



CABINET
09 February 2012 at 7.00 pm
Conference Room - Council Office

AGENDA




Membership:

Chairman: Cllr. Fleming

Cllr. Mrs. Bosley, Cllr. Mrs. Clark, Cllr. Mrs. Davison, Cllr. Mrs. Hunter and
Cllr. Ramsay

1. **Minutes of the meetings of the Cabinet held on 12 January 2012** (Pages 1 - 8)
2. **Declarations of interest**
3. **Questions from Members (maximum 15 minutes)**
4. **Matters referred from Council**
None
5. **Matters referred from the Performance and Governance Committee and/or Select Committees (Paragraph 5.20 of Part 4 (Executive) of the Constitution)** (Pages 9 - 10)

(a) *Treasury Management Strategy (Performance and Governance Committee – 10 January 2012)*
6. **Housing Strategy Action Plan** (Pages 11 - 32)
➡ *Pat Smith*
7. **IT Strategy** (Pages 33 - 68)
➡ *Jim Carrington-West*
8. **Treasury Management Strategy 2012/13** (Pages 69 - 94)
➡ *Tricia Marshall*
9. **Capital Programme and Asset Maintenance 2012/15** (Pages 95 - 106)
Tricia Marshall
10. **Revenue Budget and Council Tax 2012/13** (Pages 107 - 168)
➡ *Pav Ramewal*

11. **Annual Review of Parking Charges for 2012/13 - Results of Public Consultation** (Pages 169 - 192)
Richard Wilson

12. **Citizens Advice Bureau Service Level Agreement** (Pages 193 - 214)
Lesley Bowles

13. **Adoption of Vision for Kent** (Pages 215 - 240)
Lesley Bowles


 Indicates a Key Decision  Indicates a matter to be referred to Council

To assist in the speedy and efficient despatch of business, Members wishing to obtain factual information on items included on the Agenda are asked to enquire of the appropriate Director or Contact Officer named on a report prior to the day of the meeting.

Should you require a copy of this agenda or any of the reports listed on it in another format please do not hesitate to contact the Democratic Services Team as set out below.

For any other queries concerning this agenda or the meeting please contact:

The Democratic Services Team (01732 227241)

CABINET

Minutes of a meeting of the Cabinet held on
12 January 2012 commencing at 7.00 p.m.

Present: Cllr. Fleming (Chairman)

Cllrs. Mrs. Bosley, Mrs Bracken, Mrs Clark, Mrs. Davison, Mrs Hunter
and Ramsay.

Also Present: Cllrs. Bosley, Davison, Fittock and Searles.

Apologies: None

DEMOCRATIC SERVICES MANAGER

The Chairman and Cabinet thanked the departing Democratic Services Manager, Alan Twyman, for the work that he had done for the District Council over the past fourteen months. The Cabinet extended their best wishes for the future to Mr Twyman and welcomed the incoming Democratic Services Manager, Philippa Stone.

57. **MINUTES OF PREVIOUS MEETING**

Resolved: That the minutes of the Cabinet meeting held on 8 December 2011 be approved and signed as a correct record.

58. **DECLARATIONS OF INTEREST**

Councillor Mrs Hunter declared a personal and prejudicial interest in regard to Item 9 – Big Community Fund – Allocation of Funding for December Appraisal Round and Additional Members for Appraisal Panel, as the Ward Member submitting the application.

Councillor Mrs Bosley declared a personal interest in Item 9 – Big Community Fund – Allocation of Funding for December Appraisal Round and Additional Members for Appraisal Panel, as one of the applications related to her ward.

59. **QUESTIONS FROM MEMBERS**

There were no questions from Members.

60. **MATTERS REFERRED FROM THE PERFORMANCE AND GOVERNANCE COMMITTEE AND/OR SELECT COMMITTEES**

(a) Conservation Area Appraisal and Management Plan: Chiddingstone Hoath – (*Environment Select Committee - 25 October 2011*)

This was considered under Minute 62 below.

61. **CALCULATION OF COUNCIL TAX BASE**

The Portfolio Holder for Finance and Value for Money introduced a report

setting out details of the calculation of the District's tax base for council tax setting purposes. These figures would be used to determine tax rates for each of the Council Tax bands once the Council's budget requirement was known. The report also outlined the timetable for setting the 2012/2012 council tax.

In previous years, the tax base, used to determine council tax bills, had to be adopted by a meeting of Full Council. However, Section 84 of the Local Government Act 2003 removed this requirement and each billing authority makes its own arrangements for adopting the council tax base. The Council was required to calculate a tax base figure for the Department of Communities and Local Government (DCLG) for the purposes of Revenue Support Grant (RSG). This was based on the valuation list as at 12 September 2011 and occupancy information at 3 October 2011. The tax base for tax setting purposes was based on information available in December 2011.

The Portfolio Holder for Finance and Value for Money reported that the collection rate for 2012/13 would remain at 99.5%, the level set for 2011/12 and that the number of Band D properties had been estimated to increase by approximately 285 to 50,860.03.

Resolved: That

(1) the calculation of the Council's tax base for the year 2012/13 set out in the report be approved;

(2) pursuant to the report of the Deputy Chief Executive and Director of Corporate Resources and in accordance with the Local Authorities (Calculation of Council Tax Base) Regulations 1992 (as amended) the amount calculated by Sevenoaks District Council as its council tax base for the whole area for the year 2012/13 shall be 50,860.03;

(3) pursuant to the report and in accordance with the Local Authorities (Calculation of Council Tax Base) Regulations 1992 (as amended) the amount calculated by the Sevenoaks District Council as the council tax base for 2012/13 for the calculation of local precepts shall be:

<u>Parish</u>	<u>Tax Base</u>
Ash-cum-Ridley	2,550.68
Brasted	757.79
Chevening	1,459.76
Chiddingstone	601.38
Cowden	422.68
Crockenhill	704.56
Dunton Green	908.63
Edenbridge	3,651.85
Eynsford	944.65
Farningham	636.50

Cabinet – 12 January 2012

Fawkham	286.36
Halstead	780.58
Hartley	2,589.29
Hever	621.48
Hextable	1,705.33
Horton Kirby & South Darent	1,379.27
Kemsing	1,878.86
Knockholt	619.39
Leigh	842.37
Otford	1,737.97
Penshurst	847.24
Riverhead	1,241.36
Seal	1,237.28
Sevenoaks Town	9,282.55
Sevenoaks Weald	627.15
Shoreham	1,025.55
Sundridge	950.23
Swanley	6,090.99
Westerham	2,072.09
West Kingsdown	2,406.21

(4) any expenses incurred by the Council in performing in part of its area a function performed elsewhere in its area by a parish or community council or the chairman of a parish meeting shall not be treated as special expenses for the purposes of section 35 of the Local Government Finance Act 1992.

62. CONSERVATION AREA APPRAISAL AND MANAGEMENT PLAN, CHIDDINGSTONE HOATH

The Portfolio Holder for Planning and Improvement introduced a report seeking support for a new Conservation Area Appraisal and Management Plan for Chiddingstone Hoath. The new plan had been prepared to meet local Best Value performance requirements and as part of background work which would contribute to the Local Development Framework (LDF). The Plan had been considered by the Environment Select Committee on 25 October 2011 which had made minor amendments to the Conservation Area Appraisal and Management Plan. These amendments were endorsed by the Cabinet.

The Portfolio Holder for Planning and Improvement made a further minor amendment to page 33 of the document:

“The nearest station is at Cowden and the nearest major settlement is the

town of Edenbridge to the north west".

Resolved: That the Chiddingstone Hoath draft Conservation Area Appraisal and Management Plan attached at Appendices B and C to the report, with the amendments suggested by the Environment Select Committee, be adopted as informal planning guidance.

63. LOCALITY BOARDS

The Cabinet considered a report setting out the background to Locality Boards and seeking approval to work with the County Council to set up a Locality Board for the Sevenoaks District. It was envisaged that the Sevenoaks District Kent Locality Board would be an advisory board but with the ability to promote the localism agenda through the commissioning and co-ordination of services previously delivered by the County Council using budgets devolved from the County Council. The terms of reference for discussion by the Locality Board were attached to appendix A of the report.

The Chairman reported that the Sevenoaks District Kent Locality Board would involve relevant Portfolio Holders as well as other District Councillors who had particular interests, especially concerning youth and health issues, and drawn from across the geographical spread of the District. It was also stressed that the Locality Board would not remove decision making at a local level. The Board brought with it the potential to secure additional funding for issues that would benefit the District, for example, funding for youth activities.

The Portfolio Holder for Safer Community stressed the need to keep all Members informed. To this end, the Portfolio Holder suggested that when the Board considered issues that affected a specific portfolio, the relevant Portfolio Holder should be invited to the meeting. The Chairman highlighted that the composition of the Board would be a combination of Cabinet Members and non-Cabinet Members and that the approach would be as inclusive as possible.

In response to a question from a Member, the Chairman reported that Highways did not fall within the remit of the Locality Board. The Joint Transportation Board would remain as a separate body and would not be subsumed into the Locality Board.

The Cabinet noted that an initial scoping meeting would be held early in 2012 with Membership of the Board being agreed at the Annual Council meeting in May 2012. The first meeting of the Locality Board would be held soon after the Annual Council meeting.

Resolved: That

(1) a Locality Board for the Sevenoaks District be set up, with a scoping meeting being held in early 2012 and Sevenoaks District Council membership of the Board being agreed at the Annual Council Meeting;

(2) the draft terms of reference set out in Appendix A of the report be put forward to the Locality Board for discussion; and

Cabinet – 12 January 2012

(3) the delivery structure set out in Appendix B of the report be put forward to the Locality Board for discussion.

64. BIG COMMUNITY FUND – ALLOCATION OF FUNDING FOR DECEMBER APPRAISAL ROUND AND ADDITIONAL MEMBERS FOR APPRAISAL PANEL

Having declared a personal and prejudicial interest, Councillor Mrs Hunter left the meeting for the duration of this item.

The Head of Community Development presented a report which outlined draft appraisals considered at the Appraisals Panel on 21 December 2011. In July 2011 Cabinet resolved that funding be allocated to a new grant scheme, the Big Community Fund, which had been established to provide a source of funding to enable Members to work with local communities to improve the area. The Appraisal Panel held on 21 December 2011 was inquorate due to the indisposition at the last minute of one of the Members due to sit on the Panel. The four Members present appraised the six applications received and made draft recommendations. Recommendations made at an inquorate meeting can not be ratified by a Cabinet Member decision and instead must be agreed by Cabinet decision.

In addition to the six applications from 21 December 2011, the Cabinet considered a seventh application, from Crockenhill & Well Hill ward which had been received. This application had not been signed as there was no ward member due to the unexpected death of the Ward Member earlier in the month. The application was also appraised by the Members present and Cabinet were asked to agree the application.

As the number of completed applications received had risen with the popularity of the Scheme, it had become more difficult to find a quorum for the Appraisal Panel from the pool of sixteen trained Members. The report therefore also proposed to increase the number of trained Members. Six Members who had recently attended a training session on making applications to the scheme had indicated their interest in training for the Panel and were recommended to the Cabinet to sit on the Appraisal Panel.

The Chairman reported that a Member had raised concerns surrounding consistency within the decisions taken by the Appraisal Panel and clarified that the application relating to Sevenoaks Kippington Ward had been refused on the basis that salt bins were primarily the responsibility of another authority. The Head of Community Development reported that the Appraisal Panel adhered to detailed scoring criteria, which helped to ensure consistency, and that Members of the Panel undertook training prior to considering applications. As well as the detailed scoring criteria, the Appraisal Panel also considered value for money, whether the application met local need and whether the application demonstrated innovation. Applications that were self-sustaining with low or no running costs were also generally considered more favourably.

The Sevenoaks Kippington application had received a score of 36, which was one of the lowest scores since the inception of the scheme. Only two other applications had received lower scores and both of these had been refused. Applications relating to something that was the responsibility of another local

authority generally received lower scores. The Panel had felt that salt bins were the responsibility of Town and Parish Councils and Kent County Council Highways. The Chairman noted that a revised application could be submitted by the Resident's Association for review at a future meeting of the Appraisal Panel.

The Portfolio Holder for Safer Communities contended that something being the responsibility of Kent County Council should not be sufficient grounds to refuse an application and questioned whether this was in fact a legitimate ground for refusal. If it was, the Portfolio Holder suggested that any application that related to areas that were the responsibility of another local authority that had previously been approved should be referred back to the Appraisal Panel for further review.

The Portfolio Holder for Community Wellbeing stated that she would not feel comfortable over turning a recommendation that had been made by Members who had undertaken the necessary training and had reached a decision based on a detailed appraisal. If the Appraisal Panel had been quorate at its meeting, the issue would not have been on the agenda for Cabinet's consideration.

The Portfolio Holder for Safer Community requested that her objection to the refusal of the Sevenoaks Kippington application be minuted as she did not feel that sufficient reasons for refusal had been provided. The Portfolio Holder felt that the decision should be referred to another Panel for further review and abstained from voting on this particular application when the recommendations from the draft appraisals were put to the vote.

Resolved: That

(a) the draft appraisals from the 21 December 2011 Appraisal Panel be agreed;

(b) the following Members should be added to the Big Community Fund Members Appraisal Panel:

Cllr Mrs Angela George

Cllr Mrs Faye Parkin

Cllr Simon Raikes

Cllr Mrs Janet Sargeant

Cllr Roderick Hogarth

Cllr Lawrence Ball

65. WEST KENT COLD STORE SECTION 106 COMMUNITY FACILITIES FUNDING

The Portfolio Holder for Housing and Balanced Communities introduced a report outlining the work undertaken by the Council and Partners to improve

Cabinet – 12 January 2012

community facilities in Dunton Green and Riverhead to mitigate the impact of the new Berkeley Homes development on the West Kent Cold Store site, in accordance with the Section 106 Agreement. The report included the outcome of community consultations and details of potential projects which could be funded by the £1,234,894 Community Facilities Fund.

The Portfolio Holder for Housing and Balanced Communities informed the Cabinet that since the report had been published Riverhead Parish Council had secured additional funding for improvements to St Mary’s steps and it was therefore proposed to reduce the proposed allocation of funding in recommendation 5 by £6,000 to £59,000. The Portfolio Holder proposed that this £6,000 should be diverted to the programme of activity to ensure that the improvement projects foster the use of the community buildings and that the amount allocated in recommendation 6 should be increased to £150,894 accordingly.

The Head of Community Development reported that there had been extensive consultation with all households in both parishes and that the Steering Group had developed the recommendations. Referring to the two projects that had received no allocation of funding, the Head of Community development explained that the Steering Group had felt that the resurfacing of Donnington Hall’s car park was maintenance work that should have been undertaken over a number of years and that the project did not provide a community facility or mitigate the development. The rules of Dunton Green’s Social Club restricted open access to the facility. The Steering Group felt that the application should not be taken forward as the criteria for funding stipulating that community facilities should be provided had not been met.

Mindful that Kent County Council (KCC) were currently undertaking a review of library services, the Cabinet expressed the view that some form of library provision should be included in the proposed capital project to be developed by Dunton Green Parish Council on the site of the existing pavilion and recreation ground supported by the proposed allocation of funding contained in recommendation 1. It was recognised that this was a KCC function but the Head of Community Development was asked to pursue this with KCC as part of discussions concerning the review of library facilities, as part of number 1 on the recommendations table.

A Member queried whether the Donnington Hall application, where no allocation of s106 funding was proposed, could be eligible for funding from the Big Community Fund. The Head of Community Development confirmed that an application could be eligible but an appraisal would be necessary to determine this.

Resolved: that the following recommendations be agreed:

	Project	Maximum sum including contingency
1	Dunton Green Parish Council to be invited to develop a capital project on the site of the	£1 million

	existing pavilion and recreation ground as outlined in their Expression of Interest form and which will meet planning regulations. The fully developed project to be brought to Cabinet for final approval. Officers should investigate with the Parish Council the possibility of a library facility in the building in line with the public consultation results.	
2	Donnington Hall's application to re-surface the car park to be refused on the basis that it does not meet the criteria.	No allocation
3	Dunton Green Social Club's application for refurbishment work should be refused as the project does not demonstrate that it would be inclusive and would help bring the old and new communities together.	No allocation
4	Dunton Green Village Hall Management Committee should be invited to develop an improvement proposal for the hall kitchen and toilets, including plans, estimates and a hall usage plan.	£25,000
5	Riverhead Parish Council should be invited to develop their project to enhance "The Heights" including improvements to St Mary's steps and lighting (subject to the Church's commitment to future maintenance) and provide costings.	£59,000
6	Officers should plan for a programme of work to ensure that the improvement projects foster the use of the community buildings and bring the two communities together using community and youth work over a three year period.	£150,894

THE MEETING ENDED AT 7.45 PM

Chairman

Implementation of Decisions

This notice was published on 16 January 2012. The decision contained in minute 64 takes effect immediately. All other decisions take effect on 24 January 2012.

**MATTERS REFERRED BY PERFORMANCE AND GOVERNANCE COMMITTEE
AND/OR SELECT COMMITTEES**

- (a) 2010/11 Annual Audit Letter (*Policy and Governance Committee – 10 January 2012*)

An extract from the minute of the Policy and Governance Committee on 10 January 2012 is reproduced below:

“The District Auditor advised that the Annual Audit Letter was the public report which reflected all that he had been saying to the Committee over the past year. There were two main areas: Accounts and Value for Money. It had been a good year and he had issued unqualified opinions for both areas. The financial statements were good, complied with the new requirements under the International Financial Reporting Standards (IFRS) and there were no issues to raise. With regards to Value for Money the Council was performing strongly, delivering within budget and had a strong medium term financial strategy in place for the next ten to fifteen years. He acknowledged that there would continue to be challenges which he knew that the Council would continue to tackle proactively.

The Cabinet Member for Planning and Improvement, commended the excellent working relationship between Officers and the District Auditors Office which had built up over the last few years.

In response to questions, the District Auditor reported that he would hopefully have further information on the progress made on the abolition of the Audit Commission at the next meeting. Stage 1 of the process, the outsourcing, was currently underway and thirteen firms had been shortlisted. The TUPE transfer would take place in March 2012, with staff transferring to the firms awarded the contracts in October 2012. The Audit Commission would remain in place to oversee the contracts and other statutory functions but would be significantly smaller following the outsourcing. Stage 2, the opening of a more competitive audit market, would be in two to three years time as it required a change to legislation. It was anticipated that the procurement would bring about a 10% reduction in fees for 2012/13.

Resolved: That:

- (a) all staff involved be congratulated and thanked for their hard work;
- (b) the findings of the Annual Audit Letter be commended to Cabinet.”

This page is intentionally left blank

CABINET - 9 FEBRUARY 2012

HOUSING STRATEGY ACTION PLAN 2012

Also Considered by: Services Select Committee – 31 January 2012

Full Council – 21 February 2012

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

Status: For Decision

Key Decision: Yes

This report supports the Key Aim of:

- i) Community Plan; and
- ii) Vision for Balanced Communities.

Portfolio Holder Cllr. Mrs Carol Clark

Head of Service Head of Housing and Communications - Mrs. Pat Smith

Recommendation to Services Select Committee: It be RESOLVED that Members recommend the Housing Strategy Action Plan (HSAP) to Cabinet for approval.

Recommendation to Cabinet: It be RESOLVED that Members recommend the HSAP to Full Council for approval.

Recommendation to Full Council: It be RESOLVED that Members adopt the HSAP as District Council policy.

Reason for recommendation: to agree strategic direction and related housing activity up to 2013.

Introduction

- 1 Local authorities are no longer required to produce housing strategies, though it is still considered good practice to do so. These documents provide strategic direction and include a range of tactics to achieve strategic goals.
- 2 The Draft HSAP (Appendix A) has been produced to reflect findings from consultation and latest intelligence, both of which provide an indication of future housing need and demand. Consideration is also given to financial and

Agenda Item 6

non-financial capacity going forward, which is a key factor in the current and near-term economic environment.

- 3 If approved, delivery of the HSAP will be overseen by the Local Strategic Partnership's (LSP) Strategic Housing Sub-group, which is represented by District Council officers and a number of other partner organisations. Progress reports will be taken to the main LSP and Services Select Committee to update on strategic objectives.
- 4 Minor adjustments are likely to take place during the course of the action plan to reflect developing policy and the changing housing market. This will ensure that local housing strategy is routinely adapted to best effect. A full review and update of the HSAP will then take place in 2014.

Key Implications

Financial

The HSAP will be delivered from existing resources. Bids will be made for external funding to deliver some objectives, as set out in the HSAP.

Community Impact and Outcomes

The HSAP aims to meet housing need and demand across sectors and client groups, with a particular focus on the vulnerable. It also supports wider Community Plan outcomes, such as health, welfare, employment and training.

Legal, Human Rights etc.

This is compatible with the provisions of the Human Rights Act 1998 (HRA) and is not likely to result in any HRA implications.

Resource (non-financial)

The HSAP will be delivered using existing resources and there will be no additional non-financial implications.

Value For Money and Asset Management

- The HSAP provides opportunities to reduce the impact on District Council assets and will help to create savings.
- Working across local authority boundaries and with cross-sector partners, there is less consequent requirement for office space.
- The HSAP will not have a negative environmental impact - impact would be positive, though negligible.

Equality Impacts

Does the activity have the potential to cause adverse impact or discriminate against different groups in the community?

There is some positive discrimination to assist certain client groups and to equalise opportunities.

Does the activity make a positive contribution to promoting equality?

Yes - it aims to assist those who have fewer opportunities than the norm.

Summary of Impacts

Impacts are positive.

Sustainability Checklist

Completed and available by request.

Conclusions

The HSAP aims to make best use of limited financial and non-financial to deliver housing strategy to best effect - and without placing further strain on constrained local budgets by making best use of external funding and/or shared services, where possible.

Risk Assessment Statement

- There are a number of risks associated with **not** adopting the SDHAP, including:
- Not having a strategic document setting the way forward to meet housing requirements in the District and across West Kent; and
- A failure to demonstrate to the community that the District Council is actively working towards related Community Plan objectives.

Background Papers:

Sustainable Community Action Plan 2012-13

Vision for Balanced Communities

See: Supporting Evidence/Intelligence (Appendix A: SDHAP, p12)

Contact Officer(s):

Pat Smith, x7355

Gavin Missons, x7332

Kristen Paterson

Deputy Chief Executive and Director for Community and Planning Services

This page is intentionally left blank

SEVENOAKS DISTRICT COUNCIL

HOUSING STRATEGY ACTION PLAN (2012)

This publication is available in large print by calling 01732 227000

This publication can be explained in other languages by calling 01732 227000

www.sevenoaks.gov.uk

January 2012

Sevenoaks District Council | Council Offices | Argyle Road | Sevenoaks | Kent | TN13 1HG

If you would like to comment on this document, please contact the Housing Policy Team:

01732-227000

housing.policy@sevenoaks.gov.uk

Contents

Introduction	-
Governance and monitoring	-
Action Plan	
- Priority 1	-
- Priority 2	-
- Priority 3	-
- Other	-
Supporting evidence and intelligence	-
Key housing outputs	-
Abbreviations	-

Introduction

The District Council has undertaken a wide-range of consultation and considered feedback against an updated and improved evidence base. This has provided a clearer understanding of housing needs and aspirations across different sections of the community, both at present and looking forward to the future.

Three strategic objectives have been identified to meet current and future housing requirements in the Sevenoaks District, whilst also having regard to the wider West Kent housing market area:

- 1 Providing a good mix of decent and affordable homes across all tenures: offering households choice and sustaining communities
- 2 Improving the quality and use of existing housing and sustaining neighbourhoods
- 3 Meeting the needs of vulnerable and lower income households

In order to deliver the above, a number of policies, programmes and actions have been identified. These are set out in the Housing Strategy Action Plan (HSAP).

The HSAP contributes to a much wider set of outcomes such as economic mobility and development, community safety, and improving the community's health and well-being. It is a key supporting document of the Sevenoaks District Sustainable Community Plan - the District Council's long-term sustainable vision for the area.

The HSAP has been timed to correspond with the remainder of the Sustainable Community Action Plan, which will run until 2013. At that point, both plans will be fully updated and correspond from then onwards.

To avoid repetition of information, references are instead made to supporting surveys, studies and other documents, including numerous related internal and external policies, strategies and plans.

A summary of the District Council's strategic housing objectives is available on the District Council's website. This provides a general overview of housing strategy in an easy-read format.

See: www.sevenoaks.gov.uk/housing

Governance and monitoring

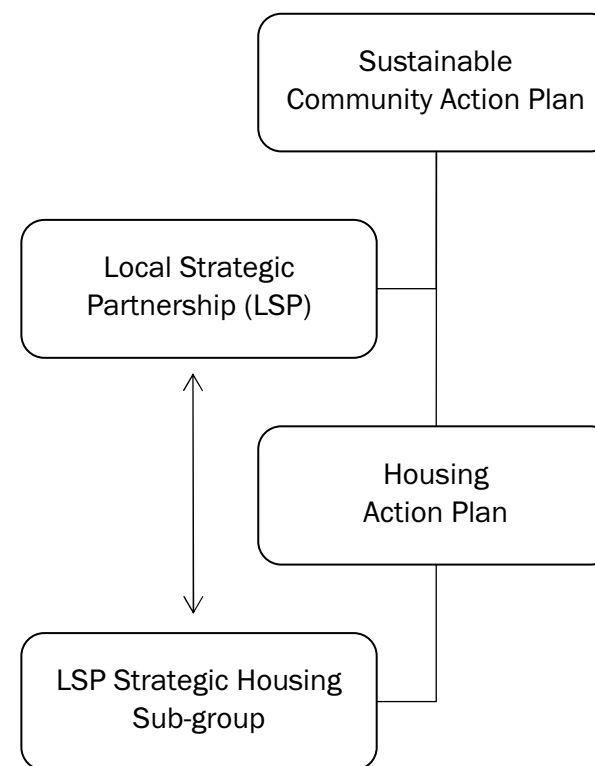
Housing strategy features strongly in the District Council's Sustainable Community Action Plan 2010-13 and this is reflected within the governance structures of the Local Strategic Partnership (LSP).

Monitoring of the HSAP will be undertaken by the LSP Strategic Housing Sub-group and progress reports will be provided to the main LSP. Reports will also be provided to the District Council's Services Select Committee to ensure that the work programme is adequately scrutinised by locally-elected members.

Strategic objectives will remain in place until 2013, though housing tactics will be reviewed regularly as policy develops, impacts are better understood, and new intelligence becomes available. Amendments will be developed by the sub-group and approval sought from the main LSP, when required.

This will see a much more responsive approach to housing strategy and ensure that limited resources continue to achieve maximum results.

A set of key output measures have been linked to a broad range of objectives to chart progress. These are set out on Page – and are available with supporting documentation on the District Council's website.



LSP/Housing Action Plan Structure

NO	OBJECTIVE	KEY DETAILS/TIMESCALES	RESOURCES	LEAD	KEY LINKS
PRIORITY: PROVIDING A GOOD MIX OF DECENT AND AFFORDABLE HOMES ACROSS ALL TENURES: OFFERING HOUSEHOLDS CHOICE AND SUSTAINING COMMUNITIES					
1	Enabling the delivery of market and affordable housing; maximising affordable housing contributions on qualifying sites	<ul style="list-style-type: none"> Forecast delivery of 14 affordable dwellings in 11/12 (12/13 indicative: 48 units); Agree target for 12/13 by 11/12: Q4; Target negotiations to achieve Core Strategy affordable housing contributions; 15+ (40%), 10-14 (30%), 5-9 (20%), 1-4 (financial contribution based on target equivalent of 10% provision); Target a 65/35 rent/intermediate split; Review tenure split in response to affordable rent tenure by 11/12: Q4; 	<ul style="list-style-type: none"> HCA grant; RPs; S106 contributions; 	<ul style="list-style-type: none"> HPM; DCM; PPM; HAs; 	<ul style="list-style-type: none"> SCAP 8.5, 11.2 (LPI154), 11.3 (LPI155); CS SP3, SP4; CS Affordable housing SPD; BC 1; SHMA 11.6, p148; SHMA 12.13, p171; KFHS 1-5; WK LIP obj. A;
2	Enabling the delivery of priority sites; development pipeline	<ul style="list-style-type: none"> Undertake regular development reviews and prioritise LIP sites that deliver wider benefits, including economic growth, sustainability and regeneration; Provide HCA with regular priority updates to ensure factored into business planning process; 	<ul style="list-style-type: none"> HCA grant; HAs; S106 contributions; 	<ul style="list-style-type: none"> HPM; DCM; HAs; 	<ul style="list-style-type: none"> SCAP 11.1, 11.2, 11.3; Major Development Protocol; BC 1, 2; KFHS 1; WK LIP obj. A, E;
	Delivering green housing and infrastructure	<ul style="list-style-type: none"> Achieve CSH Level 3 on all new affordable housing schemes; Investigate opportunities for new housing to incorporate decentralised energy sources; 	<ul style="list-style-type: none"> HCA grant; HAs; S106 contributions; 	<ul style="list-style-type: none"> HPM; DCM; HAs; 	<ul style="list-style-type: none"> SCAP 6 (LPI185-188), 8, 9.1, 11; CS SP2, SP9, SP10; BC 2, 7, 8; KFHS 1, 2; WK LIP obj. E;
4	Providing decent quality affordable housing that meets minimum space and functionality requirements	<ul style="list-style-type: none"> Affordable housing to achieve compliance with current HCA design standards; Social/affordable rented units to meet LHS, subject to site constraints; Develop target for affordable housing to meet wheelchair standards; All new 2-bed housing to be 4-person units; 	<ul style="list-style-type: none"> HCA grant; HAs; S106 contributions; 	<ul style="list-style-type: none"> HPM; DCM; HAs; CSU; 	<ul style="list-style-type: none"> SCAP 1.1, 6.1, 6.3, 6.4, 8.4; BC 1, 3; KFHS 2; WK LIP obj. A;
5	Promoting low cost home ownership and other intermediate housing choices	<ul style="list-style-type: none"> Review intermediate provision in response to affordable rent tenure by 12/13: Q2; Hold Zone Agent drop-in-day once pa (alternate between main reception, north and south local offices); 	<ul style="list-style-type: none"> HCA grant; HAs; S106 contributions; Private sector; 	<ul style="list-style-type: none"> HPM; HM; DCM; HAs; 	<ul style="list-style-type: none"> SCAP 11.3 (NI155); BC 1; SHMA 12.13, p171; SHMA 12.7.8, p168; KFHS 3;

NO	OBJECTIVE	– KEY DETAILS/TIMESCALES	– RESOURCES	– LEAD	– KEY LINKS
		– Consider practical issues for intermediate rented housing by 12/13: Q2 (SHMA, p18, 1.16);			– WK LIP obj. A;
6	Delivering affordable and specialist housing through remodelling, reconfiguring and refurbishment of existing facilities	<ul style="list-style-type: none"> – Enable WKHA’s programme for re-modelling, improvement, demolition and new build of sheltered housing schemes, as per WKHA Emerald Strategy; – Work with Moat to enable the redevelopment of St Andrew’s Court to provide mixed tenure choice for older people by 13/14; – Undertake options appraisals in partnership with HAS for under-used and outdated social housing stock; by 12/13: Q4; – Consider reconfiguration of general needs to temporary, specialist and move-on accommodation; – Secure HA stock rationalisation disposals to locally-based HAS; 	<ul style="list-style-type: none"> – HCA grant; – HAS; – S106 contributions; 	<ul style="list-style-type: none"> – HPM; – HM; – DCM; – HAS; 	<ul style="list-style-type: none"> – SCAP 2.2, 11.5; – BC 1; – KFHS 1; – WK LIP obj. A, B; – WKHA Emerald Strategy;
7	Managing reduction in capital funding for affordable housing (reduced HCA funding 2011 onwards)	<ul style="list-style-type: none"> – Explore other delivery mechanisms and financial models for future delivery; – Consider claw-back mechanisms on S106 to maximise contributions post-recession; – Promote private sector partnerships and joint ventures - to consider land contributions in return for essential worker nominations (larger employers) as per essential worker report; 	<ul style="list-style-type: none"> – S106 contributions; – HAS; – HCA; – Cross-subsidy; – Private sector; 	<ul style="list-style-type: none"> – HPM; – DCM; – HAS; 	<ul style="list-style-type: none"> – SCAP 11.2 (LPI154), 11.3 (LPI155); – BC 1; – Grant-free Models for Essential Worker Housing; – KFHS 1;
8	Making best use of affordable housing planning gains	<ul style="list-style-type: none"> – To agree spending priorities with DC; develop criteria/procedures for best use of funds by 11/12: Q4; 	<ul style="list-style-type: none"> – S106 contributions; – SDC capital programme; 	<ul style="list-style-type: none"> – HPM; – DCM; 	<ul style="list-style-type: none"> – SCAP 11.3 (LPI155); – CS SP3; – BC 1; – Core Strategy; – KFHS 1;
9	Identifying and utilising surplus public/community sector land for the provision of affordable and specialist housing	<ul style="list-style-type: none"> – Assess remaining SDC-owned land for housing development; – Review status of surplus public sector land and partner sites; aim to secure land contributions as equity/grant-free provision; review public databases and HCA land directory; – Review SHLAA for sites consistent with CS on completion of Allocations and Development DPD by 11/12: Q4; 	<ul style="list-style-type: none"> – HCA grant; – HAS; – S106 contributions; 	<ul style="list-style-type: none"> – HPM; – DCM; – PPM; 	<ul style="list-style-type: none"> – SCAP 11.1, 11.2 (LPI154), 11.3 (LPI155); – BC 1, 7; – SHLAA; – KFHS 1;

NO	OBJECTIVE	KEY DETAILS/TIMESCALES	RESOURCES	LEAD	KEY LINKS
10	Enabling the delivery of affordable housing in rural settlements	<ul style="list-style-type: none"> - Complete 1 new need survey pa (2 in 2011/12); - Complete 1 new scheme by 13/14: Q3; - Consider additional community facilities alongside new rural housing schemes; - Develop operational procedure note with DC and Community Development (to cover initial project stages) by 12/13: Q2; - Review S106 local letting criteria by 11/12: Q4; - Continue to part-fund independent rural enabler post to 12/13 - to consider further funding from 13/14 onwards by 12/13: Q3; - Feed rural housing objectives into neighbourhood plan/parish plan process; - Consider reducing HAs to selected specialist partners by 11/12: Q4; - Arrange a promotional rural tour of the District for parish councils, ward members and the HCA; by 11/12: Q4; 	<ul style="list-style-type: none"> - HCA grant; - HAs; - S106 contributions; - Community trusts; 	<ul style="list-style-type: none"> - HPM; - DCM; - PPM; - HAs; - PCs; - ACRK; - ERHA; 	<ul style="list-style-type: none"> - SCAP 11.2 (LPI154), 11.3 (LPI155); - CS SP4; - BC 1, 2; - SHMA 12.12.5, p171; - KFHS 1, 2; - Rural Homes: Supporting Kent's Rural Communities - WK LIP obj. A;
11	Maximising opportunities for affordable housing development through effective partnerships; improving specialist knowledge and providers	<ul style="list-style-type: none"> - Review Preferred Partner Agreement/membership; to consider new agreement by 11/12: Q4; - Produce monthly affordable housing development schedule - circulate to partners; - Promote housing delivery and funding through the Kent, Essex and Sussex LEP; 	<ul style="list-style-type: none"> - Existing; 	<ul style="list-style-type: none"> - HPM; - DCM; - HAs; 	<ul style="list-style-type: none"> - SCAP 2.2, 11.3 (LPI155), 11.4; - BC 1; - Preferred Partner Agreement 2008; - KFHS 1; - WK LIP obj. C;
12	Sustaining lettings	<ul style="list-style-type: none"> - Develop KHG template sustainable lettings plans on new affordable housing developments to ensure mixed communities at first lets - to also consider on existing schemes, where appropriate (template subject to review by KHG in light of changing national policy); - Review each plan after 2-years - review and produce progress report on effectiveness of all plans to date by 12/13: Q4; - Work with Kent Consortium to develop strategic tenant policy in response to coalition policy (affordable rent/flexible tenancies) by 13/14: Q2; 	<ul style="list-style-type: none"> - Existing; 	<ul style="list-style-type: none"> - HM; - HAs; - HPM; 	<ul style="list-style-type: none"> - SCAP 11.4; - BC 1, 8; - KHG Building Sustainable Communities in Kent (SDC signatory); - KFHS 5;

NO	OBJECTIVE	KEY DETAILS/TIMESCALES	RESOURCES	LEAD	KEY LINKS
		<ul style="list-style-type: none"> Develop local sub-policy of Kent tenant policy by 13/14 Q2; Compare annual turnover rates and ability to meet need: affordable rent/social rent; produce report each Apr; All new lettings to be subject to the SDC template Nominations Agreement; 			
13	Utilising the private rented sector	<ul style="list-style-type: none"> Continue to operate the Sevenoaks DC Property Accreditation scheme; Work with partners to investigate establishment of institutional or private equity funded private rented sector (KFHS, p47); Hold quarterly sub-regional private landlord forums; Provide rent-in-advance and deposit bonds to enable access to the private rented sector; consider operating partner LA services to increase income by 12/13: Q4; Consider a private sector leasing scheme by 12/13; 	Existing;	<ul style="list-style-type: none"> HM; HPM; 	<ul style="list-style-type: none"> SCAP 11.4, 11.5, 11.6; BC 1; KFHS 2, 5; WK LIP obj. B;
14	Enabling the delivery of pitch provision for Gypsies/Travellers	<ul style="list-style-type: none"> Provide 4 x new pitches at SDC site (external CLG funding secured and planning consent in place) by 11/12: Q4; Provide new amenity blocks for all new and existing pitches; upgrade electrical supply, fire safety equip and drainage by 11/12: Q4; Explore further funding opportunities through the LIP to 13; 	<ul style="list-style-type: none"> CLG grant (funding in place); HCA; 	<ul style="list-style-type: none"> HM; DCM; HPM; PPM; 	<ul style="list-style-type: none"> SCAP 11.3 (LPI155), 11.4; BC 1; CS SP6; GTAA 2007; KFHS 1, 5; SHLAA; SE Plan; WK LIP obj. C;
PRIORITY: IMPROVING THE QUALITY AND USE OF EXISTING HOUSING AND SUSTAINING NEIGHBOURHOODS					
15	Delivering the Private Sector Housing Strategy; achieving and maintaining the Decent Homes Standard	<ul style="list-style-type: none"> Review and update sub-strategy following completion of SCS and outcome of LIP process by 12/13; Monitor DHS progress in social sector (c98% compliance at Dec 10); report progress each Apr; Analyse private sector stock condition survey to inform future private sector policy development by 12/13; Achieve full spend of remaining RHP programme by 11/12; 	<ul style="list-style-type: none"> RHP (N/W Kent); LIP (2011 onwards); 	<ul style="list-style-type: none"> HM; HPM; HAs; In-Touch; 	<ul style="list-style-type: none"> SCAP 6.1, 6.3, 11.4, 11.5, 11.6; BC 1, 7; PSHS 07; KFHS 4, 5; PSHAP 08; WK LIP obj. B; RP asset plans;

NO	OBJECTIVE	KEY DETAILS/TIMESCALES	RESOURCES	LEAD	KEY LINKS
		<ul style="list-style-type: none"> Review the Private Sector Housing Assistance Policy following completion of SCS by 12/13; Assess impact on private sector housing quality and availability to lower paid working households following HB capping by 12/13; Consider enhanced enforcement role in light of reduced grant programme by 12/13; 			
16	Delivering the Empty Homes Action Plan	<ul style="list-style-type: none"> Bring 15 long-term empty homes back into use pa; Review sub-strategy by 12/13: Q4; Transfer empty homes function to Housing Policy Team to build enabling services by 11/12; Utilise HCA grant funding for Kent initiative (funding decision due 09/11); 	<ul style="list-style-type: none"> RHP (N/W Kent); LIP (2011 onwards); KCC No Use Empty; 	<ul style="list-style-type: none"> HM; HAS; KCC; 	<ul style="list-style-type: none"> SCAP 6.1, 11.4, 11.5; BC 1, 7; EHAP 09; KFHS 2, 4, 5; WK LIP obj. B;
17	Reducing under-occupation and over-crowding	<ul style="list-style-type: none"> Contribute towards the Small is Beautiful scheme; Consider positive incentives to improve the turnover of family houses in the social sector (LSP sub-group set up) - produce interim plan by 11/12: Q4; Consider planning gains to fund additional under-occupation incentives (see obj. 6) by 12/13: Q4; Consider awarding higher priority to those under-occupying and looking to transfer (in review of SDHR); by 12/13: Q4; Asses impact of new benefit rules on over-crowding by 12/13: Q4; Participate in SSC in-depth scrutiny of under-occupation and deliver subsequent action plan by 12/13: Q3; 	<ul style="list-style-type: none"> WKHA; HAS; Existing budgets; KHG Innovation Fund; 	<ul style="list-style-type: none"> HAS; HM; HPM; 	<ul style="list-style-type: none"> SCAP 2.1, 2.2, 11.4, 11.6; BC 1, 7; SHMA 1.16, p18; KFHS 4;
18	Improving energy efficiency of existing housing stock; reducing carbon use and fuel poverty	<ul style="list-style-type: none"> Implement local, county, regional and national retrofit schemes; reduce carbon use in domestic sector (LPI186); reduce incidence of fuel poverty (LPI187); Produce domestic sector element of upcoming climate change strategy by 12/13: Q2; Complete phase 2/3 of Heatseekers programme by 11/12; Maximise uptake of national schemes: Warm front and CERT to 12/13; Support the delivery of related RP work plans; 	<ul style="list-style-type: none"> HAS; Various external; RHP (N/W Kent); LIP (2011 onwards); West Kent Fuel Poverty Partnership; 	<ul style="list-style-type: none"> HAS; ECO; HM; HPM; 	<ul style="list-style-type: none"> SCAP 2.2, 6.1, 6.3 (LPI186-188), 11.4, 11.5; BC 7; KFHS 4; KHAWs; KES; KAAP; WK LIP obj. B;

NO	OBJECTIVE	KEY DETAILS/TIMESCALES	RESOURCES	LEAD	KEY LINKS
		<ul style="list-style-type: none"> Work with KCC to introduce and facilitate Green Deal 12/13: Q3; Actively promote better use of developing systems and technologies; 			
PRIORITY: MEETING THE NEEDS OF VULNERABLE AND LOWER INCOME HOUSEHOLDS					
19	Improving housing interventions to prevent crises	<ul style="list-style-type: none"> Consider multi-agency referral scheme by 12/13; Raise awareness and identification of risks through regular training; 	<ul style="list-style-type: none"> TBC; 	<ul style="list-style-type: none"> HM; 	<ul style="list-style-type: none"> SCAP 2.1, 2.2, 11.6; BC 8; KFHS 5;
20	Enabling people to remain independent in their own homes; supporting vulnerable people in housing need	<ul style="list-style-type: none"> Achieve at least 95% annual DFG grant spend; Provide £250k pa to WKHA for tenant DFG programme; Increase the use of plug-and-place assistive technologies (to monitor); Support the delivery of the KCC Supporting People Strategy 2010-15; achieve assigned targets within timescales to 12/13: Q4; Review local impacts of cuts to SP by 11/12: Q4; Support the delivery of relevant client-specific action plans and protocols (as per JPPB); 	<ul style="list-style-type: none"> RHP (N/W Kent); LIP (2011 onwards); Pilot funding TBI; SP; 	<ul style="list-style-type: none"> WKHA; SP; HM; HPM; 	<ul style="list-style-type: none"> SCAP 2.1, 2.2, 11.4; BC 8; KFHS 5; BC 1; SPS;
21	Promoting sustainable lending	<ul style="list-style-type: none"> Facilitate access to Houseproud, Kent Savers and other reputable external lenders; Consider SDC mortgage finance and DIYSO initiatives by 11/12: Q4; 	<ul style="list-style-type: none"> Houseproud; 	<ul style="list-style-type: none"> HM; HPM; 	<ul style="list-style-type: none"> SCAP 2.1; KFHS 2, 5;
22	Ensuring equality of housing and related services	<ul style="list-style-type: none"> Complete housing EQIAs as per EAP; Review BME housing sub-strategy by 12/13; 	<ul style="list-style-type: none"> Existing; 	<ul style="list-style-type: none"> HM; HPM; DCM; PPM; 	<ul style="list-style-type: none"> SCAP 11.4; BC 8; Equality Action Plan; BME HS; KFHS 5;
23	Providing decent housing and related services to meet the needs of older people	<ul style="list-style-type: none"> Assess housing needs analysis of older people (to be undertaken through SILK, KMHS) by 11/12: Q4; Update housing chapter in COPS by 12/13; Consider future need for extra care provision (SHMA 10.7, p130); work with KHG older people's task and finish group to develop county strategy by 12/13; Promote the development of specialised housing to meet the needs of older people on suitable sites 	<ul style="list-style-type: none"> WKHA; Moat Group; Existing; KCC; NHS; KHG; 	<ul style="list-style-type: none"> HPM; HM; CD; KCC; PPM; 	<ul style="list-style-type: none"> SCAP 2.1, 2.2; CS SP5; BC 8; COPS 09; SHMA 1.16, p18; KFHS 5; WK LIP obj. C;

