

17 October 2017 at 7.00 pm

Conference Room, Argyle Road, Sevenoaks
Despatched: 09.10.17



Legal & Democratic Services Advisory Committee

Membership:

Chairman, Cllr. Firth; Vice-Chairman, Cllr. Pett
Cllrs. Barnes, Bosley, Dr. Canet, Dyball, Eyre, Halford, Mrs. Hunter, Lake,
McGarvey and Raikes

Agenda

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

	Pages	Contact
Apologies for Absence		
1. Minutes To agree the Minutes of the meeting held on 19 June 2017, as a correct record.	(Pages 1 - 4)	
2. Declarations of Interest Any interests not already registered.		
3. Actions from Previous Meeting (if any)		
4. Update from Portfolio Holder		Cllr. Firth
5. Referrals from Cabinet or the Audit Committee (if any)		
6. Affordable Housing Company	(Pages 5 - 20)	Jim Carrington-West, Lesley Bowles Tel: 01732 227286 /7335
7. Quercus 7 Limited - The Appointment of Observers to Board Meetings	(Pages 21 - 22)	Martin Goodman Tel: 01732227245
8. Member Training	(Pages 23 - 48)	Jim Carrington-West Tel: 01732 227286

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|-----|---|-----------------|---------------------------------------|
| 9. | Budget 2018/19: Service Dashboards and Service Change Impact Assessments (SCIAS) | (Pages 49 - 68) | Adrian Rowbotham
Tel: 01732 227153 |
| 10. | Work Plan | (Pages 69 - 70) | |

EXEMPT INFORMATION

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

If you wish to obtain further factual information on any of the agenda items listed above, please contact the named officer prior to the day of the meeting.

Should you need this agenda or any of the reports in a different format, or have any other queries concerning this agenda or the meeting please contact Democratic Services on 01732 227000 or democratic.services@sevenoaks.gov.uk.

LEGAL & DEMOCRATIC SERVICES ADVISORY COMMITTEE

Minutes of the meeting held on 19 June 2017 commencing at 7.00 pm

Present: Cllr. Firth (Chairman)

Cllr. Pett (Vice Chairman)

Cllrs. Barnes, Bosley, Dr. Canet, Dyball, Eyre, Halford, Mrs. Hunter, Lake, McGarvey and Raikes

1. Appointment of Chairman

Resolved: That Cllr. Firth be appointed as Chairman of the Advisory Committee for the ensuing municipal year.

(Cllr. Firth in the Chair)

2. Appointment of Vice Chairman

Resolved: That Cllr. Pett be appointed as Vice Chairman of the Advisory Committee for the ensuing municipal year.

3. Minutes

Resolved: That the Minutes of the meeting of the Advisory Committee held on 24 January 2017 be approved and signed by the Chairman as a correct record.

4. Declarations of Interest

No additional declarations of interest were made.

5. Actions from Previous Meeting

All actions from the previous meeting had been added to the work plan.

MINUTE'S SILENCE

The Advisory Committee held a minute's silence in memory of the Licensing Partnership Manager who had sadly passed away the previous month.

6. Update from Portfolio Holder

The Portfolio Holder, and Chairman, stated her appreciation and delight for the Election team, who had successfully organised the run-up to the Parliamentary general election, as well as the count, in just 6 weeks.

She tabled an update allowing Members reading time and the opportunity to ask questions.

7. Referrals from Cabinet or the Audit Committee

There were none.

8. Shared Services Update

The Chief Finance Officer presented the annual update which provided a schedule of the current and previous shared services. The report showed that by having shared working arrangements, savings of over £600,000 were being made annually. He reported on the changes that had been made since the last report and confirmed that discussions with other Councils about other opportunities for services had also taken place. He also explained that there were opportunities to expand partnerships beyond neighbouring authorities and that the Council was not limited geographically due to the technology available to enable such partnerships. Members raised concerns regarding the effect that the partnerships could have on staff. Members were concerned that the travel between different offices would have a financial impact on employees. The Chief Finance Officer stated that this had been thought of and that where appropriate employees were receiving travel allowances and also being fully integrated in to the offices.

Resolved: That the report be noted.

9. Equalities Action Plan

The Head of Transformation and Strategy updated Members on the Equality Plan from April 2016 and asked Members to note paragraphs 11, 12 and 13 as set out in the report, which outlined the progress that had been made over the last year. Members advised of additional progress that could be documented including West Kingsdown's achievement of Dementia Friendly Village status, new car parking in Sevenoaks Town and dementia training for taxi drivers.

The Head of Transformation and Strategy also reported on the actions that officers will be taking in 2017/18 and welcomed Members views on their priorities for the coming year.

Members discussed each of the equality objectives within the Councils Equality Policy Statement and put forward their ideas for actions to be taken in the coming year. Members advised officers that their priorities would be in relation to health walks and health services, leisure, apprenticeships and a Sevenoaks Trusted Friend Scheme.

Members also discussed what more the Council could do to communicate better with people with disabilities, the visually impaired and those who were illiterate.

Resolved: That the report be noted.

10. Work Plan

The work plan was noted and the following additions agreed:

17 October 2017

- SDC Affordable Housing Company (report must include definition of types of affordable housing contributions (AHC's), when and how much has been received , when and what the money has been spent on, rationale for setting up a housing company, different options, costs, timescales).
- Investing in Members Training programme.
- advantages and disadvantages of appointing member "observers" for Board meetings.

23 January 2018

- Electoral Registration and Elections
- Licensing Update (moved from 17 October 2017 meeting).

THE MEETING WAS CONCLUDED AT 8.43 PM

CHAIRMAN

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AFFORDABLE HOUSING COMPANY

Legal and Democratic Services Committee - 17 October 2017

Report of	Chief Officer Corporate Services and Chief Officer Communities & Business
Status	For Decision
Also considered by	Cabinet - 9 November 2017 Council - 21 November 2017
Key Decision	No

Executive Summary: This report seeks authority to progress the proposal to set up an Affordable Housing Company. It sets out the need for such a company, explains the requirement for a sound business case to be developed and the likely company structure should a sound business case be proved.

Portfolio Holders Cllr Anna Firth and Cllr Michelle Lowe

Contact Officers Martin Goodman, Ext. 7245 and Lesley Bowles, Ext. 7335

Recommendation to Legal and Democratic Services Advisory Committee: To note and make any comments on the recommendations to Cabinet

Recommendations to Cabinet: That it be recommended to Council that

- (a) it is noted that expert external advice to develop a comprehensive business case to deliver Members ambition for the Council to develop its own affordable housing within the District has been commissioned;
 - (b) subject to a sound business case being established, the Head of Legal and Democratic Services is authorised to incorporate a standalone Affordable Housing Company first taking detailed advice and assistance from specialist external lawyers on the delivery model and set-up process;
 - (c) the broad governance and funding arrangements set out in this report are noted;
 - (d) delegated authority be given to the Portfolio Holders for Finance, Housing & Health and Legal and Democratic Services in consultation with the Chief Executive, Chief Finance Officer and Head of Legal and Democratic Services to settle the detailed arrangements for the establishment of the company; and
 - (e) in the event that a sound business case to deliver affordable housing through
-

an affordable housing company cannot be established Officers report back to Members setting out further options to deliver on Members ambition to develop its own affordable housing within the District.

Recommendations to Council: That

- (a) it is noted that expert external advice to develop a comprehensive business case to deliver Members ambition for the Council to develop its own affordable housing within the District has been commissioned;
- (b) subject to a sound business case being established, the Head of Legal and Democratic Services be authorised to incorporate a standalone Affordable Housing Company first taking detailed advice and assistance from specialist external lawyers on the delivery model and set-up process;
- (c) the broad governance and funding arrangements set out in this report are approved;
- (d) delegated authority be given to the Portfolio Holders for Finance, Housing & Health and Legal and Democratic Services in consultation with the Chief Executive, Chief Finance Officer and Head of Legal and Democratic Services to settle the detailed arrangements for the establishment of the company; and
- (e) in the event that a sound business case to deliver affordable housing through an affordable housing company cannot be established Officers report back to Members setting out further options to deliver on Members ambition to develop its own affordable housing within the District.

Reason for recommendations: To authorise that Officers pursue Members' ambition for the Council to develop its own affordable housing within the District through an Affordable Housing Company.

Introduction and Background

- 1 Members have expressed an ambition for the Council to develop its own affordable housing. As Members will be aware the Council transferred its social housing stock to West Kent Housing Association in 1989 and since that date has not had its own housing revenue account. This means that the Council is not in a position to provide affordable housing or act as a social landlord in its own right.
- 2 As this is not an option open to the Council, Members have expressed a desire to incorporate its own company for the purpose of providing affordable housing within the District.

Affordable housing

- 3 Affordable housing can be defined as the housing required for households who are unable to access suitable housing without financial assistance. Affordable housing includes social rented, affordable rented and intermediate housing.
- 4 Social rented housing is that provided by West Kent Housing resulting from the stock transfer from this Council. Affordable rented housing is let by local authorities or private Registered Providers of social housing to households who are eligible for Social Rented housing. Affordable rented housing is subject to rent controls that require a rent of no more than 80% of the local market rent (including service charges, where applicable).
- 5 Intermediate housing is homes for sale and rent provided at a cost above social rent, but below market levels. These can include shared equity (shared ownership and equity loans), other low cost homes for sale and intermediate rent, but not affordable rented housing.
- 6 The Council's recent Local Housing Needs Study (May 2017) demonstrated that there is an "annual net imbalance of 604 affordable dwellings across Sevenoaks" district. This means that when the current level of affordable housing units being provided across the District is taken into account to meet the needs of current and future residents an extra 604 affordable homes need to be provided each year to 2021.
- 7 The Local Housing Needs Study also tells us that the greatest need is for one and two bedroom homes and the areas with the greatest need in the District (measured by number of affordable homes required) are 'Sevenoaks urban area and surrounds' and North East, which covers Ash and New Ash Green, Farningham, Horton Kirby and South Darenth, Fawkham and West Kingsdown and Hartley and Hodsoll Street.
- 8 A potential funding source for the Company, and an assumption used within this report, is section 106 (S106) funding. These are financial contributions sought from developers towards the costs of providing community and social infrastructure, the need for which has arisen as a result of a new development taking place.
- 9 The Council's Affordable Housing Supplementary Planning Document (Policy SP3) includes a set of approved criteria for the spending of affordable housing planning gains (S106 funding) and amongst other things this includes provision of new affordable housing in the District normally via a Registered Provider of social housing. This would include adding to provision on development sites, new stand-alone schemes and existing property purchase.
- 10 Whilst the building costs of new affordable homes would be an appropriate and lawful use of the S106 funds the ongoing management costs of the affordable housing company and its set-up costs would be required to be found from elsewhere.

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- 11 As at 30 August 2017 the District Council had £3.6m of unallocated S106 contributions. It is noted that there will be alternative proposed uses for that money and the opportunity cost of choosing to grant money to the affordable housing company over progressing other opportunities would need to be evaluated on a case by case basis. Appendix A provides an overview of the current position of S106 funding and examples of projects previously funded.
- 12 Members should also be aware that there is some risk that a right to buy could apply to any affordable housing provided through the Company. This would be dependent on the type of housing provided and other factors that will be explored by seeking further specialist advice. This will be incorporated in the determination of governance structures for the Company and the implications considered further through the business planning process.

Affordable Housing Company

- 13 Officers' work to date has been focussed on the feasibility of incorporating an affordable housing company, how that could be structured and therefore whether it would be a route the Council could pursue. Professional, expert advice has been sought to assist this process.
- 14 It is concluded that the Council can incorporate its own affordable housing company and that this could be a subsidiary of the Council's existing trading company, through a holding company (to sit between the Council and the Affordable Housing Company) or as a 'standalone' company separate to Quercus 7.
- 15 The Council has been advised that the most suitable model would be to set up a 'standalone' company. This could be most cost-effectively set up following the model of Quercus 7, including the appointment of the same Trading Board, Board of Directors and Secretary and follow the structures, policies and systems Quercus 7 has established.
- 16 There is no legal reason why the same people could not be directors of both Quercus 7 and the Affordable Housing Company, or why they could not be entirely different. As with Quercus 7 Council staff will cost the newly-incorporated company a recharge based upon officer time. Non-executive Directors, even if the Affordable Housing Company uses the same as those paid by Quercus 7, would be paid a further fee.
- 17 The Affordable Housing Company would be established as a company limited by guarantee and is likely to be classified as a 'body governed by public law' and therefore subject to the Public Contracts Regulations 2015. Members should be aware that other options exist and it could be established in a different corporate form such as a company limited by shares or a community benefit society if considered preferable. The wider governance of the company is an issue upon which guidance is required from experts, given the sensitivities surrounding the use of public funds and regulations surrounding State Aid.

- 18 The Council would be the sole shareholder of the Affordable Housing Company as it is with Quercus 7. The shareholding in the Affordable Housing Company would be entirely separate to the shareholding in Quercus 7.

Shareholder agreement

- 19 The Affordable Housing Company would require a Shareholder Agreement with the Council, a grant agreement (in respect of section 106 funding to be used as working capital) and Articles of Association which would be different in character to those for Quercus 7.
- 20 As the grant of section 106 funding is likely to amount to State Aid it is necessary for the grant arrangements between the Council and the Company to be correctly structured so that a relevant exemption from the requirement to notify the European Commission of the existence of State Aid is met.
- 21 Making the section 106 funding available for the provision of affordable housing is likely to render it in accordance with the State Aid exemption of Services in the General Economic Interest. This exemption applies where an economic activity delivers ‘outcomes in the overall public good’ that would not be supplied by the market without public intervention, or would be supplied under different conditions as to affordability. The scope of this exemption includes social housing.
- 22 As with Quercus 7, the primary purpose of the necessary shareholder agreement would be to regulate the relationship between the Council and its Company. Ordinarily, other than where reserved to the shareholder, a company's Board of Directors is free to act as it thinks is in the best interests of that company. The shareholder agreement would include instructions on those actions.
- 23 The proposal in this report is that the broad governance and funding arrangements set out above be approved and officers in consultation with relevant Portfolio Holders be given delegated authority to settle the detailed arrangements. This would extend to the naming of the company and to the exact constitution of the Board of Directors.

