

05 December 2019 at 7.00 pm

Conference Room, Argyle Road, Sevenoaks  
Despatched: 27.11.19



# Cabinet

## Membership:

Chairman, Cllr. Fleming; Vice-Chairman, Cllr. Dickins  
Cllrs. McArthur, Piper, Dyball 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. <b>Minutes</b> To agree the Minutes of the meeting of the Committee held on 7 November 2019, as a correct record.	(Pages 1 - 4)	
2. <b>Declarations of interest</b> Any interests not already registered.		
3. <b>Questions from Members (maximum 15 minutes)</b>		
4. <b>Matters referred from Council, Audit Committee, Scrutiny Committee, CIL Spending Board or Cabinet Advisory Committees</b>		
a) Net Zero 2030	(Pages 5 - 14)	
5. <b>Budget Update 2020/21</b>	(Pages 15 - 60)	Adrian Rowbotham Tel: 01732 227153
REPORTS ALSO CONSIDERED BY THE CABINET ADVISORY COMMITTEES		
6. <b>Abandoned shopping trolleys</b> 	(Pages 61 - 68)	Adrian Rowbotham Tel: 01732 227153
7. <b>Treasury Management Mid-Year Update 2019/20</b>	(Pages 69 - 88)	Roy Parsons Tel: 01732 227204

- |    |  |                   |                                    |
|----|--|-------------------|------------------------------------|
| 8. | <b>Financial Results 2019/20 - to the end of September 2019</b>            | (Pages 89 - 128)  | Alan Mitchell<br>Tel: 01732227483  |
| 9. | <b>Draft Sevenoaks District Health &amp; Wellbeing Action Plan 2019-22</b> | (Pages 129 - 166) | Hayley Brooks<br>Tel: 01732 227272 |

 Indicates a Key Decision

 indicates a matter to be referred to Council

#### 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](mailto:democratic.services@sevenoaks.gov.uk).

CABINET

Minutes of the meeting held on 7 November 2019 commencing at 7.15 pm

Present: Cllr. Fleming (Chairman)

Cllr. Dickins (Vice Chairman)

Cllrs. McArthur, Dickins, Piper and Thornton

An apology for absence was received from Cllr. Dyball

Cllrs. Bayley, Dr. Canet, Mrs Hunter, Maskell, Osborne-Jackson, Pender and Purves were also present.

26. Minutes

Resolved: That the Minutes of the meeting of Cabinet held on 12 September 2019 be approved and signed as a correct record.

27. Declarations of interest

There were no additional declarations of interest.

28. Questions from Members

Cllr Purves asked a question relating to the Planning Inspectorate's decision to pause the Local Plan examination process. The Chairman replied that the Council's written response would become public on or before 15 November 2019.

29. Matters referred from Council, Audit Committee, Scrutiny Committee, CIL Spending Board or Cabinet Advisory Committees

There were none.

30. Community Plan 2018/19 Annual Report

The People & Places Chief Officer presented the Annual Report for the third and final year (2018/19) of the Sevenoaks District Community Plan 2016-19. Monitoring had been completed and progress against agreed key success measures for each priority within the plan was reported. She advised that the People & Places Advisory Committee had noted the same report.

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.

31. Annual Review of Parking Management 2020/21

The Cleaner & Greener Portfolio Holder presented the report which sought approval of the proposed parking charges in selected on and off-street parking locations across the District. The Parking Manager set out that this included an increase in parking charges in Blighs and Sevenoaks Town car parks and on street in Holly Bush Lane and Plymouth Drive in Sevenoaks town, and Morewood Close, St Botolphs and Ashley Close near Sevenoaks Station.

In response to a question from Cllr Purves about increases in charges, the Chairman set out that the Council's parking charges were low in comparison to other authorities and that they represented overall value for money.

The Cleaner & Greener Portfolio Holder advised that the Cleaner & Greener Advisory Committee had recommended the report for approval.

Public Sector Equality Duty

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

Resolved: That the 2020/21 parking management proposals be agreed for consultation, with the results of the consultation reported back to a future meeting.

32. Christmas Parking 2019

The Cleaner & Greener Portfolio Holder presented the report which requested free concessionary parking on select dates at Christmas 2019. She advised that the Cleaner & Greener Advisory Committee had agreed to recommend the report.

Public Sector Equality Duty

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

Resolved: That

- a) the proposal for free parking (subject to the standard requirement to observe maximum periods of stay in car parks and on street, and a reduced stay in Blighs from 4 to 3 hours to improve turnover) in Sevenoaks town and Westerham on Saturdays 14 & 21 December 2019, and, in Blighs car park on Sundays 15 & 22 December 2019 be agreed; and
- b) it be recommended to Council that the cost of funding be met from Supplementary Estimates be authorised.

### 33. Licensing Charging for Pre-application Advice

The Chief Officer for Planning & Regulatory Services presented the report which invited Members to consider introducing an innovative new scheme designed to help licence applications by offering the provision of a (paid for) pre-application advice service for applications relating to various types of premises licensing as well as a 'check and send' type service for volume applications.

He advised that the Cleaner & Greener Advisory Committee had noted the same report.

#### Public Sector Equality Duty

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

Resolved: That

- a) the provision of a (paid for) pre-application advice service for applications relating to various types of premises licensing (a list of types as attached at Appendix A to the report) as well as a 'check and send' type service for volume applications, be approved; and
- b) the proposed fees, as set out in Appendix B to the report, be adopted.

### 34. Agreement on Joint Transportation Boards

The Head of Legal and Democratic Services presented the report which set out an updated Agreement on Joint Transportation Boards. The new provisions included a review every four years, formal rules on public speaking, removal of an inapplicable appendix, co-operation for Overview and Scrutiny and greater clarity on terms of reference.

The Chairman indicated that KALC had requested voting rights for Parish representatives. He moved that Cabinet should resolve to request the Leader of the Council to write to the relevant Portfolio Holder at Kent County Council expressing the views given by KALC that Town and Parish Members should have voting rights.

The Head of Legal and Democratic Services advised that the Cleaner & Greener Advisory Committee had noted the same report.

#### Public Sector Equality Duty

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

Resolved: That

- a) the Agreement on Joint Transportation Boards be approved;

- b) the Leader of the Council be requested to write to the relevant Portfolio Holder at Kent County Council expressing the views given by KALC that Town and Parish Members should have voting rights.

THE MEETING WAS CONCLUDED AT 8.10 PM

CHAIRMAN

#### IMPLEMENTATION OF DECISIONS

This notice was published on 11 November 2019. The decision contained in Minute 30 and part of the decision in Minute 32 takes effect immediately. The decisions contained in Minutes 31 and 33 take effect on 19 November 2019. Part of the decision contained in Minute 32 is a recommendation to Council.

**Item 4a - Matters referred from Council, Audit Committee, Scrutiny Committee, CIL Spending Board or Cabinet Advisory Committees**

The attached report was considered by Council on 19 November 2019. The relevant Minute extract was not available prior to the printing of this agenda and will follow when available.

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**NET ZERO 2030**

**Council - 19 NOVEMBER 2019**

Report of Chief Officer Planning & Regulatory Services

Status For consideration

Key Decision No

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Portfolio Holder Cllr. Peter Fleming

Contact Officer Richard Morris, Ext.7139

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**Recommendation to Council:**

The Net Zero 2030 report is considered by Members.

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**Reason for recommendation:** To ensure Members consider the background work undertaken by the Leader of the Council to inform a debate on climate change as agreed at the Council meeting on 23 July.

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**Introduction and Background**

- 1 At the meeting of Council on 23 July the Leader of the Council responded to a question in relation to climate change. In response to that question it was noted that there would be a debate on climate change at the next Council meeting.
- 2 Attached as an Appendix is a summary of the background work undertaken by the Leader of the Council to inform that debate.

**Key Implications**

Financial

Financial implications in relation to the background work undertaken have not been considered.

Legal Implications and Risk Assessment Statement.

Legal and risk implications in relation to the background work undertaken have not been considered.

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.

## Agenda Item 4a

### Conclusions

- 3 Members may wish to consider the recommendations proposed by The Leader to inform a debate on climate change as agreed at the Council meeting on 23 July.

### Appendices

Appendix - Net Zero Actions

### Background Papers

None

## Net Zero 2030

### **Executive Summary**

As the Leader of the Council I am setting a clear ambition for the Council to achieve net zero greenhouse gas emissions by 2030 ('Net Zero 2030'). This report and appendix sets out actions towards meeting this target.

### **Recommendations**

It is recommended that:

- a) Council support and endorse the ambition and actions set out in this report and appendix; and,
- b) Cabinet be asked to establish a Cabinet Working Group to oversee and lead the ongoing development and implementation of the Council's transition to Net Zero 2030.

### **Reason for Recommendation**

It is clear all organisations and individuals have a role to play in reducing greenhouse gas emissions. This work must be undertaken fully and enthusiastically if the Council, its community and its partners are to achieve Net Zero. The Council has an enviable reputation as a forward-thinking authority which leads by example, implements policies which improve its District and embraces innovation. The aims and actions set out in this report apply that approach to the climate change challenge.

### **Introduction & Background**

1. International efforts to minimise climate change are generally recognised to have substantively begun in 2015 with the Paris Agreement, which led to the October 2018 Intergovernmental Panel on Climate Change report. The history is summarised in the following extract from the House of Commons Library Briefing Paper, 'Legislating for net zero' (reproduced under the Open Parliament Licence v3.0).

*"The UK is a Party to the UN Framework Convention on Climate Change (UNFCCC) and has signed and ratified the Paris Agreement: an international agreement on climate change. The key aim of the Paris Agreement is to hold the increase in the global average temperature to well below 2°C above pre-industrial levels and pursue efforts to limit the temperature increase to 1.5°C. The Agreement also included a widely-acknowledged net zero global greenhouse gas emissions aim for the second half of this century.*

## Agenda Item 4a

*“Following the Paris Agreement, the Intergovernmental Panel on Climate Change (IPCC) published a Special Report in October 2018 which found that limiting global warming to 1.5°C is possible but would require unprecedented “rapid and far reaching” changes in all aspects of society, including a need to reach ‘net zero’ by around 2050.”*

2. The UK Government responded by commissioning the Committee on Climate Change (‘CCC’) to determine what steps the UK would need to take to achieve net-zero greenhouse gas emissions. The CCC concluded their work in May and the Government accepted their findings, amending the Climate Change Act 2008 in June to introduce a target for at least a 100% reduction of greenhouse gas emissions (compared to 1990 levels) in the UK by 2050.
3. The IPCC report observed that a large proportion of the necessary reduction in greenhouse gas reductions must take place before 2030 if warming is to be successfully limited. It is therefore recognised this should be the target for achieving net zero wherever possible. This target is referred to as Net Zero 2030.

### **Local Government’s Response**

4. Whilst there is currently no legal requirement for local authorities to act, councils are well placed to respond both as organisations in their own right as well as bodies which enjoy a position of influence and leadership within their communities.
5. A number of councils have declared a ‘Climate Emergency’. It would appear, however, that many see the declaration itself as the fulfilment of their obligation with little detail as to what this means for each council and what, if any, action they intend to take.

### **Our Commitment to Net Zero**

6. It is proposed that this Council unambiguously commits to working towards Net Zero 2030 and introduces policies which deliver that aim.
7. In recognition that this is a complex, challenging and serious topic which should reach the core of decision making, it is also proposed Council asks Cabinet to establish a Cabinet Working Group to oversee the ongoing development and implementation of the Council’s transition to Net Zero 2030.
8. Set out in Appendix A are initial policies and actions for the Council to deliver, Stage 1, and on which the Cabinet Working Group can build, Stage 2, overseeing measures which are specific, measurable, achievable, realistic and time bound.

9. Members will note that many of the policies proposed are fully aligned with the commitments contained in the Council Plan: placing wellbeing at the heart of everything we do; employing our values of excellence, value for money, and innovation; and, working together to improve the District's environment, economy, housing, safety and health.
10. The Council will use its position to communicate the steps it is taking and to exercise local leadership in helping others meet their environmental obligations.

### **Conclusions**

11. The Council has already been engaging in activities to improve its environmental footprint: moving away from landfill; replacing diesel vehicles with electric; beginning an ambitious charging point rollout; introducing environmental standards in planning policies; and, moving our offices to LED lighting.
12. It is now recommended that the Council rises to the challenges posed by climate change, responding positively and constructively to achieve Net Zero 2030.

### **Other Options Considered and/or Rejected**

None. The internationally accepted scientific evidence demonstrates the necessity of achieving net zero greenhouse gas emissions by 2050, if not before.

### **Key Implications**

#### Financial

There are no financial implications associated with this report. If constituted, the proposed Cabinet Working Group will consider the resources necessary to deliver the Council's Net Zero 2030 actions and policies.

#### Legal Implications and Risk Assessment Statement

There are no legal implications.

#### Equality Assessment

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

### Appendix A: Net Zero Actions

**Sevenoaks District Council will fully and enthusiastically move to Net Zero 2030. To achieve this we will deliver the following:**

#### **Stage 1: Immediate actions and commitments**

- Write to the Secretary of State to demand any local powers needed to achieve this commitment and the resources to match these powers
- Establish a Cabinet Working Group to oversee the production and delivery of our Net Zero 2030 commitments, working across the council towards this commitment
- Audit our current and future levels of energy use and greenhouse gas emissions, their subsequent environmental impact and develop plans to address their use
- Hold a Green Summit in Spring/Summer 2020 bringing together groups, organisations, companies and experts to engage and inspire residents
- Embrace the opportunities presented by Net Zero to secure broader environmental improvements
- Support the delivery of Kent and Medway's Energy and Low Emissions Strategy
- Help householders and businesses improve energy efficiency by providing free advice and support for energy improvements and energy saving
- Require bidders for all tenders to include an environmental statement, including their plan for achieving Net Zero, a 'Net Zero Commitment'
- Report and promote our actions towards Net Zero, and support our partners including landowners, residents, businesses and visitors to our District to play their part
- Encourage the location of clean growth businesses in our District, with the aim of developing a clean growth hub
- Work with schools, local communities and groups to create community transport hubs for short journeys, minimising pollution, improving air quality and reducing congestion.
- Deliver the environmental aspects of Sevenoaks District Councils Council and Local Plans
- Participate in and promote World Car Free Day on 22 September 2020

**Stage 2: Actions and Commitments to be further investigated by the Cabinet Working Group**

- Move to a renewable electricity supplier in 2020
- Roll out “free” electric car charging points across our car park estate
- Continue our transition to a zero-emissions vehicle fleet (this is a vehicle that emits no exhaust gas from the on board source of power) wherever practicable
- Require the installation of electric vehicle charging points in all new developments, both residential and non-residential
- Bring in incentives for taxi drivers to use vehicles with zero tailpipe emission by amending licensing policy
- Give a free tree for every new home built
- Explore opportunities to invest in clean growth such as a local Net Zero Bank to finance energy efficiency and carbon reduction
- Develop an electric vehicle car club, to promote the use of zero-emissions vehicle, to improve air quality in our District and produce an income to support council services
- Provide a one year 100% reduction on the District Council element of council tax for new certified Passivhaus ‘Classic’, ‘Plus’ & ‘Premium’ homes built in the District, in any year until 2030
- In all new SDC and SDC owned company developments, set an ambitious stretch target for sustainable homes in line with the London Plan
- Where everything possible has been done to achieve zero carbon but there is still a shortfall, take action through offsetting carbon dioxide emissions where necessary, and explore a Carbon Offset Fund to finance this
- Work with the local government family within Kent to deliver Net Zero across all our communities
- Look across local government both in the UK and beyond to find further appropriate and deliverable ideas and initiatives

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**BUDGET UPDATE 2020/21****Cabinet - 5 December 2019**

Report of Chief Officer Finance and Trading

Status For Decision

Key Decision No

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**Executive Summary:**

The Council has an excellent track record in identifying, planning for and addressing financial challenges. In light of the challenging financial position facing all authorities nine years ago, for 2011/12 the Council produced a 10-year budget together with a savings plan for the first time. This will be the tenth year this method has been used and provides the Council with a stable basis for future years.

This report sets out progress made in preparing the 2020/21 budget and updates Members on key financial information.

Included in the last report was an assumption that £93,000 of net savings /additional income per annum were included for this budget cycle. The SCIA's listed in Appendix D show that savings exceeding this amount are being proposed but that there are also growth items proposed. If all of these proposals are accepted by Cabinet together with the changes to assumptions, further savings / additional income of £99,000 will still be required to produce a balanced 10-year budget.

There are however still some uncertainties as the Provisional Local Government Finance Settlement is not expected to be announced until January 2020. This may include changes to the current assumptions such as increasing the Council Tax referendum limit.

The Cabinet will make its final recommendation on the budget at its meeting on 6 February 2020, after taking into account any updated information available at that date.

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**Portfolio Holder** Cllr. Matthew Dickins**Contact Officers** Adrian Rowbotham, Ext. 7153Alan Mitchell, Ext. 7483

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### Recommendation to Cabinet:

- (a) Consider and respond to comments and recommendations of the Advisory Committees regarding the savings proposals listed in Appendix D.
- (b) Look at the further growth and savings suggestions put forward by the Advisory Committees listed in Appendix F and decide one of the following options for each suggestion:
  - (i) Consider for this budget cycle and ask for SCIA's to be presented to Cabinet in January.
  - (ii) Do not take any further
- (c) Request that officers identify further savings options to be included in the Budget Update report to Cabinet on 9 January 2019.

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**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.

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### Introduction and Background

- 1 The Council's financial strategy over the past fifteen 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.
- 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 up to date 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 Revenue Support Grant provided by Government ceasing from 2017/18 it is important that the council remains financially self-sufficient by having 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 At the Cabinet meeting on 12 September 2019, Members considered a report setting out the Council's financial prospects for 2020/21 and beyond. That report set out the major financial pressures the Council is likely to face, together with a proposed strategy for setting a balanced and sustainable budget for 2020/21 and beyond.
- 7 As part of the budget process officers put forward their Service Dashboards to the Advisory Committees between October and November, which set out a summary of current and future challenges and risks. The Advisory Committees recommended new growth and savings items which will be considered at this meeting.

#### **Financial Self-Sufficiency**

- 8 The Council's Corporate Plan, introduced in 2013-2018, set out an ambition for the Council to become financially self-sufficient which was achieved in 2016/17. The current Council Plan aims to continue with this approach. This means that the Council no longer requires direct funding from Government, through Revenue Support Grant or New Homes Bonus, to deliver its services.
- 9 This approach was adopted in response to the financial challenges the Country was 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 receiving no Revenue Support Grant from 2017/18.
- 10 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.
- 11 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 existing and anticipated squeeze upon public finances this makes much sense'.

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- 12 With the Council receiving no Revenue Support Grant from 2017/18 and New Homes Bonus reducing 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 an income yield of 3%+ above the Council's average treasury management return (currently 0.9%) when not borrowing or internally borrowing, and 3%+ above the borrowing rate (currently 2.8% for 30 years). Therefore, using funding for this purpose will result in additional year on year income that is not impacted by Government decisions.
- 13 Cabinet are keen to remain financially self-sufficient and be ahead of the game. This will include a new target to replace reliance on Business Rates income over the coming years. 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 need into the future.

