



Sevenoaks
DISTRICT COUNCIL

Despatched: 24.10.12

SERVICES SELECT COMMITTEE
01 November 2012 at 7.00 pm
Conference Room, Argyle Road, Sevenoaks

AGENDA

Membership:

Chairman: Cllr. Davison Vice-Chairman: Cllr. Brown

Cllrs. Abraham, Mrs. Ayres, Ayres, Ball, Mrs. Dibsdall, Edwards-Winsler, Fittock,
Mrs. George, Horwood, Neal, Mrs. Parkin, Pett, Piper, Raikes, Scholey, Miss. Stack and
Towell

	<u>Pages</u>	<u>Contact</u>
Apologies for Absence		
1. Minutes Minutes of the meeting of the Committee held on 25 September 2012.	(Pages 1 - 4)	
2. Declarations of interest. Any interests not already registered		
3. Formal Response from the Cabinet following matters referred by the Committee and/or requests from the Performance and Governance Committee:	(Pages 5 - 6)	
a) Universal Credit In-Depth Scrutiny Board - Findings (<i>Cabinet 11.10.12 Minute 38</i>)		
4. Actions from the Previous Meeting (if any)		
5. Future Business, the Work Plan 2011/12 (attached) and the Forward Plan	(Pages 7 - 10)	
Members will develop a schedule of work over the year to reflect the terms of reference of the Committee focussing on the Council's priorities for policy development. This includes opportunities to invite other organisations who provide services in the District to provide information to the Committee and discuss issues of importance to the Community.		

- | | | | |
|----|--------------------------------------------------------------------------------|-----------------|------------------------------------------|
| 6. | Kent Joint Municipal Waste Management Strategy:
Refresh of Policies | (Pages 11 - 28) | Richard Wilson
Tel: 01732
227262 |
| | Presentation from the Kent Waste Partnership Manager -
Paul Vanston | | |
| 7. | Revenues, Benefits, Audit and Anti-Fraud Partnership
Update report | (Pages 29 - 36) | Adrian Rowbotham
Tel: 01732
227153 |
| 8. | Localising Support for Council Tax - Verbal Update | | Adrian Rowbotham
Tel: 01732
227153 |
| 9. | 2013-14 Budget & Review of Service Plans | (Pages 37 - 64) | Adrian Rowbotham
Tel: 01732
227153 |

EXEMPT ITEMS

(At the time of preparing this agenda, there were no exempt items. During any such items which may arise, the meeting is likely NOT to be open to the public.)

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)

SERVICES SELECT COMMITTEE

Minutes of the meeting held on 25 September 2012 commencing at 7.00 pm

Present: Cllr. Davison (Chairman)

Cllr. Brown (Vice-Chairman)

Cllrs. Mrs. Ayres, Ayres, Ball, Mrs. Dibsdall, Edwards-Winser, Mrs. George, Horwood, Mrs. Parkin, Pett, Piper, Raikes, Scholey, Miss. Stack and Towell.

Apologies for absence were received from Cllrs. Abraham, Fittock and Neal.

Cllrs. Mrs. Clark, Mrs Davison, Firth, Fleming and Hogarth were also present.

12. Minutes

Resolved: That the minutes of the meeting of the Services Select Committee held on 19 June 2012 be approved and signed by the Chairman as a correct record.

13. Declarations of interest

No new declarations of interest were made.

14. Formal Response from the Cabinet following matters referred by the Committee and/or requests from the Performance and Governance Committee (please refer to the minutes as indicated):

- a. Performance Management End of Year Results (Referral from Performance and Governance Committee – 12 June 2012)

Members noted that the Performance Indicators for the Housing Benefits Service would be considered at Agenda Item 8 (Minute 19). The Committee also noted the additional information tabled referring to the Green Waste Service Performance Indicators and the update from the Head of Environmental and Operational Services.

15. Actions from the Previous Meeting

The Head of Housing and Communications reported that she had attended the Core Strategy Development Group and pending approval, some funding had been identified to support people during the transition to Universal Credits throughout Kent.

It was noted that Cabinet had agreed the Under Occupation of Social Housing Action Plan at the meeting held on 13 September 2012, and therefore a review/update would be placed on the Work Plan.

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Members attention was drawn to the updated information received from the Human Resources Manager. It was noted that the previous equivalent year had been more heavily impacted by long term sickness absence.

The actions were noted.

16. Future Business, the Work Plan 2012/13 (attached) and the Forward Plan.

Members noted the Work Plan. The Chairman advised that the Under Occupation of Social Housing Action Plan review would be placed on the Work Plan for April 2013, and any review of the Universal Credits Action Plan, if approved by Cabinet, in June 2013.

The Chairman of the Members I.T. Working Group advised that the next project was the Disaster Recovery Plan. He had held a meeting with the Head of I.T. and Facilities and the Group would be meeting in October. He expected to bring a report to Committee in April 2013.

17. Universal Credit In-Depth Scrutiny Board - Final Report

The Group Manager – Financial Services, introduced the report. He advised that both he and the Director of Corporate Resources, Deputy Chief Executive, were extremely grateful for the work that the Members' Working Group had carried out, the clarity it had provided and the action plan that it was putting forward. It placed the Council in a strong position going forward in what could only be described as an uncertain period.

The Chairman and Vice Chairman of the Universal Credit in Depth Scrutiny Board gave a comprehensive presentation outlining the background to Universal Credits, the uncertainties, possible consequences and future role of local councils.

The Chairman thanked them for a comprehensive and excellent report. He recommended that the Committee place a review of the Action Plan, if adopted by Cabinet, on the Work Plan for June 2014.

The Leader of the Council was invited to speak by the Chairman, he congratulated the Board on their excellent work and responded to some issues raised. With regards to making work pay he commented that this was the principle of the Universal Credits, however Council Tax Benefit could negate the desired effect. He advised that the issue of whether TUPE should apply was likely to be pursued in the courts. If Cabinet agreed to adoption of the Strategy, he requested that the Board help him present the Strategy to Dartford Borough Council's Cabinet. In response to questioning from the Chairman he stated that, if adopted, Cabinet would lead on the issue but welcomed support from the Board.

In preparing for the changes Members discussed and it was suggested that the recommendation to partial involvement be made clearer.

A Member pointed out that more would need to be done to improve rural broadband.

The Director of Corporate Resources, Deputy Chief Executive, was grateful to the Universal Credit Scrutiny Board for all the work they had done. It provided the Council with the ability to potentially manage and plan for uncertainties. It appeared it had also

gone some way to reassuring staff who were more confident to stay at the Council for the time being.

Members conveyed their thanks to all staff involved especially the Benefits Team for their continued commitment to the Council.

Resolved: That the adoption of the Strategy, subject to the additions discussed, be RECOMMENDED to Cabinet.

18. Affordable Housing Position Report

The Head of Housing and Communications presented the report which provided an overview of the affordable housing work programme.

In response to questions, the Housing Policy Manager explained that it was possible for developers to renegotiate social housing provision on already agreed s.106 agreements. However it would have to be agreed to by the Planning Inspectorate and would have to be justified. Housing was placed wherever there was opportunity but in reality this was mainly urban areas.

The Head of Housing and Communications advised that the Housing Allocation Policy was currently being reviewed and would come to this Committee in January 2013.

Some Members mooted the idea of using unviable shops and returning them to residential use. It was noted that this was something that would need to be pursued as part of the Local Development Framework.

Resolved: That the related housing strategy be endorsed to deliver affordable housing in the area.

19. Benefits Performance - Verbal Update

The Group Manager – Financial Resources gave a verbal update on the red status of the benefits performance indicators in response to the referral from the Performance and Governance Committee (Minute 14 (a)), and referred Members to the updated results which had been tabled.

He reported that, as detailed in the Universal Credits report, activity levels had increased by 70% since April 2011. The number of claimants had not significantly changed but there were many more changes of circumstances. These were due to: the economy; people moving and work changes (e.g. reduced hours, short contracts; redundancy; and increased workload from the DWP via the ATLAS system (automatic transfer to local authorities for changes of circumstances) - started in July 2011. Other core reasons for the performance levels were the loss of a number of staff. It was difficult to recruit assessors in an environment where people were changing careers due to the uncertainty caused by Universal Credits for Benefits professionals. The uncertainties and complexities in benefits elsewhere was also causing the need to spend more time with people who were contacting the Council. In future there would also be additional work required for welfare reform changes.

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Actions that had been taken so far included: recruiting additional temporary staff in a competitive market; development of the apprentices who started two years ago; the use of an external agency to process some new claims on a unit cost basis; redirection of some calls to the Dartford Borough Council Contact Centre; and the re-engineering of some processes.

Referring to the tabled information, the Group Manager – Financial Services reported that the average number of days to process new benefits claims had improved in the past two months and with dedicated staff in place he expected a steady and sustainable improvement over the coming months.

20. Business Rates Retention

The Group Manager – Financial Services presented the report which set out the proposed new Business Rates Retention Scheme and its possible affect on initial and future funding levels. The impact of the new scheme on the Council's 10-year budget was hard to predict.

In response to a question he advised that there was not a good take up on the pooling option and it was not significant enough to get involved with a discussion at this point in time.

Resolved: That the report be noted.

THE MEETING WAS CONCLUDED AT 9.08 PM

CHAIRMAN

Formal Response from the Cabinet following matters referred by the Committee and/or requests from the Performance and Governance Committee

a) Universal Credit In-Depth Scrutiny Board - Findings (Cabinet 11.10.12 Minute 38)

Members considered a report outlining the findings from the Universal Credit In-Depth Scrutiny Review. The review had been commissioned by the Services Select Committee at its meeting on 31 January 2012.

The Group Manager – Financial Services, introduced the report and highlighted the potential significant impact of this change on residents and staff. He advised that both he and the Deputy Chief Executive and Director of Corporate Resources were extremely grateful for the work that the Members' Working Group had carried out, the clarity it had provided and the action plan that it was putting forward. It placed the Council in a strong position going forward in what could only be described as an uncertain period.

The Chairman of the Universal Credit In Depth Scrutiny Board spoke to the report outlining the background to Universal Credits, the effects on and possible role of local councils. Members were reminded that local councils currently had no defined role and no funding for implementation had been identified. As a result of this the way the Council communicated any possible changes would be key.

The Deputy Chief Executive and Director of Corporate Resources agreed that there was a need to have a dedicated co-ordinating group of Officers to take forward any changes. This group would be able to provide the Services Select Committee with regular updates.

A Member suggested that the extensive work that had been undertaken by the Working Party should be shared with other Local Authorities, possibly through the Local Government Association.

Resolved: That the Strategy be adopted.

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SERVICES SELECT COMMITTEE - WORK PLAN 2012/13

Topic	1 November 2012	29 January 2013	4 April 2013	June 2013	25 September 2012
In-Depth Scrutiny			Under Occupation of Social Housing Action Plan review		
				Universal Credits Action Plan Review	
Housing (Pat Smith)		SDHR amended Allocation Policy		Affordable Housing Position Report (information only)	Affordable Housing Position Report (information only)
Licensing (Richard Wilson)		Licensing Update Report (information only)			
Payments & Benefits (Adrian Rowbotham)	Revenues and Benefits Partnership Update				Business Rates Retention Benefits Performance
Human Resources (Syreeta Gill)					

Topic	1 November 2012	29 January 2013	4 April 2013	June 2013	25 September 2012
Information Technology (Jim Carrington-West)			Members IT Working Group – Disaster Recovery Arrangements	Annual IT Update (information only)	
Waste and Recycling (Richard Wilson)	Kent Joint Municipal Waste Management Strategy				
Communications & Customer Service		Customer Services Report (information only)			
Budget (Adrian Rowbotham)	Review of Service Plans Review of Budget Proposals for 2013/14				
Referral of Performance Issues from P&G Committee				Human Resources Update (information only)	
Other					

Key Stages of In-Depth Scrutiny Review

Stage 1 – Scoping and identifying key lines of inquiry

Stage 2 – Familiarisation with subject area

Stage 3 – Submission of evidence

Stage 4 – Deliberation/Consideration of Options

Stage 5(a) – Formulation of recommendations and reporting

Stage 5(b) – Outcomes

Stage 6 – Review and Monitoring

Working Group Membership 2012/13

Members IT Working Group

Cllrs. Abraham, Ayres, Mrs. Dibsdall, Pett (Chairman) and Scholey (Cllr. Hogarth joining the Group for consideration of the Disaster Recovery Plan)

Members' Under-occupation of Social Housing Working Group

Cllrs. Mrs Ayres, Mrs George, Horwood, Mrs Parkin and Piper.

Members' Universal Credits Working Group

Cllrs. Ball, Firth*, Hogarth*, Horwood and Raikes.

*Visiting member– not a member of Services Select Committee

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KENT JOINT MUNICIPAL WASTE MANAGEMENT STRATEGY: REFRESH OF POLICIES

Services Select Committee - 1 November 2012

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

Status: Recommendation to Cabinet.

Also to be considered by: Cabinet - 8 November 2012

Key Decision: No

Executive Summary: The first Kent Joint Municipal Waste Management Strategy (KJMWMs) was adopted in 2007 by all 13 Councils that comprise the Kent Waste Partnership. The main targets outlined in the 2007 Strategy were actioned one year early in 2011/12 and therefore it is appropriate to refresh the Strategy. Paul Vanston, the Kent Waste Partnership Manager will also be attending the meeting to give a short presentation and to answer any questions Members may have.

This report supports the Key Aims of supporting a clean and healthy environment and a dynamic and sustainable economy.

Portfolio Holder Cllr. Mrs Hunter

Head of Service Richard Wilson - Head of Environmental and Operational Services

Recommendation: It be resolved that it be recommended to Cabinet that the refreshed Kent Joint Municipal Waste Management Strategy objectives and policies 2012/13-2020/21 be adopted.

Introduction

1 Achievement of the 2007 KJMWMs Targets

All 13 Kent councils comprise the Kent Waste Partnership (KWP). It has been in place since 2007 and is now recognised as a national peer leader in deriving firm benefits from partnership working between councils and wider stakeholders. The 13 Portfolio Holders with responsibility for recycling and waste services form the KWP Members Board. Directors and Heads of Service form the KWP Officers Advisory Group. Each group meets three times a year to take forward all policies and issues relating to the 13 councils' recycling and waste management functions.