Business Case

- 24 It has been established that the creation of an Affordable Housing Company is feasible and there is a broad understanding of the sound reasons for seeking to develop affordable housing in the District to contribute to meeting local housing need as established through the Councils Local Housing Needs Study.
- 25 However, as with Quercus 7, it is essential that a full business case is developed to ensure that the company can deliver on its main objective in an effective and sustainable manner without detriment to the Council and its unique, self-sufficient, financial position.

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- 26 Officers have undertaken a risk assessment of the proposals within this report which is documented within the Key Implications below.
- 27 Delivering affordable housing units would yield significant social benefits. However through the business case process it is essential that it is understood how those affordable units could be managed successfully with no access to revenue funding from S106 contributions. Accurate financial modelling and scenario testing is required to understand in detail likely rental incomes, potential default rates, maintenance and management costs and how these could be met from the ongoing activity of the affordable housing company.
- 28 It is for these reasons that detailed consideration of the business case is a pre-requisite for the incorporation of the Company. Members are reminded that Quercus 7 was set up pursuant to a business case as set out in reports.
- 29 It is Officers' view that specialist external advice will be required to enable the business case to be developed. The Council does not hold its own expertise in the provision and management of affordable housing. A bid has been made to the Local Government Association for funding and the provision of an appropriately skilled and experienced adviser. If this bid is unsuccessful the required budget to develop the business case will be met from existing budgets.
- 30 It is intended that the business case will be completed by 30 November 2017, and if found to be sound, an affordable housing company would be set up by 31 December 2017.

Other Options Considered and/or Rejected

- 31 Retaining the S106 funding and seeking to secure affordable housing through an existing provider. This has been rejected as current experience shows market failure in the provision of sufficient affordable housing units across the District.
- 32 Seeking to provide housing within the General Fund without using a corporate vehicle or establishing a separate charitable vehicle wholly owned by the Council. These have been rejected as less effective models to achieve the Council's ambition.
- 33 Endeavouring to provide affordable and market rate housing using Quercus 7 while seeking to retain the benefits of an organisation with a commercial character. This adversely affects the Quercus 7 business model and is unlikely to be met with approval by the Trading Board.

Key Implications

Financial

Financial implications are set out throughout this report. Specialist external advice and the costs to set up the company will be met from within existing budgets. For the avoidance of doubt this includes the creation and analysis of a business case.

Once in operation it will be necessary for the new Affordable Housing Company to pay the Council for the use of its resources (including officers) and to pay the non-executive directors. These costs would need to be met through the trading activities of the Company.

Legal Implications and Risk Assessment Statement

Legal implications are set out throughout this report.

Risk Assessment Statement. The following risks have been assessed with the knowledge and detail available to the Council at the time of writing this report. The risk assessment will be reviewed and reassessed through the business planning process.

Risks are scored from 1 (a low impact / likelihood) to 5 (a high impact / likelihood)

Risk	Likelihood	Impact	Total	Comments and controls
Failure to set up a company in strict compliance with legislation	1	4	4 Low	Extensive consultation with other authorities and appropriate external advice on governance arrangements
Acting ultra vires	1	2	2 Low	Every new activity via the company to consider statutory obligations
Failure to comply with taxation laws - corporation tax & VAT	2	3	6 Medium	External advice sought in relation to taxation
Possibility of challenge to state aid	1	2	2 Low	Obtain full cost recovery and any loan given to the Company to be set at commercial lending rates, subject to expert advice

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Risk	Likelihood	Impact	Total	Comments and controls
Available funding to incorporate an affordable housing company	2	3	6 Medium	Report to Members requests approval of a budget to enable the company to be incorporated
Available expertise to incorporate an affordable housing company	3	4	12 Medium	Plans in place to procure the expert advice required to incorporate the company
Availability of land to enable the construction of affordable housing	4	4	16 High	The Council has limited land in its ownership for the delivery of affordable housing. Business case proposed to evaluate maximising potential of existing sites.
Availability of finance to invest in the construction of affordable housing	4	4	16 High	Current assumptions are limited to the use of S106 contributions to enable affordable housing development. Business case proposed to assess financial sources and implications.
Inability to meet revenue costs of managing affordable housing from trading activity	4	4	16 High	Providing affordable housing is not a profit making activity and the Council does not have in-house expertise to manage housing stock. Business case proposed to assess and evaluate costs and models of management.
Failure to deliver community benefit from the trading activities	2	2	4 Low	The provision of affordable housing in the District will address a proven need and benefit low income families seeking to live in the District.
Adverse impact on the local housing market	2	2	4 Low	Current projections of housing delivery not expected to have a detrimental impact on the local housing market

Equality Assessment

The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no perceived impact on end users.

Conclusions

Members have expressed an ambition for the Council to develop its own affordable housing through a Company, which is wholly owned by this Council.

Initial work by Officers concluded that the Council can incorporate its own affordable housing company and this would most suitably structured as a 'standalone' organisation, unrelated to the activities of Quercus 7.

The Local Housing Needs Study tell us that there is a need for more affordable homes in the District and the incorporation of a Company would provide an opportunity to access S106 contributions in order to deliver affordable housing in the District.

It is proposed that business case will be developed and completed by 30 November 2017, and if found to be sound, an affordable housing company would be set up by 31 December 2017.

Appendices Appendix A - Information on S106 funding

Background Papers Local Housing Needs Study

www.sevenoaks.gov.uk/downloads/file/945/local_housing_needs_study_may_2017

Jim Carrington-West
Chief Officer Corporate Services

Lesley Bowles
Chief Officer Communities & Business

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APPENDIX A

This appendix sets out the District Council's policy and procedures relating to the funding of housing projects via Section 106 affordable housing planning gains.

The appendix also provides Members with a list of example projects which have been funded in recent years and sets out the District Council's planned review of future funding priorities in light of recent changes to national Planning Practice Guidance.

Introduction and Background

- 1 Adopted back in 2011, the District Council's Policy SP3 (Provision of Affordable Housing) of the Core Strategy requires that financial contributions must be paid on residential developments with fewer than five dwellings and that involve a net gain in the number of units on site.
- 2 A Supplementary Planning Document (SPD) for Affordable Housing was subsequently produced and this sets out how Policy SP3 should be implemented. Included in the Affordable Housing SPD is an agreed formula (equivalent of 10% affordable housing provision off-site) to be used when determining the level of funding to be paid on qualifying developments.
- 3 The Affordable Housing SPD also includes a set of approved criteria for the spending of affordable housing planning gains and these are, as follows:
 - Provision of new affordable housing in the District via a Registered Provider of social housing (including adding to provision on development sites, new stand-alone schemes and existing property purchase);
 - Initiatives to make better use of the existing stock (including tackling under-occupation and fuel poverty where it enables better use to be made of the housing stock);
 - Managing future needs for affordable housing, including homelessness prevention and benefit advisory services;
 - Assisting those in housing need to access low-cost home ownership; and
 - Supporting the development of rural exception sites to meet rural housing needs.
- 4 In 2016, Government amended its Planning Practice Guidance to include a standard threshold of ten units before any affordable housing contributions could be sought (excluding developments exceeding 1,000sqm gross floor space or if situated in Areas of Outstanding Natural Beauty).
- 5 This change in policy was originally challenged by a number of local authorities but upheld at the Court of Appeal. As a result, Government has once again adopted the affordable housing threshold within its Planning Practice Guidance and this is now a material consideration that the District

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Council must have regard to when determining future planning applications in the District.

- 6 As a consequence, the District Council will no longer be able to require financial developer contributions on housing developments of ten units or under and future Section 106 affordable housing financial contributions on smaller sites will be greatly reduced.

Investment to date

- 7 In the three completed financial years since 2014/15 and the monies received to 30 August this year, the District Council has received a total of £4.802m and spent a total of £1.594m. In addition, a further £0.135m has been allocated for projects already agreed but not yet implemented. As at 30/08/17, the District Council had £3.6m which remains unallocated.

Year	Money received (£000)	Year	Actual spend (£000)
2014/15	724	2014/15	1,197
2015/16	654	2015/16	107
2016/17	2,561	2016/17	282
2017/18 (as at 30/08/17)	863	2017/18 (as at 30/08/17)	8
Total	4,802	Total	1,594

Note: The District Council must spend affordable housing planning contributions within 10-years of being received.

- 8 The projects set out on the following pages were funded through S106 affordable housing contributions and have, in the main, required no new development.

Initiative	Outcome
<p>'A Home of Your Own' - a bespoke shared-ownership housing scheme which enabled qualifying households to buy a share in a property on the open market</p>	<p>Through an investment of £927k, the District Council secured a further £1.39m external funding for the District and this enabled 19 households to purchase a share in an existing open market property. Priority was given to those in social housing and, in doing so, the District Council was able to free-up other affordable housing for households in need. As and when households staircase up, the District Council will also receive its share of the original investment along with any uplift to be reinvested in other projects.</p>
<p>Part-funding of 'Small is Beautiful' scheme and a dedicated under-occupation officer</p>	<p>As per nationally, there is a high level of under-occupation in the District's social housing stock and also a high level of overcrowding. This initiative is aimed at better matching households to housing through financial incentives and a wide-range of support services. In doing so, there is less pressure on the local housing register, fewer DFG requirements and a wide-range of other positive health outcomes which particularly relate to older people. In addition, the initiative has helped those affected by the national Spare Room Subsidy (commonly referred to in the media as the 'Bedroom Tax').</p>
<p>Improvement works to Sevenoaks Almshouse Charity housing stock and the creation of an additional dwelling for older people</p>	<p>Essential improvement works were funded by the District Council and this prevented the charity from having to sell some of its stock to fund the works. Additional funding also enabled the charity to create an additional apartment in the Sevenoaks Town for local older people. This project has helped to preserve much-needed affordable housing for older people in Sevenoaks.</p>
<p>Improvement works to Margaret Hyde Almshouses Charity housing stock</p>	<p>Again, essential improvement works were required to bring units up to the Decent Homes Standard and to also install a more effective sewage treatment plant to help bring operating costs down. In doing so, the charity is now in a much better position to become self-sufficient and there is no risk of loss of this valuable affordable housing stock for local older people. The District Council has also, as a direct result, explored additional affordable housing development with the charity.</p>

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Initiative	Outcome
Private sector housing initiatives	These were funded with three key aims in mind - they being to improve standards in the private rented housing stock; to encourage private landlords to accept low-income and welfare-reliant households; and to support private tenants into the sector and to sustain tenancies. In doing so, there has been less consequent pressure on the District's limited social housing stock and new development.
Energy efficiency and fuel poverty measures	These were funded in order to provide more affordable private sector housing through reduced outgoings and to enable tenants to maintain tenancies with less consequent pressure on social housing. There are also wide-ranging benefits related to health and welfare with these initiatives and particularly for older people (excess winter mortality amongst older people being a key local issue, for instance).
Local housing needs study to evidence need across the District	In recent years, the District Council has had to make use of secondary data which has been often less than reliable. In order to properly strategise and prioritise future S106 funding, the study provides the evidence required. It will also enable the District Council to negotiate maximum affordable housing contributions on private developments and achieve additional housing and/or housing which better matches need into the future. This study is also a key evidence base for the District Council's new Housing Strategy and its Local Plan review.
Part-rebuild part-refurb of a supported housing facility for adults with learning disabilities at Cedar Court, Edenbridge	With project costs totalling just over £1m, the housing association was £100k short of its target. With a risk of the facility being lost to the open market, the District Council contributed £100k towards project costs and this has enabled a new scheme to be completed and with nine self-contained units. The District Council also secured additional external funding as a result and this has been used to purchase a wide-range of equipment to improve life skills for new tenants of the scheme. The scheme has also been designed to allow for a change of client groups in the future, should it be required - so this is a good long-term investment.

Initiative	Outcome
Part-funding an independent rural housing enabler	The District Council part-funds this county-wide post in order to secure independent rural housing needs surveys across the District's rural areas. In doing so, the District Council can work with parish councils and local communities to develop affordable housing specifically for those with a local connection to the respective village. This not-for-profit organisation is a key partner of the District Council and significantly valuable in its work to deliver rural housing strategy.

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QUERCUS 7 LIMITED - THE APPOINTMENT OF OBSERVERS TO BOARD MEETINGS

Legal and Democratic Services - 17 October 2017

Report of Head of Legal and Democratic Services

Status For information

Key Decision No

Portfolio Holder Cllr. Firth

Contact Officers Martin Goodman Ext. 7245

Recommendation to the Legal and Democratic Services Advisory Committee:

That the report be noted.

Reason for recommendation: This report considers the power of the Trading Board of Quercus 7 to seek to appoint non-voting observers to Quercus 7 Board meetings.

Introduction and Background

- 1 As reported to a previous Legal and Democratic Services Committee, the relationship between the executive Board of Quercus 7 and the Council (as shareholder) is regulated by a Shareholder Agreement. The Shareholder is represented by a Trading Board comprised of the Council's Cabinet.
- 2 The Shareholder Agreement allows non-voting observers to be appointed to attend Board meetings.
- 3 The appointment of observers is exercised by the Trading Board.

The Relevant Power

- 4 Paragraph 10.7 of the Shareholder Agreement provides as follows:
Non-voting observers or attendees as The Trading Board shall agree (with Board Approval from time to time) shall be entitled to attend meetings of the Board in a non-voting observer role ("Observers"). For the avoidance of doubt, Observers shall not be Directors of the Company.
- 5 Thus, non-voting observers are entitled to attend meetings of the Board if the Trading Board agrees that they may and if Quercus 7's Board so approves.
- 6 There is no prescribed test for approving an application to attend the Board as an observer.

MEMBER TRAINING

Legal and Democratic Services Advisory Committee - 17 October 2017

Report of Chief Officer Corporate Services

Status For Information

Key Decision No

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

Portfolio Holder Cllr. Firth

Contact Officer Jim Carrington-West, Ext. 7286

Recommendation to Legal and Democratic Services Advisory Committee:

That the report on providing a Member Training programme is considered by the committee.