### Updates to the Financial Prospects Report

- 14 The following sections provide the latest information on the major income and expenditure streams together with details of the assumptions included in the attached 10-year budget.
- 15 The Government announced its one-year Spending Round on 4 September 2019 which provided some high-level updates but due to the upcoming General Election on 12 December 2019, an Autumn Budget has not been announced.
- 16 This has had a knock-on effect on the Provisional Local Government Finance Settlement which was due to be announced in December. This is now unlikely to take place until January which results in uncertainty in the budget setting process.

### Income

- 17 **Government Support: Revenue Support Grant (RSG)** (£nil received in 2019/20) - This formula-based grant has significantly reduced since 2010/11 as the emphasis of Government Support has changed, in fact this council received no RSG in 2017/18 and is not expected to receive any in future years. The attached 10-year budget assumes no RSG, if any amounts are received in future years, they will be put into the Financial Plan Reserve to support the 10-year budget including 'invest to save' initiatives and support for the Property Investment Strategy.
- 18 Negative RSG (i.e. where council's pay government) has previously been proposed by government but was not actioned due to intense lobbying which this council was heavily involved in. It was announced in the Spending Round that there would not be negative RSG in 2020/21 but this remains a threat going forward.

- 19 **New Homes Bonus (NHB)** (£1.2m received in 2019/20 but not used to fund the revenue budget) - the Government started this new funding stream in 2011/12 from funds top sliced from RSG with the intention that local authorities would be rewarded for new homes being built over a six-year period. The basis of NHB was changed with effect from 2017/18. Previously it was based on cumulative figures for 6 years, but this was reduced to 5 years from 2017/18 and 4 years from 2018/19. In addition, NHB was only received on tax base growth above 0.4% instead of on all growth (known as the deadweight).
- 20 In the same way as RSG, the attached 10-year budget assumes no NHB resulting in there being no reliance on this funding source to support the revenue budget. Any amounts received will be put into the Financial Plan Reserve for the same purpose as noted above.
- 21 It is likely that NHB will soon be replaced by a different method to incentivise housing growth.
- 22 **Council Tax** (£10.9m) - The Government referendum limit has initially been set at 2% in recent years although it has been changed later in the process. In 2019/20 the referendum limit was increased to 3% (or £5 if higher) in line with inflation. Council agreed to increase Council Tax by 2.97% in 2019/20 but to retain the assumption in the 10-year budget at 2% for all later years.
- 23 It is possible that the Government will amend the referendum limit for the Council Tax increase for district council's again in 2020/21.
- 24 The tax base increases each year due to the general increase in the number of residential properties and future developments as well as the continuing work to check the validity of Council Tax discounts awarded. The assumption going forward reflects the increases achieved in recent years and the ongoing work. The increased tax base results in additional Council Tax income which is assumed to be greater than the incremental cost of servicing the additional properties although it should be recognised that there are likely to be step changes in costs for some services in the future such as refuse collection. The Local Plan may also affect future Council Tax assumptions.
- 25 **Business Rates Retention** (£2.1m) - The basis for allocating Government Support from 2013/14 changed to the Business Rates Retention Scheme. This scheme initially allows billing authorities, such as this council, to keep 40% of Business Rates received. However, tariffs and top ups are applied to ensure that the funding received by each local authority is not significantly different to pre 2013/14 amounts. This council is due to collect £37m of Business Rates in 2019/20.
- 26 A Business Rates Pool operates in Kent and Medway which generally results in councils retaining more Business Rates than if they were not in the pool. This council and Dover Borough Council were not part of the pool in previous years, but it has been agreed that Sevenoaks and Dover will benefit as if

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they were in the pool going forward. A request has been made to MHCLG to continue with the Kent and Medway Pool for 2020/21.

- 27 Due to the large number of business rates appeals being outstanding with the Valuation Office Agency (VOA) and the limited opportunities to increase the number of businesses in the district, the assumption in the 10-year budget remains at the safety-net level, which is the amount of business rates the council is assured of retaining in the current scheme if it were not in a pool.
- 28 Any increased Business Rates retained in 2020/21 due to being in the Kent and Medway Pool will be transferred to the Budget Stabilisation Reserve.
- 29 With the outcome of the Spending Review and the results of the 'Fair Funding Review' and 'Business Rates Retention Reform' remaining unknown, there is a risk that this council may no longer retain any Business Rates in the future. This would result in a funding gap that would need to be replaced by additional income or further savings.
- 30 **Interest receipts** (£0.25m) - returns are continuing to be significantly lower than they were a few years ago due to low interest rates and the Council's Investment Strategy taking a low risk approach. Whilst returns exceeded Budget last year, inflation continues to outpace investment returns, leading to the gradual erosion of capital in real terms.
- 31 The interest receipts assumptions are currently £250,000 for all years excluding interest received from Quercus 7 Ltd which is included in Property Investment Strategy Income. The Bank of England Base Rate is currently 0.75%. Assumptions will be reviewed based on advice from our treasury advisors and discussions with the Finance and Investment Advisory Committee during the budget process.
- 32 **Property Investment Strategy** - The strategy was approved by Council on 22 July 2014 with the intention of building on an approach of property-based investment in order to deliver increased revenue income. This was set against a background of reducing Government Support and continued low rates of return through existing treasury management arrangements.
- 33 Six assets have been purchased or built to date, including the Sennocke Hotel, at a cost of £25m.
- 34 A total of £50m has been approved by Council to be spent on the Property Investment Strategy. As well as the £25m above, £4m has been spent by Quercus 7 Ltd on three assets resulting in £21m of the approved amount remaining.

Property Investment Strategy income assumptions

2020/21 - 2022/23 £1.311m per annum

2023/24 £1.411m

2024/25 - 2025/26 £1.455m per annum

2026/27 - 2028/29 £1.655m per annum

2029/30 £1.696m

- 35 A Property Investment Strategy Update report will be presented to Finance Advisory Committee in January and Cabinet on 6 February 2020.
- 36 **Variable fees and charges** - the Council receives income in fees and charges from a number of sources.
- 37 The assumption is currently for a 2.5% increase for all years except for off-street car parking which is 3.5% for five years (2019/20 - 2023/24). The additional 1% for car parking is one of the funding streams for the development of Sevenoaks Town (formerly Buckhurst 2) Car Park as agreed by Council on 22 November 2016.
- 38 **External Funding** - the Council has been very successful in securing external funding across a number of services, based on it delivering a wide range of innovative services to local residents, often in partnership with other agencies. The Council's officers continue to seek new opportunities for funding. As financial constraints are put on public services the funding available from health and other public bodies may reduce.
- 39 **Shared working** - Various services have included savings from shared working in recent years budgets. The Council successfully works in partnership with other authorities in a number of areas, including Revenues, Benefits, Internal Audit, Counter Fraud, Finance, IT, Licensing, Building Control, CCTV and Environmental Health.
- 40 The largest savings were achieved when each shared service started, some of which were in 2010. The viability of continuing to share these services is reviewed on a regular basis to ensure that this Council receives value for money and the service standards it requires.
- 41 **Use of reserves** - One of the principles of the Financial Strategy is to make more effective use of the remaining earmarked reserves. When this strategy was first used in 2011/12, it was agreed that the remaining balances in the Asset Maintenance and Superannuation Fund Deficit Reserves would be moved to a new Financial Plan Reserve and used over the initial 10-year budget period. The Budget Stabilisation Reserve was also set up at the same time to manage the fluctuations between years to ensure that an overall balanced budget remained for the 10-year period. This reserve has been increased by surpluses achieved on the revenue budget in recent years.

#### Expenditure

- 42 **Pay costs** total £16m. Discussions between the National Employers for Local Government Services and the unions regarding the national pay award for 2020/21 are ongoing.

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- 43 The assumption in the attached 10-year budget is a 2% increase in all years. Work on a new workforce strategy may have an impact on assumptions and will be monitored as it progresses.
- 44 Members previously agreed that a budget would be set aside to address the Council's recruitment and retention difficulties and challenges going forward.
- 45 **Superannuation fund** - the latest pension fund triennial valuation, which was the forth by the actuaries Barnett Waddingham, has recently taken place but only high-level information has been received to date.
- 46 The funding level has increased from 77% to 86% since the previous valuation in 2016 and the deficit recovery period for the fund has reduced from 17 years to 14 years. The 10-year budget includes the contribution amounts set by the actuaries for 2017/18 to 2019/20 and includes an additional £100,000 from 2020/21. The 10-year budget will be updated when the detailed triennial valuation figures are received.
- 47 **Non-pay costs** - The budget assumes non-pay costs will increase by an average of 2.25% in all years. In practice, items such as rates and energy costs often rise at a higher rate, so other non-pay items have been allowed a much lower inflation increase. Inflation is currently at 1.5% (CPI) and 2.1% RPI (as at October 2019).
- 48 **Asset Maintenance** - Any asset maintenance expenditure is funded by the revenue budget each year. Asset maintenance expenditure can fluctuate as the demand for programmed and ad hoc work varies across sites. A review of the asset maintenance requirements for council owned properties was carried out last year which resulted in the budget being increased by £100,000. This resulted in the average yearly liability covered increasing from 54% to 67%.
- 49 **Welfare reform changes** - The next phase of Universal Credit commenced in the district on 21 November 2018. This is known as 'Full Service' but mainly affects new working age customers. The rest of our working age customers still remain on Housing Benefit. The next step is currently being piloted by DWP who still intend to move all customers across to Universal Credit by 2023. The delays in Universal Credit and the phased approach continues to bring many challenges to the administration of Housing Benefit. However, the Council agreed a new working age Council Tax Reduction scheme which came into effect from 1 April 2019 which addresses challenges to both administration of Council Tax Reduction and also the collection of Council Tax.
- 50 **Unavoidable service pressures** - One of the lessons to be learnt from previous financial strategies is that there is always a likelihood of unavoidable service pressures and there needs to be a clear strategy for dealing with these. These are identified in the Service Change Impact Assessments (SCIAs) that can be reported to the Advisory Committees between October and November or to Cabinet in later budget reports.

- 51 These additional service pressures will where possible be absorbed within existing budgets however, there is some likelihood that some pressures will be difficult to absorb, and Members will need to give these consideration as part of the budget process. However, it should be recognised that by having a 10-year budget there is greater scope to deal with these pressures and therefore have less impact on current services where as other councils who only have single year budgets would have to make larger immediate savings.
- 52 **Progress on the savings plan** - 2020/21 will be the tenth year of using the 10-year budget. During this period, 164 savings items have been identified totalling £7.6m. The majority of these savings have already been achieved and Portfolio Holders, Chief Officers, Heads of Service and Service Managers have worked closely to deliver these savings.
- 53 **Changes since the 10-year budget started** - The table below shows how the Net Service Expenditure has changed since 2010/11. This shows that the budget has reduced by £4.7m (28%) in real terms.

Net Service Expenditure	£000
2010/11 (budget)	16,711
2019/20 (2010/11 budget +2% inflation per year)	19,971
2019/20 (budget)	15,251
Difference	4,720

- 54 **Appendix C** 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. This has allowed the Council to deliver a 10-year balanced budget.
- 55 **Additional growth and savings** - The attached 10-year budget (**Appendix B**) assumes new net savings / additional income of £93,000 in 2020/21 and £100,000 in later years.
- 56 Savings proposals were presented to the Advisory Committees between September and November. These proposals are listed in Appendix D and further details supporting each proposal are contained in the Service Change Impact Assessments (SCIAs) in **Appendix E**.

#### Feedback from the Advisory Committees

- 57 To assist the Advisory Committees in making additional suggestions for growth or savings for Cabinet to consider, Members were given a Service

## Agenda Item 5

Dashboard and budget details for the services within their terms of reference.

- 58 Each Committee then decided which suggestions would be passed to Cabinet.
- 59 Provided at **Appendix F** is a list of the growth and savings suggestions from the Advisory Committees.
- 60 A training session on the budget process aimed at new Members took place on 24 September 2019 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.

### Current Budget Position

- 61 The following table shows the differences between the 10-year budget agreed by Council on 26 February 2019 and the latest version set out in **Appendix B**.

10-Year Budget (total changes for the 10-year period)	£000
Base changes:	
Base figures updated to 19/20 budget	(11)
Assumption changes:	
None	-
<b>Total 10-year budget change gap/(surplus)</b>	<b>(11)</b>

- 62 The 10-year budget includes an assumption that £93,000 of new net savings will be achieved. The current growth and savings proposals are listed in **Appendix D** and a Service Change Impact Assessment (SCIA) for each proposal is included in **Appendix E**.

- 63 If all of the proposed SCIA's are agreed, a further £99,000 of savings / additional income is required to achieve a balanced 10-year budget position.

<b>10-Year Budget if SCIA's agreed (total changes for the 10-year period)</b>	<b>£000</b>
<b>Total 10-year budget change gap/(surplus)</b>	<b>(11)</b>
Net savings assumption	930
SCIA's proposed:	
Savings	(1,076)
Growth	1,150
<b>Total 10-year budget change gap/(surplus)</b>	<b>993</b>
	<b>i.e. £99,000 per annum</b>

- 64 The further suggestions made by the Advisory Committees are listed at **Appendix F**. Service Change Impact Assessments (SCIA's) will be produced for any of these suggestions that Cabinet wish to support and will be included in the Budget Update report to Cabinet on 9 January 2020.
- 65 During the budget process last year, each Advisory Committee was asked to provide further growth and savings suggestions to Cabinet. Some suggestions were approved as part of the 2019/20 budget, but Cabinet indicated that some other suggestions might be worth keeping on a list for future investigation. The suggestions for future investigation are included in **Appendix G** and Members may wish to consider these ideas when proposing growth and savings suggestions.
- 66 Due to the General Election, the Government is not expected to announce the 2020/21 Local Government Finance Settlement until January 2020. Even though this Council no longer relies on direct government funding for its revenue budget, it is still important to analysis any potential impact of the settlement.
- 67 The Cabinet will make its final recommendation on the 2020/21 budget at its meeting on 6 February 2020, after taking account of the latest information available at that date.

#### Collection Fund and Tax Base

- 68 The 2020/21 tax base will be agreed at Cabinet on 9 January 2020. At the same time, Members will be presented with an estimate of the Collection Fund balance at 31 March 2020.

## Agenda Item 5

### Capital

- 69 A separate report on the capital programme will be presented later in the budget process recommending future capital schemes and changes to ongoing schemes.

### 2019/20 Outturn

- 70 Supported by the Finance Advisory Committee, tight financial monitoring and control has been in place for a number of years and again for 2019/20. Given the constraints being placed on all budgets, and the savings planned for 2019/20 and future years, it will be essential to continue this basis.
- 71 The latest 2019/20 monitoring report shows a favourable forecast position of £103,000. This is largely due to additional interest being received from loans to Quercus 7. A separate report is being presented at this meeting.

### Consultation

- 72 An article on the Council's budget was included in the Autumn and Winter editions of In Shape which included asking for views on the Council's spending priorities. Details will be included in the January Budget Update report.

### 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.

Current and future challenges together with risks were included in the Service Dashboards presented to the Advisory Committees and each Service Change Impact Assessment (SCIA) includes the likely impacts including a risk analysis.

An effective integrated policy and priority driven long-term financial and business process is required for the Council to deliver on its priorities and maintain a sustainable budget. It is also essential that continuous improvements are identified and implemented in order to take account of the changing climate within which the Council operates and to meet the expectations of both Government and the public on the quality of service demanded from this Council.

The risks associated with the 10-year budget approach include uncertainty around the level of shortfall and the timing of key announcements such as future changes

to Business Rates Retention. The risk will be mitigated by continuing to review assumptions and estimates and by updating Members throughout the process.

### 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.

### Community Impact and Outcomes

Members' early consideration of the issues raised in this report would be beneficial to residents in that a planned approach to achieving a balanced budget should produce the best outcome for the community in limiting the level in budget reductions.

### **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.

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 continues to 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.

### **Appendices**

Appendix A - Budget Timetable

Appendix B - 10-year Budget

## Agenda Item 5

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

Appendix D - New savings proposals presented to the Advisory Committees

Appendix E - Service Change Impact Assessment forms (SCIAs) for the new growth and savings proposals in Appendix D

Appendix F - Further growth and savings suggestions from the Advisory Committees

Appendix G - Growth and savings suggestions made last year that were agreed by Cabinet to be kept on the list for possible future investigation

### Background Papers

[Report to Cabinet 14 February 2019 - Budget and Council Tax Setting 2019/20](#)

[Report to Cabinet 12 September 2019 - Financial Prospects and Budget Strategy 2020/21 and Beyond](#)

[Report to People and Places Advisory Committee 1 October 2019, Improvement and Innovation Advisory Committee 3 October 2019, Housing and Health Advisory Committee 8 October 2019, Development and Conservation Advisory Committee 15 October 2019, Cleaner and Greener Advisory Committee 29 October 2019, Finance and Investment Advisory Committee 21 November 2019 - Budget 2020/21: Service Dashboards and Service Change Impact Assessments \(SCIAs\)](#)

<https://cds.sevenoaks.gov.uk/ieDocHome.aspx?bcr=1>

**Adrian Rowbotham**

**Chief Officer Finance and Trading**

2020/21 Budget Setting Timetable

	Date	Committee
<b>Stage 1</b>		
Financial Prospects and Budget Strategy 2020/21 and Beyond	3 September	Finance & Investment AC
	12 September	Cabinet
↓		
<b>Stage 2</b>		
Review of Service Dashboards and Service Change Impact Assessments (SCIAs)	1 October	People & Places AC
	3 October	Improvement & Innovation AC
	8 October	Housing & Health AC
	15 October	Development & Conservation AC
	29 October	Cleaner & Greener AC
	21 November	Finance & Investment AC
↓		
<b>Stage 3</b>		
Budget Update (incl. Service Change Impact Assessments (SCIAs), feedback from Advisory Committees)	5 December	Cabinet
↓		
<b>Stage 4</b>		
Budget Update (incl. Government Settlement information)	9 January	Cabinet
↓		
<b>Stage 5</b>		
<i>Budget Update and further review of Service Change Impact Assessments (if required)</i>	<i>January - February</i>	<i>Advisory Committees</i>
↓		
<b>Stage 6</b>		
Budget Setting Meeting (Recommendations to Council)	6 February	Cabinet
↓		
<b>Stage 7</b>		
Budget Setting Meeting (incl. Council Tax setting)	25 February	Council