The first KJMWMs was adopted by all 13 Kent councils in 2007. It amounts to some 1,000 pages of technical data and supporting information but the crux of it was to put in place a range of policies and targets that all 13 councils adopted as a whole. These are

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at Appendix 2 for Members' information. The original KJMWMS remains extant and is publicly available at www.kent.gov.uk/kwp

Since 2007 the KWP and its constituent councils have worked very hard to achieve the key targets set out in the KJMWMS. These were to achieve a 40% recycling and composting rate across Kent (as a whole) by 2012/13 and for Kent County Council's (KCC's) Household Waste Recycling Centres (HWRCs) to reach a 60% recycling and composting rate. Both of these targets were achieved a year early in 2011/12.

In addition, and this is where the KWP is fast becoming a leader among peers, the amount of waste sent to landfill has reduced dramatically from around 72% in 2005/06 to 22% in 2011/12. Avoidance of waste to landfill is a major contributor to avoiding costs for the Waste Disposal Authority (WDA – Kent CC), and has been a key factor in re-using funds to support the East and Mid Kent projects¹ involving Waste Collection Authorities (WCAs – the district councils).

To achieve the potential for avoiding substantial future costs, the KWP has focused on a two-strand strategy to, firstly, raise its recycling and composting rates (and generating recyclates income) and, secondly, make good use of the Allington Energy from Waste facility to deliver better financial and environmental value from tackling residual waste. Whilst this description simplifies what is often a very challenging and exhaustive process, the value of these two strands to the 13 councils' financial and performance achievements should be recognised as crucial.

The narrative for the KWP's achievements has been set-out in KWP Annual Reports in 2010 and 2011. These are publicly available at www.kent.gov.uk/kwp

There is wide stakeholder praise of the KWP's achievements, which reflects entirely on the activities of the 13 councils to work in partnership.

2 Refresh of the KJMWMS

Given the achievement of the KJMWMS targets a year early, the significant improvement to infrastructure, and the need to focus on the next set of aims for the 13 councils, the KWP Members Board agreed in 2011 to carry out a refresh of the policies. This refresh would build on the 2007 KJMWMS rather than review or replace it. Thus, the exercise at hand was to consult widely with stakeholders to assess their view of the KWP's direction. It was also to decide for ourselves a reasonable and measured set of ambitions up to 2020 that protected the KWP's (and, hence, the 13 councils) interests.

Since the District Council elections of May 2011, the KWP Members Board has met on five occasions to take forward the refresh of the KJMWMS, among other things. In July 2012, Members decided to 'hit the ground running' by approving an open dialogue with stakeholders on policies and targets.

¹The East Kent Project involves Canterbury, Dover, Kent, Shepway and Thanet councils. The Mid Kent Project involves Ashford, Kent, Maidstone and Swale councils. Together, it is estimated that avoided costs in excess of £100 million over ten years may be achievable through the advanced partnership working by councils.

A consultation exercise took place from 29 August 2011 to 14 November 2011. Stakeholders whom were approached and encouraged to provide comments included: -

- The 13 Kent councils
- Kent Waste Forum
- Kent Association of Local Councils
- National Waste Partnerships
- London and South East Councils
- Government Departments
- Waste Companies
- Retailers and Reprocessors
- Civil Society
- Umbrella Bodies
- Public access to the consultation online²

The details of the consultation, and the issues the KWP sought engagement on from stakeholders, was contained in the KWP Annual Report 2011. Details were published online in August 2011 and also sent to many hundreds of organisations and individuals within the list above.

The KWP Members Board considered the responses to the consultation in November 2012. This enabled the policy suggestions published in August 2011 to be amended in the lights of responses received. In early 2012, Members decided to reform the policies to reduce the number; to focus outwardly from the councils on the supply chain; and to ensure the overall objectives represented a clear statement of the KWP's ambitions up to 2020.

As a result of the changes, Members decided to engage with stakeholders one more time on the reformed policies. This exercise took place in April/May 2012. The feedback from the exercise was extremely favourable.

The KWP Members Board agreed the objectives and policies set-out in Appendix 1 on 12 July 2012. These would be considered by all 13 councils individually and recommended for adoption in accordance with local Constitutions.

The Council's Portfolio Holder for recycling and waste services, the Council's senior officer, and the KWP Manager will be available to Members to answer questions on this report. A 15-minute presentation is also planned with the opportunity for questions.

² It should be noted that the major public consultation on the KJMWMS took place in 2006/07. There were some 2,700 contributions at that time, which influenced the development of the KJMWMS. On this occasion, and because the exercise was a refresh of policies to build on the existing KJMWMS, the main focus was on industry, government, and supply chain stakeholders. The consultation was also publicly available online to any interested parties. However, the implementation of policies would take place at local level, as has happened since 2007, and would continue. Existing practice has been for the 13 councils to carry out public consultations on practical changes to services at the times those changes are proposed.

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Key Implications

Financial Implications

Adopting the policies at Appendix 1 does not oblige any of the 13 Kent councils to commit specific funding. Nor is there expected to be an adverse financial impact as a result of adoption. Quite the reverse, the local implementation of the refreshed policies is designed to create opportunities for councils to avoid future costs as a result of partnership working between the WCAs and/or with the WDA. Local implementation of policies will require negotiation on a case-by-case basis, and where business cases merit examination.

In respect of the recycling and composting target of 50% by 2020, a financial implication could arise if the country as a whole does not meet the target. This is because the Government has legalised the passporting of any EU fines direct to those councils whom do not, themselves, achieve the 50% target. More information on this is contained in the 'Legal Implications' section below. Suffice to say that the purpose of the 50% target is as much about protecting taxpayers' financial interests as it is about environmental performance.

Community Impact and Outcomes

Waste Management Services are a key Community Services delivered to all households in the District.

Legal, Human Rights etc.

The requirement for councils to produce 'joint waste management strategies' is contained in the Waste & Emissions Trading Act 2003. This applies especially to councils in two-tier areas such as Kent. That said, the KWP Members Board has designed policies that are right for Kent taxpayers and right for the 13 councils.

All Member States of the EU are required to achieve recycling and composting rates of 45% by 2015 and 50% by 2020 as contained in the revised Waste Framework Directive (rWFD) 2008. Failure to achieve these levels of performance as a nation may give rise to EU fines. The Government has legalised the passporting of such fines to local authorities as contained in the Localism Act 2011. Whilst the Local Government Association achieved a better outcome in the drafting of the Act than had been originally proposed by the Government, financial risks remain for those councils whom do not achieve the targets. The levels of potential fines are unknown.

Best Value

The KWP Members Board recommends adoption of the refreshed policies as an excellent demonstration of the 13 councils' collective desire to derive the best possible value for Kent taxpayers in the delivery of WCA and WDA functions.

Equality Impacts

During the development of the refreshed policies, two Equalities Impacts Assessments (EIAs) have been taken forward to ensure the public's interests are

taken into account. These were in February and August 2011. The decision to carry out two EIAs was taken as the policies evolved as a result of stakeholder consultation and input from Members and officers.

The EIAs were carried out by the KWP with expert support from corporate colleagues at KCC. On both occasions, the results were satisfactory and that Full EIAs were not required. The second EIA result is attached at **Appendix 3** for Members' information.

Local implementation of the refreshed policies may prompt some changes to some services in some areas, in accordance with decisions taken by each sovereign council. Local EIAs would be taken forward at the appropriate times accord with councils' own policies, practices and legal obligations.

Sustainability

Implementation of the refreshed policies in the period up to 2020 is likely to deliver substantial sustainability benefits. The focus on deriving value from discarded organics (principally food, paper and cardboard, and garden waste) is considered to be a major means of councils fulfilling their sustainability obligations. In addition, capturing increased amounts of discarded packaging for recycling purposes reduces the need for industry to use raw materials.

Economic

The KWP Members Board has a specific desire to ensure the refreshed policies support Kent taxpayers, local jobs, and the 'green economy'. The policies are deliberately framed to focus outwardly to the supply chain so that Kent's ambitions in relation to the economy can be supported.

Risk Assessment Statement

There are no specific risks attributed to adopting the KWP refreshed policies and objectives and adoption supports the Councils current policies and strategies with regard to Waste Management Practise.

Appendices

Appendices –

- Appendix 1 KJMWMS 2012/13 – 2020/21 Objectives and Policies
- Appendix 2 KJMWMS 2007 Policies
- Appendix 3 Equalities Impact Assessment.

Background Papers

- (a) Kent Joint Municipal Waste Management Strategy (Adopted 2007)

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(b) KWP Annual Reports 2010 and
2011

(c) Minutes of the KWP Members
Board 2011 - 2012

Contact Officer(s): Richard Wilson x7262 or 01959 567351.

Kristen Paterson
Deputy Chief Executive and Director of Community and Planning Services

Kent Joint Municipal Waste Management Strategy (KJMWMS) Appendix 1
2012/13 to 2020/21 Policies

Objectives	
1	Deliver the best possible outcomes on materials handled by the KWP from household and other appropriate sources.
2	Deliver the best possible value for money to Kent taxpayers taking account of whole-service costs paid through Council Tax.
3	Secure the best possible outcomes through effective partnership working among the 13 Kent councils, through the SE7 Project, with government, and across the supply chain.
Policies	
1. Materials Security and Resource Efficiency	
1a	By 2015/16 the KWP will reduce household waste arisings by at least 5% (based on 2010/11 levels); recycle/compost at least 45%; and send no more than 10% to landfill.
1b	By 2020/21 the KWP will reduce household waste arisings by at least 10% (based on 2010/11 levels); recycle/compost at least 50%; and send no more than 5% to landfill. Our ambition is to get as close to zero untreated waste to landfill as possible.
1c	The KWP will work with the government, the SE7 Project, and others to develop and deliver a waste reduction plan including practical measures to help achieve policies 1a and 1b. [Added context: In practice this includes national programmes such as the Love Food Hate Waste campaign, ‘take back’ schemes for bulky items, and re-use in the home.]
1d	The KWP will take account of the need for the right quality of recyclates for the right end uses as included with the revised Waste Framework Directive and transposition into UK legislation. [Added context: In practice this includes co-ordinated activities with the supply chain and Kent residents to ensure quality; encouraging initiatives to improve outcomes on recycling of plastics including HDP, PET and PP; supporting changes to legislation, such as on Packaging & Packaging Export Recovery Notes (PRNs/PERNs) to create a level playing field for domestic reprocessors; and flows of materials to be auditable through to end destinations.]
1e	The KWP will continue its high performance in minimising the use of landfill. The KWP will assist householders to maximise the amounts they recycle and re-use, and avoid putting the following items into residual waste bins: paper, cardboard, glass, metals, wood, plastics, textiles, waste electricals, batteries, and food.

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2. Value for Money for Kent Taxpayers	
2a	The KWP will continue its existing efforts to deliver value for money to Kent residents by means of: optimising services financially and environmentally; joint service delivery opportunities between councils; cross-boundary working; economy of scale through procurement exercises; and securing funding from external bodies.
2b	The KWP aspires to put in place separate collections of discarded food for composting on a weekly basis in all districts by 2020; and in at least 8 of the 12 districts by 2015/16 (separate weekly collections) and 10 of the 12 districts (including existing fortnightly collections).
2c	Communications and operational activities will be co-ordinated so that Kent taxpayers gain the best possible value from the investment of their Council Tax payments into local services. [Added context: In practice this includes balancing financial, environmental, and social outcomes wherever possible.]
2d	All eligible Kent councils will sign up to the new generation of household and business 'Recycling & Waste Collection Commitments' and seek to uphold these continually.
3. Supporting Kent's Interests	
3a	The KWP will seek innovations to ensure future services provide the Kent taxpayer with the best value for money. These include exploring the feasibility of collections from commercial premises (particularly SMEs); cross-county working on HWRC's, materials and infrastructure (such as the SE7 Project); and cross-sector working with retailers, brands, reprocessors and others.
3b	The KWP will continue its record of influencing the government's policies and laws to protect Kent taxpayers' interests whether by means of responses to consultations; development of Responsibility Deals and appropriate legislation; and securing support from wider audiences on issues of importance to us.
3c	The KWP will promote good practice in relation to health and safety; streetscene effectiveness (including enforcement and behavioural change); and value for money (including unit costs and asset effectiveness).
3d	The KWP will maintain a publicly-available Operating Framework that defines its scope, remit and procedures; and review its continued operation at least in 2015 and 2019.
3e	The KWP will continue to produce an Annual Report that outlines the work of the previous financial year in delivering the Kent Joint Municipal Waste Management Strategy and any other activities within its remit.

3f	The Kent Joint Municipal Waste Management Strategy will be refreshed in 2016/17 and 2021/22; or at any other times as agreed by the KWP; or in accordance with any changes in legislation relating to such strategies.
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Kent Joint Municipal Waste Management Strategy: 2007 Policies Appendix 2

Note: The 2007 objectives below are replaced by the refreshed objectives in Appendix 1.

Objective Number	Objective
1	Deliver high quality services to the people of Kent, including an emphasis on waste reduction, recycling and diversion from landfill.
2	Meet the statutory targets set for Kent, and exceed them in areas where this is a locally agreed priority.
3	Support, where possible, other related policy aims of the Kent authorities (e.g. regeneration).

Note: The 20 policies below from 2007 are replaced by the 15 policies in Appendix 1.

Policy Number	Policy
Heading: Resource Management	
1	The KWP will encourage the conservation of resources through the use in Kent of materials and energy recovered from wastes produced in Kent. It will aim to influence other areas of public policy and service delivery to support this agenda.
Heading: Partnership	
2	To deliver the Strategy, the County, District and Borough Councils will work proactively as the Kent Waste Partnership within a formal joint committee structure; they will actively seek the views of stakeholders, and their contribution to achieving the strategy's objectives.
Heading: Education and Engagement	
3	All stakeholders, including elected Members, will be kept informed and consulted on waste management issues affecting Strategy implementation.
4	Targeted and co-ordinated campaigns will be run across Kent to inform, to educate and to work towards changing behaviours of residents, consumers and the wider community.
5	The authorities will work jointly and individually to encourage the Community and Social Enterprise Sector to reach its full potential in delivering cost-effective and sustainable waste management services.
Heading: Waste Minimisation and Re-use	
6	Waste minimisation and re-use will be prioritised and the KWP will seek, through its wider policy aims, to break the link between waste production and economic growth.
7	The KWP will lobby for measures to combat waste growth in areas such as product design, packaging and other producer responsibility issues, which are most effectively pursued at the national and international levels.