Introduction and Background

- 1 There is an ongoing requirement to ensure that elected Members are in possession of required knowledge and training to enable to them to carry out their function in order to support the needs of the community.
- 2 There is already an amount of regular training that takes place for Members. Some elements are mandatory, including specific training for those Members that are to sit on either Development Control Committee or Licensing Committee. Other elements are designed to fit with annual processes such as finance training as part budget setting process each year or specific areas such as the Local Plan process.
- 3 However, it was brought to officers attention that Members would welcome the development of a training programme specifically for their needs and therefore a survey was circulated to all Councillors in March/April 2017 asking for their views as to which areas they feel are necessary for further information or training. The survey was live for 22 days with a number of emails from the Portfolio Holder Legal and Democratic Services and the Chief Officer Corporate Services by way of explanation.
- 4 Due to the Kent County Council elections in May, followed by the General Election in June called with short notice, the results of this work have been somewhat delayed but are brought to this committee as the earliest opportunity to feed back to Members.

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Analysis of Survey Results

- 5 The survey was sent to all 54 elected Members and was responded to by 38 individuals, constituting a 70% response rate. A full set of responses can be seen at Appendix A.
- 6 Of the 38 responses, the majority (89%) agreed that there should be a training programme in place for Members.
- 7 62% of Members responding requested that the training take place at the Council Offices. However, 21% of Members suggested training could be online or supplemented with other technologies such as webex and conference calling. Officers will investigate additional methods of delivery including whether training to be provided at the Council offices can be videoed and then posted online for Members.
- 8 On the question of when would be the most convenient time for Members to attend training, the results were mixed. There is a fairly even spread covering mornings and evenings. This said, given the numbers suggesting evenings would be most convenient and taking into account comments that these sessions could be added to existing scheduled meetings, this would seem a sensible and cost effective approach.
- 9 The survey then went on to ask members how likely they would be to attend training based on a number of specific areas that were organised within the current remits of each Chief Officer. The areas where a majority of respondents expressed an interest are included at Appendix B including suggestions as to which committee might be the most appropriate to host that training.

Other Options Considered and/or Rejected

Not providing any Member training further than the regular topics that are covered each year was considered and rejected as not meeting the requirements fed back through the Member Training Survey.

Key Implications

Financial

There are no adverse financial implications relating to the training programme set out in this report. All training is expected to be delivered within the current allocated member training budget. For 2017/18 this amounts to £10,000.

Legal Implications and Risk Assessment Statement.

There are no legal implications.

Equality Assessment

The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no perceived impact on end users.

Conclusions

In conclusion and based on the results in Appendix A and the summary in Appendix B, it is proposed that training covering these areas is worked up and scheduled to take place as part of already scheduled committee meetings.

Any required costs to provide these sessions will be met from within the existing Member Training budget. This may include the use of external facilitators or material where necessary.

All members will be notified of the training/information sessions to be carried out. The specific timings and content of these sessions will be taken forward in conjunction with the appropriate Portfolio Holders, Chief Officers and Chairs of the relevant committees but with a view to each training session taking place no earlier than existing scheduled committee meetings. To avoid unnecessary waste of officer time, a discussion will be had with the relevant Committee Chairmen to ascertain whether training will be scheduled to take place either directly before or after committee business has been dealt with. The aim will be to standardise the length of training sessions to no more than one hour. Some essential areas of Member training will be Scheduled to take place after Full Council as is already the case.

Members are thanked for their time in contributing to this survey.

Appendices

Appendix A - Full Member Training Survey results

Appendix B - Summary of areas of interest

Background Papers

None

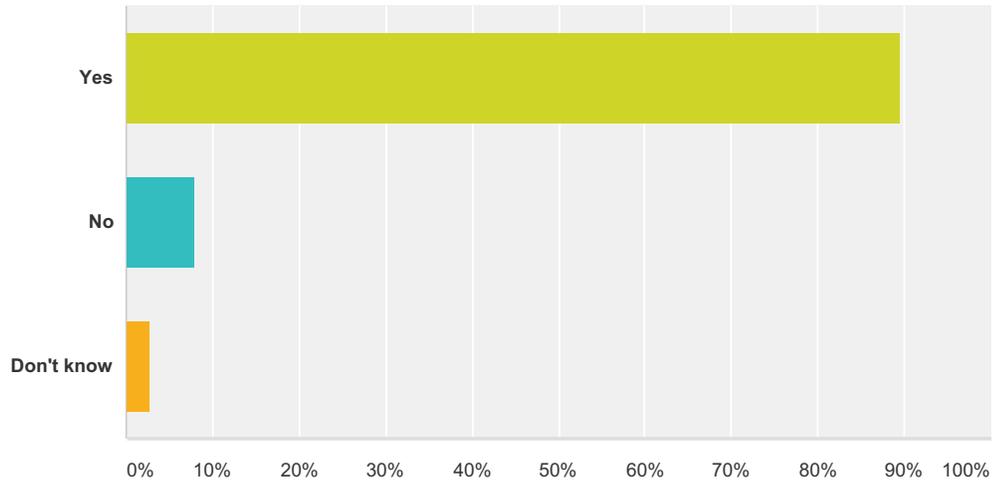
Jim Carrington-West

Chief Officer Corporate Services

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Q1 Should the Council put a training programme in place for Members?

Answered: 38 Skipped: 0



Answer Choices	Responses	
Yes	89.47%	34
No	7.89%	3
Don't know	2.63%	1
Total		38

Agenda Item 8 Investing in Members – Training survey

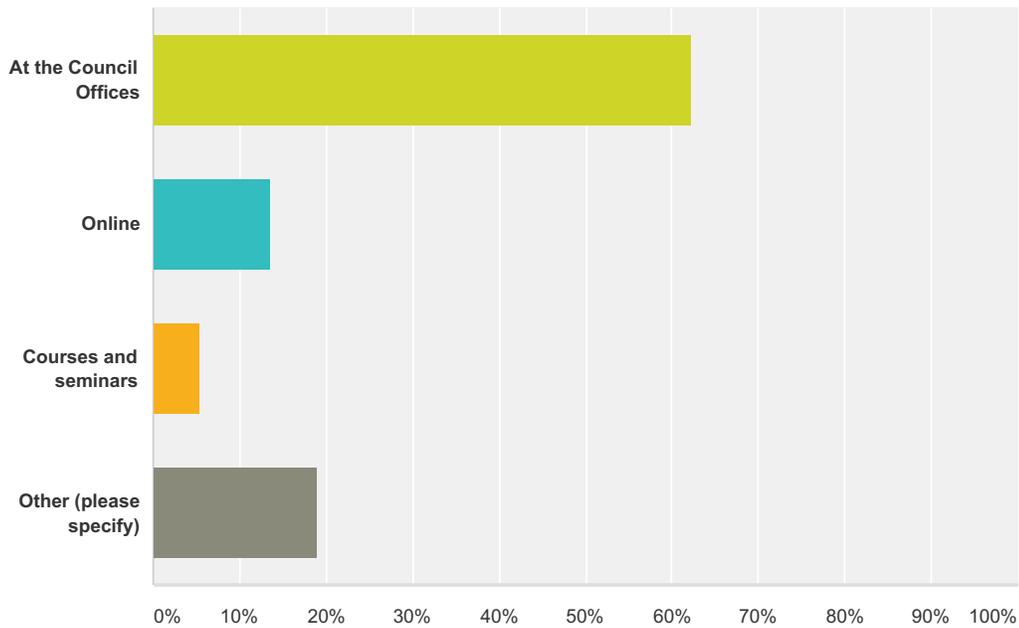
Q2 If you wish to comment on your answer to question 1 please use the space below

Answered: 18 Skipped: 20

#	Responses	Date
1	Many Members are past retirement age and need support with everything from IT to digital communication All Members need to understand local government finance Members who are also part of town and parish councils need to understand that when they are on Committees like DCC they need to stop being partisan	4/10/2017 12:46 PM
2	It would be great if we could use technology to support these training events. I would've attended a lot more if they were done virtually using things like: webex, conference calling, etcetera. They could be run at any time during normal working hours instead of only out-of-hours times.	4/7/2017 10:17 AM
3	As we don't know what we don't know, any formalised training will be useful.	4/7/2017 8:35 AM
4	A training programme is very beneficial as it supports efficacy and best practice for members who serve the public in our roles	4/6/2017 10:06 PM
5	Training especially valuable for new members but I am sure experienced members would also benefit greatly.	4/6/2017 3:06 PM
6	General need to update on an annual basis.	4/6/2017 2:10 PM
7	Training should be relevant and timely	4/6/2017 12:44 PM
8	After each election there always new members who would like to be able to make thoughtful and competent contributions to their work with SDC.	3/23/2017 1:58 PM
9	A training programme for Members is, in my view, essential to ensure that they are equipped with the skills and knowledge to fulfil the role to the best of their ability.	3/22/2017 8:48 AM
10	Every member must serve on DC for at least a year early in their career so that they understand SDC's role and the quasi judicial nature of it	3/22/2017 12:17 AM
11	I doubt a formal training programme for Members would be cost effective. I think there should be some training budget available - perhaps related to officer time in providing assistance to Members on specific issues.	3/21/2017 7:25 PM
12	Training where training is needed, rather than just to tick a box. Practically, it will be difficult for anyone other than the potential trainee to know what training they are missing (except in Development Control (Planning) where members do need to be trained often, as & when Planning Law evolves).	3/21/2017 7:06 PM
13	I know very little about planning rules and would welcome the opportunity to gem up here.	3/21/2017 1:59 PM
14	More training on the range of Council Services, as well as the work of our partners would greatly help. Members need to be more aware of how to become Community Champions and be able to effectively recognise issues and signpost people to suitable services. Please make sure training is on a Friday evening as this is often the only evening which doesn't conflict with any other Town or Parish meeting.	3/21/2017 11:55 AM
15	Training is sometimes offered by external bodies, particularly for new and prospective councillors but this is often expensive and difficult to access, particularly for those in full-time employment. 'Bite-sized', tailored courses for Sevenoaks councillors (or perhaps including those of neighbouring authorities to improve the viability?) could be helpful.	3/21/2017 11:46 AM
16	Very important and ongoing rather than just after the Election	3/20/2017 9:48 PM
17	Training should take part as the ongoing work of the council not a separate programme	3/20/2017 6:04 PM
18	Attendance on committees should not be allowed unless the members have undertaken training.	3/20/2017 6:04 PM

Q3 Please tell us your personal preference for receiving training

Answered: 37 Skipped: 1

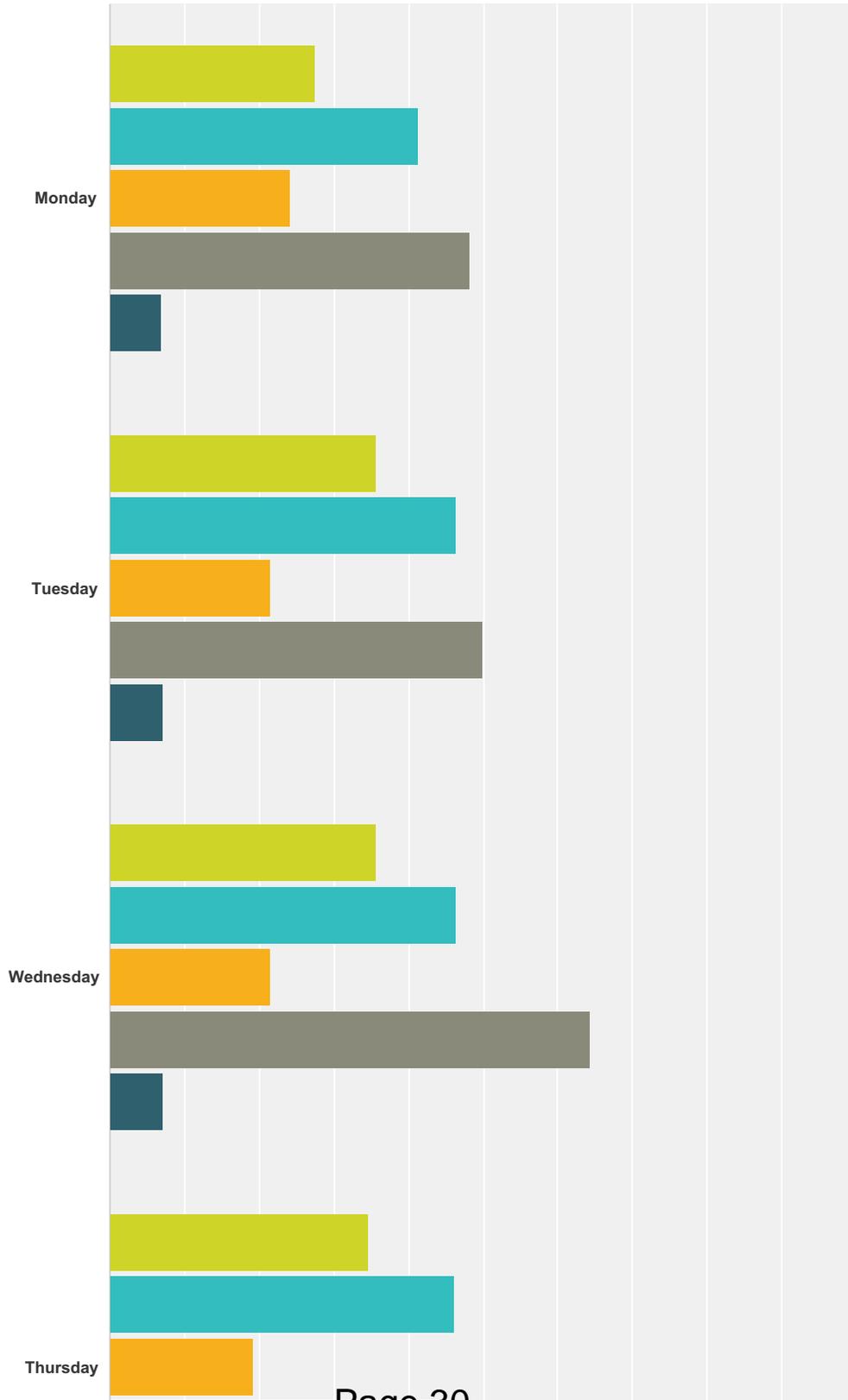


Answer Choices	Responses	
At the Council Offices	62.16%	23
Online	13.51%	5
Courses and seminars	5.41%	2
Other (please specify)	18.92%	7
Total		37