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

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Ten Year Budget - Revenue

Appendix B

	Budget 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	Plan 2028/29	Plan 2029/30
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Expenditure</b>											
Net Service Expenditure c/f	14,687	15,251	15,556	15,972	16,353	16,740	17,133	17,531	17,936	18,450	18,971
Inflation	608	656	472	481	487	493	499	505	513	521	530
Superannuation Fund deficit and staff recruitment & retention	0	100	0	0	0	0	0	0	0	0	0
Net savings (approved in previous years)	(181)	(358)	44	0	0	0	(1)	0	1	0	(1)
<b>New growth</b>	<b>256</b>	<b>0</b>	<b>100</b>	<b>100</b>	<b>100</b>						
<b>New savings/Income</b>	<b>(119)</b>	<b>(93)</b>	<b>(100)</b>								
<b>Net Service Expenditure b/f</b>	<b>15,251</b>	<b>15,556</b>	<b>15,972</b>	<b>16,353</b>	<b>16,740</b>	<b>17,133</b>	<b>17,531</b>	<b>17,936</b>	<b>18,450</b>	<b>18,971</b>	<b>19,500</b>
<b>Financing Sources</b>											
Govt 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	(10,917)	(11,261)	(11,616)	(11,979)	(12,353)	(12,737)	(13,131)	(13,536)	(13,927)	(14,328)	(14,740)
Business Rates Retention	(2,132)	(2,139)	(2,182)	(2,226)	(2,271)	(2,316)	(2,362)	(2,409)	(2,457)	(2,506)	(2,556)
Collection Fund Surplus	0	0	0	0	0	0	0	0	0	0	0
Interest Receipts	(200)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)
Property Investment Strategy Income	(1,258)	(1,311)	(1,311)	(1,311)	(1,411)	(1,455)	(1,455)	(1,655)	(1,655)	(1,655)	(1,696)
Contributions to/(from) Reserves	(353)	(353)	(353)	(179)	(179)	(635)	148	148	148	148	148
<b>Total Financing</b>	<b>(14,860)</b>	<b>(15,314)</b>	<b>(15,712)</b>	<b>(15,945)</b>	<b>(16,464)</b>	<b>(17,393)</b>	<b>(17,050)</b>	<b>(17,702)</b>	<b>(18,141)</b>	<b>(18,591)</b>	<b>(19,094)</b>
<b>Budget Gap (surplus)/deficit</b>	<b>391</b>	<b>242</b>	<b>260</b>	<b>408</b>	<b>276</b>	<b>(260)</b>	<b>481</b>	<b>234</b>	<b>309</b>	<b>380</b>	<b>406</b>
<b>Contribution to/(from) Stabilisation Reserve</b>	<b>(391)</b>	<b>(242)</b>	<b>(260)</b>	<b>(408)</b>	<b>(276)</b>	<b>260</b>	<b>(481)</b>	<b>(234)</b>	<b>(309)</b>	<b>(380)</b>	<b>(406)</b>
<b>Unfunded Budget Gap (surplus)/deficit</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Assumptions</b>	
Revenue Support Grant:	nil all years
Business Rates Retention:	Business Rates Retention safety-net in 19/20 plus 2% in later years
Council Tax:	2% in all years
Council Tax Base:	Increase of 580 Band D equivalent properties from 20/21, 480 from 27/28
Interest Receipts:	£250,000 in all years
Property Investment Strategy:	£1.311m from 20/21, £1.411m from 23/24, £1.455m from 24/25, £1.655m from 26/27, £1.696m from 29/30
Pay award:	2% in all years
Other costs:	2.25% in all years
Income:	2.5% in all years except for off-street car parks which are an average of 3.5% per annum from 19/20 - 23/24

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SCIA Year	No.	Description	2011/12 - 2019/20 £000	2020/21 £000	Later Years £000	Total £000
		<b>Cleaner and Greener Advisory Committee</b>				
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	
2019/20	3	Bradbourne Lakes - Consultancy (reversal of temporary growth item)		(60)		
2019/20	7	Car Parking - Enforcement for Tandridge DC (reversal of temporary saving item)			30	
		<b>Development and Conservation Advisory Committee</b>				
		No savings or growth agreed from 2020/21 onwards				
		<b>Finance and Investment Advisory Committee</b>				
2011/12	62,63	Staff terms and conditions - savings agreed by Council 18/10/11		(187)		
		<b>Housing and Health Advisory Committee</b>				
		No savings or growth agreed from 2020/21 onwards				
		<b>Improvement and Innovation Advisory Committee</b>				
2017/18	10	Apprenticeship Levy (reversal of temporary growth item)		(45)		
2018/19	3	Swanley Local Office contract		(15)		
2018/19	13	IT Developers: funding for two years (reversal of temporary growth item)		(51)		
		<b>People and Places Advisory Committee</b>				
		No savings or growth agreed from 2020/21 onwards				
		Minor movements between years			(1)	
		<b>Total Savings</b>	<b>(7,366)</b>	<b>(202)</b>	<b>44</b>	<b>(7,524)</b>
		<b>Total Growth</b>	<b>2,201</b>	<b>(156)</b>	<b>0</b>	<b>2,045</b>
		<b>Net Savings</b>	<b>(5,165)</b>	<b>(358)</b>	<b>44</b>	<b>(5,479)</b>

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New Growth and Savings Proposals: Presented to the Advisory Committees

SCIA Year	Advisory Committee No.	Description	Year	Ongoing	2020/21 Impact £000	10-year Budget Impact £000
<b>Growth</b>						
	PPAC	None				
	HHAC	None				
	DCAC	None				
2020/21	1	IIAC Apprenticeship Levy	2020/21	3 yrs	50	150
2020/21	4	CGAC Parks - Rural: Increased tree surgery/felling costs to meet health and safety obligations	2020/21	Yes	10	100
2020/21	5	CGAC CCTV: reduction in income	2020/21	Yes	10	100
2020/21	6	CGAC Car Parks: business rates	2020/21	Yes	45	450
2020/21	9	FIAC Finance Team restructure	2020/21	Yes	35	350
<b>Sub Total</b>					<b>150</b>	<b>1,150</b>

SCIA Year	Advisory Committee No.	Description	Year	Ongoing	2020/21 Impact £000	10-year Budget Impact £000
<b>Savings</b>						
	PPAC	None				
	HHAC	None				
2020/21	2	IIAC Mobile phone charges and mileage costs reduction	2020/21	Yes	(10)	(100)
2020/21	3	DCAC Additional Development Management income and cost recovery in Strategic Planning	2020/21	Yes	(11)	(335)
2020/21	7	CGAC Environmental Health: Change in apportionment of costs with Dartford BC	2020/21	Yes	(20)	(200)
2020/21	8	CGAC Postal costs: changes to postal arrangements	2021/22	Yes	0	(180)
2020/21	10	FIAC Insurance contract renewal	2020/21	3 yrs	(87)	(261)
<b>Sub Total</b>					<b>(128)</b>	<b>(1,076)</b>
<b>Net Growth / (Savings) Total</b>					<b>22</b>	<b>74</b>

per annum: 7

Net savings target (93)  
 Net savings still required (100)

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**SERVICE CHANGE IMPACT ASSESSMENT**

SCIA 1 (20/21)

<b>Head of Service:</b>	Lee Banks	<b>Service:</b>	Corporate Management
<b>Activity</b>	Apprenticeship Levy	<b>No. of Staff:</b>	N/a

<b>Activity Budget Change</b>	<b>Year: 2020/21 Growth £000</b>	<b>Later Years Comments (ongoing, one-off, etc.)</b>
Apprenticeship Levy	50	Ongoing for three years

**Reasons for and explanation of proposed change in service**

The Government introduced the apprenticeship levy and public sector duty on apprenticeships in April 2017. This requires all public sector bodies with a payroll of £3m and over will be expected to contribute 0.5% of their payroll towards the levy, the funds from which are used to pay for apprenticeship training and assessment. Initially the levy was to be introduced for three years and the Council approved a growth in its budgets in 2017 to meet the costs of the levy. It is now expected that the levy will continue for the coming years and it is prudent to plan for three further years of levy payments.

**Key Stakeholders Affected**

None.

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

It is a statutory duty for the Council to pay the apprenticeship levy. Failure to meet these costs through growth in the budget may lead to the need to identify savings within other service budgets.

**Risk to Service Objectives (High / Medium / Low)**

High

**SERVICE CHANGE IMPACT ASSESSMENT**

2019/20 Budget	£'000	Performance Indicators		
Operational Cost	45	Code & Description	Actual	Target
Income	-	None.		
Net Cost	45			

**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 2 (20/21)

<b>Chief Officer:</b>	Jim Carrington-West	<b>Service:</b>	General Corporate
<b>Activity</b>	Administrative Expenses	<b>No. of Staff:</b>	N/a

<b>Activity Budget Change</b>	<b>Year: 2020/21 Growth £000</b>	<b>Later Years Comments (ongoing, one-off, etc.)</b>
Mobile Phone Charges	6	Ongoing
Mileage costs	4	Ongoing

**Reasons for and explanation of proposed change in service**

Reductions in charges for mobile phone costs and changes to processes that result in mileage claims have resulted in an achievable reduction to the administrative expenses to be taken from relevant service area budgets.

**Key Stakeholders Affected**

None.

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

None.

**Risk to Service Objectives (High / Medium / Low)**

Low

**SERVICE CHANGE IMPACT ASSESSMENT**

2019/20 Budget	£'000	Performance Indicators		
Operational Cost		Code & Description	Actual	Target
Income		None.		
Net Cost				

**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 (20/21)

<b>Chief Officer:</b>	Richard Morris	<b>Service:</b>	Planning
<b>Activity</b>	Development Management & Strategic Planning	<b>No. of Staff:</b>	35.61 fte

Activity Budget Change	Year: 2020/21 Growth / (Saving) £000	Later Years Comments (ongoing, one-off, etc.)
Additional development management income and cost recovery in Strategic Planning	(11)	(36) from year two onwards

<b>Reasons for and explanation of proposed change in service</b>	<p>DM income is likely to rise once the Local Plan has been adopted and the strategic sites begin to come forward.</p> <p>Additionally, we currently carry out a number of manual data searches for customers - such as planning histories - for which it is proposed to introduce a small charge to recover costs.</p>
--	---

<b>Key Stakeholders Affected</b>	Planning customers
----------------------------------	--------------------

<b>Likely impacts and implications of the change in service (include Risk Analysis)</b>	<p>It is likely that we will receive fewer request for manual data searches as some customers may choose to self-serve.</p> <p>This would have a positive benefit insofar as it would create additional capacity in a small team.</p>
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**SERVICE CHANGE IMPACT ASSESSMENT**

Risk to Service Objectives (High / Medium / Low)

Low
-----

2019/20 Budget	£'000	Performance Indicators		
Operational Cost	1,775	Code & Description	Actual	Target
Income	(922)	Processing of major planning applications in 13 weeks	87.5%	80%
Net Cost	853	Processing of minor planning applications in 8 weeks	73.7%	80%

**Equality Impacts**

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. The implementation of a small charge for some searches which is recommended could directly impact on end users.

**SERVICE CHANGE IMPACT ASSESSMENT**

SCIA 04 (20/21)

<b>Chief Officer:</b>	Adrian Rowbotham	<b>Service:</b>	Direct Services
<b>Activity</b>	Parks - Rural: Tree Maintenance	<b>No. of Staff:</b>	3 FTE

Activity Budget Change	Year: 2020/21  Growth £000	Later Years Comments (ongoing, one-off, etc.)
Increased tree surgery/felling costs to meet health & safety obligations	10	Ongoing with potential to increase annually unless significant central government funding made available.

**Reasons for and explanation of proposed change in service**

Ash die-back (Chalara), Acute Oak decline and Sudden Oak death are tree fungal diseases that are taking a toll on tree stock nationally, including those trees growing in SDC’s own woodlands, on ex-housing estate lands and on commons land. We have a health & safety obligation to inspect and when necessary take action to reduce the risk of sudden limb or trunk failure arising from these fungal attacks.

Measures would be site dependant but could range from increased frequency of inspections, removal of dead wood and thinning, to partial and full crown reductions and, where no other option, felling.

To date the costs of our accelerated tree surgery have been offset in part by the income from our coppiced wood sales but this is not sustainable.

Chalara has the potential to devastate the Ash tree population, which is the most prevalent tree species, and while there may be a disease resistant strain identified, the majority of Ash trees across the district will be infected at some stage over the coming years.

There is no ‘cure’ to reverse the deterioration, which weakens a trees structure once infected. Given the open access we provide, there are no practical bio-security measures that can be adopted

**SERVICE CHANGE IMPACT ASSESSMENT**

	<p>to stop the spread of fungal spores from leaf litter to uninfected tree stock.</p> <p>Central Government, through DEFRA and the Forestry Commission, may introduce national guidance on the actions necessary by local authorities to help control the impact and this may or may not come with the necessary funding to support those actions.</p>
<p><b>Key Stakeholders Affected</b></p>	<p>Visitors/users of woodlands ex-housing estates land and commons for which we have a safety responsibility.</p>
<p><b>Likely impacts and implications of the change in service (include Risk Analysis)</b></p>	<p>The additional funding will allow us to give timely instructions to contractors to carry out essential tree surgery or felling and thereby reduce or eliminate the risk to persons accessing those amenity sites for which Sevenoaks District Council have either owner or co-occupier health and safety responsibilities.</p>
<p><b>Risk to Service Objectives (High / Medium / Low)</b></p>	<p>Medium</p>

2019/20 Budget	£'000	Performance Indicators		
Operational Cost	148	Code & Description	Actual	Target
Income	(13)	Not applicable		
Net Cost	135			

**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 05 (20/21)

<b>Chief Officer:</b>	Adrian Rowbotham	<b>Service:</b>	CCTV
<b>Activity</b>	CCTV	<b>No. of Staff:</b>	7.09 FTE

<b>Activity Budget Change</b>	<b>Year: 2020/21 Growth £000</b>	<b>Later Years Comments (ongoing, one-off, etc.)</b>
Reduction in income	10	Ongoing

**Reasons for and explanation of proposed change in service**

The budget contains £86,000 income. Actual income achieved amounts to approx. £48,000 for TWBC (shared management arrangements), TMBC (out of hours' service); Sencio and KCC (monitoring cameras). A shortfall in income of £38,000. However, this is partly offset by other savings in salary costs, utilities and transmission costs.

**Key Stakeholders Affected**

None

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

None

**SERVICE CHANGE IMPACT ASSESSMENT**

Risk to Service Objectives (High / Medium / Low)

Low
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2019/20 Budget	£'000	Performance Indicators		
Operational Cost	340	Code & Description	Actual	Target
Income	(74)	LPI CCTV 001 Force centre requests to unit	1,681	1,750
Net Cost	266			

**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 06 (20/21)

<b>Chief Officer:</b>	Adrian Rowbotham	<b>Service:</b>	Car Parks
<b>Activity</b>	Business Rates	<b>No. of Staff:</b>	-

<b>Activity Budget Change</b>	<b>Year: 2020/21 Growth £000</b>	<b>Later Years Comments (ongoing, one-off, etc.)</b>
Business Rates - mainly car parks	45	ongoing

**Reasons for and explanation of proposed change in service**

A revaluation of all Business Rates premises was completed nationally in December 2016 by the Valuation Office Agency (VOA) to provide new rateable values.

A growth SCIA was produced in 2017/18 to reflect the actual charges for that year. Due to the scale of some of the increases, transitional relief was awarded on some properties which has gradually reduced over the last three years resulting in the need for this growth SCIA.

£38,000 of this increase relates to car parks with the remainder relating to other council properties including Argyle Road.

**Key Stakeholders Affected**

None

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

The council is required to pay the business rates due for all premises that it occupies.

**SERVICE CHANGE IMPACT ASSESSMENT**

Risk to Service Objectives (High / Medium / Low)

Low

2019/20 Budget	£'000	Performance Indicators		
Operational Cost	643	Code & Description	Actual	Target
Income	-	None		
Net Cost	643			

**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 07 (20/21)

<b>Chief Officer:</b>	Richard Morris	<b>Service:</b>	Environmental Health
<b>Activity</b>	EH - Shared Service	<b>No. of Staff:</b>	12.57 FTE

<b>Activity Budget Change</b>	<b>Year: 2020/21  (Saving) £000</b>	<b>Later Years Comments (ongoing, one-off, etc.)</b>
Change in apportionment of costs with Dartford Borough Council	(20)	Ongoing

**Reasons for and explanation of proposed change in service**

Following agreement with Dartford Borough Council the apportionment of the split of costs of the shared Environment Health service was changed from 52% (SDC): 48% (DBC) to 50:50%. Each % saving is £10,000.  
Already agreed and implemented in 2019/20.

**Key Stakeholders Affected**

None

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

None. No effect on service, just a different apportionment of total salary costs.

**Risk to Service Objectives (High / Medium / Low)**

Low

**SERVICE CHANGE IMPACT ASSESSMENT**

2019/20 Budget	£'000	Performance Indicators		
Operational Cost	717	Code & Description	Actual	Target
Income	(55)	LPI EH 004 High Risk Food Safety Inspectors	100%	100%
Net Cost	662			

**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 08 (20/21)

<b>Chief Officer:</b>	Adrian Rowbotham	<b>Service:</b>	Central Post/Courier
<b>Activity</b>	Postal Costs	<b>No. of Staff:</b>	4.72 FTE

Activity Budget Change	Year: 2021/22  (Saving) £000	Later Years Comments (ongoing, one-off, etc.)
Changes to postal arrangements	(20)	Ongoing from 2021/22

**Reasons for and explanation of proposed change in service**

Introduction of Neopost System to increase efficiency of postal arrangements. Target to introduce in 2019/20 but will operate for a full year before identifying cashable savings.

**Key Stakeholders Affected**

Internal Services

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

- Reduce need for physical communication with customers by using digital formats
- Reduce risk of data breaches to ensure data protection compliance
- Eliminate the current need for manual sorting, counting and proof checking by fully automating processes
- Utilise barcode technology to obtain maximum discounts on postal tariffs. Reducing cost by an average 3p per item (current volume 360,000 items)
- Provide a full audit trail from document creation

**SERVICE CHANGE IMPACT ASSESSMENT**

- through to delivery by royal mail
- To provide in-house facility to produce and send out large mail-outs which are currently being outsourced
  - Introduce multi-channel communication based on customer preferences
  - Greatly reduce stationery wastage
  - Greatly improve efficiencies and level of service for all teams

**Risk to Service Objectives (High / Medium / Low)**

Low

2019/20 Budget	£'000	Performance Indicators		
		Code & Description	Actual	Target
Operational Cost	189			
Income	-	N/A		
Net Cost	189			

**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 09 (20/21)

<b>Chief Officer:</b>	Adrian Rowbotham	<b>Service:</b>	Finance
<b>Activity</b>	Finance	<b>No. of Staff:</b>	10.17 fte

Activity Budget Change	Year: 2020/21  Growth £000	Later Years Comments (ongoing, one-off, etc.)
Finance Team restructure	35	ongoing

**Reasons for and explanation of proposed change in service**

The demands and challenges on the Finance team have been reviewed following the commencement of a new Head of Finance in early 2018 and more recent changes within the team and SMT restructure.

A staff finance questionnaire was undertaken in October 2018 which sought to identify the areas in which Finance operated well and those in which it did not. The feedback from that questionnaire suggested that system development and training were areas requiring development / resource.

