

CABINET
07 November 2013 at 7.00 pm

At the above stated meeting the attached documents were tabled for the following items:

7. Revised draft Corporate Plan (Pages 1 - 24)
8. Revised Appendix B for The Annual Review of Parking Charges for 2014/15 and Christmas Parking 2013 (Pages 25 - 26)

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Sevenoaks District Council
Corporate Plan

01

Introduction

We are determined to ensure Sevenoaks District Council is an organisation that each and every one of our residents and businesses can be proud of.

By understanding what is important to you we will ensure the council is focussed on doing the things you need. We will cut down on the things that aren't so important and be a council that you can trust to make improvements in the right areas.

Our ambitions will not be tempered by the significant reductions in funding that we have endured since 2010 as the UK looks to balance its books. Instead we will innovate and seek not only new ways of working but new ways of making the money we do have grow and work better for you.

We will need council tax and business rates to be paid and at times these bills will need to increase to match the demands you place up on us. In return, we will remain customer focussed and determined to ensure all of the services we deliver are of the highest quality.

This Corporate Plan tells you about the type of organisation we are and sets out the actions we will take to deliver on our vision and our promises to you over the next two years. It will help us to build on our successes and push us on to break new ground and reach new heights in the quality of the services we deliver to you.



A white handwritten signature of Cllr Peter Fleming on a purple background.

Cllr Peter Fleming
Leader of Sevenoaks District Council

A white handwritten signature of Dr. Pav Ramewal on a purple background.

Dr. Pav Ramewal
Chief Executive, Sevenoaks District Council

02

Your Council

Between 2010 and 2015 when this plan reaches its end our reduction in funding from government will have exceeded 50%. This has posed significant challenges, but challenges we have faced head on.

This has only been possible because of strong political leadership and a unique work place culture where staff have embraced change.

To get us to where we are today, as one of the best ranked local authorities in the country with Gold Standard Investors in People and resident satisfaction levels pushing 70%, we have tried, tested and trusted plans.

Our plans help us to manage our money, people and other assets to deliver on the promises our Council makes to residents and businesses.



Central to the council's success is its belief in customer service and the empowerment of its staff.

'The customer is anyone who isn't me' is everyday language and known by all of the staff. It drives us to value every interaction with our customers and leads us to challenge the way we deliver our services to ensure the customer is at the heart of everything we do.

Where we get it wrong we have an open and transparent complaints process. Where complaints highlight our shortcomings or errors we work quickly to learn those lessons and improve our approach to customers and the way we deliver our services.

As a service provider, the quality of our services is very much dependent on the

quality of the people that deliver them. We seek to employ people that understand our culture, that believe in customer service and have a desire to learn and improve. In return we have a keen focus on staff development through empowerment. We trust our staff to take decisions, to take informed risks and to innovate. We don't look to blame, but instead focus on what can be done differently next time.

This approach has allowed us to reduce our budgets and our workforce whilst seeing improvements in productivity, performance and satisfaction with services.

For more information about the Council's customer standards, plans and strategies visit the Council website at www.sevenoaks.gov.uk

03

Money Matters

Financial management is one of our greatest strengths. We were the very first in local government to introduce a ten year budget framework, a tool that allows us to plan our finances over the long term and removes the need for knee jerk decisions when our government support is reduced or our income levels decline.

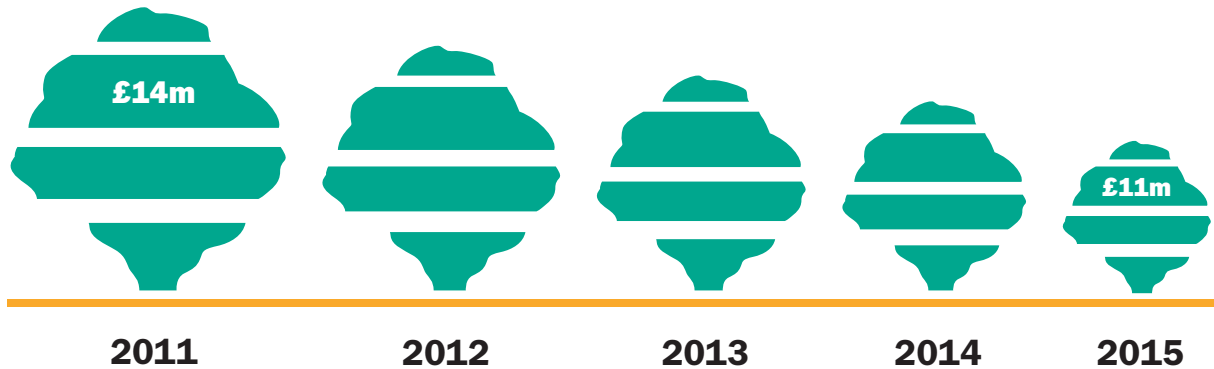
Our budget assumptions are reviewed each year and Cabinet Members take responsibility for ensuring any growth in budgets is identified and counter balanced by sufficient savings. Cabinet is supported by our Advisory Committees who can highlight additional areas of growth and help identify new opportunities for savings. Our Scrutiny Committee is able to call-in Cabinet decisions to help the Council to sustain a balanced 10 year budget.