Heading: Recycling and Composting	
8	The KWP will achieve a minimum level of 40% recycling and composting of household waste by 2012/13 and will seek to exceed this target.
9	The KWP will work to develop, to maintain and to improve schemes that secure the best recycling and composting performance for Kent authorities as a whole.
10	The KWP will secure higher rates of performance from existing services through education and awareness-raising.
11	The KWP will strive to make waste and recycling services accessible and easy to use for all householders, across all housing types and sectors of the community.
12	The KWP will work to secure composting capacity including in-vessel in the County to enable the authorities in the east of Kent to provide an efficient and cost-effective service for managing compostable wastes.
13	The recycling and composting performance of HWRCs will be improved, reaching 60% by 2012/13, while maintaining high standards of customer service.
Heading: Residual Waste Management, Energy Recovery	
14	A timely procurement programme will be implemented to provide sufficient capacity for Kent to continue to meet its statutory targets for the diversion of biodegradable municipal waste.
15	The procurement programme for additional capacity will take account of the opportunities for co-management with other waste streams, but will discourage facilities of a scale that will attract imports of waste to the County.
16	Procurement of additional capacity will keep technical options open and flexible in terms of the number and scale of facilities to be provided but will need to emphasise deliverability.
17	Kent County Council will take a pragmatic approach to trading landfill allowances, being willing to trade, but not reliant on trading for compliance or essential income.
Heading: Residual Waste Management, Disposal to Landfill	
18	Kent will procure landfill capacity to meet the need for the disposal of residual waste for which recovery capacity is not contracted.
19	Where it is cost-effective, Kent will exceed its statutory targets for diversion of biodegradable municipal waste from landfill in order to preserve landfill void space in the County.
Heading: Residual Waste Management, Waste Transfer Facilities	
20	The transfer station network will be improved across Kent to promote the efficient transport of wastes for treatment, recovery and disposal.

**Kent Joint Municipal Waste Management Strategy (KJMWMS)
Equalities Impacts Assessment (2012)**

**KENT COUNTY COUNCIL
EQUALITY IMPACT ASSESSMENT**

Directorate:

Enterprise and Environment (Kent Waste Partnership)

Name of policy, procedure, project or service

The Kent Waste Partnership (KWP) is refreshing the Kent Joint Municipal Waste Management Strategy which was originally implemented in April 2007.

What is being assessed?

The 15 policies currently included in the Kent Joint Municipal Waste Management Strategy which set out how the Kent Waste Partnership intends to manage municipal solid waste arising up until 2020.

Responsible Owner/ Senior Officer

Paul Vanston, KWP Manager.

Date of Initial Screening

Friday 8th August 2012



Screening Grid

Characteristic	Could this policy, procedure, project or service affect this group less favourably than others in Kent? YES/NO If yes how?	Assessment of potential impact		Provide details: a) Is internal action required? If yes what? b) Is further assessment required? If yes, why?	Could this policy, procedure, project or service promote equal opportunities for this group? YES/NO - Explain how good practice can promote equal opportunities
		Positive	Negative		
Age	No			No	<p>As an overview of potential EIA needs in the future, the outworking of the policies is likely to mean changes in some services managed by Kent's Waste Collection Authorities (i.e. the 12 district councils in Kent) and also the Waste Disposal Authority (Kent County Council).</p> <p>Such changes may include: -</p> <ul style="list-style-type: none"> ▪ the frequencies of recycle and residual collections; ▪ the range of recyclables collected; ▪ the range of bins needed to support better collections; ▪ the need to reduce waste, particularly organics; ▪ changes at Household Waste Recycling Centres; ▪ the need to support the waste hierarchy; and ▪ any other impacts to ensure the Strategy policies deliver the financial, environmental and social improvements for a better Kent.
Disability	No			No	
Gender	No			No	
Gender Identity	No			No	

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<p>Race</p>	<p>No</p>	<p>No</p>	<p>The 13 sovereign councils have the legal responsibility to ensure Equalities Impacts Assessments relating to their populations are carried out as part of their usual day-to-day business activities. This is particularly the case when any major service changes that happen from time-to-time are proposed (often at the time of contract renewals every seven to ten years).</p> <p>The need for updating Strategy policies to ensure the 13 Kent councils meet EU and national laws relating to their recycling/waste functions is understood.</p> <p>Thus, whilst this document confirms there is no requirement to undertake a full impact assessment in respect to the Strategy policies, it is acknowledged the 13 Kent councils will continue to carry out local EIAs as appropriate when implementing local changes that impact on residents, including (and especially) the nine protected characteristics.</p>
<p>Religion or Belief</p>	<p>No</p>	<p>No</p>	
<p>Sexual Orientation</p>	<p>No</p>	<p>No</p>	
<p>Pregnancy and Maternity</p>	<p>No</p>	<p>No</p>	
<p>Marriage and Civil Partnerships</p>	<p>No</p>	<p>No</p>	

Part 1: INITIAL SCREENING

Context

The Kent Waste Partnership is a two tier partnership consisting of 12 district and borough councils, which collect domestic waste in Kent and Kent County Council, who dispose of it.

In April 2007 the Kent Waste Partnership developed a Kent Joint Municipal Waste Management Strategy (KJMWMS) which currently serves the purpose of providing a strategic approach to managing municipal solid waste arising over the next 20 years.

Reasons for the KJMWMS refresh are as follows;

- The economy, technologies and markets have changed dramatically since 2007.
- The European Union (EU) Waste Framework Directive was transposed into national law in March 2011. This impacts on the KWP in three main ways:-
 1. The 'waste hierarchy' is now law.
 2. A national 'waste prevention plan' must be put in place by 2014.
 3. All councils must provide recycling services for glass, metals, paper and plastics by 2015 – either at the kerbside or using bring banks.
- The government published the results of its own national review of waste policies in June 2011. This followed an exercise lasting a year where the Government sought views on its policies.

Aims and Objectives

The Consultation on refreshing the KJMWMS was published on Friday 19 August 2011. The original deadline of Friday 28th October 2011 was extended to Monday 14th November 2011 due to following reasons;

- Extended from 10 weeks to 12 to permit extra time for some consultees whom had asked for it.
- As some consultees had asked for an extension, it was offered to everyone.
- An opportunity to encourage more responses as well as demonstrating support to stakeholders by offering an extension.

The Consultation compares the 20 original policies set within the KJMWMS with the KWP's 30 suggested ways forward up until 2020.

The target audience for this Consultation was the Kent Waste Forum. (Stakeholders of the Kent Waste Partnership.) This includes all Kent district councils, Kent County Council, retailers, reprocessors, 'civil society' organisations, community sector and a host of other interested parties. The Consultation was sent to all stakeholders via email as well as being uploaded publicly on the Kent Waste Partnership's web pages. (www.kent.gov.uk/kwp)

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Taking on board the feedback received, the KWP's 'suggested ways forward' were condensed into 15 policies and were agreed at the KWP Members Board on 12 July 2012. Changes made were subtle but it was felt an updated EIA was appropriate to ensure issues were appropriately examined again.

Beneficiaries

By refreshing the KJMWMS in 2011/12 allows the Kent Waste Partnership to take stock of its current performance compared to the original aims and policies stated in the KJMWMS.

It also allows the Kent Waste Partnership to reassess its strategic position in terms of the European Union (EU) Waste Framework Directive and digesting the government's recent publication on the national review of waste policies in June 2011, updated technologies and other factors.

The 'KWP's suggested ways forward' addressed in the Consultation are with the intention of benefiting three key areas;

- The Kent taxpayer
- Environment
- KWP Performance

Consultation and data

The target audience for the KJMWMS Consultation consisted of the following;

- Kent Councils
- Kent Waste Forum
- Kent Association of Local Councils
- National Waste Partnerships
- London and south east Councils
- Government Departments
- Waste Companies
- Retailers and Reprocessors
- Civil Society
- Umbrella Bodies
- Public access to the consultation online.

Potential Impact

From the KWP's updated policies, it is considered there will be substantial financial benefits to all Kent taxpayers, as well as improved environmental performance by the councils. Achieving these benefits may require local changes to some services in some areas. Where this is required, equality impact assessments will be taken forward by each of the sovereign councils as part of their own activities in delivering high quality services to the public.

JUDGEMENT

Option 1 – Screening Sufficient

YES

Following this screening our judgement is that no further action is required in terms of the KJMWMS refresh of policies.

Justification:

Using the Equalities Impact Assessment tool allows the Kent Waste Partnership to calculate whether the suggested policies have any direct or indirect adverse/negative impacts to people.

From the evidence above, the Kent Waste Partnership's refreshed strategy will deliver substantial financial and environmental performance benefits to Kent taxpayers. Where local implementation of the policies requires some changes to some services in some areas, the sovereign councils will take forward equalities impacts assessments as appropriate as part of their usual activities.

Option 2 – Internal Action Required

NO

There is potential for adverse impact on particular groups and we have found scope to improve the proposal

Option 3 – Full Impact Assessment

NO

Only go to full impact assessment if an adverse impact has been identified that will need to undertake further analysis, consultation and action

Equality and Diversity Team Comments

Local implementation of the refreshed KJMWMS policies may require some changes to some services in some areas. Where this is required to meet EU and national laws relating to the delivery of recycling/waste services, equalities impacts assessments will be carried out by the sovereign councils as part of their normal activities to deliver high quality services to the public.

Therefore recognising this, no further action is required on the strategy itself, but EqIAs should be carried out locally as appropriate.

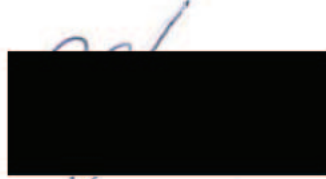
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Sign Off

I have noted the content of the equality impact assessment and agree the actions to mitigate the adverse impact(s) that have been identified.

Senior Officer

Signed:



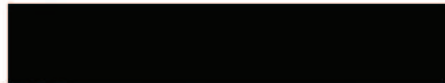
Name: Paul Vanston

Job Title: Manager, Kent Waste Partnership; and Business Development
Manager, South East 7 Waste Programme

Date: 30 August 2012

DMT Member

Signed:



Name: Caroline Arnold

Job Title: Head of Waste Management, Kent CC
Date: 06 September 2012

REVENUES, BENEFITS, AUDIT AND ANTI-FRAUD PARTNERSHIP UPDATE

Services Select Committee - 1 November 2012

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

Status: For Information

Key Decision: No

Executive Summary: This report provides an update on the partnership between Sevenoaks District Council and Dartford Borough Council for the delivery of Revenues, Benefits, Audit and Anti-Fraud Services.

The report also sets out the current and future challenges facing the service, and the action being taken to address these.

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

Portfolio Holder Cllr. Ramsay

Head of Service Group Manager – Financial Services – Adrian Rowbotham

Recommendation to Services Select Committee: that the contents of this report be noted.

Background and Introduction

- 1 On 20 July 2010 Members approved the implementation of joint working with Dartford Borough Council (DBC) for the following services:
 - Benefits (Housing and Council Tax Benefits),
 - Revenues (Council Tax and Business Rates collection),
 - Internal Audit,
 - Anti-fraud.

- 2 The proposal approved by Members can be summarised as:
 - SDC and DBC to have a joint Internal Audit and Anti-Fraud team, based at the DBC offices;
 - DSC and DBC to have a joint Revenues and Benefits team, based at the SDC offices;

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- Existing customer face-to-face access to remain, with the enhancement that DBC customers to be able to access the above services via SDC facilities and vice-versa; and
 - IT systems, working practices and policies to be aligned, to deliver efficiencies in service delivery.
- 3 As a result of these proposals it was estimated that SDC and DBC would achieve savings of £500,000 a year split between the two authorities, with shared implementation costs of £834,000, resulting in a payback period of under two years.
- 4 The Audit and Anti-Fraud combined team was in place at DBC from September 2010 and the Revenues and Benefits teams were in place at SDC on 13 December 2010.

Staffing

- 5 The staff within the partnership have built a 'one team' culture resulting in it being difficult to tell whether an individual is employed by SDC or DBC as all staff complete work relating to both authorities.
- 6 Staff have adjusted extremely well to the change with the advantage of having staff from both authorities working together to find the best working practices that can be used consistently across both authorities.

Performance

- 7 The performance results below for SDC, show the two full years prior to the partnership (2008/09 and 2009/10), the year in which the partnership commenced (2010/11) and the first full year of the partnership 2011/12.