A restructure of the team is proposed to meet the evolving demands on the service. The proposed structure aims to:

- ensure the demands on the service are met by re-distributing work appropriately amongst the Accountancy and Systems parts of the team.
- align the team to effectively support the newly restructured SMT.
- to promote empowerment of staff and ensure future succession planning and greater resilience.
- improve interactions with customers to provide proactive and progressive support (rather than reactionary), contributing to developing opportunities at an early stage.
- allow time for greater system development and customer training.
- support career progression opportunities ensuring retention of knowledge within the

**SERVICE CHANGE IMPACT ASSESSMENT**

	<p>service.</p> <p>The proposal would increase the number of staff in the Finance team from 11 (10.17 fte) to 12 (11.17 fte).</p>
<p><b>Key Stakeholders Affected</b></p>	<p>All Council services</p>
<p><b>Likely impacts and implications of the change in service (include Risk Analysis)</b></p>	<p>The new structure will enable staff to have greater focus on the areas that will help to continue to drive the council forward. These areas include property investment, the two companies, shared services viability and income generation.</p> <p>Without this change in resources, there is a risk that opportunities will be missed if there is not adequate focus on these key areas.</p> <p>The proposed changes should also result in the finance system being used more effectively and therefore improving budget monitoring.</p>
<p><b>Risk to Service Objectives (High / Medium / Low)</b></p>	<p>Medium</p>

2019/20 Budget	£'000	Performance Indicators		
Operational Cost	451	Code & Description	Actual	Target
Income	-	LPI_FS 001 The percentage of undisputed invoices paid within 30 days or agreed terms	99%	99%
Net Cost	451	LPI_FS 003 Debts outstanding more than 61 days	£30,195	£30,000

**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 10 (20/21)

<b>Chief Officer:</b>	Adrian Rowbotham	<b>Service:</b>	Finance
<b>Activity</b>	Insurance	<b>No. of Staff:</b>	n/a

Activity Budget Change	Year: 2020/21  (Saving) £000	Later Years Comments (ongoing, one-off, etc.)
Insurance contract renewal	(87)	For 3 years

**Reasons for and explanation of proposed change in service**

The existing contract was due for renewal on 31/10/19 after a 3-year contract.

In preparation for the tender process a review of the Council’s major assets was conducted and as appropriate revalued for insurance purposes. An insurance audit was also undertaken. This looked in great detail at the cover currently in place and also considered the excess levels and balanced this with the Councils risk appetite.

The results of the insurance audit meant that when conducting the insurance tender, we were able to be very clear on our insurance requirements. In order to obtain the most competitive quality/price combination the tender was conducted via a broker and on a “lot” basis allowing insurance companies to bid for particular parts of the contract rather than its entirety. This greatly increased the number of insurers bidding for the contract and enable significant savings to be realised.

**Key Stakeholders Affected**

All council services

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

The comprehensive process ensures that the Council is appropriately covered and has also delivered large savings over the life of the contract.

The saving proposed is for the 3-year term of the new contract to be reviewed when the following

**SERVICE CHANGE IMPACT ASSESSMENT**

contract is issued.

**Risk to Service Objectives (High / Medium / Low)**

Low

2019/20 Budget	£'000	Performance Indicators		
Operational Cost	415	Code & Description	Actual	Target
Income	-	n/a		
Net Cost	415			

**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.

## Further Growth and Savings Suggestions made by the Advisory Committees

### People and Places Advisory Committee

<b>Growth (increased expenditure/reduced income)</b>
SDC facilitate youth work.
Increase in Community Grants budget to facilitate increased grants to bodies contributing to community wellbeing and cohesion.
<b>Savings (reduced expenditure/increased income)</b>
Consider investing in the tourism/leisure market by providing/co-providing a campsite (touring caravans and static mobile homes).
Guided tours of district possibly on vintage bus/train etc. Could also possibly use hire bikes
Maximising the potential of our leisure facilities at Edenbridge

### Improvement and Innovation Advisory Committee

<b>Savings (reduced expenditure/increased income)</b>
Reduce paper and print (e.g. for Members)
Buy more/build more - to earn more income
Electric car project
Explore digital monetarisation
IT services -adopt ISO50001
Bulky Waste (freighter) collection - improve Parish Council awareness which may increase income
Review working methods e.g. home working, hot desking, job sharing, Customer Redesign

### Housing and Health Advisory Committee

<b>Growth (increased expenditure/reduced income)</b>
Additional HERO officer
<b>Savings (reduced expenditure/increased income)</b>
Providing our own energy supply - buying in bulk from suppliers

### Development and Conservation Advisory Committee

<b>Growth (increased expenditure/reduced income)</b>
Urban Design Officer - extend contract
Review Enforcement resources to maintain recent improvements to the service

### Cleaner and Greener Advisory Committee

<b>Growth (increased expenditure/reduced income)</b>
Establish a programme of suitable tree planting

Finance and Investment Advisory Committee

<b>Savings (reduced expenditure/increased income)</b>
Continual marginal gains across service areas
Review of Treasury Management Strategy constraints
Review of Property Investment Strategy constraints
Advertising income opportunities including at Sevenoaks Bus Station
Continue to review whether SDC assets could be better managed by town/parish councils

**Growth and Savings Suggestions made last year that were agreed by Cabinet to be kept on the list for possible future investigation**

Cabinet 06/12/18:

Cabinet discussed the further growth and savings items suggested by Advisory Committees and indicated that the following items be kept on the list for possible future investigation.

Cleaner and Greener Advisory Committee

<b>Growth (increased expenditure/reduced income)</b>
none
<b>Savings (reduced expenditure/increased income)</b>
Sponsorship of the Council's car parks.

Development and Conservation Advisory Committee

<b>Growth (increased expenditure/reduced income)</b>
none
<b>Savings (reduced expenditure/increased income)</b>
none

Finance and Investment Advisory Committee

<b>Growth (increased expenditure/reduced income)</b>
none
<b>Savings (reduced expenditure/increased income)</b>
A shared service for the Legal team.
A full-time magistrate on call to support the Legal team.

Housing and Health Advisory Committee

<b>Growth (increased expenditure/reduced income)</b>
Consideration be given to investigate whether there was an increased need which outweighed the current provision of the HERO service.
<b>Savings (reduced expenditure/increased income)</b>
none

Improvement and Innovation Advisory Committee

<b>Growth (increased expenditure/reduced income)</b>
none
<b>Savings (reduced expenditure/increased income)</b>
A service level agreement for operators of council premises to use print studio.

People and Places Advisory Committee

<b>Growth (increased expenditure/reduced income)</b>
none
<b>Savings (reduced expenditure/increased income)</b>
none

**Item 6 - Abandoned Shopping Trolleys**

The attached report was considered by the Cleaner & Greener Advisory Committee on 29 October 2019. The relevant Minute extract is below.

Cleaner & Greener Advisory Committee (29 October 2019, Minute 19)

The Chief Officer for Environmental and Operational Services reported that a new scheme to deal with abandoned shopping trolleys would be considered in response to Swanley Town Council's request.

A local Member advised that this was a serious problem in Swanley as abandoned trolleys were a safety hazard to road users and costly to remove.

Resolved: That it be recommended to Cabinet that

- a) the District adopt a scheme to deal with abandoned shopping trolleys; and
- b) responsibility be delegated to Swanley Town Council for the Swanley Town Council area.



## ABANDONED SHOPPING TROLLEYS

Cabinet - 5 December 2019

Report of Chief Officer Environmental and Operational Services and  
Chief Officer Financial and Trading

Status For Decision

Also considered by Cabinet - 5 December 2019

Key Decision Yes

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**Executive Summary:** The Advisory Committee is asked to consider a request from Swanley Town Council to adopt a scheme for the District to deal with abandoned shopping trolleys and then delegate that function to them for the Swanley Town Council area.

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**This report supports the Key Aim of the Council plan with respect to the environment.**

**Portfolio Holder** Cllr. Margot McArthur

**Contact Officers** Richard Wilson, Ext. 7262

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**Recommendation to Advisory Committee:** That the Advisory Committee considers the request from Swanley Town Council that the District adopt a scheme to deal with abandoned shopping trolleys and that responsibility be delegated to them for the Swanley Town Council area, and makes a recommendation to Cabinet.

### **Recommendation to Cabinet:**

To consider the recommendation of the Cleaner and Greener Advisory Committee.

---

### **Introduction and Background**

- 1 A formal request has been received from Swanley Town Council, dated 26.6.19 (attached) to be able to take action to introduce a scheme to deal with abandoned shopping trolleys in the Swanley Town Council Area.
- 2 A scheme can be adopted under the Environmental Protection Act 1990, section 99 and Schedule 4. This power can then be delegated to a Town or Parish Council under Section 101 of the Local Government Act 1972.

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- 3 Swanley Town Council appears to be experiencing an increase in the number of shopping trolleys abandoned by residents around the Town. This is perceived to be less of a problem in other parts of the District, although no records are kept of the number of abandoned shopping trolleys that occur. It is apparent that people walk to Asda in Swanley and use the trolley to take shopping home without returning it.
- 4 If it is agreed to adopt a scheme under the Environment Protection Act 1990 it would have to be for the whole District.
- 5 Rules come into force three months after the resolution to adopt them.
- 6 Public notices need to be placed before adopting a scheme and there is a need for formal consultation. It would need to be determined the method for consultation but it may be advisable to write to supermarkets and publicise a general notice inviting comments.
- 7 The power is to seize and remove trolleys and serve a notice on their owner.
- 8 There is a power to charge for the return of trolleys.

### Other Options

- 9 There is an existing, 'Trolleywise' voluntary scheme which involves public reporting of abandoned trolleys. Supermarkets can also adopt a 'coin return' system and some have a device where if a trolley is taken some distance away, the wheels lock.

### Key Implications

#### Financial

There are no financial implications to this Council, although if a scheme was adopted there is the power to charge for the return of trolleys (Cost recovery).

#### Legal Implications and Risk Assessment Statement

The power to adopt a scheme is contained in the Environmental Protection Act 1990, Section 99, Schedule 4.

The power can be delegated to a Town or Parish Council under Section 101 of the Local Government Act 1972.

The request to adopt this power and delegation to them for implementation in their area has only been received from Swanley Town Council. It is possible that if a scheme is adopted requests may be received to implement in other parts of the District by the District Council, or delegate the power to an individual Town or Parish Council.

If the Council adopted this power to implement itself, there is currently no resource identified to administer and enforce a scheme. A storage facility local to the supermarket concerned would also need to be identified.

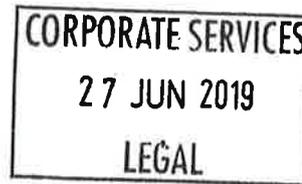


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Martin Goodman  
Head of Legal and Democratic Services  
Sevenoaks District Council

26<sup>th</sup> June 2019



Dear Martin

**Reference: Environmental Protection Act 1990**

As per our previous correspondence I confirm that Swanley Town Council would like Sevenoaks District Council to adopt and then delegate to us the above power (s99) to deal with abandoned shopping and luggage trollies.

Each of the store managers in Swanley and their regional headquarters have been approached about this situation and while Asda have put in magnetic strips which helped for a short period of time they have failed to re-fit all their trollies with the appropriate locks.

The situation in Swanley now is that up to 100 trollies every day are abandoned in the town centre stretching out up to 1 mile into surrounding areas and housing estates. The offending trollies are from Aldi, Wilkos and Asda but we also have trollies from M&S (we don't have one in the town).

Because we have already used every form of persuasion to the stores involved and forwarded complaints to them for over two years we now we feel this is the only option left. We hopeful that by doing this it will motivate the stores to take more affirmative action and remove this blight on the town.

We are aware that a period of consultation is required and will be writing to the store managers and regional offices to make them aware that we are pursuing this avenue. Ideally we would like them to resolve this issue but must have the ability to take more affirmative action of our own. As Christmas is fast approaching and the worst time for this we would hope for completion within the next 5 months.

Regards

S. Nash BSc MinstF  
CEO



**Chief Executive Officer: Steve Nash**

Telephone: 01322 665855 [towncouncil@swanleytowncouncil.gov.uk](mailto:towncouncil@swanleytowncouncil.gov.uk)

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**Item 7 - Treasury Management Mid-Year Update**

The attached report was considered by the Finance & Investment Advisory Committee on 21 November 2019. The relevant Minute extract was not available prior to the printing of this agenda and will follow when available.

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## TREASURY MANAGEMENT MID-YEAR UPDATE 2019/20

Cabinet - 5 December 2019

Report of the: Chief Officer Finance & Trading

Status: For decision

Also considered by: Finance & Investment Advisory Committee - 21 November 2019

Key Decision: No

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**Executive Summary:** This report gives details of treasury activity in the first half of the current financial year, recent developments in the financial markets and fulfils the reporting requirements of the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Treasury Management.

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

**Portfolio Holder** Cllr. Matthew Dickins

**Contact Officer** Roy Parsons, Principal Accountant - Ext 7204

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**Recommendation to Finance & Investment Advisory Committee:** That Cabinet be asked to approve the Treasury Management Mid-Year Update for 2019/20.

**Recommendation to Cabinet:** That the Treasury Management Mid-Year Update for 2019/20 be approved.

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**Reason for recommendation:** As required by both the Council's Financial Procedure Rules and the CIPFA Code, a mid-year report of treasury management activity is to be presented to Members for approval.

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### Background

#### Capital Strategy

- 1 In December 2017, the Chartered Institute of Public Finance and Accountancy (CIPFA) issued revised Prudential and Treasury Management Codes. As from 2019/20, all local authorities have been required to prepare a Capital Strategy which is intended to provide the following:
  - a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services;

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- an overview of how the associated risk is managed; and
- the implications for future financial sustainability

### Treasury management

- 2 The Council operates a balanced budget, which broadly means cash raised during the year will meet its cash expenditure. Part of the treasury management operations ensure this cash flow is adequately planned, with surplus monies being invested in low risk counterparties, providing adequate liquidity initially before considering optimising investment return.
- 3 The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer term cash flow planning to ensure the Council can meet its capital spending operations. This management of longer term cash may involve arranging long or short term loans, or using longer term cash flow surpluses, and on occasion any debt previously drawn may be restructured to meet Council risk or cost objectives.
- 4 Accordingly, treasury management is defined as:  
  
"The management of the local authority's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."

### **Introduction**

- 5 This report has been written in accordance with the requirements of the Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management (revised 2017). The primary requirements of the Code are as follows:
  - Creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Council's treasury management activities;
  - Creation and maintenance of Treasury Management Practices which set out the manner in which the Council will seek to achieve those policies and objectives;
  - Receipt by the full council of an annual Treasury Management Strategy Statement - including the Annual Investment Strategy and Minimum Revenue Provision Policy - for the year ahead, a Mid-year Review Report and an Annual Report (stewardship report), covering activities during the previous year;

- Delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions; and
- Delegation by the Council of the role of scrutiny of treasury management strategy and policies to a specific named body. For this Council the delegated body is the Finance & Investment Advisory Committee.

In addition, monthly reports from our treasury management advisors, Link Asset Services, are emailed to Members of the Finance & Investment Advisory Committee.

- 6 This mid-year report has been prepared in compliance with CIPFA's Code of Practice on Treasury Management, and covers the following:
- An economic update for the first part of the 2019/20 financial year;
  - Interest rate forecasts;
  - A review of the Treasury Management Strategy Statement and Annual Investment Strategy;
  - A review of the Council's investment portfolio for 2019/20;
  - A review of the Council's borrowing strategy for 2019/20; and
  - Any recent treasury management developments.

#### **Economic update (as at 16 October 2019)**

- 7 **UK.** This first half year has been a time of upheaval on the political front as Theresa May resigned as Prime Minister to be replaced by Boris Johnson on a platform of the UK leaving the EU on or 31 October, with or without a deal. However, in September, his proroguing of Parliament was overturned by the Supreme Court and Parliament carried a bill to delay Brexit until 31 January 2020 if there is no deal by 31 October. MPs also voted down holding a general election before 31 October, though one is likely before the end of 2019. So far, there has been no majority of MPs for any one option to move forward on enabling Brexit to be implemented. At the time of writing, (first week in October), the whole Brexit situation is highly fluid and could change radically by the day.
- 8 Given these circumstances and the likelihood of an imminent general election, any interest rate forecasts are subject to material change as the situation evolves. If the UK does soon achieve a deal on Brexit agreed with the EU, including some additional clarification wording on the Irish border backstop, then it is possible that growth could recover relatively quickly. The Bank of England's Monetary Policy Committee (MPC) could then need to address the issue of whether to raise Bank Rate when there is very little

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slack left in the labour market; this could cause wage inflation to accelerate which would then feed through into general inflation.

- 9 On the other hand, if there was a no deal Brexit and there was a significant level of disruption to the economy, then growth could weaken even further than currently and the MPC would be likely to cut Bank Rate in order to support growth. However, with Bank Rate still only at 0.75%, it has relatively little room to make a big impact and the MPC would probably suggest that it would be up to the Chancellor to provide help to support growth by way of a fiscal boost by e.g. tax cuts, increases in government departments and services annual expenditure budgets and expenditure on infrastructure projects, to boost the economy.
- 10 The first half of 2019/20 has seen UK economic growth fall as Brexit uncertainty took a toll. In its Inflation Report of 1 August, the Bank of England was notably downbeat about the outlook for both the UK and major world economies. The MPC meeting of 19 September reemphasised their concern about the downturn in world growth and also expressed concern that the prolonged Brexit uncertainty would contribute to a build-up of spare capacity in the UK economy, especially in the context of a downturn in world growth. This mirrored investor concerns around the world which are now expecting a significant downturn or possibly even a recession in some major developed economies. It was therefore no surprise that the MPC left Bank Rate unchanged at 0.75% throughout 2019, so far, and is expected to hold off on changes until there is some clarity on what is going to happen over Brexit. However, it is also worth noting that the new Prime Minister is making some significant promises on various spending commitments and a relaxation in the austerity programme. This will provide some support to the economy and, conversely, take some pressure off the MPC to cut Bank Rate to support growth.
- 11 As for inflation itself, CPI has been hovering around the Bank of England's target of 2% during 2019, but fell to 1.7% in August. It is likely to remain close to 2% over the next two years and so it does not pose any immediate concern to the MPC at the current time. However, if there was a no deal Brexit, inflation could rise towards 4%, primarily as a result of imported inflation on the back of a weakening pound.
- 12 With regard to the labour market, despite the contraction in quarterly GDP growth of -0.2%q/q, (+1.3% y/y), in quarter 2, employment continued to rise, but at only a muted rate of 31,000 in the three months to July after having risen by no less than 115,000 in quarter 2 itself: the latter figure, in particular, suggests that firms are preparing to expand output and suggests there could be a return to positive growth in quarter 3. Unemployment continued at a 44 year low of 3.8% on the Independent Labour Organisation measure in July and the participation rate of 76.1% achieved a new all-time high. Job vacancies fell for a seventh consecutive month after having previously hit record levels. However, with unemployment continuing to fall, this month by 11,000, employers will still be having difficulty filling job vacancies with suitable staff. It was therefore unsurprising that wage

inflation picked up to a high point of 3.9% in June before easing back slightly to 3.8% in July, (3 month average regular pay, excluding bonuses). This meant that in real terms, (i.e. wage rates higher than CPI inflation), earnings grew by about 2.1%.