NO	OBJECTIVE	KEY DETAILS/TIMESCALES	RESOURCES	LEAD	KEY LINKS
		<ul style="list-style-type: none"> through the CS policy SP5 and site allocations in the Allocations and Development Management DPD; Review financial support services for older people (SHMA 1.7, p130) by 12/13; Develop and undertake pilot advice service for older people through KHG Older Adult Group by 11/12: Q4; 			
24	Providing decent housing and related services to meet the needs of younger people	<ul style="list-style-type: none"> Develop 9-bed housing scheme for vulnerable younger people; secure capital funding (potential site identified and revenue funding agreed) complete by 12/13: Q4 (SP Needs Analysis 09/09, p29); Work with WKHA to accommodate six younger people with support as an interim measure; 	<ul style="list-style-type: none"> HCA capital; SP; 	<ul style="list-style-type: none"> HPM; HM; SP; Moat; 	<ul style="list-style-type: none"> SCAP 3.1, 3.2, 4.5; BC 8; SPS; KFHS 5;
25	Preventing homelessness	<ul style="list-style-type: none"> Deliver West Kent Homelessness Strategy; WK Homelessness Group to update SHSG quarterly; 	<ul style="list-style-type: none"> WK LAs; 	<ul style="list-style-type: none"> HM; 	<ul style="list-style-type: none"> SCAP 11.6; BC 8; WK Homelessness Strategy; KFHS 5;
26	Providing an enhanced housing options service to link with wider community needs; responding proactively to the recession	<ul style="list-style-type: none"> Provide HERO surgeries across the District in partnership with Moat, WKHA and 3 x Children's Centres until 2012; Target those unemployed and at risk of losing their homes; Investigate opportunities to expand scheme; 	<ul style="list-style-type: none"> CLG (until 06/11); SDC (post CLG); HAs; 	<ul style="list-style-type: none"> HM; JCP; HAs; 	<ul style="list-style-type: none"> SCAP 4.2, 4.5, 9.1, 11.4, 11.6, 12.1, 12.3; BC 8; KFHS 5; WK LIP, obj D;
27	Implementing Home Choice CBL programme	<ul style="list-style-type: none"> Work with CBL partners to take forward cross-boundary nominations and common-assessment framework; Consider operational standard to support better mutual exchanges; Consider sharing a housing register to reduce operating costs as part of budget savings programme (excl. allocations policies) by 12/13: Q4; Update SDC Allocations Policy by 11/12: Q4; 	<ul style="list-style-type: none"> Participating LA contributions; CLG; Private; HAs; 	<ul style="list-style-type: none"> HM; HAs; 	<ul style="list-style-type: none"> SCAP 11.4, 11.6, 12.3; BC 8; KFHS 5;
28	Maintaining effective partnership working with WKHA (LSVT RP)	<ul style="list-style-type: none"> Review and update SLA (update document completed Dec 2010) - further review to take place by 12/13: Q3; Hold regular liaison meetings with WKHA Balanced Communities and Housing Director; 	<ul style="list-style-type: none"> WKHA; SDC; 	<ul style="list-style-type: none"> HM; WKHA; HHC; HPM; 	<ul style="list-style-type: none"> SCAP 11.4, 11.6; BC 1; SLA 2010; KFHS 1-5;

NO	OBJECTIVE	– KEY DETAILS/TIMESCALES	– RESOURCES	– LEAD	– KEY LINKS
		– Hold bi-annual liaison meetings with SDC Management Team and WKHA CE, directors and Board;			
29	Delivering the Domestic Abuse Housing Strategy	<ul style="list-style-type: none"> – Review sub-strategy action plan; by 12/13: Q4; – Develop a local women’s refuge - site and capital funding to be identified; SP revenue funding agreed; identify site by 13/14: Q2 (SP Needs Analysis 09/09, p53); – Support the delivery of related objectives in LSP Domestic Abuse Action Plan - report back progress to Domestic Abuse Working Group; – Assess level of need for additional refuge move-on accommodation by 12/13: Q3; 	<ul style="list-style-type: none"> – SP; – HCA; – HAs; – S106 contributions; – Churches Together; 	<ul style="list-style-type: none"> – HM; – HPM; 	<ul style="list-style-type: none"> – SCAP 11.4, 11.6; – BC 8; – KFHS 5; – KMDAS 2-4; – SPS; – WK LIP obj. C;
OTHER					
30	Increasing strategic housing capacity; building capacity of partners, local communities and groups	<ul style="list-style-type: none"> – Hold SHSG meetings quarterly; – Build further effective partnerships across sectors; – Complete skills audit; by 12/13: Q2; – Facilitate scrutiny groups on housing and related services; – Undertake SDC Business Process Review by 12/13; 	– Existing;	<ul style="list-style-type: none"> – HHC; – HAs; – HPM; – HM; 	<ul style="list-style-type: none"> – SCAP; – KFHS 1-5;
31	Delivering housing and related services sub-regionally	<ul style="list-style-type: none"> – Contribute to the West Kent LIP process; – Undertake common work projects in partnership with Dartford BC (as per project savings template); – Work with KCC to develop county survey process as part of budget savings measures; 	<ul style="list-style-type: none"> – WK LAs; – HCA; – HAs; 	<ul style="list-style-type: none"> – HHC; – HM; – HPM; 	<ul style="list-style-type: none"> – SCAP; – LIP;
32	Undertaking regular consultation	<ul style="list-style-type: none"> – Hold annual housing forums; – Ensure SDC New Homes Survey is undertaken for initial lets; – Consider other post-occupation consultation by 12/13; 	– Existing;	<ul style="list-style-type: none"> – HM; – HPM; 	– SCAP;
33	Responding to updated housing intelligence	<ul style="list-style-type: none"> – Update SHMA/HMNA (in-house); TBA; – Consider demographic change in 2011 Census (due 2012) against SHMA projections; – Assess findings of updated GTAA; to include needs of housed G/Ts by 12/13; 	– TBC;	<ul style="list-style-type: none"> – HM; – HPM; 	<ul style="list-style-type: none"> – SCAP; – SHMA 08; – HMNA 06; – GTAA 06;
34	Assessing/measuring	– Undertake benchmarking exercises with LSVT	– Existing;	– HM;	– SCAP;

NO	OBJECTIVE	KEY DETAILS/TIMESCALES	RESOURCES	LEAD	KEY LINKS
	performance	<ul style="list-style-type: none"> - Benchmarking Group; - Implement updated local performance targets and refocus local housing audit to reflect removal of CAA; - Consider measures to improve local data awareness; - Report progress against related SCAP objectives quarterly and provide full annual HSAP progress reports; 		<ul style="list-style-type: none"> - HPM; - HAS; 	<ul style="list-style-type: none"> - HIP; - ISIT; - CLG Business Plan 2011-15;
35	Ensuring emergency housing procedures are in place	<ul style="list-style-type: none"> - Relevant officers to undertake emergency planning rest centre training; - Provide emergency out-of-hours contact service; 	Existing;	<ul style="list-style-type: none"> - HHC; - HM; 	<ul style="list-style-type: none"> - SCAP; - Emergency Plan;
36	Ensuring major campsites are safe and habitable	<ul style="list-style-type: none"> - Undertake inspections at major Brands Hatch events; - Identify land intended for public campsites during Olympics; PSH to feed into SDC Olympic Working Group; 	Existing;	HM;	SCAP;
37	Review scope for developing shared services/joint approaches between local authorities	<ul style="list-style-type: none"> - To consider pooling resources, expertise, skills and joint procurement as an ongoing process. - Identify cross-cutting outcomes; 	Existing;	<ul style="list-style-type: none"> - HM; - HPM; 	SCAP;
<p>Note: actions without target timescales will be evaluated annually</p>					

SUPPORTING EVIDENCE AND INTELLIGENCE

Sustainable Community Action Plan (2010-13)	The long-term, sustainable vision for the Sevenoaks District and sets out the local community's priorities for action. http://www.sevenoaks.gov.uk/documents/sdc_comactionplan_final.pdf
Core Strategy (2010)	Sets out the vision and policies for future development in the Sevenoaks District over the period to 2026, as well as providing the policy context for other development plan documents. http://www.sevenoaks.gov.uk/documents/core_strategy_draft_for_submission_jan_2010_lores.pdf
Sevenoaks District Stock Condition Survey (2011)	Sets out the basic legislative, government and local reporting requirements on private sector housing, and details the local stock condition using various criteria. http://www.sevenoaks.gov.uk/housing/housing_improvement_and_repairs/default.asp
West Kent Strategic Housing Market Assessment (2008)	Provides an insight into how the local housing market operates both now and in the future. Also provides a basis on which to develop planning and housing policies by considering the characteristics of the housing market, how key factors work together, and the probable scale of change in future housing need and demand. http://www.sevenoaks.gov.uk/documents/west_kent_shma_final.pdf
West Kent Local Investment Plan (2010)	Sets out how the West Kent Local Investment Plan partnership will deliver a more effective and focused approach to regeneration, affordable housing, transport, and future employment growth in the Sevenoaks District and across West Kent (including the Maidstone Borough). http://www.sevenoaks.gov.uk/housing
Kent Supporting People Strategy (2010-15)	Provides the framework for the local planning, commissioning, regulation and funding of housing-related support services in the Sevenoaks District and across Kent. http://www.kenthousinggroup.org.uk/HousingStrategy.aspx
Kent Supporting People Needs Analysis (2009)	An analysis of need used to identify priorities and underpin the commissioning process. http://www.kenthousinggroup.org.uk/HousingStrategy.aspx
Kent Forum Housing Strategy (2011)	Sets out the major housing challenges facing Kent now and in the future, and offers solutions to address local issues having a county perspective. http://www.kenthousinggroup.org.uk/uploads/KMHSconsultationversion.pdf

NATIONAL POLICY FRAMEWORK – the Housing Strategy Action Plan has been developed having regard to developing policy, though regular reviews of housing tactics will be required as policy takes effect and impacts are better understood.

KEY HOUSING OUTPUTS (2011/12 – 2012/13)	2011/12 (Forecast)	2012/13 (Indicative)	Total

OBJ	Providing a good mix of decent and affordable homes across all tenures: offering households choice and sustaining communities			
1	Affordable housing completions	14	48	76
1	Market housing completions	*	*	
6	Completion of social housing stock rationalisation transfers to other HAs (by unit)	12	0	12
10	Rural parish housing needs surveys undertaken	2	1	3
10	Rural housing completions (units)	0	14	14
13	Properties accredited	84	84	168
14	Provision of additional public G/T pitches	4	0	4

OBJ	Improving the quality and use of existing housing and sustaining neighbourhoods			
15	Dwellings made Decent	40	40	80
16	Properties where HHSRS Category 1 hazards removed	20	20	40
16	HMO inspections undertaken (units)	80	80	160
16	Mobile home park inspections undertaken	12	12	24
17	Long-term empty homes brought back into use through direct intervention	15	15	30
18	Social housing tenants assisted to down-size	*	*	*
18	Social sector over-crowding cases resolved	*	*	*
19	Energy grants to improve thermal efficiency	*	*	*

OBJ	Meeting the needs of vulnerable and lower income households			
26	Rent-in-advance/deposit bond cases	60	60	120
21	DFGs completed	95	95	190
24	Older people: dwellings made Decent	3	3	6
26	Homelessness preventions	716	716	1432
27	HERO surgeries	240	240	480
28	Social housing lets	300	300	600

* to be agreed

ABREVIATIONS			
ACRK	ACTION WITH COMMUNITIES IN RURAL KENT	JCP	JOB CENTRE PLUS
BC	BALANCED COMMUNITIES	JPPB	JOINT POLICY AND PLANNING BOARD
CBL	CHOICE-BASED LETTINGS	KA2	KENT AGREEMENT 2

CD	COMMUNITY DEVELOPMENT	KAAP	KENT ADAPTATION ACTION PLAN
CIL	COMMUNITY INFRASTRUCTURE LEVY	KCC	KENT COUNTY COUNCIL
CLG	COMMUNITIES AND LOCAL GOVERNMENT	KES	KENT ENVIRONMENT STRATEGY
COPS	CORPORATE OLDER PERSONS' STRATEGY	KHAW5	KENT HEALTH AND AFFORDABLE WARMTH STRATEGY
CPA	COMPREHENSIVE PERFORMANCE ASSESSMENT	KHG	KENT HOUSING GROUP
CS	CORE STRATEGY (LDF)	KMDAS	KENT AND MEDWAY DOMESTIC ABUSE STRATEGY
CSH	CODE FOR SUSTAINABLE HOMES	KFHS	KENT FORUM HOUSING STRATEGY
CSU	COMMUNITY SAFETY UNIT	LHS	LIFETIME HOMES STANDARD
CSR	COMPREHENSIVE SPENDING REVIEW	LD	LEARNING DISABILITY
DAHS	DOMESTIC ABUSE HOUSING STRATEGY	LEP	LOCAL ENTERPRISE PARTNERSHIP
DC	DEVELOPMENT CONTROL	LIP	LOCAL INVESTMENT PLAN
DCM	DEVELOPMENT CONTROL MANAGER	LSVT	LARGE SCALE VOLUNTARY TRANSFER
DFG	DISABLED FACILITIES GRANT	LSP	LOCAL STRATEGIC PARTNERSHIP
DPD	DEVELOPMENT PLAN DOCUMENT	PPM	PLANNING POLICY MANAGER
ECO	ENERGY CONSERVATION OFFICER	PSH	PRIVATE SECTOR HOUSING (TEAM)
EHAP	EMPTY HOMES ACTION PLAN	PSHAP	PRIVATE SECTOR HOUSING ASSISTANCE POLICY
ERHA	ENGLISH RURAL HOUSING ASSOCIATION	PSHS	PRIVATE SECTOR HOUSING STRATEGY
EAP	EQUALITY ACTION PLAN	RHP	REGIONAL HOUSING POT
EQIA	EQUALITY IMPACT ASSESSMENT	RP	REGISTERED PROVIDER
GTAA	GYPSY/TRAVELLER ACCOMMODATION ASSESSMENT	S106	SECTION 106
HA	HOUSING ASSOCIATION	SBD	SECURE BY DESIGN
HCA	HOMES AND COMMUNITIES AGENCY	SCAP	SUSTAINABLE COMMUNITY ACTION PLAN
HERO	HOUSING ENERGY RETRAINING OPTIONS	SDHR	SEVENOAKS DISTRICT HOUSING REGISTER
HHC	HEAD OF HOUSING AND COMMUNICATIONS	SHLAA	STRATEGIC HOUSING LAND AVAILABILITY ASSESSMENT
HM	HOUSING MANAGER (PRIVATE SECTOR AND SOCIAL TEAMS)	SHMA	STRATEGIC HOUSING MARKET ASSESSMENT
HMNA	HOUSING MARKET AND NEEDS ASSESSMENT	SHOE	SHARED-OWNERSHIP FOR THE ELDERLY
HMO	HOUSE IN MULTIPLE-OCCUPATION	SHSG	STRATEGIC HOUSING SUB-GROUP
HOLD	HOUSING FOR THOSE WITH LEARNING DISABILITIES	SILK	SOCIAL INNOVATION LAB FOR KENT
HPM	HOUSING POLICY MANAGER	SP/S	SUPPORTING PEOPLE/STRATEGY
HSAP	HOUSING STRATEGY ACTION PLAN	SPD	SUPPLEMENTARY PLANNING DOCUMENT
HSCS	HOUSING STOCK CONDITION SURVEY	WK LIP	WEST KENT LOCAL INVESTMENT PLAN

This page is intentionally left blank

CABINET – 9 FEBRUARY 2012

IT STRATEGY AND PLAN 2012-2015

Report of the: Deputy Chief Executive and Director of Corporate Resources

Status: For Decision

Also considered by: Members IT Working Group – 3 and 30 November 2011

Services Select Committee – 31 January 2012

Council – 21 February 2012

Executive Summary: This report outlines the IT Strategy and Plan 2012-2015, its scope and objectives it seeks to achieve through the use, management and development of technology by the Council.

This report supports the Key Aim of Effective use of Council Resources

Portfolio Holder Cllr. Fleming

Head of Service Head of IT and Facilities Management – Jim Carrington-West

Recommendation to Services Select Committee: It be resolved that it be recommended to Council that:

- Subject to the comments of this committee, the IT Strategy and Plan 2012-2015 be approved and adopted

Introduction and Background

- 1 The IT Strategy and Plan 2012-2015 sets out the Council's strategic approach to the management, use and development of technology. The Strategy sets out the vision and priorities, how we manage our services, and our plans for the next four years. Within the strategy consideration is given to the Council's strategic priorities, policies and other key strategies. The strategy also sets out key assumptions being made to deliver the required outcomes.
- 2 The draft IT Strategy and Plan 2012-2015 has already been considered by the Members IT Working Group and their comments have been taken into account and incorporated into the document. The group provided valuable input into shaping the content and relevance of the strategy.

Agenda Item 7

IT Strategy and Plan 2012-2015

- 3 The IT Strategy and Plan 2009-2012, Community Plan, Corporate Performance Plan and Medium Term Financial Plan have all been used to inform the attached Strategy. As have the Members IT Working Group and the IT Steering Group.
- 4 The key objectives of this IT Strategy & Plan are:
 - To align existing and future technical solutions with business requirements, the District's Community Plan, the Council's Corporate Plan, and the Government's National Transformational Agenda.
 - To support current, planned and future use of operational ICT systems throughout the Council and to improve the technological environment provided for the Members and Officers of Sevenoaks District Council.
 - To ensure that the most comprehensive and appropriate set of access channels to Council services are made available to all citizens and customers.
 - To ensure that the Council's ICT service is delivering excellent quality and value for money to all its customers.
 - To contribute towards the Council's goal of providing first class services and maintaining its 'Excellent' status.
 - To ensure that all developments in ICT used throughout the Council are assessed in terms of the Council's equalities work.
- 5 The methods by which it is intended these objectives are met are explained through sections covering :
 - The Council's vision and priorities.
 - Managing our business, including Consultation and Engagement, Improving Outcomes for the Community, Customer Focus, Partners, Accessibility and Environmental Footprint.
 - Managing our resources. This covers Members, Council Staff, Performance Management, Investment and Asset Management.
- 6 The plan then details, in a three tier structure:
 - Strategic commitment and vision
 - Actions and commitments in support of the Strategy
 - Development Plan for 2012-2015

Key Implications

Financial

- 7 The delivery of the objectives defined within this Strategy and Plan relies on the existing commitment of budgets as agreed in the Councils 10 year budget and summarised in the Investment and Asset Management section of the Strategy itself.

Community Impact and Outcomes

- 8 The services and systems supported and developed as a result of this IT Strategy and Plan are used by all Council service areas to deliver their services to the public and as such this Strategy plays a key role in achieving the Council's key objectives.

Legal, Human Rights etc.

- 9 The maintenance and development of a fit-for-purpose technical environment contributes significantly to the ability of the Council to implement and comply with legislative changes across many service areas.

Resource (non-financial)

- 10 Sufficient available resources within the IT service are key to the delivery of the IT Strategy and Plan. Any future variations in resource will need to be assessed in terms of impact on delivery of these outcomes.

Value For Money

- 11 Having an agreed IT Strategy and Plan for the period 2012-2015 has a significant impact on ensuring effective value for money arrangements for the council. This is achieved by setting out a clear future direction for the use of technology and ensuring development and expenditure is co-ordinated across the council as a whole.

Equality Impacts

- 12 An equality impact assessment of the IT Strategy and Plan 2012-2015 has been completed. It highlighted one area of potential impact on those with visual impairments as a result of the development and promotion of web-based systems for customer interaction.
- 13 One of the key objectives stated in the IT Strategy is: "To ensure that all developments in ICT used throughout the Council are assessed in terms of the Council's equalities work."
- 14 As a result of this, the re-design of the corporate website currently underway includes moves to maintain and improve the compliance with accessibility standards. Consultation has taken place with Kent Association for the Blind to inform this process.

Conclusions

- 15 By committing to the previous IT Strategy and Plan 2009-2012, the council has achieved a well-planned, co-ordinated development of the use of technology across the organisation. The new IT Strategy and Plan 2012-2015 seeks to continue this development in line with corporate objectives and within funding and resource constraints.

Risk Assessment Statement

- 16 In the absence of an integrated policy and priority driven business process, it will become difficult for the Council to deliver on its priorities and maintain a sustainable technical environment.

Appendices Appendix A – IT Strategy and Plan 2012-2015

Background Papers: IT Strategy and Plan 2009-2012
Council's agreed 10 Year Budget

Contact Officer(s): Jim Carrington-West ext. 7286

Dr. Pav Ramewal
Deputy Chief Executive and Director of Corporate Resources

Sevenoaks District Council

Information Technology Strategy & Plan 2012-15



Our vision

To deliver quality, cost effective, responsive and visionary services that are customer focused and valued

We are always interested in ways to improve and welcome your suggestions

Contact us

Email:
service.desk@sevenoaks.gov.uk

Online: via the IT page on the SDC Intranet

Phone: Ext. 7444 or 01732 227444

Self Service:
<http://servicedesk.sevenoaks.gov.uk> or
via the Members' Portal

Face to Face: 1st Floor, Argyle Road
Offices, just opposite the Chief
Executive and Leaders offices.

Publication details

Purpose of the Strategy & Plan

To inform Sevenoaks District Council Members, staff and stakeholders of the Council's IT operating environment, priorities and plans for 2012-15

Publication date

February 2012

Contents

	Page
Foreword	1
Framework	2
<ul style="list-style-type: none"> ■ Our vision and priorities ■ About the Council's IT Services 	
Managing our business	7
<ul style="list-style-type: none"> ■ Consultation and engagement ■ Improving outcomes for the community ■ Customer focus ■ Our partners ■ Accessibility ■ Our environmental footprint 	
Managing our resources	9
<ul style="list-style-type: none"> ■ Making IT happen together ■ Members ■ Council staff ■ Performance management ■ Our performance ■ Investment and Asset management 	
Tier 1: Strategic commitment and vision	13
Tier 2: Actions and commitments in support of the Strategy	14
Tier 3: Development Plan 2012-2015	22
Summary and Conclusions	25
Glossary of Terms	26

Foreword



Cllr Peter Fleming
Leader of the Council
and Portfolio Holder for
Information Technology



Jim Carrington-West
Head of Information
Technology and Facilities
Management

“This Strategy & Plan sets out how we plan to provide excellent IT services to enable you to deliver first class performance”

We are pleased to introduce to you **Sevenoaks District Council’s IT Strategy & Plan 2012-15**

This Strategy & Plan sets out our vision and priorities, how we manage our services, and our plans for the next four years.

It outlines in a realistic and practical manner, the current and future role of Information Communication Technology (ICT) within Sevenoaks District Council.

The Information Technology and Facilities Management service, part of the Corporate Resources Department, is responsible for identifying technology that would benefit the Council to support and enable the continuous improvement of Council services.

Technology covers all data (all electronically captured data, whether alphanumerical, image or sound), voice communication and the integration of these technologies to improve customer service.

Sevenoaks District Council does not seek to separate the IT part of the Council’s operations as a separate business unit, or see IT as a component without service objectives. Our challenge is to use technology with existing systems

throughout the Council to improve the service received by customers, whilst strengthening the Council’s business capability.

We are also supporting service areas through partnership working in the continuing aim to deliver quality services whilst maintaining or improving value for money.

“We live in a time when we as a council can’t deliver services without the IT systems we all use every day. To continue to deliver the highest possible quality services to our residents we need to constantly evolve and improve our IT systems.”

Cllr Peter Fleming
Leader of the Council
and Portfolio Holder for IT

IT – Innovation and Transformation enabling customer focused services

Our vision and priorities

Our **vision** sets out our focus for the coming years,

Our Vision



The **key objectives** of this IT Strategy & Plan are:

- To align existing and future technical solutions with business requirements, the District's Community Plan, the Council's Corporate Plan, and the Government's IT Strategy.
- To support current, planned and future use of operational ICT systems throughout the Council and to improve the technological environment provided for the Members and Officers of Sevenoaks District Council.
- To ensure that the most comprehensive and appropriate set of access channels to Council services are made available to all customers.
- To ensure that the Council's ICT service is delivering excellent quality and value for money to all its customers.
- To contribute towards the Council's goal of providing first class services.
- To ensure that all developments in ICT used throughout the Council are assessed in terms of the Council's equalities work.
- To ensure the continued support of partnership working initiatives in order to deliver quality services and value for money.
- To contribute towards the delivery of the Council's agreed ten year budget.

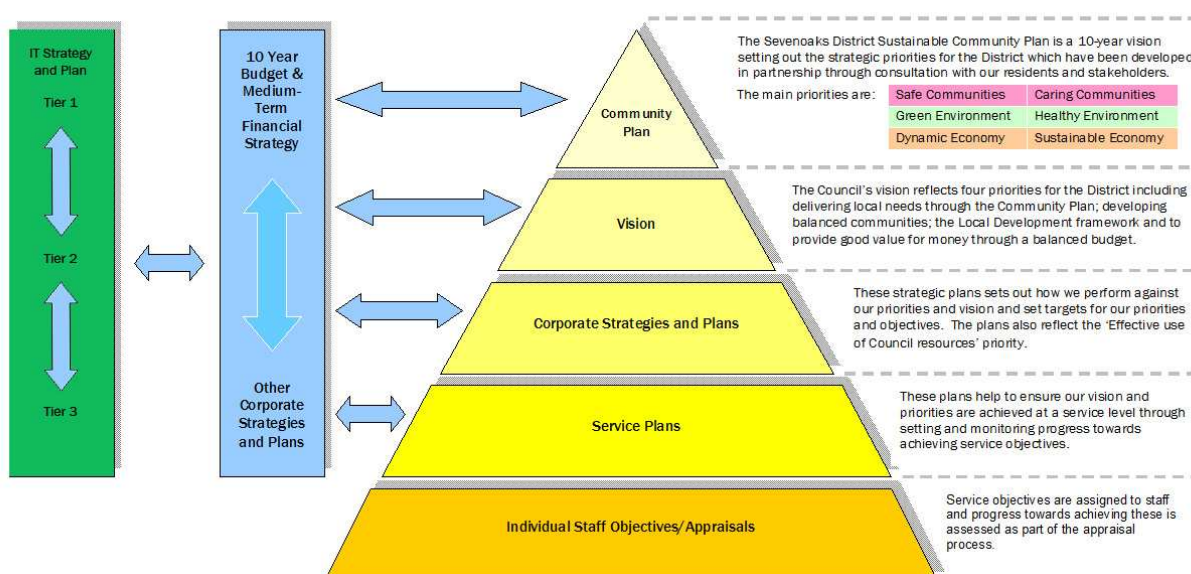
Agenda Item 7

How our plans work together

The Council's IT Strategy sets out how we will use information technology to support the achievement of the Council's priorities. The financial implications included in the Strategy are reflected in the Financial Plan.

The vision for the use of IT services within the Council is one of a **service enabler**. We are committed to IT as an integral part of service redesign in order to produce maximum efficiency, quality and the highest outcomes for our community, yet recognising the limited resources.

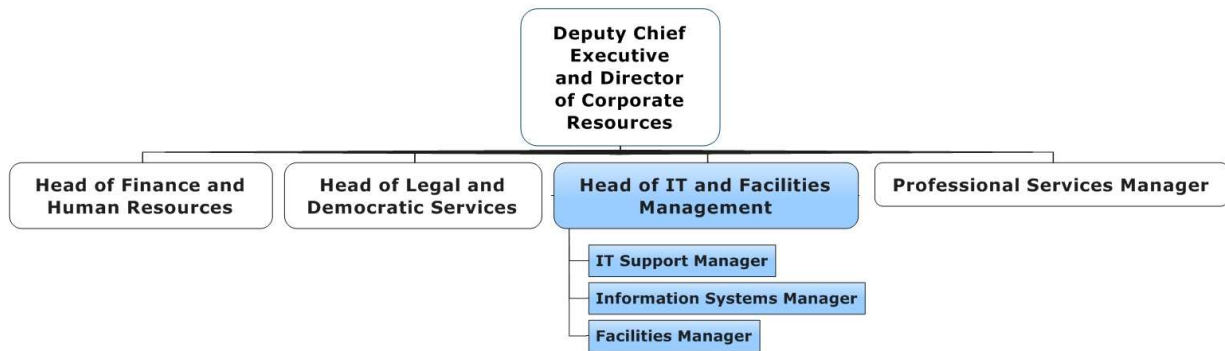
The vision is not restricted to the use of IT but more to the enabling role of technology in the use and interaction of information throughout the Council.



The IT Strategy and Plan itself comprises a three tier structure. This begins with the high level commitment and vision of the IT Service and how this supports the Council's wider objectives. Tier two comprises the detail around the key initiatives that will contribute to achieving the Corporate goals. Finally, Tier three, is a more detailed plan of specific actions to be taken to contribute to these initiatives. In this way, each initiative, through exploiting IT as an enabler for transformation can be clearly linked to the aims set out by Members as the drivers for the Council as a whole.

		see page
Tier 1	Strategic commitment and vision	13
Tier 2	Actions and commitments in support of the Strategy	14
Tier 3	Development plan 2012-2015	22

About the Council's IT Services



IT Services is broken down into two key areas:

- **IT Support**
- **Information Systems**

IT Support team

The IT Support team comprises the Service Desk Supervisor, Service Desk Assistant, three Technical Support Engineers, an IT Developer and the IT Support Manager. They are the initial contact point with IT and will support you with any issues or questions you may have. The IT Support Manager is responsible for ensuring that IT delivers a first class service to all our customers.

We endeavour to:

- Act and communicate with our customers with a professional, can do manner
- Respond quickly with the correct solution to all problems
- Keep our customers regularly informed about how the resolution is progressing
- Be pro-active in foreseeing potential problems occurring and informing our customers
- Arm our customers with information and knowledge to make them more confident in using their IT systems

- Meet our agreed Service Level Agreements (SLAs)

The team is structured so that any issues can be quickly identified and escalated where necessary and the team can put in place any ideas that they feel will improve customer service.

The team ensures that the IT systems provided to the Council are fit for purpose, robust and well maintained. They also investigate new technologies that will assist the Council in becoming more efficient, enabling more effective communication with customers.

The team plays an active role, as part of Kent Connects, investigating and implementing partnership working and sharing knowledge across the county.

Information Systems team

The Information Systems team aim to ensure that the most efficient information systems and technology are in place to support Council services.

This is achieved through working with all areas of the Council to ensure that:

- The most appropriate technologies are being used
- The systems used complement each other
- All systems support the use and sharing of information within the Council.

Agenda Item 7

About the Council's IT Services

More specifically the Information Systems Team will:

- Investigate innovative ways of using technology to support the use of information within the Council
- Be responsible for the end to end deployment of information systems, working with the IT Support Team during implementation and afterwards for day to day support
- Provide assistance and consultancy in the scoping and use of the Council's information systems
- Manage the GIS, UNI-form and IDOX systems and maximise their corporate use
- Manage the Local Land and Property Gazetteer and the use of address based information within the Council
- Provide a cartographic service delivering high quality mapping and map based analysis
- Provide innovative ways of using technology to improve the access of the community, including vulnerable and hard to reach groups, to the Council's services.

Our services

We provide many services to help with day to day work. For officers these include an online self service portal facility where you may log, view and update your IT Service Desk calls, look through our News Archive to find out about new developments and also our Frequently Asked Question (FAQ) system which will help you troubleshoot your own problems - this is great as a first point of call before contacting the IT Service Desk.

In addition to this daily support function, the team have implemented a number of key IT Systems across the Council that have had a major impact on the operation of the Authority and the Community it serves.

Examples include:

- Customer Relationship Management system, allowing over 70% of customers queries to be resolved at first point of contact.
- Consultee Access for Licensing allowing statutory Consultees and members of the public to consult on Licensing applications for Sevenoaks, Maidstone and Tunbridge Wells Councils through an automated online system, providing greater access and reducing the overhead on staff time.
- Automated Telephone Payments system, delivering more flexible methods and reduced time to process payments for Council Services. Currently 75% of Revenues and Benefits payments are received using this system.

Managing our business

Consultation and engagement

The engagement of our customers continues to ensure that technology is considered a key mechanism to enable the transformation of all Council services to better suit the needs of our community.

Improving outcomes for the community



By supporting the redesigning of services, the IT Service has a direct impact on improving outcomes for the community.

As an example, the IT Service has played a significant role in implementing public access for Planning and Licensing. Through IT assisting in the redesign of processes and the more effective use of technology, the Council has enabled the electronic submission of comments for Planning and Licensing applications and reduction in paper based processes, allowing for a simplified overall process.

IT systems also assist the Council in monitoring partnership plans in regard to initiatives such as the Community Safety Partnership.

The Council also seeks to engage with the Community using a wide range of available access channels. These include face to face, email, the Council’s website, which is currently in the process of being re-designed, and by utilising social media to publish information via twitter.



Customer focus

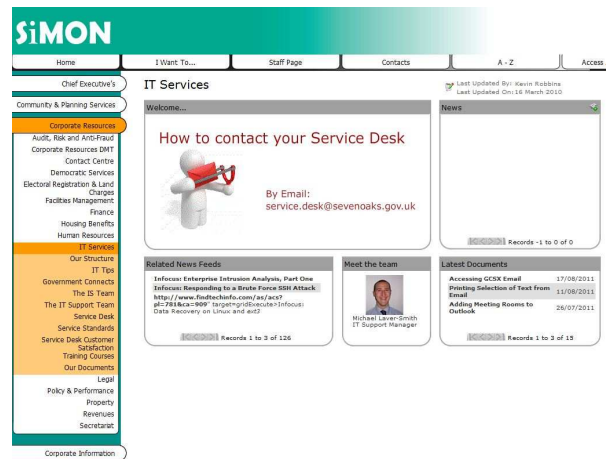


To ensure our internal and external customers get the best possible service, we set out the level of service our customers can expect in:

- the Council-wide customer standards leaflet
- our Service Level Agreement (SLA).

Our pages on the intranet also provide our customers with information about:

- our Service Desk call management process
- our definitions of priorities.



Our partners

IT Services work with many partners, including:

A Kent Wide partnership, delivering solutions including wide area network provision and disaster recovery services.



Jointly procured financial management system, hosted at Sevenoaks.



Joint Revenues and Benefits Service with a system hosted at Sevenoaks.



A three Council Licensing Partnership with IT Systems hosted at Sevenoaks.

We greatly value these partnerships and the significant contributions they make, ensuring value for money and sharing of best practice throughout the IT service.

Accessibility

We aim to ensure all our services are delivered without discrimination and take into account the needs of our local communities.

All ICT related deployments will be assessed at the planning stage to ensure equality groups are taken into account and systems cater for all groups appropriately.

In this regard we are constantly liaising with our public facing service areas to ensure the feedback they receive is reviewed, considered and improvements built into systems where necessary.

Our environmental footprint



We are committed to improving our environmental performance and reducing the environmental impact of our work.

The District Council aims to reduce its carbon emissions in line with Government targets and has developed processes to deliver improvement, and measure and report progress.

We are contributing to this aim by:

- increasing the energy efficiency of the IT equipment in use throughout the Council
- reducing waste and increasing sustainable procurement
- recycling redundant IT equipment according to WEEE regulations
- maintaining a constant awareness of new and emerging technologies that enable first class service delivery but not at the cost of the environment.

Our focus is direct reductions in carbon emissions, as soon as possible, rather than a reliance on indirect carbon offsetting to achieve carbon neutrality.

Managing our resources

Making IT happen together

Developments in technology continue rapidly. New technologies offering scope for new ways of working and improving service can present great opportunities.

Effective partnering between the IT team and the rest of the Council is essential to reap the benefits available through the use of technology.

Members

All members have access to Council information electronically via the Members' Portal, allowing them to carry out their public duty in the most effective manner, enabled by technology.

Members contribute actively to the ongoing use and development of IT across the organisation through the Members IT Working Group, providing a key advice and scrutiny function. The work of the Group has enabled a number of improvements across the Council in areas such as Strategic Direction, Business Continuity, Data Security and Infrastructure Replacement.

Council staff

The IT Service engages with Officers at all levels in order to provide a fundamental role in enabling service redesign and continuous improvement in terms of both efficiency and value for money.

This role is overseen by the IT Steering Group, which comprises a cross departmental representation of Officers up to and including Directors.

The Group meets on a monthly basis to review new and existing projects in terms of priority and cost. This is achieved through the use of documents contributed by relevant officers, based on the Prince2

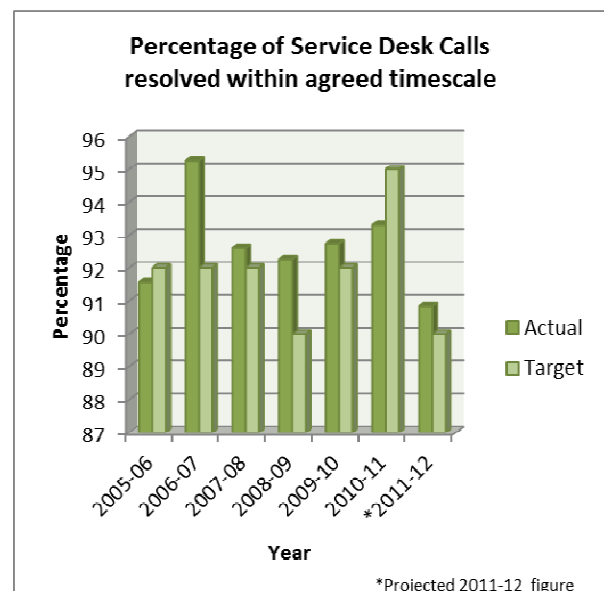
project management methodology and managed through an electronic performance management system.

Performance management

Our performance management arrangements, allow us to examine our performance, look for trends over time, compare our performance with other authorities and produce meaningful reports which can be used as a guide for improvements. We are also able to monitor targets to ensure they are both achievable and challenging.

Our performance

The IT Service has provided a consistently high level of service in relation to the amount of resources it has available. The service underwent a 26 % reduction in the budget over recent years, contributing significantly to the Council's efficiency agenda. Performance targets for 2011-12 continue to reflect the drive for a quality service delivered with available resources.



The IT Service at Sevenoaks continues to provide this high level of service at the same time as being the smallest IT Service in the county in terms of number of IT Staff per 1000 users.

Investment and Asset management

The Council currently has an allocation for ICT expenditure of around £1,000,000. This is annual expenditure that includes; staff costs, costs associated with software maintenance and licensing, network provision and hardware maintenance in order to ensure the IT infrastructure remains fit-for-purpose.

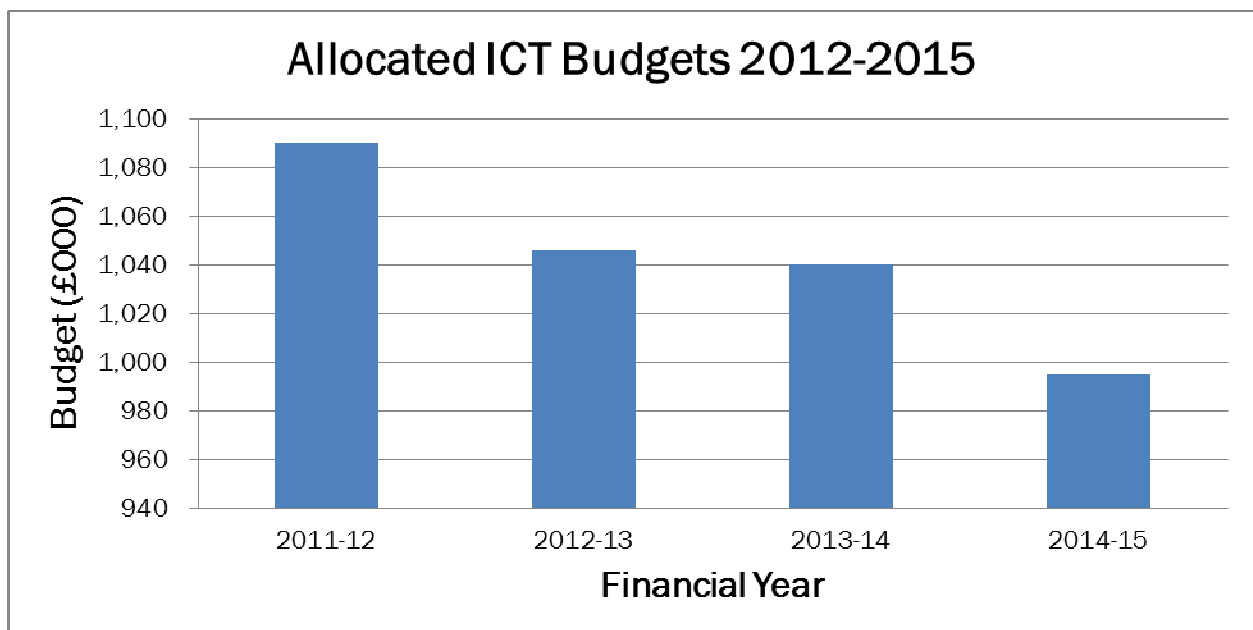
Using these resources we are committed to investigating new technologies in order to continually improve value for money and community outcomes. The server virtualisation programme is a key example of where more value was achieved from the budget allocation by utilising an alternative method of delivering a fit-for-purpose infrastructure.

Projects requiring major expenditure are overseen at an officer level by the IT Steering Group, following consultation with the Members IT Working Group. If necessary, a decision may be taken at Cabinet. In this way, Members and Officers together share the responsibility for investing in the future of technology within the Council.

The IT Financial plan for 2012-15 is taken directly from the Council’s agreed 10 year budget. Any proposed changes in one can be directly seen in the other to assess potential future impact.

This commitment to fund the development of technology within the Council to continually improve services, underlines the push for even greater and beneficial outcomes to the community.

IT Financial Plan 2012-15



Progress on the previous strategy

Achievements from the previous IT Strategy and Plan (2009-2012) include:

Maintain IT Service Desk customer satisfaction	100% of respondents express themselves “satisfied” or “very satisfied”
Replace user workstations within appropriate timescales to ensure fit-for-purpose hardware	All user workstations identified in the asset replacement programme have been replaced with new equipment
Replace existing Citrix and central servers within appropriate timescales to ensure fit-for-purpose hardware	New Citrix servers have been built, tested and implemented
Identify new business partners and develop detailed rules of engagement	Partnerships implemented and developed with other Local Authorities including; Dartford, Maidstone, Tunbridge Wells, Tandridge, Tonbridge and Malling
Research, procure and deploy a VOIP system integrated to the current network	Existing analogue telephone system replaced. VoIP system successfully deployed
Upgrade MS Office suite of applications to 2007	MS Office products upgraded to 2007
Migrate all remaining payment types onto new electronic payments system	New payments system implemented, improving efficiency in processing transactions. The old payment system has been decommissioned.
Review and redevelop intranet system (SiMON)	System is up to date and provides an efficient source of information to all service areas
Deploy automated system for taking payments via the telephone	System deployed and improved efficiency for citizen transactions. Around 70% of Council Tax card payments are now taken via this method
Provide meaningful, clear reports to IT Steering Group on progress of IT projects as well as the IT elements of non-IT projects	Prince2 based reports produced for IT Steering Group with support from the Covalent system for managing live actions.
Continually consider Council’s overall financial position and the financial implications on the annual budget and the medium and long term financial plans	IT and Facilities Management (FM) contributing £378k to the agreed 10 year budget framework
Complete Government Connects Code of Connection (CoCo) requirements and submit document	The council has achieved and remains CoCo compliant

Agenda Item 7

Implement Uni-form Taxi Licensing module	A complete Uni-form based Licensing system has been implemented supporting Sevenoaks, Maidstone and Tunbridge Wells councils
Complete back-scanning exercise relating to Development Services Review	All appropriate information captured in electronic format
Contribute to and make full use of Kent Connects programme	A number of efficiencies have been achieved from initiatives identified through Kent Connects, including resilient internet links, email scanning, remote access
Upgrade Uni-form system to 7.5 to ensure continued support and reliability	All required Uni-form upgrades have been completed in order to ensure continued support, reliability and system development

Other notable achievements during this period include:

- Creation of a unified service desk providing a single point of access to all IT and FM related services
- Delivered the IT elements required to create a joint Revenues and Benefits team, located at Sevenoaks, providing services to residents of both Sevenoaks District and Dartford Borough, delivering £250k of corporate savings per annum.
- Provision of significant amounts of GIS mapping information for inclusion in the Local Development Framework (LDF) core strategy and associated supplementary documents
- Implementation of IT systems supporting the Licensing Partnership between Sevenoaks, Maidstone and Tunbridge Wells councils
- Liaised with Kent Police, delivering IT requirements for the Community Safety Unit (CSU) locating key police staff and the Sevenoaks police front counter within the Argyle Road offices
- Implemented integrated multifunction devices, rationalising the desktop printing estate and generating a more efficient printing environment
- Developed the online planning facilities to enable easier, more comprehensive access to planning information by members of the public
- Implemented an online consultee access system allowing more efficient processes for statutory and public consultees to comment on licensing applications
- Liaising with the Office of National Statistics (ONS) to assist in the delivery of the 2011 census
- Restructure of the Print Studio to enable more efficient processes for internal bulk printing, generation of increased external income and an ongoing agreement with Dartford Borough Council to provide bulk printing services

Tier 1: Strategic commitment and vision

The District's Community Plan focuses on *"improving the quality of life for people who live and work in the District"* and this Strategy aims to support the Community Plan by:

- improving the quality of the service provided and
- making a positive contribution to the efficiency, effectiveness and value for money of the Council's administration and delivery of services to the public.