Revenues performance results

Indicator		
Percentage of council tax collected in year	08/09	98.6%
	09/10	98.3%
	10/11	98.6%
	11/12	98.6%
Percentage of NNDR collected in year	08/09	98.5%
	09/10	97.7%
	10/11	98.4%
	11/12	98.2%
Percentage of council tax payers on direct debit	08/09	66.9%
	09/10	67.2%

	10/11	68.8%
	11/12	77.2%

Internal Audit performance results

Indicator		
% of audit plan completed	08/09	82%
	09/10	88%
	10/11	90%
	11/12	100%
Efficiency of the audit service - % of audits achieved in the allocated days	08/09	82%
	09/10	92%
	10/11	90%
	11/12	100%
Client satisfaction with audits carried out	08/09	99%
	09/10	99%
	10/11	100%
	11/12	99%

Anti-Fraud performance results

Indicator		
Amount of overpaid HB and CTB discovered through fraud investigations	08/09	n/a
	09/10	n/a
	10/11	191,857
	11/12	323,985
Number of benefit sanctions issued	08/09	28
	09/10	33
	10/11	24
	11/12	34
Number of successful benefit fraud prosecutions	08/09	9
	09/10	12
	10/11	7
	11/12	11

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Benefits performance results

Indicator		
Average number of days to process new claims	08/09	26
	09/10	21
	10/11	27
	11/12	42
Average number of days to process change events	08/09	10
	09/10	7
	10/11	8
	11/12	17

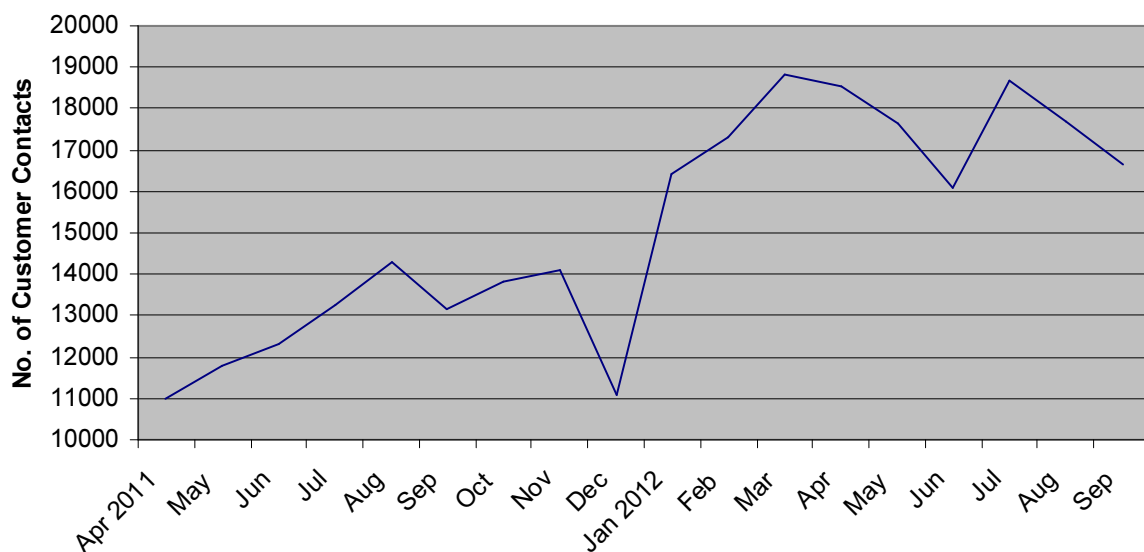
- 8 These results show that there continues to be high performance except for the Benefits Service due to external factors such as the effect of the economic climate on benefit claimants and the difficulty in recruiting suitable staff. These are discussed further in the next section of this report.

Current and Future Challenges

Benefits Workload

- 9 As reported to the Services select Committee on 25 September 2012, demands on the Benefits section have significantly increased due to the economic climate. The graph below shows that the number of customer contacts for the Benefits Partnership increased by 70% between April 2011 and April 2012.

Benefits Activity Levels



- 10 The current economic situation has had a major impact on the lives of benefit claimants resulting in a higher number of changes to their personal circumstances that have an effect on the benefits they are entitled to. This can be when people change address or change their working arrangements, e.g. reduced hours, short contracts, redundancy.
- 11 In July 2011, the DWP started to automatically transfer details of any changes of circumstances which they had been made aware of to local authorities (about 3,000 items per month). Each of these changes have to be checked to ensure that our records are correct.
- 12 The Benefits performance results above show that performance worsened in 2011/12. The activity levels are the major reason for this but there are also several other factors including the following;
- the loss of a number of staff and the difficulty in recruiting assessors in an environment where people are changing careers due to the uncertainty caused by Universal Credit for Benefits professionals;
 - staff spending time preparing for the forthcoming welfare reform changes;
 - the uncertainties and complexities of other benefits are causing staff to spend more time with people who are contacting the service.
- 13 We have taken a number of actions to address these issues which has resulted in performance starting to improve over the past two months. These actions include:
- recruited additional temporary staff in a competitive market;
 - the development of the apprentices who started with the service two years ago;
 - using an external agency to process some new claims on a unit cost basis;
 - redirected some calls to the DBC Contact Centre;
 - re-engineered some processes.
- 14 Both authorities have allocated extra resources to fund this approach.
- 15 With the dedicated staff we have in place it is expected that there will continue to be a steady sustainable improvement over the coming months.

Future Legislative Changes

- 16 The Welfare Reform Act received Royal Assent on 8 March 2012 and includes a number of changes that will have a major impact on services within the partnership. Officers have been pulled away from the day to day work to interpret these changes and amend working practices to ensure that the requirements are met. When these changes are implemented, there will be major differences to staffing requirements and the work that the services will need to complete.

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- 17 Localisation of Council Tax Support will replace Council Tax Benefit on 1 April 2013, this was reported to the Services Select Committee on 19 June 2012. Each billing authority (SDC and DBC) will be required to devise a local scheme and Government funding will be 10% less than under the Council Tax Benefit scheme. This will result in claimants who previously received up to 100% benefit now having to pay a proportion of their Council Tax (pensioners are exempt) which will mean that the Revenues Service will be attempting to recover small amounts of Council Tax from claimants who are not used to paying. The Government is continuing to release additional information which may affect the final scheme.
- 18 Officers have been working on a scheme in conjunction with the major preceptors (Kent County Council, Fire, Police) and the initial proposal was for a standard deduction of 18.5% for all non pensioner claimants, this is continuing to be reviewed.
- 19 Technical Reforms of Council Tax give authorities the opportunity to change certain discounts currently included in the Council Tax scheme including second homes and empty properties.
- 20 The change to Universal Credit which is due to be implemented in a staged approach between 2013 and 2017 is expected to significantly reduce the amount of Housing Benefit work completed by the Benefits Service. A Member Scrutiny Board has carried out an in-depth investigation into Universal Credit and presented their findings to the Services Select Committee on 25 September 2012.
- 21 Housing Benefit reforms including property size related regulations in the social rented sector and benefit cap regulations. These changes will result in additional information being required by the Benefits Service to calculate the new benefit entitlements.
- 22 The Department for Works and Pensions (DWP) has proposed to have a single fraud investigations team from 1 April 2013. The Single Fraud Investigation Service (SFIS) will bring together the combined expertise of the Welfare Benefit Fraud investigation work undertaken by the DWP, local authority Fraud Investigators and Her Majesty's Revenue & Customs (HMRC) officers dealing with Tax Credits into a single service. The detail of this has not yet been finalised resulting in an uncertain future for SDC and DBC Anti-Fraud Service staff.

Key Implications

Financial

- 23 The cost of the additional resources required to address the increased Benefits workload has been split between the two partner authorities.

Community Impact and Outcomes

- 24 The provision of face-to-face and other customer facing services is a key part of the current service provision. Achieving significant savings whilst protecting service standards is of clear benefit to residents of Sevenoaks and Dartford.

Legal, Human Rights etc.

25 None.

Equality Impacts

26

Consideration of impacts under the Public Sector Equality Duty:		
Question	Answer	Explanation / Evidence
a. Does the decision being made or recommended through this paper have potential to disadvantage or discriminate against different groups in the community?	No	The equalities impacts of the Welfare Reform changes have been included in the earlier specific reports.
b. Does the decision being made or recommended through this paper have the potential to promote equality of opportunity?	No	
c. What steps can be taken to mitigate, reduce, avoid or minimise the impacts identified above?		

Conclusions

- 27 The partnership has now been operating for nearly two years and the four services are running effectively with the advantage of having larger combined teams consisting of staff from both SDC and DBC. Processes have been improved by changing to a consistent approach by devising best practice from the expertise gained from working at different authorities.
- 28 In this period significant savings have been made by both partners and the teams have had to deal with the impact of the difficult economic situation whilst at the same time being faced with a period of unprecedented change.
- 29 The future legislative changes explained above will continue to have a major impact on the teams as the services evolve to take on board the new requirements whilst aiming to provide an improving service to the residents of both authorities.

Risk Assessment Statement

30 Risks are covered above under 'Current and future challenges'.

Appendices none

Background Papers: Report to Cabinet 8 July 2010 – Item 6 – Revenues and Benefits Joint Working

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Report to Services Select Committee 21 July 2011 –
Item 9 – Revenues and Benefits Partnership Update

Report to Services Select Committee 8 November
2011 – Item 7 – Benefits Performance Update

Report to Services Select Committee 25 September
2012 – Item 8 – Benefits Performance Update

Contact Officer(s): Adrian Rowbotham Ext. 7153

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

2013/14 BUDGET AND REVIEW OF SERVICE PLANS

Services Select Committee – 1 November 2012

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

Status: For Decision

Also considered by: Environment Select Committee – 23 October 2012

Social Affairs Select Committee - 30 October 2012

Key Decision: No

Executive Summary: This report sets out proposals for updates to the 2013/14 budget within the existing framework of the 10-year budget and 4-year savings plan. The report presents some service changes that have been identified by managers and these need to be considered before finalising the budget for 2013/14.

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

Portfolio Holder Cllr. Ramsay

Head of Service Group Manager – Financial Services – Adrian Rowbotham

Recommendation to Environment Select Committee / Social Affairs Select Committee / Services Select Committee:

The Committee's view and comments are sought on the items listed in Appendix C to be put forward to Cabinet at its meeting on 6 December 2012.

Background

- 1 In December 2010 Members approved a balanced 10-year budget to 2020/21 and a four year savings plan incorporating £4.2million of savings to the end of 2014/15. The savings plan included 63 items and some of those contained significant areas of risk. In February 2012 Members approved an updated balanced 10-year budget to 2021/22.
- 2 The Financial Prospects and Budget Strategy 2013/14 and Beyond report has been presented to Cabinet and Performance and Governance Committee to start the budget setting process for 2013/14.

Introduction

- 3 This report presents members with the following documents relating to the budget for 2013/14:

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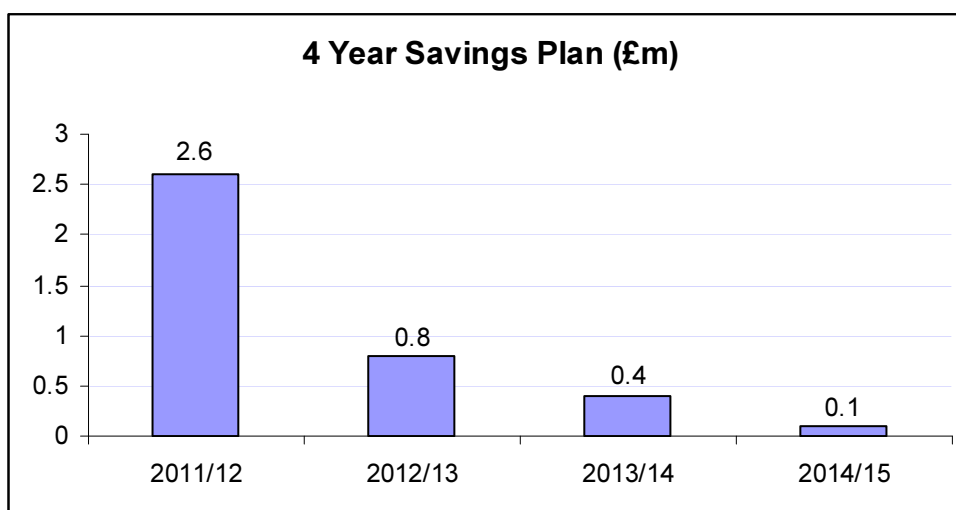
- Summary of Service Plans (Appendix A);
- The Council's agreed 4 year savings plan (Appendix B);
- Summary of changes to 4 year savings plan and new growth and savings items. (Appendix C);
- Service Change Impact Assessment forms (SCIAs) (Appendix D).

Summary of Service Plans

- 4 On an annual basis, Managers of each of the Council's services set out their objectives for the coming year within their Service Plans. The Service Plans, and the objectives Managers set, form the basis for decisions about performance indicators to be used to measure progress and an assessment of the operational risks that may prevent objectives being achieved. Service Plans are directly aligned to the Council's priorities and the resources available to deliver the service.
- 5 Appendix A is a summary of Service Plans. These include only those services directly relevant to this Select Committee.

4 Year Savings Plan

- 6 Appendix B to this report sets out the 4 year savings plan, approved by Council in December 2010, which is allowing the Council to deliver a 10 year balanced budget. The savings plan requires a total of £3.9 million to be saved between 2011/12 and 2014/15. The proportion of those savings required in each year are set out below.



Further savings of £0.3m are now scheduled to be saved in later years as agreed by Council on 18 October 2011.

- 8 Several items in the 4 year plan are now considered to be at risk. The items, which are shaded on the updated 4 year savings plan at Appendix B, total £115k in 2013/14 and £50k in 2014/15. Managers have provided additional

information explaining why the savings items are unlikely to be achieved and the potential impact on services. This information is appended to copies of existing Service Change Impact Assessments (SCIA) for the services where the budget saving is now identified as at risk and these are included in Appendix D. The original SCIA assessments were submitted to Select Committees in November 2010.

Proposed Growth Items

- 9 Growth items are items that are in addition to non-service issues and risks, such as grant settlements, impacts of economic change and other pressures highlighted in the Financial Prospect report considered by Cabinet on 13 September 2012.
- 10 For 2013/14 the identified service pressures giving rise to growth items total £130k, and comprise:
 - Environment Select -£110k
 - Social Affairs Select - nil
 - Services Select - £20k
- 11 Officers have assessed the potential impact on services of these unavoidable growth items and their SCIA's are included in Appendix D.

Proposed Savings Items

- 12 Officers have suggested some savings, totalling £185k (£155k in 2013/14; £30k in 2014/15), that would compensate for some of the identified pressures. SCIA's are included within Appendix D giving further information on these savings.

Financial Summary

- 13 Some items within the 4 year plan are now expected to be more difficult to achieve than was expected when the original plan was agreed. Further, due to economic consequences some unavoidable budget pressures have arisen and these need to be considered as growth items for 2013/14 onwards.
- 14 Some new savings have been identified to mitigate the effect on future budgets.
- 15 The summary at Appendix C identifies the costs of newly identified pressures from the 4 year Plan, and current budgetary pressures. This gives Members an indication of the financial challenges being addressed by officers within the existing budget framework.
- 16 Views of the Select Committees on the proposed growth items identified in these documents, and explained in more detail in Appendix D, will be considered by Cabinet at its meeting on 6 December 2012.

