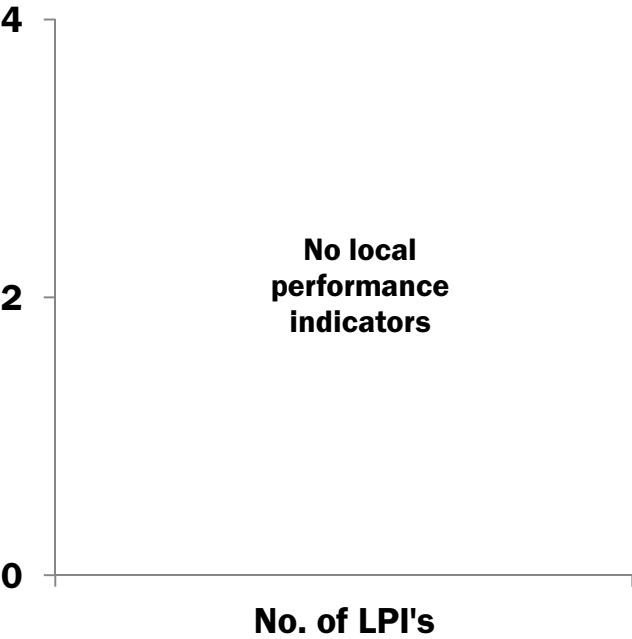
**Service contribution**

- Statutory service
- Income generating
- Working in partnership

**Corporate priorities**

- Self sufficiency ✓
- Value for Money ✓
- Safe district ✓
- Collect rubbish effectively ✗
- Protect Green Belt ✗
- Local Economy ✗

**Performance**



**Legal and Democratic Services Advisory Committee: 2016/17 Budget by Service**

<b>Revenue</b>		<b>2016/17 Expenditure £'000</b>	<b>2016/17 Income £'000</b>	<b>2016/17 Net £'000</b>
<b>Chief Officer</b>	<b>Description</b>			
Env & Op Svs	Licensing Partnership Hub (Trading)	279	(279)	0
Env & Op Svs	Licensing Regime	108	(101)	7
Env & Op Svs	Support - Health and Safety	19	0	19
Financial Services	Equalities Legislation	18	0	18
Financial Services	Members	427	0	427
Corporate Services	Administrative Expenses - Legal and Governance	49	0	49
Corporate Services	Civic Expenses	16	0	16
Corporate Services	Democratic Services	132	0	132
Corporate Services	Elections	228	(148)	80
Corporate Services	Register of Electors	186	(2)	184
Corporate Services	Support - Legal Function	215	(7)	208
		<b>1,677</b>	<b>(537)</b>	<b>1,140</b>

<b>Capital</b>		<b>2016/17 Expenditure £'000</b>
<b>Chief Officer</b>	<b>Description</b>	
		0
		<b>0</b>

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SCIA		Description	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	Later Years	Total
Year	No.		£000	£000	£000	£000	£000	£000	£000	£000	£000
		<b>Direct and Trading Advisory Committee</b>									
2016/17	8	Playgrounds: Reduction in asset maintenance (reversal of temporary saving item)								7	
2016/17	9	Public Conveniences: Reduction in asset maintenance (reversal of temporary saving item)								8	
		<b>Economic and Community Development Advisory Committee</b>									
2014/15	2	Economic Development & Property Team - SCIA originally called 'Broadband and business growth' (reversal of temporary growth item)								(30)	
		<b>Finance Advisory Committee</b>									
2011/12	62,63	Staff terms and conditions - savings agreed by Council 18/10/11							(162)	(674)	
2015/16	10	External Audit fee reduction (reversal of temporary saving item)								30	
		<b>Housing and Health Advisory Committee</b>									
		No savings or growth agreed from 2017/18 onwards									
		<b>Legal and Democratic Services Advisory Committee</b>									
		No savings or growth agreed from 2017/18 onwards									
		<b>Planning Advisory Committee</b>									
		No savings or growth agreed from 2017/18 onwards									
		<b>Policy and Performance Advisory Committee</b>									
2016/17	1	Ec. Dev. & Property: Staffing levels made permanent							28	30	
		<b>Total Savings</b>	(2,984)	(841)	(314)	(479)	(533)	(721)	(162)	(599)	(6,633)
		<b>Total Growth</b>	371	45	50	327	177	309	28	(30)	1,277
		<b>Net Savings</b>	(2,613)	(796)	(264)	(152)	(356)	(412)	(134)	(629)	(5,356)

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## New Growth and Savings Proposals: Legal and Democratic Services Advisory Committee

SCIA		Description	Year	Ongoing	2017/18	10-year Budget
Year	No.				Impact	Impact
					£000	£000
Growth						
2017/18	16	Increase in contribution to District Elections	2017/18	yes	22	220
2017/18	17	Resourcing of Electoral Services	2017/18	yes	60	600
Sub Total					82	820
Savings						
2017/18	18	Licensing - fourth partner joining partnership	2017/18	yes	(15)	(150)
Sub Total					(15)	(150)
Net Savings Total					67	670