This is achieved by bringing together the most appropriate technological tools with quality data and providing our customers and users with high quality support.

1.1 The Council will seek to e-enable as many of its services to citizens as appropriate and in line with government priorities and standards. Where available, e-pay and e-procurement initiatives will be deployed as required.

1.2 The Council will embrace all appropriate local and national projects that will add value to its services or provide efficiency savings.

1.3 The Council will seek to maintain standardised and secure technical infrastructures and applications that facilitate a range of cost effective and flexible working alternatives. Where appropriate, updates, upgrades and expansions to existing systems will be completed in line with service demands and/or support requirements.

1.4 To ensure that all new developments comply with the Council's strategic objectives. Operationally IT will be directed via an IT Steering Group representing all services of the Council. This group will assess all proposed developments and establish and review the relative priorities of projects within the overall IT programme.

1.5 The IT Strategy has been developed in consideration of the Council's overall financial position and its financial implications are contained within the agreed 10 year budget.

1.6 IT and Facilities Management will provide a comprehensive support service to users, providing adequate training, and Service Desk services.

1.7 Where required and authorised, each Council Officer and Member will be provided with a standard set of the most effective tools and access to information sources for them to complete their tasks. Non-standard (but supported) applications will be available where there is a clear business requirement.

1.8 IT and Facilities Management will assist in identifying IT training needs and core IT competencies required by the organisation.

1.9 Where appropriate, the Council will seek to comply with best practice and industry standards.

1.10 The Council will seek to achieve Value for Money in the procurement, implementation and on-going support of all IT systems and services through stringent procurement, product selection and negotiations as well as producing full cost benefit analysis for all major purchases.

1.11 The Council will, where appropriate, work with approved partners but, whether internally or externally developed, all initiatives will follow established standards for the Council's IT infrastructure and comply fully with statutory and other adopted standards for data handling.

1.12 The Council will adhere to guidance and legislation set out in regards to Equalities in all areas, including the development and use of IT and related systems.

Tier 2: Actions and commitments in support of the Strategy

<p>2.1 Supporting the Council’s main objectives The District’s Community Plan and the Council’s Corporate Plan identify four key themes:</p> <ul style="list-style-type: none"> ■ Safe and Caring Communities ■ Green and Healthy Environment ■ Dynamic and Sustainable Economy ■ Effective Management of Council Resources <p>The IT Strategy’s primary objective is to ensure that services and systems are fit-for-purpose in terms of having a direct or indirect impact on these strategic aims, whilst maintaining an agility to adapt to changing demands without an excessive reliance on pre-change documentation.</p>	Link to Tier 1
<p>2.1a Safe and Caring Communities</p>	
<ul style="list-style-type: none"> • We will utilise our membership of the Kent Connects partnership to provide fast and secure information exchanges vital to the success of partnership working in the District. 	1.2 1.11
<ul style="list-style-type: none"> • The Council website will continue to be used to promote and consult on community safety issues, and provide a self service facility for citizens requesting services from the Council. 	1.1 1.12
<ul style="list-style-type: none"> • All other access channels, including social media and SMS text messaging, will be considered and used as appropriate to provide timely information to the community. 	1.1 1.12
<p>2.1b Green and Healthy Environment</p>	
<ul style="list-style-type: none"> • The Planning Portal and 1App system enables full interaction with citizens and is fully integrated to the National Planning Portal. This enables citizens to participate actively in the planning process, supported further by the Council’s own <i>Publicaccess for Planning</i> system, influencing their local environment. 	1.1
<ul style="list-style-type: none"> • The Council has signed up to the National Land Information Service (NLIS) and other search providers and is able to receive electronic requests for searches and will continue to work towards a fully automated system. 	1.1
<ul style="list-style-type: none"> • We will seek to maximise the take up of Council services electronically, thereby eliminating the need for many postal or face-to-face interactions with their associated costs and environmental impact; this means we will be constantly seeking to enhance our website and self service systems. 	1.1

2.1c Dynamic and Sustainable Economy	
<ul style="list-style-type: none"> • E-commerce can help firms to lower costs – in procurement, production, selling and distribution – as well as to stimulate the development of new markets and services. 	1.1
<ul style="list-style-type: none"> • We will continue to abide by the principles laid out in the West Kent Area Investment Strategy. The Strategy provides a comprehensive picture of the West Kent economy as well as setting a clear agenda for action for all economic agencies and ensuring that the area wins recognition of its needs. The Strategy sets out three strategic objectives, which we will endeavour to support by the use of technology in further enabling public services: <ul style="list-style-type: none"> ○ Support the development of entrepreneurship and businesses - More active promotion of entrepreneurship and help for existing local businesses to maximise their competitiveness and growth and, in the medium-term, a drive to seek to attract appropriate inward investment ○ Support the development of labour force and skills base - Greater intervention in the labour market to address skills shortages and other constraints on the capacity of the West Kent economy to develop involving a focus on developing and expanding the FE/HE provision which already exists in West Kent to meet both current and emerging skills demand ○ Support the development of connectivity - Investment to improve aspects of connectivity within West Kent including broadband. 	1.2
2.1d Effective Management of Council Resources	
<ul style="list-style-type: none"> • We will ensure that we follow best practice guidelines in the procurement, delivery and support of the Council's IT resources. This will include: <ul style="list-style-type: none"> - Following Prince 2 methodology for all IT projects and IT elements of non-IT projects - Following ITIL (IT Infrastructure Library) approach to IT Service Management. - Storing all our information assets with respect to the guidance of the ISO/IEC 27000 series. - IT project and workload priorities to be set by IT Steering Group to ensure alignment with Council's own priorities, budgets and plans. 	1.9 1.9 1.9 1.4
2.2 Serving Citizens, Members and Officers	Link to Tier 1
2.2a IT Services	
<p>The IT and Facilities Management team has been subject to significant reductions in resources over recent years and is projected to reduce further over the period of this strategy in order to meet the Council's agreed 10 year budget. The team has been structured in a way that it will continue to commit to:</p> <ul style="list-style-type: none"> • Provide a quality customer service • Display a flexible 'can do' attitude • Communicate effectively • Working with, rather than for, our customers <p>Service Level Agreements are in place and these documents outline our commitment</p>	1.6

Tier 2: Actions and commitments in support of the Strategy

<ul style="list-style-type: none"> The Council has a comprehensive Geographic Information System (GIS) and mapping system that is used for various tasks, particularly within the Development Control and Land Charges service areas, to support decision making processes. 	1.11
<ul style="list-style-type: none"> The Council is a member of the Public Sector Mapping Agreement (PSMA) for the supply, use and regular receipt of updated digital maps and information for the District. Access to these digital maps can be made available to staff requiring it. 	1.1 1.7 1.11
<ul style="list-style-type: none"> Wherever appropriate we will standardise our GIS and mapping applications on those provided by ESRI and GeoCortex, such as ArcGIS and ArcGIS Server, GeoCortex Essentials 	1.7
<ul style="list-style-type: none"> We will promote the use of Development Control and Licensing GIS information via the 'Public Access' website. 	1.1
2.2f Uni-form	
<ul style="list-style-type: none"> We will work to ensure that full value will be achieved through the significant investment the Council has made in the IDOX UNI-form system by using applicable modules to replace disparate systems where possible and appropriate. This system currently covers areas such as Planning, Environmental Health, Licensing and Land Charges 	1.3 1.10
2.2g Local Land and Property Gazetteer (LLPG)	
<ul style="list-style-type: none"> The Council will maintain a Local Land and Property Gazetteer (LLPG) for the District in BS7666 format. This will be maintained through the Gazetteer Management System module in the UNI-form system supplied by IDOX. 	1.7 1.9
<ul style="list-style-type: none"> The LLPG will be seen as the definitive land and property dataset for the District and will be maintained by the Information Systems team, within IT and Facilities Management. 	1.7
<ul style="list-style-type: none"> Daily updates will be provided to/from GeoPlace as the National Hub. 	1.3
<ul style="list-style-type: none"> Wherever appropriate we will standardise our land and property information systems on those provided within the UNI-form suite of applications. 	1.7
2.2h EDMS and Workflow	
<ul style="list-style-type: none"> The use of Electronic Document Management Systems (EDMS) and workflow can provide integration between the customer-facing front office and the data processing back-office functions. It can also provide efficiency benefits by improving the back-office processes. 	1.7 1.10
<ul style="list-style-type: none"> The Council currently uses EDMS and Workflow in Revenues and Benefits, Development Services, Building Control, Licensing, Finance, Land Charges and Electoral Services departments successfully. 	1.7
<ul style="list-style-type: none"> Further roll out to other areas will be considered on a case by case basis with appropriate regard to a business case. EDMS and Workflow has significantly enhanced our ability to undertake the administrative tasks associated with those services already using it and it will likely have a similar impact on the other service areas. Full integration with the relevant back-office system will form part of this plan where appropriate. 	1.3 1.7
2.2i Customer Relationship Management (CRM)	
<ul style="list-style-type: none"> The Council has researched and implemented the most appropriate and cost effective CRM solution - Lagan Frontline CRM - that integrates with core back-office systems. This will continue to be deployed to further service areas as appropriate and under the direction of the IT Steering Group. 	1.3 1.4 1.10
<ul style="list-style-type: none"> The CRM system will provide a single point of access to all citizen and property 	1.3

Agenda Item 7

Tier 2: Actions and commitments in support of the Strategy

information held within the Council.	
2.2j Intranet	
<ul style="list-style-type: none"> The Council will use the corporate intranet as the main internal resource to find and share information. 	1.1
<ul style="list-style-type: none"> The intranet will be maintained, developed and enhanced by a combination of the IT team, service representatives and the IT Steering Group. 	1.6
2.2k Procurement	
<ul style="list-style-type: none"> E-Procurement saves time and resources. The Council will undertake those steps outlined in the Procurement Strategy that identified e-procurement as a key aim. Corporate purchase cards have been introduced and the electronic BACS system will be used for invoice payment where possible. 	1.1 1.10
<ul style="list-style-type: none"> We will continually review how enhanced use of e-procurement can be achieved and look to embrace the relevant national projects where appropriate. 	1.2
<ul style="list-style-type: none"> We will support the Kent Connects partnership and Kent Buying Consortium in developing and utilising potential procurement systems for Kent-wide use. 	1.2 1.10
<ul style="list-style-type: none"> We will provide secure authenticated transactions for citizens choosing to use electronic access channels. 	1.1
<ul style="list-style-type: none"> We will make use of Government Procurement Service agreed procurement programmes wherever available and beneficial to the Council. 	1.2 1.10
<ul style="list-style-type: none"> All IT systems and services will be procured centrally through the IT and Facilities Management team to ensure value for money, consistency and quality assurance. 	1.6 1.10
<ul style="list-style-type: none"> All IT payments systems will be maintained as PCI-DSS compliant where necessary 	1.9
2.2l Business Continuity / Disaster Recovery	
<ul style="list-style-type: none"> We will continue to provide a robust, tested, secure, flexible solution and plan for use in the event of a disaster. 	1.3 1.6
<ul style="list-style-type: none"> Wherever possible consideration will be given to the procurement of these services jointly through the Kent Connects partnership, as is the current solution, to ensure maximum value for money. 	1.2 1.3 1.9 1.10 1.11
<ul style="list-style-type: none"> We will provide a suitable and cost effective solution to ensure business continuity in the event of minor system or process failure. 	1.3 1.6 1.10

2.3 External Influences and Stakeholders	Link to Tier 1
2.3a Working in Partnership	
<ul style="list-style-type: none"> • The Council recognises that working in partnership can bring significant benefits in terms of improved services, economies of scale and access to initiatives which would be impractical for a single District authority. There is tremendous potential for the public and private sector to work together in mutually beneficial partnerships. Cost savings may be available, as could additional capacity and capability, resulting in improved services and increased customer satisfaction. 	<p>1.5 1.10 1.11</p>
<ul style="list-style-type: none"> • Current examples of local partnership working include: <ul style="list-style-type: none"> - Environmental Health: Sevenoaks/Dartford - Fraud and Audit: Sevenoaks/Dartford - Revenues and Benefits: Sevenoaks/Dartford - Licensing: Sevenoaks/Tunbridge Wells/Maidstone - Development Control: Sevenoaks/Tunbridge Wells - Building Control: Sevenoaks/Tonbridge and Malling - Financial Systems: Sevenoaks/Tandridge - Bulk Printing: Sevenoaks/Dartford 	<p>1.5 1.10 1.11</p>
2.3b Kent Connects	
<ul style="list-style-type: none"> • From a technology perspective, our key partnership is with Kent Connects. They provide a number of key projects to the Council in those areas where partnership working of this nature is most appropriate. All fourteen local authorities in Kent have joined together with other public service providers, including Kent emergency services, to set up a partnership that aims to link up people and public services. By identifying and improving the IT infrastructure across the county, Kent Connects is effectively removing the barriers to joined up working. It offers solutions to practical issues that are common to all Kent's public service organisations. In sharing the costs and the risks of this investment, partners are also sharing ideas, skills and expertise across the county. 	<p>1.2 1.5 1.10 1.11</p>
<ul style="list-style-type: none"> • In addition to Kent Connects, the Council will continue to establish partnerships with other local authorities, public services and private sector organisations where benefit for the Council can be achieved. 	<p>1.2 1.5 1.10 1.11</p>
2.4 Technical Environment and Direction	Link to Tier 1
2.4a Network Infrastructure	
<ul style="list-style-type: none"> • Provision of Local Area Networks (LAN) within all Council offices and facilities requiring one. Each LAN to be Ethernet topology. A minimum of 100Mbps should be provided to the desktop, whilst working towards 1000Mbps where required. 	<p>1.3</p>
<ul style="list-style-type: none"> • Provision of wireless network connections in all Council offices and facilities with a genuine requirement, including a separate "public" wireless network for access by non-council staff in the Argyle Road building. 	<p>1.3 1.7</p>
<ul style="list-style-type: none"> • Provision of a Wide Area Network (WAN) linking the Argyle Road office to every Council office and facility, with appropriate bandwidth required for use. 	<p>1.3 1.7</p>
<ul style="list-style-type: none"> • Provision of low cost backup solution to the WAN to enable some communication between the sites and some essential work to be performed when the main WAN is not operational. 	<p>1.3 1.7 1.10</p>

Agenda Item 7

Tier 2: Actions and commitments in support of the Strategy

<ul style="list-style-type: none"> • Connection to the Kent Connects network to enable current and future joined up services to be provided with and between other local authorities in Kent. 	<p>1.2 1.3 1.5 1.11</p>
<ul style="list-style-type: none"> • Provision of a corporate connection to the Internet with a minimum of 100Mbps bandwidth. Connection to be via the most cost effective and resilient route, which is currently via the Kent Public Services Network (KPSN). Need to monitor usage and plan for future requirements together with other Kent Connects partners. 	<p>1.1 1.2 1.3 1.11</p>
<ul style="list-style-type: none"> • Standardisation on the use of CISCO routers throughout the Council, wherever practical, to enable compatibility, resilience and ease of installation and support. 	<p>1.3</p>
<ul style="list-style-type: none"> • Standardisation on the use of 3COM network switches throughout the Council, wherever practical, to enable value for money, compatibility, resilience, network monitoring and ease of installation and support. 	<p>1.3 1.10</p>
<ul style="list-style-type: none"> • Provision of a fit-for-purpose IP based Telephony system (VoIP) to ensure maximum compatibility with partners and value for money in terms of both equipment and call charges 	<p>1.3</p>
<ul style="list-style-type: none"> • Infrastructure design is such that it ensures capability is in place to accommodate voice as well as data traffic. 	<p>1.3</p>
2.4b Network Operation and Security	
<ul style="list-style-type: none"> • The standard server operating system will be the latest proven Microsoft server operating system, currently Server 2008. 	<p>1.3</p>
<ul style="list-style-type: none"> • Provision of firewalls and demilitarised zones (DMZ) where required to prevent unauthorised access to Council data from outside the authority. 	<p>1.3</p>
<ul style="list-style-type: none"> • Provision of a unique username and password to each member of staff to gain access to the network. Renewal of network passwords will be enforced at an appropriate interval. Separate username and/or password security will also be required for access to specific operational applications. 	<p>1.3</p>
<ul style="list-style-type: none"> • All staff, members and contractors will be directed to a copy of the Council's IT Security Policy which must be adhered to. 	<p>1.3</p>
<ul style="list-style-type: none"> • Anti-virus protection to servers and PCs will be maintained with the most appropriate and effective solution. 	<p>1.3 1.9</p>
<ul style="list-style-type: none"> • The IT Infrastructure and systems will be maintained as per the standards required of the Government Connects Code of Connection 	<p>1.9</p>
2.4c Desktop Facilities	
<ul style="list-style-type: none"> • Where required and authorised, each Officer to be provided with a desktop PC or laptop purchased from the Council's main supplier at the time. 	<p>1.7</p>
<ul style="list-style-type: none"> • Renewal of desktop PCs and laptops to be on an appropriate cycle to ensure they remain fit-for-purpose at the same time as maximising value for money. 	<p>1.7 1.10</p>
<ul style="list-style-type: none"> • PCs and laptops to run the Microsoft operating system, which will be standardised on Windows 7 but will be updated as appropriate. 	<p>1.7</p>
<ul style="list-style-type: none"> • Each member of staff using a PC will normally have access to the following facilities as a minimum: <ul style="list-style-type: none"> - MS Outlook (for email, calendar, contacts, tasks etc) - MS Office (for Word, Excel, PowerPoint, Access) - MS Internet Explorer (for access to the Internet) - Intranet - Adobe Acrobat reader 	<p>1.7</p>

Tier 2: Actions and commitments in support of the Strategy

<ul style="list-style-type: none"> - Central network drives for document storage - Access to suitable printing solutions - Any other licensed software application where requirements exist (e.g. MS Project) 	
<ul style="list-style-type: none"> • Applications will be deployed through the use of Citrix thin-client technology. 	1.3
<ul style="list-style-type: none"> • Access to the Internet will be provided to all staff, subject to compliance with the IT Security Policy guidelines around acceptable Internet usage. 	1.7
<ul style="list-style-type: none"> • Standardisation on the use of Canon Multifunction printers throughout the Council, wherever practical, to enable value for money, compatibility, resilience and ease of installation and support. 	1.7 1.10
<ul style="list-style-type: none"> • Renewal of printers and other desktop equipment will be on an ad-hoc basis when necessary. Criteria for renewal will include increasing unreliability, current/future incompatibility, excessive maintenance costs or no longer meeting business needs. 	1.7 1.10
2.4d Servers	
<ul style="list-style-type: none"> • All central servers will be located within a secured environment, with appropriate power, air conditioning and space. 	1.3
<ul style="list-style-type: none"> • Standardisation on DELL servers running a VMWare virtual environment to ensure value for money, compatibility, resilience and ease of installation and support. 	1.3 1.10
<ul style="list-style-type: none"> • All central server data will be backed up on a daily basis according to the back up procedures and the latest copies will be secured in a fire proof safe located in an appropriate location onsite. Previous weekly and monthly copies of data will be stored in the fireproof safe located in a secure offsite location. 	1.3
<ul style="list-style-type: none"> • Servers will be renewed on a 3-5 year replacement programme where appropriate. 	1.3 1.10
2.4e Applications	
<ul style="list-style-type: none"> • In addition to the standard desktop applications, certain Council staff have access to various systems where a business need has been highlighted. Amongst others these may include: <ul style="list-style-type: none"> - UNI-form - IDOX Electronic Document Management System - Lagan Frontline Customer Relationship Management System - Agresso Financial Management System - Committee Minutes System - Covalent Performance Management System - Selima Payroll / HR - Strand Electoral services - BACS-IP (Albany) - Capita Academy Revenues and Benefits System 	1.7
<ul style="list-style-type: none"> • The Council will be committed to reducing the number of ad-hoc systems deployed within the Council to reduce support overheads, improve consistency of service and remove duplication of similar systems with particular attention given to ensuring that full value for money is gained from our commitment to the UNI-form suite of applications. 	1.1 1.10

Tier 3: Development Plan 2012-2015

	Actions	Target	By When	Link to Tier two
3.1 Service Performance				
3.1a	Maintain IT Service Desk customer satisfaction (see 2.1d)	95% expressing themselves “satisfied” or “very satisfied”	Ongoing	2.2a
3.1b	Work with Human Resources to ensure all staff have received adequate training in the full use of core office systems	100%	Ongoing	2.2d
3.1c	Achieve agreed level of Service Desk calls resolved with agreed timescales	90% of Service Desk calls resolved within agreed timescales	Ongoing	2.2a
3.2 Infrastructure				
3.2a	Replace user workstations within appropriate timescales to ensure fit-for-purpose hardware	100%	Ongoing	2.4c
3.2b	Replace existing Citrix servers within appropriate timescales to ensure fit-for-purpose hardware	New servers built, tested and live	April 2012	2.4c 2.4d
3.2c	Identify new business partners and develop detailed rules of engagement	New partners identified	Ongoing	2.3e
3.2d	Maintain a single integrated infrastructure for data, voice and image	System maintained and tested to provide single voice/data/image infrastructure	Ongoing	2.2b 2.4a
3.2e	Research, procure and deploy replacement core network infrastructure.	Existing core infrastructure replaced and successfully deployed	March 2014	2.1d 2.2c 2.2k 2.4a
3.3 Applications				
3.3a	Upgrade MS Office suite of applications to 2010	All MS Office products upgraded to 2010	December 2012	2.4c

3.3b	Migrate all appropriate remaining payment types onto new automated telephone payments system	New automated telephone payments system improving efficiency in processing transactions	March 2013	2.1d 2.2b 2.2i
3.3c	Deploy self service e-forms and knowledge solution to the corporate website	Solution deployed and more services available through self-service to citizens.	April 2012	2.1a/b 2.2b/i
3.3d	Review and redevelop intranet system (SiMON)	System is up to date and provides an efficient source of information to all service areas	March 2013	2.1d 2.2j 2.4e
3.4 Project Management				
3.4a	Prince 2 methodology and templates used by SDC to be reviewed to ensure they continue to meet the Council's Project Management needs	Templates to be amended where appropriate	January 2013	2.1d
3.4b	Continue to provide meaningful, clear reports to IT Steering Group on progress of IT projects as well as the IT elements of non-IT projects through Covalent.	Format of reports approved and used comprehensively	Ongoing	2.1d
3.5 Local and National Projects				
3.5a	Contribute to and make full use of Kent Connects programme	Achieve efficiency gains and cost savings in yet to be determined areas	Immediately and ongoing	2.2b 2.3f
3.5b	Research and make full use of national projects available to SDC and also make SDC available for national pilot projects	Achieve efficiency gains and cost savings in yet to be determined areas	Immediately and ongoing	2.2b 2.3c
3.6 Administration and Security				
3.6a	Reduce the amount of printed output through awareness and promotion of alternatives	15% reduction (based on the quantity of paper used)	March 2013	2.1d
3.6b	Maintain an up to date IT Security Policy and related documents	Ensure information held by SDC is secure in an appropriate manner in accordance with ISO guidance	Ongoing	2.1d 2.4b
3.6c	Continually consider Council's overall financial position and the	Ensure annual budget targets are achieved without	Ongoing	2.2k

Summary and Conclusions

The 2009-2012 IT Strategy and Plan has enabled the IT Service to become a key enabler in the transformation of services across the Council. In this period, the IT Service has played a fundamental role in assisting the Council to achieve the following:

- Level 4 2009 Use of Resources (Audit Commission Rating)
- Investors in People Gold Status
- 2010 Best Public Sector Place to Work – Best Local Authority
- Licensing Partnership (Sevenoaks/Tunbridge Wells/Maidstone)
- Shared Revenues and Benefits Service (Sevenoaks/Dartford)
- IRRV Silver Award for Excellence in Partnership Working
- Shared Audit, Risk and Anti-Fraud Service (Sevenoaks/Dartford)
- A new Community Safety Unit and Reception space shared with Police
- Bulk Printing Service for Dartford BC

The 2012-2015 IT Strategy and Plan sets out to continue this level of performance. We aim to achieve the delivery of the Council's vision whilst maintaining the smallest IT team in the County and an IT Revenue budget which, based on 2010 figures, was 6.9% of the Council's total net budget as compared to a National Average of 9.2% for Shire Districts.¹

This will be achieved in an environment where business agility, the ability to deliver business transformation, is key to the success of delivering improving public services in a recessionary economic environment.

¹ Based on Society of Information Technology Management (SOCITM) benchmarking figures 2010

Glossary of Terms

BACS (Bankers' Automated Clearing Services) - the not-for-profit, membership-based industry body is owned by 16 of the leading banks and building societies in the UK, Europe and US. Responsible for the schemes behind the clearing and settlement of automated payments in the UK including Direct Debit and BACS Direct Credit.

CSU - The Sevenoaks District Community Safety Unit (CSU) is a new initiative jointly run by Sevenoaks District Council and West Kent Police and is based in Sevenoaks District Council's Argyle Road Offices. Residents can use the unit to report various Community Safety Issues.

DMZ - (sometimes referred to as a perimeter network) is a physical or logical subnetwork that contains and exposes an organisation's external services to a larger untrusted network, usually the Internet. The purpose of a DMZ is to add an additional layer of security to an organisation's local area network (LAN).

Ethernet - A family of computer networking technologies for local area networks (LANs) commercially introduced in 1980.

FE/HE – Further Education/Higher Education

Firewall - a device or set of devices designed to permit or deny network transmissions based upon a set of rules, frequently used to protect networks from unauthorised access while permitting legitimate communications to pass.

FM – Facilities Management

GIS – Geographical Information Systems. Systems used for plotting data to produce a map based output.

Government Procurement Service - Government Procurement Service is an executive agency of the Cabinet Office. It's overall priority is to provide procurement savings for the UK Public Sector as a whole.

ISO/IEC - the International Organization for Standardization (ISO) and by the International Electrotechnical Commission (IEC) who in this context publish information security standards

IT/ICT – Information Technology/Information and Communication Technology

LAN - A local area network (LAN) is a computer network that interconnects computers in a limited area such as an office building. The defining characteristics of LANs, in contrast to wide area networks (WANs), include their usually higher data-transfer rates, smaller geographic area, and lack of a need for leased telecommunication lines.

LDF (Local Development Framework) - a set of local planning documents, which set out the strategy for future development in Sevenoaks District.

Agenda Item 7

PCI DSS (Payment Card Industry Data Security Standard - an information security standard for organisations that handle cardholder information for debit and credit cards.

Prince 2 - (PProjects IN Controlled Environments) is a process-based method for effective project management. PRINCE2 is a de facto standard used extensively by the UK Government and is widely recognised and used in the private sector, both in the UK and internationally.

Softphone - A softphone is a software program for making telephone calls over the Internet using a general purpose computer, rather than using dedicated hardware. Often a softphone is designed to behave like a traditional telephone, sometimes appearing as an image of a phone, with a display panel and buttons with which the user can interact. A softphone is usually used with a headset connected to the PC.

SiMON – The council’s internal intranet, providing information to officers.

VoIP - Voice over Internet Protocol (Voice over IP, VoIP) is a family of technologies, methodologies, communication protocols, and transmission techniques for the delivery of voice communications and multimedia sessions over Internet Protocol (IP) networks, such as the Internet or an internal company network.

WAN - A wide area network (WAN) is a telecommunication network that covers a broad area. Business and government entities utilise WANs to relay data among employees, clients, buyers, and suppliers from various geographical locations. In essence this mode of telecommunication allows a business to effectively carry out its daily function regardless of location.

WEEE (Waste Electrical and Electronic Equipment Directive) - is the European Community directive on waste electrical and electronic equipment (WEEE) which became European Law in February 2003, setting collection, recycling and recovery targets for all types of electrical goods.

Sevenoaks District Information Technology Strategy & Plan 2012-15

If you have any comments about this document or require further copies, please contact:

Email: service.desk@sevenoaks.gov.uk

Online: [via the IT page on the SDC intranet](#)

Phone: Ext. 7444 or 01732 227444

Self Service: <http://servicedesk.sevenoaks.gov.uk>
or via the Members' Portal

Face to Face: 1st Floor, Argyle Road Offices -
just opposite the Chief Executive's and
Leader's offices.

The Strategy & Plan is available on the SDC
intranet and is published on the Council
Website:

<http://www.sevenoaks.gov.uk>

Other formats:

This publication is available in
large print.

For a copy call 01732 227414.

If you need help communicating with
us or understanding this document,
we can arrange for an interpreter to
help you. Please contact us on
01732 227414 stating your language
and telephone number.

www.sevenoaks.gov.uk

February 2012



CABINET - 9 FEBRUARY 2012

TREASURY MANAGEMENT STRATEGY 2012/13

Report of the: Deputy Chief Executive and Director of Corporate Resources

Also considered by: Performance and Governance Committee – 10 January 2012

Finance Advisory Group - 25 January 2012

Council - 21 February 2012

Status: For consideration and recommendation to Council

Key Decision: No

Executive Summary: The Local Government Act 2003 (the Act) and supporting regulations requires the Council to 'have regard to' the Prudential Code and to set Prudential Indicators for the next three years to ensure that the Council's capital investment plans are affordable, prudent and sustainable.

The Act therefore requires the Council to set out its treasury strategy for borrowing and to prepare an Annual Investment Strategy (as required by investment guidance issued subsequent to the Act). This sets out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments.

The Chartered Institute of Public Finance and Accountancy (CIPFA) revised the Prudential Code, Treasury Management Code and Guidance Notes in November 2011 and recommend formal adoption of the amended clauses and a restatement of the Treasury Management Policy Statement. These have been included in the main body of the report.

Members' particular attention is drawn to paragraphs 43-59 of the report, which deal with changes to the investment criteria in the light of recent credit rating downgrades.

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

Portfolio Holder Cllr. Ramsay

Head of Service Head of Finance and Human Resources – Mrs. Tricia Marshall

Recommendations:

That Cabinet recommend Council to approve the Treasury Management Strategy Statement set out in this report.

Agenda Item 8

Background

1. The Council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low risk counterparties or instruments commensurate with the Council's low risk appetite, providing adequate liquidity initially before considering investment return.
2. The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer term cash flow planning to ensure that the Council can meet its capital spending obligations. This management of longer term cash may involve arranging long or short term loans, or using longer term cash flow surpluses. On occasion any debt previously drawn may be restructured to meet Council risk or cost objectives.

3. CIPFA defines treasury management as:

"The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."

Introduction

Reporting requirements

4. The Council is required to receive and approve, as a minimum, three main reports each year, which incorporate a variety of policies, estimates and actuals. These reports are required to be adequately scrutinised by committee before being recommended to the Council. This role is undertaken by the Finance Advisory Group and the Performance and Governance Committee.
5. Prudential and Treasury Indicators and Treasury Strategy (This report) - The first, and most important report covers:
 - the capital plans (including prudential indicators);
 - a Minimum Revenue Provision Policy (MRP) (how residual capital expenditure is charged to revenue over time);
 - the Treasury Management Strategy (how the investments and borrowings are to be organised) including treasury indicators; and
 - an investment strategy (the parameters on how investments are to be managed).
6. A Mid Year Treasury Management Report – This will update members with the progress of the capital position, amending prudential indicators as necessary,

and whether the treasury strategy is meeting the strategy or whether any policies require revision.

7. An Annual Treasury Report – This provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.

Treasury Management Strategy for 2012/13

8. The strategy for 2012/13 covers two main areas:

Capital Issues

- the capital plans and the prudential indicators;
- the MRP strategy.

Treasury management Issues

- the current treasury position;
 - treasury indicators which will limit the treasury risk and activities of the Council;
 - prospects for interest rates;
 - the borrowing strategy;
 - the investment strategy;
 - creditworthiness policy; and
 - policy on use of external service providers.
9. These elements cover the requirements of the Local Government Act 2003, the CIPFA Prudential Code, the CLG MRP Guidance, the CIPFA Treasury Management Code and the CLG Investment Guidance.
 10. The suggested strategy for 2012/13 in respect of the above aspects of the treasury management function is based upon the treasury officers' views on interest rates, supplemented with leading market forecasts provided by the Council's treasury adviser, Sector Treasury Services Limited.

Capital Issues

The Capital Prudential Indicators 2012/13 – 2014/15

11. The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans are reflected in prudential indicators, which are designed to assist members overview and confirm capital expenditure plans.

Agenda Item 8

Capital Expenditure

12. This prudential Indicator is a summary of the Council's capital expenditure plans, both those agreed previously, and those forming part of this budget cycle. Members are asked to approve the capital expenditure forecasts:

	2010/11	2011/12	2012/13	2013/14	2014/15
	Actual	Estimate	Estimate	Estimate	Estimate
	£000	£000	£000	£000	£000
Capital Expenditure	2,786	2,629	1,423	1,323	1,423

13. Other long term liabilities. The above financing need excludes other long term liabilities, such as PFI and leasing arrangements which already include borrowing instruments.
14. The table below summarises the above capital expenditure plans and how these plans are being financed by capital or revenue resources. Any shortfall of resources results in a funding need (borrowing).

	2010/11	2011/12	2012/13	2013/14	2014/15
	Actual	Estimate	Estimate	Estimate	Estimate
	£000	£000	£000	£000	£000
Capital Expenditure	2,786	2,629	1,423	1,323	1,423
Financed by:					
Capital receipts	139	343	197	-	-
Capital grants	1,669	690	396	396	396
Capital reserves	456	330	330	327	327
Revenue	522	1,266	500	600	700
Net financing need for the year	2,786	2,629	1,423	1,323	1,423

The Council's Borrowing Need (the Capital Financing Requirement)

15. The second prudential indicator is the Council's Capital Financing Requirement (CFR). The CFR is simply the total historic outstanding capital

expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's underlying borrowing need. Any capital expenditure above, which has not immediately been paid for, will increase the CFR.

16. Following accounting changes the CFR includes any other long term liabilities (e.g. finance leases) brought onto the balance sheet. Whilst this increases the CFR, and therefore the Council's borrowing requirement, these types of scheme include a borrowing facility and so the Council is not required to separately borrow for these schemes. The Council currently has £0.2m of such schemes within the CFR.
17. The Council is asked to approve the CFR projections below:

	2010/11	2011/12	2012/13	2013/14	2014/15
	Actual	Estimate	Estimate	Estimate	Estimate
	£000	£000	£000	£000	£000
Capital Financing Requirement					
Total CFR	206	185	164	143	122
Movement in CFR	-21	-21	-21	-21	-21

Movement in CFR represented by:					
Net financing need for the year (above)					
<u>Less</u> MRP/VRP and other financing movements	-21	-21	-21	-21	-21
Movement in CFR	-21	-21	-21	-21	-21

Note:- The MRP / VRP includes finance lease annual principal payments

Agenda Item 8

MRP Policy Statement

18. The Council is required to pay off an element of the accumulated General Fund capital spend each year (the CFR) through a revenue charge (the minimum revenue provision - MRP), although it is also allowed to undertake additional voluntary payments if required (voluntary revenue provision - VRP).
19. CLG Regulations have been issued which require the full Council to approve an MRP Statement in advance of each year. A variety of options are provided to councils, so long as there is a prudent provision. The Council is recommended to approve the following MRP Statement:
20. For capital expenditure incurred before 1 April 2008 or which in the future will be Supported Capital Expenditure, the MRP policy will be based on CFR – MRP will be based on the CFR.
21. These options provide for an approximate 4% reduction in the borrowing need (CFR) each year.
22. From 1 April 2008 for all unsupported borrowing (including PFI and finance leases) the MRP policy will be the Depreciation method – MRP will follow standard depreciation accounting procedures. This provides for a reduction in the borrowing need over approximately the asset's life. Repayments included in annual PFI or finance leases are applied as MRP.

The Use of the Council's Resources and the Investment Position

23. The application of resources (capital receipts, reserves etc.) to either finance capital expenditure or other budget decisions to support the revenue budget will have an ongoing impact on investments unless resources are supplemented each year from new sources (asset sales etc.). Detailed below are estimates of the year end balances for each resource and anticipated day to day cash flow balances.

Year End Resources	2010/11	2011/12	2012/13	2013/14	2014/15
	Actual	Estimate	Estimate	Estimate	Estimate
	£000	£000	£000	£000	£000
Fund balances / reserves	17,711	19,684	20,437	19,624	17,828
Capital receipts	763	461	1,317	2,668	2,725
Provisions	2,719	152	152	152	152
Other	-	-	-	-	-

Total core funds	21,193	20,297	21,906	22,444	20,705
Working capital*	21,193	20,297	21,906	22,444	20,705
Under/over borrowing	0	0	0	0	0
Expected investments	21,193	20,297	21,906	22,444	20,705

*Working capital balances shown are estimated year end; these may be higher mid year

Estimates of the incremental impact of capital investment decisions on council tax.

24. This indicator identifies the revenue costs associated with proposed changes to the three year capital programme recommended in this budget report compared to the Council's existing approved commitments and current plans. The assumptions are based on the budget, but will invariably include some estimates, such as the level of Government support, which are not published over a three year period.

	2010/11	2011/12	2012/13	2013/14	2014/15
	Actual	Estimate	Estimate	Estimate	Estimate
Council tax band D	£-0.14	£0.93	£0.41	£0.31	£0.41

Treasury Management Issues

25. The capital expenditure plans set out above provide details of the service activity of the Council. The treasury management function ensures that the Council's cash is organised in accordance with the the relevant professional codes, so that sufficient cash is available to meet this service activity. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities. The strategy covers the relevant treasury / prudential indicators, the current and projected debt positions and the annual investment strategy.

Current Portfolio Position

26. The Council's treasury portfolio position at 24 January 2012 appears in Appendix A.

Treasury Indicators: Limits to Borrowing Activity

The Operational Boundary

Agenda Item 8

27. This is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt.

Operational boundary	2011/12 Estimate £000	2012/13 Estimate £000	2013/14 Estimate £000	2014/15 Estimate £000
Debt	5,000	5,000	5,000	5,000
Other long term liabilities	0	0	0	0
Total	5,000	5,000	5,000	5,000

The Authorised Limit for external debt

28. A further key prudential indicator represents a control on the maximum level of borrowing. This represents a limit beyond which external debt is prohibited, and this limit needs to be set or revised by the full Council. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term.
29. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all councils' plans, or those of a specific council, although this power has not yet been exercised.
30. The Council is asked to approve the following Authorised Limit:

Authorised limit	2011/12 Estimate £000	2012/13 Estimate £000	2013/14 Estimate £000	2014/15 Estimate £000
Debt	5,000	5,000	5,000	5,000
Other long term liabilities	0	0	0	0
Total	5,000	5,000	5,000	5,000

Prospects for Interest Rates

31. The Council has appointed Sector Treasury Services Limited as its treasury advisor and part of their service is to assist the Council to formulate a view on interest rates. Appendix B draws together a number of current City forecasts for short term (Bank Rate) and longer fixed interest rates. The following table gives the Sector central view.

Annual Average %	Bank Rate	Money Rates		PWLB Borrowing Rates		
		3 month	1 year	5 year	25 year	50 year
March 2012	0.50	0.70	1.50	2.30	4.20	4.30
June 2012	0.50	0.70	1.50	2.30	4.20	4.30
Sept 2012	0.50	0.70	1.50	2.30	4.30	4.40
Dec2012	0.50	0.70	1.60	2.40	4.30	4.40
March 2013	0.50	0.75	1.70	2.50	4.40	4.50
June 2013	0.50	0.80	1.80	2.60	4.50	4.60
Sept 2013	0.75	0.90	1.90	2.70	4.60	4.70
Dec 2013	1.00	1.20	2.20	2.80	4.70	4.80
March 2014	1.25	1.40	2.40	2.90	4.80	4.90
June 2014	1.50	1.60	2.60	3.10	4.90	5.00

32. Growth in the UK economy is expected to be weak in the next two years and there is a risk of a technical recession (i.e. two quarters of negative growth). Bank Rate, currently 0.5%, underpins investment returns and is not expected to start increasing until quarter 3 of 2013 despite inflation currently being well above the Bank of England's Monetary Policy Committee inflation target. Hopes for an export led recovery appear likely to be disappointed due to the Eurozone sovereign debt crisis depressing growth in the UK's biggest export market. The Comprehensive Spending Review, which seeks to reduce the UK's annual fiscal deficit, will also depress growth during the next few years.
33. Fixed interest borrowing rates are based on UK gilt yields. The outlook for borrowing rates is currently much more difficult to predict. The UK total national debt is forecast to continue rising until 2015/16; the consequent increase in gilt issuance is therefore expected to be reflected in an increase in

Agenda Item 8

gilt yields over this period. However, gilt yields are currently at historically low levels due to investor concerns over Eurozone sovereign debt and have been subject to exceptionally high levels of volatility as events in the Eurozone debt crisis have evolved.

34. This challenging and uncertain economic outlook has a several key treasury mangement implications:
- the Eurozone sovereign debt difficulties, most evident in Greece, provide a clear indication of much higher counterparty risk. This continues to suggest the use of higher quality counterparties for shorter time periods;
 - investment returns are likely to remain relatively low during 2012/13;
 - borrowing interest rates are currently attractive, but may remain low for some time. The timing of any borrowing will need to be monitored carefully;
 - there will remain a cost of capital – any borrowing undertaken that results in an increase in investments will incur a revenue loss between borrowing costs and investment returns.

Borrowing Strategy

35. It is anticipated that there will be no capital borrowings required during 2012/13.

Annual Investment Strategy

Investment Policy

36. The Council's investment policy has regard to the Department of Communities and Local Government (CLG) Guidance on Local Government Investments ("the Guidance") and the 2011 revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM Code"). The Council's investment priorities will be security first, liquidity second, then return.
37. In accordance with the above, and in order to minimise the risk to investments, the Council has below clearly stipulated the minimum acceptable credit quality of counterparties for inclusion on the lending list. The creditworthiness methodology used to create the counterparty list fully accounts for the ratings and watches published by all three ratings agencies with a full understanding of what the ratings reflect in the eyes of each agency. Using the Sector ratings service banks' ratings are monitored on a real time basis with knowledge of any changes notified electronically as the agencies notify modifications.
38. Further, the Council's officers recognise that ratings should not be the sole determinant of the quality of an institution and that it is important to contiunally assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To this end the Council will engage with its advisors to maintain a monitor on market pricing such as "Credit Default Swaps (CDS)"

and overlay that information on top of the credit ratings. This is encapsulated within the credit methodology provided by the advisors, Sector.

39. Other information sources used will include the financial press, share price and other such information pertaining to the banking sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.
40. The aim of the strategy is to generate a list of highly creditworthy counterparties which will also enable diversification and thus avoidance of concentration risk.
41. The intention of the strategy is to provide security of investment and minimisation of risk.
42. Investment instruments identified for use in the financial year are listed in Appendix C under the 'Specified' and 'Non-Specified' Investments categories. Counterparty limits will be as set through the Council's Treasury Management Practices – Schedules.