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- 17 Recent announcements by central government concerning council tax freeze and capping of increases, together with the impact of change to the regime for general government grant may result in the need for additional savings, but the implications of these changes are not yet known. It is possible that Select Committees may have to re-address service budgets for 2013/14 when information about government funding becomes more clear. Details are not expected to be available until late in December 2012.

Key Implications

Financial

- 18 All financial implications are included elsewhere in the report.

Community Impact and Outcomes

- 19 The SCIA's set out the potential impact on the community of variations to the agreed budget.

Legal, Human Rights etc

- 20 There are no legal or human rights implications.

Equality Impacts

21

Consideration of impacts under the Public Sector Equality Duty:		
Question	Answer	Explanation / Evidence
a. Does the decision being made or recommended through this paper have potential to disadvantage or discriminate against different groups in the community?	Yes	Equalities assessments are included in the SCIA's in Appendix D.
b. Does the decision being made or recommended through this paper have the potential to promote equality of opportunity?	No	
c. What steps can be taken to mitigate, reduce, avoid or minimise the impacts identified above?		

Conclusions

- 22 Members' consideration and scrutiny of the relevant services is an essential and key element in the business and financial planning process. Any costs agreed

which are outside the existing Financial Plan will require additional savings, and subsequent service changes, to ensure a balanced budget position.

Risk Assessment Statement

- 23 For the effective management of our resources and in order to achieve a sustainable budget it is essential that all service cost changes and risks are identified and considered.
- 24 Major service financial risks are included in the Service Plans, risk analysis and SCIA's. Financial risks will be reviewed again when the Cabinet publishes its proposals for the annual budget.

Appendices

Appendix A – Summary of Service Plans

Appendix B – The Council's agreed 4-year savings plan

Appendix C – Summary of Changes to 4 year plan and new Growth and Savings items

Appendix D – Service Change Impact Assessment forms (SCIA's)

Background Papers:

Report to Council 21 February 2012 – Item 5b – Revenue Budget & Council Tax 2012/13

Report to Cabinet 13 September 2012 – Item 6 – Financial Prospects & Budget Strategy 2012/13 and Beyond

Contact Officer(s):

Adrian Rowbotham Ext.7153

Helen Martin Ext. 7483

Lee Banks Ext.7161

Dr. Pav Ramewal

Deputy Chief Executive and Director of Corporate Resources

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Summary of 2012/13 Service Plans

Services Select Committee

Guidance Page

Head of Service	Service	Environment	Social Affairs	Services
Community Development	Community Planning & Safety		✓	
	Health & Leisure		✓	
	Regeneration & Youth (excl. Economic Development)		✓	
	Economic Development	✓		
Development Services	Development Control	✓		
	Planning Policy	✓		
Environmental & Operational Services	Building Control	✓		
	Direct Services	✓ Street Cleaning	✓ CCTV, Pest Control & WC's	✓
	Environmental Health	✓	✓	
	Licensing			✓
	Parking & Amenity	✓		
Finance & HR	Audit, Risk & Anti Fraud			✓
	Finance			✓
	Housing Benefits			✓
	Human Resources			✓
	Revenues			✓
Housing & Communications	Communications			✓
	Housing Policy			✓
	Private Housing			✓
	Social Housing			✓
IT & Facilities Management	Customer Services			✓
	IT Services			✓
	Facilities Management			✓
Legal & Democratic Services	Democratic Services			✓
	Elections & Land Charges	✓ Land Charges		✓ Elections
	Legal Services			✓
	Policy & Performance			✓
	Property Services			✓

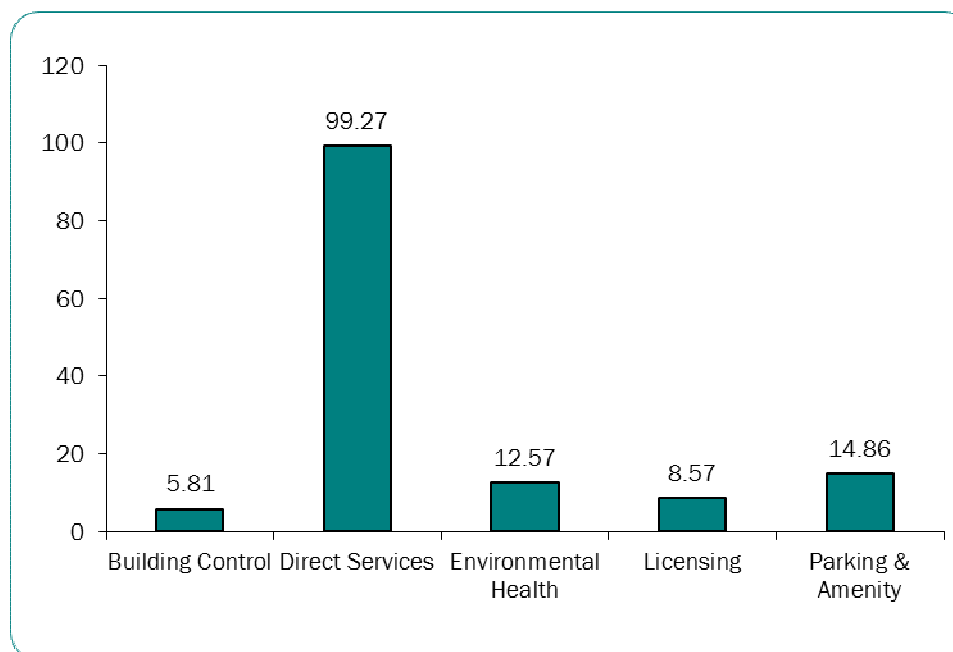
Section	Description
1: Key Service Objectives	The key service objectives are drawn from the Service Plans completed each year by the Manager of each service. The Summary of Service Plan selects only the key objectives for the service for 2012/13 and is not a full record of all objectives for the service.
2a: Resources – Staff FTEs	Provided by the Human Resources team the number of full time equivalent staff demonstrates the resources available to deliver the service. Where services are shared only the staff employed directly by Sevenoaks District Council are included.
2b: Resources – 2012/13 Budget	Provided by the Finance team the net budget for each service for the three most recent years sets out the financial resources available to deliver the service. The data also demonstrates the direction of travel of the budget in recent years. For shared services only the SDC contribution is included.
2c: Resources – Savings Plan	Provided by the Finance team is a record of savings achieved between 2008 and 2010 and those agreed within the current 4 year savings plan. For details of the current savings plan please see Item 5e (Appendix B) on Modern.Gov at: http://cds.sevenoaks.gov.uk/Data/Council/201012161901/Agenda/Report%20-%20Item%205(e)%20-%20Revenue%20Budget%20and%20Council%20Tax%202011-12%20-%20App%20B.pdf
3a: Performance – Head of Service Level	A high level summary of the current performance of all local performance indicators (LPIs) overseen by the Head of Service. The colour coding represents the following performance levels: Green – At or above target; Amber – Within 10% of target Red – Missing target by 10% or more
3b: Service Performance Summary	A summary of the current performance of all LPIs at service level. More information is available to Members through Covalent - www.covalentcpm.com/sevenoaks - using the assigned Member log in and password.
3c: Budget Risks	Provided by the relevant Head of Service are commentaries on the current budget risks being faced in 2012/13. These have been identified as part of the Council's usual monthly budget monitoring processes.

Environmental and Operational Services Service Plan Summary 2012/13

Part 1: Key Service Objectives

Building Control Shared Management	<ul style="list-style-type: none"> Reviewed by Environment Select Committee
Direct Services Shared Service (CCTV) Also reviewed by Environment & Social Affairs	<ul style="list-style-type: none"> Deliver Quality Services and Improve residents, businesses and stakeholder perception of services Help deliver the Council's ten year budget plan for relevant service areas and contribute to corporate savings Implement the agreed work streams of the Kent Waste Strategy Continue shared working in CCTV management and progress any opportunity for control room co-location
Environmental Health Shared Service	<ul style="list-style-type: none"> Reviewed by Environment Select Committee & Social Affairs Select Committee
Licensing Shared Service	<ul style="list-style-type: none"> Manage and oversee the Licensing Partnership and contribute to annual efficiency savings Comply fully with the obligations under the Licensing Act 2003 and Gambling Act 2005 Continue to develop the 'Centre for Excellence' for all Council licensing functions
Parking & Amenity Shared Management	<ul style="list-style-type: none"> Reviewed by Environment Select Committee & Social Affairs Select Committee

Part 2a: Resources – Staff (full time equivalent employees)



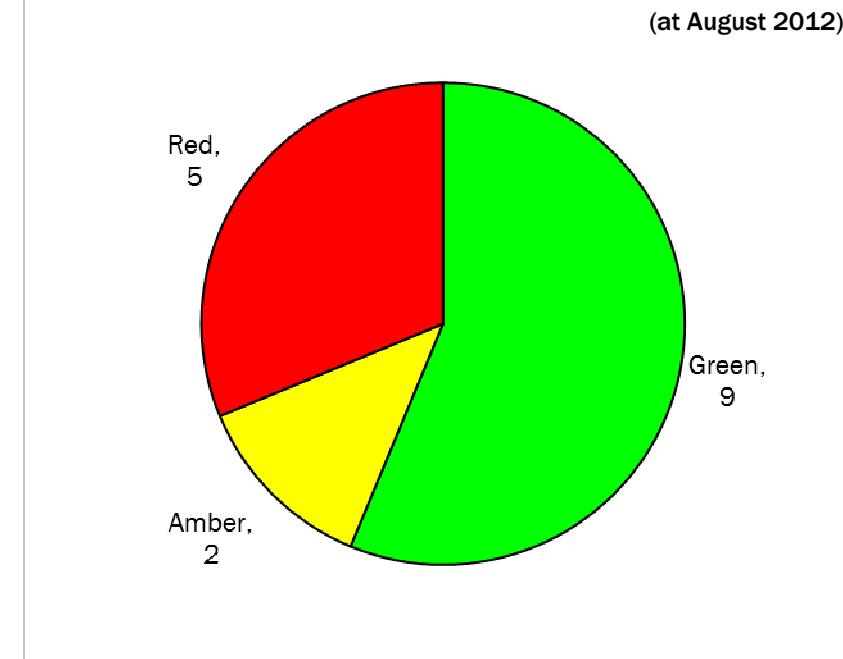
Part 2b: Resources – 2012/13 Budget (£,000)

	Budget 10/11	Budget 11/12	Budget 12/13
Building Control	33	-69	-58
Direct Services	4,311	3,671	3,662
Environmental Health	879	706	669
Licensing	2	-11	-25
Parking & Amenity	-1,372	-1,624	-1,711

Part 2c: Resources – Savings Plan

	2008 - 10	2011/ 12	2012/ 13	2013/ 14	2014/ 15
Building Control	67	64			
Direct Services	456	668	16		50
Environmental Health	95	150			
Licensing	35	15	15		
Parking & Amenity	484	199	13	14	
TOTAL	1,137	1,096	44	14	50

Part 3a: Performance of Environmental & Operational Services (at August 2012)



Part 3b: Service Performance Summary (at August 2012)

	Green	Amber	Red	Overall Performance
Building Control	2	-	-	
Direct Services	4	1	4	
Environmental Health	1	-	1	
Licensing	1	1	-	
Parking & Amenity	1	-	-	

Part 3c: Budget Risks

There are currently no significant budget risks in Environmental & Operational Services.

Part 1: Key Service Objectives

<p>Audit, Risk & Anti Fraud</p> <p>Shared Service</p>	<ul style="list-style-type: none"> To give an assurance on the overall governance and internal control processes of the Council Provide support and guidance on the Council's Risk Management processes and hold and monitor the strategic Risk register and advice on Service Risks Continue to proactively seek out fraudulent benefit claims and apply relevant sanctions as appropriate.
<p>Finance</p>	<ul style="list-style-type: none"> To produce the Council's year end accounts by 30 June 2012 with a high standard of working papers Produce a balanced 2013/14 budget in conjunction with all services To process, pay creditor invoices within payment terms where possible
<p>Housing Benefits</p> <p>Shared Service</p>	<ul style="list-style-type: none"> Ensure the successful implementation of Council Tax Support scheme Ensure performance is maintained and targets met Actively encourage those eligible to claim Continue to actively seek out fraudulent claims and ensure appropriate sanctions are applied in conjunction with the Fraud Team
<p>Human Resources</p>	<ul style="list-style-type: none"> Effective HR policies and procedures Have an engaged workforce Introduce initiatives to reduce sickness absence
<p>Local Tax</p> <p>Shared Service</p>	<ul style="list-style-type: none"> Ensure the successful implementation of the Council Tax support scheme incorporating the technical reforms to Council Tax Deliver the planned savings from joint working for 2012/13, with particular emphasis on promoting self-service by customers Ensure the successful implementation of the Business Rate Deferral scheme

Part 2a: Resources – Staff (full time equivalent employees)



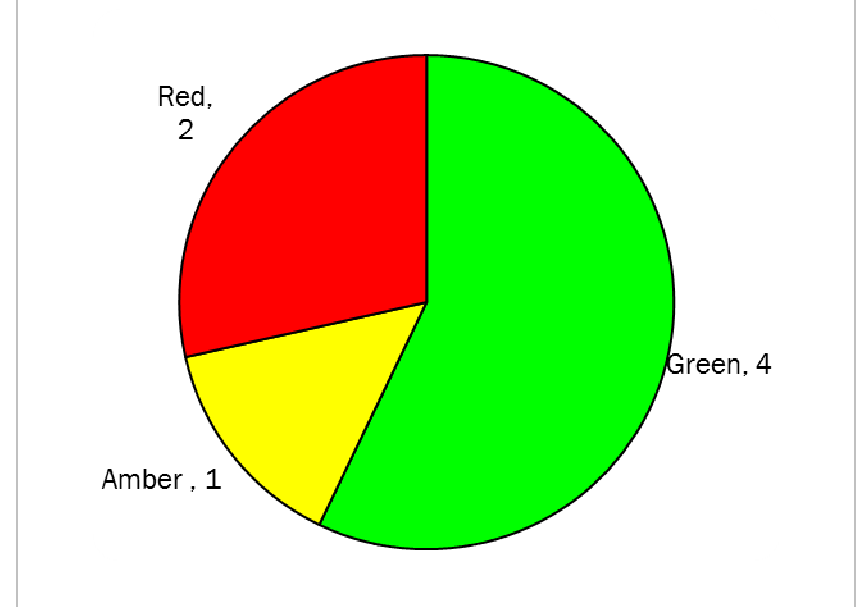
Part 2b: Resources – 2012/13 Budget (£ 000)