Since 2011 we have delivered savings in excess of £4 million. The savings plan took the bold decision to deliver significant up front savings. By making on going savings from our budget in the first year of our savings plan we prevented the need for an additional £2.5 million in savings had those early decisions not been made.

Our financial management practices support our promise to deliver value for money and have been recognised by peers and external auditors as some of the best in local government.

Budgets

Budget Chart 2010 - 2015



Savings – £4.3m between 2011 and 2014



Average Council Tax - 2011/12 to 2013/14

2011/12 - £181.89 (£3.50 per week)
 2012/13 - £181.89 (£3.50 per week)
 2013/14 - £185.49 (£3.57 per week)

We have worked extensively to deliver savings in excess of £4m in the last three years but we have also been investing and protecting the most valued services.

We have...

- Brought a successful Torch Relay and Paralympic Cycling events to the District in 2012
- Continued the Community Grant Scheme which awards £150k annually to voluntary and community groups
- Continued to collect all of your rubbish and recycling each and every week

- Worked hard with partners to keep levels of crime amongst the very lowest in the County
- Strengthened our approach to supporting business and bringing new businesses in to the District
- Secured £1.8m of funding to support rural businesses through the West Kent Partnership
- Pioneered a unique HERO Service, supporting residents with their housing and work needs

04

Vision & Promises

Our vision for Sevenoaks District is **'to sustain and develop a fair, safe and thriving local economy'**.

We want to ensure that Sevenoaks District remains a great place to live, work and visit and to help us achieve this we have made five promises to the District, these are:



To provide value for money



To work in partnership to keep the district of Sevenoaks safe



To collect rubbish efficiently and effectively



To protect the Green Belt



To support and develop the local economy

The following pages set out what these promises mean, what we have done so far to meet them and what we will be doing next.



Promise 4: Protecting the Green Belt

Our Promise 1



Providing value for money



Cllr Brian Ramsay

Portfolio Holder for Finance & Resources

What does it mean?

Keeping costs low whilst delivering the services that people want at the best quality.

Track Record

We were rated by the Audit Commission as being in the top two per cent of all Councils for delivering value for money.

Our external auditors continue to praise our approach to value for money and have highlighted our 10 year budget and 4 year savings plans

Over the last two years we have:

- Saved £400,000 a year by providing our services in partnership with other Councils. This includes audit, anti-fraud, council tax, business rates and benefit services, Environmental Health services and the Licensing service
- Reduced costs by sharing management and staff in services such Building Control, CCTV and Parking
- Shared our office space with partners including the Police and Kent County Council
- Buildings that we no longer require have been sold or passed on to Town and Parish Councils
- Transferred services to community groups to ensure their future, including minibuses, youth services and the ever popular family fun days
- Reduced our workforce, changed staff terms and conditions and reduced the number and cost of senior managers

Future plans

We will continue to make cost reductions and savings in the way we deliver our services. To protect the services that you tell us are important to you from the impact of on going cuts to our funding we are determined to break new ground, seek new ways of working and find new ways to raise income.

We will...



Improve our website and make more services available online



Continue to investigate working in partnership and sharing our services with others



Move towards a paperless office, making us increasingly efficient



Raise income from letting out vacant space in our offices



Invest in land and buildings that can increase our income



Be prepared to borrow at low rates of interest to enable investments that generate good levels of return

Council Tax has increased by just 1.98% since 2011

All of your District Council services for £3.57 per week

Our Promise 2



Keeping the District Safe



Cllr Michelle Lowe

Portfolio Holder
for Housing and Community Safety

What does it mean?

