

30 November 2017 at 7.00 pm

Conference Room, Argyle Road, Sevenoaks
Despatched: 22.11.17



Policy & Performance Advisory Committee

Membership:

Chairman, Cllr. Fleming; Vice-Chairman, Cllr. Miss. Stack
Cllrs. C. Barnes, Clark, Halford, Kelly, Krogdahl, Maskell, McGregor, Mrs. Morris, Parkin and Thornton

Agenda

There are no fire drills planned. If the fire alarm is activated, which is a continuous siren with a flashing red light, please leave the building immediately, following the fire exit signs.

	Pages	Contact
Apologies for Absence		
1. Minutes To agree the Minutes of the meeting of the Committee held on 5 October 2017, as a correct record	(Pages 1 - 4)	
2. Declarations of Interest Any interests not already registered		
3. Actions from previous meeting (if any)		
4. Update from Portfolio Holder		Cllr. Fleming
5. Referrals from Cabinet or the Audit Committee (if any)		
6. Corporate Projects Update	(Pages 5 - 6)	Richard Wilson Tel: 01732 227262
7. Customer Experience Update	(Pages 7 - 8)	Amy Wilton Tel: 01732 227280
8. Corporate Complaints Update - Local Government and Social Care Ombudsman Annual Letter and Lessons Learnt	(Pages 9 - 12)	Amy Wilton Tel: 01732 227280

9. **Work Plan**

(Pages 13 - 14)

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.

POLICY & PERFORMANCE ADVISORY COMMITTEE

Minutes of the meeting held on 5 October 2017 commencing at 7.00 pm

Present: Cllr. Fleming (Chairman)

Cllr. Miss Stack (Vice Chairman)

Cllrs. C. Barnes, Clark, Halford, McGregor, Mrs. Morris, Parkin and Thornton

Apologies for absence were received from Cllrs. Kelly, Krogdahl and Maskell

11. Minutes

Resolved: That the Minutes of the meeting of the Committee held on 25 May 2017 be approved and signed by the Chairman as a correct record.

12. Declarations of Interest

There were no additional declarations of interest.

13. Actions from previous meeting

There were none.

14. Update from Portfolio Holder

The Portfolio Holder, and Chairman, advised that conversations would soon be taking place with local Members in regards to development in Swanley and the White Oak Swimming Centre, with a report in early 2018. There was an opportunity for the Council, along with other Kent authorities to participate in a pilot of 100% Business Rate Retention in 2018/19. Discussions were taking place with the other authorities in regards to the distribution of the money.

Scaffolding and building materials were onsite for the hotel and it was anticipated that the walls would be in place by the end of October 2017.

15. Referrals from Cabinet or the Audit Committee

There were none.

16. Budget 2018/19: Service Dashboards and Service Change Impact Assessments (SCIAs)

The Chief Finance Officer presented the report which set out updates to the 2018/19 budget within the existing framework of the 10-year budget and savings plan. The report presented proposals that had been identified and needed to be considered, together with further suggestions made by the Advisory Committees, before finalising the budget for 2018/19.

Informed by the latest information from Government and discussions with Cabinet, it was proposed that the Council continued to set a revenue budget which assumed no funding from Government through the Revenue Support Grant or New Homes Bonus. This would 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 was included. Other pressures, such as the public sector pay award, may result in a requirement for further savings. Officers would continue to monitor these pressures and report the latest position to Cabinet in December.

Members considered Appendix D which contained savings proposals put forward by the Portfolio Holder and Chief Officers and the Service Change Impact Assessments (SCIAs) in Appendix E. Members also reviewed and discussed the growth and saving items suggested by the Advisory Committee last year on 6 October 2016 in Appendix F.

Public Sector Equality Duty

Members noted that consideration had been given to impacts under the Public Sector Equality Duty and that individual equality impact assessments had been completed for all Service Change Impact Assessments (SCIAs) to ensure the decision making process was fair and transparent.

Resolved: That it be recommended to Cabinet that

- a) The saving proposals identified in Appendix D applicable to the Advisory Committee (SCIAs 01 and 02) be agreed;
- b) the following suggestions be discussed further

Growth

- Broadband improvements
- Reinstatement of the Big Community Fund or something similar.
- Investment in skills training (Economic & Community Development Advisory Committee remit).
- Improved start up business accessibility, e.g. seed funding (Economic & Community Development Advisory Committee remit).
- Improved district event and activity promotion.