	Budget 10/11	Budget 11/12	Budget 12/13
Audit, Risk & Anti Fraud	152	161	139
Finance	3,152	2,711	2,834
Housing Benefits	940	664	169
Human Resources	493	555	633
Revenues	280	233	154

Part 2c: Resources – Savings Plan (£ 000)

	2008 - 10	2011/ 12	2012/ 13	2013/ 14	2014/ 15
Audit, Risk & Anti Fraud	39				
Finance	388	40	50		
Human Resources	20	41		20	
Revenues & Benefits	123	50		30	
TOTAL	570	131	50	50	-

Part 3a: Performance of Finance & HR (at August 2012)



Part 3b: Service Performance Summary (at August 2012)

	Green	Amber	Red	Overall Performance
Audit, Risk & Anti Fraud	1	-	-	
Finance	-	-	1	
Housing Benefits		1	1	
Human Resources	1		-	
Revenues	2	-	-	

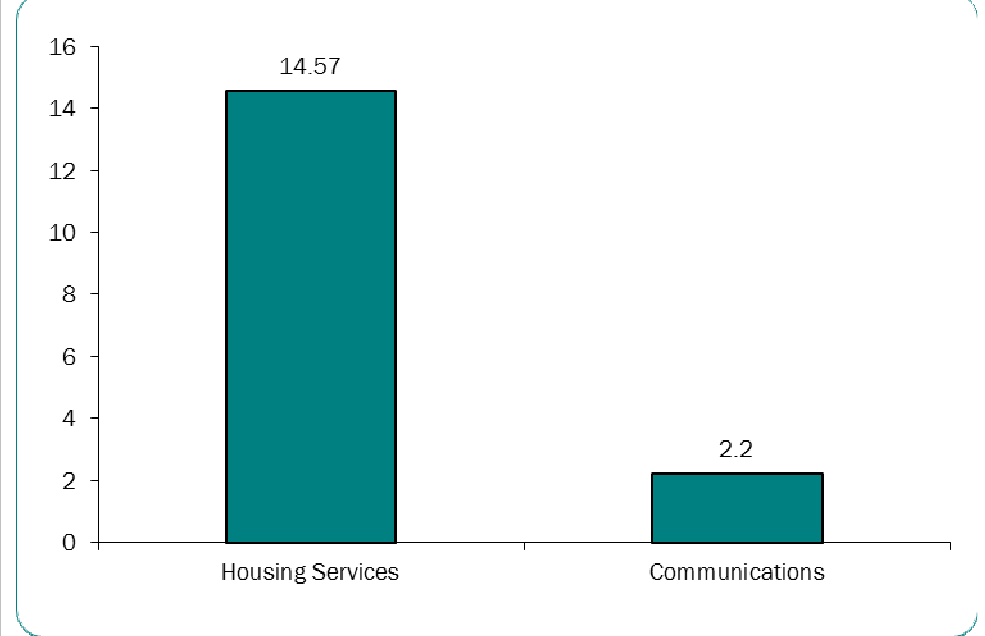
Part 3c: Budget Risks

There are currently no significant budget risks in Environmental & Operational Services.

Part 1: Key Service Objectives

Communications	<ul style="list-style-type: none"> Produce an annual Communications Strategy and Action Plan Manage and maintain the Council website and offer support to the website editors as necessary Produce and deliver three or four copies of In Shape magazine and other corporate publications including the Council Tax and Business Rates leaflets Deliver two major campaigns during the year
Housing Policy	<ul style="list-style-type: none"> Enable the development of affordable housing Develop the District Council's Housing Strategy Oversee the delivery of Climate Local Kent Deliver the West Kent Local Investment Plan
Private Housing	<ul style="list-style-type: none"> To deliver a proactive advice, education and enforcement service to maximise the number of private sector homes that conform to the Housing Act 2004 and achieve the Decent Homes Standard To sustain homes and communities through the provision of energy efficiency advice and grants Undertake inspections of the Districts mobile homes parks and enforce and update licence conditions
Social Housing	<ul style="list-style-type: none"> Maximise homelessness prevention by providing an enhanced housing options service Pursue shared working to maximise resources for homelessness and the housing register To identify new delivery arrangements for the Sevenoaks District Housing Register To produce a local Tenancy strategy with Housing Policy

Part 2a: Resources – Staff (full time equivalent employees)



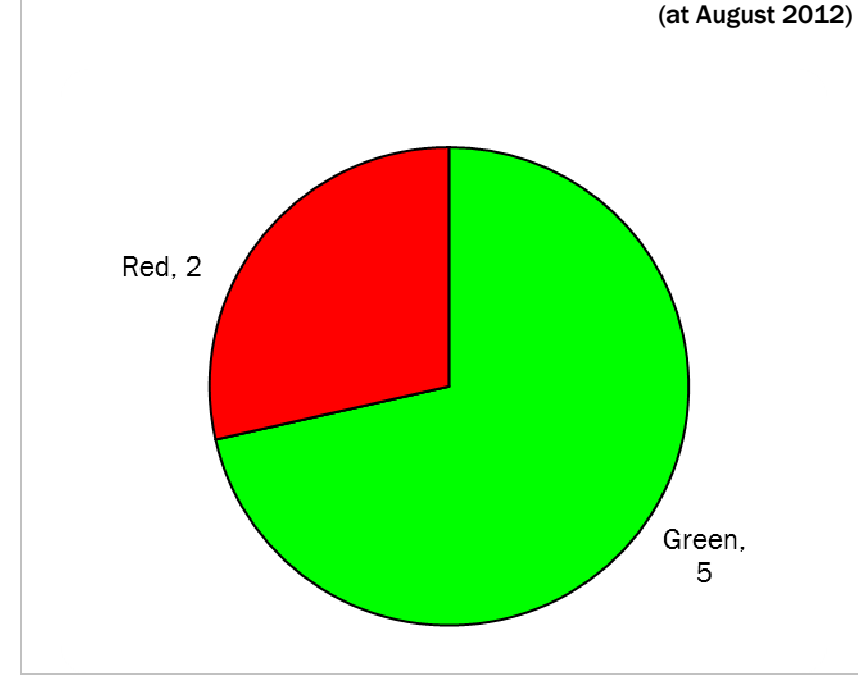
Part 2b: Resources – 2012/13 Budget (£000)

	Budget 10/11	Budget 11/12	Budget 12/13
Communications	158	145	145
Housing Policy	42	39	30
Private & Social Housing	821	738	699

Part 2c: Resources – Savings Plan

	2008 - 10	2011/ 12	2012/ 13	2013/ 14	2014/ 15
Communications	29		31		
Housing Policy	32	23			
Private & Social Housing	170	91	38		
TOTAL	231	114	69	-	-

Part 3a: Performance of Housing & Communications (at August 2012)



Part 3b: Service Performance Summary (at August 2012)

	Green	Amber	Red	Overall Performance
Communications	-	-	-	-
Housing Policy	1	-	1	
Private Housing	1	-	1	
Social Housing	3	-	-	

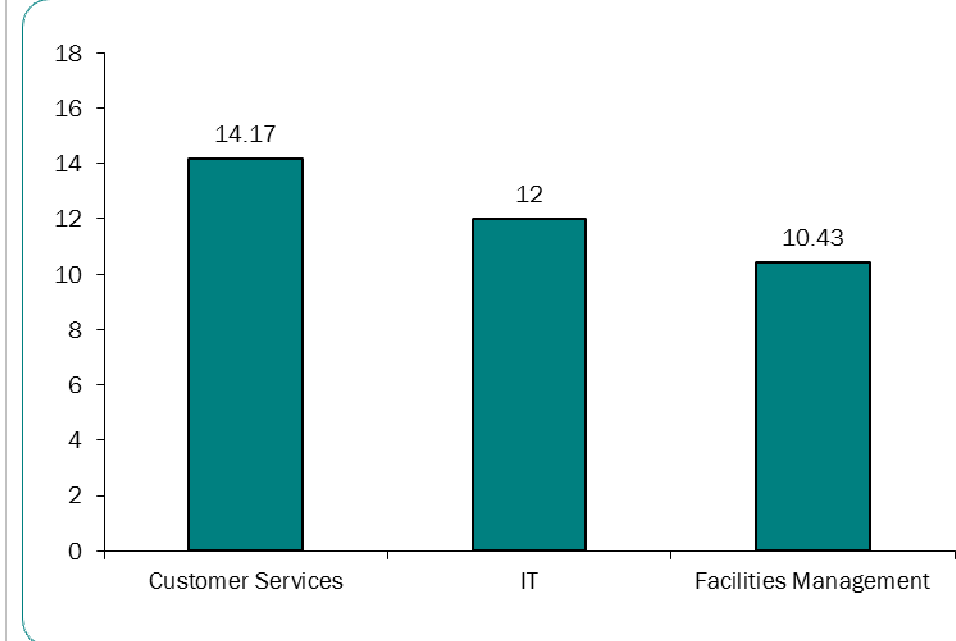
Part 3c: Budget Risks

- Housing - Homeless**
Expenditure on Bed and Breakfast accommodation is at risk of being over budget as the Council sees an increasing demand for the temporary accommodation due to the recession.

Part 1: Key Service Objectives

- | | |
|---------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>IT</p> | <ul style="list-style-type: none"> Review and implement a sustainable IT Asset Maintenance programme Delivering the IT Strategy Maintain a fit for purpose technical infrastructure Ensure the security of the Council's ICT infrastructure Progress Shared Working |
| <p>Facilities Management
Shared Service</p> | <ul style="list-style-type: none"> Contribute to ensuring that the Argyle Road building is a safe environment for staff and team members to work in. Continue to identify ways to assist the organisation in achieving its financial savings and targets Comply with procurement requirements Print Studio to increase their external revenue through word of mouth but ensure keep within organisational guidelines |
| <p>Customer Services</p> | <ul style="list-style-type: none"> Seek out improvements in procedures, practices and technology to improve efficiency and extend scope of Contact Centre activity Improve Council understanding of customer requirements, delivering positive outcomes and service improvements from improved customer insight Drive customer behaviour to shift customers from expensive to more cost effective channels (e.g. web self service / telephony automation) whilst also providing extended customer choices Achieve budget savings whilst maintaining achievement of our performance targets |

Part 2a: Resources – Staff (full time equivalent employees)



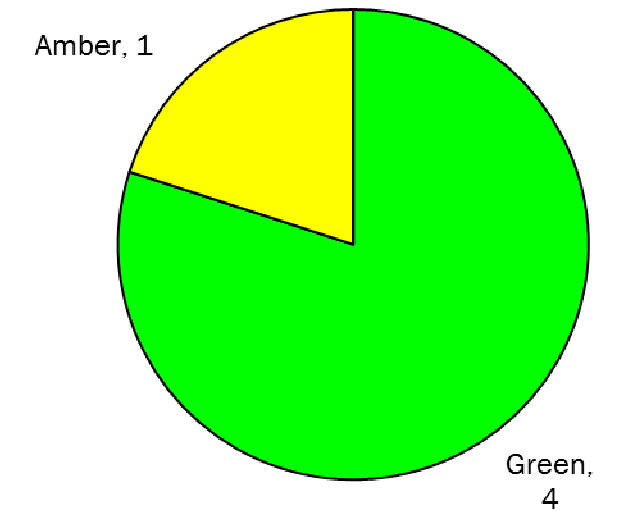
Part 2b: Resources – 2012/13 Budget (£000)

	Budget 10/11	Budget 11/12	Budget 12/13
Customer Services	507	525	461
IT	1,204	1,115	1,073
Facilities Management	545	516	515

Part 2c: Resources – Savings Plan

	2008 - 10	2011/ 12	2012/ 13	2013/ 14	2014/ 15
Customer Services	0		40		
IT	211	110	50	20	60
Facilities Management	36	70	30		
TOTAL	247	180	120	20	60

Part 3a: Performance of IT & FM (at August 2012)



Part 3b: Service Performance Summary (at August 2012)

	Green	Amber	Red	Overall Performance
Customer Services	3	-	-	Green
IT	-	1	-	Amber
Facilities Management	1	-	-	Green

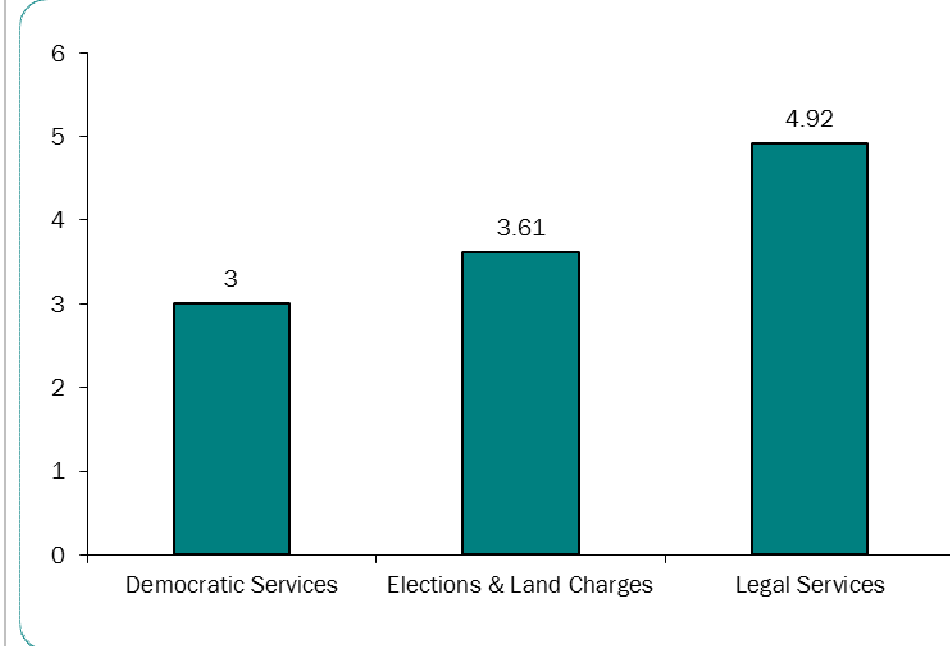
Part 3c: Budget Risks

- There are currently no significant budget risks in IT & Customer Services.