Working with the Police and others to prevent crime, address anti social behaviour and make the District a safe place to live, work and travel.

Track Record

The Community Safety Partnership has been working to reduce crime across Sevenoaks District for the last 10 years, helping to make it one of the safest places to live in the UK. But we are not complacent. We know that crime and community Safety issues exist in the District and we work hard with others to try and prevent it.

Over the last two years we have:

- Worked more closely with the Police, including providing a Police Station and dedicated Community Safety Unit within the Council Offices
- Worked with communities through Partners & Communities Together (PACT) panels to address community safety concerns in local areas
- Investigated and addressed more than 350 reports of anti social behaviour across the District
- Supported local people to address speeding vehicles through the Speed Watch scheme
- Improved technology in our CCTV room to reduce costs and ensure more of the people committing crime can be identified

Future plans

We will continue to improve the way we work in partnership to reduce crime across the District. Through our Community Plan and Community Safety Action plan we have set out clear actions to keep the District safe.

We will...



Tackle anti social behaviour, including fly-tipping and graffiti



Deliver a low crime rate across the District



Support victims of crime, domestic abuse and anti-social behaviour



Tackle speeding vehicles and improve safety for all road users including pedestrians and cyclists



Work in partnership to assist the “Troubled Families” project in the District



Work positively with young people to reduce bullying and help them feel safe

For more information about Keeping the District Safe please visit www.sevenoaks.gov.uk/communityplan and www.sevenoaks.gov.uk/communitysafety

Less than 6,000 crimes a year

95.4% of residents feel safe

Our Promise 3



Collecting rubbish efficiently and effectively



Cllr Ian Bosley

Portfolio Holder for Planning & Environment

What does it mean?

Collecting your rubbish and recycling every week and keeping streets clean

Track Record

You consistently tell us that having a District that is kept clean and tidy is important and we know a vast majority of you like to have both your rubbish and recycling collected every week.

We have prioritised these services through all of our recent funding cuts and managed to do so by seeking more efficient collection routes and making sure street cleaning occurs most regularly where it really is needed.

Over the last two years we have:

- Collected your rubbish and recycling every week (unless deep snow got in the way!)
- Improved our garden waste collection service
- Taken on more business customers for our trade waste service
- Responded within our target times to all fly-tips and abandoned vehicles that are our responsibility to remove
- Saved £100,000 a year by reviewing our refuse collection rounds and making them more efficient

Future plans

We are committed to maintaining a clean and tidy District. By employing our own staff we can continue to be responsive to delivering the services that meet your needs and we can continue to seek ways to keep costs within our budget levels

We will...



Continue to collect your rubbish and recycling each week



Seek ways to increase the amount of rubbish that is recycled



Continue to replace our oldest refuse vehicles with new ones that are more efficient and better for the environment



Increase the amount of your waste that is used to generate electricity.

More than 40,000 tonnes of waste collected each year

33% of waste is recycled

Our Promise 4



Protecting the Green Belt



Cllr Ian Bosley

Portfolio Holder for Planning & Environment

What does it mean?

Managing the housing and business development the District needs whilst protecting the beauty and character of the local area

Track Record

Sevenoaks District covers 142 square miles, of which 93% is categorised as Green Belt. Much of the District is rural in character with 60% of the landscape within the Kent Downs and High Weald Areas of Outstanding Natural Beauty.

This presents significant challenges to find the land that is required for new development for housing and for businesses that will continue to make for vibrant local communities.

Over the last two years we have:

- Seen more than our minimum requirement of 165 new homes built across the District each year
- Granted planning permission for new housing in the District that exceeds our minimum requirement for each of the next five years
- Increased the number of Conservation Area Management Plans from 5 to 13
- Prepared the Districts Allocations and Development Management Plan

Future plans

We will continue to review and update the planning policies we have in place. And we will continue to manage development across the District in accordance with those policies.

We are very fortunate to live and work in a District with such beautiful towns, villages and countryside which we are committed to preserving as far as possible for future generations.

We will...