Savings

- Additional property acquisitions/developments.
- Investigate further shared services opportunities within this portfolio's terms of reference.
- External communications (social and online).
- Look at ways to reduce corporate management further.
- Set up a bank (mobile/local).
- Become a social landlord for young workers (Housing & Health Advisory Committee's remit).

17. Corporate Plan Update

The Chairman gave a [presentation](#) detailing the priorities of the Council for the coming years for the benefits of residents, local businesses and staff through a new Corporate Plan. The presentation highlighted the past successes of the Council and suggested ways forward with overarching themes of the Environment, Housing, Economy, Health and Community Safety and how these would achieve overall wellbeing through excellence, innovation and value to the customers. Members discussed the points raised and were in agreement with the suggestions.

Resolved: That the report be noted.

18. Work Plan

The work plan was noted.

THE MEETING WAS CONCLUDED AT 8.25 PM

CHAIRMAN

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CORPORATE PROJECTS UPDATE

Policy & Performance Advisory Committee - 30 November 2017

Report of	Chief Officer Environmental & Operational Services
Status	For Consideration
Key Decision	No
Portfolio Holder	Cllr. Peter Fleming
Contact Officer	Richard Wilson, Ext. 7067

Recommendation to Policy & Performance Advisory Committee:

To note the progress being made on the Council's corporate projects.

Reason for recommendation: To ensure Members are aware of and up to date on the progress being made on the Council's corporate projects.

Introduction and Background

- 1 Members will be aware that as part of its Property Investment Strategy the Council has programmed major projects. These projects deliver a community benefit and a financial return of more than 5%.
- 2 The first major project to be completed was the redevelopment of the Bradbourne car park, close to Sevenoaks station. The decking of the car park was successfully completed to plan.
- 3 The redevelopment of Bradbourne was coupled with the closure of the Sennocke car park and the use of the Sennocke site for the development of a new hotel. The hotel is being built by the Council and will be retained in its ownership. Premier Inn will lease the site, and once open 83 additional hotel rooms will be provided for the District.
- 4 The Council has also made a commitment to redevelop the Buckhurst 2 car park in Sevenoaks town centre. Planning permission was granted by Development Control Committee on 19 October for a new decked car park and 10 town houses. The sale of the town houses will make a valuable contribution to the build cost of the car park, ensuring that it generates returns in accordance with the Council's Property Investment Strategy.

Corporate Projects Update

- 5 At the meeting of the Policy & Performance Advisory Committee the Chief Officer Environmental & Operational Services will provide Members with an

CUSTOMER EXPERIENCE PROJECT

Policy and Performance Advisory Committee - 30 November 2017

Report of	Jim Carrington-West - Chief Officer Corporate Services
Status	For Information
Key Decision	No
Portfolio Holder	Cllr. Peter Fleming
Contact Officer	Amy Wilton, Ext. 7280

Recommendation to Policy and Performance Advisory Committee

That the report be noted.

Introduction and Background

- 1 The Customer Experience project was a key corporate project. A new website was commissioned to accommodate more online services and provide an improved service to customers, 24/7. The new website went live in March 2017.
- 2 All content on the old site was reviewed, reduced and then re-written before being added to the new site.
- 3 A customer account function has been introduced, which enables customers to see case history, view local information to them quickly and easily and register for updates from the Council.
- 4 A number of online forms, including bulky collection booking and garden waste permits have been introduced.
- 5 Using Google Analytics, website analytics data has been set up and these will be monitored regularly to inform decisions about future web developments and online services.
- 6 The Corporate Customer Services and Delivery Manager will give a presentation on the key data to the end of October 2017.

Key Implications

Financial

There are no financial implications to this report.

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Legal Implications and Risk Assessment Statement.

There are no legal or risk implications related to this report.

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.

Appendices None

Background Papers None

Jim Carrington-West
Chief Officer Corporate Services

CORPORATE COMPLAINTS UPDATE - LOCAL GOVERNMENT AND SOCIAL CARE OMBUDSMAN ANNUAL LETTER AND LESSONS LEARNT

Policy and Performance Advisory Committee - 30 November 2017

Report of Jim Carrington-West, Chief Officer Corporate Services

Status For information

Key Decision No

Portfolio Holder Cllr. Fleming

Contact Officer Amy Wilton, Ext. 7280

Recommendation to Policy and Performance Advisory Committee

That this report be noted.

Introduction and Background

- 1 This is an update to the Committee following the formal annual complaints report which was presented at the meeting in May 2017. At that time the annual letter had not been received from the Local Government and Social Care Ombudsman (LGO). Members requested that information be brought back to this Committee, along with details of lesson learned from Corporate Complaints.