Creditworthiness Policy

43. This Council applies the creditworthiness service provided by Sector. This service employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies - Fitch, Moodys and Standard and Poors. The credit ratings of counterparties are supplemented with the following overlays:
 - credit watches and credit outlooks from credit rating agencies;
 - CDS spreads to give early warning of likely changes in credit ratings;
 - sovereign ratings to select counterparties from only the most creditworthy countries.
44. This modelling approach combines credit ratings, credit watches and credit outlooks in a weighted scoring system which is then combined with an overlay of CDS spreads for which the end product is a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are used by the Council to determine the duration for investments. The Council will therefore use counterparties within the following durational bands:
 - Blue 1 year (only applies to nationalised or semi nationalised UK Banks)
 - Orange 1 year
 - Red 6 months
 - Green 3 months
 - No Colour not to be used
45. This methodology does not apply the approach suggested by CIPFA of using the lowest rating from all three rating agencies to determine creditworthy counterparties. The Sector creditworthiness service uses a wider array of

Agenda Item 8

information than just primary ratings and by using a risk weighted scoring system, does not give undue preponderance to just one agency's ratings.

46. Typically the minimum credit ratings criteria the Council use will be a short term rating (Fitch or equivalent) of Short Term rating F1, Long Term rating A-, Individual of Viability ratings of C- (or BB+), and a Support rating of 3. There may be occasions when the counterparty ratings from one rating agency are marginally lower than these ratings but may still be used. In these instances consideration will be given to the whole range of ratings available, or other topical market information, to support their use.
47. All credit ratings will be monitored regularly. The Council is alerted to changes to ratings of all three agencies through its use of the Sector creditworthiness service.
 - if a downgrade results in the counterparty / investment scheme no longer meeting the Council's minimum criteria, its further use as a new investment will be withdrawn immediately.
 - in addition to the use of credit ratings the Council will be advised of information in movements in Credit Default Swap against the iTraxx benchmark and other market data on a weekly basis. Extreme market movements may result in downgrade of an institution or removal from the Council's lending list.
48. Sole reliance will not be placed on the use of this external service. In addition this Council will also use market data and market information, information on government support for banks and the credit ratings of that government support.

Country limits

49. The Council has determined that it will only use approved counterparties from the UK or the EU which also have a minimum sovereign credit rating of AA- from Fitch. The list of countries that qualify using this credit criteria as at the date of this report are shown in Appendix D. This list will be added to, or deducted from, by officers should ratings change in accordance with this policy.

Investment Counterparty Selection Criteria

50. The primary principle governing the Council's investment criteria is the security of its investments, although the yield or return on the investment is also a key consideration. After this main principle the Council will ensure that:

It maintains a policy covering both the categories of investment types it will invest in, criteria for choosing investment counterparties with adequate security, and monitoring their security. This is set out in the specified and non-specified investments listed in Appendix C; and

It has sufficient liquidity in its investments. For this purpose it will set out procedures for determining the maximum periods for which funds may

prudently be committed. These procedures also apply to the Council's prudential indicators covering the maximum principal sums invested.

51. Officers will maintain a counterparty list in compliance with the following criteria and will revise the criteria and submit them to Council for approval as necessary. These criteria are separate to that which determines which types of investment instrument are either Specified or Non-Specified as it provides an overall pool of counterparties considered high quality which the Council may use, rather than defining what types of investment instruments are to be used.
52. Credit rating information is supplied by Sector, our treasury consultants, on all active counterparties that comply with the criteria below. Any counterparty failing to meet the criteria would be omitted from the counterparty (lending) list. Any rating changes, rating watches (notification of a likely change), rating outlooks (notification of a possible longer term change) are provided to officers almost immediately after they occur and this information is considered before dealing.
53. The criteria for providing a pool of high quality investment counterparties (both specified and non-specified investments) is:
 - Banks 1 - good credit quality - the Council will only use banks which:
 - are UK banks; and/or
 - are EU banks and domiciled in a country which has a minimum sovereign long term rating of AA-and have, as a minimum, the following Fitch credit ratings:
 - Short term F1
 - Long term A-
 - Viability / financial strength C-
 - Support 3
 - Banks 2 – Part nationalised UK banks – Lloyds Bank and Royal Bank of Scotland. These banks can be included if they continue to be part nationalised or they meet the ratings in Banks 1 above.
 - Banks 3 – The Council's own banker for transactional purposes if the bank falls below the above criteria, although in this case balances will be minimised in both monetary size and time.
 - Building societies - The Council will use all societies which meet the ratings for banks outlined above
 - Money Market Funds
 - UK Government (including gilts, treasury bills and the DMADF)
 - Other local authorities
 - Supranational institutions

Agenda Item 8

54. It should be noted that the previous minimum long term credit rating of AA- has been reduced to A- in the suggested 2012/13 creditworthiness policy, as recent downgrades have resulted in very few institutions meeting the previous minimum.
55. As an alternative to the construction of a counterparty (or lending) list based around the colour coded credit rating matrix supplied by Sector, Members may prefer an approach using certain specified institutions only. Such an approach might be to limit investments to the main UK banks and building societies irrespective of their credit ratings. The current long term ratings of the major UK banks and top building societies are as follows:
- Barclays Bank plc A
Clydesdale Bank plc A+
Co-Operative Bank plc A-
Coventry Building Society A
HSBC Bank plc AA
Leeds Building Society A-
Lloyds Banking Group plc A
Nationwide Building Society A+
Royal Bank of Scotland Group plc A
Santander UK plc A+
56. The drawback of using a prescriptive list of nominated institutions is that it will not be sensitive to changes in ratings and will require further resolutions from Council to add institutions back on to the approved list.
57. Members views on this issue would be appreciated.

Use of additional information other than credit ratings

58. Additional requirements under the Code require the Council to supplement credit rating information. Whilst the above criteria relies primarily on the application of credit ratings to provide a pool of appropriate counterparties for officers to use, additional operational market information will be applied before making any specific investment decision from the agreed pool of counterparties. This additional market information (for example Credit Default Swaps, negative rating watches/outlooks) will be applied to compare the relative security of differing investment counterparties.

Other Creditworthiness Issues

59. The Council's investment policy further limits the one proposed by Sector as follows:-
- Maximum investment period of 1 year.

- Investments are limited to 25% of the total fund to any single institution or institutions within a group of companies.
- Total investments in any one foreign country is limited to 15% of the total fund.
- Investments are limited to £5m per counterparty excluding call accounts and £6m including call accounts.

Investment Strategy

60. Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months).
61. Bank Rate is forecast to remain unchanged at 0.5% before starting to rise from quarter 3 of 2013. Bank Rate forecasts for financial year ends (March) are:
- 2011/ 2012 0.50%
 - 2012/ 2013 0.50%
 - 2013/ 2014 1.25%
 - 2014/ 2015 2.50%
62. There are downside risks to these forecasts (i.e. start of increases in Bank Rate is delayed even further) if economic growth remains weaker for longer than expected. However, should the pace of growth pick up more sharply than expected there could be upside risk, particularly if Bank of England inflation forecasts for two years ahead exceed the Bank of England's 2% target rate.
63. The suggested budgeted investment earnings rates for returns on investments placed for periods up to three months during each financial year for the next five years are as follows:
- | | |
|---------|-------|
| 2012/13 | 0.70% |
| 2013/14 | 1.00% |
| 2014/15 | 1.60% |
| 2015/16 | 3.30% |
| 2016/17 | 4.10% |

Icelandic Bank Investments

64. The Icelandic courts have supported the view that the Council will be treated as a preferred creditor, thereby seeing a high proportion of the investment being returned. The actual repayment is currently expected to be partially in foreign currency assets. It is currently too early to provide a definitive policy on how this exchange rate risk will be managed, but the expectation will be

Agenda Item 8

that the risk will be managed proactively and assets converted to sterling at the earliest opportunity.

Policy on the use of external service providers

65. The Council uses Sector Treasury Services as its external treasury management advisers.
66. The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon our external service providers.
67. It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review.

Scheme of delegation

68. The guidance notes accompanying the revised Code also require that a statement of the Council's scheme of delegation in relation to treasury management is produced as part of the Annual Investment Strategy. This appears at Appendix E.

Role of the Section 151 officer

69. As with the scheme of delegation mentioned in the previous paragraph, a statement of the role of the Section 151 officer is also required. This appears at Appendix F.

Key Implications

Financial

70. The management of the Council's investment portfolio and cash-flow generated balances plays an important part in the financial planning of the authority. The security of its capital and liquidity of its investments is of paramount importance.
71. There are financial implications arising from the restriction of the Council's lending list in that an inferior rate of interest may have to be accepted on a particular investment if some of the smaller and lower-rated institutions have been removed from the list.

Community Impact and Outcomes

72. There are no community impacts arising from this report.

Legal, Human Rights etc.

73. This report satisfies the requirements of the Local Government Act 2003 and supporting regulations plus the Council's Financial Procedure Rules which both require the preparation of an annual treasury strategy.

Conclusions

74. The effect of the proposals set out in this report is to allow the Council to effectively and efficiently manage cash balances.
75. In line with the revised CIPFA Code of Practice on Treasury Management, the Annual Treasury Strategy must be considered by Council and this is planned for its meeting on 21 February 2012. Given the current uncertainties in the banking sector and financial markets, the Council may need to consider amending its strategy during the year.

Risk Assessment Statement

76. Treasury Management has two main risks :

Fluctuations in interest rates can result in a reduction in income from investments; and

A counterparty to which the Council has lent money fails to repay the loan at the required time.

77. The movement towards having a restricted lending list of better quality institutions but higher individual limits with those institutions reduces the chances of a default. But if a default did occur, the potential loss would be greater. Previously, the preference was to have smaller investments with a greater range of institutions.
78. These risks are mitigated by the annual investment strategy which has been prepared on the basis of achieving the optimum return on investments commensurate with proper levels of security and liquidity. However, Members should recognise that in the current economic climate, these remain significant risks and that the strategy needs to be constantly monitored.

Sources of Information:

Existing treasury counterparty list

Treasury Management Strategy Statement for 2012/13 provided by Sector Treasury Services Ltd.

CIPFA – Prudential Code on Treasury Management

ODPM (now DCLG) – Guidance on Local Government Investments (March 2004)

CIPFA Treasury Management in the Public

Agenda Item 8

Services Code of Practice (Revised 2009,2010 & 2011)

Contact Officer(s): Roy Parsons ext.7204

Dr. Pav Ramewal
Deputy Chief Executive and Director of Corporate Resources

SEVENOAKS DISTRICT COUNCIL

List of Investments as at:- 24-Jan-12

Reference	Name	Country	Group	Amount	Start Date	Comm Rate	End Date	Curr Rate	Terms
	Santander UK plc (Business Reserve A/C)	U.K.	Santander	0	01-Apr-99			0.60000%	Variable
	Santander UK plc (Money Market A/C)	U.K.	Santander	0	09-Oct-06			0.80000%	Variable
	Bank of Scotland plc (Corp Instant Access A/C)	U.K.	Lloyds/HBOS	0	01-Aug-04			0.50000%	Variable
	Clydesdale Bank plc (Base Tracker Plus - 15 Day)	U.K.	NAB	0	10-Sep-10			0.65000%	Variable
	Barclays Bank plc (Business Premium A/C)	U.K.		362,000	01-Oct-11			0.45000%	Variable
	National Westminster Bank plc (Liquidity Select)	U.K.	RBS	2,000,000	07-Oct-11			0.80000%	Variable
IP991	Aberdeen City Council	U.K.		1,000,000	29-Nov-11	0.50000%	29-May-12		6 Months
IP963	Bank of Scotland plc	U.K.	Lloyds/HBOS	1,000,000	26-May-11	1.80000%	24-Feb-12		9 Months
IP986	Bank of Scotland plc	U.K.	Lloyds/HBOS	1,000,000	03-Nov-11	1.35000%	14-Feb-12		3 Months
IP987	Barclays Bank plc	U.K.		1,500,000	14-Nov-11	0.91000%	14-Feb-12		3 Months
IP989	Barclays Bank plc	U.K.		1,500,000	16-Nov-11	0.91000%	16-Feb-12		3 Months
IP985	Blaenau Gwent County Borough Council	U.K.		2,000,000	07-Nov-11	0.55000%	08-May-12		6 Months
IP1004	Eastleigh Borough Council	U.K.		1,000,000	16-Jan-12	0.42000%	16-Jul-12		6 Months
IP813	Landsbanki Islands hf	Iceland		1,000,000	25-Jun-07	6.32000%	25-Jun-09		2 Years
IP953	Lloyds TSB Bank plc	U.K.	Lloyds/HBOS	1,000,000	03-Feb-11	1.95000%	03-Feb-12		1 Year
IP961	Lloyds TSB Bank plc	U.K.	Lloyds/HBOS	1,000,000	28-Apr-11	1.65000%	31-Jan-12		9 Months
IP970	Lloyds TSB Bank plc	U.K.	Lloyds/HBOS	1,000,000	25-Jul-11	1.42000%	25-Jan-12		6 Months
IP992	Midlothian Council	U.K.		1,000,000	14-Dec-11	0.40000%	14-Mar-12		3 Months
IP958	National Westminster Bank plc	U.K.	RBS	2,000,000	22-Mar-11	1.00000%	27-Apr-12	2.50000%	1 Year
IP997	National Westminster Bank plc	U.K.	RBS	1,000,000	19-Dec-11	1.00000%	18-Jul-12	1.80000%	6 Months
IP977	Nationwide Building Society	U.K.		1,000,000	01-Sep-11	1.09000%	01-Mar-12		6 Months
IP990	Nottingham City Council	U.K.		2,000,000	23-Nov-11	0.50000%	23-May-12		6 Months
IP1002	Salford City Council	U.K.		1,000,000	11-Jan-12	0.38000%	23-Jul-12		6 Months
IP999	UK Debt Management Office	U.K.		1,000,000	21-Dec-11	0.25000%	09-Feb-12		7 Weeks
IP1000	UK Debt Management Office	U.K.		3,000,000	23-Dec-11	0.25000%	09-Feb-12		7 Weeks
IP1003	UK Debt Management Office	U.K.		4,500,000	11-Jan-12	0.25000%	09-Feb-12		1 Month
IP1005	UK Debt Management Office	U.K.		2,200,000	16-Jan-12	0.25000%	16-Mar-12		2 Months
IP1006	UK Debt Management Office	U.K.		2,000,000	23-Jan-12	0.25000%	16-Mar-12		7 Weeks
IP983	Ulster Bank Ltd	U.K.	RBS	1,000,000	26-Oct-11	1.05000%	26-Jan-12		3 Months
Total Invested				<u><u>37,062,000</u></u>					
Other Loan									
	Sevenoaks Leisure Limited			250,000	29-Apr-08	7.00000%	31-Mar-18		10 Years

This page is intentionally left blank

APPENDIX B - INTEREST RATE FORECASTS 2011/2015

Sector's Interest Rate View															
	Now	Dec-11	Mar-12	Jun-12	Sep-12	Dec-12	Mar-13	Jun-13	Sep-13	Dec-13	Mar-14	Jun-14	Sep-14	Dec-14	Mar-15
Sector's Bank Rate View	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.75%	1.00%	1.25%	1.50%	2.00%	2.25%	2.50%
3 Month LIBID	0.87%	0.70%	0.70%	0.70%	0.70%	0.70%	0.75%	0.80%	0.90%	1.20%	1.40%	1.60%	2.10%	2.40%	2.60%
6 Month LIBID	1.16%	1.00%	1.00%	1.00%	1.00%	1.00%	1.10%	1.20%	1.40%	1.60%	1.80%	2.00%	2.50%	2.70%	2.90%
12 Month LIBID	1.65%	1.50%	1.50%	1.50%	1.50%	1.60%	1.70%	1.80%	1.90%	2.20%	2.40%	2.60%	3.10%	3.20%	3.30%
5yr PWLB Rate	2.25%	2.30%	2.30%	2.30%	2.30%	2.40%	2.50%	2.60%	2.70%	2.80%	2.90%	3.10%	3.30%	3.50%	3.70%
10yr PWLB Rate	3.33%	3.30%	3.30%	3.30%	3.40%	3.40%	3.50%	3.60%	3.70%	3.80%	4.00%	4.20%	4.40%	4.60%	4.80%
25yr PWLB Rate	4.24%	4.20%	4.20%	4.20%	4.30%	4.30%	4.40%	4.50%	4.60%	4.70%	4.80%	4.90%	5.00%	5.10%	5.20%
50yr PWLB Rate	4.26%	4.30%	4.30%	4.30%	4.40%	4.40%	4.50%	4.60%	4.70%	4.80%	4.90%	5.00%	5.10%	5.20%	5.30%
Bank Rate															
Sector's View	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.75%	1.00%	1.25%	1.50%	2.00%	2.25%	2.50%
UBS	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	-	-	-	-	-	-	-	-	-
Capital Economics	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	-	-	-	-	-
5yr PWLB Rate															
Sector's View	2.25%	2.30%	2.30%	2.30%	2.30%	2.40%	2.50%	2.60%	2.70%	2.80%	2.90%	3.10%	3.30%	3.50%	3.70%
UBS	2.25%	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital Economics	2.25%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	-	-	-	-	-
10yr PWLB Rate															
Sector's View	3.33%	3.30%	3.30%	3.30%	3.40%	3.40%	3.50%	3.60%	3.70%	3.80%	4.00%	4.20%	4.40%	4.60%	4.80%
UBS	3.33%	3.45%	3.45%	3.50%	3.60%	3.65%	-	-	-	-	-	-	-	-	-
Capital Economics	3.33%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	-	-	-	-	-
25yr PWLB Rate															
Sector's View	4.24%	4.20%	4.20%	4.20%	4.30%	4.30%	4.40%	4.50%	4.60%	4.70%	4.80%	4.90%	5.00%	5.10%	5.20%
UBS	4.24%	4.80%	4.90%	4.90%	4.90%	4.90%	-	-	-	-	-	-	-	-	-
Capital Economics	4.24%	4.30%	4.30%	4.30%	4.30%	4.30%	4.30%	4.30%	4.30%	4.30%	-	-	-	-	-
50yr PWLB Rate															
Sector's View	4.26%	4.30%	4.30%	4.30%	4.40%	4.40%	4.50%	4.60%	4.70%	4.80%	4.90%	5.00%	5.10%	5.20%	5.30%
UBS	4.26%	4.80%	4.95%	4.95%	5.00%	5.00%	-	-	-	-	-	-	-	-	-
Capital Economics	4.26%	4.40%	4.40%	4.40%	4.40%	4.40%	4.40%	4.40%	4.40%	4.40%	-	-	-	-	-

Agenda Item 8

APPENDIX C - SPECIFIED AND NON-SPECIFIED INVESTMENTS

SPECIFIED INVESTMENTS

All such investments will be sterling denominated, with maturities up to maximum of 1 year, meeting the minimum 'high' rating criteria where applicable

Term deposits within the UK

	Minimum 'High' Credit Criteria	Use
Debt Management Agency Deposit Facility	--	In-house
Term deposits – local authorities	--	In-house
Term deposits – banks and building societies	Sector colour code 'Green' or better	In-house

Term deposits with nationalised banks and banks and building societies

	Minimum 'High' Credit Criteria	Use
UK part nationalised banks	Sector colour code 'Blue'	In-house
Banks part nationalised by high credit rated (sovereign rating) countries – non UK	Sovereign rating AA- or better and Sector colour code 'Green' or better	In-house

Others

Certificates of deposit issued by banks and building societies covered by UK Government (explicit) guarantee	UK sovereign rating AA- or better and Sector colour code 'Green' or better	In-house
UK Government Gilts	UK sovereign rating AA- or better	In-house buy and hold
Bonds issued by multilateral development banks	AAA	In-house buy and hold
Bond issuance issued by a financial institution which is explicitly guaranteed by the UK Government (refers solely to GEFCO - Guaranteed Export Finance Corporation)	UK sovereign rating AA- or better	In-house buy and hold
Sovereign bond issues (other than the UK govt)	AAA	In-house buy and hold
Treasury Bills	UK sovereign rating AA- or better	In house

Collective Investment Schemes structured as Open Ended Investment Companies (OEICs): -		
Government Liquidity Funds	Long-term rating AAA Volatility rating MR1+	In-house
Money Market Funds	Long-term rating AAA Volatility rating MR1+	In-house
Enhanced cash funds	Long-term rating AAA Volatility rating MR1+	In-house
Gilt Funds	Long-term rating AAA Volatility rating MR1+	In-house

NON-SPECIFIED INVESTMENTS: As the Council has a maximum investment period of one year, many of the investment instruments previously listed in this category are no longer applicable

	Minimum Credit Criteria	Use	Max % of total investments	Max. maturity period
Fixed term deposits with variable rate and variable maturities (i.e. structured deposits)	Sovereign rating AA- or better and Sector colour code 'Green' or better	In-house	25	1 year

Agenda Item 8

APPENDIX D - Approved countries for investments

Based on lowest available rating

AAA

- Denmark
- Finland
- France
- Germany
- Luxembourg
- Netherlands
- Norway
- Sweden
- Switzerland
- U.K.

AA+

- Belgium

APPENDIX E - Treasury management scheme of delegation

Full Council

- receiving and reviewing reports on treasury management policies, practices and activities;
- approval of annual strategy.

Cabinet

- approval of/amendments to the organisation's adopted clauses, treasury management policy statement and treasury management practices;
- budget consideration and approval;
- approval of the division of responsibilities;
- receiving and reviewing regular monitoring reports and acting on recommendations;
- approving the selection of external service providers and agreeing terms of appointment.

Performance and Governance Committee

- reviewing the treasury management policy and procedures and making recommendations to the responsible body.

APPENDIX F - The treasury management role of the section 151 officer

The S151 (responsible) officer is responsible for:

- recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance;
- submitting regular treasury management policy reports;
- submitting budgets and budget variations;
- receiving and reviewing management information reports;
- reviewing the performance of the treasury management function;
- ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function;
- ensuring the adequacy of internal audit, and liaising with external audit;
- recommending the appointment of external service providers.

CABINET - 9 FEBRUARY 2012

CAPITAL PROGRAMME & ASSET MAINTENANCE 2012/15

Report of the: Deputy Chief Executive & Corporate Resources Director

Status: For Decision

Executive Summary:

This report sets out the proposed 2012/15 Capital Programme, with supporting documentation in a standard format for individual scheme bids. Projected capital receipts are included, indicating the proposed financing of the Programme. A proposed overall provisional limit for Asset Maintenance is also made.

This report supports all the Council's key themes and objectives.

Portfolio Holder Cllr. Ramsay

Head of Service Head of Finance and Human Resources – Tricia Marshall

Recommendation: It be RESOLVED that

- (a) the Capital Programme 2012/15 and funding method set out in Appendix B be approved,
 - (b) and the proposed Asset Maintenance budget of **£1,027,000** be agreed for 2012/13.
-

Background

- 1 A copy of the existing 2011/14 three year programme is attached at Appendix A. The 2011/12 column includes budgets brought forward from 2010/11. Forecast outturn figures for the current year and estimated carry forward figures are shown.
- 2 The Council's current policy in relation to capital expenditure is as follows: "no new schemes to be added to the programme except mandatory improvement grants, information technology and vehicle replacements"
- 3 This policy has previously been revised and updated as part of the Best Value review of Asset Management and Capital Investment, including the development of a formal options appraisal process.

Agenda Item 9

Capital Bids

- 4 Scheme Bid Documents are attached at Appendix C for all on-going items referred to at paragraph 2 above which require additional capital resources. These documents identify any external funding available and indicate the internal funding source.
- 5 The new scheme proposed is for locating a Police office within the confines of the Argyle Road Offices. This scheme was reported to Cabinet on 8 December 2011
- 6 Appendix B summarises the position if all schemes are approved, and indicates the funding methods proposed.
- 7 Unspent schemes in the current year's programme (2011/12) may be carried forward to 2012/13 subject to Cabinet approval when the outturn is known.

Capital Receipts

- 8 Other than the Vehicle Renewal Fund, net capital scheme costs are partially funded from Capital Receipt balances. New receipts expected over the programme period are as follows:

	<i>2011/12</i> <i>£000</i>	<i>2012/13</i> <i>£000</i>	<i>2013/14</i> <i>£000</i>	<i>2014/15</i> <i>£000</i>
Shared Ownership Staircasing	53	50	50	25
Mortgage repayments (net of pooling)	2	2	2	1
Land Sales	0	1,352	1,750	50
	55	1,404	1,802	76

The Land Sales receipts arise from the Property Review process which plans and monitors actions to dispose of surplus sites as part of the asset management plan.

- 9 It must be emphasised that the scale and timing of the land sales is very unpredictable and subject to market conditions and planning risks. For this reason, only 75% of the above figures have been included in Appendix B.
- 10 Up until 2008/09, the Council used its capital receipts to fund its capital programme. However, due to a combination of reducing assets and a period of recession impacting asset values, the level of reliance on capital receipts could not be sustained. Therefore, Members made the decision to fund the capital programme through the revenue budget at an annual cost of £330,000. However, there are a number of potential capital receipts that the Council is likely to receive in the coming years and it is was agreed that £1m be 'top-sliced' from these receipts and equally spread over the ten-year budget

programme period. This allows the capital programme to receive some realistic, predictable and long-term funding.

- 11 Appendix B takes these projections, together with the actual balance of such receipts at 1st April 2011.

Asset Maintenance

- 12 Up until 2010/11 asset maintenance was funded from a separate revenue earmarked reserve.
- 13 One of the principles adopted as part of the Business and Financial Planning Strategy was to make more effective use of remaining earmarked reserves. It was agreed that from 2011/12, allowing for an emergency asset maintenance reserve of £1m, the remainder be used over the ten-year budget period equally to smooth the rundown of these reserves.
- 14 The allocation of budgets to individual areas and schemes is made in accordance with the asset management plan and service requirements, reflecting backlog maintenance, health & safety and income generation as priorities.
- 15 The following two SCIA’s agreed in the 2011/12 budget will result in changes to asset maintenance expenditure in future years:
- SCIA5 Leisure - asset maintenance: a saving of £70,000 from 2011/12 and an additional £70,000 from 2012/13.
 - SCIA28 Playground equipment / CCTV equipment / depot / car parks – asset maintenance costs reduced by £31,000 (30%) from 2011/12 for three years returning to original budget levels in 2014/15. This will allow the remaining assets to be maintained as required for public and staff safety and welfare.
- 16 After allowing for the above changes, the budget figures are based on an average of 30% of the existing 10 year maintenance assessment. This would then give the following programme :

	2011/12	2012/13	2013/14	2014/15
	£000	£000	£000	£000
Budget	433	372	381	421

Key Implications

Financial

- 17 All financial implications are covered elsewhere in the report.

Legal, Human Rights etc.

Agenda Item 9

18 None

Risk Assessment Statement

19 The Council must agree a Capital Programme as part of its financial plan and ensure that resources are available to fund it.

Impact on and Outcomes for the Community

20 The capital programme funds improvements to residents' homes and infrastructure required to deliver services to the public.

Conclusions

21 Members are asked to review the scheme bids submitted at Appendix C, and approve the programme and funding at Appendix B.

Sources of Information: Capital Programme 2011/14
Statement of Accounts 2010/11
Capital Programme files

Contact Officer(s): Adrian Rowbotham x 7153

Dr. Pav Ramewal

Deputy Chief Executive and Director of Corporate Resources

Cabinet Programme and Asset Maintenance

Capital Programme 2011-14 (existing programme)

<u>Head of Service/Scheme</u>	Scheme Cost £000	2011/12			2012/13 £000	2013/14 £000	2014/15 £000
		Budget £000	Forecast £000	Likely C/F £000			
Chief Executive							
Blighs phase two		175	15	160	-	-	-
Community Development							
Parish projects		71	20	51	-	-	-
Environmental and Operational Services							
Commercial vehicle replacements		1,266	1,266	-	700	700	-
Playground Improvement programme	215	59	44	15	-	-	-
Housing							
Improvement Grants							
Gross cost		699	699	-	674	674	-
Government DFG Subsidy		-347	-347	-	-347	-347	-
Hever Road Gypsy/Traveller site							
Gross cost	1,309	343	343	-	-	-	-
CLG Grant	-1,309	-343	-343	-	-	-	-
Legal and Democratic Services							
Modern Government doc. mgt. system		16	16	-	-	-	-
TOTAL		1,939	1,713	226	1,027	1,027	-

The 2011/12 budget includes amounts carried forward from 2010/11.

This page is intentionally left blank

Capital Programme and Asset Maintenance

Capital Programme 2012-15 (proposed programme)

<u>Head of Service/Scheme</u>	Scheme Cost £000	2011/12			2012/13 £000	2013/14 £000	2014/15 £000
		Budget £000	Forecast £000	Likely C/F £000			
Chief Executive							
Blighs phase two		175	15	160	-	-	-
Community Development							
Parish projects		71	20	51	-	-	-
Environmental and Operational Services							
Commercial vehicle replacements		1,266	1,266	-	500	600	700
Playground Improvement programme	215	59	44	15	-	-	-
Housing							
Improvement Grants							
Gross cost		699	699	-	723	723	723
Government DFG Subsidy		-347	-347	-	-396	-396	-396
Hever Road Gypsy/Traveller site							
Gross cost	1,309	343	343	-	-	-	-
CLG Grant	-1,309	-343	-343	-	-	-	-
Legal and Democratic Services							
Modern Government doc. mgt. system		16	16	-	-	-	-
Police office in Argyle Road offices	200				200		
TOTAL		1,939	1,713	226	1,027	927	1,027

The 2011/12 budget includes amounts carried forward from 2010/11.

Internal Funding

Vehicle Renewal Fund	1,266	500	600	700
Capital reserve	330	330	327	327
Capital receipts	343	197	0	0
	1,939	1,027	927	1,027

Capital Receipts

Balance at 1st April	763	461	1,317	2,668
Expected new receipts	41	1,053	1,351	57
Capital Financing	-343	-197	0	0
Balance at 31st March	461	1,317	2,668	2,725

Capital Reserve

Balance at 1st April	0	0	0	3
Contributions to the reserve	330	330	330	330
Capital Financing	-330	-330	-327	-327
Balance at 31st March	0	0	3	6

This page is intentionally left blank

Capital Programme 2012/15

Scheme Bid Document - Scheme: Vehicle Replacement Programme

Description: Purchase of replacement commercial fleet vehicles for vehicles that have reached the end of their fully depreciated life

Service : Environmental and Operational Services

Portfolio Holder/Head of Service : Cllr Mrs Hunter/Richard Wilson

Financials :

CAPITAL COSTS	TOTAL	2012/13	2013/14	2014/15
	£000	£000	£000	£000
Gross scheme cost	1,800	500	600	700
External Contributions:				

Net scheme cost	1,800	500	600	700
-----------------	-------	-----	-----	-----

ONGOING REVENUE IMPLICATIONS

(excluding loss of interest)

Running costs

Income streams

Net cost	0	0	0
----------	---	---	---

Funding Source : Funding via the vehicle replacement fund which is funded by depreciation charges for all fleet vehicles and from the sale of any vehicles. Depreciation charges are made on all vehicles and met from fixed transport cost charges on relevant trading account or relevant service budget..

Other Resource Implications :	
Staffing	Managed by fleet management overhead account by existing staff
Asset Values	Approx £3.0M

Justification: (Statutory Duty / Community Plan Aims / Key Infrastructure / Additional Savings / Other)

To maintain services, mainly statutory. Supports all the Council's priorities and objectives

Capital Programme 2012/15

Scheme Bid Document - Scheme: Improvement Grants

Description: Statutory Disabled Facility Grants (DFGs) including LSVT RSL aids and adaptations and cost of processing applications

Service : Housing & Communication Services

Portfolio Holder/Head of Service : Cllr Mrs Carol Clark / Pat Smith

Financials :

CAPITAL COSTS	TOTAL	2012/13	2013/14	2014/15
	£000	£000	£000	£000
Gross scheme cost	2,169	723	723	723
External Contributions:				
CLG grant	-1,188	-396	-396	-396
Net scheme cost	-981	327	327	327

ONGOING REVENUE IMPLICATIONS

(excluding loss of interest)

Running costs

Income streams

Net cost	0	0	0
-----------------	----------	----------	----------

Funding Source : Government Grant (CLG) and Council budgets

* : Revenue implications dependent on individual projects

Other Resource Implications :	
Staffing	Some costs included but being removed over a 5 year period (cost met from existing revenue budgets) to pay a total of £105,000 savings.
Asset Values	Deferred charges –assets not in Council ownership

Justification: (Statutory Duty / Community Plan Aims / Key Infrastructure / Additional Savings / Other)

It is a statutory duty to provide DFGs to the older and or disabled residents in the district and this demand is increasing every year. There is a predicted high increase of older residents expected in the next few years. Out of the total budget £250,000 is ring fenced for WKHA Aids and Adaptations for tenants. Both schemes are eligible for DCLG funding.

Capital Programme 2012/15

Scheme Bid Document - Scheme: Accommodation for Kent Police

Description: Locate a Police Office within the confines of the Argyle Road Offices (see Cabinet report 08/12/11).

Service : Property Services

Portfolio Holder/Head of Service : Cllr Brian Ramsay/Tricia Marshall
Cllr Mrs Elaine Bracken / Lesley Bowles

Financials :

CAPITAL COSTS	TOTAL	2012/13	2013/14	2014/15
	£000	£000	£000	£000
Gross scheme cost	200	200	-	-
External Contributions:				
Net scheme cost	200	200	-	-

ONGOING REVENUE IMPLICATIONS

(excluding loss of interest)

Running costs		1	1
Income streams		-21	-21
Net cost	200	-20	-20

Funding Source : Capital receipts and capital reserve

Other Resource Implications :	Specialist consultant advice allowed for in the total scheme cost
Staffing	Designed and managed by Property staff within existing budgets
Asset Values	Current asset value of Argyle Road offices £3,292,011. Estimated asset value after completion of scheme £3,360,462

Justification: (Statutory Duty / Community Plan Aims / Key Infrastructure / Additional Savings / Other)

Effective Management of Council Resources, partners working together to help communities to be safe and feel safe, working towards a balanced and sustainable budget.

CABINET – 9 FEBRUARY 2012

REVENUE BUDGET AND COUNCIL TAX 2012/13

Report of the: Deputy Chief Executive & Director of Corporate Resources

Status: For Decision

Executive Summary

This report sets out the proposed budget and required level of Council Tax for 2012/13. The report details changes to the draft budget since the Cabinet meeting on 8 December.

The proposed net expenditure budget is £13.443m (£13.771m in 2011/12). Subject to any further changes this would envisage no Council Tax increase in 2012/13, with the District's council tax remaining at £181.89 for a Band D property for the year.

This report supports all the Council's key themes and objectives.

Portfolio Holder Cllr. Ramsay

Head of Service Head of Finance and Human Resources – Tricia Marshall

Recommendation:

It be recommended to Council that:

- (a) The Summary of Council Expenditure and Council Tax set out in Appendix C be approved.
 - (b) The 10 year budget 2011/12 to 2021/22 set out in Appendix A, including the growth and savings proposals set out at Appendix B, be approved and that where possible any variations during and between years be met from the Budget Stabilisation Fund.
 - (c) Any changes in the taxbase and collection fund and other minor variations be transferred to/from the Budget Stabilisation Reserve.
-

Background and Introduction

- 1 Members will be aware that the 2012/13 budget process started in October 2011 with consideration of a report on the Council's financial prospects. The Select Committees reviewed the budget and service plans in October and November and reported back to Cabinet on 8 December 2011.
- 2 The adoption of the 10-year budget last year has resulted in a much more stable budget position than in recent years.

Agenda Item 10

- 3 The growth items and service pressures presented to the Select Committees have been addressed and incorporated into the draft budgets attached together with the associated savings.
- 4 The December Cabinet included the following recommendations:
 - Full Council approves the changes to reserves;
 - Any changes in the taxbase and collection fund and other minor variations be transferred to/from the Budget Stabilisation Reserve.
- 5 This report includes a number of attachments:
 - The 10-year budget (Appendix A);
 - Summary of growth and savings proposed (Appendix B);
 - Summary of Council Expenditure and Council Tax (Appendix C);
 - Summary Service Analysis in budget book format (Appendix D);
 - Analysis of pay costs (Appendix E);
 - Risk analysis (Appendix F);
 - Financial Strategy (Appendix G).

New information received and key changes made since December 2011

- 6 **Revenue Support Grant / Non-Domestic Rates** (£4.9m in 2011/12) – a draft figure was received in December which was the same as the provisional figure received in December 2010, therefore the assumptions in the 10-year budget remain unchanged. Final confirmation is expected in February 2012.
- 7 **New Homes Bonus** – it was announced in December that the council would receive £645,993 in 2012/13. Due to the likelihood that in future the New Homes Bonus would be funded by a reduction in the Revenue Support Grant, it is important that the majority of this funding should be kept separate until the overall financial effect is known.
- 8 **Council Tax Base** – as reported to Cabinet on 12 January 2012, the Council Tax base has increased by around 285 band D equivalent properties to 50,860. This will result in an extra £52,000 of precept which will be transferred to the Budget Stabilisation Reserve.
- 9 **Changes agreed by Cabinet on 8 December 2011 to offset the proposed growth items and pressures** - in terms of pressures on the Housing Benefit Service it was proposed and Cabinet agreed that £50,000 be made available from the Housing Benefit Subsidy Reserve. Cabinet also agreed that the £20,000 pa saving associated with the shared Democratic Services Management pilot arrangement, due to end in December, would be put back into the budget and covered by the increase in market rents that had been secured by the Professional Services Manager.

- 10 In terms of funding the budget gap it was proposed that the £40,000 reduction in the Housing Benefits grant should be funded from the Housing Benefits Subsidy Reserve and the £6,500 provision for the Members' IT allowance should be funded from the underspend on Members' Allowances

Variations to the December 10-Year Budget

- 11 Taking into account the new information available since the Cabinet meeting on 8 December as set out above, the following table shows the key impacts on the Financial Plan:

Key variations	Plan Year 1	Plan Year 2	Plan Year 3	Plan Year 4-10	Cumulative
Budget gap	2012/13	2013/14	2014/15	2015/16 to 2021/22	
	£000	£000	£000	£000	£000
1 Cabinet 8/12/11	47	47	47	329	470
2 Contribution from Housing Benefit Subsidy Reserve (to offset SCIA1: reduction in Housing Benefit grant)	(40)	(40)	(40)	(280)	(400)
3 Members' allowances (to offset SCIA2: provision for Members' IT allowance)	(7)	(7)	(7)	(49)	(70)
4 Housing Benefit Service pressures to be funded from the Housing Benefit Subsidy Reserve	-	-	-	-	-
5 Shared Democratic Services Management saving reversed and offset by an increase in market rents	-	-	-	-	-
6 Council Tax base increase	(52)	(52)	(52)	(364)	(520)
7 Contribution to Budget Stabilisation Reserve	52	52	52	364	520
8 Revised Budget gap	0	0	0	0	0

Integration with other budget reports on the Cabinet Agenda

- 12 Separate reports on this Agenda set out the Asset Maintenance and Capital Programme Budget proposals, and Treasury Management Strategy. The attached revenue budgets take into account the recommendations and revenue implications set out in those reports.

2011/12 Outturn

- 13 The latest monitoring figures indicate a small favourable variance at the year end. However, it should be recognised that this has been a challenging budget year for a number of reasons, including reducing income streams, continued impact of the recession on service demand, higher fuel prices and higher than anticipated inflation levels. In spite of this, officers, with the support of the Finance Advisory Group, are continuing to ensure the year-end outturn remains within budget.

Agenda Item 10

- 14 Supported by the Finance Advisory Group, tight financial monitoring and control has been in place for a number of years and again for 2011/12. Given the constraints being placed on all budgets, and the savings planned for 2012/13 and future years, it will be essential to continue on this basis.

Medium Term Prospects

- 15 The 10-year budget includes previously agreed savings up to 2014/15 to help to achieve a balanced budget.
- 16 Looking at both national and local issues, the medium term prospects remains difficult, in that the Council is likely to be faced with a number of substantial additional financial pressures. These include:
- reduced Government grant;
 - increased demand for some services due to the economic downturn;
 - expectations that council tax increases will remain very low;
 - reduced investment and other income;
 - localisation of support for council tax;
 - redistributed business rates.
- 17 The 10-year budget at Appendix A already reflects the impact of a number of these pressures on the Council's finances. Members will appreciate that there is considerable uncertainty over many of the financial assumptions for future years and that this is an evolving picture. Officers will continue to track and analyse the latest information and views.

Risk Assessment Statement

- 18 The budget risk analysis is attached at Appendix G. At its meeting on 25 January 2012 the Finance Advisory Group reviewed the assumptions and risks within the 2012/13 budget. The Appendix has been amended to take account of any comments.
- 19 The Council has in place a number of specific reserves and provisions to address identified risks.
- 20 The report to Council will set out the statutory Finance Officer's opinion on the robustness of estimates and adequacy of reserves, as required by the Local Government act 2003.

Equalities Impact Assessment

- 21 In setting the budget last year, when the four-year savings plan was approved, we gave due regard to our equality duties by considering the possible impact

that the proposed changes could have on different groups. Individual equality impact assessments were carried out on each proposal and were included in the report to ensure our decision-making process was fair and transparent. The cumulative impact of these proposals show there will be impacts on diverse groups but the proposals reflect the fairest overall course of action in view of the savings we are required to make. Wherever possible, we have identified actions against each proposal where necessary with the aim of reducing any impacts by making reasonable adjustments.

Impact on and Outcomes for the Community

- 22 A balanced budget that includes the assessment and management of risk provides the Council with the financial stability required to plan and deliver its services to the Community.

2012/13 Budget and Council Tax

- 23 After allowing for the savings package and the key changes referred to above, the resulting net expenditure for 2012/13 is £13.443m. As shown in Appendix C this results in a Council Tax of £9.251m. No increase in Council Tax is proposed for 2012/13, meaning that the District element of the Band D charge remains at £181.89.
- 24 The other preceptors are yet to announce their increases. Members will be updated at the meeting with the latest information.

Conclusions

- 25 Members will be aware that the Council continues to face financial pressure from the economic downturn and reductions in Government spending. Income is expected to remain depressed whilst demand for key services has remained high.
- 26 The future financial prospects for the public sector are increasingly difficult. However, this budget, with the level of Council Tax being recommended, will ensure the Council is in a financially sustainable position.