Review our Planning Service and seek to make the decision process as consistent and transparent as possible



Review our Statement of Community Involvement and clarify how people can get involved in shaping local planning policy



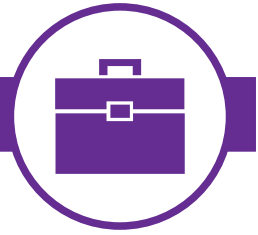
Work with Town and Parish Councils that wish to adopt Neighbourhood Plans

For more information about our local planning policies please visit www.sevenoaks.gov.uk/ldf

2,000 planning applications processed each year

75% of planning applications processed in target time

Our Promise 5



Supporting and developing the local economy



Cllr Roddy Hogarth

Portfolio Holder for Economic & Community Development

What does it mean?

Supporting our local businesses, seeking to enhance infrastructure and attracting new business to the District

Track Record

The need to support businesses across our District has been brought in to sharp focus in recent years. It is obvious now more than ever that the Council has a real role to play in supporting businesses that are already here and seeking to bring new businesses to the area to provide job opportunities to the District.

With limited resources we have been seeking out and securing additional Government and European Union funding to enable us to achieve our ambitions for businesses. We are also working hard to review all of our own services to ensure we give businesses the right level of support when they need it.

Over the last two years we have:

- Secured the Marks and Spencer's development in Sevenoaks
- Supported rural businesses with grants through the £1.8m Leader programme
- Campaigned strongly to bring better broadband provision to the District
- Hosted business events to ensure we are actively consulting and networking with local businesses to learn more about what matters to them
- Provided funding to Visit Kent to promote the District as a tourist destination for the benefit of our businesses
- Supported apprenticeship schemes and offered young people looking to get in to work the opportunity to gain work experience at the Council

Future plans

We will shortly be concluding work on a new Economic Development Strategy and Action Plan for Sevenoaks District. Consultation with businesses will help us to prioritise our ambitions and help us to provide long term support for our local economy and for people seeking work in the District. Alongside completing our Strategy and Action Plan

We will...

	<p>Bring a share of £5.5m of funding to Sevenoaks District to help current businesses with zero or low interest loans to grow their business</p>		<p>Bring £450,000 of funding to the District to help local businesses improve their energy efficiency and reduce their overheads</p>
	<p>Consider our own initiatives to bring broadband to parts of the District that major suppliers are unable to prioritise</p>		<p>Develop a consistent programme of business support</p>
	<p>Promote the District as an excellent place for businesses to locate and grow</p>		<p>Continue to support tourism and the rural economy</p>

1.7% of people in the District are unemployed

05

Community Plan

In addition to the actions set out against each of our Promises we are committed to delivering on each of the priorities set out in the Sevenoaks District Community Plan.

‘Making it happen together’ sets out the actions we will be taking to address what you have told us is most important to you. To do this we work in partnership with the County Council, the health service, the police, the fire and rescue service and housing associations together with voluntary groups, businesses and faith representatives.

The six priorities identified in the Community Plan are complimentary to the Council’s vision “to sustain and develop a fair, safe and thriving local economy’.

Community Plan Priorities

Safe Communities A safer place to live, work and travel	Caring Communities Where children have the best start and where people can be supported to lead independent and fulfilling lives
Green Environment Where people can enjoy clean and high quality urban and rural environments	Healthy Environment Where people have healthy lifestyles and where health inequalities are reduced
Dynamic Economy A thriving local economy, where businesses flourish and people have skills for employment	Sustainable Economy People can live, work and travel more easily and are able to shape their communities



06

The next steps

Our Corporate Plan has set out what we will do to make progress in delivering our promises to you over the next two years.

To help us get there we want to go further, to be truly ambitious and seek to become financially self-sufficient. We want to break new ground and make the Council less reliant on Government funding, instead funding our services from the money we generate locally such as business rates, council tax and income from our investments and from charges for our services.

With less need for money from central government the more we can achieve for freedom from national constraints and increase our ability to deliver what local people and local businesses want.

This is our ambition for the future of Sevenoaks District Council and we will start taking steps in this direction almost immediately. We strongly believe that this is the right thing to do. It will increase our ability to protect the quality of our services and deliver improvements across the District that will take us ever closer to our vision of a fair, safe and thriving local economy.

