

27 June 2023 at 7.00 pm

Council Chamber, Argyle Road, Sevenoaks

Published: 03.07.23



Improvement & Innovation Advisory Committee

Presentations

	Pages
6. Update from Portfolio Holder	(Pages 1 - 4)
8. Role of the Advisory Committee and Key Challenges	(Pages 5 - 18)
9. Investors in People	(Pages 19 - 30)
10. Meeting Point Update	(Pages 31 - 38)

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.

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Project Pipeline



2018

2020

2021



Hotel, Premier Inn



DELIVERED

DELIVERED

DELIVERED

DELIVERED

Asset Review

Project Management Review

Burlington Mews

Project Pipeline

Agenda Item 6

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DELIVERED

2022

DELIVERED

DELIVERED

DELIVERED

DELIVERED



EVCP

White Oak Leisure Centre

M&Co Meanwhile

The Octagon

Swanley Station improvements



Project Pipeline



2023



DELIVERED



DELIVERED



GRANTED



DELIVERED



DELIVERED

Elizabeth House

Holly Bush Park

Bevan Place

Meeting Point

27-37 High Street

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IN CONSTRUCTION



White Oak Residential

Farmstead Drive

Stangrove

Agenda Item 6

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Improvement and Innovation Advisory Committee

Responsibilities and Challenges

June 2023

Customer & Resources

Jim Carrington-West

Information & Customer Solutions

Head of Information & Customer Solutions: Amy Wilton