Sources of Information: **Financial Prospects and Budget Strategy 2012/13 and Beyond** (Cabinet 13 October 2011, Performance & Governance 15 November 2011)

2012/13 Budget & Review of Service Plans (Environment Select Committee 25 October 2011, Social Affairs Committee 1 November 2011, Services Select Committee 8 November 2011)

Draft Budget 2012/13 (Cabinet 8 December 2011)

Risks and Assumptions in the Budget (Finance Advisory Group 25 January 2012)

Investment Strategy (Performance and Governance Committee 10 January 2012, Finance Advisory Group 25 January 2012)

Agenda Item 10

Contact Pav Ramewal x7298
Officer(s): Tricia Marshall x7205
Adrian Rowbotham x7153

Dr. Pav Ramewal

Deputy Chief Executive & Director of Corporate Resources

Ten Year Budget - Revenue

	Budget 2011/12	Plan 2012/13	Plan 2013/14	Plan 2014/15	Plan 2015/16	Plan 2016/17	Plan 2017/18	Plan 2018/19	Plan 2019/20	Plan 2020/21	Plan 2021/22
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Expenditure											
Net Service Expenditure c/f	13,771	13,771	13,443	13,628	14,662	15,110	15,531	15,935	16,197	16,569	16,934
Inflation		468	621	633	565	564	566	563	558	552	339
Pension Fund deficit: actuarial increase		0	0	520							
Net savings (approved in previous years)		(796)	(436)	(119)	(117)	(143)	(162)	(301)	(186)	(187)	0
New growth and savings		0									
Net Service Expenditure b/f	13,771	13,443	13,628	14,662	15,110	15,531	15,935	16,197	16,569	16,934	17,273
Financing Sources											
Government Support	(4,912)	(4,186)	(3,805)	(3,424)	(3,527)	(3,633)	(3,742)	(3,854)	(3,970)	(4,089)	(4,212)
Govt Support to offset 2011/12 C Tax freeze	(229)	(229)	(229)	(229)							
Govt Support to offset 2012/13 C Tax freeze		(231)									
Council Tax	(9,199)	(9,251)	(9,529)	(9,815)	(10,208)	(10,616)	(11,041)	(11,483)	(11,942)	(12,420)	(12,917)
Interest Receipts	(153)	(173)	(243)	(530)	(712)	(656)	(599)	(543)	(489)	(415)	(415)
Contributions to Reserves	471	330	430	330	330	330	330	330	330	330	330
Contributions from Reserves	(14)	(536)	(534)	(532)	(529)	(527)	(524)	(521)	(519)	(516)	(513)
Total Financing	(14,036)	(14,276)	(13,910)	(14,200)	(14,646)	(15,102)	(15,576)	(16,071)	(16,590)	(17,110)	(17,727)
Contribution to/(from) Stabilisation Reserve	265	833	282	(462)	(464)	(429)	(359)	(126)	21	176	454
Budget Gap	0	0	0	0	0	0	0	0	0	0	0

Cumulative position (surplus)/deficit: (191)

Ten Year Budget - Balance Sheet

Balance Sheet	31/3/11	31/3/12	31/3/13	31/3/14	31/3/15	31/3/16	31/3/17	31/3/18	31/3/19	31/3/20	31/3/21	31/3/22
	Actual	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Long Term Assets												
Property, Plant and Equipment	16,584	16,331	16,057	15,804	15,466	15,213	14,960	14,707	14,454	14,201	13,948	13,695
Investment Property	3,047	3,047	2,914	777	777	777	777	777	777	777	777	777
Long Term Investments	2,560	0	0	0	0	0	0	0	0	0	0	0
Long Term Debtors	570	526	482	442	413	384	355	326	316	312	308	304
	22,761	19,904	19,453	17,023	16,656	16,374	16,092	15,810	15,547	15,290	15,033	14,776
Current Assets												
Short-term Investments	13,257	12,675	14,309	14,872	13,158	10,911	9,575	8,432	7,506	6,663	6,123	5,879
Cash and Cash Equivalents	5,828	5,828	5,828	5,828	5,828	5,828	5,828	5,828	5,828	5,828	5,828	5,828
Inventories	36	36	36	36	36	36	36	36	36	36	36	36
Short Term Debtors	3,226	3,226	3,226	3,226	3,226	3,226	3,226	3,226	3,226	3,226	3,226	3,226
Payments in Advance	171	171	171	171	171	171	171	171	171	171	171	171
	22,518	21,936	23,570	24,133	22,419	20,172	18,836	17,693	16,767	15,924	15,384	15,140
Current Liabilities												
Receipts in Advance	(758)	(758)	(758)	(758)	(758)	(758)	(758)	(758)	(758)	(758)	(758)	(758)
Short Term Creditors	(2,626)	(963)	(964)	(965)	(966)	(967)	(968)	(969)	(970)	(971)	(972)	(973)
Short Term Provisions	(238)	(152)	(152)	(152)	(152)	(152)	(152)	(152)	(152)	(152)	(152)	(152)
	(3,622)	(1,873)	(1,874)	(1,875)	(1,876)	(1,877)	(1,878)	(1,879)	(1,880)	(1,881)	(1,882)	(1,883)
NET CURRENT ASSETS	18,896	20,063	21,696	22,258	20,543	18,295	16,958	15,814	14,887	14,043	13,502	13,257
Long Term Liabilities												
Long Term Creditors	(370)	(369)	(368)	(367)	(366)	(365)	(364)	(363)	(362)	(361)	(360)	(359)
Long Term Provisions	(2,481)	0	0	0	0	0	0	0	0	0	0	0
Net Pensions Liability	(34,512)	(33,162)	(31,742)	(30,252)	(28,762)	(27,272)	(25,782)	(24,292)	(22,802)	(21,312)	(19,822)	(18,332)
Capital Grants Receipts in Advance	(486)	0	0	0	0	0	0	0	0	0	0	0
	(37,849)	(33,531)	(32,110)	(30,619)	(29,128)	(27,637)	(26,146)	(24,655)	(23,164)	(21,673)	(20,182)	(18,691)
TOTAL NET ASSETS	3,808	6,436	9,039	8,662	8,071	7,032	6,904	6,969	7,270	7,660	8,353	9,342
USABLE RESERVES												
Usable Capital Receipts Reserve	763	461	1,317	2,668	2,725	2,625	2,525	2,425	2,325	2,225	2,125	2,025
Earmarked Reserves	13,998	15,971	16,724	15,911	14,115	11,943	10,682	9,614	8,782	8,039	7,599	7,455
General Fund	3,713	3,713	3,713	3,713	3,713	3,713	3,713	3,713	3,713	3,713	3,713	3,713
	18,474	20,145	21,754	22,292	20,553	18,281	16,920	15,752	14,820	13,977	13,437	13,193
UNUSABLE RESERVES												
Capital Adjustment Account	15,592	15,217	14,810	12,420	12,082	11,829	11,576	11,323	11,070	10,817	10,564	10,311
Revaluation Reserve	4,161	4,161	4,161	4,161	4,161	4,161	4,161	4,161	4,161	4,161	4,161	4,161
Accumulated Absences Account	(152)	(152)	(152)	(152)	(152)	(152)	(152)	(152)	(152)	(152)	(152)	(152)
Pensions Reserve	(34,512)	(33,162)	(31,742)	(30,252)	(28,762)	(27,272)	(25,782)	(24,292)	(22,802)	(21,312)	(19,822)	(18,332)
Deferred Capital receipts	245	227	208	193	189	185	181	177	173	169	165	161
	(14,666)	(13,709)	(12,715)	(13,630)	(12,482)	(11,249)	(10,016)	(8,783)	(7,550)	(6,317)	(5,084)	(3,851)
TOTAL RESERVES	3,808	6,436	9,039	8,662	8,071	7,032	6,904	6,969	7,270	7,660	8,353	9,342

Growth and Savings Proposed in 2012/13

SCIA			2012/13	2013/14	2014/15
Year	No.		£	£	£
		Finance and HR			
2012/13	1	Housing Benefits - Reduction in Benefits Admin Grant	40,000		
		Funded by: Contribution from Housing Benefits Subsidy Reserve	(40,000)		
2012/13	2	Members' Allowances - Provision for Members IT allowance	6,500		
		Funded by: Members' Allowances underspend	(6,500)		
		Finance & HR Sub Total	0	0	0
		Total	0	0	0

Summary of Growth and Savings Agreed in Previous Years

SCIA			2012/13	2013/14	2014/15
Year	No.		£	£	£
		Community Development			
2011/12	3	Grants	(20,000)		
2011/12	5	Leisure - Asset Maintenance	(70,000)		
2011/12	6	Leisure - reduced Management Fee	(80,000)		
2011/12	8	Tourism - reduced activity	(30,000)		
2011/12	10	Youth - reduce activity, leave only statutory duty	(60,000)		
2011/12	11	Youth - 8-12's project	(23,000)		
2010/11	24	STAG agreement expiry		(25,000)	(75,000)
		Community Development Sub Total	(283,000)	(25,000)	(75,000)
		Development Services			
2011/12	14a	Development Control - Planning and Pre-Application Fees - extra income	(100,000)		
2011/12	15	LDF preparation - reduce annual contribution to reserve based on cost reduction (reversing short-term saving made in 11/12)		70,000	
		Development Services Sub Total	(100,000)	70,000	0
		Environmental and Operational			
2011/12	17	CCTV - Partnership Work/Other arrangement (with Contact Centre)			(50,000)
2011/12	18	Direct Services - review operations and reduce costs	(16,000)		
2011/12	22b	Parking - reduce administrative costs	(13,000)	(14,000)	
2011/12	28	Asset Maintenance (reduction for 3 years) - Playground equipment/CCTV equipment/depot/car parks (reversing short-term saving made in 11/12)			31,000
2010/11	8	Licensing - Enlarge Partnership	(15,000)		
		Environmental & Operational Services Sub Total	(44,000)	(14,000)	(19,000)
		Finance and HR			
2011/12	29	Contact Centre - shared services or reduction in service	(40,000)		
2011/12	30b	Finance/Direct Services - Rationalisation of financial systems and administration over sites	(50,000)		
2011/12	31	Human Resources - partnership working		(20,000)	
2011/12	35	Property - review processes and restructure team		(75,000)	
2011/12	36	Property - income from Tandridge			
2011/12	37	Revenues & Benefits - joint working savings above target			
2011/12	38	Revenues and Benefits - Partnership - further efficiencies target (£60k split 50:50)		(30,000)	
2011/12	40	Lease Cars - cease scheme administration	(10,000)	(20,000)	
2010/11	16	Members' Allowances - Phasing of new scheme	45,000		
		Finance & HR Sub Total	(55,000)	(145,000)	0
		Housing and Communication			
2011/12	44	Social Housing - West Kent Housing Contract Saving	(30,000)		
2011/12	47	Social Housing - Joint assessment referrals - stop contribution	(8,000)		
2011/12	58	Policy, Performance and Communications - review of functions	(50,000)		
2010/11	56	Communications Officer - temporary cover by apprentice (reversal of short-term saving)	19,000		
		Housing & Communication Sub Total	(69,000)	0	0
		IT and Facilities Management			
2011/12	49	Information Systems and IT Support - review staffing resources		(20,000)	(60,000)
2011/12	51	IT - Agresso and IDOX - reduce support costs	(50,000)		
2011/12	52	Facilities Management - staffing - review	(30,000)		
		IT & FM Sub Total	(80,000)	(20,000)	(60,000)
		Legal and Democratic Services			

Agenda Item 10

2010/11	21	Equalities - Tunbridge Wells BC contract ends	(15,000)		
		Legal & Democratic Services Sub Total	(15,000)	0	0
		Corporate			
2011/12	59	Review of senior management or joint management		(302,000)	
2011/12	61	Further income generation	(150,000)		
		Corporate Sub Total	(150,000)	(302,000)	0
		Changes to staff terms and conditions (incl. SCIA's 62 & 63) - agreed by Council 18/10/11			
		Effect of changes (Cabinet report 15/09/11)	320,000	50,000	35,000
2011/12	62,63	Note: over the 10-year budget period the savings amounts required in the two SCIA's will be fully made	(320,000)	(50,000)	
		Staff Terms and Conditions Sub Total	0	0	35,000
		Total	(796,000)	(436,000)	(119,000)

Summary of Council Expenditure & Council Tax

	<i>2011/12 Budget Net Expenditure £000</i>	2012/13 Budget Net Expenditure £000
Service expenditure before Support Services and Capital Charges including trading accounts (see Appendix D)	14,039	13,688
Capital Charges and Support Services charged outside the General Fund	(268)	(245)
Sub Total	13,771	13,443
Non allocated expenditure:		
Collection Fund adjustment	0	0
Net Service Expenditure excluding Capital Charges	13,771	13,443
Government Grant	(4,912)	(4,186)
Council Tax Requirement - Sevenoaks DC	(9,199)	(9,251)
Government support to offset Council Tax freeze	(229)	(460)
Grant & Council Tax income	(14,340)	(13,897)
Net Expenditure after Grant & Council Tax, before interest	(569)	(454)
Less: Interest and Investment income	(153)	(173)
Amount to be met from Reserves	(722)	(627)
Contributions (to) / from reserves		
Earmarked Reserves		
Capital	(330)	(330)
Action and Development	14	0
Reorganisation	(141)	0
Budget Stabilisation	(265)	(885)
Financial Plan	0	588
Planned contribution from Gen Fund Res	0	0
	(722)	(627)

	<i>2010/11</i>	<i>2011/12</i>	2012/13
Taxbase	50,427	50,575	50,860
	£	£	£
Council Tax @ Band D	181.89	181.89	181.89

Council Tax Summary

Band D charge

			%	%
Kent County	1,047.78	1,047.78	69.7	#####
Kent Fire	67.95	67.95	4.5	#####
Kent Police	138.68	138.68	9.2	#####
	1,254.41	1,254.41	83.5	0.00
Sevenoaks District	181.89	181.89	12.1	#####
Average Town/Parish	64.91	66.56	4.4	#####
	1,501.21	1,502.86	100.0	0.00

Interest Receipts Summary

Investment interest	186	206
Mortgage and other interest	2	2
Allocations to Provisions	(35)	(35)
Net Revenue contribution	153	173

This page is intentionally left blank

Head of Service	Actuals 10/11	Budget 11/12	Proposed Budget 12/13
	£'000	£'000	£'000
Community Development	887	1,166	979
Development Services	1,672	1,411	1,307
Environmental and Operations	3,979	2,889	2,752
Finance and Human Resources	5,589	4,797	4,870
Housing and Communications	1,014	926	875
IT and Facilities Management	1,704	1,631	1,588
Legal and Democratic Services	1,564	1,292	1,381
	<u>16,410</u>	<u>14,112</u>	<u>13,751</u>
Direct Services	-0	-73	-63
Sub total with Direct Services	<u>16,410</u>	<u>14,039</u>	<u>13,688</u>
Outside General Fund		-268	-245
Total		<u>13,771</u>	<u>13,443</u>

Summary

Budget for 2011/12	13,771
Inflation	468
Previous Years Savings	-796
SCIA 2012/13	0
Other savings to meet cash limit	0
Net Service Budget 2012/13	<u>13,443</u>

Net Service Expenditure analysed by Head of Service

	Actuals 10/11 £'000	Budget 11/12 £'000	Proposed Budget 12/13 £'000
Community Development			
8 to 12 project	23	23	-0
Arts Development	5	-0	0
All Weather Pitch	-2	-2	-2
Community Safety	167	205	207
Community Development Service Provisions	-12	0	-2
The Community Plan	51	56	58
Economic Development	19	44	41
Grants to Organisations	225	186	179
Health Improvements	50	39	41
Leisure Contract	446	330	248
Leisure Development	20	22	20
Sporting Services	-364	0	0
Administrative Expenses - Community Dev.	13	14	13
STAG Community Arts Centre	100	100	100
Sustainability	22	17	4
Tourism	39	55	24
Youth	84	76	48
Total Service Expenditure	887	1,166	979

	Actuals 10/11	Budget 11/12	Proposed Budget 12/13
	£'000	£'000	£'000
Community Development			
Pay Costs	446	432	354
Pay Costs Externally Funded	203	73	78
Premises and Grounds	77	59	60
Transport	7	8	9
Supplies and Services	131	142	118
Agency and Contracted	1,042	722	556
Departmental Management and other Heads of :	30	29	24
Funds drawn from/to Reserves	-63	0	0
Income	-985	-300	-220
Asset Maintenance	0	0	0
Service expenditure before re-allocation of Support Services and Capital charges	887	1,166	979

Analysis of budget changes between 11/12 and 12/13

Base Budget 2011/12	1,166
Inflation	35
Planned Savings agreed previous years	
SCIA 3 (11/12) Grants	-20
SCIA 6 (11/12) Leisure -Reduced Management Fee	-80
SCIA 8 (11/12) Tourism - reduced activity	-30
SCIA 10 (11/12) Youth - reduce activity, leaves only statutory duty	-60
SCIA 11 (11/12) Youth - 8 to 12's project	-23
Partnership Savings and SCIA 61 (11/12) shared across all Heads of Service	-5
SCIA 32 (11/12) Secretarial shared across other Heads of Service	-6
SCIAs 2012/13	0
Other Adjustments between Heads of Service	
Consolidation stationery budgets	-1
Other minor adjustments and transfers between Heads of Service	3
Approved Budget 2012/13	979

Net Service Expenditure analysed by Head of Service

	Actuals 10/11	Budget 11/12	Proposed Budget 12/13
	£'000	£'000	£'000
Development Services			
Bridleways / Footpath Diversions	2	2	1
Conservation	75	50	47
Local Development Framework	488	441	435
Planning - Appeals	187	158	163
Planning - Counter	-0	-1	-1
Planning - Dev. Control	606	464	362
Planning - Enforcement	281	264	269
Administrative Expenses - Development Control	34	34	30
Administrative Expenses - Policy and Env.	1	0	0
Total Service Expenditure	1,672	1,411	1,307

	Actuals 10/11	Budget 11/12	Proposed Budget 12/13
	£'000	£'000	£'000
Development Services			
Pay Costs	1,846	1,754	1,794
Premises and Grounds	1	1	1
Transport	1	0	0
Supplies and Services	83	73	64
Agency and Contracted	243	63	64
Departmental Management and other Heads of Service	67	66	60
Funds drawn from/to Reserves	66	70	42
Income	-635	-615	-719
	<hr/>	<hr/>	<hr/>
Service expenditure before re-allocation of Support Services and Capital charges	1,672	1,411	1,307
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

Analysis of budget changes between 11/12 and 12/13

Base Budget 2011/12	1,411
Inflation	35
Planned Savings agreed previous years	
SCIA 14 (11-12) Planning and Pre-App fees	-100
Partnership Savings and SCIA 61 (11/12) shared across all Heads of Service	-22
SCIA 32 (11/12) Secretarial shared across various Heads of Service	-6
Communication review (SCIA 58) shared across various Heads of Service	-7
SCIAS 2012/13	0
Other Adjustments between Heads of Service	
Consolidation stationery budgets	-4
Other minor adjustments	0
Approved Budget 2012/13	<hr/> <hr/> 1,307

Net Service Expenditure analysed by Head of Service

	Actuals 10/11 £'000	Budget 11/12 £'000	Proposed Budget 12/13 £'000
Environmental and Operations			
Asset Maintenance Car Parks	0	8	15
Asset Maintenance CCTV	15	11	11
Asset Maintenance Countryside	3	6	5
Asset Maintenance Direct Services	31	22	26
Asset Maintenance Playgrounds	-0	13	8
Asset Maintenance Public Toilets	6	14	8
Building Control	-38	-123	-130
Car Parks	-1,475	-1,552	-1,597
CCTV	264	230	245
Civil Protection	41	11	28
Clean Air	100	116	103
Contaminated Land	49	51	47
Dangerous Structures	20	22	22
On-Street Parking	-222	-345	-389
Emergency	56	59	60
EstMan - Grounds	78	91	94
Licensing Health	31	35	30
Licensing Regime	49	3	-14
Minibus	333	9	-0
Noise Control	90	88	75
Parks and Rec.Grds	131	88	91
Parks - Rural	107	81	81
Pest Control	4	-0	-0
Public Health	541	393	389
Public Transport Support	1	1	1
Refuse Collection	2,134	2,157	2,204
Administrative Expenses - Building Control	9	9	9
Administrative Expenses - Community Director	13	16	14
Administrative Expenses - Health	16	23	24
Administrative Expenses - Transport	4	10	9
Street Naming	6	13	13
Street Cleansing	1,399	1,226	1,177
Support - Health and Safety	54	16	17
Support - Direct Services	40	51	50
Taxis	-19	-14	-12
Public Conveniences	107	49	37
Total Service Expenditure	3,979	2,889	2,752

	Actuals 10/11	Budget 11/12	Proposed Budget 12/13
	£'000	£'000	£'000
Environmental and Operations			
Pay Costs	2,517	2,422	2,268
Premises and Grounds	447	387	419
Transport	45	30	30
Supplies and Services	498	582	586
Agency and Contracted	4,534	3,882	3,902
Departmental Management and other Heads of Se	40	39	34
Funds drawn from/to Reserves	239	0	-1
Income	-4,396	-4,527	-4,561
Asset Maintenance	56	74	73
Service expenditure before re-allocation of Support Services and Capital charges	3,979	2,889	2,752

Analysis of budget changes between 11/12 and 12/13

Base Budget 2011/12	2,889
Inflation	97
Planned Savings agreed previous years	
SCIA 18 (11-12) Direct Services - Review operations	-16
SCIA 22b (11/12) Parking - reduce admin costs	-13
SCIA 8 (10/11) Licensing - Enlarge Partnership	-15
SCIA 40 (11/12) Lease Cars - cease scheme administration (part)	-9
Partnership Savings and SCIA 61 (11/12) shared across all Heads of Service	-115
SCIA 32 (11/12) (Secretarial) shared across various Heads of Service	-12
Communication review (SCIA 58) shared across various Heads of Service	-4
SCIAs 2012/13	0
Other Adjustments between Heads of Service	
Consolidation stationery budgets	-7
Reallocation of asset maintenance budgets	-2
Reallocations of pay re Health and Safety Function	-9
Other minor adjustments	-32
Approved Budget 2012/13	2,752

Net Service Expenditure analysed by Head of Service

	Actuals 10/11 £'000	Budget 11/12 £'000	Proposed Budget 12/13 £'000
Finance and Human Resources			
Asset Maintenance Argyle Road	38	51	50
Asset Maintenance Other Corporate Properties	48	30	30
Asset Maintenance Leisure	209	153	92
Asset Maintenance Support & Salaries	120	114	115
Asset Maintenance Sewage Treatment Plants	3	10	11
Benefits Admin	904	914	828
Benefits Grants	-659	-659	-659
Bus Station	21	12	13
Civic Expenses	39	14	14
Concessionary Fares	433	0	0
EstMan - Buildings	-26	-92	-113
Housing Advances	5	4	5
Housing Premises	34	-10	-9
Local Tax	241	233	154
Markets	-191	-194	-240
Members	321	343	395
Misc. Finance	1,927	2,031	2,155
Revenues and Benefits Partnership	119	-250	0
Administrative Expenses - Corporate Director	6	5	5
Administrative Expenses - Chief Executive	8	21	20
Administrative Expenses - Finance	36	39	39
Administrative Expenses - Personnel	10	13	13
Administrative Expenses - Property	3	5	4
Support - Audit Function	128	161	139
Support - Central Offices	409	411	426
Support - Contact Centre	438	477	408
Support - Exchequer and Procurement	122	139	140
Support - Finance Function	180	231	234
Support - General Admin	215	148	147
Support - Local Offices	49	48	53
Support - Nursery	3	0	0
Support - Personnel	214	199	225
Support - Property Function	76	107	88
Treasury Management	98	88	90
Additional Admin Subsidy	6	0	0
Total Service Expenditure	5,589	4,797	4,870

	Actuals 10/11	Budget 11/12	Proposed Budget 12/13
	£'000	£'000	£'000
Finance and Human Resources			
Pay Costs	2,665	2,779	2,772
Premises and Grounds	746	675	714
Transport	21	5	5
Supplies and Services	916	735	865
Agency and Contracted	2,020	1,921	4,116
Departmental Management and other Heads of Service	0	0	0
Funds drawn from/to Reserves	32,466	29,686	31,146
Income	-33,662	-31,362	-35,047
Asset Maintenance	417	358	298
Service expenditure before re-allocation of Support Services and Capital charges	5,589	4,797	4,870

Analysis of budget changes between 11/12 and 12/13

Base Budget 2011/12	4,797
Inflation	241
Planned Savings agreed previous years	
SCIA 3 (11/12) Leisure - Asset Maintenance (Community Development)	-70
SCIA 29 (11/12) Contact Centre - shared or review services	-40
SCIA 30b (11/12) Finance/Direct Services Rationalise financial systems & admin	-50
SCIA 40 (11/12) Leased Cars - cease scheme administration	-10
SCIA 16 (10/11) Members allowances - phasing of new scheme	45
SCIA 40 (11/12) Lease Cars - cease scheme administration (part)	5
Partnership Savings and SCIA 61 (11/12) shared across all Heads of Service	-37
SCIAs 2012/13	
SCIA 1 (12/13) Reduction in Benefits Admin Grant	40
SCIA 2 (12/13) Housing Benefit Subsidy Reserve	-40
SCIA 3 (12/13) Provision for Members IT allowance	7
SCIA 5 (12/13) Members Allowances	-7
SCIA 6 (12/13) Market Income	-20
Other Adjustments between Heads of Service	
Consolidation stationery budgets	-9
Reallocation of Asset Maintenance budgets	6
Reallocations of pay re Health and Safety Function	9
Other minor adjustments	3
Approved Budget 2012/13	4,870

Net Service Expenditure analysed by Head of Service

	Actuals 10/11	Budget 11/12	Proposed Budget 12/13
	£'000	£'000	£'000
Housing and Communications			
Home Improvement Agency (prev. Care and Repair)	57	59	39
Consultation and Surveys	22	17	2
Energy Efficiency	26	4	6
External Comms	127	128	143
Gypsy Sites	-2	-12	-20
Homeless	123	119	104
Housing	408	341	367
Housing Initiatives	8	20	8
Needs and Stock Surveys	15	15	13
Private Sector Housing	214	217	195
Administrative Expenses - Housing	22	14	13
Support - General Admin	-11	0	0
Leader Programme	5	5	4
Total Service Expenditure	1,014	926	875

	Actuals 10/11	Budget 11/12	Proposed Budget 12/13
	£'000	£'000	£'000
Housing and Communications			
Pay Costs	778	675	732
Premises and Grounds	44	29	26
Transport	1	0	0
Supplies and Services	70	97	87
Agency and Contracted	251	219	158
Departmental Management and other Heads of Service	24	23	23
Funds drawn from/to Reserves	105	132	156
Income	-258	-249	-307
Service expenditure before re-allocation of Support Services and Capital charges	1,014	926	875

Analysis of budget changes between 11/12 and 12/13

Base Budget 2011/12	926
Inflation	18
Planned Savings agreed previous years	
SCIA 44 (11/12) Social Housing - West Kent Housing Contract saving	-30
SCIA 47 (11/12) Social Housing - Joint assessment referrals - stop contribution	-8
SCIA 58 (11/12) Communications - Review of functions	-50
SCIA 56 (11/12) Communications Officer - Reversal short term saving	19
Partnership Savings and SCIA 61 (11/12) shared across all Heads of Service	-9
Communication review (SCIA 58) shared across other Heads of Service	11
SCIAs 2012/13	0
Other Adjustments between Heads of Service	
Consolidation stationery budgets	-1
Other minor adjustments	-1
Approved Budget 2012/13	875

Net Service Expenditure analysed by Head of Service

	Actuals 10/11	Budget 11/12	Proposed Budget 12/13
	£'000	£'000	£'000
IT and Facilities Management			
Asset Maintenance IT	192	300	300
Administrative Expenses - IT	21	26	25
Support - Central Offices - Facilities	248	238	252
Support - General Admin	330	279	263
Support - IT	913	790	749
Total Service Expenditure	1,704	1,631	1,588

	Actuals 10/11	Budget 11/12	Proposed Budget 12/13
	£'000	£'000	£'000
IT and Facilities Management			
Pay Costs	850	804	790
Pay Costs Externally Funded	0	0	0
Premises and Grounds	19	15	11
Transport	5	7	7
Supplies and Services	782	740	714
Agency and Contracted	61	45	55
Departmental Management and other Heads of Se	46	41	41
Funds drawn from/to Reserves	42	0	0
Income	-292	-321	-329
Asset Maintenance	192	300	300
Service expenditure before re-allocation of Support Services and Capital charges	1,704	1,631	1,588

Analysis of budget changes between 11/12 and 12/13

Base Budget 2011/12	1,631
Inflation	35
Planned Savings agreed previous years	
SCIA 51 (11/12) Reduce support costs to Agresso & IDOX	-50
SCIA 52 (11/12) Facilities Management - Staffing Review	-30
Partnership Savings and SCIA 61 (11/12) shared across all Heads of Service	-14
SCIAS 2012/13	0
Other Adjustments between Heads of Service	
Consolidation stationery budgets	23
Reallocation of Asset Maintenance budget	-4
Other minor adjustments and transfers between Heads of Service	-3
Approved Budget 2012/13	1,588

Net Service Expenditure analysed by Head of Service

	Actuals 10/11	Budget 11/12	Proposed Budget 12/13
	£'000	£'000	£'000
Legal and Democratic Services			
Action and Development	12	6	6
Corporate Management	1,012	960	908
Corporate Savings	0	-167	-48
Committee Admin	100	89	102
Elections	56	66	67
Equalities Legislation	14	16	17
Land Charges	-96	-113	-121
Performance Improvement	8	1	5
Register of Electors	119	139	131
Administrative Expenses - Legal and Democratic	60	73	77
Support - Legal Function	278	223	236
Total Service Expenditure	1,564	1,292	1,381

	Actuals 10/11	Budget 11/12	Proposed Budget 12/13
	£'000	£'000	£'000
Legal and Democratic Services			
Pay Costs	941	771	753
Pay Costs Externally Funded	0	0	0
Premises and Grounds	13	21	19
Transport	6	9	7
Supplies and Services	161	215	188
Agency and Contracted	284	295	312
Departmental Management and other Heads of Se	499	468	449
Funds drawn from/to Reserves	50	-45	0
Income	-390	-443	-347
Asset Maintenance	0	0	0
	<hr/>	<hr/>	<hr/>
Service expenditure before re-allocation of Support Services and Capital charges	1,564	1,292	1,381

Analysis of budget changes between 11/12 and 12/13

Base Budget 2011/12	1,292
Inflation	10
Planned Savings agreed previous years	
SCIA 21 (11/12) Equalities Contract ends	-15
SCIA 61 (11/12) Further Income Generation	-150
Partnership Savings and SCIA 61 (11/12) shared across other Heads of Service	202
SCIA 32 (11/12) Secretarial shared across other Heads of Service	24
SCIAS 2012/13	
SCIA 5 (12/13) Democratic Services Cessation Partnership	20
Other Adjustments between Heads of Service	
Consolidation Stationery budgets	-2
Other minor adjustments and transfers between Heads of Service	0
Approved Budget 2012/13	1,381

	Actuals 09/10 £'000	Budget 10/11 £'000	Proposed Budget 11/12 £'000
Direct Services			
Pay Costs	3,129	2,925	2,848
Premises and Grounds	0	168	172
Transport	0	2,316	2,374
Supplies and Services	0	374	388
Agency and Contracted	0	306	314
Support Services	156	143	136
Capital Financing	47	47	48
Income	-3,332	-6,352	-6,344
Asset Maintenance	0	0	0
Service expenditure before re-allocation of Support Services	0	-73	-63
all codes check	-0	-73	-63

Analysis of budget changes between 11/12 and 12/13

Base Budget 2011/12		
	Net	-73
Inflation		
	Pay	45
	Essential Goods/Services	88
	Income/recharges	-146
Planned Savings agreed previous years		0
SCIAS 2012/13		0
Other Adjustments between Heads of Service		
Other adjustments	Net	23
Approved Budget 2012/13		<u><u>-63</u></u>

This page is intentionally left blank

PAY COST ESTIMATES SUMMARY 2012/2013

Line No.		2011/12 BUDGET	2011/12 BUDGET FTE	2012/13 PROPOSAL	CHANGE		2012/13 BUDGET FTE
					£	%	
Chief Executive's Department							
1	Chief Executive, P.A. & Secretarial	216,219	3.61	205,519	(10,699)	(4.95%)	3.00
		216,219	3.61	205,519	(10,699)	(4.95%)	3.00
Corporate Resources Department							
2	Director, P.A. & Secretarial	271,178	5.50	282,000	10,822	3.99%	6.38
3	Finance & Human Resources	2,908,097	82.42	2,894,317	(13,780)	(0.47%)	82.67
4	Legal & Democratic Services	702,716	17.12	639,259	(63,457)	(9.03%)	14.95
5	Information Technology & Facilities Management	803,690	24.46	789,802	(13,889)	(1.73%)	23.43
		4,685,682	129.50	4,605,378	(80,304)	(1.71%)	127.43
Community & Planning Services Department							
6	Director, P.A. & Secretarial	168,186	2.00	169,161	976	0.58%	2.00
7	Community Development	435,721	10.74	357,920	(77,801)	(17.86%)	8.54
8a	Operational Services	504,136	9.15	504,238	102	0.02%	13.20
8b	Operational Services (TASK)	2,924,865	110.95	2,848,231	(76,634)	(2.62%)	102.78
9	Environmental Health	722,322	16.01	589,046	(133,276)	(18.45%)	12.57
10	Licensing	317,793	9.01	327,547	9,755	3.07%	9.41
11	Development Services	1,757,590	51.34	1,798,092	40,503	2.30%	48.37
12	Building Control	354,393	7.81	379,056	24,663	6.96%	7.81
13	Housing & Communications	599,300	15.17	610,906	11,606	1.94%	14.89
14	Parking & Amenity Services	515,916	16.86	477,795	(38,121)	(7.39%)	15.56
		8,300,220	249.04	8,061,991	(238,229)	(2.87%)	235.14
Other Salary Costs							
15	Vacancy Savings	(100,000)	-	(100,000)	0	0.00%	-
16	Performance Award Contingency	48,000	-	48,000	0	0.00%	-
17	Market Premium Review	52,272	-	52,272	0	-	-
		13,202,393	382.15	12,873,161	- 329,232	(2.49%)	365.57
18	Community Development (Ext Funded)	72,565	2.04	78,039	5,474	7.54%	2.54
19	Operational Services (Ext Funded)	-	-	-	0	-	-
20	Operational Services TASK (Ext Funded)	-	-	-	0	-	-
21	Development Services (Ext Funded)	-	-	-	0	-	-
22	Housing (Ext Funded)	153,166	3.41	185,945	32,779	21.40%	5.81
		13,428,124	387.60	13,137,145	- 290,979	(2.17%)	373.92
GRAND TOTAL							

NOTES

1) Externally funded posts (lines 18 to 22) have been excluded from earlier lines. The income will show elsewhere in the 2012/13 budget.

Note that the figures in the above table may vary slightly from the detailed analysis sheets because of this.

This page is intentionally left blank

Risk Factors 2012/13

Issue	£ Scale	Likelihood 1 (low) – 5 (high)	Impact 1 (low) – 5 (high)	Total Score	Potential Annual Impact and Sensitivity Analysis	Risk Areas	Controls and Actions in place
Pay Costs	£12.5m total costs	2	4	8	1% pay increase = £125k. Budget assumption = 0%	Largest single item of cost. Complex drivers across the organisation.	Strict monitoring of both financials and staff numbers. Formal sickness/overtime monitoring. Separate control on agency staff. Part of National Agreement.
Pensions Funding	£23m deficit	1	4	4	1% change in employers cont'ns = £110k. Revaluation to take effect from 14/15	Deficit on County Fund. Future actuarial results. Government review.	£520,000 included in 10-year budget in 2014/15 to contribute towards any revaluation increase.
Major Service Income areas:					See below by income type	Income subject to local economic conditions. Some very large single-source income targets (see below).	Strict monitoring, with trend analysis.

Issue	£ Scale	Likelihood 1 (low) – 5 (high)	Impact 1 (low) – 5 (high)	Total Score	Potential Annual Impact and Sensitivity Analysis	Risk Areas	Controls and Actions in place
- Land Charges	£0.2m	4	1	4	20% reduction would be £37k.	Low activity levels in the housing market. National legal action now underway in relation to Personal Search companies recouping monies expended under the previous legislation.	A provision of £34k is held for the national legal action. Continue to monitor.
- Development Control	£0.6m	2	3	6	20% reduction would be £120k.	Low activity levels in the housing market and general economic conditions.	Current year income is below target. Continue to monitor.
- Building Control	£0.5m	4	3	12	20% reduction would be £100k	Low activity levels in the housing market and general economic conditions.	Current year income is below target. Continue to monitor.
- Car Parks	£2.0m	2	4	8	20% reduction would be £407k	General economic conditions	Current year income is slightly below target. Continue to monitor.
- On-Street Parking	£0.7m	3	3	9	20% reduction would be £130k	General economic conditions. Reverts to KCC control	Current year income is below target. Continue to monitor and review.

Issue	£ Scale	Likelihood 1 (low) – 5 (high)	Impact 1 (low) – 5 (high)	Total Score	Potential Annual Impact and Sensitivity Analysis	Risk Areas	Controls and Actions in place
Partnership working and partner contributions		3	2	6	Impact on individual projects is high.	Partner actions delayed. Agreed funding not received by SDC. Partnerships ending.	Separate accounting arrangements. Written partnership agreements.
External Funding Awards	£0.7m	3	2	6	Up to £700k Impact on individual projects is high	Time limited.	Exit strategies in place.
Changes in service demand		3	3	9	Impacts will vary depending on service.		Service planning in place Continue to lobby Government where changes are due to new Gov't requirements.
VAT	£0.15m	1	2	2	5% change in VAT rate would be £150k.	VAT rate increased from 20%.	Review fees and charges.
Interest Rates	£0.153m 11/12 budget	2	4	8	£85k per 0.5%.	Large cash variance from small rate changes. Large fluctuations in bank base rate.	Use of professional advisers
Investments	£22m balance at 31/03/11	1	5	5		Financial institutions going into administration.	Investment strategy regularly reviewed by FAG and P&G Cttee.

Appendix F

Issue	£ Scale	Likelihood 1 (low) – 5 (high)	Impact 1 (low) – 5 (high)	Total Score	Potential Annual Impact and sensitivity Analysis	Risk Areas	Controls and Actions in place
Asset base maintenance	£1.1m 06/07 Assess't	1	1	1	Annual budget is based on 35% of assessed maintenance.	Unexpected problems occurring with financial implications. Reducing budget levels.	Reserve funds set aside. 10 year maintenance planning carried out. Policy of reducing asset liabilities wherever possible.
Capital Investment resources	£0.8m balance at 31/03/11	2	2	4	Risks taken into account in the Capital Programme report.	Capital receipt levels low.	External funding sought wherever possible. Capital Investment priorities in place. Property Review being pursued to secure asset sales.
Disposal of surplus assets	£0.8m budget in plan (12/13)	2	2	4	Risks taken into account in the Capital Programme and Asset Maintenance report.	Planning conflict. Resources required to bring sites forward.	Land Owner/Planning protocols in place. In-house property team. Planned Property Review disposal programme.
Government Grant	£4.9m	5	4	20	£49k per 1% change	Government reduces grant levels or assumes a higher level of efficiencies in order to reduce grnt.	Adequate level of General Reserve held. Financial Plan assumes grant reduction phased across 4 years.

Agenda Item 10

Issue	£ Scale	Likelihood 1 (low) – 5 (high)	Impact 1 (low) – 5 (high)	Total Score	Potential Annual Impact and sensitivity Analysis	Risk Areas	Controls and Actions in place
Council tax capping		3	1	3	£92k per 1% capping reduction	Council Tax frozen	Draft 10-year budget assumes no increase for 2012/13
Future Service Changes by Government		4	4	16		Additional services without consequent resources, e.g. Maint. of trees on common land.	Monitor proposals. Respond to consultation with local view.
Fuel cost increases for Direct Services	£0.5m	5	2	10	£21k overspend to October 2011.	Changes in global oil prices.	Continue to monitor fuel usage and efficiency.
Changes to external framework		2	2	4		Abolition of Audit Commission, change of external auditors	Plan responses to new initiatives well in advance. Ensure Council organisation design can meet challenges.

This page is intentionally left blank

Sevenoaks District Council

Financial Strategy

2011-22



Our vision

To lead the whole community in meeting its needs; and to work in partnership to improve the quality of life within the District

Strategic priorities

Balanced communities Tackling the need for a range of housing within the District and building community cohesion.

The Sustainable Community Plan Allowing the community priorities to be at the heart of the District Council.

The Local Development Framework The Sustainable Community Plan objectives in a spatial form.

A Sustainable budget Understanding the burden of Council Tax and providing top quality services that the public want at a price they can afford.

We are always interested in ways to improve our Strategy, and the way we present our financial information, and would welcome your suggestions

Contact us

Financial Services
 Sevenoaks District Council
 Argyle Road
 Sevenoaks
 Kent TN13 1HG

01732 227000
 finance@sevenoaks.gov.uk

Publication details

Purpose of the Strategy
 To inform Sevenoaks District residents and stakeholders of the Council's financial performance and plans for 2011-22

Publication date
 February 2012

	Page
Foreword	1
Summary	2
<hr/>	
Our finances	
■ Where the money comes from	3
■ How the money is spent	4
■ Looking back	4
■ How our plans work together	5
<hr/>	
Managing our money	
■ Our Strategy	6
■ Objectives, assumptions and risks	7
■ Budget strategy and process	9
■ Budget monitoring	9
■ Other key financial policies	9
<hr/>	
Managing our business	
■ Control framework and assurance	11
■ Our performance	11
■ Value for Money, savings and efficiency	12
■ Our partners	13
■ Risk Management	13
<hr/>	
Managing our resources	
■ Performance Management	14
■ Managing people	14
■ Making IT happen together	15
■ Capital investment and Asset Management	15
■ Our environmental footprint	16
<hr/>	
Annex 1	
Ten-year Budget	18
Glossary	20



Cllr Brian Ramsay
Cabinet Member and
Portfolio holder for Value for
Money

Welcome to [Sevenoaks District Council's Financial Strategy 2011-22](#) which sets out the key financial policies, risks and assumptions which are shaping our approach for the medium and long term.

In 2011/12 the Council implemented a 10-year budget strategy in recognition of the changing economic environment and the need to have longer and more sustainable plans.

The Coalition Government continues to be faced with a significant financial and economic challenge and has started to put in place strategies to address this, with implications for all areas of the public sector. A combination of national and local factors means that District local government in general, and Sevenoaks District Council in particular, face a completely unprecedented challenge, which requires unprecedented solutions.

Between 2005/06 and 2011/12 the Council has made over £8.5m of savings but has been able to maintain the majority of services and during this period has improved performance, productivity and quality of services across the board. The Council is nationally recognised for its financial management, value for money and performance, however the sheer size of the savings required means we will continue to face some very difficult decisions.

The aim of this Strategy is to ensure that the Council's limited financial resources are used wisely and in a sustainable way, to best support residents' priorities. In order to effectively manage the very difficult financial position a number of key innovations have been introduced, and these have been incorporated into the Strategy:

- A 10-year budget;
- Flexibility between years through the use of a Budget Stabilisation Reserve;
- More effective use of earmarked reserves and capital receipts; and
- The review and tighter management of inflationary pressures.

Purpose

This Strategy aims to:

- support our vision and priorities
- set out the Council’s future financial prospects, with a ten-year budget as an integral part
- ensure a strategic approach is taken to the management of the Council’s finances, Council Tax, and budget setting
- assist the Council’s strategic planning and policy making
- demonstrate stewardship of community resources and
- provide details of our key financial policies

Key financial objectives

The Council will:

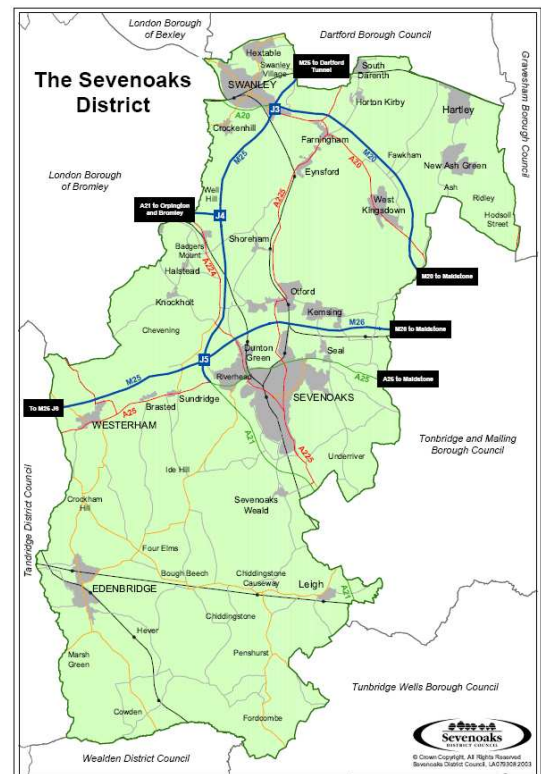
- implement a streamlined service and financial planning process
- agree a 10-year budget plan with flexibility between years, which makes effective use of earmarked reserves and capital receipts, in order to secure a sound financial base for the District
- ensure a minimum General Fund Reserve level of 10% of net service expenditure is maintained
- review and more tightly manage inflationary pressures
- continually review services to deliver them in a “value-for-money” way

Contribution to delivering the Council’s objectives

As a result of its Financial Strategy, the Council has been successful over the past six years in increasing financial sustainability and in releasing resources for high priority services through:

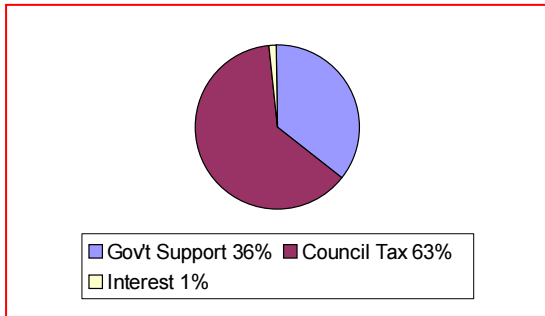
- improved value for money; and
- the movement of resources away from low priority services.

This has enabled the Council to focus on delivering high quality services based on Members’ priorities and consultation with residents and stakeholders through the Community Plan. In financial terms it has allowed the Council to move away from its reliance on general fund reserves to the tune of around £2 million a year, which has ensured that the general fund reserves have remained largely unchanged.



This section explains how Sevenoaks District Council raises its income and where we spend money.

Where the money comes from

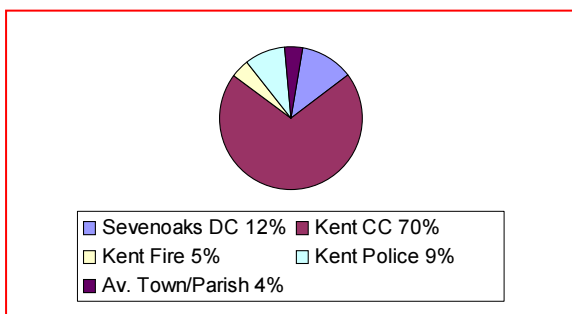


Council Tax collection

Sevenoaks District Council collects the Council Tax charge, on behalf of Government, not only for itself but also for Kent County Council, Kent Fire & Rescue Service, Kent Police and all the local town and parish councils.