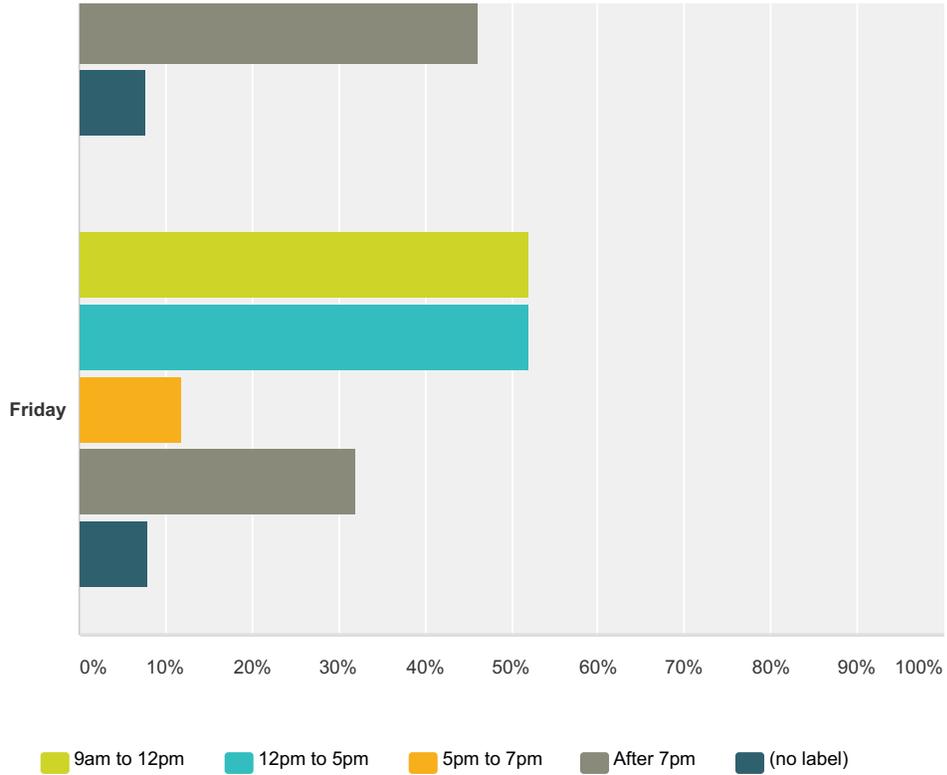
#	Other (please specify)	Date
1	workshops and peer support	4/10/2017 12:46 PM
2	As mentioned above - live trainer but using technologies like: webex and conference calling	4/7/2017 10:17 AM
3	Online is easier for me as my work commitments are currently very demanding	4/6/2017 10:06 PM
4	I think all of the above as appropriate. Understanding national contexts needs addressing: Links with agencies, NGOS outside officer information giving to enable "steering".	4/6/2017 2:10 PM
5	Happy to go wherever training can be provided cheapest but slight preference for getting away from Council offices as might encourage freer thinking leading to more long-term benefit. Less "same old".	3/30/2017 11:35 AM
6	Whilst I'm not working I'd say at the council offices, but once I (hopefully!) have a job then I would say on line	3/21/2017 9:27 AM
7	As part of committee work programme	3/20/2017 6:04 PM

Q4 Please tell us when would be the best time of the week for you to attend a training course

Answered: 35 Skipped: 3



Investing in Members – Training survey **Agenda Item 8**



	9am to 12pm	12pm to 5pm	5pm to 7pm	After 7pm	(no label)	Total Respondents
Monday	27.59% 8	41.38% 12	24.14% 7	48.28% 14	6.90% 2	29
Tuesday	35.71% 10	46.43% 13	21.43% 6	50.00% 14	7.14% 2	28
Wednesday	35.71% 10	46.43% 13	21.43% 6	64.29% 18	7.14% 2	28
Thursday	34.62% 9	46.15% 12	19.23% 5	46.15% 12	7.69% 2	26
Friday	52.00% 13	52.00% 13	12.00% 3	32.00% 8	8.00% 2	25

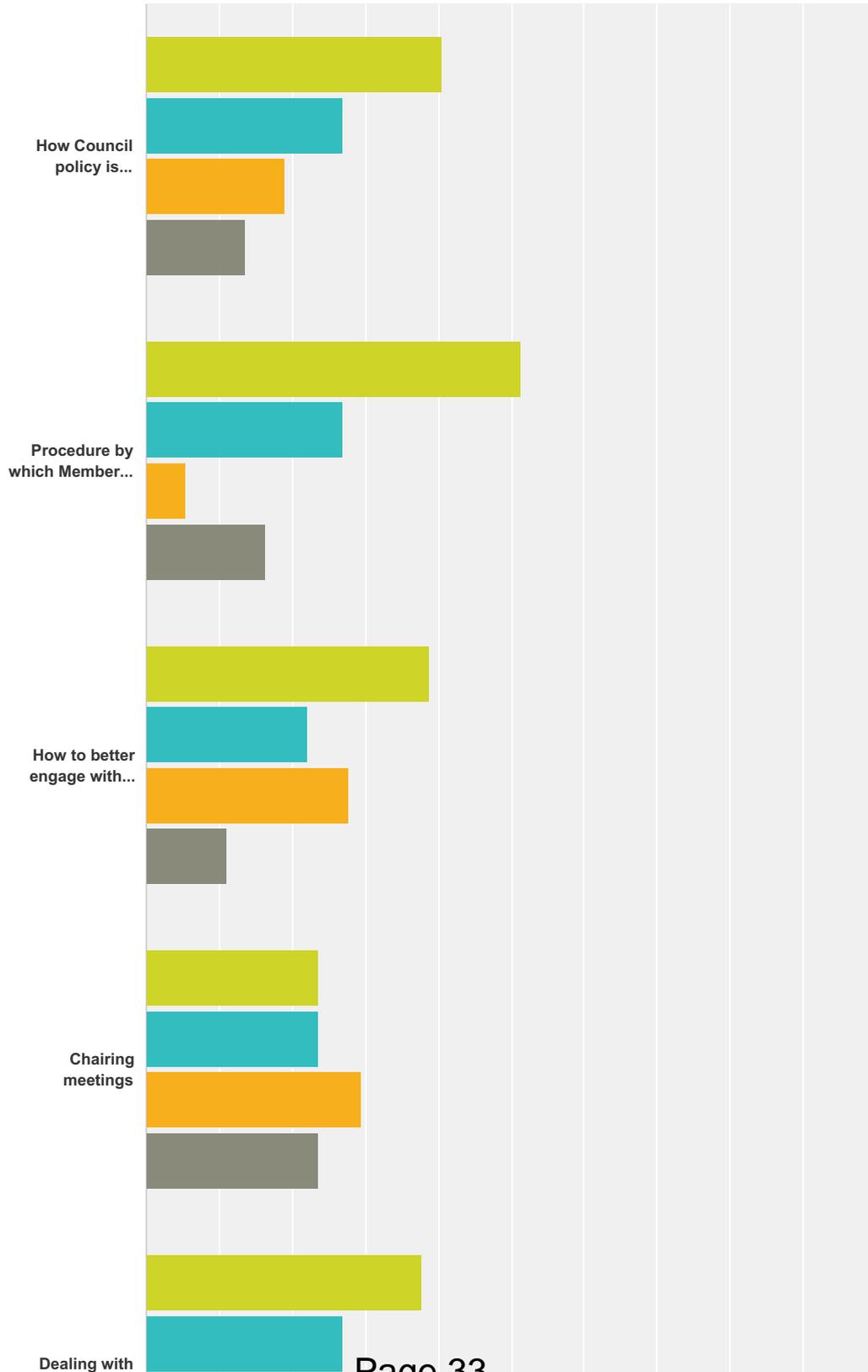
Q5 Please tell us any suggestions you may have to ensure that Members are supported to attend training sessions

Answered: 14 Skipped: 24

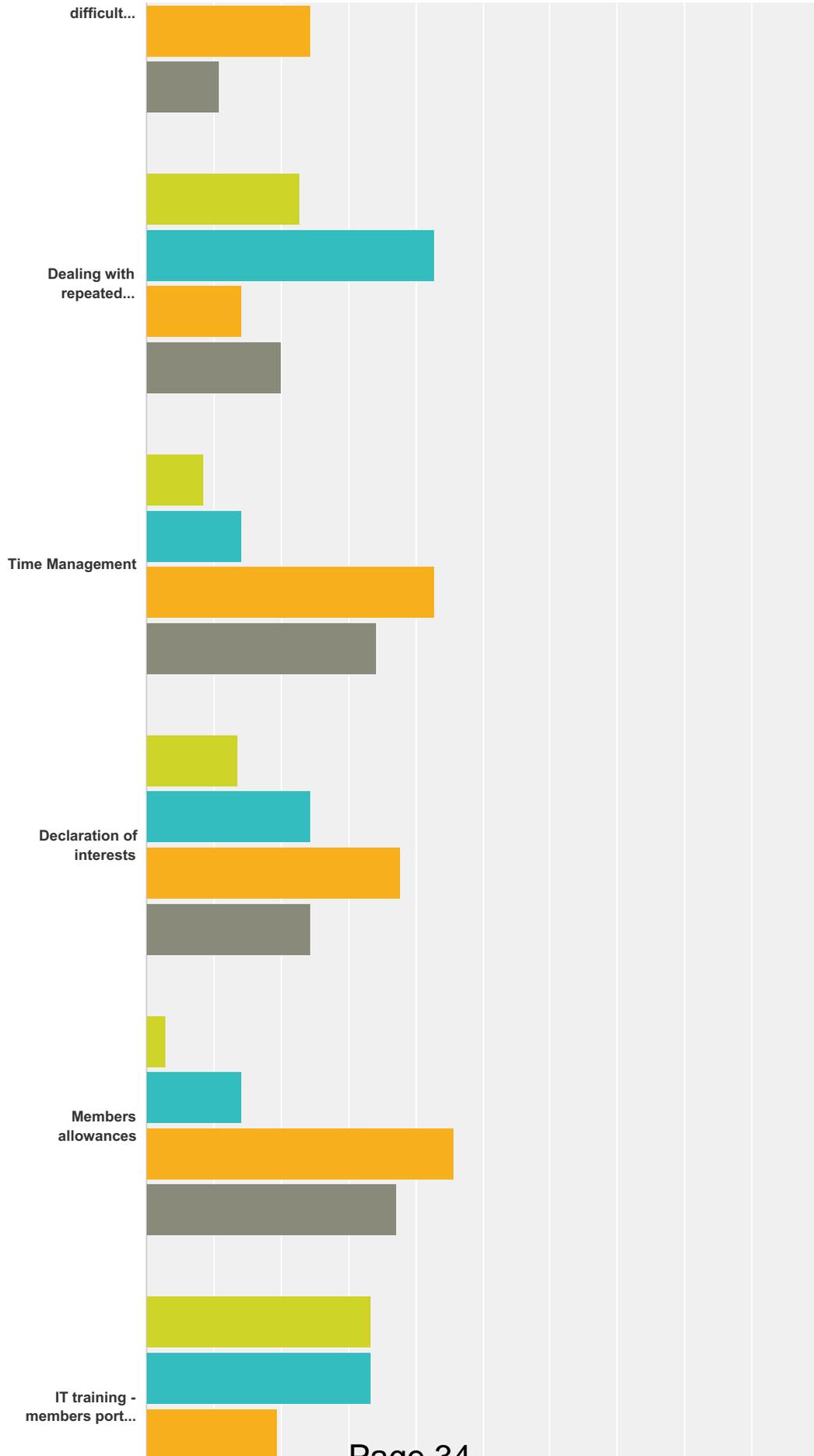
#	Responses	Date
1	I think a proper induction programme after election and then a modular approach using e.learning and webcams would be helpful	4/10/2017 12:46 PM
2	As above	4/7/2017 10:17 AM
3	The option of online training would be very helpful for me. The flexibility of also having training sessions on a rolling basis enables more options for attendance . But I understand that cost restrictions may not facilitate this	4/6/2017 10:06 PM
4	Make it compulsory !	4/6/2017 5:20 PM
5	Where possible, it may be helpful to tag training onto existing committee meetings.	4/6/2017 3:06 PM
6	Uniform dates/days in year that are consistent annually and are in council light weeks.	4/6/2017 2:10 PM
7	Make part of attendance allowance a "training allowance" payable on set number of training sessions being attended.	3/30/2017 11:35 AM
8	Could attend any time given sufficient warning	3/21/2017 7:25 PM
9	NO sessions before 7pm please - many of us work and therefore can't participate in day meetings.	3/21/2017 11:55 AM
10	For councillors with school-age children, 10am to 2pm might be a better time.	3/21/2017 11:46 AM
11	Make it compulsory	3/20/2017 9:48 PM
12	Have it as part of the relevant committee agendas to reduce need for extra meetings	3/20/2017 6:04 PM
13	The morning meetings should be moved to start at 09.30 to avoid travelling in the rush hour.	3/20/2017 6:04 PM
14	7.30pm earliest start would help me to be able to attend as I can't always do 7pm If a councillor works and lives the far end of the district it is impossible some evenings to commit to getting to a 7pm training session.	3/20/2017 6:00 PM

