

05 October 2017 at 7.00 pm

Conference Room, Argyle Road, Sevenoaks
Despatched: 27.09.17



Policy & Performance Advisory Committee

Membership:

Chairman, Cllr. Fleming; Vice-Chairman, Cllr. Miss. Stack
Cllrs. C. Barnes, Clark, Halford, Kelly, Krogdahl, Maskell, McGregor, Mrs. Morris, Parkin and Thornton

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 of the Committee held on 25 May 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 Fleming
5. Referrals from Cabinet or the Audit Committee (if any)		
6. Budget 2018/19: Service Dashboards and Service Change Impact Assessments (SCIAS)	(Pages 5 - 28)	Adrian Rowbotham Tel: 01732 227153
7. Corporate Plan Update	(Pages 29 - 30)	Lee Banks Tel: 01732 227161
8. Work Plan	(Pages 31 - 32)	

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.

POLICY & PERFORMANCE ADVISORY COMMITTEE

Minutes of the meeting held on 25 May 2017 commencing at 7.00 pm

Present: Cllr. Fleming (Chairman)

Cllr. Miss Stack (Vice-Chairman)

Cllrs. C. Barnes, Clark, Maskell, McGregor, Mrs. Morris, and Thornton

Apologies for absence were received from Cllrs. Kelly, Krogdahl and Parkin

1. Appointment of Chairman

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

(Cllr. Fleming in the Chair)

2. Appointment of Vice Chairman

Resolved: That Cllr. Miss Stack 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 Committee held on 23 March 2016 be approved and signed by the Chairman as a correct record.

4. Declarations of Interest

There were no additional declarations of interest.

5. Actions from previous meeting

There were none.

6. Update from Portfolio Holder

The Portfolio Holder, and Chairman, updated Members on some of the Council projects. The Bradbourne car park was completed on 7 April 2017 and in total cost £5.3 million. Out of the 20 premium bays available 14 had already been allocated. At the planning application process 450 individual responses had been received against the planning application, however since opening only 1 letter of complaint

Agenda Item 1
Policy & Performance Advisory Committee - 25 May 2017

had been received. Work on the hotel had started and it was anticipated to open in April 2018.

It was expected that the planning application for the Buckhurst 2 Car park would go to Committee in September or October 2017. Some comments from the first consultation had been taken into consideration. Different options were being explored for the White Oak Swimming Centre and the three other sites owned in Swanley.

7. Referrals from Cabinet or the Audit Committee

There were none.

8. Annual Complaints Report 2016/17

The Corporate Customer Services & Delivery Manager presented a report which updated Members regarding formal customer complaints received for the year 2016/17, as compared to 2015/16. She responded to questions of clarification. Members requested information regarding lessons learned and the Ombudsman annual letter be brought to a future meeting.

Public Sector Equality Duty

Members noted that consideration had been given to impacts under the Public Sector Equality Duty.

Resolved: That the report be noted.

9. Customer Experience Project

The Corporate Customer Services & Delivery Manager presented a report which updated Members on the Council's new website, which was the most improved public sector website in the last quarter. A demonstration of some of the new features on the website, including: pay, apply, report and book which were some of the features it was expected that customers would be looking for. The Corporate Customer Services & Delivery Manager responded to questions, and advised that a post implementation review would take place in 6 months when more detailed analytics would be received when Members would be updated.

Public Sector Equality Duty

Members noted that consideration had been given to impacts under the Public Sector Equality Duty.

Resolved: That the report be noted.

10. Work Plan

Members were advised of the following additions to the work plan:

5 October 2017 - Corporate Plan

30 November 2017 - Customer Experience Project and Customer complaints

THE MEETING WAS CONCLUDED AT 8.03 PM

CHAIRMAN

This page is intentionally left blank

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

Policy and Performance Advisory Committee - 5 October 2017

Report of	Chief Finance Officer
Status	For Decision
Also considered by	Economic and Community Development Advisory Committee - 3 October 2017
	Housing and Health Advisory Committee - 10 October 2017
	Legal and Democratic Services Advisory Committee - 17 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 6

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

Agenda Item 6

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.