Part 1: Key Service Objectives

- | | |
|-----------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Democratic Services</p> | <ul style="list-style-type: none"> Ensuring that the Council’s decision making processes are lawful, effective and robust Responding to legislative change and seizing opportunities to exploit best practice especially the Localism Act 2011. Providing an effective committee administration service including the timely production and circulation of agendas, papers and minutes of a high standard Introduction of a new petitions scheme. |
| <p>Elections & Land Charges</p> <p>* Also reviewed by Environment Select</p> | <ul style="list-style-type: none"> Provide accurate local land charges searches and respond to all local land charges searches within target times Conduct elections, by elections and referendums Accurately and promptly process all monthly amendments to the register of electors Undertake an accurate canvass of the electorate (residential properties) |
| <p>Legal Services</p> | <ul style="list-style-type: none"> Legal Services to provide prompt and accurate level advice in response to full and proper instructions from client services Legal Services in conjunction with the Head of Legal and Committee Services to ensure that client services are aware of and respond appropriately to significant new legislation/case law that applies to local authorities To establish a close, effective working relationship with our client services, focussing on and tailoring to achieving each individual client services’ business objectives and corporate performance objectives Protecting the corporate interest and maintaining high standards of probity and ethical governance |

Part 2a: Resources – Staff (full time equivalent employees)



Part 2b: Resources – 2011/12 Budget (£ 000)

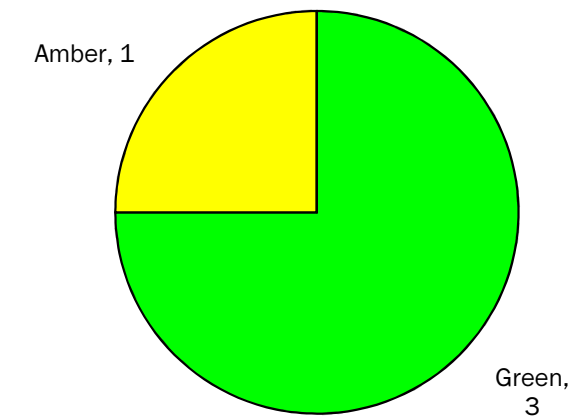
	Budget 10/11	Budget 11/12	Budget 12/13
Democratic Services	129	89	116
Elections & Land Charges	136	91	77
Legal Services	377	295	313

Part 2c: Resources – Savings Plan (£ 000)

	2008 - 10	2011/ 12	2012/ 13	2013/ 14	2014/ 15
Democratic Services		37			
Elections & Land Charges		-22			
Legal Services	30	55			
TOTAL	30	70	-	-	-

Part 3a: Performance of Legal & Democratic Services

(at August 2012)



Part 3b: Service Performance Summary (at August 2011)

	Green	Amber	Red	Overall Performance
Democratic Services	Green icon			-
Elections & Land Charges		Amber icon		Amber icon
Legal Services	Green icon			Green icon

Part 3c: Budget Risks

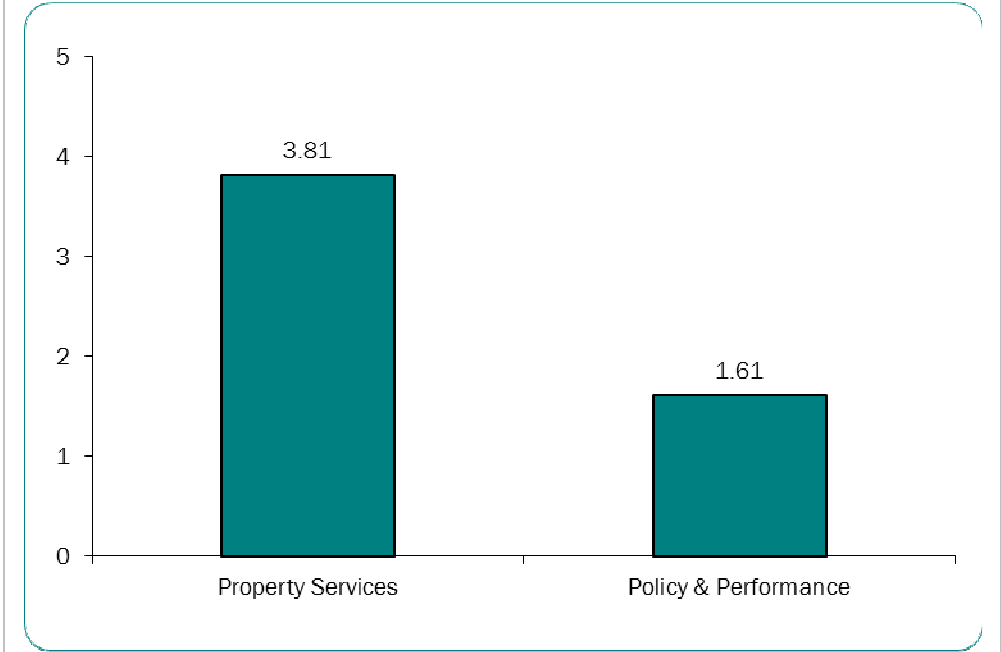
- Land Charges
Income continues to be affected by the depressed state of the housing market.

Part 1: Key Service Objectives

- Policy & Performance**
- Contribute to communicating and measuring progress against the Councils objectives following the publication of the Leaders Vision
 - Positively influence Council strategy and decision making through the provision of high quality advice on Policy matters
 - Provide high quality, responsive and effective support to Council services and Council projects
 - Deliver an efficient, effective and timely performance management framework, ensuring that Covalent is used to its fullest potential

- Property Services**
- Delivery of the asset management action plan
 - Delivery of the property review action plan
 - To ensure that all corporate property complies with relevant legislative and regulatory requirements
 - To maintain a safe and appropriate working environment in corporate properties

Part 2a: Resources – Staff (full time equivalent employees)



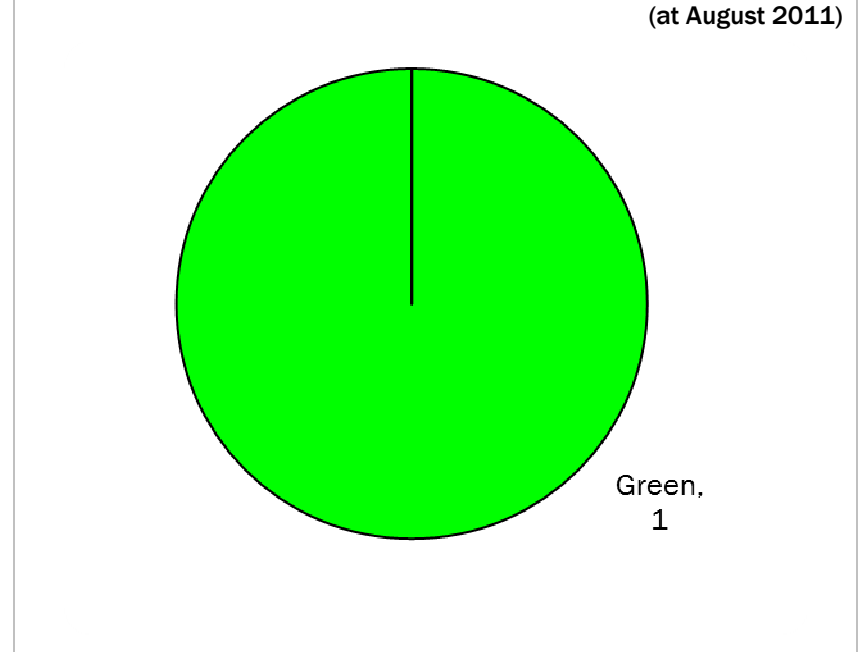
Part 2b: Resources – 2012/13 Budget (£ 000)

	Budget 10/11	Budget 11/12	Budget 12/13
Policy & Performance	25	0.9	6
Property Services	686	607	466

Part 2c: Resources – Savings Plan (£ 000)

	2008 - 10	2011/ 12	2012/ 13	2013/ 14	2014/ 15
Policy & Performance	58	70	15		
Property Services	88	93		75	
Legal & Democratic Services Total	176	233	15	75	-

Part 3a: Performance of Legal & Democratic Services (at August 2011)



Part 3b: Service Performance Summary (at August 2011)

	Green	Amber	Red	Overall Performance
Policy & Performance	1	-	-	
Property Services	-	-	-	-

Part 3c: Budget Risks

- There are currently no significant budget risks in Policy & Performance or Property Services.

Agenda Item 9

**Appendix B 4 Year Savings Plan
Growth and Savings Items 2011/12 - 2014/15 Risk Assessment**

Risk items are shaded - further details are included in Appendix D

SCIA			Year				TOTAL
Year	No.		2011/12	2012/13	2013/14	2014/15	
			£	additional savings £	additional savings £	additional savings £	
Environment							
11/12	16	Building Control - joint working and cost savings from team review	(74)			(74)	
10/11	36	Building Control - reverse one off income home condition survey*	15			15	
10/11	2	Building Control - review of team	(5)			(5)	
11/12	22c	Civil Enforcement - review structure	(34)			(34)	
11/12	12c	Development Control - Appeals - reduced use of consultants	(6)			(6)	
11/12	12b	Development Control - Appeals - reduced use of external legal resources	(10)			(10)	
11/12	12a	Development Control - Conservation - deletion of consultants budget	(11)			(11)	
11/12	14a	Development Control - Planning and Pre-Application Fees - extra income		(100)		(100)	
11/12	13	Development Control - review processes and structure to reduce costs	(131)			(131)	
11/12	14b	Development Control - S106 Monitoring - charge developers to monitor	(50)			(50)	
08/09	30	Development Control - staffing reduction	(41)			(41)	
10/11	1	Development Control - various	(20)			(20)	
	19	Development Services share of corporate targets	(8)	(14)		(22)	
11/12	27	Direct Services - Street Cleansing reduction	(124)			(124)	
		Environmental & Operations share of corporate targets	(24)	(91)		(115)	
11/12	56	Land Charges income loss (personal searches)	22			22	
11/12	15	LDF preparation - reduce annual contribution to reserve based on cost reduction*	(70)		70	0	
11/12	25	On-street Parking - additional income	(35)			(35)	
11/12	24	Parking - additional income	(43)			(43)	
11/12	22a	Parking - joint working	(26)			(26)	
11/12	22b	Parking - reduce administrative costs		(13)	(14)	(27)	
10/11	33	Planning Policy - reverse one off income 2010/11*	22			22	
11/12	23	Sencio Leisure parking fees reimbursement at Sevenoaks - cancel	(26)			(26)	
11/12	8	Tourism - reduced activity		(30)		(30)	
		Total Environment	(679)	(248)	56	0	
Services Select							
11/12	42	Admin Support - reduce	(28)			(28)	
11/12	28	Asset Maintenance (reduction for 3 years) - Playground equipment/CCTV equipment/depot/car parks	(31)			31	
12/13	2	Benefits - contribution from Housing Benefits Subsidy Reserve		(40)		(40)	
12/13	1	Benefits - reduction in Admin grant		40		40	
11/12	34	Central offices target savings	(5)			(5)	
11/12	39	Civic Expenditure -delete budget except Chair/Vice Allowance	(68)			(68)	
10/11	56	Communications - reverse temp reduction in costs*		19		19	
10/11	15	Concessionary Fares - Govt funding reduction	200			200	
10/11	41	Concessionary Fares - reverse reduced costs*	60			60	
11/12	29	Contact Centre - shared services or reduction in service		(40)		(40)	
08/09	17	Democratic Services - reorganise to reduce service/costs	(17)			(17)	
11/12	55	Democratic Services Manager - Partnership Working	(20)			(20)	
11/12	18	Direct Services - review operations and reduce costs	(88)	(16)		(104)	
11/12	46	Disabled Facilities Grant reduction	(50)			(50)	
10/11	21	Equalities - end of contract with TWBC		(15)		(15)	
11/12	30a	Finance - re-structure and review processes	(40)			(40)	
		Finance & HR share of corporate targets	(15)	(22)		(37)	
11/12	52	FM - staffing review	(45)	(30)		(75)	
11/12	53	FM - window cleaning, hand dryers, building cleaning, microfilming	(15)			(15)	
11/12	53	FM - window cleaning, hand dryers, building cleaning, microfilming	(10)			(10)	
10/11	51	Gypsy site - Support -Hever Rd	7			7	
10/11	47	Homeless - reverse one off rent in advance*	10			10	
10/11	47	Homeless - reverse one off deposit bonds*	10			10	
10/11	50	Housing initiatives - reverse one off support of under 18s*	15			15	
11/12	43	Housing Policy - Climate Change	(23)			(23)	
		Housing share of corporate targets	(5)	(4)		(9)	
11/12	31	Human Resources - partnership working			(20)	(20)	
11/12	49	Information Systems and IT Support - review staffing resources	(30)		(20)	(60)	
10/11	22	Internal Audit - reverse extra income DBC*	10			10	
11/12	48	Internet provision - reduce charges	(40)			(40)	
11/12	51	IT - Agresso and IDOX - reduce support costs	(23)	(50)		(73)	
		IT & FM share of corporate targets	(7)	(7)		(14)	
11/12	50	IT Support - reduce general costs	(41)			(41)	
11/12	40	Lease Cars - cease scheme administration	(10)	(10)	(20)	(40)	
		Legal & Democratic Svs & Corp share of corporate targets	(5)	(10)		(15)	
11/12	57	Legal Services - additional income (S106)	(30)			(30)	
11/12	54	Legal Services - Partnership Working	(25)			(25)	
10/11	8	Licensing - enlarge partnership	(15)	(15)		(30)	
11/12		Market supplements - continuation of phased removal	(100)			(100)	
11/12	33	Members' Allowances - next phased increase not implemented	(45)			(45)	
10/11	16	Members' Allowances - phasing of new scheme	45	45		90	
12/13	3	Members' Allowances - provision for Members IT allowance		6		6	