- 13 As the UK economy is very much services sector driven, an increase in household spending power is likely to feed through into providing some support to the overall rate of economic growth in the coming months. The latest GDP statistics also included a revision of the savings ratio from 4.1% to 6.4% which provides reassurance that consumers' balance sheets are not over stretched and so will be able to support growth going forward. This would then mean that the MPC will need to consider carefully at what point to take action to raise Bank Rate if there is an agreed Brexit deal, as the recent pick-up in wage costs is consistent with a rise in core services inflation to more than 4% in 2020.
- 14 In the political arena, if there is a general election soon, this could result in a potential loosening of monetary policy and therefore medium to longer dated gilt yields could rise on the expectation of a weak pound and concerns around inflation picking up although, conversely, a weak international backdrop could provide further support for low yielding government bonds and gilts.
- 15 **USA.** President Trump's massive easing of fiscal policy in 2018 fuelled a temporary boost in consumption in that year which generated an upturn in the rate of strong growth to 2.9% y/y. Growth in 2019 has been falling back after a strong start in quarter 1 at 3.1%, (annualised rate), to 2.0% in quarter 2. Quarter 3 is expected to fall further. The strong growth in employment numbers during 2018 has reversed into a falling trend during 2019, indicating that the economy is cooling, while inflationary pressures are also weakening. The Federal Reserve (Fed) finished its series of increases in rates to 2.25 - 2.50% in December 2018. In July 2019, it cut rates by 0.25% as a 'midterm adjustment' but flagged up that this was not to be seen as the start of a series of cuts to ward off a downturn in growth. It also ended its programme of quantitative tightening in August, (reducing its holdings of treasuries etc). It then cut rates again in September to 1.75% - 2.00% and is thought likely to cut another 25 bps in December. Investor confidence has been badly rattled by the progressive ramping up of increases in tariffs that President Trump has made on Chinese imports and China has responded with increases in tariffs on American imports. This trade war is seen as depressing US, Chinese and world growth. In the EU, it is also particularly impacting Germany as exports of goods and services are equivalent to 46% of total GDP. It will also impact developing countries dependent on exporting commodities to China.
- 16 **EUROZONE.** Growth has been slowing from +1.8% during 2018 to around half of that in 2019. Growth was +0.4% q/q (+1.2% y/y) in quarter 1 and then fell to +0.2% q/q (+1.0% y/y) in quarter 2; there appears to be little upside potential to the growth rate in the rest of 2019. German GDP growth fell to -0.1% in quarter 2; industrial production was down 4% y/y in June with car

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production down 10% y/y. Germany would be particularly vulnerable to a no deal Brexit depressing exports further and if President Trump imposes tariffs on EU produced cars. The European Central Bank (ECB) ended its programme of quantitative easing purchases of debt in December 2018, which meant that the central banks in the US, UK and EU had all ended the phase of post financial crisis expansion of liquidity supporting world financial markets by purchases of debt.

- 17 However, the downturn in EZ growth in the second half of 2018 and into 2019, together with inflation falling well under the upper limit of its target range of 0 to 2%, (but it aims to keep it near to 2%), has prompted the ECB to take new measures to stimulate growth. At its March meeting it said that it expected to leave interest rates at their present levels “at least through the end of 2019”, but that was of little help to boosting growth in the near term. Consequently, it announced a third round of Targeted Longer Term Refinancing Operations (TLTROs); this provides banks with cheap borrowing every three months from September 2019 until March 2021 which means that, although they will have only a two-year maturity, the Bank is making funds available until 2023, two years later than under its previous policy. As with the last round, the new TLTROs will include an incentive to encourage bank lending, and they will be capped at 30% of a bank’s eligible loans.
- 18 However, since then, the downturn in EZ and world growth has gathered momentum so at its meeting on 12 September, it cut its deposit rate further into negative territory, from -0.4% to -0.5%, and announced a resumption of quantitative easing purchases of debt. It also increased the maturity of the third round of TLTROs from two to three years. However, it is doubtful whether this loosening of monetary policy will have much impact on growth and unsurprisingly, the ECB stated that governments will need to help stimulate growth by fiscal policy. On the political front, Austria, Spain and Italy are in the throes of forming coalition governments with some unlikely combinations of parties i.e. this raises questions around their likely endurance. The recent results of two German state elections will put further pressure on the frail German CDU/SDP coalition government.
- 19 **CHINA.** Economic growth has been weakening over successive years, despite repeated rounds of central bank stimulus; medium term risks are increasing. Major progress still needs to be made to eliminate excess industrial capacity and the stock of unsold property, and to address the level of non-performing loans in the banking and credit systems. Progress also still needs to be made to eliminate excess industrial capacity and to switch investment from property construction and infrastructure to consumer goods production. The trade war with the US does not appear currently to have had a significant effect on GDP growth as some of the impact of tariffs has been offset by falls in the exchange rate and by transshipping exports through other countries, rather than directly to the US.
- 20 **JAPAN** - has been struggling to stimulate consistent significant GDP growth and to get inflation up to its target of 2%, despite huge monetary and fiscal

stimulus. It is also making little progress on fundamental reform of the economy.

- 21 **WORLD GROWTH.** The trade war between the US and China is a major concern to financial markets and is depressing worldwide growth, as any downturn in China will spill over into impacting countries supplying raw materials to China. Concerns are focused on the synchronised general weakening of growth in the major economies of the world compounded by fears that there could even be a recession looming up in the US, though this is probably overblown. These concerns have resulted in government bond yields in the developed world falling significantly during 2019. If there were a major worldwide downturn in growth, central banks in most of the major economies will have limited ammunition available, in terms of monetary policy measures, when rates are already very low in most countries, (apart from the US), and there are concerns about how much distortion of financial markets has already occurred with the current levels of quantitative easing purchases of debt by central banks. The latest Purchasing Managers Index (PMI) survey statistics of economic health for the US, UK, EU and China have all been sub 50 which gives a forward indication of a downturn in growth; this confirms investor sentiment that the outlook for growth during the rest of this financial year is weak.

**Interest rate forecasts (as at 16 October 2019)**

- 22 The Council’s treasury advisor, Link Asset Services, has provided the following forecast. This forecast includes the increase in margin over gilt yields of 100bps introduced on 9 October 2019:

Link Asset Services Interest Rate View										
	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22
Bank Rate View	0.75	0.75	0.75	0.75	1.00	1.00	1.00	1.00	1.00	1.25
3 Month LIBID	0.70	0.70	0.70	0.80	0.90	1.00	1.00	1.00	1.10	1.20
6 Month LIBID	0.80	0.80	0.80	0.90	1.00	1.10	1.10	1.20	1.30	1.40
12 Month LIBID	1.00	1.00	1.00	1.10	1.20	1.30	1.30	1.40	1.50	1.60
5yr PWLB Rate	2.30	2.50	2.60	2.70	2.70	2.80	2.90	3.00	3.00	3.10
10yr PWLB Rate	2.60	2.80	2.90	3.00	3.00	3.10	3.20	3.30	3.30	3.40
25yr PWLB Rate	3.30	3.40	3.50	3.60	3.70	3.70	3.80	3.90	4.00	4.00
50yr PWLB Rate	3.20	3.30	3.40	3.50	3.60	3.60	3.70	3.80	3.90	3.90

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- 23 The above forecasts have been based on an assumption that there is some sort of muddle through to an agreed deal on Brexit at some point in time. Given the current level of uncertainties, this is a huge assumption and so forecasts may need to be materially reassessed in the light of events over the next few weeks or months.
- 24 It has been little surprise that the MPC has left Bank Rate unchanged at 0.75% so far in 2019 due to the ongoing uncertainty over Brexit. In its meeting on 1 August, the MPC became more dovish as it was more concerned about the outlook for both the global and domestic economies. That's shown in the policy statement, based on an assumption that there is an agreed deal on Brexit, where the suggestion that rates would need to rise at a "gradual pace and to a limited extent" is now also conditional on "some recovery in global growth". Brexit uncertainty has had a dampening effect on UK GDP growth in 2019, especially around mid-year. If there were a no deal Brexit, then it is likely that there will be a cut or cuts in Bank Rate to help support economic growth. The September MPC meeting sounded even more concern about world growth and the effect that prolonged Brexit uncertainty is likely to have on growth.
- 25 **Bond yields / PWLB rates.** There has been much speculation recently that we are currently in a bond market bubble. However, given the context that there are heightened expectations that the US could be heading for a recession, and a general background of a downturn in world economic growth, together with inflation generally at low levels in most countries and expected to remain subdued, conditions are ripe for low bond yields. While inflation targeting by the major central banks has been successful over the last thirty years in lowering inflation expectations, the real equilibrium rate for central rates has fallen considerably due to the high level of borrowing by consumers: this means that central banks do not need to raise rates as much now to have a major impact on consumer spending, inflation, etc. This has pulled down the overall level of interest rates and bond yields in financial markets over the last thirty years.
- 26 We have therefore seen over the last year, many bond yields up to ten years in the Eurozone actually turn negative. In addition, there has, at times, been an inversion of bond yields in the US whereby ten year yields have fallen below shorter term yields. In the past, this has been a precursor of a recession. The other side of this coin is that bond prices are elevated as investors would be expected to be moving out of riskier assets i.e. shares, in anticipation of a downturn in corporate earnings and so selling out of equities. However, stock markets are also currently at high levels as some investors have focused on chasing returns in the context of dismal ultra-low interest rates on cash deposits.
- 27 What we saw during the last half year up to 30 September is a near halving of longer term PWLB rates to completely unprecedented historic low levels (but see paragraph 41 below for comments on the increase in margin over gilt yields of 100 bps introduced on 9 October 2019). There is though, an expectation that financial markets have gone too far in their fears about the

degree of the downturn in US and world growth. If, as expected, the US only suffers a mild downturn in growth, bond markets in the US are likely to sell off and that would be expected to put upward pressure on bond yields, not only in the US, but due to a correlation between US treasuries and UK gilts, which at various times has been strong but at other times weaker, in the UK. However, forecasting the timing of this and how strong the correlation is likely to be is very difficult to forecast with any degree of confidence.

- 28 One potential danger that may be lurking in investor minds is that Japan has become mired in a twenty year bog of failing to get economic growth and inflation up off the floor, despite a combination of massive monetary and fiscal stimulus by both the central bank and government. Investors could be fretting that this condition might become contagious.
- 29 Another danger is that unconventional monetary policy post 2008, (ultra-low interest rates plus quantitative easing), may end up doing more harm than good through prolonged use. Low interest rates have encouraged a debt fuelled boom which now makes it harder for economies to raise interest rates. Negative interest rates could damage the profitability of commercial banks and so impair their ability to lend and / or push them into riskier lending. Banks could also end up holding large amounts of their government's bonds and so create a potential doom loop. (A doom loop would occur where the credit rating of the debt of a nation was downgraded which would cause bond prices to fall, causing losses on debt portfolios held by banks and insurers, so reducing their capital and forcing them to sell bonds - which, in turn, would cause further falls in their prices etc.) In addition, the financial viability of pension funds could be damaged by low yields on holdings of bonds.

### The balance of risks to the UK

- The overall balance of risks to economic growth in the UK is probably to the downside due to the weight of all the uncertainties over Brexit, as well as a softening global economic picture.
- The balance of risks to increases in Bank Rate and shorter term PWLB rates are broadly similarly to the downside.
- One risk that is both an upside and downside risk is that all central banks are now working in very different economic conditions than before the 2008 financial crash. There has been a major increase in consumer and other debt due to the exceptionally low levels of borrowing rates that have prevailed for eleven years since 2008. This means that the neutral rate of interest in an economy, (i.e. the rate that is neither expansionary nor deflationary), is difficult to determine definitively in this new environment, although central banks have made statements that they expect it to be much lower than before 2008. Central banks could, therefore, over or under-do increases in central interest rates.

### Downside risks to current forecasts for UK gilt yields and PWLB rates

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- Brexit - if it were to cause significant economic disruption and a major downturn in the rate of growth.
- Bank of England takes action too quickly, or too far, over the next three years to raise Bank Rate and causes UK economic growth, and increases in inflation, to be weaker than we currently anticipate.
- A resurgence of the Eurozone sovereign debt crisis. In 2018, Italy was a major concern due to having a populist coalition government which made a lot of anti-austerity and anti-EU noise. However, in September 2019 there was a major change in the coalition governing Italy which has brought to power a much more EU friendly government; this has eased the pressure on Italian bonds. Only time will tell whether this new unlikely alliance of two very different parties will endure.
- Weak capitalisation of some European banks, particularly Italian banks.
- German minority government. In the German general election of September 2017, Angela Merkel's CDU party was left in a vulnerable minority position dependent on the fractious support of the SPD party, as a result of the rise in popularity of the anti-immigration AfD party. Then in October 2018, the results of the Bavarian and Hesse state elections radically undermined the SPD party and showed a sharp fall in support for the CDU. As a result, the SPD had a major internal debate as to whether it could continue to support a coalition that is so damaging to its electoral popularity. After the result of the Hesse state election, Angela Merkel announced that she would not stand for re-election as CDU party leader at her party's convention in December 2018. However, this makes little practical difference as she has continued as Chancellor, though more recently concerns have arisen over her health.
- Other minority EU governments. Austria, Sweden, Spain, Portugal, Netherlands and Belgium all have vulnerable minority governments dependent on coalitions which could prove fragile.
- Italy, Austria, the Czech Republic and Hungary now form a strongly anti-immigration bloc within the EU. There has also been rising anti-immigration sentiment in Germany and France.
- There are concerns around the level of US corporate debt which has swollen massively during the period of low borrowing rates in order to finance mergers and acquisitions. This has resulted in the debt of many large corporations being downgraded to a BBB credit rating, close to junk status. Indeed, 48% of total investment grade corporate debt is rated at BBB. If such corporations fail to generate profits and cash flow to reduce their debt levels as expected, this could tip their debt into junk ratings which will increase their cost of financing and further negatively impact profits and cash flow.

- Geopolitical risks, for example in North Korea, but also in Europe and the Middle East, which could lead to increasing safe haven flows.

#### Upside risks to current forecasts for UK gilt yields and PWLB rates

- Brexit - if agreement was reached all round that removed all threats of economic and political disruption between the EU and the UK.
- The Bank of England is too slow in its pace and strength of increases in Bank Rate and, therefore, allows inflationary pressures to build up too strongly within the UK economy, which then necessitates a later rapid series of increases in Bank Rate faster than we currently expect.
- UK inflation, whether domestically generated or imported, returning to sustained significantly higher levels causing an increase in the inflation premium inherent to gilt yields.

#### **Treasury Management Strategy and Annual Investment Strategy update**

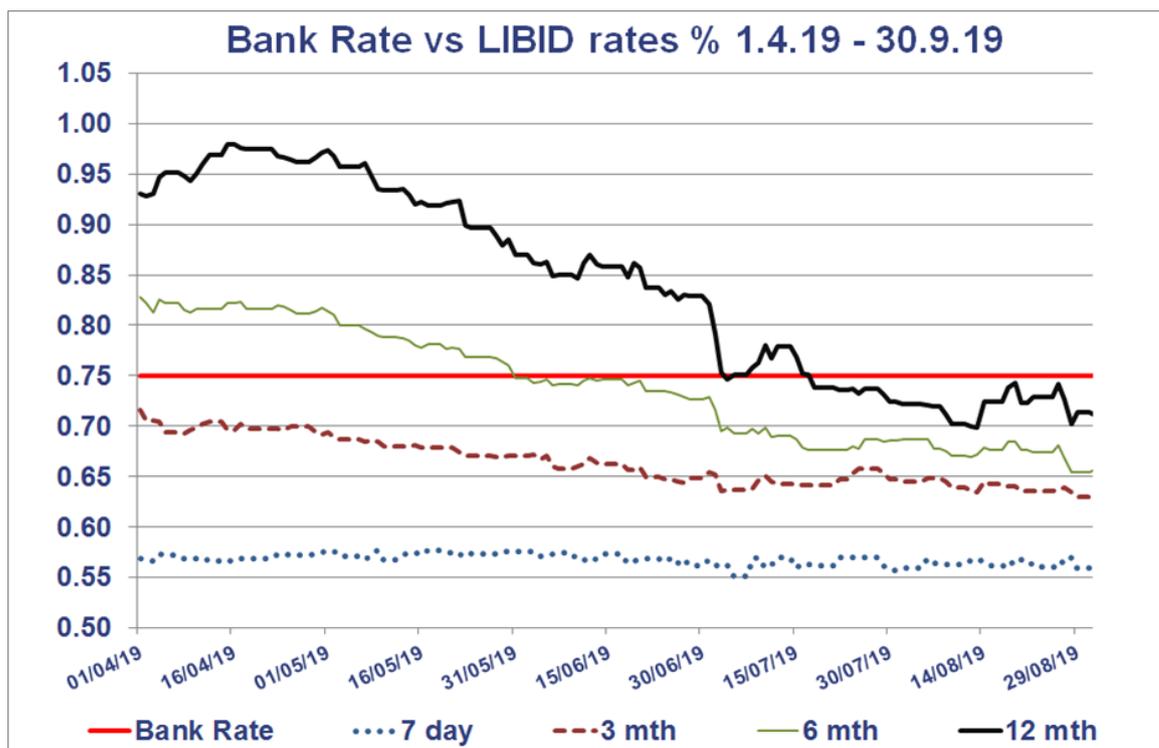
- 30 The Treasury Management Strategy Statement (TMSS) and Prudential Indicators for 2019/20 were approved by the Council on 26 February 2019. There are no policy changes to the TMSS thus far and the details in this report merely update the position in the light of the updated economic position.

#### **Investment portfolio 2019/20**

- 31 In accordance with the Code, it is the Council's priority to ensure security of capital and liquidity, and to obtain an appropriate level of return which is consistent with the Council's risk appetite. As described above, it is a very difficult investment market in terms of earning the level of interest rates commonly seen in previous decades as rates are very low and in line with the 0.75% Bank Rate. The continuing potential for a re-emergence of a Eurozone sovereign debt crisis, and its impact on banks, prompts a low risk and short term strategy. Given this risk environment and the fact that increases in Bank Rate are likely to be gradual and unlikely to return to the levels seen in previous decades, investment returns are likely to remain low.
- 32 The Council held £22.424m of investments as at 30 September 2019 (£20.155m at 31 March 2019) and the investment portfolio yield for the first six months of the year is 0.90% against 7 Day and 3 Month LIBID benchmarks of 0.57% and 0.66% respectively. A full list of investments held as at 30 September 2019 appears in the Appendix.
- 33 Members have previously expressed their desire to achieve returns closer to or exceeding the rate of inflation and investigations are underway as to how this can best be realised within the context of the overarching treasury management tenet of "Security, Liquidity and then Yield". Proposals are due to be put before Members when designing the Treasury Management Strategy for 2020/21.

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- 34 A comparison of Bank Rate and LIBID rates appears in the graph and table below.