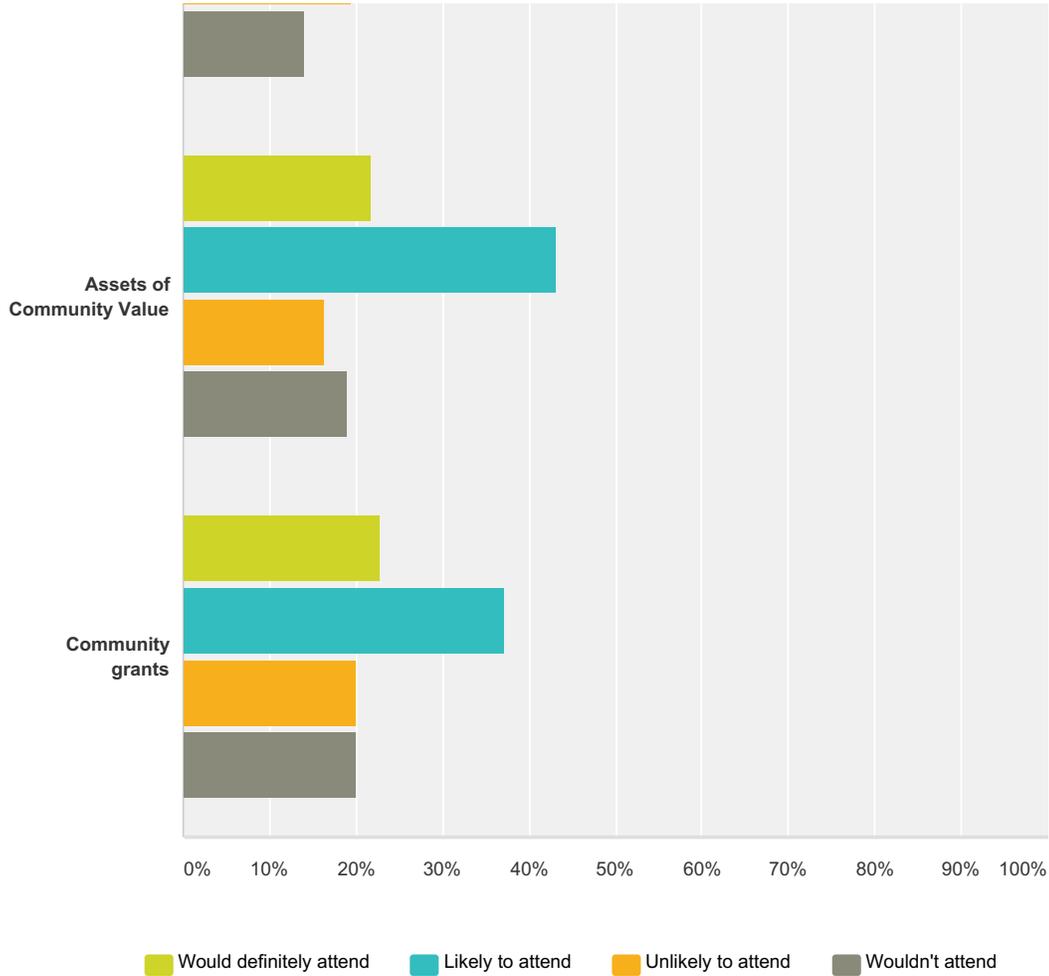
Q6 To what extent would you be interested in attending training on the following topics?

Answered: 37 Skipped: 1



Agenda Item 8 Investing in Members – Training survey





	Would definitely attend	Likely to attend	Unlikely to attend	Wouldn't attend	Total
How Council policy is initiated, developed, amended & passed at Full Council	40.54% 15	27.03% 10	18.92% 7	13.51% 5	37
Procedure by which Members can influence and change Council policy - moving amendments, Scrutiny "call in" powers, recorded voting etc.	51.35% 19	27.03% 10	5.41% 2	16.22% 6	37
How to better engage with your local community e.g. social media, communications & engaging with the local media	38.89% 14	22.22% 8	27.78% 10	11.11% 4	36
Chairing meetings	23.53% 8	23.53% 8	29.41% 10	23.53% 8	34
Dealing with difficult people and situations e.g. travellers / anti-social behaviour / public nuisance	37.84% 14	27.03% 10	24.32% 9	10.81% 4	37
Dealing with repeated resident complaints	22.86% 8	42.86% 15	14.29% 5	20.00% 7	35
Time Management	8.57% 3	14.29% 5	42.86% 15	34.29% 12	35
Declaration of interests	13.51% 5	24.32% 9	37.84% 14	24.32% 9	37
Members allowances	2.86% 1	14.29% 5	45.71% 16	37.14% 13	35

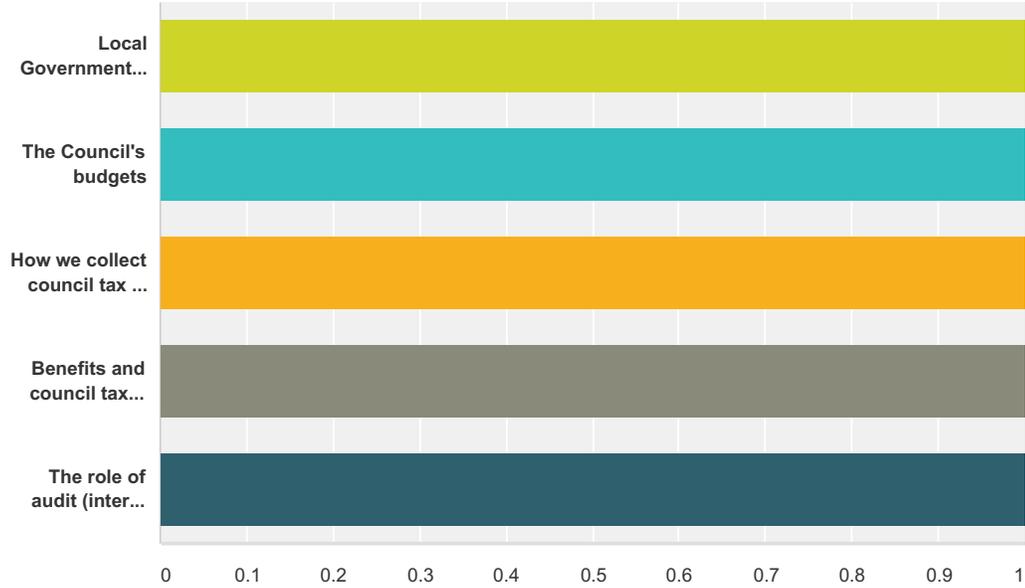
Agenda Item 8 Investing in Members – Training survey

IT training - members portal / planning portal etc.	33.33% 12	33.33% 12	19.44% 7	13.89% 5	36
Assets of Community Value	21.62% 8	43.24% 16	16.22% 6	18.92% 7	37
Community grants	22.86% 8	37.14% 13	20.00% 7	20.00% 7	35

#	Other (please tell us any other ideas you have)	Date
1	how local authority finance works Working with partner organisations understanding what self sustainability means - how it changes the game understanding how first tier commissioning model works (this will affect constituents)	4/10/2017 12:48 PM
2	Good range to choose from	4/6/2017 10:07 PM
3	All Cllr's should receive mandatory training on the rules of debate, eg. length of time they can speak.	3/22/2017 1:02 PM
4	as above Planning rules	3/21/2017 2:00 PM
5	More information and guidance of ALL the services available in our community - perhaps like a themed evening. I.e helping older people - bring organisations like KCC social services, the community wardens, MIND, Age concern etc to each do a presentation for 5-10 minutes of what services they offer and how Councillors can refer people to them - with case studies of success. Maybe another evening can be community safety - with presentations from the police, jack wheeler, the CSP etc and again how Councillors can work together....	3/21/2017 11:58 AM
6	Who came up with list?! Training on Members Allowences! Scrutiny already has training!	3/20/2017 6:08 PM

Q7 To what extent would you be interested in attending training on the following topics?

Answered: 36 Skipped: 2

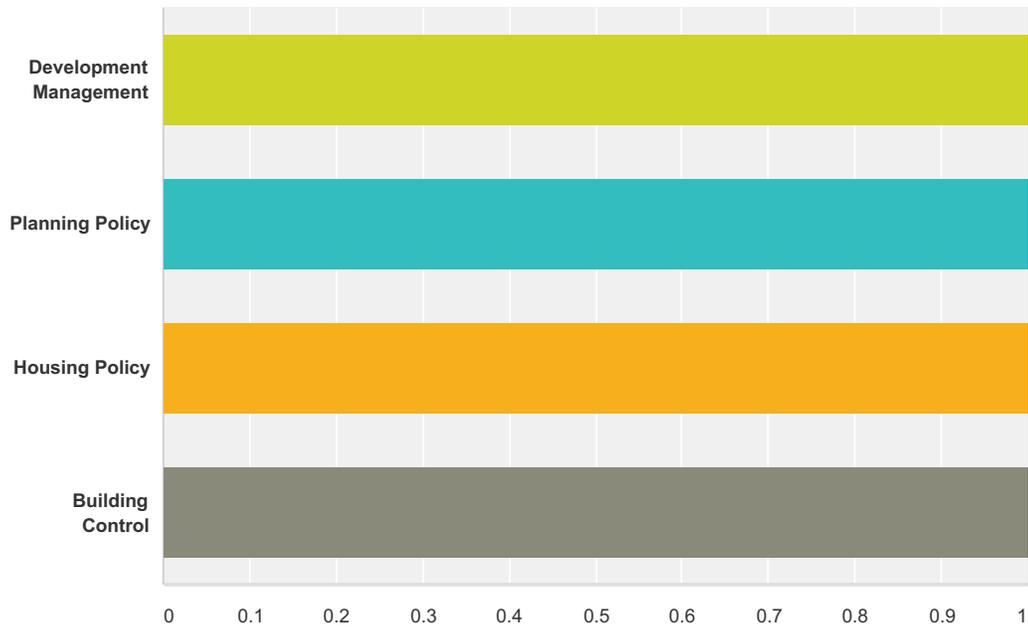


	Would definitely attend	Likely to attend	Unlikely to attend	Wouldn't attend	Total	Weighted Average
Local Government Finance	30.56% 11	38.89% 14	19.44% 7	11.11% 4	36	1.00
The Council's budgets	20.59% 7	41.18% 14	29.41% 10	8.82% 3	34	1.00
How we collect council tax and business rates	2.86% 1	45.71% 16	31.43% 11	20.00% 7	35	1.00
Benefits and council tax support administration	13.89% 5	47.22% 17	19.44% 7	19.44% 7	36	1.00
The role of audit (internal & external)	13.89% 5	25.00% 9	44.44% 16	16.67% 6	36	1.00

#	Other (please tell us any other ideas you have)	Date
1	the legal process - what is statutory outside of the general governance (for example pressurising owners to look after listed buildings)	4/10/2017 12:49 PM
2	The Audit Committee is currently arranging training for its members on a range of audit-related topics. This questionnaire is making me wonder if the training session should be opened up to all councillors	4/6/2017 3:11 PM
3	Planning	4/6/2017 12:47 PM
4	All of this training already happens!	3/20/2017 6:08 PM
5	I wouldn't attend Finance training again as I attended a training session last year which was a complete waste of time, all we did was a quiz for us to guess figures. Then in September I attended a Saturday Group Session where we had yet again the same Financial quiz with no time left to discuss future financial policy etc!	3/20/2017 6:06 PM

Q8 To what extent would you be interested in attending training on the following topics?

Answered: 37 Skipped: 1

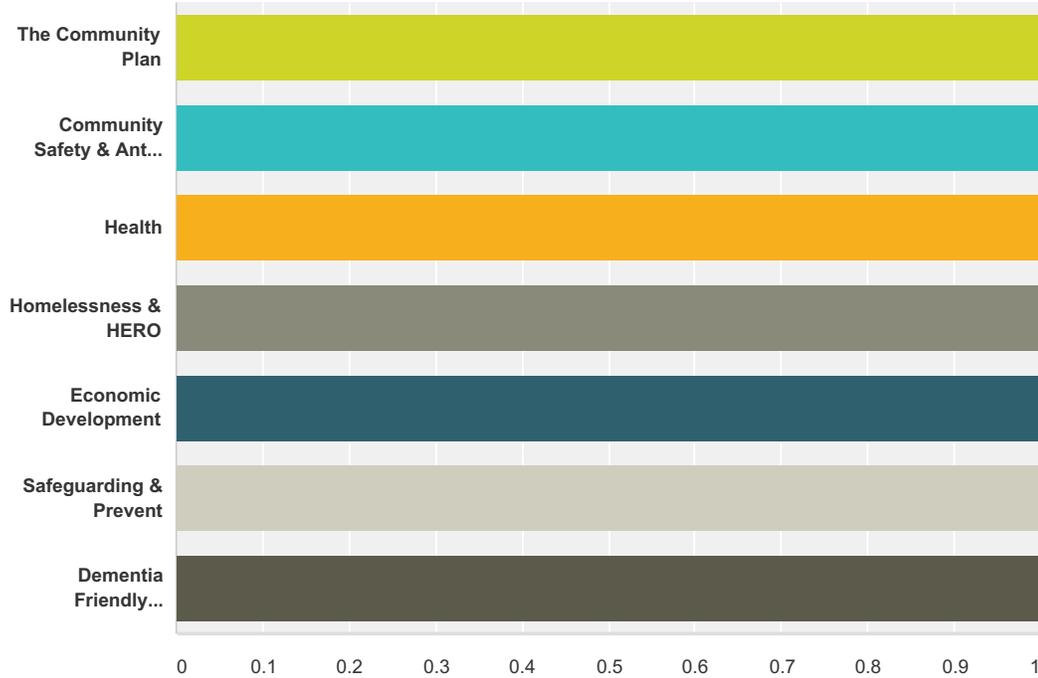


	Would definitely attend	Likely to attend	Unlikely to attend	Wouldn't attend	Total	Weighted Average
Development Management	21.62% 8	48.65% 18	21.62% 8	8.11% 3	37	1.00
Planning Policy	41.67% 15	38.89% 14	13.89% 5	5.56% 2	36	1.00
Housing Policy	36.11% 13	47.22% 17	13.89% 5	2.78% 1	36	1.00
Building Control	29.73% 11	40.54% 15	24.32% 9	5.41% 2	37	1.00

#	Other (please tell us any other ideas you have)	Date
1	Already happens!	3/20/2017 6:09 PM

Q9 To what extent would you be interested in attending training on the following topics?