Each authority sets its own charge that contributes to the total. In 2011-12 the total average charge, at band D, for all these authorities is £1,502.86. Sevenoaks District Council's part of the charge is £181.89, 12% of the total. Sevenoaks' Council Tax did not increase in 2011-12.

Council Tax raises about £9.1million for the Council.



Government funding

Of all the 12 district councils in Kent, Sevenoaks District Council receives the second lowest grant from Government per head of population.

For 2011-12 Sevenoaks District Council gets £42.69 per head of population. The Kent average is £60.10 and the highest grant is £79.71.

Government support provides about £5.1million to Sevenoaks District Council, a 17% reduction compared to 2010/11.

Reserves

The Council has about £21million in the bank and has been debt-free for many years. However, only £3.7million of this (the General Fund) could be used to help balance the budget, which would be quickly used up unless the Council's element of Council Tax is increased or spending is reduced.

Most of the reserves are earmarked, or set-aside, for particular purposes. £5.8million is set aside to support the 10-year budget. £2.7million is for specific provisions and £0.8million is money from asset sales which cannot be spent on the running cost of services.

Reserves as at 1 April 2011:

10-year budget	£5.8m
General fund	£3.7m
Other earmarked	£8.2m
Provisions	£2.7m
Capital receipts	£0.8m
Total	£21.2m

How the money is spent

In 2011-12 the Council will spend about £13.8million on services for local people.

Service	2011-12
Community Development	£1.8m
Development Services	£3.4m
Environmental & Operational	£5.4m
Housing & Communications	£1.6m
Housing Benefits & Local Tax	£0.8m
Democracy	£0.8m
Total	£13.8m



More information is available from our website at www.sevenoaks.gov.uk, including our Statement of Accounts and summary.

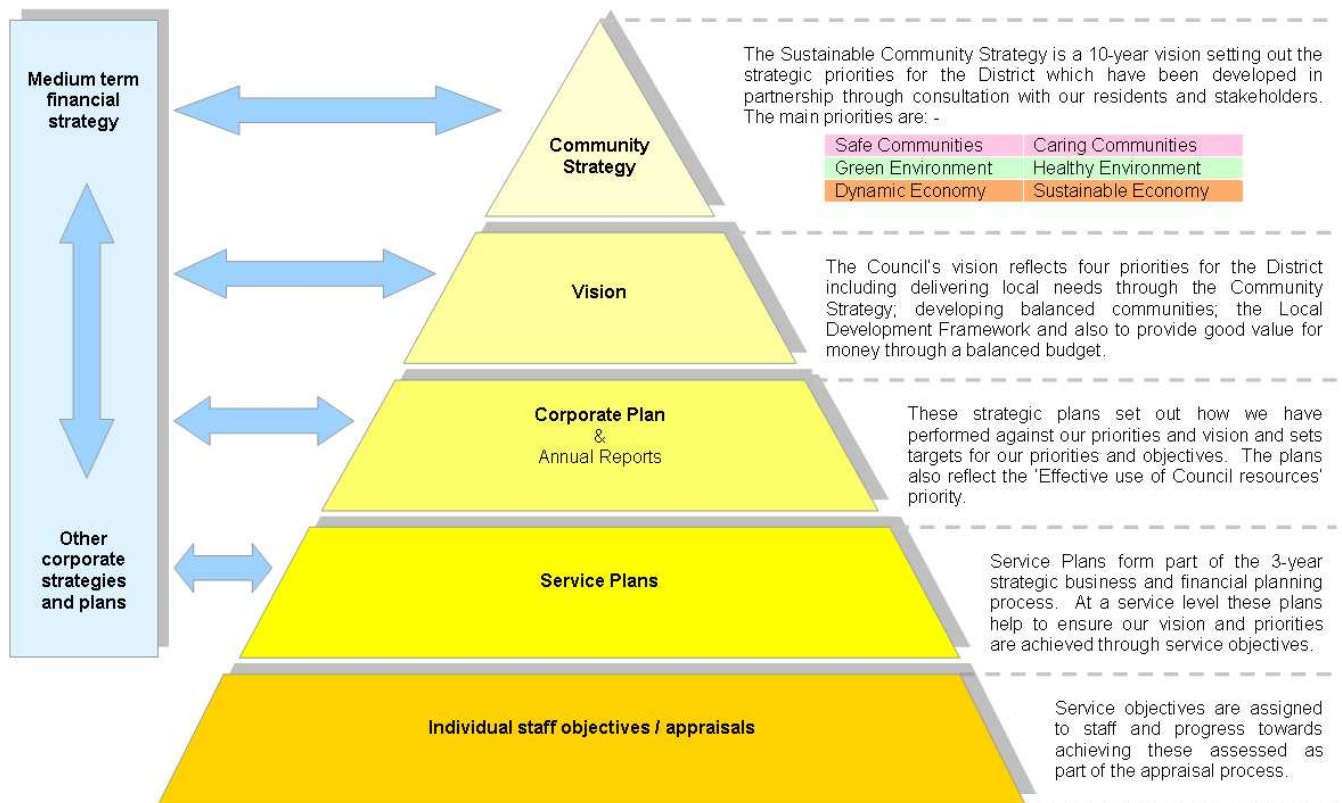
Looking back

The Council's financial strategy over the past six years has been successful in increasing financial sustainability and in releasing resources for high priority areas through:

- improved value for money; and
- the movement of resources away from low priority services.

This has enabled the Council to focus on delivering high quality services based on Members' priorities and consultation with residents and stakeholders through the Community Plan. In financial terms it has allowed the Council to move away from its reliance on general fund reserves to the tune of around £2 million a year, which has ensured that the general fund reserves have remained largely unchanged.

How our plans work together



The medium to long term **financial strategy 2011-22** enables the Council to deliver its corporate objectives by setting out the financial framework within which the Council's vision is delivered. Its key financial objectives provide the Council with the financial stability required to develop long term plans with its partners.

The **10-Year Budget** within this Strategy takes into account the financial implications of actions agreed by the Council to deliver its vision. It informs and is informed by the Service Plans, which set out, for each service, the key service objectives, resources required and performance information.

The Council's **IT Strategy** sets out how we will use information technology to support the achievement of the Council's priorities. The financial implications included in that Strategy are reflected in the Financial Plan.

Similarly, the **Workforce Development Plan** sets out how the Council makes sure it has the best workforce to deliver its priorities. The financial implications of that Plan, such as employee terms and conditions and the Recruitment & Retention Policy, are also taken into account in the Financial Plan.

Managing our money

Our Strategy

Sevenoaks District Council developed its first medium term Financial Strategy in 2005. The Strategy is reviewed, updated and rolled forward each year. Our 10-year Budget coincides with this Strategy and is managed in the same way.

The Strategy for 2011-22 has been updated to include the 2011-12 budget and sets out the key financial policies, risks and assumptions for the next ten years.

Although Council finance can be complex, Sevenoaks District Council is keen to help keep stakeholders informed about how we manage money.

Purpose

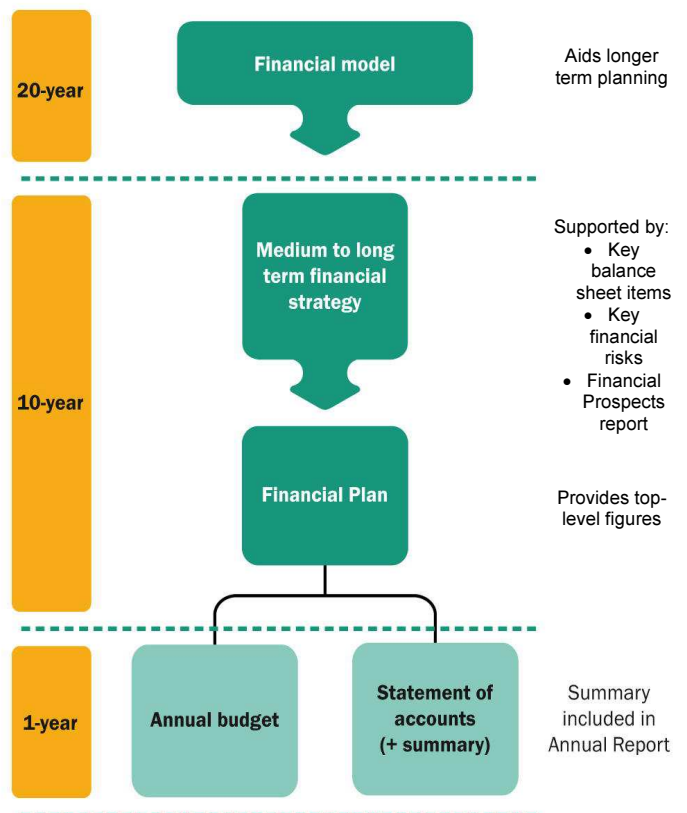
The Strategy aims to:

- support our vision, aims and priorities
- set out the Council’s future financial prospects, with the 10-year Budget as an integral part
- assist the Council’s strategic planning and policy making
- ensure a strategic approach is taken to the management of the Council’s finances, Council Tax, and budget setting
- demonstrate stewardship of community resources
- provide details of our key financial policies

Timing

The Strategy relates to current and future years. The Council has detailed budgets for revenue expenditure for 2011-12 and for capital investment for three years to 2013-14. It also has a summary level 10-year Budget to 2021-22, together with a linked Balance Sheet, again to 2022.

The 10-year Budget has been developed to aid longer term planning, through the identification of longer term trends and pressures. This allows for the financial strategy to be tested for sensitivity and for issues and developments with financial impacts to be managed. As with all prediction tools, the level of accuracy and precision reduces in years beyond





Managing the Strategy

The following processes are in place to manage the strategy:

- The Strategy will be produced for our stakeholders with their involvement. The Strategy aims to be clear and easily understood.
- The Strategy will be reviewed annually as part of the budget and 10-year financial planning process, to update it and to assess the contribution it makes to the achievement of the Council's priorities.
- Achievement of savings will be monitored in addition to normal financial monitoring.
- Growth items and service pressures will be dealt with separately as part of the budget planning process.
- Flexibility between budgets and between years is built in, through the Council's Finance Procedure Rules. This is key to the successful delivery of the Financial Plan.

Objectives, assumptions and risks

Financial objectives

Given the difficult national financial position, the Council revised its financial objectives in 2011, in order to ensure it is best placed to deliver a resilient, flexible and more long term Financial Strategy. The new objectives built on work in previous

years and focused on key issues such as reduced ear-marked reserves, increased instability and uncertainty and reduced government funding.

The Council will continue to:

- **Streamline its service and financial planning process** – the revised process is less bureaucratic which frees up Member and officer time. A key component of the revised process was the recognition of the need to make a high proportion of savings in the first year (2011/12), thus reducing the overall level of savings required.
- **Set a 10-year balanced budget** – using a longer timeframe enables the Council to manage peaks and troughs more effectively and also highlights longer term pressures that are masked by focussing on a shorter timeframe.
- **Make flexible use of the Budget Stabilisation Fund** – within a structured and balanced budget the ability to use underspends to absorb overspends in later years increases resilience at a time of increased uncertainty.
- **Make more effective use of earmarked reserves** – using a longer planning timeframe highlighted the consequences of current reserve depletion. Instead the use of these reserves will be smoothed over the 10-year Budget, allowing more time to find sustainable solutions to financial pressures.
- **Structure its use of capital receipts** – this allows the capital programme to receive some level of realistic, predictable and long-term funding.
- **Review and more tightly manage its inflationary pressures** – the use of the 10-year Budget timeframe highlights the Council's structural inflationary gap and the pressure this places on its budget. Inflationary pressures are being reviewed and managed to reduce this pressure, though this remains a key risk area for the Council.



In the context of these objectives, the Council will continue to:

- ensure a minimum General Fund Reserve level of 10% of net service expenditure is maintained
- aim to preserve priority services by diverting resources from non-priority services
- respond to new demands and pressures for services in the most cost-effective way
- apply project appraisal, business planning and affordability processes including whole life costings to any significant new developments
- consider alternative ways of delivering services, including partnership working, where appropriate
- look for efficiency improvements and to review charges for services
- bid for external funding, recognising that some service enhancements can only be achieved in this way
- ensure service priorities are included in its Capital Investment Strategy, and that this is fully funded
- looks for best value from developers in terms of Section 106 contributions for community interest

Key assumptions

Prior to setting the budget each year the Council considers its financial position through a review of its financial prospects, this Financial Strategy and the 10-year Budget. The Budget is reviewed and rolled forward each year.

The Council's current assumptions are:

- continued Government constraints on the budget through reduced spending targets, cash releasing efficiency assumptions, reduced grant and limits on Council Tax increases
- capital expenditure to be based on the presently approved programme with no change in finance rules
- liabilities arising from future improvement/renovation of Council assets will be financed increasingly from revenue budgets rather than from revenue reserves set aside
- the effects of inflation each year on the Council's budget will be identified and managed, and any inflationary pressures offset by savings/income increases
- the Budget is in line with the Council's plan to reduce reliance on the use of reserves
- there is flexibility via the Budget Stabilisation Reserve to offset overspends in one year against underspends in other years

Looking at specific major items, key assumptions for 2012/13 are:

- pay cost inflation award 0%
- non-pay costs inflation of 2.5%
- Income increasing by 3%
- 0.8% return on investments
- Council Tax increase of 0%
- Government Grant reduction of 15%

Agenda Item 10

Managing our money

- An additional Government grant of 2.5% for one year as a reward for a Council Tax freeze in 2012/13

Key financial risks

The key financial risks identified by the Council are:

- Grant settlement worse than estimated
- pay cost inflation above assumption
- energy and fuel cost inflation above assumption
- variable income sources not hitting budget targets
- Pension Fund deficit funding
- Asset Maintenance funding
- delivery of the high number of planned savings over future years
- new Government requirements without adequate funding

These risks, their possible impact on the Council and the actions in place to mitigate them are set out in more detail in the budget reports.

Budget strategy and process

The Strategic Service and Budget Planning Process is reviewed and updated each year, taking into account current best practice and lessons learnt from previous years.

Its key components are:

- Clear Vision – The Council's ambitions and aspirations for the District are set out under the theses of the Community Plan which in turn has helped to inform and develop a three to five year Council vision.
- This Financial Strategy and a review of future financial prospects.
- Forecast of Resources (ten-year budget for revenue, capital and reserves)
- Service Prioritisation – Although the Council has a clear focus in delivering its three to five year vision, it also has a number of other balancing priorities which would need to be taken into consideration in service prioritisation,

for example, the requirement to deliver statutory services. Therefore, a robust system for service prioritisation is an essential component.

- Budget Strategy – This sets out the key information, approach and ground rules for the budget setting process and refers to key elements of the medium term financial strategy, the financial plan, service prioritisation and service planning, including risk issues.
- Member involvement and challenge, through consideration of options at Scrutiny Committees, review of risks by the Finance Advisory Group and approval of the overall strategy by the Performance and Governance Committee.



Prioritisation and Allocation of Resources

The Council's strategic service prioritisation process ensures resource allocation is service-driven rather than finance-led in order to:

- maintain focus on priorities
- communicate and engage with the public and partners
- align resources to priorities
- support decision-making in a difficult financial climate

Budget monitoring

All budgets are the responsibility of Heads of Service, and are managed on that basis.

Comprehensive financial monitoring information is reported monthly to Heads of Service. Service level summary reports are made to Management Team, Cabinet Members, and the Finance Advisory Group, and is available to all Members electronically. Strategic summary information is reviewed by the Performance & Governance Committee.

The Finance Advisory Group assists both Cabinet and the Performance & Governance Committee in monitoring financial performance by identifying areas of significant financial concern. Where variations are identified through the monitoring process, actions is taken within or across services to bring overall expenditure back in line with budget, to ensure the financial plan targets are met.

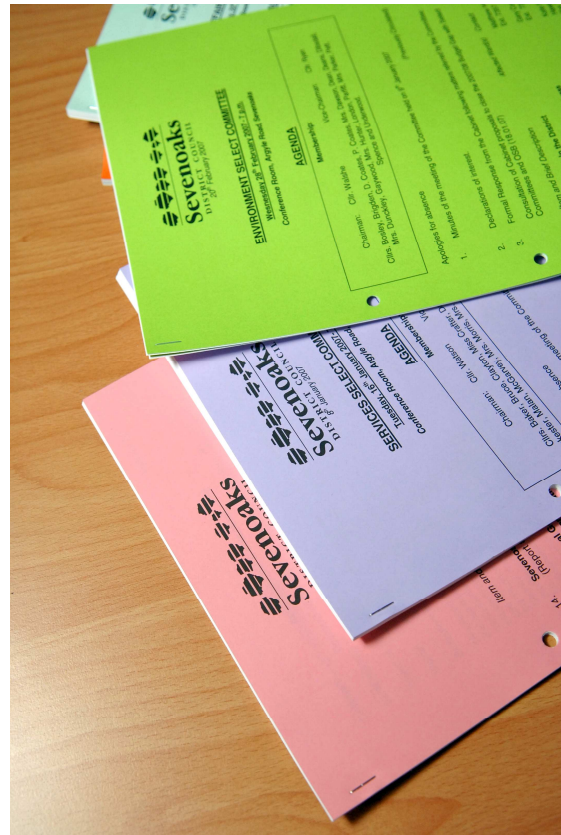
Other Key Financial Policies

Investment Strategy

The Council is required to set out its treasury strategy for borrowing and to prepare an annual investment strategy. That strategy sets out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments. A similar requirement is contained in the Council's Finance Procedure Rules.

The strategy covers prospects for interest rates, Investment policy and strategy, current treasury position and suggested matrices and limits.

The full Strategy is approved by Council each year as part of the budget process. The decisions made by Members are then fed into the calculation of expected investment income included in the 10-year Budget.



Control framework and Assurance

Section 151 Officer

Section 151 of the Local Government Act 1972 requires the Council to make arrangements for the proper administration of its financial affairs and requires one officer to be nominated to take responsibility for the administration of those affairs. At Sevenoaks, Dr Pav Ramewal, Deputy Chief Executive and Director of Corporate Resources, is the Section 151 Officer.

The Section 151 Officer has a number of duties, these include:

- Ensuring lawfulness and financial prudence of decision-making
- Administration of financial affairs
- Contributing to corporate management
- Providing advice
- Giving financial information

As part of the annual budget process the Section 151 Officer makes a statutory statement on the robustness of the Council's budget, and the adequacy of the reserves.

Audit and inspection



The Audit Commission is an independent watchdog (sponsored by the Government) driving economy, efficiency and effectiveness in local public services to deliver better

outcomes for everyone.

The Audit Commission is charged with responsibility for conducting/arranging the external audit and inspection visits of local authorities; in order to assess their compliance with sound accounting principles including other regulatory

requirements and overall performance, and effectiveness.

From 2010-11 onwards the Audit Commission has arranged for its own auditors to conduct the necessary audits and inspections for Sevenoaks District Council.

The Council's statutory Statement of Accounts is prepared in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom and audited by the Audit Commission.

Finance Advisory Group

As well as reviewing the monthly monitoring reports, this cross-party Group feeds back comments and concerns to both Executive and Scrutiny functions. It is led by the VfM Portfolio Holder and investigates identified areas of financial concern. It also reviews the Council's overall financial health using a range of financial indicators.

Our performance

The Council's Organisational Assessment (December 2009) set out the outcome of the new, much broader Organisational Assessment for 2008/09. The Council achieved the top score of 4 for both Use of Resources and Managing Performance. These scores combined gave the Council an overall Organisational Assessment score of 4, 'Performs Excellently'.

2008/09 was the last year that local authorities were assessed in this manner. Reports produced by the external auditors since then have continued to include positive comments about the financial management of the council.

Area of assessment	Score
Managing finances (including financial planning and reporting, and the achievement of efficiencies)	4 out of 4
Governing the business (including procurement, governance, information use, risk management and internal control)	3 out of 4
Managing resources (including workforce planning and management)	4 out of 4
Overall score for Use of Resources	4 out of 4
Managing performance	4 out of 4

- the role of the Value for Money Portfolio Holder
- considering alternative methods of service delivery, such as partnership working or the use of external contractors
- challenging the need to replace staff when posts become vacant
- streamlining back-office functions
- carrying out indepth scrutiny reviews of a number of services each year, led by Scrutiny Committee Members
- ensuring that Members and Managers are equipped and supported to make high quality financial decisions, through tailored training, effective and customer focussed financial reporting and analysis, and service specialisms within the Finance Team.
- comparing service costs with those at similar authorities, to check whether learning from other sites could lead to further efficiencies at Sevenoaks

Value for Money, savings and efficiencies

Sevenoaks District Council is committed to delivering value for money as an integral part of its corporate strategy. While it has a specific responsibility to achieve VfM from its use of public funds, this principle extends to all sources of funding. Similarly, the responsibility for pursuing VfM lies with all staff, and not just those with financial duties.

The practical measures adopted by the Council to maintain this momentum include:

- having financial procedures and rules that encourage managers to manage their services responsibly
- having clearly defined responsible budget managers
- effective use of technology
- having financial reporting arrangements that are clear, transparent and timely, all of which promotes accountability to elected Members and the public
- ensuring that contractual terms deliver efficiency gains from contractors and Direct Services



Our Partners

The Council is committed to open and clear communication with all of our stakeholders. Transparency and accountability are key strands of our approach. We will seek to consult with and involve our stakeholders; and welcome views on how we shape our services.

The Council uses:

- its website
- In Shape (Council publication distributed to all households)
- press releases
- local forums and groups
- staff meetings and
- its own democratic processes to promote the widest possible public financial accountability.

Summarised budget and outturn information is published along with an Annual Report to ensure the highest levels of stewardship reporting.



Partnership working

Sevenoaks District Council works with many partner agencies, other local authorities, the voluntary and community, business and private sectors, the faith community and the 30 town and parish councils across the District.

These links are greatly valued by the Council and contribute significantly to the provision of services and community well-being.

The Council has developed a **Partnership Toolkit** which outlines the approaches to be applied when considering both introducing new partnerships and reviewing existing arrangements. It provides a basis for examining the key issues that require consideration, to ensure that any potential problems identified in relation to partnership working are confronted, assessed, overcome and avoided in the future.

Risk Management

Sevenoaks District Council recognises that it has a responsibility to manage hazards and risks and supports a structured and focused approach to managing them by approval of the **Risk Management Strategy and Plan**.

Sevenoaks District Council is aware that some risks will always exist and will not be eliminated. However, where appropriate, actions can be taken to mitigate these risks.

The Council works hard to identify positive risks (opportunities) that could enable it to enhance the service it provides to its residents.

Performance management

Our performance management arrangements, supported by a dedicated software system, allow us to look for trends over time, compare our performance with other authorities and produce meaningful reports which can be used as a guide for community, organisational, service and individual improvements. We are also able to monitor targets to ensure they are both achievable and challenging.

In order to ensure that we can trust our data we have introduced a Data Quality Policy and identified areas we need to improve and these are set out in our Data Quality Action Plan, which is monitored on a regular basis. These arrangements are scrutinised by the Audit Commission and scored to encourage continuous improvement.

For details of our latest performance visit www.sevenoaks.gov.uk/performance

Managing people

As a major employer, the District Council recognises that our staff are our main asset.

We recognise that both Members and Officers are integral to achieving our vision and priorities, through working together in an open, honest and co-operative way.

We set ourselves high standards and recognise that we can only achieve these through the skill and motivation of our staff and therefore seek to make working for the Council a rewarding experience where everyone's contribution is valued.

The [Workforce Development Plan](#) is about ensuring that the Council, within its financial framework, has a flexible, developed and motivated workforce,



capable of delivering its priorities over the coming years, and making Sevenoaks District Council a place where all staff:

- understand and feel committed to the aims of the Council
- achieve their full potential
- treat customers, colleagues and Members with respect
- feel enabled and rewarded for what they do

To achieve this, the Strategy focuses on:

- Leadership
- Continuous improvement and learning
- Communication and involvement
- Developing a competent and motivated workforce
- Excellence in customer service
- Developing a healthy organisation

Making IT happen together

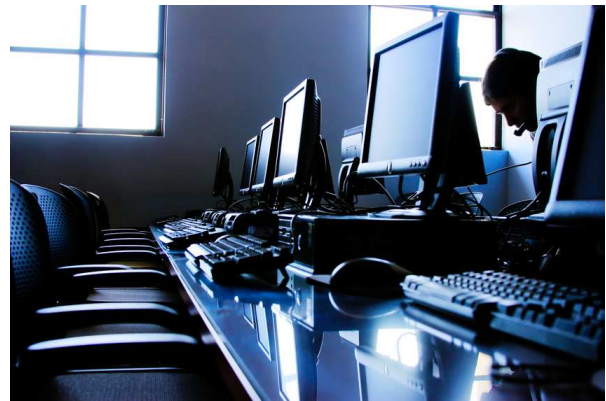
Developments in technology continue to be as rapid as always. New technologies offering scope for new ways of working and improving service present great opportunities if adopted in the right places, at the right time, for the right reasons.

Effective partnering between technology and the rest of the Council is essential, as the only way the Council will reap the benefits is if those responsible for the delivery of services fully understand the opportunities that are available to them through the use of technology.

Any changes to systems need to be co-ordinated with the existing Council infrastructure so current technology will be a key consideration in future developments. The consolidation of existing IT projects is just as important and the planning of future work.

The key objectives of this IT Strategy are:

- To support current, planned and future use of operational IT systems throughout the Council and to improve the technological environment provided for Members and Officers
- To align existing and future technical solutions with business requirements, the Council's key priorities and the Community Plan
- To ensure the most comprehensive and appropriate set of access channels to Council services are made available to all citizens
- To ensure that IT is delivering excellent services to all its customers
- To contribute directly towards the Council's Value for Money initiatives



Capital investment and Asset management

The Council is required to “have regard to” the Prudential Code and to set Prudential Indicators for the next three years to ensure that the Council’s capital investment plans are affordable, prudent and sustainable.

The Council has agreed that any new provision for **capital schemes** must be subject to formal appraisal processes. The Council's base capital programme covers mandatory improvement grants, IT investment and commercial vehicle replacements.

Capital Programme 2011/12:	£000
Vehicle replacements	1,266
Housing improvement grants	699
Hever Road Gypsy Site	343
Blighs Phase 2	175
Parish projects	71
Playground improvements	59
Modern Govt Document Management System	16
	16
Total	2,629

The Council’s housing stock was transferred to West Kent Housing Association in 1989 and therefore the **housing investment funding** allocated by the Government is directed, with the Council’s agreement, through local Registered Social Landlords.

“Strategic Asset Management is the activity that seeks to align the asset base with the organisation's corporate goals and objectives. It ensures that the land and buildings asset base of an organisation is

optimately structured in the best corporate interest on the organisation concerned”

RICS Public Sector Asset Management Guidelines 2008

The Council reviews all its property holdings continuously, with a view to reducing the amount of surplus property, and promotes the transfer of local amenity land to the local town and parish councils if it is considered that that would provide more effective local management.

The Council works with social housing providers to, wherever possible, provide land to enable all ranges of social housing to be constructed especially in rural areas.

Annual **asset maintenance** costs are now included in the revenue budget with an earmarked reserve set aside for emergencies. Also a sustainable renewal fund is in place for the Council's commercial vehicle fleet.

The Asset Maintenance Action Plan and the 10-year asset maintenance assessments ensure that asset use and capital investment decisions are in line with key priorities and achieve value for money.

Asset Management is a major area of expenditure on the Council's assets. The largest part of this expenditure is made in conjunction with partners, particularly Sencio Leisure, and is used in a way that gives service improvements alongside essential maintenance.



Our environmental footprint



We are committed to improving our environmental performance and reducing the environmental impact of our work.

The Council, along with its partners and the local community, made a commitment to tackle **climate change** by signing up to the Nottingham Declaration on Climate Change (NDCC) in October 2007. Working with all sectors and industries in the local community the Council will aim to reduce energy use and congestion, improving the local environment and tackling fuel poverty.

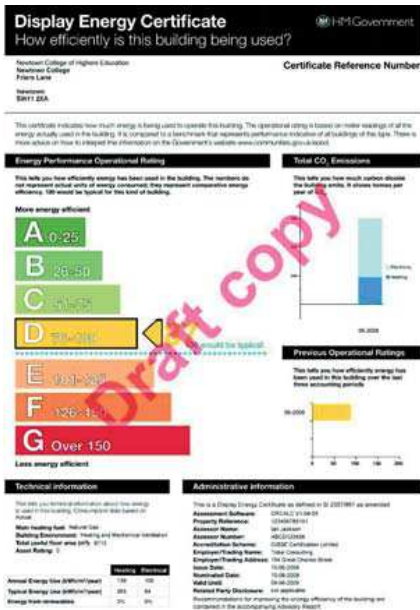
The Council aims to reduce its **carbon emissions** in line with Government targets.

Reductions in carbon use will be achieved by reducing travel, increasing the energy efficiency of our buildings and plant, reducing waste and increasing sustainable procurement. The focus will be on direct reductions in carbon emissions, as soon as possible, rather than a reliance on indirect carbon offsetting to achieve carbon neutrality.

Display Energy Certificate (DEC)

The Council, as public sector occupiers of buildings over 1,000m², are required to display Display Energy Certificates (DECs) in prominent places, clearly visible to the public - as part of the Energy Performance of Buildings (EPBD) (Certificates and Inspections) (England and Wales) Regulations 2007.

A Display Energy Certificate shows the energy performance of a building based on the actual energy consumption as recorded annually.



Energy and water

We measure our energy and water consumption – more information is available from our Annual Report.

Our vehicle fleet uses sulphur-free diesel and new vehicles purchased comply with the latest European standards for engine efficiency and reductions in pollution. Fuel use per vehicle is monitored, to identify potential for further efficiencies.

Waste

Currently, we do not measure the amount of waste we generate at our office and depot. However we do recycle a significant proportion of our waste paper, cardboard, plastic bottles, cans and printer cartridges.

Ten Year Budget 2011-12 to 2021-22

Revenue	Budget 2011/12	Plan 2012/13	Plan 2013/14	Plan 2014/15	Plan 2015/16	Plan 2016/17	Plan 2017/18	Plan 2018/19	Plan 2019/20	Plan 2020/21	Plan 2021/22
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Expenditure											
Net Service Expenditure c/f	13,771	13,771	13,443	13,628	14,662	15,110	15,531	15,935	16,197	16,569	16,934
Inflation		468	621	633	565	564	566	563	558	552	339
Pension Fund deficit: actuarial increase		0	0	520							
Net savings (approved in previous years)		(796)	(436)	(119)	(117)	(143)	(162)	(301)	(186)	(187)	0
New growth and savings		0									
Net Service Expenditure b/f	13,771	13,443	13,628	14,662	15,110	15,531	15,935	16,197	16,569	16,934	17,273
Financing Sources											
Government Support	(4,912)	(4,186)	(3,805)	(3,424)	(3,527)	(3,633)	(3,742)	(3,854)	(3,970)	(4,089)	(4,212)
Govt Support to offset 2011/12 C Tax freeze	(229)	(229)	(229)	(229)							
Govt Support to offset 2012/13 C Tax freeze		(231)									
Council Tax	(9,199)	(9,251)	(9,529)	(9,815)	(10,208)	(10,616)	(11,041)	(11,483)	(11,942)	(12,420)	(12,917)
Interest Receipts	(153)	(173)	(243)	(530)	(712)	(656)	(599)	(543)	(489)	(415)	(415)
Contributions to Reserves	471	330	430	330	330	330	330	330	330	330	330
Contributions from Reserves	(14)	(536)	(534)	(532)	(529)	(527)	(524)	(521)	(519)	(516)	(513)
Total Financing	(14,036)	(14,276)	(13,910)	(14,200)	(14,646)	(15,102)	(15,576)	(16,071)	(16,590)	(17,110)	(17,727)
Contribution to/(from) Stabilisation Reserve	265	833	282	(462)	(464)	(429)	(359)	(126)	21	176	454
Budget Gap	0	0	0	0	0	0	0	0	0	0	0

Cumulative position (surplus)/deficit: (194)

Assumptions

Government Support: -14.8% in 12/13, -9.1% in 13/14, -10% in 14/15, +3% later years
 Council Tax: 0% in 12/13, 3% in 13/14 & 14/15, 4% later years
 Interest Receipts: 12/13 0.8%, 13/14 1%, 14/15 2%, 2.8% later years
 Pay award: 0% in 12/13, 1% in 13/14, 1.5% in 14/15, 2% later years

Increments: 1.5% in all years
 Other costs: 2.5% in 12/13, 3.5% in 13/14, 3% in 14/15 1.75% later years
 Income: 3% in 12/13, 3.5% in later years

Last updated 23 January 2012

Agenda Item 10

Balance Sheet	31/3/11 Actual	31/3/12 Plan	31/3/13 Plan	31/3/14 Plan	31/3/15 Plan	31/3/16 Plan	31/3/17 Plan	31/3/18 Plan	31/3/19 Plan	31/3/20 Plan	31/3/21 Plan	31/3/22 Plan
Long Term Assets	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Property, Plant and Equipment	16,584	16,331	16,057	15,804	15,466	15,213	14,960	14,707	14,454	14,201	13,948	13,695
Investment Property	3,047	3,047	2,914	777	777	777	777	777	777	777	777	777
Long Term Investments	2,560	0	0	0	0	0	0	0	0	0	0	0
Long Term Debtors	570	526	482	442	413	384	355	326	316	312	308	304
	22,761	19,904	19,453	17,023	16,656	16,374	16,092	15,810	15,547	15,290	15,033	14,776
Current Assets												
Short-term Investments	13,257	12,675	14,309	14,872	13,158	10,911	9,575	8,432	7,506	6,663	6,123	5,879
Cash and Cash Equivalents	5,828	5,828	5,828	5,828	5,828	5,828	5,828	5,828	5,828	5,828	5,828	5,828
Inventories	36	36	36	36	36	36	36	36	36	36	36	36
Short Term Debtors	3,226	3,226	3,226	3,226	3,226	3,226	3,226	3,226	3,226	3,226	3,226	3,226
Payments in Advance	171	171	171	171	171	171	171	171	171	171	171	171
	22,518	21,936	23,570	24,133	22,419	20,172	18,836	17,693	16,767	15,924	15,384	15,140
Current Liabilities												
Receipts in Advance	(758)	(758)	(758)	(758)	(758)	(758)	(758)	(758)	(758)	(758)	(758)	(758)
Short Term Creditors	(2,626)	(963)	(964)	(965)	(966)	(967)	(968)	(969)	(970)	(971)	(972)	(973)
Short Term Provisions	(238)	(152)	(152)	(152)	(152)	(152)	(152)	(152)	(152)	(152)	(152)	(152)
	(3,622)	(1,873)	(1,874)	(1,875)	(1,876)	(1,877)	(1,878)	(1,879)	(1,880)	(1,881)	(1,882)	(1,883)
NET CURRENT ASSETS	18,896	20,063	21,696	22,258	20,543	18,295	16,958	15,814	14,887	14,043	13,502	13,257
Long Term Liabilities												
Long Term Creditors	(370)	(369)	(368)	(367)	(366)	(365)	(364)	(363)	(362)	(361)	(360)	(359)
Long Term Provisions	(2,481)	0	0	0	0	0	0	0	0	0	0	0
Net Pensions Liability	(34,512)	(33,162)	(31,742)	(30,252)	(28,762)	(27,272)	(25,782)	(24,292)	(22,802)	(21,312)	(19,822)	(18,332)
Capital Grants Receipts in Adv.	(486)	0	0	0	0	0	0	0	0	0	0	0
	(37,849)	(33,531)	(32,110)	(30,619)	(29,128)	(27,637)	(26,146)	(24,655)	(23,164)	(21,673)	(20,182)	(18,691)
TOTAL NET ASSETS	3,808	6,436	9,039	8,662	8,071	7,032	6,904	6,969	7,270	7,660	8,353	9,342
USABLE RESERVES												
Usable Capital Receipts Reserve	763	461	1,317	2,668	2,725	2,625	2,525	2,425	2,325	2,225	2,125	2,025
Earmarked Reserves	13,998	15,971	16,724	15,911	14,115	11,943	10,682	9,614	8,782	8,039	7,599	7,455
General Fund	3,713	3,713	3,713	3,713	3,713	3,713	3,713	3,713	3,713	3,713	3,713	3,713
UNUSABLE RESERVES												
Capital Adjustment Account	15,592	15,217	14,810	12,420	12,082	11,829	11,576	11,323	11,070	10,817	10,564	10,311
Revaluation Reserve	4,161	4,161	4,161	4,161	4,161	4,161	4,161	4,161	4,161	4,161	4,161	4,161
Accumulated Absences Account	(152)	(152)	(152)	(152)	(152)	(152)	(152)	(152)	(152)	(152)	(152)	(152)
Pensions Reserve	(34,512)	(33,162)	(31,742)	(30,252)	(28,762)	(27,272)	(25,782)	(24,292)	(22,802)	(21,312)	(19,822)	(18,332)
Deferred Capital receipts	245	227	208	193	189	185	181	177	173	169	165	161
TOTAL RESERVES	3,808	6,436	9,039	8,662	8,071	7,032	6,904	6,969	7,270	7,660	8,353	9,342

Glossary of terms	
Budget	A statement of the Council's plans for net revenue and capital expenditure over a specified period of time.
Capital Expenditure	The acquisition, construction, enhancement or replacement of tangible fixed assets (i.e. land, buildings, structures etc), the acquisition of investments and the making of grants, advances or other financial assistance towards expenditure by other persons on tangible fixed assets or investments.
Capital Programme	The capital projects the Council proposes to undertake over a set period of time.
Capital Receipts	Money obtained on the sale of a capital asset.
Collection Fund	The fund into which council tax and non-domestic rates are paid, and from which we meet demands by preceptors and payments to the non-domestic rates pool.
Council Tax	A local tax set by Councils to help pay for local services. There is one bill per dwelling based on its relative value compared to others in the area. There are discounts, including where only one adult lives in the dwelling. Bills will also be reduced for properties with people on low incomes, some people with disabilities and some other special cases.
Creditors	People or organisations from whom we have received goods or services and as a consequence owe money.
Debtors	People or organisations owe money to the Council.
Deferred Capital Receipts	Capital Receipts which will accrue in the future, such as mortgage repayments.
General Fund	The main revenue fund of the Council from which payments are made to provide services and into which receipts are paid, including the District Council's share of council tax income.
Government Grants	Payments by government towards either the revenue or capital cost of local authority services. These may be either in respect of particular services called specific grants, e.g. housing benefits, or in aid of local services generally, e.g. revenue support grant.
Provisions	Funds to provide for liabilities or losses which are known obligations, but are uncertain as to amounts or dates.
Reserves	The general capital and revenue balances of the Council. There are two types of reserves which might be described as either available or not available to finance expenditure. Revenue reserves which result from monies being set aside, surpluses or delayed expenditure can be spent or earmarked at the discretion of the Council. The usable capital receipts reserve is also available to the extent allowed by statute. However, other capital reserves are not available to meet expenditure, e.g. the reserves brought about by the new capital accounting system.

Agenda Item 10

If you have any comments about this document or require further copies, please contact:

Finance
Sevenoaks District Council
Argyle Road
Sevenoaks
Kent
TN13 1HG

Telephone 01732 227000

E-mail finance@sevenoaks.gov.uk

The Strategy is available on our website:
www.sevenoaks.gov.uk

Other formats:

This publication is available in large print.

For a copy call 01732 227414.

If you need help communicating with us or understanding this document, we can arrange for an interpreter to help you. Please contact us on 01732 227414 stating your language and telephone number.

www.sevenoaks.gov.uk

February 2012



CABINET – 9 FEBRUARY 2012

ANNUAL REVIEW OF PARKING CHARGES FOR 2012/13 – RESULTS OF PUBLIC CONSULTATION

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

Status: For Decision

Executive Summary:

This report notifies Members of the outcome of the public consultation for the proposed increases to car park and on-street parking charges for 2012/13.

Portfolio Holder Cllr. Hunter

Head of Service Head of Environmental and Operational Services, Mr. Richard Wilson

Recommendation:

Members instructions are sought as to whether any of the proposed car park or on-street parking charges approved by Cabinet on 3 November 2011 should be amended in light of consultation responses and the petition received, with a view to implementing the proposals on or as soon after 4 April 2012.

Introduction

- 1 On 3 November 2011, Members of Cabinet considered and approved proposals for increasing certain parking charges to contribute to the Council's overall budget target for 2012/13.
- 2 This report concerns objections and comments received in respect to the proposed car park and on-street charges following public consultation to amend the Council's Car Parks Order and on-street Traffic Regulation Order.
- 3 As Members will be aware, a petition containing 1,317 signatures calling upon the Council to abandon all plans to increase parking charges in Sevenoaks town centre in 2012 was submitted to Council at its meeting on 29 November 2011. It was resolved that the petition be referred to the Cabinet in order that it be considered at the same time as the outcome of the consultation process. An extract of the minutes of that meeting in respect to the petition are attached as Appendix A for information.
- 4 Cabinet Members are requested to consider the petition along with the general consultation responses received, as detailed in this report.

Agenda Item 11

- 5 For Cabinet Members' information, a summary of the proposals as approved on 3 November, subject to consultation, is attached as Appendix B.

Car Park Proposals

- 6 The consultation period ended on 11 December 2011. In addition to the usual Notices in the local newspaper and in the car parks, letters were sent to all season ticket holders and resident permit holders advising them of the proposals.
- 7 In total, nine letters and emails were received in response to the consultation. These include a response from the Sevenoaks Town council, from the Westerham Parish Council and from Kent Police. The comments received are attached in full (i.e. verbatim) for Members' perusal and consideration, please refer to Appendix C, and relate to the following areas:-

Car Parks Subject:	Number of Comments:
Pay & display charges – Sevenoaks town centre car parks	4
Pay & display charges – Sevenoaks station car parks	1
Season ticket charges – Sevenoaks station car parks	2
Season ticket charges – Sevenoaks generally	1
General comment	1

- 8 **In respect to the pay and display charges in Sevenoaks town centre** (Comments 1 to 4), there are no specific points to be noted. Comments received from the Sevenoaks Town Council are included as Comment 1. The petition received, as mentioned above, should be considered along with Comments 1 to 4 as it relates to parking charges in Sevenoaks town centre.
- 9 **In respect to the pay and display charges in the Sevenoaks station car parks** (Comment 5 – from Westerham Parish Council), it should be noted that the proposed day charge (£6.20) would still be lower than the charge for using the main station car parks operated by Southeastern Trains, which is currently £6.50.
- 10 **In respect to the Sevenoaks station season tickets** (Comments 6 and 7), Comment 6 does not actually relate to the proposed increase in charges. The £30 increases queried in Comment 7 equate to a 3% rise. The current cost of an annual season ticket for the Bradbourne car park (£1,020) is lower than the same charge for the main station car parks operated by Southeastern Trains (£1,176) by £156. The proposed charge of £1,050 would still be lower than the Southeastern Trains' charge by £126. It should be noted that season tickets in the Bradbourne car park offer a reserved space up until 8.30am. Members may be aware that a policy was agreed some years ago where the season ticket costs were to keep track of those in the main station car parks. However, because of the timing and extent of increases applied by the rail

operator, the District Council's charge has tended to lag behind those for the main station car parks.

- 11 The two comments received represent a response of less than 1% to the consultation notification letters sent out to all 230 season ticket holders in the Bradbourne and Sennocke car parks.
- 12 **In respect to the season tickets generally – Sevenoaks** (Comment 8), it is presumed the comment made refers to the town centre's Buckhurst 2 and South Park car parks where season tickets are operated. The proposed increase of £20 equates to 2.5%. The proposed annual charge of £819 equates to a day charge of £3.64 (based upon a 45 week year and five day week). The current day charge is £4.00, with a proposal to increase this to £4.20 as part of this review.
- 13 The one comment received represents a response of just less than 1% to the consultation notification letters sent out to all 170 season ticket holders.
- 14 **In respect to the general comment** (Comment 9), this is a standard response from Kent Police and does not make reference to the proposed charges.