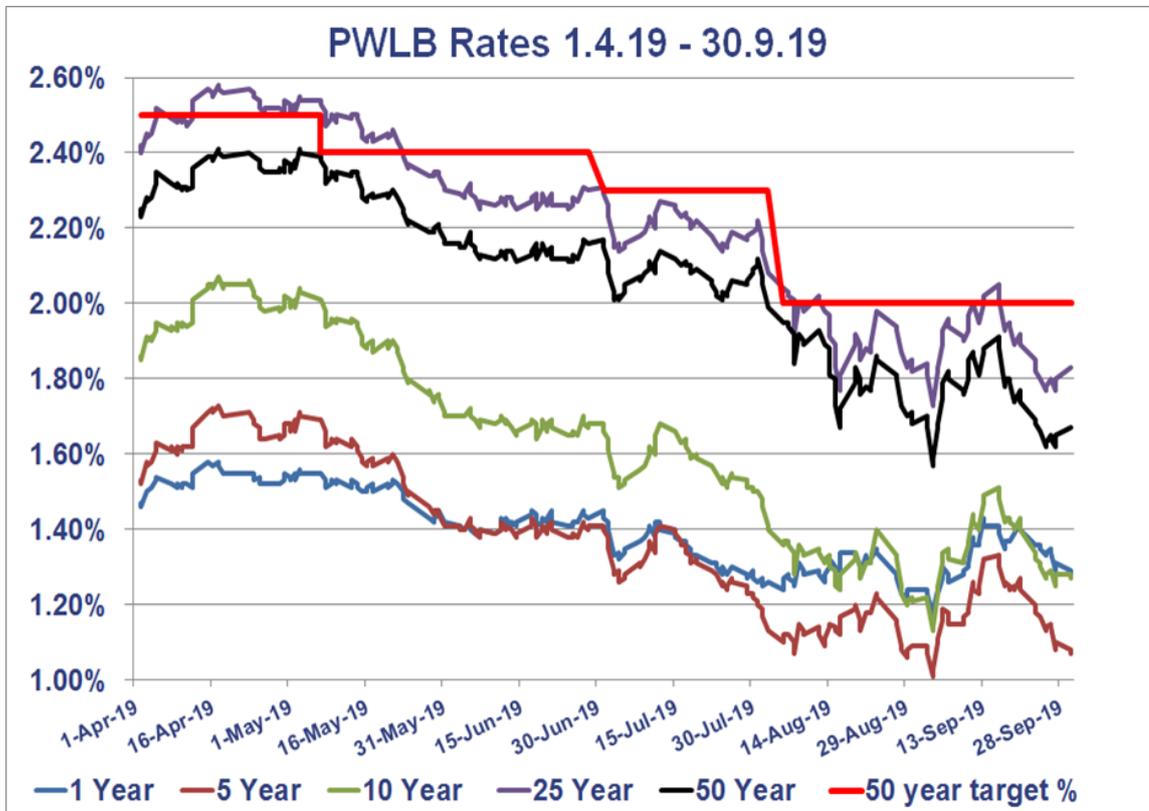
	Bank Rate	7 day	1 mth	3 mth	6 mth	12 mth
High	0.75	0.58	0.61	0.72	0.83	0.98
High Date	01/04/2019	09/05/2019	15/04/2019	01/04/2019	01/04/2019	15/04/2019
Low	0.75	0.55	0.58	0.63	0.65	0.69
Low Date	01/04/2019	05/07/2019	08/08/2019	29/08/2019	04/09/2019	04/09/2019
Average	0.75	0.57	0.60	0.66	0.73	0.83
Spread	0.00	0.03	0.03	0.09	0.18	0.29

- 35 The approved limits within the Annual Investment Strategy were not breached during the first six months of 2019/20.
- 36 The Council's budgeted investment return for 2019/20 is £200,000 and performance for the year to 30 September 2019 is approximately £27,000 above budget. This trend is likely to be maintained for the remainder of the financial year.
- 37 The current investment counterparty criteria approved in the Treasury Management Strategy Statement is currently meeting the requirements of the treasury management function.

### Borrowing

- 38 As at the end of September 2018 the Council had £5.074m of borrowings, comprising one loan from the Public Works Loan Board (PWLB) for 30 years at 2.66%.

- 39 It is anticipated that no further borrowing will be undertaken during this financial year.
- 40 The graph and table below show the movement in PWLB certainty rates for the first six months of the year to date. PWLB rates have been on a falling trend during this period and longer rates have almost halved to reach historic lows. The 50 year PWLB target (certainty) rate for new long term borrowing fell from 2.50% to 2.00% during this period.



	1 Year	5 Year	10 Year	25 Year	50 Year
Low	1.17%	1.01%	1.13%	1.73%	1.57%
Date	03/09/2019	03/09/2019	03/09/2019	03/09/2019	03/09/2019
High	1.58%	1.73%	2.07%	2.58%	2.41%
Date	15/04/2019	17/04/2019	17/04/2019	17/04/2019	17/04/2019
Average	1.40%	1.37%	1.62%	2.20%	2.07%

Increase in the cost of borrowing from the PWLB

- 41 On 9 October 2019 the Treasury and PWLB announced an increase in the margin over gilt yields of 100bps on top of the current margin which this authority has paid prior to this date for new borrowing from the PWLB. There was no prior warning that this would happen and it now means that every local authority has to fundamentally reassess how to finance their external borrowing needs and the financial viability of capital projects in their capital programme due to this unexpected increase in the cost of

## Agenda Item 7

borrowing. Representations are going to be made to HM Treasury to suggest that areas of capital expenditure that the Government are keen to see move forward e.g. housing, should not be subject to such a large increase in borrowing.

- 42 Whereas this authority had been planning to rely on the PWLB as its main source of any future funding, it now has to fundamentally reconsider alternative cheaper sources of borrowing, should the need arise. At the current time, this is a developmental area as this event has also taken the financial services industry by surprise. It is expected that various financial institutions will enter the market or make products available to local authorities. Members will be updated as this area evolves.
- 43 It is possible that the Municipal Bonds Agency will be offering loans to local authorities in the future. This Authority may make use of this new source of borrowing as and when appropriate.

### Key Implications

#### Financial

The management of the Council's investment portfolio and cash-flow generated balances plays an important part in the financial planning of the authority. The security of its capital and liquidity of its investments is of paramount importance.

#### Legal Implications and Risk Assessment Statement

Under Section 151 of the Local Government Act 1972, the Section 151 Officer has statutory duties in relation to the financial administration and stewardship of the authority, including securing effective arrangements for treasury management.

This annual review report fulfils the requirements of The Chartered Institute of Public Finance & Accountancy's Code of Practice on Treasury Management 2017.

Treasury management has two main risks :

- Fluctuations in interest rates can result in a reduction in income from investments; and
- A counterparty to which the Council has lent money fails to repay the loan at the required time.

Consideration of risk is integral in our approach to treasury management. However, this particular report has no specific risk implications as it is not proposing any new actions, but merely reporting performance over the last six months.

#### 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

The overall return on the Council's investments up to the end of September 2019 significantly exceeds the budget and is forecast to increase further by the end of the financial year.

The percentage yield on the portfolio is 0.90%, which exceeds the recognised benchmarks. However, as previously noted, inflation continues to outpace investment returns and attempts are being made to address this.

Should the Council need to borrow to fund its activities, the recent increase in PWLB new loan rates of 100bps over gilt yields will have an impact on the choice of funding options.

The economic situation both globally and within the Eurozone remains volatile, and this will have consequences for the UK economy particularly as the Brexit process moves forward. Treasury management in the current and recent financial years has been conducted against this background and with a cautious investment approach.

**Appendix:** Investment Portfolio at 30 September 2019

**Background Papers:** [Treasury Management Strategy for 2019/20 - Council 26 February 2019](#)

**Adrian Rowbotham**  
**Chief Officer Finance & Trading**

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List of Investments as at:- 30-Sep-19

Reference	Name	Rating	Country	Group	Amount	Start Date	Comm Rate	End Date	Curr Rate	Terms	Broker
	Barclays Bank plc (Business Premium A/C)	A+	U.K.		924,000	01-Oct-11			0.55000%	Variable	Direct
	Svenska Handelsbanken AB (Deposit A/C)	AA	Sweden		0	23-Jul-14			0.40000%	Variable	Direct
	Svenska Handelsbanken AB (35 Day Notice A/C)	AA	Sweden		0	01-Sep-16			0.50000%	Variable	Direct
	Aberdeen Standard Liquidity Fund (Money Market Fund)	AAA	U.K.		1,300,000	11-May-12				Variable	Direct
	Insight Liquidity Fund (Money Market Fund)	AAA	U.K.		900,000	11-May-12				Variable	Direct
	BlackRock Liquidity Fund (Money Market Fund)	AAA	U.K.		1,000,000	13-Oct-16				Variable	Direct
	CCLA Public Sector Deposit Fund (Money Market Fund)	AAA	U.K.		3,300,000	08-Oct-18				Variable	Direct
IP1357	Bank of Scotland plc	A+	U.K.	Lloyds/HBOS	1,000,000	09-Aug-17	0.45000%		1.10000%	95 Day Notice	Direct
IP1406	Goldman Sachs International Bank	A	U.K.		3,000,000	15-May-19	0.91000%	15-Nov-19		6 Months	Tradition
IP1374	Lloyds Bank plc	A+	U.K.	Lloyds/HBOS	1,000,000	05-Jan-18	0.70000%		1.10000%	95 Day Notice	Direct
IP1410	Newcastle Building Society		U.K.		2,000,000	22-Jul-19	1.27000%	20-Jul-20		1 Year	Tradition
IP1409	Newcastle Building Society		U.K.		1,000,000	31-Jul-19	1.30000%	31-Jul-20		1 Year	R P Martin
IP1407	Nottingham Building Society		U.K.		2,000,000	28-May-19	1.05000%	28-Nov-19		6 Months	Tradition
IP1408	Nottingham Building Society		U.K.		1,000,000	31-Jul-19	1.02000%	31-Jan-20		6 Months	R P Martin
IP1411	Principality Building Society		U.K.		2,000,000	31-Jul-19	0.97000%	31-Jan-20		6 Months	R P Martin
IP1412	West Bromwich Building Society		U.K.		2,000,000	22-Jul-19	0.98000%	19-Feb-20		7 Months	Tradition

Total Invested

22,424,000

**Other Loans**

	Sevenoaks Leisure Limited				529,648	02-Mar-18	6.00000%	02-Mar-28		10 Years	Direct
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**Item 8 - Financial Results 2019/20 - to the end of September 2019**

The attached report (subject to amendments made at paragraphs 1 and 5 since that time) was considered by the Finance & Investment Advisory Committee on 21 November 2019. The relevant Minute extract was not available prior to the printing of this agenda and will follow when available.

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**FINANCIAL RESULTS 2019/20 - TO THE END OF SEPTEMBER 2019**

**Cabinet - 5 December 2019**

Report of Chief Officer Finance & Trading

Status: For consideration

Also considered by: Finance & Investment Advisory Committee - 21 November 2019 (this report has been amended at paras. 1 and 5 since consideration here)

Key Decision: No

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

Portfolio Holder Cllr. Matthew Dickins

Contact Officers Alan Mitchell Ext. 7483

Adrian Rowbotham Ext. 7153

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**Recommendation to Finance and Investment Advisory Committee:** That the report be noted, and any comments forwarded to Cabinet.

**Recommendation to Cabinet:** Cabinet considers any comments from Finance and Investment Advisory Committee and notes the report

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**Reason for recommendation:** Sound financial governance of the Council.

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**Overall Financial Position**

- 1 The year-end position is currently forecast to be a favourable variance of £103,000; this represents just under 0.7% of our net service expenditure budget totalling £15,251,000\*. This favourable variance includes £90,000 of interest from loans to Quercus 7 for property investments. If this was excluded there would be a favourable variance forecast of £13,000.

**Year to Date - Areas of Note**

- 2 Pay costs - the expenditure to date on staff costs is £126,000 below budget. There are currently vacancies within Corporate Services and Planning and Building Control. The impact of the larger salary variances are included within the Chief Officer commentaries.
- 3 Income - the Council receives a number of different income streams to help balance the budget; section 8 of the monitoring pack provides details in

\*(Amended since considered at Finance Advisory Committee on 21 November 2019)

## Agenda Item 8

relation to the main streams. At the end of September, income is ahead of profile for On-Street Parking and Building Control and Development Management. The level of On-Street Parking income remained at an increased level as during large scale works customers park in different locations and are slowly moving back to carparks. We have seen an increase in the use of season tickets and proposed changes to implement short term parking options are anticipated to increase car park income. Land Charges and Planning Fee income is currently lower due to a reduced volume of search requests; Chief Officers are aware of risks and have provided further details in their commentaries.

- 4 Investment Returns - the return to date on the investments held by the Council has resulted in a favourable position being reported, with interest received to date totalling £128,000 compared to a budget of £101,000.
- 5 New Homes Bonus - the Council is due to receive £1,220,000 New Homes Bonus during 2019/20; as per the 10-year budget, this income will not be applied to fund the provision of services, instead it will be transferred to the Financial Plan\* Reserve to be utilised as future needs arise.
- 6 Retained Business Rates - Income expectation of £2,132,000 forms part of the 2019/20 budget; any receipts over and above this amount, including those that result from being a beneficiary of the Kent Business Rates Pool, will be transferred to the Budget Stabilisation Reserve. At the end of August some £450,000 of additional income is being forecasted. Regular monitoring takes place, with any amendments feeding into the outturn forecasts.

### Year End Forecast

- 7 The year-end forecast position is a favourable variance of £103,000. Following are details of the larger variances, both favourable and unfavourable.

### Net Service Expenditure - Favourable variances

- 8 Various underspends across Cleaner and Greener support functions has resulted in a favourable variance of £25,000 being forecast; this is as a result of savings on repairs, postage, phones, equipment and other minor expenditure areas. In addition income from Swanley Markets is ahead of profile leading to a favourable variance of £30,000.
- 9 Within Corporate Management is the grant received from the Government to help local authorities with any necessary preparations for the UK exiting the EU. Until further information about the nature of the UK's exit is known the grant funding will not be committed. The annual forecast, currently £18,000 favourable will be continually reviewed and adjusted once any necessary spending commitments are known.

### **Net Service Expenditure - Unfavourable variances**

- 10 Land charges fees were revised for 2019/20 but the number of searches is down on previous years leading to a £30,000 unfavourable forecast.
- 11 Car Parks income is £52,000 below target, with day ticket income down although season ticket income is up. The Business Rates bills for 2019/20 are higher than budgeted leading to an overall unfavourable variance of £150,000.
- 12 A new enforcement service is being trialled for a year and is currently not expected to achieve the full £100,000 in the year. The future service provision will be reviewed during the year. £95,000 is due to be received from Kent County Council following SDC's decision at Council on 26/02/19 to amend the Council Tax Empty Property discounts. £43,000 has been spent with business rates valuation experts and is shown as a cost here. A corresponding amount of additional income is shown on the Business Rates line.
- 13 Income from refuse collection is lower compared to budget due to income from glass and paper credits leading to an unfavourable variance of £50,000.
- 14 Estate Management for Buildings are forecasting an unfavourable variance of £40,000 due to Business Rates bills being higher than budgeted and includes Meeting Point in Swanley which will continue to be incurred until the building is demolished.

### **Other Variances**

- 15 Retained Business Rates - Additional income of £43,000 has been forecast to reflect an increase in Rateable Values following works undertaken by Analyse Local; the cost of these works is reflected in Local Tax.
- 16 Interest Receipts - current levels of investment returns and possible rates available going forward has resulted in £27,000 additional income being forecast.
- 17 Investment Property Income - The properties held within the Property Investment Strategy continue to achieve the income levels predicted. During this year the council has loaned funds to Quercus 7 to enable property purchases. This will result in the council receiving an additional £90,000 interest compared to what would have been earned via treasury management interest receipts.

### **Future Issues and Risk areas**

- 18 Chief Officers have considered the future issues and risk areas for their services and the impacts these may have on the Council's finances as follows:
  - Feasibility costs for property investments and development of council owned assets.

## Agenda Item 8

- Recovery of Housing Benefits is lower than the cost of Nightly Paid Accommodation leading to an overspend in the Homelessness Budget. However, this will be offset using the Flexible Homelessness Grant. This is being carefully monitored with action taken to minimise the Nightly Paid Accommodation costs
- The full service of Universal Credit, seeing the transfer of new claims to Universal Credit, commenced in November 2018. Migration for existing claims is being phased after this date; however, pensioner cases will be retained. Regular liaison meetings are taking place between DBC/SDC managers and DWP partnership managers.
- NNDR bills higher than budget figures. NNDR bill not yet received for new Sevenoaks Town Car Park.
- Risk of higher diesel prices due to attacks on Saudi oil supplies resulting in increase in crude oil prices.
- There remains the risk that planning decisions and enforcement action will be challenged, either at appeal or through the Courts. The U+I Public Inquiry has now taken place and a cost award was successful. The effect of that will be reported in future months.
- Staff turnover remains high with planning and recruiting to vacant posts continues to be difficult.

19 The potential impact of Brexit is being monitored and addressed as part of the Council's risk management process.

### Key Implications

#### Financial

The financial implications are set out elsewhere in this report.

#### Legal Implications and Risk Assessment Statement.

Under section 151 of the Local Government Act 1972, the Section 151 officer has statutory duties in relation to the financial administration and stewardship of the authority.

Detailed budget monitoring is completed on a monthly basis where all variances are explained. Future risk items are also identified.

#### 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.



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## Budget Monitoring for September 2019

### Contents

- 1 Commentaries
- 2 Overall Summary
- 3 Overall Summary by Service
- 4 Cumulative Salary Monitoring
- 5 Direct Services Trading accounts
- 6 Investment Income
- 7 Staffing Statistics
- 8 Income Graphs

BUDGET MONITORING - Strategic Commentary - As at 30<sup>th</sup> September 2019

People and Places - September 2019 Commentary

Service	Variance to date £000	Forecast Annual Variance £000	Explanation of variance and action planned (including changes from previous month)
Administrative Expenses - Communities & Business	11	10	This is due to advertisements for staff including the Chief Officer for People and Places.
Economic Development Property	48	10	This relates to feasibility and other work in the lead up to a number of property investments. Most of this will be capitalised as projects proceed and start to attract an income. This is an ongoing situation. Finance undertake the capitalisation work towards the end of the financial year. This also includes additional salaries costs to fill Head of Service post with interim staff, pending permanent appointment and the advert costs for the Strategic Head of Service for Commercial and Property.
Homeless	96		These anticipated additional costs will be offset using additional funding from Government under the Flexible Homelessness funding which is intended to mitigate the effects of the new legislation. This funding is held in an earmarked reserve and will be transferred later in the year. Additional expenditure for nightly paid emergency accommodation for homeless customers will also be offset to an extent by Housing Benefit reclaim. This current overspend against profile is likely to grow due to the national increase in the use of emergency accommodation for homelessness. However, the budget should be on target at the year end following the transfer from the earmarked reserve.
Homelessness Funding	11		This is to do with additional staff costs which will be offset with the Flexible Support grant.