Agenda Item 9

SCIA			Year				TOTAL
Year	No.		2011/12	2012/13	2013/14	2014/15	
			£	additional savings £	additional savings £	additional savings £	
12/13	5	Members' Allowances - underspend		(6)			(6)
11/12	45	Merge Private Sector and Social Housing	(55)				(55)
10/11	58	Partnership working - corporate target	(200)				(200)
08/09	62	Policy and Perf - review of team tasks	(35)				(35)
11/12	58	Policy, Performance and Communications - review of functions		(50)			(50)
11/12	36	Property - income from Tandridge	(13)				(13)
11/12	35	Property - review processes and restructure team	(75)		(75)		(150)
11/12	30b	Rationalisation of financial systems and administration over sites		(50)			(50)
11/12	37	Revenues & Benefits - joint working savings above target	(50)				(50)
11/12	38	Revenues and Benefits - Partnership - further efficiencies target (£60k split 50:50)			(30)		(30)
11/12	58	Review of Policy, Performance and Communications functions - part	(35)				(35)
	1	Review of senior management - part	(75)				(75)
11/12		Review of senior management or joint management			(302)		(302)
11/12	32	Secretariat - review across council with view to reducing with senior management	(41)				(41)
11/12	47	Social Housing - Joint assessment referrals - stop contribution		(8)			(8)
11/12	44	Social Housing - West Kent Housing contract saving		(30)			(30)
11/12		Staff terms and conditions - savings reprofiled as agreed by Council 18/10/11				35	35
11/12	41	Training Budget - reduce	(50)				(50)
		Total Services	(1,103)	(293)	(467)	6	(1,857)
		Social Affairs					
11/12	1	Arts Development	(5)				(5)
10/11	66	CCTV	(45)				(45)
11/12	17	CCTV - Partnership Work/Other arrangement (with Contact Centre)				(50)	(50)
08/09	18	Community Development - Replace core salaries with external funding and redu	(2)				(2)
		Community Development share of corporate targets	(3)	(2)			(5)
11/12	2	Community Safety - external funding at risk	56				56
08/09	20	Community Safety - Reduce Community Safety budget - crime reduction	(2)				(2)
11/12		Direct Services - Pest Control - review of service and removal of subsidy	(16)				(16)
11/12	26	Direct Services - Public Conveniences	(62)				(62)
11/12	20	Environmental Health - shared working	(150)				(150)
11/12	22e	Further transfer of land playgrounds etc to Town/Parish Councils	(15)				(15)
11/12	3	Grants	(25)	(20)			(45)
11/12	4	Health - reduced activity	(17)				(17)
11/12	22d	Hollybush Outdoor Bowls Centre - transfer ownership to private club	(20)				(20)
11/12	5	Leisure - Asset Maintenance	(70)	(70)			(140)
11/12	6	Leisure - reduced Management Fee	(80)	(80)			(160)
11/12	21	Minibuses - Deletion of service	(333)				(333)
08/09	22	Reduce grants budget	(13)				(13)
08/09	21	Reduce Youth budget - SNAP, drugs/alcohol	(3)				(3)
10/11	24	STAG agreement expiry			(25)	(75)	(100)
11/12	7	Sustainability - delete remaining cost	(4)				(4)
11/12	9	West Kent Partnership	(2)				(2)
11/12	11	Youth - 8-12's project		(23)			(23)
11/12	10	Youth - reduce activity, leave only statutory duty	(20)	(60)			(80)
		Total Social Affairs	(831)	(255)	(25)	(125)	(1,236)
		Totals	(2,613)	(796)	(436)	(119)	(3,964)

* = 'positive' savings items relate to the reversal of one-off savings in earlier years.
n/a = saving achieved or a growth item

Appendix C Summary of Changes to 4 Year Savings Plan and Proposed Growth and Savings items

SCIA Ref	Committee	Head of Service	Service	13/14 £'000	14/15 £'000	Total £'000	
<u>Items from 4 Year Plan</u>							
11/12	5	Social Affairs	Community Development	Asset Maintenance	70	-	70
							0
11/12	14b	Environment	Development Services	Income s106 monitoring	25	-	25
11/12	15	Environment	Development Services	LDF Preparation	-35	-	-35
							0
11/12	17	Social Affairs	Env & Ops	CCTV	-	50	50
							0
11/12	31	Services	Financial Services	HR - Partnership working	20	-	20
11/12	35	Services	Legal	Property Team Re-structure	35	-	35
Proposed Growth from 4 Year Plan				115	50	165	
<u>Budget Pressures outside 4-year Plan</u>							
13/14	1	Environment	Env & Ops	Income - Building Control	50	-	50
							0
13/14	2	Services	Housing	Homeless	20	-	20
							0
13/14	3	Environment	Legal	Planning - Legal/Barrister Fees	20	-	20
13/14	4	Environment	Legal	Land Charges Income	40	-	40
Proposed Growth from Budgetary Pressures				130	0	130	
<u>Potential Savings/Funding</u>							
13/14	5	Services	Legal	Audit Fees	-40		-40
13/14	6	Services	Legal	Argyle Rents KCC/MOAT	-20		-20
13/14	7	Services	Legal	Argyle Rents Police	-15		-15
13/14	8	Services	Legal	Market Related Supplements	-10		-10
13/14	9	Environment	Env & Ops	Environmental Health Partnership		-30	-30
Proposed Savings Items				-85	-30	-115	
Total				160	20	180	

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SERVICE CHANGE IMPACT ASSESSMENT

Revision to Service Change Impact Assessment #31 (11/12)

Update of Feasibility of original budget reduction

This saving of £20k for 2013/14 is now considered to be at risk

Further comments from Head of Service - Autumn 2012: It was hoped that following the joint working venture of Revenues and Benefits between SDC and DBC, the HR Manager could support both SDC and DBC. However, this has not prevailed. There is a difference in people practices between the two authorities, DBC currently engage Northgate to provide their HR services. Therefore, this partnership has not taken place as was hoped.

Previously Agreed SCIA (Cabinet 28 October 2010)

SCIA # 31

Service Area:	HR	Service:	Finance & HR
Activity	HR	No. of Staff:	5.5 fte

Activity Budget Reduction	11/12 £000	12/13 £000	13/14 £000	14/15 £000
Review structure to reduce staffing	-	-	-20	➔

Reasons for and explanation of proposed change in service	Joint working with another council to deliver HR Services.
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Key Stakeholders Affected	All staff across the Council
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Likely impacts and implications of the change in service (include Risk Analysis)	<p>Joint working with another council to deliver HR services would achieve savings for the Council and improve resilience for this small team.</p> <p>There is a risk that at a time when there is increased demand for HR Services (managing potential changes in staff terms and conditions and staffing reductions as well as providing advice for joint working in other service areas) resources may diverted to develop joint working for this services.</p>
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Performance Matrix Rank (1 to 27)	N/A
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SERVICE CHANGE IMPACT ASSESSMENT

2010/11 Budget	£ 000	National and Local Performance Indicators		
Operational Cost	145	Code & Description	Actual	Target
Income	-	No applicable performance indicators		
Net Cost	145			

SERVICE CHANGE IMPACT ASSESSMENT

Revision to Service Change Impact Assessment #35 (11/12)

Update of Feasibility of original budget reduction

£35k of this saving is now considered to be at risk

Further comments from Head of Service - Autumn 2012: The Professional Services manager has indicated his intention to retire on the 31st March 2013, the post will not be replaced leading to a salary saving. The majority of his duties will be absorbed by the remaining team with some services being transferred to other departments, however it is probable that we will need to purchase some additional expertise.

Previously Agreed SCIA (Cabinet 28 October 2010)

SCIA # 35

Service Area:	Finance & HR	Service:	Finance & HR
Activity	Property Services	No. of Staff:	6 fte

Activity Budget Reduction	11/12 £000	12/13 £000	13/14 £000	14/15 £000
Review and reorganisation of the Property section	-75	➔	-150	➔

Reasons for and explanation of proposed change in service

The current Property section will be reviewed and reorganised with some duties being undertaken elsewhere in the Council and others not being done at all, or at a reduced level.

The Emergency Planning and Health and Safety functions will be reduced, however, the Council will ensure it fulfils its statutory duty. Both these functions will be reviewed and will be delivered elsewhere in the council.

It is proposed that, after the natural retirement of the Property Services Manager, his duties will be divided across the Council.

Key Stakeholders Affected

Occupiers of the Council-owned buildings, Members, Staff, Parish Councils

SERVICE CHANGE IMPACT ASSESSMENT

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

Emergency planning, health and safety, maintenance of buildings and estate management would all be affected by this review. The responsiveness of the service will be reduced, as a saving of this scale would reduce the Property team by 50%.

Performance Matrix Rank (1 to 27)

N/A

2010/11 Budget	£ 000	National and Local Performance Indicators		
		Code & Description	Actual	Target
Operational Cost	289	No applicable performance indicators		
Income	-			
Net Cost	289			

SERVICE CHANGE IMPACT ASSESSMENT

SCIA # 2 2013/14

Service Area:	Housing	Service:	Homeless
Activity	Homeless	No. of Staff:	

Activity Budget Reduction	11/12 £000	12/13 £000	13/14 £000	14/15 £000
Increased cost of providing for homeless people	-	-	20	➔

Reasons for and explanation of proposed change in service

Bed and Breakfast accommodation - overspending due to the recession and staffing situation

Key Stakeholders Affected

Homeless People; Housing Staff

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

The Council has a statutory duty to provide advice and emergency accommodation for vulnerable people who are roofless.
Failure to do so places the Council at risk of legal challenge.

Performance Matrix Rank (1 to 27)	6
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2012/13 Budget	£ 000	National and Local Performance Indicators		
		Code & Description	Actual	Target
Operational Cost	124			
Income	24	LPI SH 004	23	35
Net Cost	104	No of Households living in temporary accommodation		

SERVICE CHANGE IMPACT ASSESSMENT

SCIA # 5 2013/14

Service Area:	Legal and Democratic	Service:	Corporate Management
Activity	Audit Fees	No. of Staff:	n/a

Activity Budget Reduction	11/12 £000	12/13 £000	13/14 £000	14/15 £000
Reduction in External Audit Fees	-	-	-40	➔

Reasons for and explanation of proposed change in service	Our external auditors have indicated that when the current contract is transferred from the Audit Commission to Grant Thornton there will be a reduction of 40% in the annual fees.
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Key Stakeholders Affected	Members, Staff, Council Tax payers
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Likely impacts and implications of the change in service (include Risk Analysis)	The level of service will be unchanged.
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Performance Matrix Rank (1 to 27)	14
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2012/13 Budget	£ 000	National and Local Performance Indicators		
Operational Cost	908	Code & Description	Actual	Target
Income	-	No applicable performance indicators		
Net Cost	908			

SERVICE CHANGE IMPACT ASSESSMENT

SCIA # 6 2013/14

Service Area:	Legal and Democratic	Service:	Property Services
Activity	Argyle Road Offices	No. of Staff:	n/a

Activity Budget Reduction	11/12 £000	12/13 £000	13/14 £000	14/15 £000
Rent Income from KCC/MOAT	-	-	-20	➔

Reasons for and explanation of proposed change in service	Additional income will be received from KCC as Social Services take up accommodation on the second floor and from MOAT Housing who will be increasing the space they rent from us.
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Key Stakeholders Affected	KCC; MOAT Housing; Staff; Council Tax payers
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Likely impacts and implications of the change in service (include Risk Analysis)	Opportunity for closer cross agency working with the various Council departments. The rental income will contribute to the revenue income and the annual service charge will reduce the cost of operating the building to the Council
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Performance Matrix Rank (1 to 27)	N/A
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2012/13 Budget	£ 000	National and Local Performance Indicators		
		Code & Description	Actual	Target
Operational Cost	426	No applicable performance indicators		
Income	-			
Net Cost	426			

SERVICE CHANGE IMPACT ASSESSMENT

SCIA # 7 2013/14

Service Area:	Legal and Democratic	Service:	Property Services
Activity	Argyle Road Offices	No. of Staff:	n/a

Activity Budget Reduction	11/12 £000	12/13 £000	13/14 £000	14/15 £000
Rental Income from Kent Police	-	-	-15	➔

Reasons for and explanation of proposed change in service	Rent Income will be received from Kent Police for use of their accommodation on the ground floor.
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Key Stakeholders Affected	Police; Staff; Council Tax payers
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Likely impacts and implications of the change in service (include Risk Analysis)	<p>Opportunity for closer cross agency working with the various Council departments.</p> <p>The cost of construction of the Police Office (capital) converts to rental income (revenue) providing an annual return in excess of the capital employed's investment potential.</p>
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Performance Matrix Rank (1 to 27)	N/A
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2010/11 Budget	£ 000	National and Local Performance Indicators		
Operational Cost	426	Code & Description	Actual	Target
Income	-	No applicable performance indicators		
Net Cost	426			

SERVICE CHANGE IMPACT ASSESSMENT

SCIA # 8 2013/14

Service Area:	Legal and Democratic	Service:	Corporate Savings
Activity	Market Related Supplements	No. of Staff:	n/a

Activity Budget Reduction	11/12 £000	12/13 £000	13/14 £000	14/15 £000
Reduction in Provision for Market Related Supplements	-	-	-10	➔

Reasons for and explanation of proposed change in service	A budget of 52k (12/13) exists to fund claims from staff for market related supplements in cases where it is proven that SDC pay rates are below the market rates for similar jobs. Claims for this premium have been lower than expected and it is considered viable to reduce this budget by £10k.
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Key Stakeholders Affected	Staff
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Likely impacts and implications of the change in service (include Risk Analysis)	Risk that claims from staff may increase and exceed the provision if it found that SDC pay rates are lower than market rates in 12/13 onwards.
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Performance Matrix Rank (1 to 27)	N/A
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2012/13 Budget	£ 000	National and Local Performance Indicators		
Operational Cost	52	Code & Description	Actual	Target
Income	-100	No applicable performance indicators		
Net Cost	-48			

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