Agenda Item 6

- 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.

Agenda Item 6

Appendix H - Budget timetable.

Background Papers

None

Adrian Rowbotham

Chief Finance Officer

Service Dashboard Portfolio for Policy & Performance

The services we provide

Corporate policy & performance, communications, customer service standards, business transformation, special projects (asset acquisition, disposal & redevelopment), digital, human resources

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 ✓

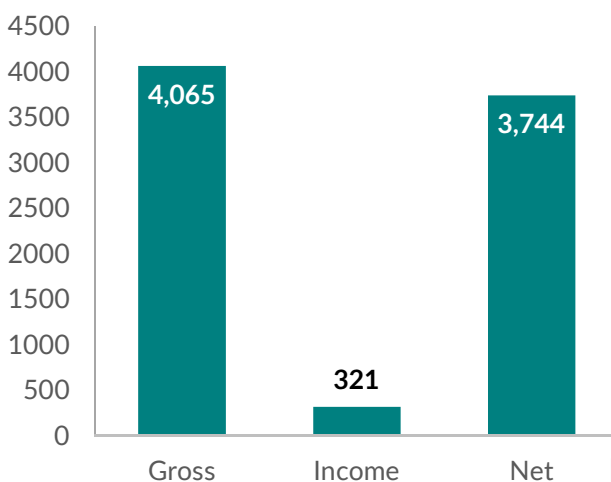
Performance

3

Achievements & Opportunities

- Maintained low levels of customer complaints, with only five stage two complaints received in 2016/17
- Delivered a new council website with a strong customer focus and a platform for more online services
- Continued to make progress with the Council's Property Investment Strategy with acquisitions and redevelopments.
- Received multiple awards for self-sufficiency and organisational transformation

Portfolio Budget (£000)



Challenges & Risks

- To maintain the Council's Investors in People status and improve recruitment and retention rates.
- To continue to develop the use of technology and approach to further improve the customer experience
- To develop a new Corporate Plan for the Council that enables it to maximise the benefits of its unique financially self-sufficient position

This page is intentionally left blank

Policy and Performance Advisory Committee: 2017/18 Budget by Service

Revenue		2017/18	2017/18	2017/18
Chief Officer	Description	Expenditure	Income	Net
		£'000	£'000	£'000
Communities and Business	Economic Development Property	314	(45)	269
Corporate Services	Administrative Expenses - Corporate Support	25	0	25
Corporate Services	Administrative Expenses - Human Resources	13	(3)	10
Corporate Services	Asset Maintenance IT	275	0	275
Corporate Services	Corporate Projects	93	0	93
Corporate Services	Street Naming	11	(6)	5
Corporate Services	Support - Contact Centre	436	0	436
Corporate Services	Support - General Admin	37	0	37
Corporate Services	Support - Human Resources	272	(8)	264
Corporate Services	Support - IT	1,027	(25)	1,002
Corporate Services	Support - Local Offices	57	0	57
Financial Services	Action and Development	7	0	7
Financial Services	Administrative Expenses - Transformation and Strateg	5	0	5
Financial Services	Consultation and Surveys	4	0	4
Financial Services	Corporate - Other	136	0	136
Financial Services	Corporate Management	970	0	970
Financial Services	External Communications	209	(13)	196
Financial Services	Performance Improvement	6	(7)	(1)
Financial Services	Support - General Admin - Print	168	(214)	(46)
		4,065	(321)	3,744

Capital		2017/18
Chief Officer	Description	Expenditure
		£'000
Env & Op Svs	Bradbourne Car Park	800
Env & Op Svs	Buckhurst 2	3,000
Env & Op Svs	Sennocke Hotel	1,500
Finance	Property Investment Strategy	45
		5,345