Areas of Responsibility

Digital

Customer Solutions

Customer Insights

Issues and Future Challenges

Customer demand and expectations

Improving customer journeys

Developing use of technology

Workforce

Head of HR & Organisational Development: Diana Chaloner

Areas of Responsibility

Human Resources

Organisational Development

Payroll

Issues and Future Challenges

Wellbeing

Recruitment and Retention

Growing our own

Members

Head of Legal & Democratic Services: Martin Goodman

Areas of Responsibility

Democratic Services

Chairman

Issues and Future Challenges

Supporting member requirements

Servicing a significant number of Committee meetings

Assistant Chief Executives

Lee Banks

Service Managers

Communications & Consultation Manager: Daniel Whitmarsh

Policy & PA Team Manager: Margaret Carr

Areas of Responsibility

Policy, Performance & Equalities

Business Transformation

Communications

Issues and Future Challenges

Delivering Council ambitions

Maintaining high performance

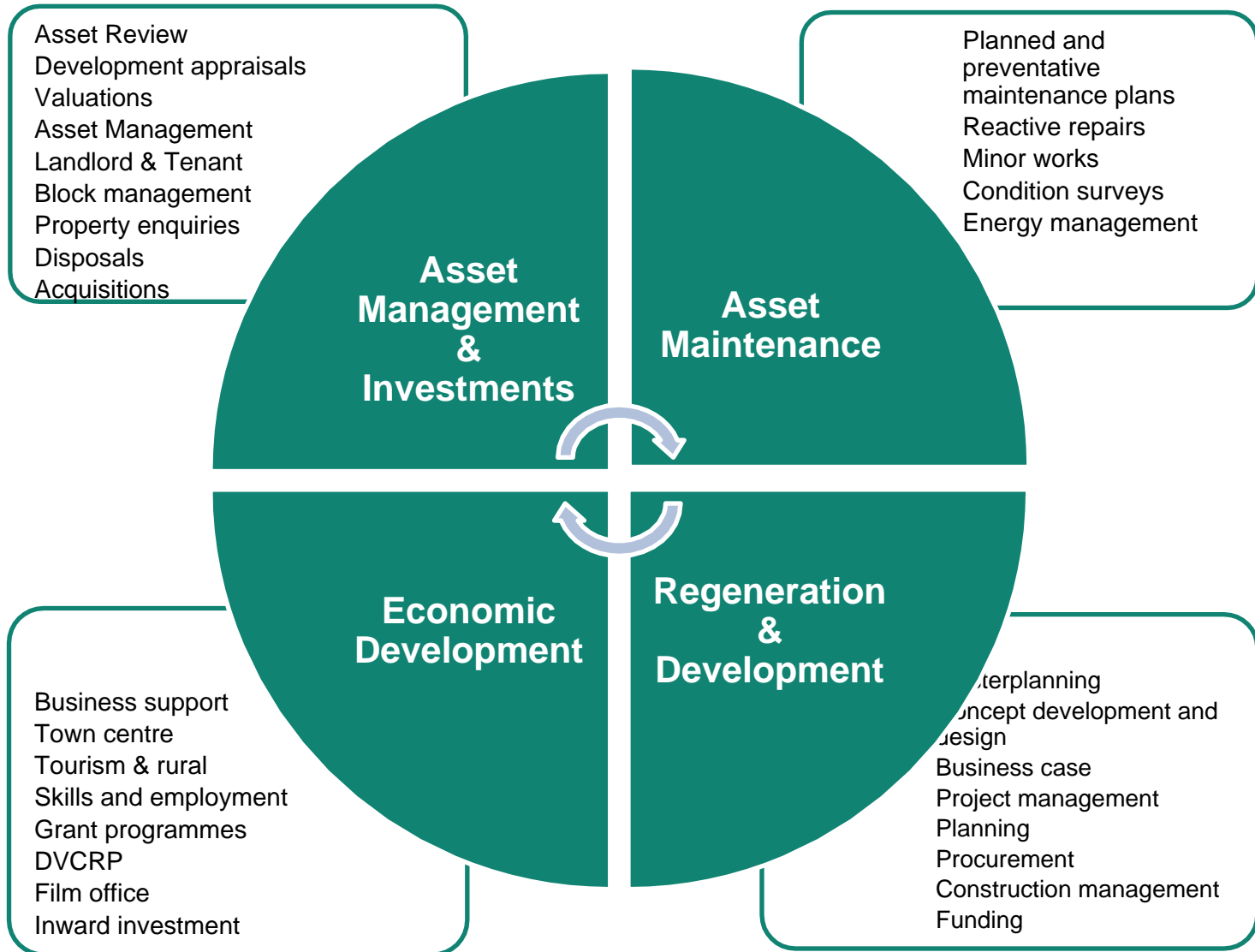
A new equalities policy and action plan

Communicating with our residents & businesses

Commercial & Property

Detlev Munster

Property & Commercial



Key challenges

Limited access to Government grants (not a priority area and ED and regeneration opportunity is limited)

Alternative funding options limited and Govt has placed restrictions on investment portfolios