Service	Variance to date £000	Forecast Annual Variance £000	Explanation of variance and action planned (including changes from previous month)
Housing Energy Retraining Options (HERO)	15		To be drawn down from earmarked reserve at year end.
Leisure Contract	(13)		This sum will be required for contractor recruitment for the White Oak site
West Kent Partnership	(13)		External funding received in advance.
Youth	11		Youth Zone activity costs paid in advance. Spend is ahead of profile.
Disabled Facilities Grant Administration	10		Income to be transferred at year end.
Energy Efficiency	(14)		This is an underspend in salary costs - to offset other housing salary costs.
Private Sector Housing	(35)		Savings on salaries due to vacancies - now filled. Will offset other additional housing salaries costs and be on budget at year end.
Community Sports Activation Fund	(11)		External funding received in advance. Will be zero at year end.
Dunton Green Projects - S106	15		External funding received in advance and Finance will be drawing this down to offset the expenditure at the year end. Will be zero at year end.
Partnership - Home Office	15		External Funding. Spend is ahead of profile. Will be zero at year end.
PCT Initiatives	(17)		External funding received in advance. Will be zero at year end.

Service	Variance to date £000	Forecast Annual Variance £000	Explanation of variance and action planned (including changes from previous month)
West Kent Enterprise Advisor Network	(11)		External funding for the enterprise network received in advance. Will be zero at year end.
West Kent Kick Start	(11)		External funding received in advance. Will be zero at year end.

#### Future Issues/Risk Areas

Feasibility costs for property investments and development of council owned assets increase with the number of projects worked on and it is possible that this will exceed the budget at the year end. This is carefully monitored  
Recovery of Housing Benefits is lower than the cost of Nightly Paid Accommodation leading to an overspend in the Homelessness Budget. However, this will be offset using the Flexible Homelessness Grant. This is being carefully monitored with action taken to minimise the Nightly Paid Accommodation costs.

Lesley Bowles  
Chief Officer - People & Places  
October 2019

### Customer & Resources - September 2019 Commentary

Service	Variance to Date £000	Forecast Annual Variance £000	Explanation of variance and action planned
Asset Maintenance IT	(85)		Spend as per 10-year asset maintenance plan - surplus to IT Asset Maintenance reserve at year end as agreed
Elections	46		Current overspend due to income outstanding relating to the EU Parliamentary and local Elections. The remaining 25% of the fees will be recovered once accounts are signed off by the Electoral Claims Unit (ECU)
Register of Electors	(12)		Underspend due to staff turnover to be offset by work on Polling Place Review
Support - Legal Function	(25)	(11)	Underspend due to staff turnover. Underspend likely to cover external advice required.
Land Charges	20	30	Current underachievement in income is due to a reduced volume of search requests received. This will be monitored monthly and potentially offset by increased volumes in later periods.
Dartford Rev&Ben Partnership Hub (SDC costs)	(25)		Current underspend due to staff turnover but likely to be offset by new staff and backfilling of resources.
Local Tax	106	22	A new enforcement service is being trialled for a year and is currently not expected to achieve the full £100,000 in the year. The future service provision will be reviewed during the year. £95,000 is due to be received from Kent County Council following SDC's decision at Council on 26/02/19 to amend the Council Tax Empty Property discounts. £43,000 has been spent with business rates valuation experts and is shown as a cost here. A corresponding amount of additional income is shown on the Business Rates line.

*For noting, figures in brackets represent a favourable variance*

**Future Issues/Risk Areas**

None

**Jim Carrington-West**  
**Chief Officer - Customer & Resources**  
**October 2019**

### Finance & Trading - September 2019 Commentary

Service	Variance to date £'000	Forecast Annual Variance £000	Explanation of variance and action planned (including changes from previous month)
Corporate Management	(41)	18	Brexit Funding receipt.
Corporate - Other	(33)		The savings made from vacant posts are currently ahead of profile for the year to date. Currently the level of savings generated is forecast to reduce in the coming months and to be in line with the budgeted amount by the end of September. Should additional vacancies arise the year-end forecast will be reviewed.
Members	(17)	(10)	This is due to the gap between the election and appointment to roles.
Administrative Expenses - Finance	27	16	Works carried out to improve the Finance IT system.
Support - Exchequer and Procurement	13		Temporary staffing to cover vacancy coupled with Vacancy Pot Contribution.
Car Parks	137	150	Full NNDR bills paid for year. Actual exp £30K over budget. No NNDR bill for new Sevenoaks Town MSCP. Income £48,000 below target. Day ticket income down but Season ticket income up. Maintenance carried out on Buckhurst 1 wall. Reduction in Income reflects the, 'Freeze' in most parking charges for 19/20.
CCTV	8	15	Full income budget will not be realised.
Asset Maintenance Argyle Road	(32)		Spend behind profile on generator replacement.
Asset Maintenance Leisure	13		Works carried out to showers and boilers and lifts at Edenbridge Leisure Centre. Fire alarm system to be replaced at Edenbridge Leisure Centre.

Service	Variance to date £'000	Forecast Annual Variance £000	Explanation of variance and action planned (including changes from previous month)
Estates Management - Buildings	47	40	NNDR bills paid incl for Meeting Point building in Swanley. This will continue to be paid until building demolished. NNDR bill £50,000 over budget. Additional rental income received for SDC owned buildings.
Estates Management - Grounds	19	15	Essential tree work undertaken. Legal fees paid for transferring land to Swanley Town Council.
Housing Premises	(13)	(10)	Income received for Private Sewage treatment works ahead of profile. Income received higher than budget.
Markets	(12)	(30)	Income for Swanley Market ahead of profile. Rent paid for Swanley market site.
Parks and Recreation Grounds	(13)		First invoice from Consultants for Bradbourne Lakes surveys, paid in 2018/19.
Parks - Greensand Commons Project	26		HLF grant covers expenditure.
Parks - Rural	(22)		Income received for coppiced timber.
Refuse Collection	(29)	50	£60,000 income received from Kent Resource Partnership. To be ring fenced for recycling initiatives. Income from glass and paper credits will be below budget.
Support - Central Offices - Facilities	12		Exp above profile on salaries.
Support - General Admin (Post/Scanning)	(22)		Savings on Salaries and postage costs.

Service	Variance to date £'000	Forecast Annual Variance £000	Explanation of variance and action planned (including changes from previous month)
Support - General Admin (Print Shop)	21		Income is currently behind profile. This is partly due to a delay in contract payments from Dartford due to staff absence. All payments have been chased and there is no year-end variance forecast.
Support - Direct Services	11		Exp ahead of profile on training costs.
Direct Services - Trading Accounts	27	10	Income £28,000 below profile. Expenditure to profile. Profiled surplus £179,000. Actual surplus £152,000.

*For noting, figures in brackets represent a favourable variance*

#### **Future Issues/Risk Areas**

The full service of Universal Credit, seeing the transfer of new claims to Universal Credit, commenced in November 2018. Migration for existing claims is being phased after this date; however, pensioner cases will be retained. Regular liaison meetings are taking place between DBC/SDC managers and DWP partnership managers. NNDR bills higher than budget figures. NNDR bill not yet received for new Sevenoaks Town Car Park. Risk of higher diesel prices due to attacks on Saudi oil supplies resulting in increase in crude oil prices.

**Adrian Rowbotham**  
**Chief Officer - Finance & Trading**  
**October 2019**

## Planning & Regulatory Services - September 2019 Commentary

Service	Variance to Date £000	Forecast Annual Variance £000	Explanation of variance and action planned
Administrative Expenses - Planning Services	18	5	This is a result of staff training and development, including university fees.
Planning Performance Agreement (PPA)	100		This will be offset from the PPA reserve - Fort Halstead/Brokehill
Conservation	(9)	(10)	This is an underspend on staff from profiled salary budgets.
Planning Policy	(26)		This relates to a vacant post. Any underspend can form part of the Local Plan reserve.
Planning - Appeals	29	43	This is the result of an award of costs at Fircroft Way, Edenbridge. Additional costs will be forthcoming following the U+I appeal in Swanley.
Planning - CIL Administration	44	(5)	This is the result of profiling as income is transferred twice a year.
Planning - Development Management	(174)	(211)	This results from an underspend on salaries due to vacant posts, which are proving difficult to fill, and an overachievement on fee income due to a small number of high fee applications. The forecast reflects the incoming Fort Halstead and Brokehill applications.
Planning - Enforcement	52	87	This is due to increased enforcement activity, including the successful serving of Injunctions, associated costs and the salary cost of our temporary senior officer.
Building Control	(56)	(30)	This is a result of an overachievement on fee income, in part due to the national Approved Inspector (AI) insurance issue. It is being closely monitored to see if it is a trend.
EH Commercial	6	(10)	Reflects reduction in payment to hub costs agreed with DBC.

Service	Variance to Date £000	Forecast Annual Variance £000	Explanation of variance and action planned
EH Environmental Protection	(25)	(10)	Exp below profile on air quality monitoring, required later in the year. Reflects reduction in payment to hub costs agreed with DBC.
Licensing Regime	11		Premises annual fees profiled to be all received. Some still to invoice when due.

*For noting, figures in brackets represent a favourable variance*

#### Future Issues/Risk Areas

<p>There remains the risk that planning decisions and enforcement action will be challenged, either at appeal or through the Courts.</p> <p>The U+I Public Inquiry has now taken place and a cost award was successful. The effect of that will be reported in future months.</p> <p>Staff turnover remains high and recruiting to vacant posts continues to be difficult.</p> <p>The Local Plan process will likely generate the submission of a small number of potentially high fee applications, which will be carefully monitored.</p>
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**Richard Morris**  
**Chief Officer Planning & Regulatory Services**  
**October 2019**

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*Position as at the end of September 2019  
(Period 202006)*

People & Places  
Customer & Resources  
Finance & Trading  
Planning & Regulatory Services

*Adjustments to Reconcile to amount to be met from reserves*

Direct Services Trading Account  
  
Capital Charges outside the General Fund  
Support Services outside the General Fund

**NET SERVICE EXPENDITURE**

Revenue Support Grant and New Homes Bonus  
Retained Business Rates  
Council Tax  
Contribution from Collection Fund  
Summary excluding Investment Income

Investment Property Income  
Interest Receipts

**OVERALL TOTAL**

Planned Appropriation to/(from) Reserves  
Other Reserve Movements

Supplementary Estimates

(Surplus)/Deficit

Y-T-D Actual £'000	Annual Budget £'000	Annual Forecast (including Accruals) £'000	Annual Variance £'000	Annual Variance %
1,210	1,778	1,748	(30)	(1.7)
2,118	3,291	3,354	62	1.9
4,019	8,582	8,775	193	2.2
351	1,975	1,834	(141)	(7.1)
<b>7,698</b>	<b>15,627</b>	<b>15,711</b>	<b>84</b>	<b>0.5</b>
(152)	(144)	(171)	(27)	(18.8)
(30)	(60)	(60)	0	0.0
(86)	(172)	(172)	0	0.0
<b>7,430</b>	<b>15,251</b>	<b>15,308</b>	<b>57</b>	<b>0.4</b>
0		0	0	-
(1,066)	(2,132)	(2,625)	(493)	(23.1)
(5,459)	(10,917)	(10,917)	0	(0.0)
0	0	0	0	-
<b>906</b>	<b>2,202</b>	<b>1,766</b>	<b>(436)</b>	<b>(19.8)</b>
(847)	(1,258)	(1,348)	(90)	0.0
(128)	(200)	(227)	(27)	0.0
<b>(69)</b>	<b>744</b>	<b>191</b>	<b>(553)</b>	<b>(74.3)</b>
(372)	(744)	(744)	0	
0	0	450	450	
0	0	0	0	
<b>(441)</b>	<b>0</b>	<b>(103)</b>	<b>(103)</b>	

### 3. Services by Chief Officer

#### Position as at the end of September 2019 (Period 202006)

People & Places SDC Funded	Y-T-D Actual £'000	Y-T-D Budget £'000	Y-T-D Variance as at y-t-d £'000	Annual Budget £'000	Annual Forecast (including Accruals) £'000	Forecast Annual Variance £'000
- Administrative Expenses - Communities & Business	20	9	11	22	22	-
- Administrative Expenses - Housing	2	-	2	-	-	-
- All Weather Pitch	(3)	(3)	(0)	(5)	(5)	-
- Community Development Service Provisions	(6)	(6)	-	(6)	(6)	-
- Community Safety	108	100	7	201	201	-
- Community Housing Fund	4	-	-	-	-	-
- Economic Development	35	36	(1)	59	59	-
- Economic Development Property	203	155	48	268	268	-
- Grants to Organisations	170	168	2	183	183	-
- Health Improvements	25	27	(1)	53	53	-
- Housing Initiatives	21	24	(3)	48	48	-
- Homeless	218	122	96	253	253	-
- Homelessness Funding	65	54	11	-	-	-
- Housing	94	99	(5)	118	118	-
- Homelessness Prevention	3	-	3	-	-	-
- Housing Energy Retraining Options (HERO)	73	59	15	45	45	-
- Leader Programme	2	2	0	4	4	-
- Leisure Contract	29	42	(13)	183	183	-
- Leisure Development	10	10	(0)	20	20	-
- The Community Plan	26	29	(3)	57	57	-
- Tourism	18	23	(5)	33	33	-
- Youth	28	17	11	35	35	-
- West Kent Partnership	(26)	(13)	(13)	-	-	-
- Energy Efficiency	-	14	(14)	26	26	-

**Position as at the end of September 2019  
(Period 202006)**

**People & Places SDC Funded cont.**

- Gypsy Sites
- Disabled Facilities Grant Administration
- Private Sector Housing
- Sevenoaks Switch and Save
- Total People & Places (SDC Funded)**

Y-T-D Actual £'000	Y-T-D Budget £'000	Y-T-D Variance as at y-t-d £'000	Annual Budget £'000	Annual Forecast (including Accruals) £'000	Forecast Annual Variance £'000
2	(3)	5	(6)	(6)	-
0	(10)	10	(20)	(20)	-
88	123	(35)	207	177	(30)
(1)	-	(1)	-	-	-
<b>1,210</b>	<b>1,080</b>	<b>127</b>	<b>1,778</b>	<b>1,748</b>	<b>(30)</b>

**Position as at the end of September 2019  
(Period 202006)**

**People & Places Externally Funded**

- Choosing Health WK PCT
- Community Sports Activation Fund
- Dementia Area Project - Run Walk Push
- Dunton Green Projects - S106
- Dunton Green Projects
- One You - Your Home Project
- Partnership - Home Office
- PCT Health Checks
- PCT Initiatives
- Sport Satellite Clubs
- Sportivate Inclusive Archery Project
- Troubled Families Project
- West Kent Enterprise Advisor Network
- West Kent Kick Start
- West Kent Business Rates Retention
- West Kent Partnership Business Support
- Total Communities & Business (Ext Funded)**

**Total People & Places**

Y-T-D Actual £'000	Y-T-D Budget £'000	Y-T-D Variance as at y-t-d £'000	Annual Budget £'000	Annual Forecast (including Accruals) £'000	Forecast Annual Variance £'000
(7)	2	(9)	-	-	-
0	11	(11)	-	-	-
(4)	-	(4)	-	-	-
31	16	15	-	-	-
(0)	-	(0)	-	-	-
(9)	-	(9)	-	-	-
(2)	(17)	15	-	-	-
(0)	-	(0)	-	-	-
(5)	12	(17)	-	-	-
(1)	-	(1)	-	-	-
(0)	-	(0)	-	-	-
(2)	-	(2)	-	-	-
9	20	(11)	-	-	-
(11)	-	(11)	-	-	-
6	-	6	-	-	-
(6)	-	(6)	-	-	-
(1)	43	(44)	-	-	-
<b>1,210</b>	<b>1,123</b>	<b>83</b>	<b>1,778</b>	<b>1,748</b>	<b>(30)</b>

Agenda Item 8

**Position as at the end of September 2019  
(Period 202006)**

**Customer & Resources**

- Asset Maintenance IT
- Civic Expenses
- Democratic Services
- Elections
- Register of Electors
- Administrative Expenses - Corporate Services
- Land Charges
- Street Naming
- Administrative Expenses - Legal and Democratic
- Administrative Expenses - Human Resources
- Support - Contact Centre
- Support - IT
- Support - Legal Function
- Support - Local Offices
- Support - Nursery
- Support - Human Resources
- Corporate Projects
- Benefits Admin
- Benefits Grants
- Dartford Rev&Ben Partnership Hub (SDC costs)
- Local Tax
- Administrative Expenses - Revenues and Benefits
- Support - Counter Fraud
- Total Customer & Resources**

Y-T-D Actual £'000	Y-T-D Budget £'000	Y-T-D Variance as at y-t-d £'000	Annual Budget £'000	Annual Forecast (including Accruals) £'000	Forecast Annual Variance £'000
57	141	(85)	283	283	-
16	16	(0)	17	17	-
76	70	6	148	155	7
134	87	46	136	136	-
114	126	(12)	223	223	-
9	7	1	17	17	-
(35)	(55)	20	(105)	(75)	30
(5)	3	(7)	6	6	-
41	46	(5)	69	73	4
10	4	6	4	4	-
265	265	(0)	527	527	-
776	769	7	1,117	1,117	-
92	118	(25)	241	230	(11)
14	9	5	19	29	10
1	-	1	-	-	-
169	167	2	338	338	-
39	39	0	101	101	-
(447)	(446)	(1)	180	180	-
237	237	(0)	(25)	(25)	-
963	987	(25)	-	-	-
(364)	(470)	106	(56)	(34)	22
(0)	-	(0)	-	-	-
(42)	(42)	-	55	55	-
<b>2,118</b>	<b>2,078</b>	<b>40</b>	<b>3,291</b>	<b>3,354</b>	<b>62</b>

**Position as at the end of September 2019  
(Period 202006)**

**Finance & Trading**

	Y-T-D Actual £'000	Y-T-D Budget £'000	Y-T-D Variance as at y-t-d £'000	Annual Budget £'000	Annual Forecast (including Accruals) £'000	Forecast Annual Variance £'000
- Action and Development	2	4	(2)	7	7	-
- Consultation and Surveys	-	-	-	4	4	-
- Corporate Management	455	496	(41)	1,056	1,038	(18)
- Corporate - Other	-	33	(33)	99	99	-
- Equalities Legislation	-	-	-	20	20	-
- External Communications	103	104	(1)	201	201	-
- Housing Advances	1	1	(0)	1	1	-
- Housing Other Income	(11)	(7)	(4)	(14)	(14)	-
- Members	209	226	(17)	455	445	(10)
- Misc. Finance	736	742	(5)	1,763	1,763	-
- Performance Improvement	6	3	3	(1)	(1)	-
- Administrative Expenses - Chief Executive	3	8	(5)	22	22	-
- Administrative Expenses - Finance	45	18	27	32	47	16
- Administrative Expenses - Transformation and Strategy	3	2	0	5	5	-
- Support - Audit Function	(6)	(12)	6	185	185	-
- Support - Exchequer and Procurement	65	51	13	116	116	-
- Support - Finance Function	88	84	4	183	183	-
- Treasury Management	59	63	(4)	126	126	-
- Car Parks	(781)	(899)	119	(1,951)	(1,801)	150
- Asset Maintenance Argyle Road	38	70	(32)	141	141	-
- Asset Maintenance CCTV	13	9	5	18	18	-
- Asset Maintenance Countryside	0	4	(4)	8	8	-
- Asset Maintenance Other Corporate Properties	14	17	(2)	33	33	-
- Asset Maintenance Direct Services	35	40	(5)	80	80	-
- Asset Maintenance Hever Road	27	23	4	38	38	-
- Asset Maintenance Leisure	104	91	13	182	182	-