This page is intentionally left blank

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)

This page is intentionally left blank

New Growth and Savings Proposals: Policy and Performance Advisory Committee

SCIA Year Growth	No.	Description	Year	Ongoing	2018/19 Impact £000	10-year Budget Impact £000
		none				
		Sub Total			0	0
Savings						
2018/19	1	Remote Access Software	2018/19	Yes	(2)	(20)
2018/19	2	Reduction in telephony costs from SIP migration	2018/19	Yes	(12)	(120)
2018/19	3	Further reduction in Swanley Local Office costs	2019/20	Yes	0	(210)
		Sub Total			(14)	(350)
		Net Savings Total			(14)	(350)

This page is intentionally left blank

SERVICE CHANGE IMPACT ASSESSMENT

SCIA 01 (18/19)

Chief Officer:	Jim Carrington-West	Service:	IT Services
Activity	Support - IT	No. of Staff:	17 FTE

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

Reasons for and explanation of proposed change in service

A change in the solution supporting remote access to IT Systems by officers has resulted in a reduction in ongoing costs.

Key Stakeholders Affected

Officers remotely accessing Council Systems

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

This has a positive impact on reducing service overheads whilst maintaining the required levels of security in terms of Council systems.

Risk to Service Objectives (High / Medium / Low)

Low

SERVICE CHANGE IMPACT ASSESSMENT

2017/18 Budget	£'000	Performance Indicators		
Operational Cost	1,027	Code & Description	Actual	Target
Income	(25)			
Net Cost	1,002			

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.

SERVICE CHANGE IMPACT ASSESSMENT

SCIA 02 (18/19)

Chief Officer:	Jim Carrington-West	Service:	IT Services
Activity	Support - IT	No. of Staff:	17 FTE

Activity Budget Change	Year: 2018/19 (Saving) £000	Later Years Comments (ongoing, one-off, etc.)
Telephony provision	(12)	Ongoing

Reasons for and explanation of proposed change in service

We have migrated our existing incoming telephony lines from one form of technology (ISDN) to a more modern solution (SIP). This allows greater resilience and integration with existing Council systems and provides a reduction in charges for the organisation.

Key Stakeholders Affected

Individuals utilising the Councils telephone system

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

This has a positive impact on reducing service overheads whilst maintaining and improving the infrastructure in place to support telephony requirements.

Risk to Service Objectives (High / Medium / Low)

Low

SERVICE CHANGE IMPACT ASSESSMENT

2017/18 Budget	£'000	Performance Indicators		
Operational Cost	1,027	Code & Description	Actual	Target
Income	(25)			
Net Cost	1,002			

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.

SERVICE CHANGE IMPACT ASSESSMENT

SCIA 03 (18/19)

Chief Officer:	Jim Carrington-West	Service:	Customer Services
Activity	Local Offices	No. of Staff:	16.5 FTE

Activity Budget Change	Year: 2019/20 (Saving) £000	Later Years Comments (ongoing, one-off, etc.)
Local office support	(10)	Ongoing from 2019/20
Local office support	(15)	Ongoing from 2020/21

Reasons for and explanation of proposed change in service

As more services move online and are available for self-service, coupled with the provision of alternative payment methods for the payment of Council Tax, it is expected that costs related to the current contract can be reviewed and reduced over the period to April 2020.

The remaining service relating to the provision of space for benefits surgeries is to be reviewed and a more cost effective location sought. The cost is due to be £25,000 in 2018/19 and this proposal will remove this cost fully from 2020/21.

Key Stakeholders Affected

Residents of the Swanley Area

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

There is likely to be little impact to the residents of Swanley due to the ability to self-serve or deal directly with Customer Services staff at the District Council Offices.

Local residents can pay for their Council Tax at the Swanley Link via the Post Office Counter or any PayPoint outlet. In addition it is anticipated that the weekly Benefits surgery would continue but from a more cost effective location.