On-Street Proposals

- 15 The consultation period for the on-street proposals ended on 11 December 2011. In addition to the usual Notices in the local newspaper and displayed on-street, letters were sent to all resident and non-resident permit holders advising them of the proposals.
- 16 The petition earlier referred to in item 3 relates to plans to increase parking charges in Sevenoaks town centre. Members are asked to note that there are no proposals to increase on-street charges in the town centre.
- 17 In total, thirteen letters and emails were received in response to the consultation. These include a response from the Swanley Town council and from Kent Police. The comments received are attached in full (i.e. verbatim) for Members' perusal and consideration, please refer to Appendix D, and relate to the following areas:-

On-Street Subject:	Number of Comments:
Parking permits – Residents	6
Parking permits – Non-residents	2
Pay & display charges – Swanley	3
Pay & display charges – General	1
General comment	1

Agenda Item 11

- 18 **In respect to the residents parking permits**, the six comments received represent a response of just under 1% to the consultation notification letters sent out to all 629 resident permits holders in the district.
- 19 Whilst Comments 1,2, 3, 5 and 6 object to the proposed increases, many citing issues with parking availability, Comment 4 states that the charges are very reasonable.
- 20 **In respect to non-resident parking permits**, the two comments received represent a response of less than 1% to the consultation notification letters sent out to all 260 non-resident permits holders in the district.
- 21 In Comment 7, objection is raised to the proposed increase for the Sevenoaks station inner zone charge. For information, the proposed annual charge of £765 equates to a day charge of £3.40 (based upon a 45 week year and five day week). The current day charge on-street is £5.00, with a proposal to increase this to £5.30 as part of this review.
- 22 **In respect to pay and display charges in Swanley**, Swanley Town Council (Comment 9) object to the proposed increase for up to four hours parking from 60p to £2.20. Of the other two sets of comments received, Comment 10 is not considered to be an objection.
- 23 Comment 11 objects to the proposed increase of 30p to the all day charge and raises a legal issue. Having discussed the matter with the Council's legal team, we are satisfied that the Council is operating within the provisions of legislation.
- 24 The cost of all day parking in the station parking areas immediately adjacent Azalea Drive is £5.50 (having been recently increased from £5.00 in January 2012). The cost of all day parking in the car parks on the southeast side of Swanley town centre is £3.50. The charge of £3.30 is, therefore, considered to be proportionate.
- 25 **In respect to pay and display charges generally** (Comment 12), one objection was received.
- 26 **In respect to the general comment** (Comment 13), this is a standard response from Kent Police and does not make reference to the proposed charges.

Changes to the Road Traffic Order

- 27 For information, comments relating to an increase in parking charges are not considered to be pertinent or valid objections under the terms of the legislation for the Order making process. Therefore, they would not be required to be reported to the Sevenoaks Joint Transportation Board for consideration.

Key Implications

Financial

- 28 The proposals considered and approved by Cabinet on 3 November 2011 contribute to the budget provisions for parking for 2012/13.

Community Impact and Outcomes

- 29 The introduction of parking charge increases is likely to have an impact to some degree upon people from the local community and upon visitors to the district who use the parking facilities, although it is impossible to quantify any likely resultant effect. Rather than pay higher parking charges, people may instead decide to park for shorter periods, lessen the frequency of their visits or choose to go elsewhere. However, the current achievement of budgeted income suggests that the overall use of the car parks is unaffected.

Legal, Human Rights etc

- 30 Other than the issues raised in paragraphs 21 – 26, there are no legal implications. The processes to amend the off-street and on-street Orders are being carried in accordance with the legal requirements.
- 31 There are no human rights issues or implications.

Equality Impacts

- 32 There is a low risk that any of the options presented will have an adverse impact on people with 'protected characteristics' under the Equality Act. There are no apparent issues of direct relevance to parking charges as our car parks are open to use by anyone who chooses to do so. Free parking is generally available in roads just out from the town centres, although in some cases this might be limited to 2 hours. Free parking is offered for those with disabilities who hold a Blue Badge and this remains unaffected. Any issues will be monitored through complaints received. The Parking Enforcement Policy is subject to a separate Equality Impact Assessment and has not identified any substantial issues.

Conclusions

- 33 Members are requested to consider whether they wish to make any amendments to the charges approved on 3 November 2011 in light of the petition and consultation comments received.

Risk Assessment Statement

- 34 By not adopting the charging proposals approved, or by failing to provide alternatives, the budget expectations for parking income for 2012/13 might not be realised.

Agenda Item 11

Sources of Information:

Car Park (Amendment 1) Order 2010 file held by the Parking and Amenity Manager.

The Kent County Council (Various Roads in the District of Sevenoaks) (Prohibition and Restriction of Waiting and Loading & Unloading and On-Street Parking Places) (Amendment 23) Order 2009.

Contact Officer(s):

Gary Connor Ext: 7310

Kristen Paterson

Community and Planning Services Director

DISTRICT COUNCIL OF SEVENOAKS

Extract of Minutes of the Meeting of the Sevenoaks
District Council held on 29 November 2011

Present: Cllr. Orridge (Chairman)

Cllr. Mrs Morris (Vice-Chairman)

Cllrs. Abraham, Mrs Ayres, Ayres, Ball, Mrs Bayley, Bosley, Mrs Bosley, Mrs. Bracken, Brookbank, Brown, Butler, Clark, Mrs Clark, Mrs Cook, Cooke, Mrs. Davison, Davison, Dickins, Edwards-Winsor, Eyre, Mrs Firth, Fittock, Fleming, Gaywood, Mrs George, Grint, Hogarth, Horwood, Mrs. Hunter, London, Ms Lowe, Maskell, Mrs. Parkin, Pett, Piper, Mrs Purves, Raikes, Ramsay, Ryan, Mrs. Sargeant, Scholey, Searles, Miss Stack, Miss Thornton and Walshe.

39. TO RECEIVE ANY PETITIONS SUBMITTED BY MEMBERS
OF THE PUBLIC

The Chairman announced that a petition containing 1,317 signatures had been submitted by a member of the public in the following terms:

“We, the undersigned, in the interests of the future of Sevenoaks Town centre, call upon Sevenoaks District Council to abandon all plans to increase parking charges there in 2012.”

The lead petitioner, Margaret Robarts, addressed the council in support of the petition. She explained that the signatures had been collected during a short period of time and that there was strong support for the petition from car park users. People felt that it was not a good time to introduce increases in parking charges in the current economic climate, particularly as there were many other places where people could park for nothing such as Bluewater and that increased parking charges would deter people from shopping in Sevenoaks. It would also be an additional burden for people working in Sevenoaks to face higher costs for parking.

Cllr Fleming thanked the lead petitioner for raising these concerns and moved that, as this was a matter on which the Council Executive was required to make the final decision, the petition should be referred to the Cabinet without further debate or recommendation. This would allow the petition to be considered at the same time as the outcome of the statutory public consultation currently being undertaken on the proposals for parking charges. In addition this would ensure that there was no predetermination and that the Cabinet could make an informed decision in the light both of the concerns expressed by the petitioners and as a result of the consultation exercise. This was likely to be completed in time for consideration at the Cabinet meeting in January 2012 and any Member or member of the public would be able to attend the meeting if they so wished. The motion was duly seconded.

A Member welcomed the proposal to refer the matter back to the Cabinet for decision but commented that the proposed increases would run contrary to the District Community Plan and felt that the petition merited further debate during the Council meeting. This view was supported by another Member and the point was made that under the Council's Constitution a petition with more than 1,000 qualifying signatures should be debated in Council. In response the Leader of the Council re-iterated that a significant reason for his motion was that a general debate in advance of the current public consultation would seriously risk pre-determination of that consultation.

The motion was put to the vote and duly carried.

Resolved: That, as this is a matter on which the Council Executive is required to make the final decision, the petition be referred to the Cabinet without further debate or recommendation in order that it be considered at the same time as the outcome of the statutory consultation process and in order not to predetermine that process,

CAR PARK TARIFF INCREASES				Approved Increases			
Item No.	Description	Charge Period	Current Charge	Option 1	Option 2	Option 3	Proposed Charge
1.0	SEVENOAKS TOWN CENTRE - Blighs						
1.1	Short stay	30 minute	50p				
1.2	" "	1 hour	£1.00	+ 10p			£1.10
1.3	" "	2 hours	£2.20	+ 10p			£2.30
1.4	" "	3 hours	£3.60		+ 20p		£3.80
	Buckhurst 1, Buckhurst 2, South Park, Suffolk Way						
1.5	Short stay	1 hour	90p				
1.6		2 hours	£1.50	+ 10p			£1.60
1.7		3 hours	£2.10	+ 10p			£2.20
1.8		4 hours	£3.00		+ 20p		
	Buckhurst 2 & Pembroke Road						
1.9	Long stay	all day	£4.00		+ 20p		£4.20
1.10	Season tickets	year	£799		£20		£819
2.0	SEVENOAKS STATION						
2.1	Long stay	all day	£5.80			+ 40p	£6.20
2.2		2 days	£11.60			+80p	£12.40
	Season tickets:						
2.3	Bradbourne	year	£1,020			£30	£1,050
2.4	Sennocke	year	£1,060			£30	£1,090
3.0	SEVENOAKS ST JOHNS HILL						
3.1	Short stay	30 minute	20p				
3.2		1 hour	40p				
3.3		2 hours	60p				
3.4		2-4 hours	£1.00				
3.5	Long stay	all day	£2.70		+ 20p		£2.90
4.0	SWANLEY						
4.1	Short stay	30 minute	20p				
4.2		1 hour	40p				
4.3		2 hours	60p				
4.4		2-4 hours	£1.00				
4.5	Long stay	all day	£3.50		+ 20p		£3.70
5.0	WESTERHAM						
5.1	Short stay	30 minute	20p				
5.2		1 hour	40p				
5.3		2 hours	60p				
5.4		2-4 hours	£1.00				
5.5	Long stay	all day	£2.70		+ 20p		£2.90

This page is intentionally left blank

ON-STREET PARKING - OPTIONS PAGE 1 TARIFF INCREASES				Approved Increases			
Item No.	Description	Charge Period	Current Charge	Option 1	Option 2	Option 3	Proposed Charge
6.0	SEVENOAKS TOWN CENTRE (High Street, London Road, South Park)						
6.1	Short stay	30 minutes	10p				
6.2		1 hour	60p				
6.3		2 hours	£1.20				
7.0	SEVENOAKS TOWN COMMUTER AREAS (Plymouth Drive, Holly Bush Lane)						
7.1	Short stay	30 minutes	10p				
7.2	" "	1 hour	60p				
7.3	" "	2 hours	£1.20				
7.4	long stay	all day	£2.20		+ 20p		£2.40
8.0	SEVENOAKS RAIL COMMUTER AREAS (St Botolphs, Morewood Close)						
8.1	Short stay	30 minutes	10p				
8.2	" "	1 hour	60p				
8.3	" "	2 hours	£1.20				
8.4	long stay	all day	£5.00			+ 30p	£5.30
9.0	SEVENOAKS COURT AREA (Morewood Close)						
9.1	Short stay	30 minutes	10p				
9.2	" "	1 hour	60p				
9.3	" "	2 hours	£1.20				
9.4		4 hours	£2.20				
10.0	SWANLEY (Azalea Drive, Goldsel Road)						
10.1	short stay	30 minutes	60p	- 50p			10p
10.2		1 hour	60p				60p
10.3		2 hours	60p	+ 60p			£1.20
10.4		4 hours	60p	+ £1.60			£2.20
10.5	long stay	all day	£3.00			+ 30p	£3.30
11.0	WESTERHAM (The Green, Market Square, Croydon Road)						
11.1	short stay	30 minutes	10p				
11.2	" "	1 hour	50p				
11.3	" "	2 hours	£1.00				

ON-STREET PARKING - OPTIONS PAGE 2 PERMIT INCREASES			Approved Increases			
Item No.	Description	Current Charge	Option 1	Option 2	Option 3	Proposed Charge
12.0	Residents Permits					
12.1	First	£30	+ £5			£35
12.2	Second	£60			+ £10	£70
12.3	Third	£115		+ £10		£125
12.4	Fouth	£230			+ £20	£250
13.0	Non-Resident Permits					
13.1	Sevenoaks town	£260	+ £10			£270
13.2	Sevenoaks station outer zone	£630			+ £20	£650
13.3	Sevenoaks station inner zone	£745			+ £20	£765
14.0	Residential Business Permits					
14.1	First	£100	+ £10			£110
14.2	Second	£200	+ £10			£210

CAR PARKS: PAY & DISPLAY CHARGES – SEVENOAKS TOWN CENTRE (4 COMMENTS)

Comment 1 (Sevenoaks Town Council):

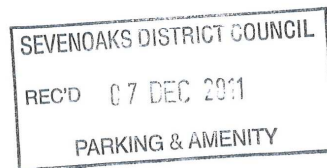


Sevenoaks TOWN COUNCIL

Mr Garry Connor
 Parking and Amenity Manager
 Sevenoaks District Council
 PO Box 183
 Argyle Road
 Sevenoaks
 Kent
 TN13 1GN

6th December 2011

RE "Car Park Amendment 1 Order 2010"



Dear Mr Connor,

Following Sevenoaks District Council's recent announcement that as of April 2012 it intends to raise the cost of parking within the Sevenoaks Town area, Sevenoaks Town Councillors wished to express their deep concern at the effect these changes may have on local residents, workers, businesses, and visitors.

Town Centres across the county have suffered increasingly during the current economic downturn, and to further de-incentivise shoppers and workers alike would appear to be detrimental in terms of securing the long term local economic stability of Sevenoaks.

It was also noted that parking charges within the Sevenoaks Town area appear to have risen disproportionately when compared to other areas of the District.

Sevenoaks Town must not bear the brunt of these increased parking charges to maintain the provision of cut price (in some cases free) parking in other areas of the District.

Sevenoaks Town Council would ask that reconsideration be given to this matter.

Yours sincerely

Hugh D'Alton
 Planning Committee Clerk

Town Council Offices
 Bradbourne Vale Road
 Sevenoaks Kent TN13 3QG
 Tel 01732 459953 Fax 01732 742577

Email council@sevenoakstown.gov.uk
 Website www.sevenoakstown.gov.uk

Town Clerk



Comment 2:

I wish my comments with regard to parking in Sevenoaks to be considered at the next council meeting to discuss the matter.

I have shopped in Sevenoaks for many years but recently have not come into the town as much due to the punitive excess charges incurred in the event of parking longer than the purchased time to park. (I have not received a fine) Originally parking in Sevenoaks was paid for on exit from the car park, it would be possible to have exit parking in at least 3 of the car parks by ticket machines & then to insert a ticket on exit, leaving the remainder of parking areas for quick visits, these could be as low as 50p for minimal time of 15 minutes. I know several people who have received excess parking fines and now no longer come into Sevenoaks, one of them fined in the evening when taking a meal in a restaurant. .

I notice on my visits to Sevenoaks that there are fewer people about; it is unfair to the shop traders in Sevenoaks when shoppers can go & park in Blue Water & other outlets for free. I was saddened the other day when hurrying back to my car to get there in time that I was unable to give the time of day to an elderly gentleman I knew. Everyone is scurrying about with no time to browse in the shops or to have a coffee with someone you bump into in case you are overtime for parking. It is not so much the cost of the parking for this is the way all towns are but the threat of £25 or £50 fine when delayed. I know it is possible to phone with your credit card to pay for over time but I doubt many people make a note of the number in order to do this.

Please don't turn Sevenoaks into a ghost town.

Comment 3:

I would like to raise my concerns about the proposed increase in parking. I know from my own experience that if there is something I need to buy other than a big shop, in the past I would have gone into Sevenoaks. Now I don't, as the price of parking puts me off.

If I planned to spend £10, I already have to add 10% to that cost be able to get it from Sevenoaks. I would probably have used other shops during my visit as well, so they will have lost my custom too.

The decrease in foot-fall must be having an adverse affect on the local shops leading to closures and a less appealing High Street. With the increase size of Sainsbury's the likelihood of me being able to get what I need there is also increased.

Increased parking charges are just another reason why I will not bother with Sevenoaks High Street and will just split my shopping between the big supermarkets and Bluewater.

Comment 4:

I understand there has been an outrage by local residents at the increased parking fees meted out by the council. I have an intense dislike to parking fees so therefore park when shopping in St Boltophs Road - up to 2 hours free and when working at one of the charity shops in Bayham Road.

The reason for this letter is that it is obvious the council are interested in increasing their revenue by increasing parking fees and yet I see the same cars in St Boltophs week after week parking illegally ALL DAY eg a maroon Ford Ka and a silver Fiat Uno. I recently advised one of the traffic wardens about this and he obviously did something as the usual offenders did not park there for a few weeks afterward. However with fees of up to £6 per day, even when given a parking fine, it only takes 4 days or so of illegal parking to add up to the £25 payable if the fine is paid within 14 days. Do you notice repeat offenders?

Can I suggest an increased vigilance by your operatives in the roads around the town which have a 2 hour maximum free parking. I believe this would prove quite a money spinner for the council and would stop illegal parking and allow people who want to park legally an opportunity to do so.

I look forward to hearing from you.

CAR PARKS: PAY AND DISPLAY CHARGES – SEVENOAKS STATION (1 COMMENT)

Comment 5 (Westerham Parish Council):

Thank you for the SDC Off-Street Parking Places Amendment Order which was put to the Highways and Lighting Committee on 28th November.

Westerham Parish Council objects to the increases to the all day charges in the Sevenoaks car parks as they were big increases for commuters. Westerham residents have to take their cars to Sevenoaks as the bus times do not tie in with the train times and the buses are not frequent enough.

regards Angela Howells, Clerk to Westerham Parish Council

CAR PARKS: SEVENOAKS STATION SEASON TICKETS (2 COMMENTS)

Comment 6:

Thank you for your letter of Nov.17th. I have raised this matter before and I would welcome it being raised again with the Parking Committee.

I am a long time season ticket holder in the Sennock Car Park. There are times after 10am when the car park is full. This means that I have to park elsewhere normally in the Bradbourne. However in order to park I have to have a pocket of change. As I don't know when this might happen it makes it difficult to constantly remember to have ones pocket full of pound coins. This is not convenient and does not makes sense in modern age.

Furthermore I often stay in London overnight and I am sure many other residents do the same. That means that if I am not in the Sennock I have to go to a non Bradbourne car park with even more pockets of change. Again highly inconvenient.

My solution is that I am able to pay a small supplement of say £50 p.a. to be able to use both the Sennock and Bradbourne without the inconvenience and possible fines. Please put something like this into operation and make life a little easier for parking residents.

Whilst writing can we have another ticket machine in the Bradbourne near the back fence.

Comment 7:

I paid £990 for my annual parking ticket for the Bradbourne car park in Sevenoaks in the latter part of 2010; I paid £1020 for my ticket a few weeks ago, and the proposal I received recently in the post states that an annual fee of £1050 has been proposed. Please can you tell me why the cost of my annual ticket has increased consistently by £30 each year?

CAR PARKS: SEASON TICKETS GENERALLY – SEVENOAKS (1 COMMENT)

Comment 8:

As director of an independent, micro business, employing five people, and providing a valued service to the residents of our town, I write to express my dismay at yet another hike in parking permit charges for already hard-hit small businesses in Sevenoaks.

In the present economic climate, it surely behoves the Council to *support local, independent enterprise, which provides amenity, employment and revenue for the community.*

The exorbitant rate charged for car parking permits amounts to nothing short of *an additional tax !*

I would therefore urge the Council's Cabinet **to make a special category (as they do for residents), for very small businesses such as ours, to pay a reduced fee for parking permits, and show us some tangible support!**

CAR PARKS: GENERAL (1 COMMENT)

Comment 9 (Kent Police): please see next page

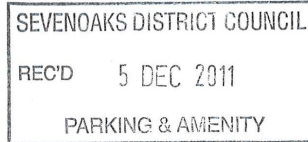


**Kent
Police**

Working to keep Kent safe

Traffic Management Unit, Tactical Operations, London Road, Aylesford, Kent ME20 7SL
Telephone: (01622) 798542 Fax: 01622 798549

Parking & Amenity Manager
Sevenoaks District Council
P.O Box 183
Argyle Road
Sevenoaks
Kent TN13 1GN



Your Ref:
Our Ref: 235/TRO/12319/11

Date 30th November 2011

**The Sevenoaks District Council (Off-Street Parking Places)
(Amendment 1) Order 2010**

Dear Sir or Madam

Thank you for your letter dated 17th November 2011 concerning the above subject.

Kent Police have no specific observations to make regarding this proposal, however in general terms we would expect the following:

- The application meets the necessary criteria.
- The introduction of prohibition of waiting complies in all respect with the Traffic Signs Regulations and General Directions 2002.
- If being used for 'corner protection' the prohibition of waiting restriction is for a 24-hour period and extends for a distance of at least 10 metres from any junction. Thus preventing vehicles mistakenly parking during the hours of darkness and contravening provisions of the Roads Vehicles Lighting Regulations 1994.
- The introduction of such measures will not leave the Police with the task of carrying out constant enforcement issues such as obstruction by transferring the problem to other areas.
- The safety of other road users is not compromised by the introduction of these measures.

Civil Parking Enforcement will require your Authority to ensure resources are available to enforce this proposal.

Yours sincerely

Paul Cave
Police Constable 7981
Traffic Management Unit.

This is available in large print on request

This page is intentionally left blank

PARKING PERMITS – RESIDENT (6 COMMENTS)**Comment 1:**

Thank you for your letter of 17th November 2011 outlining the proposed changes to the Sevenoaks parking permit charges. You invited comments or objections and I am happy to provide an opinion.

I note that in the case of residents' permits, charges are rising across the board, i.e. for first, second, third permit, etc. This effectively penalises people who have multiple permits several times. For instance, I have two permits and one off-road space – this means I will pay £195 annually for my permits – an increase of £20 or 11.4%. This is higher than both retail price and wage inflation and hence not justified by the reasoning given of increases to the costs of administering the scheme. In my view, it would be fairer to increase just the cost of the first permit, since then everybody who applies for a permit (including multiple applications) equally bears the increase in administrative costs. The higher prices for additional permits, I believe, is set at a higher level, in order to dissuade people from having multiple cars parked on the street, not to cover the costs of the scheme, so any increase to these charges might reasonably be interpreted as profiteering and not directly linked to covering of administration costs.

Of course, given the residents' permit scheme was introduced relatively recently to Sevenoaks, any increase in charges is always going to be unwelcome, given we could park our cars outside our house for free previously! Given the economic conditions that prevail for many people in the area currently (both residents and businesses), I would additionally urge the council to exercise as much restraint as possible in any increased charges, even if this means some sort of real-terms cut to the budget of the department.

Comment 2:

We are writing to object to the increase in residents parking permits for Gordon Road. We unfortunately need to have two cars in our family as we both employed in the public sector, working unsociable & irregular hours. So we have to pay £90 a year for this. And, regardless of this high expense, we are rarely able to actually park outside our house. Surely residents parking permit cost by its very nature implies that you're paying to park outside your property???! Not so in Gordon Road. Frequently, I need to leave shopping in the car as its impossible to get our 2 year old daughter and her buggy and bags up the street safely, having to park at the opposite end of the street. This is often due to Sevenoaks Council and West Kent employees parking in Gordon Road rather than their assigned spaces.

How dare the council think it acceptable to charge even more money! We already pay an obscene amount. And for nothing. We even have to pay more, when we have someone visit us (not that they can ever park remotely near the house either). These incredibly high charges and not justified and are completely unfair. The roads surrounding us continue to be a state, covered in pot holes and damage a year on from the snow. My insurance has gone up to accommodate this. The Council have done little to remedy it, yet now want to charge more - for what exactly?

Like us, I am sure there are many other families in Sevenoaks who cannot accommodate these charges. Please be fair when thinking about Gordon Road charges in particular. We have a raw deal already from all the shoppers, business permits holders and the Sevenoaks Council employees and West Kent employee's parking in our residents bays. Its not fair.

Comment 3:

My husband and I have the following objections to the increased charges to residents permits:

At a time of deep economic restraint the council should be maintaining charge levels not putting them up. We have been managing on the same salary for the last years , my husband like all Civil servants has not had a wage rise for 3 years, and will be made redundant in March.

We feel that the council should show sympathy to the local residents; we are barely able to park in the vicinity of the house even with a permit.

If you do want to increase it perhaps you should make designated residents areas? , and also sort out the white line situation.

The white lines which were reduced in width and eventually reinstated are now wearing off , and the old lines are already showing through the new surface!

Comment 4:

Thanks you for notifying me of the higher charges for resident parking tickets. No problem. I think they are very reasonable.

My husband and I have now lived on the Green for approximately 2 years and are thoroughly enjoying Westerham. It has so much to offer.

My problem is that I am afraid to leave my parking place during the day as it's SO difficult to park when I return from a shopping trip. If I am laden down with household shopping which includes groceries and garden materials (large bags of soil, etc) what can I do. Even if I park where my permit doesn't cover, I still have to walk back with the goods. This is almost impossible for me as I am 68 and have rather bad arthritis in my knees. This is really upsetting me and spoiling all the joys of living in this beautiful little town.

I am sure you have been asked before, but would it be possible to allocate, say, 2 residents parking bays. I know the retailers are concerned about their businesses and I am all for their commercial approach and without them we wouldn't have a thriving little town, but 2 spaces, say, outside Food for Thought, would hardly stop people driving to Westerham to shop. If this was allowed I would have to liaise with other residents to ensure that these spaces weren't taken advantage of. For instance someone going on holiday and leaving their cars for 2 to 3 weeks. But this could be done. We are all suffering from the lack of parking and would all try our level best to be reasonable with each other. What concerns me also is that the problem will get worse as more and more cars come onto our roads.

Comment 5:

With reference to your letter dated 17th November- 2009 Order Amendment 23

I would like to raise my concerns and objections to the raise in cost of the annual parking permit. I am new to Bevan Place and already see that the system is unfair to residents who pay for the courtesy of parking their cars in the street. I don't object to paying to park my car and £30.00 is a very fair price to pay. However, I object to those non-residents who do not have permits but are still able to park their cars in the parking bays. I have been denied a parking space on two occasions while car owners have parked their cars and left the street. I also object having to purchase visitors vouchers. The price of these vouchers far exceed the price of the yearly parking permit. My visitors are forced to park in the surrounding roads and in ASDA car park.

A raise in the cost of parking permits needs to be advantageous to those residents who are forced to purchase them.

Comment 6:

re: your letter dated 17th November, 2011: "Annual Review of Parking Charges".

I would like to object to the proposal to increase on-street parking charges for Sevenoaks residents. As a resident of London Road I already have to compete for parking not only with other residents, but also with casual shoppers visiting the shops on the road, and longer term shoppers who are prepared to walk the short distance to the town. Unfortunately the number of spaces available for residents is becoming fewer. As parking charges increase in the town car parks shoppers who object to paying the increasing charges are parking in London Road and Eardley Road in ever greater numbers. This is making it progressively more difficult for residents to find spaces. When I return home from work in the late afternoon there are often no spaces at all available in London Road, and I have to park either in The Drive (not part of my residents zone but suitable overnight) or at the far end of Eardley Road a considerable distance from my house. On weekends it can be even worse.

The situation for those of us in Bank Cottages (141-151) has recently been made more difficult by C&R Car Sales, who frequently use the parking bays to display vehicles for sale (often leaving them there all day in a two hour parking zone), as well as on the double yellow lines, with seemingly no interference from the council's traffic wardens (despite a number of complaints).

What we have then is a parking situation which for the residents is becoming progressively worse, yet we are expected to pay more for it. I would be more receptive to the idea of an increase in charges if the bays below the shops in London Road were made "residents only" to prevent shoppers from using them or businesses from abusing them.

I will follow progress of this matter with interest.

PARKING PERMITS – NON-RESIDENT (2 COMMENTS)

Comment 7:

I write in response to your letter dated 17th November regarding the annual review of parking charges in and around the Sevenoaks area. I am a non-resident permit holder for the Sevenoaks station inner zone and I would like to strongly object to the proposed increase in charges. I feel the current cost of an annual permit is already unreasonably high let alone the significant increase being proposed from April 2012. I would kindly request that my objection is put forward with reference to the following points:

- Sevenoaks is a very expensive place to live and to be within walking distance to the station is unaffordable for most. If public transport links were better, connecting Sevenoaks to the surrounding areas, then I would think most people would be more than happy to use public transport to get to the station each day. However, I live in Ightham and there is a very limited bus service which is not frequent enough to serve commuters who have to get the train in to London from Sevenoaks.
- The parking permit charges are extremely unreasonable considering the parking is in the street, can still be some way from the station and no allocated space is given. Although unrelated to the cost increase, I would also suggest that the timing of the restricted parking starts earlier in the morning. If I recall correctly the parking restrictions start from 8.30am which can sometimes mean that permit holders cannot get a space before this as non-permit holders are parked in the bays before this time (as they only need to move their cars by 8.30am). I would suggest the restrictions start at 7am to avoid this problem.
- There are very limited parking alternatives for commuters as the station car parks are either even more expensive or have waiting lists of many years.

- The cost of parking is just one more thing that makes people really consider whether they want to live in or near Sevenoaks any longer which I think is a terrible shame. Local people are needed to keep the high street going but because the train season ticket costs are so high and parking costs are outrageous, the annual cost of just getting to work from Sevenoaks is more than £3,500 (train fares plus parking)! This is unsustainable for most people who have to factor this into their after-tax take home pay which has not gone up for many years due to all the other issues in the economy. Does it really cost that much to run and administer the issuance of parking permits for cars parked in the street? (i.e. no maintenance of ticket machines, barriers, CCTV, no requirement to clean/maintain the bays as this is covered already in the cost of street cleaning paid for by our Council tax!).

Thank you very much for the consideration of these viewpoints.

Comment 8:

Why is there a proposed increase on parking charges, when there is no increase in facilities, and difficulty getting a space due to 'fly parking' by non residents, and non permit holders during rush hour in the morning. Combined with an annual increase in rail charges you are in danger of killing a golden goose. If you monitor the spaces and permits correctly or increase the facilities then an increase in fees would be understandable.

PARKING CHARGES – SWANLEY (3 COMMENTS)

Comment 9 (Swanley Town Council):

Ref: 2009 Amendment 23

I am writing with regard to the above, and to submit on behalf of Swanley Town Council, the Council's objections to the proposed increase to Tariff A4 (Swanley) from 60p to £2.20 for up to four hours parking.

There are already a number of parking pressures within the town, and this proposal could force vehicles to park further within residential areas, which is a cause of great concern and which will add to an already large problem of congestion and accessibility within these areas. The proposal could also lead to the opposite happening and for there to be a reduction of visitors to the town, which will have an adverse effect on local business and the viability of the shops within the town.

If these charges are introduced, the Town Council requests that proper enforcement action is in place to ensure that the correct charges are paid by car park users.

Yours faithfully

Chris Drake, Assistant Town Clerk, Swanley Town Council

Comment 10:

I park my car at Godsel Road Swanley for 4 days a week paying £3 a day. I noticed a change of proposed charges on a nearby lamp post this morning but from a quick look couldn't see the impact on me i.e. when and how much will the charges increase by?

I've asked previously and been advised that I cannot purchase monthly quarterly or yearly tickets for Godel Road. Is that still the case?

Alternatively, can I purchase in advance at the two local car parks that go onto Godel Road - I think one is Bevan Place but don't know the name of the other one by the railway bridge. Grateful for advice please on options and what I need to do.

Comment 11:

Proposed Increase to Parking Charges, Godel Road, Swanley - Tariff A4

I am writing in connection with the proposed increase in parking charges as set out in the Notice dated 17 November 2011.

The charge was originally set at £2 for up to 24 hours when first introduced and has since then been increased first to £2.50 and then to £3. The Statement of Reasons on your website states that the Council has proposed the increase:

"to reflect the costs associated with the provision of parking places and associated enforcement."

The proposed increase to £3.30 means a 65% increase since original introduction. It is quite clear that the costs of providing the parking places and associated enforcement cannot possibly have increased by this percentage over the three or four years since the charge was introduced. The only conclusion, therefore, is that the increase is being proposed to fund other expenditure, ie as a substitute for an increase in Council Tax.

I would also add that it is a somewhat cynical decision to set the proposed fee at a level where many users will require change when the machines do not themselves give change. Effectively, therefore you are working on the basis that many people will end up paying £3.50 or £4 to park.

I understand that the RAC Foundation has received very clear legal advice that on-street parking fees can only be set to relieve or prevent congestion, and to cover the costs of running the scheme.

I therefore believe that the increase should not proceed unless Sevenoaks Council is able to provide clear evidence that the increase in fees will be used exclusively to "relieve or prevent congestion, and to cover the costs of running the scheme."

I await your comments.

PARKING CHARGES – GENERAL (1 COMMENT)


Comment 12:

I have received your unreferenced letter dated 17 November conveying the Council's intention to raise parking Charges and wish to record my strongest objections to this measure which is nothing but an increase in the Council Tax under another name. The hike detailed has, without doubt, been arrived at by working back from the amount you intend to raise and NOT from any increase in the cost of the parking operation. To take such action with a specious excuse is orally unjustifiable and I would expect and hope that those Councillors voting for the measure and failing to make their position clear to their constituents now at the next election to face the consequences.

I further note that your action on this objection is merely repeat merely to forward it to Councillors. Such is the Council's lip service to democratic accountability!!

GENERAL (1 COMMENT)

Comment 13 (Kent Police):



**Kent
Police**

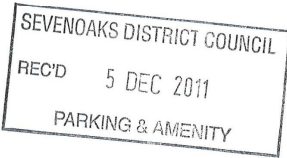
Traffic Management Unit, Tactical Operations, London Road, Aylesford, Kent ME20 7SL
Telephone: (01622) 798542 Fax: 01622 798549

Working to keep **Kent** safe

Community & Planning Services Director
Parking & Amenities
Sevenoaks District Council
Argyle Road
Sevenoaks
Kent TN13 1GN

Your Ref: T/2009 Amend 23 Formal
Our Ref: 235/TRO/12318/11

Date 30th November 2011



**The Kent County Council (Various Roads in the District of Sevenoaks)
Prohibition and Restriction of Waiting and Loading and Unloading and On Street
Parking Places (Amendment 23) Order 2009**

Dear Sir or Madam


Thank you for your letter dated 17th November 2011 concerning the above subject.

Kent Police have no specific observations to make regarding this proposal, however in general terms we would expect the following:

- The application meets the necessary criteria.
- The introduction of prohibition of waiting complies in all respect with the Traffic Signs Regulations and General Directions 2002.
- If being used for 'corner protection' the prohibition of waiting restriction is for a 24-hour period and extends for a distance of at least 10 metres from any junction. Thus preventing vehicles mistakenly parking during the hours of darkness and contravening provisions of the Roads Vehicles Lighting Regulations 1994.
- The introduction of such measures will not leave the Police with the task of carrying out constant enforcement issues such as obstruction by transferring the problem to other areas.
- The safety of other road users is not compromised by the introduction of these measures.

Civil Parking Enforcement will require your Authority to ensure resources are available to enforce this proposal.

Yours sincerely



Paul Cave
Police Constable 7981
Traffic Management Unit.

This is available in
large print on request

CABINET – 9 FEBRUARY 2012

CITIZENS' ADVICE BUREAUX SERVICE LEVEL AGREEMENT

Report of the: Community & Planning Services Director

Status: For decision

Executive Summary: This report outlines progress on the work of the Citizens' Advice Bureau during the current year and seeks approval for the Service Level Agreement for the next three financial years. The draft Service Level Agreement is set out at Appendix A.

This report supports the Key Aim of Caring Communities - supporting people when they need special help.

Portfolio Holder Cllr. Pat Bosley

Head of Service Head of Community Development –Lesley Bowles
Head of Housing –Pat Smith

Recommendation:

It be RESOLVED that the draft Service Level Agreement for 2012/15 is agreed.

Background

- 1 The three year Service Level Agreement (SLA) with Sevenoaks & Swanley and Edenbridge & Westerham Citizens' Advice Bureaux was approved at the Cabinet meeting of 12 March 2009.
- 2 The SLA three-year Agreement started on 1 April 2009 and will finish on 31 March 2012. The Housing Advice Service element of the Agreement commenced on 1 September 2009.
- 3 Quarterly monitoring meetings are held between Officers and CABx managers and an annual review meeting is held between the Portfolio Holder, Director, Heads of Community Development and Housing Services and CABx Managers and Chairs.

Annual Review

- 4 Information required for the SLA annual review is set out in Schedule C of the Service Level Agreement 2009/12. The Review Period is from October 2010 to September 2011.

Agenda Item 12

- 5 CABx have provided the information required and a summary of the Schedule C returns from the CABx is set out at Appendix B.
- 6 From October 2010 to September 2011, CABx assisted 4,247 clients in the Sevenoaks District, with an average of 165 paid staff hours per week. There was a 12 month total of 32,668 volunteer staff hours.
- 7 Additional information concerning levels of service, together with a copy of each Bureau's budget, is attached at Appendices C (Edenbridge & Westerham CAB) and D (Sevenoaks & Swanley CAB).

SLA 2012-2015

- 8 Discussions on a three-year SLA to cover the period 2012/15 have taken place during 2011/12.
- 9 During the year, both CABx have had the opportunity to make suggestions on changes to the 2009/12 SLA to be taken forward for 2012/15.
- 10 Suggested changes have been incorporated into the draft SLA set out at Appendix A.
- 11 The Bureaux are required to agree between themselves how the funding is to be apportioned to each Bureau. They will then let the Council know so that payment can be made.
- 12 The payment for General Advice Service for the year 2012/13 is £98,540, a reduction of £20,000 compared with 2011/12. The funding will continue at the same level, £98,540, in the two subsequent years. Payment for the Housing Advice Service continues at £18,000 per year.
- 13 Payment of the funding annually in advance enables the CABx to plan their services over the year.

Key Implications

Financial

- 14 The level of grant in the Council's ten year financial plan is £98,540 per year for the General Advice Service and £18,000 per year for the Housing Advice Service and these sums are included in the draft SLA.

Legal, Human Rights etc.

- 15 This is a Service Level Agreement as opposed to a contract that has contractual liabilities. Accordingly this is a statement of what is expected from CABx and the Council with a requirement for the CABx to provide performance data on the level and nature of advice given to clients.
- 16 The Service Level Agreement covers statutory obligations including equal opportunities, racial equality, child and vulnerable adult protection and safeguarding.

Risk Assessment Statement

RISK	IMPACT	CONTROL
Failure of the Bureaux to decide how to apportion the General Advice Service SLA payment between the CABx	This could result in delayed payment to the Bureaux and consequent threat to the Service	If agreement has not been reached between the 2 Bureaux by 31 st March 2012, as to how the SLA payment should be apportioned, the Council will apportion it.

Sources of Information: Service Level Agreement

Contact Officer(s): Lesley Bowles, ext 7335
Pat Smith, ext 7355

KRISTEN PATERSON
COMMUNITY AND PLANNING SERVICES DIRECTOR

This page is intentionally left blank

**Service Level Agreement between Sevenoaks District
Council (SDC) and Citizens Advice Bureaux in the
Sevenoaks District – 2012/15**

Section	Page	
1	Scope of the Agreement	2
2	Service Standards	3
3	Policies and Safeguards	4
4	Performance Review and Monitoring	4
5	Payment and Financial Conditions	5
6	Contact Officers	5
7	Termination of the Agreement	6
8	Undertaking	6
Schedule A		
1	The Scope of the Housing Advice Service	8
2	Eligibility for the Housing Advice Service	9
3	Information relating to the Housing Advice Service to be held by the Provider	9
Schedule B	Performance data required for quarterly monitoring	10
Schedule C	Information required for the annual review	11
Schedule D	Definition of Homelessness	12

1. Scope of the Agreement

- 1.1 This Agreement establishes the relationship between the **Purchaser** and **Provider** in the provision of independent advice and information services and Housing Advice.
- 1.2 **The Purchaser** means Sevenoaks District Council, its employees and any person authorised to act on behalf of Sevenoaks District Council.
- 1.3 **The Provider** means Sevenoaks & Swanley Citizens' Advice Bureau and Edenbridge & Westerham Citizens' Advice Bureau, acting together to provide a cohesive, District-wide, integrated service.
- 1.4 **Clients** are residents and people working in the Sevenoaks District seeking information or advice and, for independent Housing Advice, any person who has ties to the District and falls within the scope of the Housing Advice eligibility conditions set out in Schedule A. It is recognised that CABx may be required to provide a service to other callers but that is outside the scope of this Agreement.
- 1.5 **The Service** is the provision of the following, according to the Service Standards and other arrangements set out in this Agreement:
- a) **General Advice Service:** free, confidential, impartial and independent advice to residents of the District on a wide range of issues including, but not exclusively, benefits, housing, money advice, employment, consumer relationships and taxation in line with the membership standards of Citizens' Advice.
- b) **Housing Advice Service:** a specialist approach to provide debt counselling and mortgage arrears advice and to prevent homelessness where possible. Eligibility conditions are set out in Schedule A. The definition of homelessness is taken from s.175 Housing Act 1996, an extract of which is attached at Schedule D.
- 1.6 **Period of the Agreement**
- This is a three year Agreement that will start on 1st April 2012 and finish on 31st March 2015 unless it is terminated or varied in line with the terms and conditions set out in this Agreement.
- 1.7 During the Period of this Agreement, Sevenoaks & Swanley Citizens' Advice Bureau and Tonbridge & Malling Citizens' Advice Bureau may merge into one entity, to be known as West Kent Citizens Advice Bureau, but Edenbridge & Westerham Citizens' Advice Bureau will continue in its sole capacity. When the merger takes place it will be documented by a memorandum being annexed to this Agreement and from the date thereof this Agreement shall be read and construed as though the Providers are respectively the two entities Sevenoaks/Swanley/Tonbridge & Malling Citizens' Advice Bureau (to be known as West Kent Citizens' Advice Bureau) and Edenbridge & Westerham Citizens' Advice Bureau and all terms and conditions shall be interpreted accordingly.

2. Service Standards

- 2.1 The Provider will operate to the requirements of the Community Legal Service Quality Mark (General Help Level) and will comply with Citizens' Advice Quality Assurance Standards Membership Agreement.
- 2.2 The Provider will make available drop in and telephone advice and information to Clients, offering a total of 52.5 hours per week on a minimum of 3 days per week in each of the following three locations:
- Sevenoaks CAB
Swanley CAB
Edenbridge CAB
- The Service will not be offered during the two weeks over the Christmas and New Year period or on Bank Holidays.
- 2.3 The Provider will timetable the Service so that at least one of the participating Bureaux can be accessed in person and by telephone every day of the week from Monday to Friday for a minimum of 4 hours per day, with the exception of bank holidays.
- 2.4 Clients requiring Housing Advice will be assisted within 2 working days of their approaching the Provider.
- 2.5 For Housing Advice, the Provider will keep a record of all discussions with the Client including the type of advice provided as set out in Schedule A to enable a seamless service to be provided to the Client.
- 2.6 The Provider will notify the Purchaser of the agreed hours of access at each location in April of each year. Any changes to the hours of access will be undertaken only after consultation with the Purchaser, unless it is for a part of the service funded wholly by other funders. This consultation must be undertaken in advance of any public notice of intention to make such changes.
- 2.7 The Provider will maintain an appropriate core of volunteer trained advisers covering the District.
- 2.8 The Provider will advertise the Service in local communities, local libraries, District Council premises, the District Council's website and from time to time in conjunction with the District Council, in the In Shape magazine.
- 2.9 The Provider will consult the Purchaser annually about the content of a uniform client satisfaction survey which the Provider will undertake on an annual basis for each year of the Agreement, using a minimum random sample of 500 Clients, evenly distributed between the three Bureaux.
- 2.10 Where appropriate Citizens' Advice Bureaux and Sevenoaks District Council will share training sessions which benefit the Bureaux staff and Housing officers and are cost effective.

- 2.11 The Provider will acknowledge the financial support of Sevenoaks District Council in all its publicity and will display the District Council's logo in a prominent position at each of the three Bureaux.
- 2.12 The Purchaser and Provider will work together to attract external funding for the work of the Bureaux.

3 Policies and Safeguards

3.1 Statutory Obligations

The Provider will ensure that policies are in place so that the Service complies with existing and future legislation. This should include an Equal Opportunities Policy together with appropriate monitoring of BME groups to ensure fairness and equal access among those eligible for the Service. The Provider should embrace Sevenoaks District Council's Racial Equality Scheme.

3.2 Child and Vulnerable Adult Protection Policy

The Provider will ensure that the Service is covered by a Child and Vulnerable Adult Protection Policy, that all staff have read and understand the Policy and that appropriate enhanced level CRB checks are in place. The Provider will have regard to the District Council's Safeguarding Policy.

3.3 Assessment of Risk

The Provider will maintain an up-to-date risk assessment relating to the provision of the Service and make this available to the Purchaser.

3.4 Insurance

The Provider will make arrangements to insure professional negligence, public and employers' liability.

- 3.5 The Provider will make available copies of the policies and other safeguards mentioned in this section if requested by the Purchaser.