To do this we will:

- Improve efficiency and cost effectiveness of the services we provide by working in partnership with others, increasing income, reducing running costs, finding new ways of working with a dynamic approach to financial management.
- Buy and build new assets that help improve the way we provide services and at the same time generating return on our investments. To support this strategy we will use our available reserves and take advantage of low interest long term borrowing.
- Place an even greater emphasis on providing better customer service through channel shift and improved access to our services.

- Invest in attracting, generating and supporting business, particularly through the development of broadband across the district.

It is only right that we keep you informed on how well we perform in delivering what we have set out to achieve.

We will regularly review progress against the actions we have set out and we will report back on the progress we make.

We hope our Corporate Plan is clear about the actions we are committed to take as we continue to work hard to deliver further improvements across the District.

If you have any comments on our Corporate Plan we would welcome your feedback to policy@sevenoaks.gov.uk

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CAR PARK TARIFFS				Example		Proposed Increases			Estimated Income			
Item No.	Description	Charge Period	Current Charge	Income from 10p/£10 increase		Option 1	Option 2	Option 3	Option 1	Option 2	Option 3	
1.0	SEVENOAKS TOWN CENTRE - Blighs											
1.1	Short stay	30 minute	70p	10p	£8,000							
1.2	" "	1 hour	£1.30	10p	£10,800							
1.3	" "	2 hours	£2.50	10p	£7,300	20p	20p	20p	£13,800	£13,800	£13,800	
1.4	" "	3 hours	£4.20	10p	£1,500	20p	30p	30p	£2,800	£4,000	£4,000	
	Buckhurst 1, South Park, Suffolk Way											
1.5	Short stay	1 hour	£1.00	10p	£14,000							
1.6	" "	2 hours	£1.60	10p	£7,900	20p	20p	20p	£15,000	£15,000	£15,000	
1.7	" "	3 hours	£2.20	10p	£3,500	20p	20p	30p	£6,600	£6,600	£9,400	
1.8	" "	4 hours	£3.20	10p	£1,700	20p	30p	30p	£3,200	£4,600	£4,600	
	Buckhurst 2											
1.9	Long stay	all day	£4.20	10p	£3,500	20p	10p	20p	£6,600	£3,500	£6,600	
1.10	Season tickets	year	£819	£10	£1,500	£20	£10	£20	£3,000	£1,500	£3,000	
2.0	SEVENOAKS STATION											
2.1	Long stay	all day	£6.50	10p	£2,000	20p	20p	30p	£4,000	£4,000	£6,000	
	Season tickets:											
2.2	Bradbourne	year	£1,060	£10	£1,500	£20	£20	£30	£3,000	£3,000	£4,500	
2.3	Sennocke	year	£1,100	£10	£500	£20	£20	£30	£1,000	£1,000	£1,500	
3.0	SEVENOAKS ST JOHNS HILL											
3.1	Short stay	30 minute	20p	10p	£2,000	10p			£2,000			
3.2	" "	1 hour	40p	10p	£1,000	10p			£1,000			
3.3	" "	2 hours	60p	10p	£800	10p	20p		£800	£1,500		
3.4	" "	3-4 hours	£1.00	10p	£500	20p	30p		£1,000	£1,400		
3.5	Long stay	all day	£2.90	10p	£300	20p	20p	20p	£600	£600	£600	
4.0	SWANLEY											
4.1	Short stay	30 minute	20p	10p	£400	10p			£400			
4.2	" "	1 hour	40p	10p	£300	10p			£300			
4.3	" "	2 hours	60p	10p	£400	10p	20p		£400	£700		
4.4	" "	3-4 hours	£1.00	10p	£400	20p	30p		£700	£1,100		
4.5	Long stay	all day	£3.70	10p	£600	20p	20p	20p	£1,000	£1,000	£1,000	
5.0	WESTERHAM											
5.1	Short stay	30 minute	20p	10p	£200	10p			£200			
5.2	" "	1 hour	40p	10p	£700	10p			£700			
5.3	" "	2 hours	60p	10p	£1,000	10p	20p		£1,000	£1,900		
5.4	" "	3-4 hours	£1.00	10p	£900	20p	30p		£1,700	£2,400		
5.5	Long stay	all day	£2.90	10p	£800	20p	20p	20p	£1,500	£1,500	£1,500	
			Total:		£74,000				Total:	£72,300	£69,100	£71,500
			Percentage:		3.68%				Percentage:	3.59%	3.43%	3.55%

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