Changing policy and regulatory framework

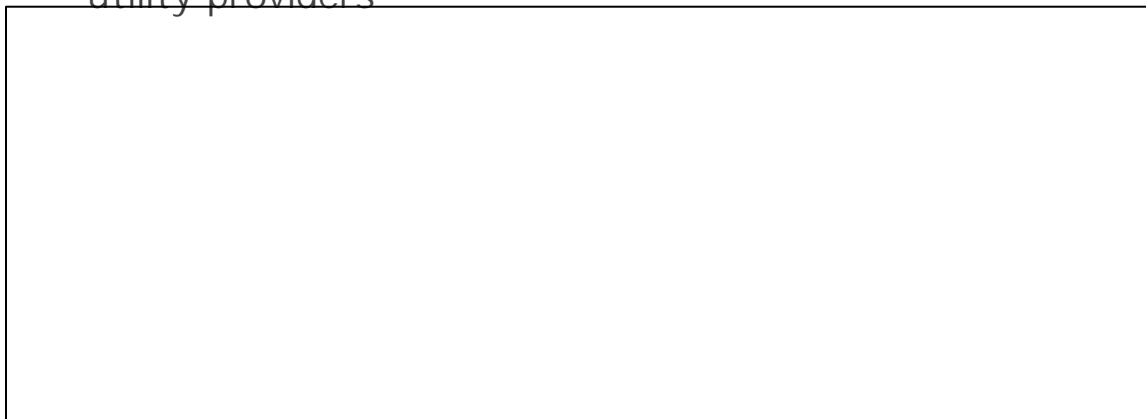
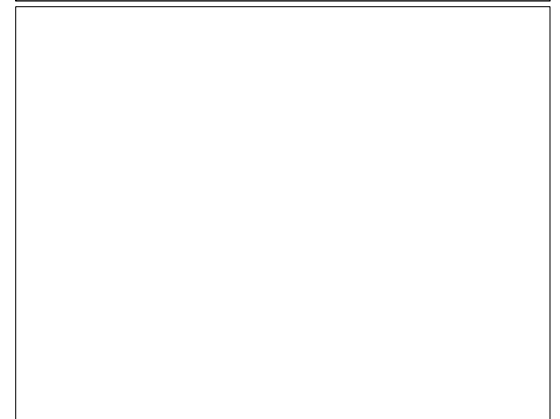
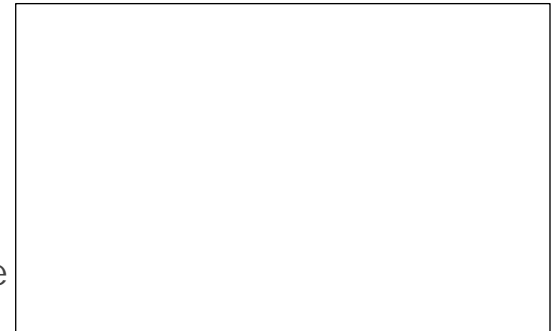
Land availability for development heavily constrained by greenbelt and AONB status (Planning risk is high)

High land values (limiting affordable housing)

Cost of capital is high

High construction costs

Poor asset records across organisations and unresponsive utility providers



Key challenges (cont.)

Corporate estate is old (modernisation and decarbonisation is needed)

Out-dated leases and regularisation needed

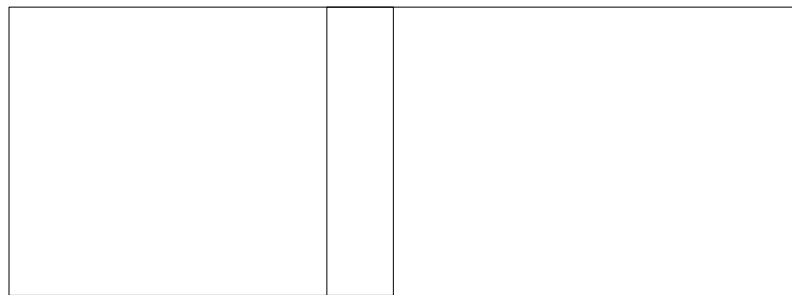
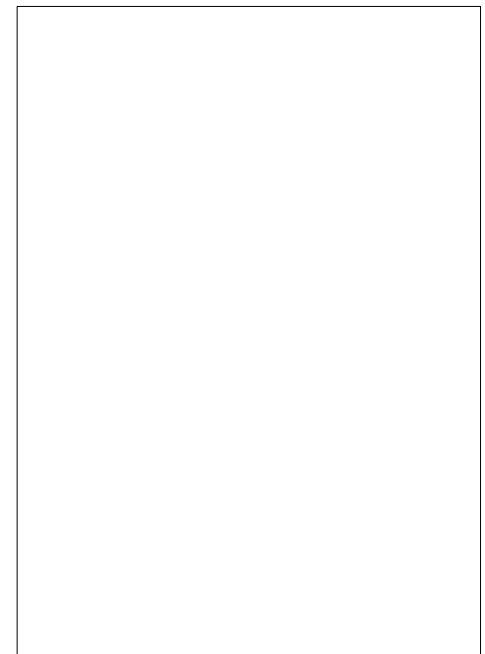
Existing businesses in urgent need for grow-on space