4 Performance Review and Monitoring

- 4.1 Monitoring will be carried out on a quarterly basis with an annual service review. Payment for years 2 and 3 will be dependent upon successful delivery of the Agreement in years 1 and 2.
- 4.2 The Provider will provide the Purchaser with a combined quarterly monitoring report in July, October, January and April of each year using the report headings set out in Schedule B, relating to the quarters April-June, July-September, October-December, January-March.
- 4.3 The Provider will provide the Purchaser with information for the annual service review by the end of November each year using the report headings set out in

Schedule C.

- 4.4 The Provider agrees to meet the Purchaser quarterly in the last week of the month preceding the end of the quarter to review progress.

5 Payment and Financial Conditions

The Purchaser will pay the Provider annually in advance by April 10th in each year, the sums set out below subject to satisfactory performance in delivering this Agreement.

Year	General Advice Service	Housing Advice Service	Total £ per year
2012/13	£98,540	£6,000 for Edenbridge. £12,000 for Sevenoaks & Swanley	£116,540
2013/14	£98,540	£6,000 for Edenbridge. £12,000 for Sevenoaks & Swanley	£116,540
2014/15	£98,540	£6,000 for Edenbridge. £12,000 for Sevenoaks & Swanley	£116,540
Total payment over period of Agreement	£295,620	£54,000	£349,620

6 Contact Officers

The Purchaser's Contact Officers are as follows:

General Advice Service:

Lesley Bowles, Head of Community Development
Simon Davies, Partnership & Project Officer

Housing Advice Service:

Pat Smith, Head of Housing
Jane Ellis, Housing Manager

The Provider's Contact Officers are as follows:

Edenbridge & Westerham CAB
Graham Coldman, Chairman
Jill Eyre, General Manager

Sevenoaks & Swanley CAB
Martin Wells, Chairman
Angela Newey, General Manager

7 Termination of the Agreement

- 7.1 If either party to this Agreement wishes to withdraw from the Agreement, at least 12 months' notice must be given in writing. Where termination is the result of the Provider not fulfilling the terms of the Agreement, a minimum of 6 months' notice should be given.
- 7.2 If the Provider cannot meet the commitments as set out in the Agreement, it will notify the District Council's Head of Community Development immediately the issue is identified. The Purchaser will review together with the Provider the ability to continue in the Agreement.

8 Undertaking

I agree on behalf of _____ to provide the services identified in the Service Specification, and to meet the terms and conditions contained in this Agreement.

Signed

_____ Chair, on behalf of the Trustee Board of Edenbridge & Westerham Citizens Advice Bureau

_____ Chair, on behalf of the Trustee Board of West Kent Citizens Advice Bureau

Date

Signed

_____ Director, Community & Planning Services
Sevenoaks District Council

Date

Schedule A

A1	The Scope of the Housing Advice Service
i	To provide an effective independent Housing Advice service to people who are eligible for Housing Advice as set out in A2 below. The principal aim of the Housing Advice Service is to avoid homelessness.
ii	Where appropriate, in order to avoid homelessness, to undertake debt counselling and/or mortgage arrears advice and assist with budgets which may include negotiating on the client's behalf with external organisations
iii	To signpost homeless or potentially homeless clients to relevant agencies. This will include, for example, advising people to join the Housing Register, making Homeless applications to Sevenoaks District Council or suggesting contact with the Home Improvement Agency to have disabled adaptations undertaken with support.
iv	To share information relating to specific cases where an applicant provides written permission/authorisation to the Council or Citizens' Advice Bureau in advance of the request.
v	<p>Special Needs</p> <p>The special needs of a client (those with physical disabilities or those with mental health and or learning disabilities) must be considered when offering housing advice. Any issues concerning aids and adaptations should be signposted to the Council, the Home Improvement Agency or relevant housing association, if a tenant.</p>
vi	<p>Non English-speaking applicants</p> <p>Reasonable efforts must be made to ensure that clients understand the Housing Advice provided or any related documentation. There should be access for applicants to use Language Line or similar if appropriate.</p>
vii	<p>Blind and deaf applicants</p> <p>Reasonable efforts must be made to ensure that applicants understand the Housing Advice or related documentation Braille documentation to be provided where possible.</p> <p>Where possible, the Service Provider should work with the Purchaser to investigate the provision of appropriate audio tapes or signing from a registered signer.</p>

A2	Eligibility for the Housing Advice Service
	<p>Eligible applicants must be:</p> <p style="padding-left: 40px;">People who will be homeless within 28 days of approach or</p> <p style="padding-left: 40px;">People who are potentially homeless within a maximum of 3 months of approach</p> <p>and</p> <p style="padding-left: 40px;">live or work within the District or</p> <p style="padding-left: 40px;">can demonstrate that they have lived here at least 6 months out of the last 12 months or 3 years out of the last 5 years or</p> <p style="padding-left: 40px;">applicants or close relatives must demonstrate a special need to be rehoused in this District (for example, through fear of violence in another district)</p>

A3	Information relating to the Housing Advice Service to be provided where possible
	<ul style="list-style-type: none"> a) household composition, including gender, age and race b) applicant's housing requirements c) applicant's special needs where they have been identified with the applicant d) applicant's request for low cost home ownership (if applicable) e) applicant's financial details particularly savings and income details f) applicant's local connection to the District, using the information upon which the Client's eligibility for the Housing Advice Service is based. g) relevant medical information (if applicable) h) applicant's relevant past history, eg past evictions, debt problems, etc.

Schedule B

	Performance Data required for quarterly monitoring by 21st of the month following the end of the quarter
B1	Number of advertised hours of opening each week for telephone and drop in advice in Edenbridge, Sevenoaks and Swanley.
B2	The number of people assisted this quarter, including those from outside the District.
B3	The number of issues raised this quarter.
B4	The number of Clients who have received the Service this quarter including a breakdown by type of enquiry, level of enquiry and ward of residence.
B5	Percentage of the number of Clients who have received the Service and who are from Black and Minority Ethnic groups.
B6	The total number of trained advisers, recorded on the last day of each quarter.
B7	The number of appeals cases opened this quarter.
B8	The number of face to face interviews conducted this quarter
B9	The number of telephone interviews conducted this quarter
B10	Exception reporting: Dates on which a service was not available in the District, excluding weekends and bank holidays.
B11	Exception reporting: Weeks during which the Service was not available at any location for the agreed number of opening hours, with the exception of Bank Holidays and 2 weeks over Christmas and New Year.
B12	Exception reporting: No of Housing Advice Clients who could not be assisted within 2 working days of their approaching the Provider.
B13	The number of Clients (not including West Kent Housing Association tenants) who have approached the Bureaux this quarter who are Homeless or potentially Homeless.
B14	The number of Clients who have approached the Bureaux this quarter who are homeless or potentially homeless and are West Kent Housing Association tenants
B15	The percentage of Clients in B14 and B15 above who were offered debt counselling
B16	The percentage of Clients in B14 and B15 above who were offered Mortgage Arrears Advice
B17	The percentage of Clients in B14 and B15 above who were signposted to other agencies
B18	The percentage of Clients in B14 and B15 above who were offered other advice
B19	The percentage of Clients in B14 and B15 above who were from black and minority ethnic groups
B20	The percentage of Clients in B14 and B15 above where Homelessness or Potential Homelessness was avoided (Data to be collected at the final interview or other time agreed by the Managers).

Schedule C

Information required for annual review by end November	
C1	A copy of the most recent Citizens' Advice Membership confirmation, updated every three years, including the CLS Quality Mark.
C2	The results of the annual uniform customer satisfaction survey, which should separately identify Clients of the Housing Advice Service.
C3	Total number of people assisted October to September.
C4	Total number of Clients (see 1.4 for definition of 'Client') receiving the Service (see 1.5 for definition of the Service) October to September
C5	Copies of publicity material produced during the year.
C6	Copies of the most recent annual accounts
C7	The average number of paid staff hours per week during the year
C8	The number of voluntary staff hours worked during the year.
C9	A summary of any changes in the way the Service as been delivered during the year.
C10	A summary of any proposed changes to the Service in the ensuing year.
C11	A statement of how the Service has assisted in the delivery of Sevenoaks District Community Plan objectives during the year.
C12	A copy of the budget for the ensuing year.

Schedule D

The definition of 'homelessness' is taken from s.175 Housing Act 1996

175 Homelessness and threatened homelessness

(1) A person is homeless if he has no accommodation available for his occupation, in the United Kingdom or elsewhere, which he—

- (a) is entitled to occupy by virtue of an interest in it or by virtue of an order of a court,
- (b) has an express or implied licence to occupy, or
- (c) occupies as a residence by virtue of any enactment or rule of law giving him the right to remain in occupation or restricting the right of another person to recover possession.

(2) A person is also homeless if he has accommodation but—

- (a) he cannot secure entry to it, or
- (b) it consists of a moveable structure, vehicle or vessel designed or adapted for human habitation and there is no place where he is entitled or permitted both to place it and to reside in it.

(3) A person shall not be treated as having accommodation unless it is accommodation which it would be reasonable for him to continue to occupy.

(4) A person is threatened with homelessness if it is likely that he will become homeless within 28 days.

CABx Service Level Agreement - Schedule C submissions

		Edenbridge & Westerham CAB	Sevenoaks & Swanley CAB
C1	A copy of the most recent Citizens' Advice Membership confirmation, updated every three years, including the CLS Quality Mark.	See Appendix C The bureau will be audited in 2012 for Quality of Advice and Organisational Membership.	See Appendix D
C2	The results of the annual uniform customer satisfaction survey, which should separately identify Clients of the Housing Advice Service.	See Appendix C	See Appendix D
C3	Total number of people assisted – October 2010 to September 2011	1,121 (Oct 2009-Sept 2010 = 1191)	4,459 (Oct 2010 – Sept 2010 = 4,668)
C4	Total number of Clients - October 2008 to September 2009	864 (Oct 2009-Sept 2010 = 899)	3,383 (Oct 2009 – Sept 2010 = 3,244)

		Edenbridge & Westerham CAB	Sevenoaks & Swanley CAB
C5	Copies of publicity material produced during the year.	See Appendix C	Weekly articles in Sevenoaks Chronicle Monthly articles in Around Sevenoaks Monthly articles in Around Borough Green Leaflet attached separately
C6	Copies of the most recent annual accounts	See Appendix C	See Appendix D
C7	The average number of paid staff hours per week during the year	60 (Oct 2009 – Sept 2010 = 60)	105 (Oct 2009 – Sept 2010 = 138)
C8	The number of voluntary staff hours worked during the year.	9820 (Oct 2009-Sept 2010 = 10000)	22,848 (Oct 2009 – Sept 2010 = 22,374)
C9	A summary of any changes in the way the Service as been delivered during the year.	The bureau commenced Adviceline (telephone advice across West Kent) together with Sevenoaks/Swanley, Tunbridge Wells and Tonbridge bureaux on March 28 th 2011, but following concerns about service delivery withdrew from this initiative at the end of August 2011. No other changes in service delivery.	Adviceline introduced Specialist Debt Clinic opened at Sevenoaks office

		Edenbridge & Westerham CAB	Sevenoaks & Swanley CAB
C10	A summary of any proposed changes to the Service in the ensuing year.	With the proposed move to Edenbridge Community Centre in Summer 2012 it is anticipated that the bureau will be required to offer a greater service to the local community through extended opening hours. It is too early to provide details but with the overall reduction in funding it will be imperative that limited resources are used effectively. The bureau will also be introducing face-to-face gateway assessments from January 2012, (currently only offering this via telephone).	Merger of bureau with Tonbridge & Malling CAB to form WEST KENT CITIZEN'S ADVICE BUREAU ltd
C11	A statement of how the Service has assisted in the delivery of Sevenoaks District Community Plan objectives during the year.	<p>Ageing population:</p> <p>The bureau continues to assist elderly clients in accessing additional benefits to enable them to remain in their own homes. From April 2011 the bureau has carried out 25 Home visits resulting in 22 successful disability claims to date a further three clients are awaiting visits.</p> <p>In addition we provide advice on social care options, working closely with healthcare professionals and provide talks to local groups on the availability of help in general.</p> <p>Engaging with young people/ Better start for children:</p> <p>The bureau offers assistance to young people through the writing of CVs, advice on basic finances and benefit entitlement,</p>	<p>Nearly everything that the bureau does contributes directly or indirectly to priorities within the current District Plan:</p> <p>Priority 2 Aging Population.</p> <ul style="list-style-type: none"> • Provision of advice and support in making age related benefit claims and sorting out problems resulting from benefits and changing life circumstances • Advice in social care options • Advice in dealing with Healthcare professionals, NHS and related services. • Housing option particularly adaptations and sustainability issues including heating and energy efficiency. <p>Priority 3 Better Start for Children</p> <ul style="list-style-type: none"> • Advice to families on benefits entitlements • Housing options • Educational options

		<p>together with advice on training and work opportunities. We work closely with the Edenbridge Job Club.</p> <p>The bureau also offers advice to young families and single parents on housing options, in work and homecare benefits, and relationship issues. The bureau offers a specialist Welfare Benefits surgery every Wednesday.</p> <p>Health and Well-being:</p> <p>The bureau offers general advice in relation to maintaining good health through working in partnership with local health care professionals at both the Edenbridge Medical Practice and when required at the Memorial Hospital.</p> <p>Housing:</p> <p>Ongoing advice on all Housing issues, including prevention of homelessness, negotiating rent arrears repayments, access to all benefits entitlements etc. It is expected that the bureau will see an increase in numbers of Housing benefit problems from single people aged 25-34 who rent from a private landlord due to the changes in the way Housing Benefit is calculated from January 2012.</p>	<ul style="list-style-type: none"> • In Work and homecare benefits for parents • Relationship and family issues including access and custody <p>Priority 7 Health and well being</p> <ul style="list-style-type: none"> • Advice in all areas that has the effect of dispelling and removing stress and anxiety across the population as a whole. <p>Priority 11 Advice in Housing options, homelessness and its avoidance, private rented sector.</p> <p>Priority 12 Thriving Economy</p> <ul style="list-style-type: none"> • Advice in all areas of employment • Financial management including debt • Income maximisation
--	--	---	--

		<p>Thriving Economy:</p> <p>Continue to support the Edenbridge Partnership</p> <p>Further collaboration with Edenbridge Job Club</p> <p>Assisting clients with personal financial management, including debt</p> <p>Income maximisation</p> <p>Employment and training advice</p> <p>Building upon links with Edenbridge Chamber of Commerce towards a vibrant local business community</p>	
C12	A copy of the budget for the ensuing year.	See Appendix C	Not available at the time of writing

This page is intentionally left blank

CABINET – 9 FEBRUARY 2012

ADOPTION OF VISION FOR KENT

Report of the: Community and Planning Services Director

Status: For decision

Key Decision: Yes

Executive Summary:

Members commented in September 2011 on the draft Vision for Kent. The Kent Forum has taken account of these comments, in particular in relation to performance monitoring and the need to recognise pockets of deprivation in more affluent areas. The final document has now been published and a copy is attached at Appendix A. Having been involved and consulted during the drafting of the document, District Councils are now being invited to endorse the document.

This report supports the Key Aim of the Community Plan

Portfolio Holder All Portfolio Holders

Head of Service Head of Community Development – Lesley Bowles

Recommendation: Members are asked to endorse the final draft of the Vision for Kent.

Introduction

- 1 The Kent Forum brings together the democratically elected leaders of Kent's public sector to agree and deliver the joint priorities for Kent set out in the Vision for Kent.
- 2 The District Council was invited to comment on the draft Vision for Kent in August and September 2011. Members supported the ambitions set out in the draft document, which in turn were supported by the current Sevenoaks District Community Plan.
- 3 The District Council's comments focused on the need to include monitoring arrangements and to recognise that pockets of deprivation exist within more affluent parts of the County. These comments have been recognised in the final draft which is attached at Appendix A.

The Vision for Kent

- 4 The 3 ambitions set out in the draft Vision for Kent are:

Growing the economy: For Kent to be 'open for business' with a growing and successful economy and jobs for all

Tackling disadvantage: For Kent to be a county of opportunity, where aspiration rather than dependency is supported and quality of life is high for everyone

Putting the citizen in control: For power and influence to be in the hands of local people so they are able to take responsibility for themselves, their families and their communities.

In addition, the document sets out three cross-cutting themes as follows:

Protecting and enhancing the environment. This relates to sustainable development, use of low carbon technologies, volunteering and making the most of Kent's natural environment.

Improving community safety, crime and anti-social behaviour, including enabling people to feel safe from crime, anti-social behaviour, fires and accidents and reinforcing a sense of community.

Improving Health, including improvements in residents' health overall whilst at the same time tackling health inequalities.

- 4 The document recognises that District and Borough Council areas are the building blocks for service delivery in Kent. It also recognises the need to identify local priorities and deliver the ambitions in a way that meets them.
- 5 The existing Sevenoaks District Community Plan identifies local priorities and there are many similarities between this and the 3 ambitions in the Vision for Kent. The District's support of the new Vision for Kent is already in place. 2012/13 is the last year of the District's current Community Plan and Officers will be undertaking consultation of Members and communities in preparation for a new ten year document during 2012.

Monitoring of the Vision for Kent

- 6 It is proposed that performance assurance should to be light-touch and non-bureaucratic, using existing performance information. An annual report will include:
- A small number of quantitative performance indicators, where possible shown at county and locality level.
 - Case studies or examples from localities

- Summary of progress against the priority, identification of any issues for discussion, and recommended action if appropriate
- A short, qualitative, county-level account of progress

Key Implications

Financial

- 7 There are no direct financial implications for the Council relating to supporting the adoption of this strategy as its objectives align with the existing Community Plan.

Community Impact and Outcomes

- 8 The Kent Vision includes the objectives for the improvement of the social, economic and environmental well-being of the County.

Legal, Human Rights etc.

- 9 None arising directly from the strategy.

Equalities

- 10 The Kent Forum Team have completed a comprehensive Equalities Impact Assessment, which is available from Officers. The resulting action plan for the County is attached at Appendix B. Officers will assess whether the Community Plan Equalities Impact Assessment should be refreshed in the light of the County's assessment.

Risk Assessment Statement

Risks associated with the report are minimal and relate to the ability of local partners to support the vision. As partnership arrangements are already in place with delivery plans for all aspects of the Community Plan, the vision is likely to be supported in this District. Reductions in funding may affect partners' ability to deliver. This is mitigated by forward planning by partners to identify future risks and address them at an early stage.

Attached Documents

Appendix A – Vision for Kent

Appendix B – Kent Forum Team Equalities Impact Assessment

Background Papers:

Contact Officer(s): Lesley Bowles x 7335.

Kristen Paterson
Community and Planning Services Director

VISION FOR KENT 2012-2022 DRAFT CONTENT FOR FINAL VERSION - Nov 2011

Page 1: Front page

Vision for Kent / Title Page / Logo/ Photographs

Page 2: Contents

1	Foreword	3
2	Our three Countywide Ambitions for Kent	5
	• Ambition 1 - To grow the economy	
	• Ambition 2 - To tackle disadvantage	
	• Ambition 3 - To put citizens in control	
3	Cross cutting themes	12
4	Delivering the ambitions	13
5	Links to other strategies	15

Page 3 and 4:

1. Foreword

The Kent Forum is proud to present this Vision for Kent - Kent's Sustainable Community Strategy. As the Leaders of Kent's 14 Local Authorities¹ we came together as the Kent Forum in early 2011. This is our statement on the challenges facing Kent and the priorities for the county. It sets out three Countywide Ambitions that will guide the direction of public services in Kent for the next ten years. This is not a comprehensive statement of policy, but draws upon and links to existing strategies and delivery plans that are referred to throughout this statement.

Between June and August 2011 we consulted on a draft version of the Vision for Kent. We were delighted to receive nearly 800 responses and these have been influential in determining what is in this revised document.

This is a period of unprecedented reform and budget reductions. There are significant changes in education and schools, policing and community safety, health and social care, economic regeneration and more. These will bring great challenges for the people of Kent and for the public, private and voluntary and community sectors that serve them. To make our contribution as a strategic authority to help get the nation's economy back on track and ensure that Kent is advantaged during that period, we have to look very carefully at what services are provided and also find different and more innovative ways to deliver them. However, the changes also bring great opportunities. We believe that nowhere is better placed than Kent to seize the moment, and to come through stronger and more resilient than before. Kent has much strength to draw on, including an enterprising private sector, a strong voluntary sector, vibrant communities, excellent and innovative public services and its location as the gateway between the UK and Europe.

The three countywide ambitions that form the Vision for Kent have been developed over a long journey of consultation with contributors across Kent, and we now commit to these. They are:

to grow the economy - for Kent to be 'open for business' with a growing and successful economy and jobs for all.

¹ The 14 Local Authorities are: Kent County Council, Kent and Medway Fire and Rescue Authority, Ashford Borough Council, Canterbury City Council, Dartford Borough Council, Dover District Council, Gravesham Borough Council, Maidstone Borough Council, Sevenoaks District Council, Shepway District Council, Swale Borough Council, Thanet District Council, Tonbridge & Malling Borough Council and Tunbridge Wells Borough Council

Appendix A

to tackle disadvantage - for Kent to be a county of opportunity, where aspiration rather than dependency is supported and quality of life is high for everyone.

to put citizens in control - for power and influence to be in the hands of local people so they are able to take responsibility for themselves, their families and their communities.

Our three countywide ambitions work together and cannot be seen in isolation as they interact with each other in very fundamental ways. Contributing to all three ambitions are important cross cutting themes including environmental sustainability, community safety and improved health.

Over the coming years, the three Countywide Ambitions will be at the forefront of what we do to make Kent a better place to live and work. Using our collective strengths we will work together with relentless focus on those areas where we can make a difference. We would be delighted if partners and agencies that work with us and deliver services to the people of Kent are able to support the Vision for Kent and for it to shape their delivery plans.

In Kent we want to create a prosperous, strong and sustainable society where people can plan for their futures. We will work with partners and with our communities and residents of Kent to develop opportunities and to break through barriers that hold people back. Kent will be a place where people have confidence that they can live a good quality of life, for themselves, their families and their communities.

We will refresh the Vision for Kent during its ten year lifespan to ensure that we continue to focus on the priorities for Kent.

Signed by Paul Carter, Chairman of Kent Forum and Leader of Kent County Council on behalf of Kent County Council and the Kent Forum

And

John Gilbey, Vice Chairman of Kent Forum and Leader of Canterbury City Council on behalf of Kent's 12 District Councils and KFRS

Page 5 and 6:

2. Our three Countywide Ambitions for Kent

Ambition 1: To grow the economy

For Kent to be ‘open for business’ with a growing and successful economy and jobs for all

Vision:

Kent will be known as a place where business is thriving, generating wealth and providing high value jobs, taking advantage of the strong small business sector and our geographical position as the gateway between the UK and Europe. Kent’s excellent infrastructure and attractive environment will support Kent’s existing business to grow and encourage new businesses to locate. Kent’s business and education sectors will together provide continual learning opportunities for everyone of working age. This will offer confident, adaptable and ambitious employees the ability to acquire new skills and thrive. Kent’s economy will be balanced and provide more jobs overall. With the success of Kent’s businesses, employees will be rewarded with good pay and excellent prospects that will lead to a high quality of life for themselves and their families.

Growing the economy is vital to Kent

Kent’s future prosperity is dependent upon a thriving business sector that generates wealth. A strong, diverse and resilient economy is the glue that holds our communities together, giving individuals opportunities and putting money in families’ pockets. A successful economy is fundamental to the second of our ambitions – to tackle disadvantage.

What are Kent’s challenges?

Kent’s economy, as with everywhere else in the UK, is taking a long time to recover from the downturn that commenced in 2008. The Kent economy needs to rebalance by growing the wealth generating private sector.

Kent’s Gross Value Added, Households Gross Disposable Household Income and average skills levels are below the regional average. Overall Kent has overdependence on low skilled, low value jobs and too many of its residents are dependent upon out of work benefits.

The pace of technological change is challenging and Kent needs to be at the forefront of this.

Kent’s economy is diverse and particularly based around small and medium sized enterprises. The economy has proved more resilient in some sectors and some geographic parts of Kent than others. It is important to build on our strengths and to take advantage of new opportunities for growth.

What are we already doing

Appendix A

We are doing everything we can to create the conditions for growth by investing in Kent's infrastructure. Our plans are set out in a suite of far-reaching delivery plans called '21st Century Kent: Unlocking Kent's Potential'. The eight delivery plans are listed below. Web links to these plans are on page 15:

- Growth without gridlock
- Kent Environment Strategy
- Kent Forum Housing Strategy
- Connected Kent
- Business sector conversations and strategies
- 14 -24 Skills and Employment Strategy
- Strategy for Later Life
- Kent Cultural Strategy

Through these delivery plans we are:

- Encouraging innovation and entrepreneurship by investing in developing skills needed for today's and tomorrow's world, so businesses have a skilled and adaptable workforce upon which to draw.
- Developing Kent's infrastructure to support the economy, including improving high-speed broadband access and delivering key transport projects.
- Supporting the private sector by discussing the challenges they face through a series of specific business sector conversations.
- Lobbying Government to support Kent's economy, for example the new designation of Sandwich as an Enterprise Zone will provide business rate discounts and other support for new businesses in the area. We will continue to promote Kent's interests, using Regional Growth Funding and seeking investment to support the economy.
- Marketing Kent, promoting its gateway location, cultural, sporting and leisure opportunities, environmental assets and excellent schools and lifelong learning.
- Drawing out the particular strengths and opportunities of our sub county areas, focussing our efforts where it derives maximum leverage.



Our top 3 commitments for Ambition 1 - To grow the economy

1. To deliver the critical infrastructure that will create the conditions for economic growth across all of Kent. This means:
 - facilitating access to **high-speed broadband** that encourages economic growth in our rural areas;
 - improving the **strategic road networks** both within the county and those that link Kent to the rest of the UK;
 - maximising the opportunities of **high speed rail** and **Kent's airports and ports** that will reduce journey times to London and improve Kent's connectivity with London, UK and Europe;
 - improvements in **integrated public transport** that gives access to employment and improve workforce mobility without burdening our road networks.
2. To raise the **career aspirations** of Kent's residents from early years through adulthood and to meet those increased aspirations with a range of **learning opportunities, apprenticeships and internships** that meet future business need.
3. To be **business friendly** and be the **county of choice** for inward investment and expansion by:
 - Providing **sector-specific support** for business, particularly in areas of potential growth;
 - Sell Kent as the **place to do business**, emphasising and enhancing its gateway location and natural assets;
 - **Offer inducements** (financial and other) for inward investment and expansion;
 - Maximise the amount that public sector partners **procure from Kent companies** and that use Kent workforce;
 - **Minimising the bureaucracy** placed on business and champion the removal of unnecessary regulation

Page 7 and 8: Ambition 2 To tackle disadvantage

For Kent to be a county of opportunity, where aspiration rather than dependency is supported and quality of life is high for everyone

Vision:

Everyone in Kent has the potential to lead a happy and fulfilled life. All people in Kent, regardless of where they live or their own personal circumstances, will have the aspiration and opportunities they need to create a positive life for themselves, their families and their communities. We will work to understand and break down the barriers that stop this from happening. People in Kent will feel optimistic and secure about their futures, and work towards achieving their goals, with minimal dependence on support from services.

We must tackle disadvantage

Disadvantage has economic and personal costs. For people not to achieve their potential has an impact on the individual, their family, their community, the economy and the county. At a time of reductions in public spending we must prevent people from becoming more disadvantaged and strengthen the resilience of individuals to deal with life's challenges.

What are Kent's challenges?

Quality of life in Kent is generally high but this masks significant and unacceptable variations in life outcomes across Kent, both spatially in different parts of Kent and in groups of people experiencing similar difficult circumstances.

Skills levels are a big determinant to how successful people are and too many young people leave full time education without a full compliment of basic skills and without ambition.

There is a big gap in educational attainment for children who receive free school meals, who are 'looked after' or who have migrated to Kent. There is a gap in the employment rate of people who have low basic skills; people with previous custodial sentences; and people with mental health or substance misuse problems.

Unemployment, low skills, low income and poor housing all contribute to inequality in health outcomes with life expectancy varying by as much as 17 years depending upon which part of Kent you live.

Some spatial areas in the county, including smaller pockets in otherwise better off parts of the county, are impacted by disadvantage. Disadvantage has different characteristics in different places such as rural communities or coastal communities.

Disadvantage does not result only from a lack of opportunity. A lack of aspiration and positive role models, as found in some families where there is little or no

track record of employment, reduces ambition for the future. While most people are receptive to doing better a small minority are intent on pursuing lifestyles that damage themselves and those around them.

What we are already doing

The 21st Century Kent delivery plans discussed under Ambition 1 (see above) are central to creating the employment opportunities, securing the skills and providing the infrastructure that are fundamental to tackling many of the characteristics of disadvantage, such as low income and poor housing.

We also have a range of plans and initiatives that will reduce the stubborn gaps in outcomes such as those in health, educational attainment and skills. These include plans to:

- Tackle family poverty;
- Reduce health inequalities, including action to tackle smoking and promote responsible drinking, healthy nutrition and encourage physical activity;
- Safeguard children and vulnerable adults;
- Reduce domestic abuse;
- Improve literacy and reading;
- Secure employment of socially excluded adults.

We have targeted projects aimed at tackling particular dimensions of disadvantage at both a county and district level. An example at county level is the Kent Apprenticeships programme which is supporting employers to recruit apprentices, providing opportunities for young people who might otherwise drop out of education, employment and training. Projects at local level include health prevention work in Kent's districts to promote healthy lifestyles.

The most vulnerable and those that struggle to help themselves are and will continue to be protected and supported to enjoy the best possible quality of life.

Our top 3 commitments for Ambition 2 - To tackle disadvantage

1. To reduce the number of Kent residents on out of work benefits by:
 - encouraging a **desire and commitment** from all residents to **work** as part of the productive economy;
 - providing people with the **support and basic skills training** to equip them for work.

2. Inspire young people to become **fully engaged in their families, schools and communities** so they take full advantage of all the learning, recreational and development opportunities including volunteering, that are a foundation for achieving their lifelong potential.

3. To ensure there is choice of high quality and accessible **services that that will prevent and tackle disadvantage**, particularly:
 - integrated **health and social care** that will close the inequalities gap
 - support for **vulnerable children and their families** to give all young people a chance
 - **housing** that supports strong communities, supports a good quality of life and helps reduce household costs including tackling fuel poverty

Page 9 and 10: Ambition 3 To put citizens in control

For power and influence to be in the hands of local people so they are able to take responsibility for themselves, their families and their communities

Vision:

Individuals, families and communities within Kent will be involved in shaping the services that affect their lives and will influence decisions about how services are provided. Those that provide services will work together with individuals and communities to find solutions that suit everyone. Charities, businesses and community groups will provide more targeted support and services that people, families and communities need, working with them at every step. Kent will be a place where people have a sense of community, purpose and belonging and where they feel safe and secure.

Why we must put citizens in control

Appendix A

Recent decades have seen an expansion of the state. This has shifted responsibility away from people and communities looking after themselves to a situation where there is a more dependent relationship upon one size fits all services provided by public agencies. This model holds back innovation, fails to provide tailored solutions to individual or local circumstances and is no longer financially sustainable.

Kent has a vast untapped resource in its own residents, voluntary and community groups and the faith sector. We must pursue alternatives that focus on independence and that give choice and control to residents. Responsibility will be passed back to residents, benefiting them, their communities and the county as a whole.

We must also encourage all residents to accept their personal responsibilities and recognise the impact that their actions and behaviour can have on others. The vision is for Kent's people to be as self-reliant as possible, not creating unnecessary demands upon public services and looking out for each other, particularly the more vulnerable members. We will encourage as many people as possible to get actively engaged and volunteer in designing and delivering services.

What are Kent's challenges?

This is a fast changing landscape and the next few years will see legislative developments. The Locality Act has been passed (November 2011) and there are other proposals in the Open Public Services White Paper. This will give us the legislative framework which will enable us to develop the way forward.

Consulting with 1.4 million Kent residents in a helpful and useful way is a huge challenge and one we are determined to meet. We consulted extensively on this document. Residents said that it is important to know that they have been listened to and that we reflect what they say in subsequent plans.

We recognise that there is an appetite from voluntary and community groups, parish and town councils and the faith sector to become more involved in public services in a range of ways up to and including direct delivery. We welcome this ambition and as the legislative framework takes shape will work with others to support greater engagement in delivering services that are both localised and sustainable.

What are we already doing

The plans and actions mentioned under ambitions 1 and 2 are being taken forward in a way that will give more choice, greater diversity of provision and more control to individuals. For example we are personalising services for social care by putting individuals firmly in the driving seat of determining the care that meets their own unique needs, when they want it.

Our elected representatives of both County and District Councils have a vital role and are working in their communities, bringing agencies together to address local

Appendix A

priorities. There is an ongoing programme of development to support elected representatives to become effective community leaders.

We are working with representatives of the voluntary and community sector at both county and district levels to enhance the sector's capacity so that it can become more innovative. We have ambitious plans to encourage the growth of charities and social enterprises that can take on more responsibility for providing services.

We are continuing to make our decision making processes, performance and spending transparent and open. For example we are publishing details of senior officer salaries, Member allowances, invoices over £500 and seeking to make our annual budgets more accessible and easy to understand.

Our top 3 commitments for Ambition 3 - To put citizens in control

1. To support individuals to determine the services that they require, encouraging them to accept personal responsibility and to identify and get involved in delivering **innovative solutions that meet their personal needs**, thus delivering better outcomes for less cost.
2. To encourage a more resilient society where local communities identify local priorities and have more **influence and involvement in the shape and delivery of services in their community** which overcomes the need for remote and one size fits all solutions from public agencies.
3. **Support the Voluntary and Community Sector** to enhance its capacity, innovate and become more entrepreneurial so the sector can grow and can deliver more value for public sector investment, whilst retaining their independence.

Page 123. Cross Cutting Themes

The three ambitions are the specific priorities that partners have identified to focus activity over the next 10 years. However, there are other very important issues for Kent where the challenges and solutions connect across all three ambitions. We must continue to work on them in order to achieve the ambitions and make Kent a great place to live and work. These themes include:

Protecting and enhancing the environment

Everything we do to develop and improve Kent's infrastructure must be sustainable. In growing the economy, we need to support low carbon technologies and help businesses operate more resource-efficiently. Tackling climate change is everyone's responsibility, and we will support and encourage people and communities to play their part including through volunteering. We must make the most of Kent's natural environment for people to enjoy, contributing to their wellbeing, and also to attract business and tourism. The Kent Environment Strategy sets out the priorities in this area.

Improving community safety, crime and anti-social behaviour

In order to build a strong economy, improve our lives and take control, the people and communities of Kent need to feel safe from crime, anti-social behaviour, fires and accidents. There is more that we can do to reinforce a sense of community in our areas which can be undermined by issues such as bullying, drug and alcohol abuse and domestic abuse. Partners will work together and with Kent's communities to find solutions to these problems. The Kent Community Safety Agreement provides more details.

Improving Health

Seeing improvements in residents' health overall while at the same time tackling the health inequalities gap is hugely important. Many public agencies have a role in tackling the social determinants of ill health but improvements will only be made with the support of employers, the voluntary and communities sector and residents themselves. Business can support positive physical and mental health and derive the benefits from a healthy workforce. Residents need to accept greater responsibility for their own health and reap the reward of better health for longer.

Page 13**4. Delivering the ambitions****The ambitions for Kent are interrelated**

No one ambition can be seen in isolation of the other two. The three ambitions connect with each other and like three legs of a stool all three need to be in place. Progress can only be achieved in one ambition with supporting actions from the other two. Progress in the ambitions will positively reinforce each other creating a virtuous circle. For example, a strong economy will help to tackle disadvantage which will help people and communities take greater control over their lives, but the economy cannot be strengthened without making improvements in disadvantage, such as reducing dependency on benefits, raising aspirations and skill levels and improving health. To make these improvements, people and communities need to have greater control over the services they receive and take more responsibility for improving their lives.

The ambitions apply differently across Kent

The three ambitions are the highest priorities across the whole of Kent. However, Kent is a large and diverse county and different areas of Kent have different needs, challenges and opportunities. This will include differences in skills levels, jobs, benefit dependency, health and the environment. Kent is divided into 12 localities (District/Borough Council areas) which are the building blocks for service delivery in Kent. It will be essential for partners working in the localities, including Locality Boards, to identify local priorities and deliver the ambitions in a way that meets them. In Kent, we want to see as much devolution as possible to local communities.

Working together on delivery

The three ambitions are complex and far-reaching priorities which no one organisation can achieve by working on their own. Kent partners need to work together in a smart and flexible way, joining up the services and initiatives that we provide for residents to get the best possible outcomes and operate as efficiently as possible. We will stand together to promote and protect Kent's needs and interests, working with national government and internationally.

To achieve the ambitions, we must work with Kent's people and communities. We will be open, we will listen and we will support people and communities to work with us to solve problems and improve their lives as we have with supporting people to design their own care package and helping communities manage local facilities.

Many organisations and groups contribute to making Kent a better place. We are delighted that so many partners have already shown their support for the three countywide ambitions, and know that many will make a contribution to the three ambitions in their own work. Some of the messages of support received for the ambitions can be found on the Kent Forum website - www.kentforum.org.uk. We

Appendix A

will work with partners from all sectors in Kent - public, private and voluntary, to achieve Kent's ambitions.

Knowing whether we are making progress

Kent Forum has set the three ambitions for Kent, and it is our responsibility to ensure that we make good progress towards them. In order to do this we will use existing performance information from across the county that is robust and meaningful to tell how well the county is doing and identify areas where we need to see more improvement. We will do this via an annual report to Kent Forum. This will be proportionate and not bureaucratic, as more detailed and regular performance management will continue to be carried out by the partner authorities and other organisations that deliver services that support the ambitions. We will make sure that performance information is open and transparent so that members of the Kent community can hold partners to account for performance. More information on performance management is provided on the Kent Forum website - www.kentforum.org.uk.

Page 15

Links to delivery plans

The main partnership delivery plans are listed here:

21st Century Kent

http://www.kent.gov.uk/community_and_living/regeneration_and_economy/21st_century_kent.aspx

Active Lives Now: The future of social care in Kent

http://www.kent.gov.uk/adult_social_services/leaflets_and_brochures/active_lives_leaflet.aspx

Bold Steps for Kent (Kent County Council Medium Term Plan to 2014/15)

http://www.kent.gov.uk/your_council/priorities_policies_and_plans/priorities_and_plans/bold_steps_for_kent.aspx

Digital Strategy

Link to be included in final version

Early Intervention and Prevention Strategy (children and young people)

Link to be included in final version

Growth Without Gridlock: A Transport Delivery Plan for Kent

<https://shareweb.kent.gov.uk/Documents/News/growth-without-gridlock.pdf>

Involving the Whole Community: The Kent Approach to Literacy and Reading 2011-2021

Link to be included in final version

Kent and Medway Housing Strategy

<http://www.kentforum.org.uk/reports-and-files/Kent-Forum-Housing-Strategy-FINAL.pdf>

Kent Community Safety Agreement

<http://www.kentpartnership.org.uk/reports-and-files/CSA-May-09.pdf>

The Cultural Strategy for Kent 2011-2015

http://www.kent.gov.uk/leisure_and_culture/arts_development/cultural_strategy.aspx

Kent Environment Strategy

http://www.kent.gov.uk/environment_and_planning/environment_and_climate_change/environment_strategy.aspx

Kent Partners Compact (public agencies and the voluntary & community sector)

http://www.kent.gov.uk/community_and_living/volunteering/promoting_volunteering/kent_partners_compact.aspx

Kent Public Health Strategy - Living Life to the Full

http://www.kent.gov.uk/your_council/priorities_policies_and_plans/priorities_and_plans/strategy_for_public_health.aspx

Kent Rural Delivery Framework

<http://www.kentruralnetwork.org.uk/kent-rural-framework>

Learning and Skills Strategy

Link to be included in final version

Living Later Life to the Full - A Policy Framework for Later Life

http://www.kent.gov.uk/your_council/priorities_policies_and_plans/priorities_and_plans/strategy_for_later_life.aspx

Further delivery plans are available on partner's websites. A list of partners, along with statements of support, is available on www.kentforum.org.uk

Page 16 Back Cover / Contacts / Logos of Kent Forum

Equality Impact Assessment Action Plan	Appendix B
--	------------

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Cost implications
Age	Ambitions may impact on differing age groups in differing ways, particularly through the planning and delivery process	Ensure differential age impacts are taken into account when designing specific project and work streams	Age trends are taken into account and responded to through delivery mechanism	ALL Ambition Boards		Nil – Included in existing operations
Gender	Various gender inequalities exist such as unemployment levels in East Kent for men	Ensure gender impacts for both men and women are taken into account through the use of statistical and other data in order to understand trends and issue	Gender trends are taken into account and responded to through delivery mechanism	ALL		
Race	Lack of awareness in BME businesses could lead to missed economic opportunities.	BME businesses to be engaged including opportunities, support and use of networks	Full engagement of BME businesses leading to equal opportunities to fulfil potential	Ambition Board 1	Ongoing	Nil – Included in existing operations.

Race	Differing health issues in BME communities	To reflect the differing health issues prevalent in BME communities	Closing health inequalities gap	Ambition Board 2	Ongoing	Nil – Included in existing plans.
Race	Differing living arrangements for BME families e.g. larger family groups catering for extended family	To take into consideration differing living arrangements	Diversity needs recognised and accommodated	Kent Housing Group	Ongoing	Will need to be managed within existing housing budgets
Race	Migrant communities remain unaware of available services	Outreach and community engagement to raise awareness of public services	To reduced gap in awareness and ensure services are equally accessible.	Ambition Board 2 / Ambition Board 3	Ongoing	Nil – Included in existing plans.
Race	A risk lack of awareness in BME communities could lead to missed opportunities in relation to Locality Act.	For future funding and contract opportunities to be available to all organisations and people	BME groups are equally aware of opportunities and are able to engage fully in the opportunities of the Localism Act	Ambition Board 3	Ongoing	Nil – Included in existing plans.

Race	Language and cultural barriers in accessing information and being involved in decision making	Use of wide ranging communication methods to ensure involvement of BME communities	BME groups are able to equally take part in decision making processes	Ambition Board 3	Ongoing	Nil – Included in existing plans.
Race	Lack of understanding regarding potential of BME VCS sector.	Targeted engagement of BME VCS sector	A vibrant BME VCS sector that delivers support for BME communities	Ambition Board 3	Ongoing	Nil – Included in existing plans.
Disability	Risk current economic climate increases challenge for disabled people to find work	Continue existing plans on employment of socially excluded adults	Improving employment rate of disabled people	Ambition Board 2	Ongoing	Nil – Included in existing plans.
Disability	Disabled people may require greater support in finding employment	Public agencies and VCS fully aware of range of support available	Equal access to employment support	Ambition Board 2	Ongoing	Nil – Included in existing plans.

Disability	Reductions in public expenditure could lead to loss of control rather than gaining it	Risk is understood and taken into consideration when taking service decisions	Disabled people are not disproportionately affected	Kent Forum	Ongoing	Nil – Included in existing plans.
Disability	Disabled and vulnerable people cannot depend on volunteers to provide support	Statutory services will be continued to be provided	Disabled and vulnerable people will continue to receive support from a range of providers	Ambition Board 2	Ongoing	Nil – Included in existing plans.
Religion & belief	Failure to recognise faith group's contribution could lead to missed opportunities to use their potential to deliver the three ambitions.	Full awareness of potential of sector understood by partners	Faith groups engaged	Ambition Board 3	Ongoing	Nil – Included in existing plans.

Sexual Orientation/ Race/ Gender/ Disability	Hate crime perpetrated on those minority groups	Working together with partners to ensure that there are clear protocols and shared understanding and responses to Hate Crime across the County	People living in Kent are free from harassment crime and victimisation			
Sexual Orientation	Homophobic bullying negatively impacts young people's confidence and achievement	Tackling homophobic bullying in schools and communities	Reduced incidents of homophobic bullying. Children and young people are able to attend school free from victimisation and harassment and bullying. Reduce risk of suicide linked to bullying.	Ambition Board 2	Ongoing	Nil – Included in existing plans.
Sexual Orientation / Age	Less secure housing arrangements leading to homelessness	Planning and housing delivery to reflect particular LGBT and young people issues	Appropriate provision provided	Kent Housing Group	Ongoing	Nil – Included in existing plans.

Sexual orientation	LGB people present differing health, sexual health and mental health needs	Differing needs accommodated in health provision	Differing needs recognised and appropriate provision provided including preventative services	Health and Well-being Board	Ongoing	Will need to be managed within existing health budgets
Sexual Orientation	There are relatively few LGBT specific vol orgs / community groups within Kent.	Ensure limited number of LGB groups does not prevent engagement and reflection of LGB issues	Equal voice for LGB vol orgs / community groups	Ambition Board 3	Ongoing	Nil - Included in existing plans.