Risk to Service Objectives (High / Medium / Low)

Low

SERVICE CHANGE IMPACT ASSESSMENT

2017/18 Budget	£'000	Performance Indicators		
Operational Cost	436	Code & Description	Actual	Target
Income	0			
Net Cost	436			

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.

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.

Policy and Performance Advisory Committee

Growth	Update
Broadband improvements	The Economic Development team work with KCC to try to hurry improvements in the District.
Reinstatement of the Big Community Fund or something similar	The Council continues to offer grant funding through the Community Grants Scheme bringing significant return for its investment.
Investment in skills training (Economic & Community Development Advisory Committee remit)	External funding has been secured through the West Kent Partnership and a new Enterprise Adviser is based in the Communities & Business team.
Improved start up business accessibility, e.g. seed funding (Economic & Community Development Advisory Committee remit)	The recycled Escalate fund has been advertised to local businesses
Improved district event and activity promotion	All events have been widely promoted using a variety of sources.
Savings	
Additional property acquisitions/developments	Two more acquisitions have been made in the last year
Investigate further shared services opportunities within this portfolio's terms of reference	No suitable shared services opportunities have been found within this portfolio's terms of reference.
External communications (social and online)	The Council continues to grow its social media activity with no additional cost to the Council. In Shape magazine continues to provide the most effective way to communicate with all of its residents and advertising income continues to support the cost of production and postage.
Look at ways to reduce corporate management further	Management costs have been significantly reduced in recent years and there are no current plans for a further review.
Set up a bank (mobile/local)	There has been no instruction from members to undertake further work on the suggestion to set up a bank.
Become a social landlord for young workers (Housing & Health Advisory Committee's remit)	Work is being undertaken to investigate the setting up of a Social Housing Company.

This page is intentionally left blank

	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)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(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

This page is intentionally left blank

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.

This page is intentionally left blank

CORPORATE PLAN UPDATE

Policy & Performance Advisory Committee - 5 October 2017

Report of	Chief Executive
Status	For Consideration
Key Decision	No

Portfolio Holder	Cllr. Peter Fleming
Contact Officer	Lee Banks, Ext. 7161

Recommendation to Policy & Performance Advisory Committee:

Progress on the development of a new Corporate Plan for the Council is noted.

Reason for recommendation: To ensure Members are aware of progress on the development of a new Corporate Plan and to make their own contribution as appropriate.

Introduction and Background

- 1 The Council's last Corporate Plan was adopted by Council in 2013. The Corporate Plan set out context about the Council as an organisation and how it would achieve the priorities set out by Members. The Corporate Plan also set out for the first time the Council's ambition to become financially self-sufficient, something the Council achieved in 2016.

Corporate Plan

- 2 There is a need for the Council to clearly set out its priorities for the coming years for the benefit of residents, local businesses and staff through a new Corporate Plan.
- 3 Members have been considering their approach to the Corporate Plan and the Portfolio Holder for Policy & Performance will provide an update on progress at the meeting of the Advisory Committee.

Other Options Considered and/or Rejected

- 4 None

Agenda Item 7

Key Implications

Financial

None

Legal Implications and Risk Assessment Statement

None

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

Through its Corporate Planning process the Council has made strong progress in recent years, including becoming the first financially self-sufficient Council in the Country.

Having delivered on this ambition it is considered necessary to set out a new Corporate Plan for the Council. Members have been considering their approach to the Corporate Plan and an update will be provided at the meeting.

Appendices None

Background Papers Corporate Plan (adopted by Council in 2013)

www.sevenoaks.gov.uk/downloads/file/548/corporate_plan

Dr Pav Ramewal

Chief Executive

Policy & Performance Advisory Committee Work Plan 2017/18 (as at 13/9/17)

5 October 2017	30 November 2017	22 March 2018	Summer 2018
Review of service dashboards and service Change Impact Assessments (SCIAs) Corporate Plan Update	Customer Experience Project Customer complaints		

This page is intentionally left blank