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SCIA 16 (17/18)

<b>Chief Officer:</b>	Jim Carrington-West	<b>Service:</b>	Electoral Services
<b>Activity</b>	Elections	<b>No. of Staff:</b>	2.71 fte

Activity Budget Change	Year: 2017/18 Growth £000	Later Years Comments (ongoing, one-off, etc.)
Increase in contribution to reserves for District Elections	22	Ongoing

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

Full District Council elections occur every four years. The costs of approximately £160,000 are funded from a reserve into which a contribution is made each year. The current annual contribution is not sufficient to cover the cost of these elections therefore an additional sum is required.

**Key Stakeholders Affected**

All residents of Sevenoaks District Council

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

This is a statutory function which in the absence of sufficient funds in the elections reserve would still need to be funded, resulting in a significant overspend in the year of a District Council Election.

**Risk to Service Objectives (High / Medium / Low)**

High

2016/17 Budget	£'000	Performance Indicators		
Operational Cost	228	Code & Description	Actual	Target
Income	-148			
Net Cost	80			

### **Equality Impacts**

The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no perceived impact on end users

SCIA 17 (17/18)

<b>Chief Officer:</b>	Jim Carrington-West	<b>Service:</b>	Electoral Services
<b>Activity</b>	Electoral Services	<b>No. of Staff:</b>	2.71 fte

Activity Budget Change	Year: 2017/18 Growth £000	Later Years Comments (ongoing, one-off, etc.)
Resourcing of Electoral Services	60	Ongoing

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

Workload for Electoral Registration has increased following the introduction of Individual Elector Registration (IER). Central government did provide some initial transitional funding to support the increased burden. This funding has decreased to £20,000 for the year 2016/17 with no indication any will be available for future years. The workload has however not reduced and indications are that it will continue to require additional expenditure to fulfil the statutory duty including canvassing.

It is also intended to carry out a review of current Electoral Services processes within current statutory requirements to identify more effective and automated working practices going forward. This is currently not feasible to be carried out within existing resources.

**Key Stakeholders Affected**

All residents of Sevenoaks District Council

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

This is a statutory function which in the absence of sufficient funds would still need to be carried out, resulting in an overspend of the allocated budget.

**Risk to Service Objectives (High / Medium / Low)**

High

2016/17 Budget	£'000	Performance Indicators		
Operational Cost	228	Code & Description	Actual	Target
Income	-148			
Net Cost	80			

### Equality Impacts

The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no perceived impact on end users

SCIA 18 (17/18)

<b>Chief Officer:</b>	Richard Wilson	<b>Service:</b>	Licensing Partnership
<b>Activity</b>	Licensing	<b>No. of Staff:</b>	9.4 fte

Activity Budget Change	Year: 2017/18 Growth / (Saving) £000	Later Years Comments (ongoing, one-off, etc.)
4 <sup>th</sup> Partner joining partnership	(15)	Ongoing

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

From November 2016, a 4<sup>th</sup> Partner, London Borough of Bexley, joined the Licensing Partnership. This means the total licensing 'hub' costs are now shared between 4 partners instead of 3. Even though the total cost of the hub has increased proportionately, the split of total costs is now across 4 Authorities, reducing, proportionately, the actual cost of the 3 previous partnership authorities. The SDC share of this saving, in a full year, is £15,000.

**Key Stakeholders Affected**

Licensees. TWBC; SDC, MBC and LBB

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

No change in service levels. The Licensing Administration team will start administering Bexley's licences [not taxis] from November 2016 and the Licensing Partnership Manager started managing the Bexley team from September 2016.

**Risk to Service Objectives (High / Medium / Low)**

Low

2016/17 Budget	£'000	Performance Indicators		
Operational Cost	108	Code & Description	Actual	Target
Income	(101)	LPI LIC 002	100%	95%
Net Cost	7	LPI LIC 001	100%	95%

### Equality Impacts

The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no perceived impact on end users.