Answered: 37 Skipped: 1

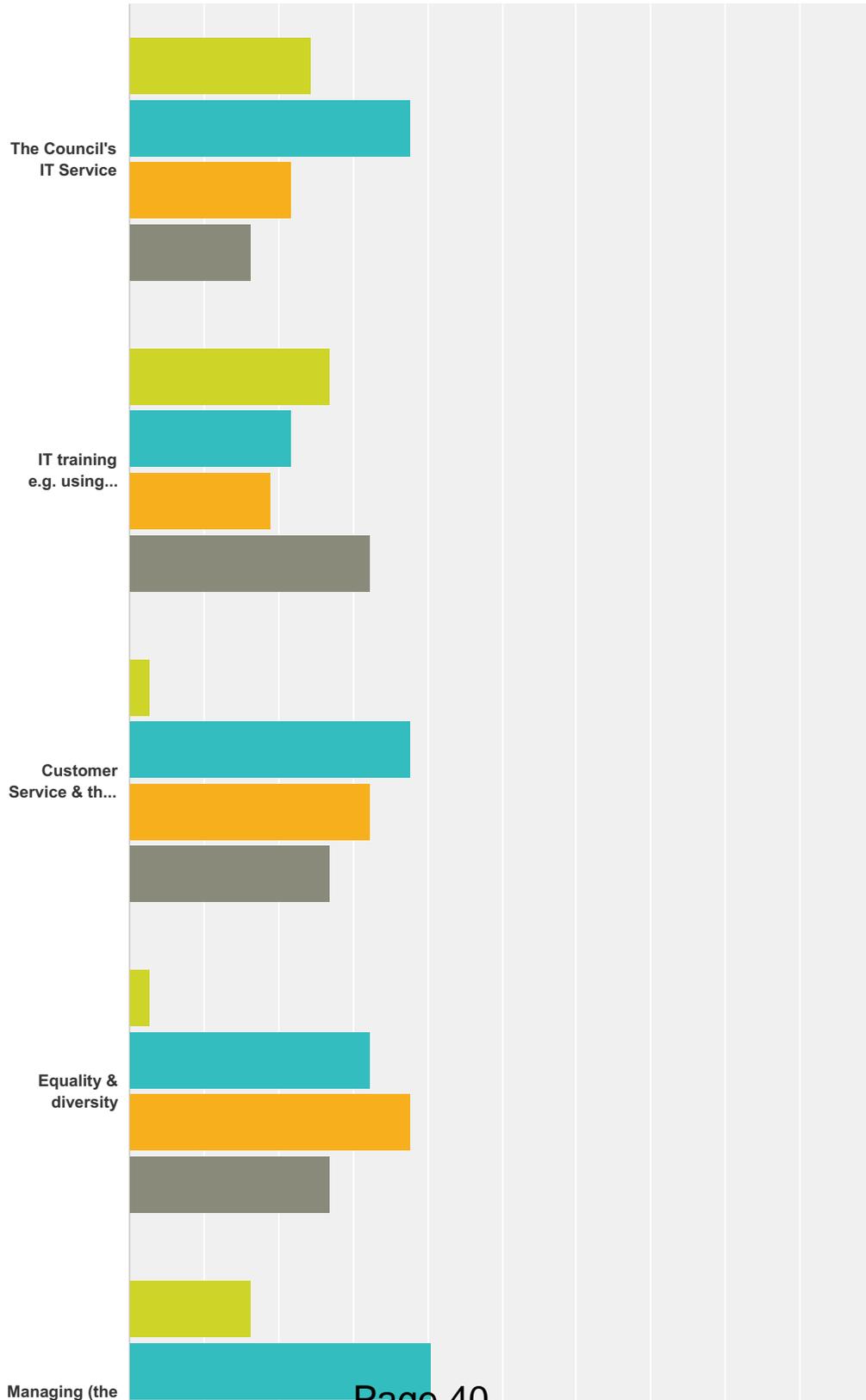


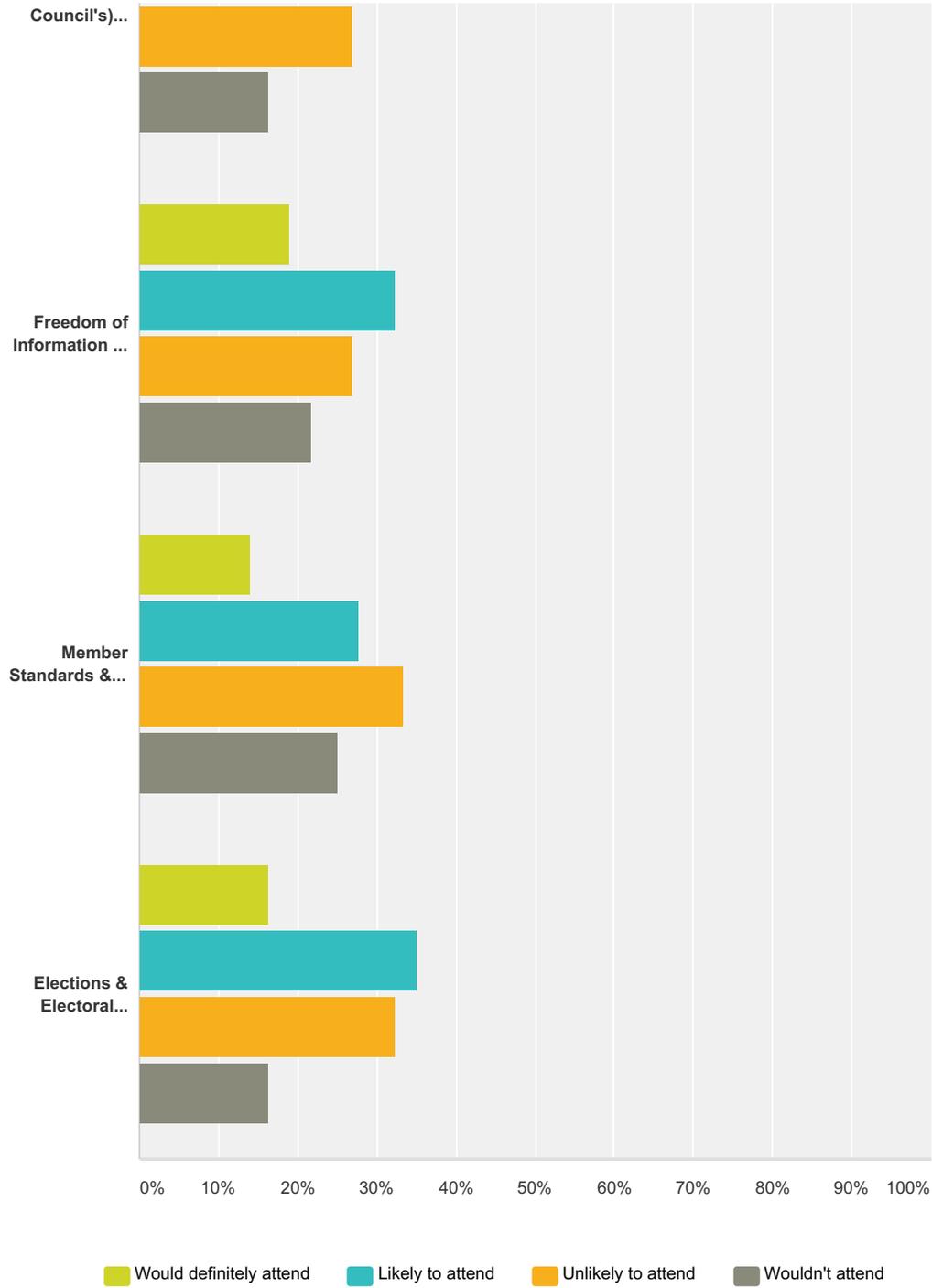
	Would definitely attend	Likely to attend	Unlikely to attend	Wouldn't attend	Total	Weighted Average
The Community Plan	13.51% 5	59.46% 22	21.62% 8	5.41% 2	37	1.00
Community Safety & Anti Social Behaviour	21.62% 8	37.84% 14	27.03% 10	13.51% 5	37	1.00
Health	18.92% 7	35.14% 13	32.43% 12	13.51% 5	37	1.00
Homelessness & HERO	21.62% 8	43.24% 16	21.62% 8	13.51% 5	37	1.00
Economic Development	32.43% 12	37.84% 14	18.92% 7	10.81% 4	37	1.00
Safeguarding & Prevent	10.81% 4	40.54% 15	32.43% 12	16.22% 6	37	1.00
Dementia Friendly Communities	10.81% 4	37.84% 14	35.14% 13	16.22% 6	37	1.00

#	Other (please tell us any other ideas you have)	Date
1	Already happens!	3/20/2017 6:09 PM

Q10 To what extent would you be interested in attending training on the following topics?

Answered: 37 Skipped: 1





	Would definitely attend	Likely to attend	Unlikely to attend	Wouldn't attend	Total
The Council's IT Service	24.32% 9	37.84% 14	21.62% 8	16.22% 6	37
IT training e.g. using Email, Word, Excel	27.03% 10	21.62% 8	18.92% 7	32.43% 12	37
Customer Service & the complaints process	2.70% 1	37.84% 14	32.43% 12	27.03% 10	37
Equality & diversity	2.70% 1	32.43% 12	37.84% 14	27.03% 10	37

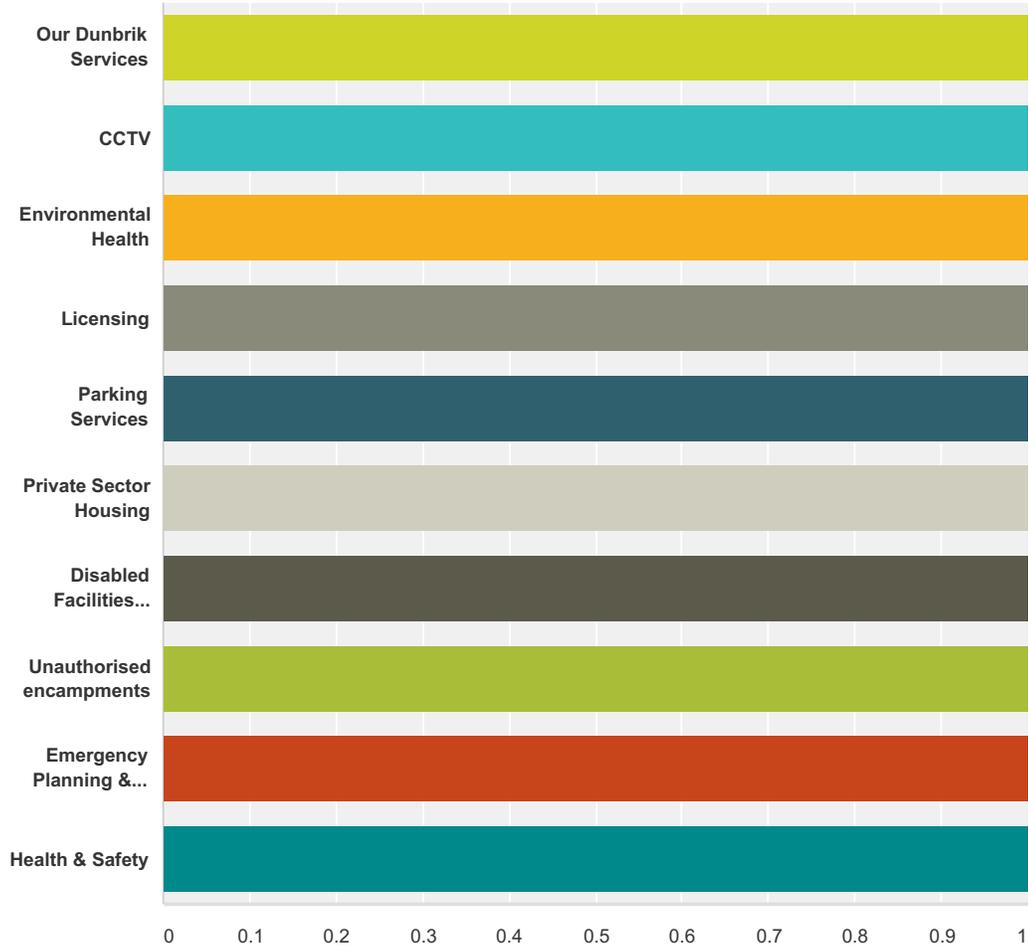
Agenda Item 8 Investing in Members – Training survey

Managing (the Council's) projects	16.22% 6	40.54% 15	27.03% 10	16.22% 6	37
Freedom of Information & Data Protection	18.92% 7	32.43% 12	27.03% 10	21.62% 8	37
Member Standards & complaints	13.89% 5	27.78% 10	33.33% 12	25.00% 9	36
Elections & Electoral Registration	16.22% 6	35.14% 13	32.43% 12	16.22% 6	37

#	Other (please tell us any other ideas you have)	Date
1	Some of these just don't seem very relevant for member training?	4/6/2017 12:47 PM
2	!	3/20/2017 6:10 PM

Q11 To what extent would you be interested in attending training on the following topics?