Local Government and Social Care Ombudsman (LGO) annual letter

- 2 The Council's formal complaint procedure has 3 stages. Stage 1, investigated by the relevant Service Manager and reviewed and signed off by the Corporate Customer Service and Delivery Manager. Stage 2, if new and additional evidence is provided following the outcome of the stage 1 investigation that may affect the outcome, the complaint will be investigated by an independent Senior Manager and reviewed and signed off by an independent Chief Officer. Stage 3, if the customer remains dissatisfied they can then request the LGO review the complaint.
- 3 During 2016/17 the LGO chose to include the '*Social Care Ombudsman*' in its name. Since 2010 they have operated with jurisdiction over all registered adult social care providers, able to investigate complaints about care funded and arranged privately. The change in name during 2016/2017 is in response to frequent feedback from care providers who tell the LGO that their current name is a real barrier to recognition within the social care sector. They hope that the change will give this part of their jurisdiction the profile it deserves.

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- 4 The LGO provide an annual summary of statistics on the complaints made to them about Sevenoaks District Council. This year the letter from the LGO was received on 1 August 2017 and covered the period 1 April 2016 to 31 March 2017.

LGO complaints received

- 5 During 2016/17 the LGO received 10 complaints about the Council, which is a reduction of 52% on the previous year when the LGO considered 21 complaints about the Council.
- 6 The LGO categorised complaints about the District Council by subject area as follows:
- Benefits and Tax - 2 complaints
 - Corporate and other services - 2 complaints
 - Highways and transport - 1 complaint
 - Housing - 1 complaints
 - Planning and development - 4 complaints
- 7 Members may also wish to note that when compared against District Council's in Kent Sevenoaks District Council had the lowest number of complaints received by the LGO in 2016/17. On average the other Kent Districts had 24 complaints (with the lowest being 11 complaints and the highest 47).

LGO complaints decided

- 8 The LGO took 12 decisions on complaints made to them about the Council in 2016/17. None of them were upheld. The previous year the LGO made 22 decisions on complaints about the Council and 1 was upheld.
- 9 The LGO summarised their decisions as:
- Referred back for local resolution - 5 complaints
 - Closed after initial enquiries - 4 complaints
 - Not upheld - 3 complaints
- 10 Members may also wish to note that when compared against District Council's in Kent Sevenoaks District Council had the equal lowest number of complaints decided by the LGO in 2016/17. On average the other Kent Districts had 23 complaints decided (with the lowest being 12 decisions and the highest 50).

- 11 Only two other Kent authorities, alongside Sevenoaks District Council had no complaints upheld by the LGO in 2016/17. Across the rest of the County the LGO upheld a total of 29 complaints.
- 12 Further information on how to interpret the LGO statistics can be found on their website: <http://www.lgo.org.uk/information-centre/reports/annual-review-reports/interpreting-local-authority-statistics>

Lessons learnt

- 13 An integral part of the Council's corporate complaints process is ensuring that the outcomes are evaluated and any areas where lessons can be learnt to improve the way we do things and prevent similar errors occurring in the future are documented and action is taken.
- 14 Since April this year there have been 12 occasions where learning has been taken from complaints made to the organisation at Stage 1 or Stage 2 in order to improve our service to the customer.
- 15 In the majority of these cases the lessons learnt are about the way information is communicated to customers. That can be the timeliness or clarity of writing to a resident or about a lack of available information that has caused a customer a difficulty.
- 16 Examples of this kind have caused the Council to undertake a wide ranging and ongoing review of the letters it is required to send to customers. Website content has also been reviewed and re-written and training has been provided where necessary to improve Officer's skills.
- 17 There have been no significant findings from complaints that have required fundamental change in the way services are provided to customers. This is evidenced in part by the low number of complaints received by the Council and the fact that the LGO has not been required to uphold complaints about us.

Key Implications

Financial

There are no financial implications arising from this report. The Council made no financial payments as compensation in 2016/17 to resolve complaints.

Legal Implications and Risk Assessment Statement

There are no legal implications arising from this report. Failure to properly respond to complaints and improve the Council's services as a result would create reputational and financial risk to the Council.

Agenda Item 8

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.

Appendices

None

Background Papers

Local Government and Social Care Ombudsman
Annual Letter 2017

Jim Carrington-West
Chief Officer Corporate Services

Policy & Performance Advisory Committee Work Plan 2017/18 (as at 20/11/2017)

30 November 2017	22 March 2018	Summer 2018	Autumn 2018
Customer Experience Project Customer complaints Corporate Projects Update			

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