## Ten Year Budget - Revenue

	Budget 2016/17	Plan 2017/18	Plan 2018/19	Plan 2019/20	Plan 2020/21	Plan 2021/22	Plan 2022/23	Plan 2023/24	Plan 2024/25	Plan 2025/26	Plan 2026/27
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Expenditure</b>											
Net Service Expenditure c/f	14,253	13,689	14,249	14,489	14,638	15,178	15,536	15,886	16,243	16,605	16,972
Inflation	569	494	611	435	627	443	450	457	462	467	471
Superannuation Fund deficit: actuarial increase	(721)	300	0	0	200	0	0	0	0	0	0
Net savings (approved in previous years)	(13)	(162)	(271)	(216)	(187)	15	0	0	0	0	0
<b>New growth</b>	<b>88</b>	<b>28</b>	<b>0</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>New savings/Income</b>	<b>(487)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>
<b>Net Service Expenditure b/f</b>	<b>13,689</b>	<b>14,249</b>	<b>14,489</b>	<b>14,638</b>	<b>15,178</b>	<b>15,536</b>	<b>15,886</b>	<b>16,243</b>	<b>16,605</b>	<b>16,972</b>	<b>17,343</b>
<b>Financing Sources</b>											
Government Support											
: Revenue Support Grant	0	0	0	0	0	0	0	0	0	0	0
New Homes Bonus	0	0	0	0	0	0	0	0	0	0	0
Council Tax	(9,672)	(9,982)	(10,300)	(10,627)	(10,963)	(11,309)	(11,663)	(12,028)	(12,402)	(12,786)	(13,181)
Locally Retained Business Rates	(1,951)	(1,989)	(2,048)	(2,113)	(2,155)	(2,198)	(2,242)	(2,287)	(2,333)	(2,380)	(2,428)
Collection Fund Surplus	(333)	0	0	0	0	0	0	0	0	0	0
Interest Receipts	(250)	(130)	(130)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)
Property Investment Strategy Income	(500)	(500)	(1,132)	(1,276)	(1,276)	(1,276)	(1,276)	(1,376)	(1,376)	(1,376)	(1,576)
Contributions to/(from) Reserves	100	(353)	(353)	(353)	(353)	(353)	(179)	(179)	(635)	148	148
<b>Total Financing</b>	<b>(12,606)</b>	<b>(12,954)</b>	<b>(13,963)</b>	<b>(14,619)</b>	<b>(14,997)</b>	<b>(15,386)</b>	<b>(15,610)</b>	<b>(16,120)</b>	<b>(16,996)</b>	<b>(16,644)</b>	<b>(17,287)</b>
<b>Budget Gap (surplus)/deficit</b>	<b>1,083</b>	<b>1,295</b>	<b>526</b>	<b>19</b>	<b>181</b>	<b>150</b>	<b>276</b>	<b>123</b>	<b>(391)</b>	<b>328</b>	<b>56</b>
<b>Contribution to/(from) Stabilisation Reserve</b>	<b>(1,083)</b>	<b>(1,295)</b>	<b>(526)</b>	<b>(19)</b>	<b>(181)</b>	<b>(150)</b>	<b>(276)</b>	<b>(123)</b>	<b>391</b>	<b>(328)</b>	<b>(56)</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>

<b>Assumptions</b>	
Revenue Support Grant:	nil all years
Locally Retained Business Rates:	2% all years
Council Tax:	2% all years
Interest Receipts:	£130,000 in 17/18 - 18/19, £250,000 in later years
Property Inv. Strategy:	£500,000 from 16/17, £700,000 from 18/19, £800,000 23/24 onwards. Sennocke and Bradbourne development income included from 2018/19.
Pay award:	1% in 16/17 - 19/20, 2% in later years
Other costs:	2.25% in all years
Income:	2.5% in all years

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2017/18 Budget Setting Timetable

	Date	Committee
<b>Stage 1</b>		
Financial Prospects and Budget Strategy 2017/18 and Beyond	6 September	Finance AC
	15 September	Cabinet
↓		
<b>Stage 2</b>		
Review of Service Dashboards and Service Change Impact Assessments (SCIAs)	22 September	Planning AC
	4 October	Housing & Health AC
	6 October	Policy & Performance AC
	11 October	Economic & Comm. Dev. AC
	18 October	Legal & Dem. Svs AC
	1 November	Direct & Trading AC
	15 November	Finance AC
↓		
<b>Stage 3</b>		
Budget Update (incl. Service Change Impact Assessments (SCIAs), feedback from Advisory Committees)	1 December	Cabinet
↓		
<b>Stage 4</b>		
Budget Update (incl. Government Settlement information)	12 January	Cabinet
↓		
<b>Stage 5</b>		
<i>Budget Update and further review of Service Change Impact Assessments (if required)</i>	<i>January - February</i>	<i>Advisory Committees</i>
↓		
<b>Stage 6</b>		
Budget Setting Meeting (Recommendations to Council)	9 February	Cabinet
↓		
<b>Stage 7</b>		
Budget Setting Meeting (incl. Council Tax setting)	21 February	Council

Note: The Scrutiny Committee may 'call in' items concerning the budget setting process.

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**Legal & Democratic Advisory Committee Work Plan 2015/16 (as at 20/09/16)**

18 October 2016	24 January 2017	21 March 2017	Summer 2017
<p>Budget: Review of Service Dashboards and Service Change Impact Assessments (SCIAs)</p> <p>Anti Social Behaviour, Crime &amp; Policing Act 2014</p> <p>Licensing update</p>	<p>Youth voter registration</p> <p>Pilot digital elections</p>	<p>Shared Services Update</p>	

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