Limited labour pool and changing labour market

21st century jobs (retrofit and upskilling agenda)

Ability to attract inward investment is limited

Pressure on agrarian economy and rural diversification



In progress (Property related)

Stangrove: Completion of 13 new homes, replacement retail unit and enabling works to improve parking provision and enhanced open space landscaping (Nov 2023)

Farmstead Drive: 23 New homes, fit-for-purpose community hall, parking provision and enhanced open space (in planning)

White Oak Residential: 61 new homes using MMC (planning to be submitted shortly)

Decarbonisation of estate

- Argyle Road

- Dunbrik

- Edenbridge and Sevenoaks leisure centres

Options study for Otford Road (depot site)

Land East of High Street, Sevenoaks

Tranche 2 disposals

Asset management system

Asset regularisation programme

Lease modernisation

EPC review and readiness

Energy provider consolidation

EVCP expansion

In progress (ED related)

Implementation of EDS & UKSPF
Team Around Your Business
Green Grants Scheme
WK Business Support Programme
Business Directory
WK Rural Business Grants
Retrofit and upskilling agenda
Dedicated tourism campaigns
Inward investment strategy



Questions

Investors in People

Jim Carrington-West



1/2

One of only two Local Authorities to hold platinum (East Devon)

Top 1% of accredited organisations

108 Criteria, 9 Themes
Staff Survey
Evidence Portfolio
1:1 Discussions
Focus Group Discussions
meetings

Leading and inspiring people
Living the organisation's values and behaviours
Empowering and involving people
Managing performance
Recognising and rewarding performance
Structuring work
Building capacity
Developing continuous improvement
Creating sustainable success

Leading and inspiring people	High Performing
Living the organisation's values and behaviours	High Performing
Empowering and involving people	High Performing
Managing performance	High Performing
Recognising and rewarding performance	High Performing
Structuring work	High Performing
Building capacity	High Performing
Developing continuous improvement	High Performing
Creating sustainable success	High Performing

99%

Understand how their role contributes to the organisation

96%

95%

Consider their objectives are set in line with the

96%

Consider senior management communicates the

90%

Feel appreciated for the work they do

74%

Feel rewarded in ways that match their motivations

People regularly referred to all your values when giving examples of why they enjoyed working at Sevenoaks District Council.

The word
repeated word in all focus groups.

People felt colleagues worked together well and were

People frequently made reference to senior leaders being approachable, friendly and transparent with information.

People had pride working for your organisation and it was frequent to hear people say that Sevenoaks District Council was the best organisation they had worked for.

through Covid was considered exceptional by people.

People felt that hybrid working had increased motivation levels as people felt trusted to work from home and also that communication both at an individual level and team level had remained strong.

Many people highlighted that a strength of your

had the desire to progress and also that people were given every opportunity to progress.

both line managers and senior leaders consistent use of recognition were the key points raised why people felt appreciated.

Part of a regional group of organisations sharing knowledge and learning at regular events

Invited to speak at National events

Shared knowledge with numerous organisations directly, many from the private sector

Previously won Investors in People awards including Excellence in Leadership and Management and Leader of the Year

Presented awards to International organisations on behalf of Investors in People

Invited to put in a submission for the Platinum Organisation of the Year award (250+ employees) for the 2023 IIP International Awards

27-37 High Street,
Swanley

Mixed use development with a shared garden area

Hot desks that can be hired on a casual basis

Dedicated desks that can be hired for longer periods

Small private offices

A variety of meeting and collaboration areas

A boardroom with video conferencing facilities

Access to printer/scanner/photocopier

Wifi enabled through out

Free refreshments

Informal
collaboration
and breakout
areas

Staffed reception area with business support
and virtual office postal service

Dedicated Desk Area

Hot Desk Area

Private
Offices

Flexible event and Meeting Space

Boardroom