Answered: 37 Skipped: 1



	Would definitely attend	Likely to attend	Unlikely to attend	Wouldn't attend	Total	Weighted Average
Our Dunbrik Services	13.51% 5	27.03% 10	43.24% 16	16.22% 6	37	1.00
CCTV	8.11% 3	21.62% 8	48.65% 18	21.62% 8	37	1.00
Environmental Health	16.22% 6	43.24% 16	21.62% 8	18.92% 7	37	1.00
Licensing	13.51% 5	29.73% 11	29.73% 11	27.03% 10	37	1.00
Parking Services	8.11% 3	37.84% 14	32.43% 12	21.62% 8	37	1.00
Private Sector Housing	13.51% 5	43.24% 16	27.03% 10	16.22% 6	37	1.00

Agenda Item 8 Investing in Members – Training survey

Disabled Facilities Grants	13.51% 5	32.43% 12	32.43% 12	21.62% 8	37	1.00
Unauthorised encampments	18.92% 7	45.95% 17	18.92% 7	16.22% 6	37	1.00
Emergency Planning & Business Continuity	29.73% 11	21.62% 8	32.43% 12	16.22% 6	37	1.00
Health & Safety	8.33% 3	27.78% 10	36.11% 13	27.78% 10	36	1.00

#	Other (please tell us any other ideas you have)	Date
1	is it training or information?	4/6/2017 12:48 PM
2	Most of these are for information not training!	3/20/2017 6:11 PM

Q12 If you would like to make any final comments or have suggestions that have not been covered in this survey please tell us using the space below

Answered: 11 Skipped: 27

#	Responses	Date
1	great this is being looked at - a tough job to pull it all together with Members coming from such diverse backgrounds.	4/10/2017 12:55 PM
2	There are definitely topics here which I would love to attend as they would be very valuable in supporting my role	4/6/2017 10:10 PM
3	Some very useful topics to consider	4/6/2017 5:25 PM
4	I think much of this does not fall under 'member training' the list is just plain odd! There are issues on the list which members may need information on rather than training, perhaps this could be on the members portal?	4/6/2017 12:50 PM
5	I think this is a brilliant initiative and it has my full support. I look forward to the training programme starting.	3/30/2017 11:40 AM
6	Excellent survey to help plan the future needs of councillors.	3/23/2017 2:02 PM
7	If a comprehensive training programme is developed I would like to have as much notice as possible of the dates. Having indicated which times I am generally available for training my diary does get rather full with other commitments!	3/22/2017 8:56 AM
8	Sorry even if training sessions were held I would find it almost impossible to commit at the moment due to not knowing where we are with my husband's illness.	3/21/2017 2:02 PM
9	I think this is a very good idea and should be followed up	3/20/2017 9:53 PM
10	SDC does not seem to have any set "procedures" that can be verified by audit. It appears that most work ethics are fulfilled by working to "best practice", whatever that is. Unfortunately best practice cannot be checked against written procedures or standards. It would appear that we do not work to any of the ISO9000 conventions - why not?	3/20/2017 6:15 PM
11	Training (where training is needed) should take place (as it does) at the relevant committees! The other areas aren't training they are information Everything should be covered on committee agendas rather than lots of new meetings	3/20/2017 6:13 PM

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**Appendix B - Member Training Survey
Summary of areas of Interest¹**

Topics	% Respondents showing an interest	Append to a future meeting of:	Possible Dates ²
How council policy is initiated, developed, amended & passed at full council	67.57	Governance	07/11/17 01/02/18
Procedure by which Members can influence and change Council policy - moving amendments, Scrutiny “call in” powers, recorded voting etc	78.38	Governance	07/11/17 01/02/18
General Data Protection Regulation		Legal and Democratic Advisory	23/01/18
Dealing with difficult people and situations	64.87	Policy and Performance Advisory	30/11/17 22/03/18
Dealing with repeated resident complaints	65.72	Policy and Performance Advisory	30/11/17 22/03/18
IT training -planning portal etc.	66.66	The relevant committee to the service e.g. Planning Portal - Planning Advisory	23/11/17 16/01/18 01/03/18
Assets of Community Value	64.86	Economic and Community Development Advisory	12/12/17 06/03/18
Community Grants	60.00	Economic and Community Development Advisory	12/12/17 06/03/18
Local Government Finance	68.85	Finance Advisory	14/11/17 30/01/18 27/03/18
Development Management	70.72	Planning Advisory	23/11/17 16/01/18 01/03/18
Planning Policy	80.56	Planning Advisory	23/11/17 16/01/18 01/03/18

¹ Topics where a majority of survey respondents would be interested.

² Recommended to be discussed with the appropriate committee chairman, based on current municipal calendar.

Agenda Item 8

Housing Policy	83.33	Housing and Health Advisory	28/11/17 27/02/18
Building Control	70.72	Planning Advisory	23/11/17 16/01/18 01/03/18
Homelessness & HERO	64.86	Housing and Health Advisory	28/11/17 27/02/18
Economic Development	70.72	Economic and Community Development Advisory	12/12/17 06/03/18
The Council's IT Service	62.16	Policy and Performance Advisory	30/11/17 22/03/18
General Data Protection Regulation (GDPR)		Legal and Democratic Advisory	23/01/18

BUDGET 2018/19: SERVICE DASHBOARDS AND SERVICE CHANGE IMPACT ASSESSMENTS (SCIAS)

Legal and Democratic Services Advisory Committee - 17 October 2017

Report of	Chief Finance Officer
Status	For Decision
Also considered by	Economic and Community Development Advisory Committee - 3 October 2017 Policy and Performance Advisory Committee - 5 October 2017 Housing and Health Advisory Committee - 10 October 2017 Direct and Trading Advisory Committee - 2 November 2017 Finance Advisory Committee - 14 November 2017 Planning Advisory Committee - 23 November 2017
Key Decision	No

Executive Summary: This report sets out updates to the 2018/19 budget within the existing framework of the 10-year budget and savings plan. The report presents proposals that have been identified which need to be considered, together with further suggestions made by the Advisory Committees, before finalising the budget for 2018/19.

Informed by the latest information from Government and discussions with Cabinet, it is proposed that the Council continues to set a revenue budget which assumes no funding from Government through the Revenue Support Grant or New Homes Bonus. This will result in the Council continuing to be financially self-sufficient as set out in its Corporate Plan.

To achieve this aim and to ensure a balanced budget position over the next 10-year period, whilst also increasing the Council's ability to be sustainable beyond that time, a savings requirement of £100,000 per annum is included.

Other pressures, such as the public sector pay award, may result in a requirement for further savings. Officers will continue to monitor these pressures and report the latest position to Cabinet in December.

Portfolio Holder Cllr. John Scholey

Agenda Item 9

Contact Officer(s) Adrian Rowbotham, Ext. 7153

Veronica Wilson, Ext. 7436

Recommendation to each Advisory Committee:

- (a) Advise Cabinet with views on the growth and savings proposals identified in Appendix D applicable to this Advisory Committee.
 - (b) Advise Cabinet with further suggestions for growth and savings applicable to this Advisory Committee.
-

Reason for recommendation: It is important that the views of the Advisory Committees are taken into account in the budget process to ensure that the Council's resources are used in the most suitable manner.

Introduction and Background

- 1 The Council's financial strategy over the past thirteen years has worked towards increasing financial sustainability and it has been successful through the use of a number of strategies including:
 - implementing efficiency initiatives;
 - significantly reducing the back office function;
 - improved value for money;
 - maximising external income;
 - the movement of resources away from low priority services; and
 - an emphasis on statutory rather than non-statutory services.
- 2 Over this period, the Council has focused on delivering high quality services based on Members' priorities and consultation with residents and stakeholders. In financial terms, the adoption of this strategy has to date allowed the Council to move away from its reliance on general fund reserves.
- 3 Using the data sources available to the Council, this report sets out a budget over the 10-year period but recognises that it is likely that more accurate data will become available in future months and current assumptions may need to be updated.
- 4 In setting its budget for 2011/12 onwards, the Council recognised the need to address both the short-term reduction in Government funding as well as the longer-term need to reduce its reliance on reserves. The outcome was a 10-year budget, together with a four-year savings plan, that ensured the Council's finances were placed on a stable footing but that also allowed for flexibility between budget years.

- 5 With the amount of Revenue Support Grant provided by Government ceasing from 2017/18 it is important that the council remains financially self-sufficient by having a balanced economy and a financial strategy that is focused on local solutions. These solutions include:
- continuing to deliver financial savings and service efficiencies;
 - growing the council tax and business rate base; and
 - generating more income.
- 6 When the current Financial Strategy started in 2011/12, it was agreed that the balance in the Asset Maintenance Reserve would be moved to the Financial Plan Reserve and used over the initial 10-year period. Any asset maintenance expenditure is therefore now funded by the revenue budget each year. Asset maintenance expenditure can fluctuate as the demand for programmed and ad hoc work varies across sites and it should be recognised that expenditure is likely to increase over the next 10 years as properties age.
- 7 The intention of this report is to provide Members of each Advisory Committee an opportunity to give their views on potential growth and savings items that could be included in the updated 10-year budget that will be presented to Council on 20 February 2018.
- 8 The ‘Financial Prospects and Budget Strategy 2018/19 and Beyond’ report has been presented to Cabinet to start the budget setting process for 2018/19.

Financial Self-Sufficiency

- 9 The Council’s Corporate Plan, introduced in 2013, set out an ambition for the Council to become financially self-sufficient which was achieved in 2016/17. This means that the Council no longer requires direct funding from Government, through Revenue Support Grant or New Homes Bonus, to deliver its services.
- 10 This approach was adopted in response to the financial challenges the Country is faced with in bringing its public spending down to ensure it is able to live within its means. In practice this has seen Government funding to local authorities dramatically reduced since 2010/11 with Sevenoaks District Council expecting to receive no Revenue Support Grant from 2017/8.
- 11 The decision to become financially self-sufficient is intended to give the Council greater control over its services, reducing the potential for decision making to be influenced by the level of funding provided by government to local authorities.
- 12 The Council’s decision to seek to become financially self-sufficient was subject to scrutiny by the Local Government Associations Peer Challenge of the District Council during December 2013. In their closing letter to the Council they concluded that they ‘fully support that aspiration and given the

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existing and anticipated squeeze upon public finances this makes much sense’.

- 13 With the Council receiving no Revenue Support Grant from 2017/18 and New Homes Bonus expected to reduce from 2018/19, this approach remains appropriate. The attached 10-year budget assumes no Revenue Support Grant or New Homes Bonus. Any funding received from these sources will be put into the Financial Plan Reserve which can be used to support the 10-year budget by funding invest to save initiatives and supporting the Property Investment Strategy. One of the aims of the Property Investment Strategy is to achieve returns of 5%+ when not borrowing or in excess of 3% for schemes that include some external borrowing; therefore using funding for this purpose will result in additional year on year income that is not impacted by Government decisions.
- 14 Cabinet are keen to remain financially self-sufficient and be ahead of the game. This will allow this Council to move ahead in the knowledge that this Council has the financial resources to provide the services that the district’s residents want into the future.

Service Dashboards

- 15 The intention of service dashboards is to provide Members with improved information during the budget setting process to provide context and inform any growth and savings ideas that Members may put forward.
- 16 The Service Dashboards cover a summary of the services provided, objectives, achievements and opportunities, challenges and risks and performance.
- 17 **Appendix A** contains the Service Dashboard for this Advisory Committee and **Appendix B** contains the budget for those services.

Savings Plan

- 18 **Appendix C** to this report sets out a summary of the savings and growth items approved by Council since the 10-year budget strategy was first used in 2011/12, which have allowed the Council to deliver a 10 year balanced budget.
- 19 The savings plan requires a total of over £6 million to be saved between 2011/12 and 2017/18 which is an average saving of nearly £900,000 per annum. In the thirteen years from 2005/06, over £10m of savings will then have been made.
- 20 The 10-year budget attached shows a net saving or additional income requirement of £100,000 per annum to deliver a long-term sustainable budget.

- 21 Other pressures, such as the public sector pay award, may result in a requirement for further savings. Officers will continue to monitor these pressures and report the latest position to Cabinet in December.

Proposed Growth and Savings Items

- 22 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 Prospects and Budget Strategy 2018/19 and Beyond' report considered by Cabinet on 14 September 2017.
- 23 A number of growth and savings items will be proposed at the seven Advisory Committees with the aim of achieving the £100,000 mentioned above. The £100,000 does not necessarily have to all be achieved in 2018/19 but the impact is required to be £1m (i.e. £100,000 x 10 years) over the 10-year budget period.
- 24 The proposed growth and savings items relating to this Advisory Committee are listed in **Appendix D**.
- 25 Service Change Impact Assessments (SCIAs) contain further details for all proposed growth and savings items. SCIAs applicable to this Advisory Committee can be found in **Appendix E**.
- 26 During the budget process last year, each Advisory Committee was asked to provide further growth and savings suggestions to Cabinet. These were not approved as part of the 2017/18 budget but Cabinet indicated that some items would be worth bringing forward in future years. The suggestions previously proposed by this Advisory Committee are included in **Appendix F** and Members may wish to consider these ideas again when proposing growth and savings suggestions.

Financial Summary

- 27 The assumptions currently included take into account the latest information available but a number of assumptions may change before the final budget meeting in February 2018.
- 28 The 10-year budget attached at **Appendix G** includes the changes that were included in the 'Financial Prospects and Budget Strategy 2018/19'.

Role of the Advisory Committees

- 29 Training sessions on the budget process have been provided to Members in previous years to ensure that they have an understanding of the process and relevant issues to allow them to play an active part in the budget setting process. If Members require refresher training, please contact Adrian Rowbotham, Chief Finance Officer.

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- 30 Views of the Advisory Committees on the growth and savings items proposed together with any additional suggestions will be considered by Cabinet at its meeting on 7 December 2017.

Process and Timetable

- 31 This report is the second stage of the budget process as shown in the Budget Timetable (**Appendix H**).
- 32 It is possible that Advisory Committees may have to re-address service budgets in January if significant changes have taken place leading to a large and unmanageable deficit.

Key Implications

Financial

All financial implications are covered elsewhere in this report.

Legal Implications and Risk Assessment Statement.

There are no legal implications.

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.

Challenges and risks are included in the Service Dashboards and each Service Change Impact Assessment (SCIA) includes the likely impacts including a risk analysis.

Financial risks will be reviewed again when the Cabinet publishes its proposals for the annual budget.

Equality Assessment

Members are reminded of the requirement, under the Public Sector Equality Duty (section 149 of the Equality Act 2010) to have due regard to (i) eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010, (ii) advance equality of opportunity between people from different groups, and (iii) foster good relations between people from different groups.

Individual equality impact assessments have been completed for all Service Change Impact Assessments (SCIAs) to ensure the decision making process is fair and transparent.

Conclusions

The Strategic Financial and Business Planning process has ensured that the Council follows a logical and well considered process and approach in dealing with the many difficult financial challenges that it has faced. The 10-year budget has

further improved this process and helped to ensure that the Council is well placed in dealing with more immediate and longer-term financial challenges.

By becoming financially self-sufficient at an early stage, this Council has become much more in control of its own destiny as the Property Investment Strategy should provide a much more stable income stream than the reducing direct government funding streams.

The attached 10-year budget shows that this Council can continue to be financially stable going into the future with a level of assurance that any council would aspire to.

This budget process will once again be a major financial challenge for a Council that already provides value for money services to a high standard. In making any budget proposals, Members will need to consider the impact on service quality and staff well-being, to ensure that these proposals lead to an achievable 10-year budget that supports the Council's aspirations for customer-focused services.

Members' consideration and scrutiny of the relevant services is an essential and key element in the business and financial planning process. If the net total of growth and savings proposals identified by the Advisory Committees and approved by Cabinet does not reach the £100,000 savings target, additional savings will be required that may result in service changes, to ensure a balanced budget position.

Appendices

Appendix A - Service Dashboards relating to this Advisory Committee.

Appendix B - 2017/18 Budget by Service relating to this Advisory Committee.

Appendix C - Summary of the Council's agreed savings plan and growth items.

Appendix D - New growth and savings items proposed relating to this Advisory Committee (if applicable).

Appendix E - Service Change Impact Assessment forms (SCIAs) for the new growth and savings items relating to this Advisory Committee (if applicable).

Appendix F - Update on growth and savings suggestions made by this Advisory Committee last year (if applicable)

Appendix G - 10-year budget.

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Appendix H - Budget timetable.

Background Papers

None

Adrian Rowbotham

Chief Finance Officer

Service Dashboard Portfolio for Legal & Democratic Services

The services we provide

Corporate health and safety, equality, democratic services, elections, legal, licensing, trading company, shared service programme, governance

Service contribution

Statutory service



Income generating



Working in partnership



Corporate priorities

Self-sufficiency ✓

Value for Money ✓

Safe district ✓

Collect rubbish effectively ✗

Green Belt ✗

Local economy ✓

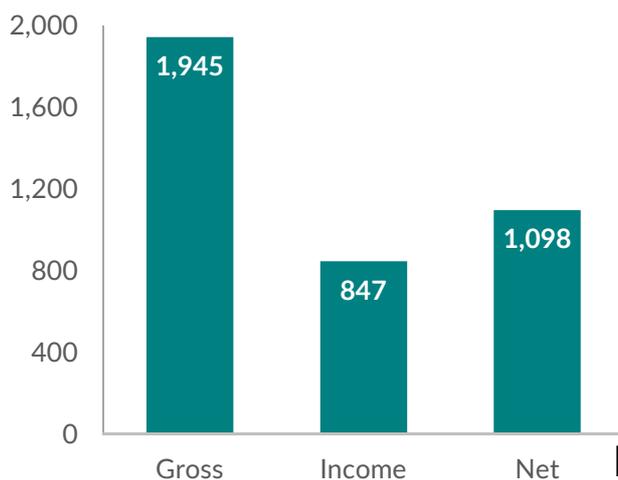
Performance

5

Achievements & Opportunities

- Welcomed the London Borough of Bexley to the Licensing Partnership
- Successful delivery of PCC, EU Referendum, County, Parliamentary and by-elections since May 2016.
- Retained the Lexcel Accreditation of the Legal Service for a fourth year
- Ongoing review of all H&S policies and risk assessments, embedding best practice across the Council

Portfolio Budget (£000)



Challenges & Risks

- Seeking a willing partner to further extend the Licensing Partnership
- Centralisation of the land charges service by Government
- Continuing to ensure sufficient resources available for the canvass of electors
- To continue to seek partners to further grow the Council's shared service programme
- To deliver on the Council's equality objectives

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Legal and Democratic Services Advisory Committee: 2017/18 Budget by Service

Revenue		2017/18	2017/18	2017/18
Chief Officer	Description	Expenditure	Income	Net
		£'000	£'000	£'000
Corporate Services	Administrative Expenses - Legal and Governance	50	0	50
Corporate Services	Civic Expenses	16	0	16
Corporate Services	Democratic Services	138	0	138
Corporate Services	Elections	121	0	121
Corporate Services	Land Charges	103	(250)	(147)
Corporate Services	Register of Electors	255	(2)	253
Corporate Services	Support - Legal Function	217	(7)	210
Env & Op Svs	Licensing Partnership Hub (Trading)	344	(344)	0
Env & Op Svs	Licensing Regime	93	(97)	(4)
Env & Op Svs	Support - Health and Safety	21	0	21
Env & Op Svs	Taxis	140	(147)	(7)
Financial Services	Equalities Legislation	19	0	19
Financial Services	Members	428	0	428
		1,945	(847)	1,098

Capital		2017/18
Chief Officer	Description	Expenditure
		£'000
		0
		0

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Summary of the Council's Agreed Savings and Growth Items

Appendix C

SCIA		Description	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Later Years £000	Total £000
Year	No.											
		Direct and Trading Advisory Committee										
2016/17	8	Playgrounds: Reduction in asset maintenance (reversal of temporary saving item)									7	
2016/17	9	Public Conveniences: Reduction in asset maintenance (reversal of temporary saving item)									8	
		Economic and Community Development Advisory Committee										
		No savings or growth agreed from 2018/19 onwards										
		Finance Advisory Committee										
2011/12	62,63	Staff terms and conditions - savings agreed by Council 18/10/11								(301)	(373)	
2015/16	10	External Audit fee reduction (reversal of temporary saving item)								30		
2017/18	25	Internal Enforcement Agents for Local Tax recovery								(104)		
		Housing and Health Advisory Committee										
		No savings or growth agreed from 2018/19 onwards										
		Legal and Democratic Services Advisory Committee										
		No savings or growth agreed from 2018/19 onwards										
		Planning Advisory Committee										
		No savings or growth agreed from 2018/19 onwards										
		Policy and Performance Advisory Committee										
2017/18	10	Apprenticeship Levy (reversal of temporary growth item)									(45)	
2017/18	11	Swanley contract								(25)		
2017/18	12	Customer Service resource								(25)		
		Minor movements between years								(2)	(1)	
		Total Savings	(2,984)	(841)	(314)	(479)	(533)	(721)	(372)	(427)	(359)	(7,030)
		Total Growth	371	45	50	327	177	309	359	0	(45)	1,593
		Net Savings	(2,613)	(796)	(264)	(152)	(356)	(412)	(13)	(427)	(404)	(5,437)

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New Growth and Savings Proposals: Legal and Democratic Services Advisory Committee

SCIA Year	No.	Description	Year	Ongoing	2018/19 Impact £000	10-year Budget Impact £000
Growth						
		none				
		Sub Total			0	0
Savings						
2018/19	4	Electoral Registration - reduced postage costs	2018/19	Yes	(2)	(20)
		Sub Total			(2)	(20)
		Net Savings Total			(2)	(20)

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SERVICE CHANGE IMPACT ASSESSMENT

SCIA 04 (18/19)

Chief Officer:	Jim Carrington-West	Service:	Electoral Services
Activity	Electoral Registration	No. of Staff:	2 FTE

Activity Budget Change	Year: 2018/19 (Saving) £000	Later Years Comments (ongoing, one-off, etc.)
Postage costs	(2)	Ongoing

Reasons for and explanation of proposed change in service	Increased provision of email addresses by electors when applying to be on the electoral register has meant that more of the required forms can be sent out electronically, reducing the need for hard copies and creating a resultant decrease in postage costs.
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Key Stakeholders Affected	All people applying to be on the electoral register
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Likely impacts and implications of the change in service (include Risk Analysis)	This has a positive impact on reducing service overheads.
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Risk to Service Objectives (High / Medium / Low)	Low
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2017/18 Budget	£'000	Performance Indicators		
		Code & Description	Actual	Target
Operational Cost	255			
Income	(2)	None.		
Net Cost	253			

Equality Impacts

The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no perceived impact on end users.

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Update on Growth and Savings Suggestions made by this Advisory Committees last year

Cabinet 01/12/16:
Cabinet discussed the further growth and savings items suggested by Advisory Committees set out in Appendix F and indicated that some items would be worth bringing forward in future years.

Legal and Democratic Services Advisory Committee

Growth	Update
Chairman support - modest increase to provide benefits for tourism and economic development (idea proposed by LDSAC but also relates to ECDAC)	A Visitor Economy Study is currently being undertaken by the Sector to identify how tourism providers wish to develop.
Savings	
Members - review the number of Members	A local boundary review was discussed at Governance Committee and in November, members at Council took the decision not to progress at this point.
Members - review the number of Cabinet Members and Advisory Committees	Links to the above with no direction to look further into this area.
Members - reduce use of paper	A review of the functionality of the Modern.Gov system is to be carried out which may feed into this area depending on member input
Members - review allowances	Allowances due to be reviewed by a member working group following a Joint Independent Remuneration Panel (JIRP) review.
Civic Expenses	Current arrangements have led to more support from Communities and Business given the focus on tourism.
Seek further opportunities for joint working	Further joint working has commenced for Parking Enforcement for Tandridge DC and the West Kent Health Integration Hub with TWBC and T&MBC.
Licensing Partnership - seek additional partners	Once Head of Licensing post filled will re-contact LB Bromley. Open to other willing partners to join the partnership.
Digital elections	Processes are being reviewed to encourage the use of digital channels where legislation allows. To early at this stage to draw any conclusions.

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	Budget 2017/18	Plan 2018/19	Plan 2019/20	Plan 2020/21	Plan 2021/22	Plan 2022/23	Plan 2023/24	Plan 2024/25	Plan 2025/26	Plan 2026/27	Plan 2027/28
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Expenditure											
Net Service Expenditure c/f	13,689	14,470	14,528	14,654	15,166	15,541	15,910	16,286	16,667	17,052	17,443
Inflation	494	585	412	644	461	469	476	481	486	491	499
Superannuation Fund deficit and staff recruitment & retention	300	0	0	200	0	0	0	0	0	0	0
Net savings (approved in previous years)	(13)	(427)	(186)	(232)	14	0	0	0	(1)	0	1
New growth	0	0	0	0	0	0	0	0	0	0	0
New savings/Income	0	(100)	0								
Net Service Expenditure b/f	14,470	14,528	14,654	15,166	15,541	15,910	16,286	16,667	17,052	17,443	17,943
Financing Sources											
Government Support											
: Revenue Support Grant	0	0	0	0	0	0	0	0	0	0	0
New Homes Bonus	0	0	0	0	0	0	0	0	0	0	0
Council Tax	(10,013)	(10,333)	(10,661)	(10,998)	(11,345)	(11,701)	(12,066)	(12,442)	(12,828)	(13,224)	(13,607)
Locally Retained Business Rates	(1,990)	(2,055)	(2,128)	(2,171)	(2,214)	(2,258)	(2,303)	(2,349)	(2,396)	(2,444)	(2,493)
Collection Fund Surplus	0	0	0	0	0	0	0	0	0	0	0
Interest Receipts	(130)	(130)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)
Property Investment Strategy Income	(500)	(735)	(1,185)	(1,185)	(1,185)	(1,185)	(1,285)	(1,329)	(1,329)	(1,529)	(1,529)
Contributions to/(from) Reserves	(353)	(353)	(353)	(353)	(353)	(179)	(179)	(635)	148	148	148
Total Financing	(12,986)	(13,606)	(14,577)	(14,957)	(15,347)	(15,573)	(16,083)	(17,005)	(16,655)	(17,299)	(17,731)
Budget Gap (surplus)/deficit	1,484	922	77	209	194	337	203	(338)	397	144	212
Contribution to/(from) Stabilisation Reserve	(1,484)	(922)	(77)	(209)	(194)	(337)	(203)	338	(397)	(144)	(212)
Unfunded Budget Gap (surplus)/deficit	0	0	0	0	0	0	0	0	0	0	0

Assumptions	
Revenue Support Grant:	nil all years
Locally Retained Business Rates:	2% all years
Council Tax:	2.5% in 17/18, 2% in later years
Interest Receipts:	£130,000 in 17/18 - 18/19, £250,000 in later years
Property Inv. Strategy:	£500,000 in 17/18, £735,000 from 18/19, £1.185m from 19/20, £1.285m from 23/24, £1.329m from 24/25, £1.529m from 26/27 onwards. Sennocke Hotel income included from 2019/20.
Pay award:	1% in 17/18 - 19/20, 2% in later years
Other costs:	2.25% in all years
Income:	2.5% in all years

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2018/19 Budget Setting Timetable

	Date	Committee
Stage 1		
Financial Prospects and Budget Strategy 2018/19 and Beyond	5 September	Finance AC
	14 September	Cabinet
↓		
Stage 2		
Review of Service Dashboards and Service Change Impact Assessments (SCIAs)	3 October	Economic & Comm. Dev. AC
	5 October	Policy & Performance AC
	10 October	Housing & Health AC
	17 October	Legal & Dem. Svs AC
	2 November	Direct & Trading AC
	14 November	Finance AC
	23 November	Planning AC
↓		
Stage 3		
Budget Update (incl. Service Change Impact Assessments (SCIAs), feedback from Advisory Committees)	7 December	Cabinet
↓		
Stage 4		
Budget Update (incl. Government Settlement information)	11 January	Cabinet
↓		
Stage 5		
<i>Budget Update and further review of Service Change Impact Assessments (if required)</i>	<i>January - February</i>	<i>Advisory Committees</i>
↓		
Stage 6		
Budget Setting Meeting (Recommendations to Council)	6 February	Cabinet
↓		
Stage 7		
Budget Setting Meeting (incl. Council Tax setting)	20 February	Council

Note: The Scrutiny Committee may 'call in' items concerning the budget setting process.

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Legal & Democratic Advisory Committee Work Plan 2016/17 (as at 26/6/17)

17 October 2017	23 January 2018	20 March 2018	Summer 2018
<p>SDC Affordable Housing Company</p> <p>Quercus 7 observer - short written update</p> <p>Investing in Members Training programme</p> <p>Advantages and disadvantages of appointing member “observers” for Board meetings.</p> <p>Budget: Review of Service Dashboards and Service Change Impact Assessments (SCIAs)</p>	<p>Electoral Registration and Elections</p> <p>Licensing Update</p>		

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