Agenda Item 8

**Position as at the end of September 2019  
(Period 202006)**

**Finance & Trading cont.**

	Y-T-D Actual £'000	Y-T-D Budget £'000	Y-T-D Variance as at y-t-d £'000	Annual Budget £'000	Annual Forecast (including Accruals) £'000	Forecast Annual Variance £'000
- Asset Maintenance Playgrounds	5	4	1	8	8	-
- Asset Maintenance Support & Salaries	35	30	5	104	104	-
- Asset Maintenance Sewage Treatment Plants	0	4	(4)	9	9	-
- Asset Maintenance Public Toilets	-	4	(4)	7	7	-
- Bus Station	15	9	6	13	13	-
- Car Parking - On Street	(236)	(244)	9	(486)	(486)	-
- CCTV	151	143	8	264	279	15
- Civil Protection	36	37	(1)	71	71	-
- Emergency	34	34	0	68	68	-
- Estates Management - Buildings	60	13	47	(11)	29	40
- Estates Management - Grounds	78	59	19	118	133	15
- Housing Premises	(12)	1	(13)	15	5	(10)
- Kent Resource Partnership	(195)	(163)	(31)	(0)	(0)	-
- Markets	(102)	(91)	(12)	(185)	(215)	(30)
- Parking Enforcement - Tandridge DC	(18)	(15)	(4)	(29)	(29)	-
- Parks and Recreation Grounds	78	91	(13)	185	185	-
- Parks - Greensand Commons Project	26	-	26	-	-	-
- Parks - Rural	40	62	(22)	130	130	-
- Asset Maintenance Operatives	6	-	6	-	-	-
- Public Transport Support	-	0	(0)	0	0	-
- Refuse Collection	1,342	1,371	(29)	2,781	2,831	50
- Administrative Expenses - Direct Services	(0)	-	(0)	-	-	-
- Administrative Expenses - Property	3	2	1	3	3	-
- Administrative Expenses - Transport	3	3	(0)	7	7	-
- Street Cleansing	726	732	(6)	1,467	1,467	-
- Support - Central Offices	360	353	8	473	463	(10)

**Position as at the end of September 2019  
(Period 202006)**

**Finance & Trading cont.**

- Support - Central Offices - Facilities
- Support - General Admin (Post/Scanning)
- Support - General Admin (Print Shop)
- Support - General Admin
- Support - Health and Safety
- Support - Direct Services
- Support - Procurement
- Support - Property Function
- Public Conveniences
- Dartford Audit Partnership Hub (SDC Costs)
- Total Finance & Trading**

Y-T-D Actual £'000	Y-T-D Budget £'000	Y-T-D Variance as at y-t-d £'000	Annual Budget £'000	Annual Forecast (including Accruals) £'000	Forecast Annual Variance £'000
133	122	12	271	271	-
70	92	(22)	184	169	(15)
1	(20)	21	(37)	(37)	-
12	16	(4)	166	166	-
9	9	(0)	22	22	-
35	24	11	51	51	-
-	3	(3)	6	6	-
30	24	6	48	48	-
28	25	3	49	49	-
56	105	(50)	-	-	-
<b>4,019</b>	<b>4,010</b>	<b>9</b>	<b>8,582</b>	<b>8,775</b>	<b>193</b>

Agenda Item 8

**Position as at the end of September 2019  
(Period 202006)**

**Planning & Regulatory Services**

	Y-T-D Actual £'000	Y-T-D Budget £'000	Y-T-D Variance as at y-t-d £'000	Annual Budget £'000	Annual Forecast (including Accruals) £'000	Forecast Annual Variance £'000
- Administrative Expenses - Planning Services	35	17	18	46	51	5
- Conservation	37	46	(9)	92	82	(10)
- Planning Performance Agreement	(100)	-	(100)	-	-	-
- LDF Expenditure	7	-	7	-	-	-
- Planning - Appeals	132	103	29	207	250	43
- Planning - CIL Administration	10	(34)	44	(68)	(73)	(5)
- Planning - Counter	(0)	-	(0)	-	-	-
- Planning - Development Management	(73)	100	(174)	227	16	(211)
- Planning - Enforcement	187	135	52	280	367	87
- Planning Policy	259	285	(26)	605	605	-
Building Control Partnership Members	0	-	0	-	-	-
Building Control Partnership Hub (SDC Costs)	(0)	(0)	0	-	-	-
Building Control	(120)	(64)	(56)	(129)	(159)	(30)
Dangerous Structures	-	1	(1)	3	3	-
- Dartford Environmental Hub (SDC Costs)	(0)	-	(0)	-	-	-
- EH Commercial	3	(2)	6	263	253	(10)
- EH Animal Control	6	6	(0)	1	1	-
- EH Environmental Protection	12	37	(25)	405	395	(10)
- Licensing Partnership Hub (Trading)	(16)	(5)	(12)	-	-	-
- Licensing Partnership Members	-	-	-	-	-	-
- Licensing Regime	(23)	(34)	11	10	10	-
- Administrative Expenses - Health	1	4	(3)	10	10	-
- Administrative Expenses - Licensing	0	4	(4)	8	8	-
- Taxis	(6)	1	(8)	4	4	-
Administrative Expenses - Building Control	1	6	(5)	12	12	-
<b>Total Planning &amp; Regulatory Services</b>	<b>351</b>	<b>606</b>	<b>(255)</b>	<b>1,975</b>	<b>1,834</b>	<b>(141)</b>

## 4. Cumulative Salary Monitoring

**Position as at the end of September 2019**  
**(Period 202006)**

### People & Places

### Customer & Resources

- Revenues & Benefits

- Legal & Democratic Services

### Finance & Trading

- Operational Services

- Parking

- Emergency Planning & Property

### Transformation & Strategy

### Planning & Regulatory Services

- Planning

- Building Control

- Environmental Health

- Licensing

### Sub Total

Council Wide - Vacant Posts

Staff Recruitment and Retention

### TOTAL SDC Funded Salary Costs

Externally Funded & Funded from other sources (gross figures).

*Overspendings here are matched by external funding and represent additional resources secured for the Council since the budget was set.*

People & Places Ext. Funded

Finance & Trading Ext. Funded

### TOTAL All Salary Costs

Y-T-D	Annual	Annual	Annual	Annual
Actual	Budget	Forecast	Variance	Variance
£'000	£'000	£'000	£'000	%
567	1,008	1,008	0	-
1,927	4,120	4,049	(71)	(2)
703	1,523			
249	577			
3,045	6,053	6,034	(19)	(0)
2,010	3,930	3,930	0	-
240	475	475	0	-
392	827	808	(19)	(2)
176	369	369	0	-
1,727	3,636	3,488	(149)	(4)
1,051	2,242	2,093	(149)	(7)
174	336	336	0	-
318	668			
184	391			
7,442	15,186	14,947	(239)	(6)
0	(26)	(26)	0	-
0	72	72	0	-
7,442	15,232	14,994	(239)	(2)
302	667	667	0	-
61	173	173	0	-
363	841	841	0	-
7,805	16,073	15,834	(239)	(1)

2019-20 Sep-19	PERIOD				YEAR-TO-DATE				ANNUAL			Y-T-D NET VARIANCE			ANNUAL NET VARIANCE		
	Budget	Actual	Actual / Budget	Variance	Budget	Actual	Actual / Budget	Variance	Budget	Forecast	Variance	Net Budget by Service	Net Actual by Service	Variance by Service	Net Budget by Service	Net Actual by Service	Variance by Service
	£'000	£'000	%	£'000	£'000	£'000	%	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Income</b>																	
Refuse	(220)	(223)	(1.3)	(3)	(1320)	(1324)	(0.3)	(4)	(2640)	-2,640	0	5	12	8	10	20	10
CDSU	(9)	(8)	2.5		(52)	(51)	1.7	1	(103)	(103)	0	10	12	2	20	20	0
Street & Toilet Cleaning	(123)	(124)	(1.0)	(1)	(700)	(706)	(0.8)	(6)	(1400)	(1400)	0	(7)	(31)	(24)	(13)	(13)	0
Trade	(46)	(42)	9.3	4	(259)	(242)	6.4	16	(447)	(447)	0	(58)	(29)	29	(46)	(46)	0
Workshop	(62)	(61)	1.6	1	(372)	(353)	5.1	19	(744)	(744)	0	0	(4)	(4)	(1)	(1)	0
Green Waste	(55)	(45)	18.2	10	(360)	(402)	(11.7)	(42)	(596)	(596)	0	(94)	(116)	(22)	(66)	(66)	0
Cesspools	(20)	(19)	5.0	1	(122)	(120)	1.3	2	(243)	(243)	0	(16)	(11)	5	(31)	(31)	0
Pest Control	(11)	(7)	38.0	4	(62)	(41)	33.5	21	(90)	(90)	0	(17)	9	26	0	0	0
Grounds	(15)	(16)	(0.9)	(1)	(93)	(92)	0.5	1	(185)	(185)	0	2	(16)	(17)	(2)	(2)	0
Fleet	(80)	(82)	(2.6)	(2)	(479)	(477)	0.4	2	(958)	(958)	0	0	15	15	0	0	0
Depot	(25)	(18)	28.0	7	(154)	(135)	12.5	19	(302)	(302)	0	3	16	13	0	0	0
Emergency	(5)	(5)	0.0	0	(28)	(28)	0.0	0	(57)	(57)	0	(8)	(10)	(3)	(15)	(15)	0
<b>Total Income</b>	<b>(670)</b>	<b>(649)</b>	<b>3.2</b>	<b>21</b>	<b>(4001)</b>	<b>(3972)</b>	<b>0.7</b>	<b>28</b>	<b>7766</b>	<b>7766</b>		<b>(179)</b>	<b>(152)</b>	<b>27</b>	<b>(145)</b>	<b>(135)</b>	<b>10</b>
<b>Expenditure</b>																	
Refuse	221	224	1.4	3	1,325	1,337	0.9	12	2,650	2,660	10						
CDSU	10	7	(30.1)	(3)	62	63	1.3	1	124	124	0						
Street & Toilet Cleaning	116	106	(8.7)	(10)	694	675	(2.6)	(18)	1,387	1,387	0						
Trade	33	44	31.0	10	201	214	6.4	13	401	401	0						
Workshop	62	58	(6.7)	(4)	372	349	(6.1)	(23)	743	743	0						
Green Waste	40	42	3.1	1	266	286	7.6	20	530	530	0						
Cesspools	18	15	(14.0)	(2)	106	109	2.9	3	212	212	0						
Pest Control	7	8	3.7		45	51	11.5	5	90	90	0						
Grounds	16	14	(13.1)	(2)	94	77	(19.0)	(18)	183	183	0						
Fleet	80	87	9.3	7	479	492	2.7	13	958	958	0						
Depot	22	16	(26.8)	(6)	157	152	(3.7)	(6)	301	301	0						
Emergency	3	3	(14.1)	(1)	21	18	(13.0)	(3)	41	41	0						
<b>Total Expenditure</b>	<b>628</b>	<b>623</b>	<b>(0.9)</b>	<b>-6</b>	<b>3821</b>	<b>3820</b>	<b>(0.0)</b>	<b>(1)</b>	<b>7621</b>	<b>7631</b>	<b>10</b>						
<b>Net</b>	<b>(41)</b>	<b>(26)</b>	<b>2.2</b>	<b>15</b>	<b>(179)</b>	<b>(152)</b>	<b>0.7</b>	<b>27</b>	<b>145</b>	<b>135</b>	<b>10</b>						



STAFFING STATISTICS SEPT 2019

	BUDGET FTE	STAFF FTE	AGENCY STAFF	CASUAL FTE	TOTAL	COMMENTS	AUGUST TOTALS
<b>1. People and Places (Communities and Business</b>	19.42	31.64	2.00	1.29	34.93	This includes Housing Advice	27.84
<b>2. Customers and Resources</b> Customer Solutions, HR, PAs, Legal, Democratic Service, Election, Revenues and Benefits	65.67	100.16	0.00	0.40	100.56		57.01
<b>3. Finance and Trading</b>	168.88	149.40	21.12	0.92	171.44		183.38
3a. Environmental Health	12.57	0.00	0.00	0.00	0.00		12.65
3b. Licensing	10.67	0.00	0.00	0.00	0.00		8.27
3c & 3d Operational Services + CCTV	112.16	110.42	19.12	0.70	130.24		129.77
3e. Parking & Amenity Services	13.00	13.00	0.00	0.00	13.00		13.00
3f. Property Services (Em P&Property and FM)	20.48	15.79	0.00	0.00	15.79		19.69
Finance		10.19	2.00	0.22	12.41		
<b>4. Transformation and Strategy</b>	67.92	7.49	4.00	0.00	11.49		62.18
<b>5a. Planning and regulatory (Environmental Services, Development Management, Licensing, Planning Policy)</b>	50.21	64.64	2.00	0.14	66.78		45.25
5b. Building Control	7.00	7.00	0.00	0.00	7.00		7.00
<b>SUB TOTAL</b>	<b>379.10</b>	<b>360.33</b>	<b>29.12</b>	<b>2.75</b>	<b>392.20</b>		<b>382.66</b>
<b>EXTERNALLY FUNDED POSTS</b>							
<b>7. Communities and Business</b>	18.7	7.08	0.00	0	7.08		7.08
<b>8. Operational Services</b>	2	2	0.00	0	2.00		2.00
<b>9. Property Services</b>	1.50	1.00	0.00	0.00	1.00		1.00
<b>SUB TOTAL</b>	<b>22.20</b>	<b>10.08</b>	<b>0.00</b>	<b>0.00</b>	<b>10.08</b>		<b>10.08</b>
<b>TOTAL</b>	<b>401.30</b>	<b>370.41</b>	<b>29.12</b>	<b>2.75</b>	<b>402.28</b>		<b>392.74</b>
Number of staff paid in Sept 2019: 400 permanent, 9 casuals							

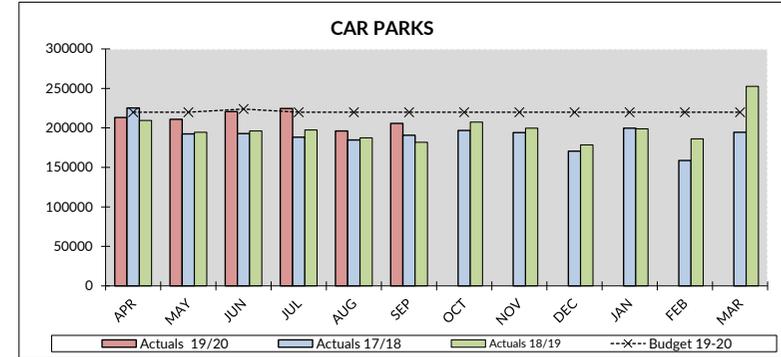
## 8 Income Graphs Summary

		Comparison of 18/19 and 19/20, where brackets show increased income	MANAGER'S PROFILED BUDGET	Variance, where brackets are favourable	ANNUAL BUDGET 2019/20	Annual Forecast
	ACTUAL					
CAR PARKS	1,271,148	(104,452)	1,323,352	52,205	2,642,705	2,642,705
ON-STREET PARKING	540,052	36,807	515,068	(24,984)	1,030,136	1,030,136
LAND CHARGES	89,455	(12,958)	105,068	15,612	210,135	210,135
BUILDING CONTROL	290,234	(52,351)	233,555	(56,679)	467,110	467,110
DEVELOPMENT MANAGEMENT	604,642	(200,645)	460,861	(143,781)	921,722	921,722
	<b>2,795,531</b>	<b>(333,599)</b>	<b>2,637,904</b>	<b>(157,627)</b>	<b>5,271,808</b>	<b>5,271,808</b>

CAR PARKS (HWCARPK)

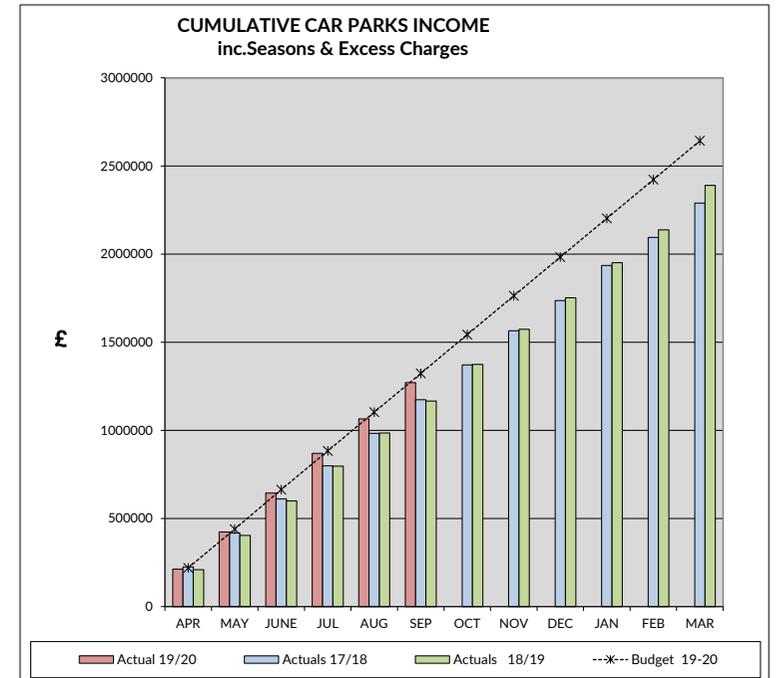
	Actuals 17/18	Actuals 18/19	Actuals 19/20	Increase / decrease from 18/19 to 19/20	Budget 19-20	Variance (Budget-Actuals)	Manager's Forecast
1 APR	225,193	209,387	213,119	(3,732)	219,892	6,773	
2 MAY	192,331	194,451	210,813	(16,362)	219,892	9,079	
3 JUN	192,806	196,119	220,637	(24,518)	223,892	3,255	
4 JUL	188,319	197,332	224,678	(27,346)	219,892	(4,786)	
5 AUG	184,778	187,490	196,164	(8,674)	219,892	23,729	
6 SEP	190,794	181,917	205,737	(23,820)	219,892	14,155	
7 OCT	196,832	207,316			219,892		
8 NOV	194,124	199,634			219,892		
9 DEC	170,661	178,551			219,892		
10 JAN	199,732	198,858			219,892		
11 FEB	158,761	186,163			219,892		
12 MAR	194,523	252,653			219,892		
	2,288,853	2,389,870	1,271,148	-104,452	2,642,705	52,205	2,642,705

NOTE: Budget Profiles to be reviewed



CAR PARKS (CUMULATIVE)

	Actuals 17/18	Actuals 18/19	Actual 19/20	Cumulative increase / decrease from 18/19 to 19/20	Budget 19-20	Variance (Budget-Actuals)	Manager's Forecast
APR	225,193	209,387	213,119	(3,732)	219,892	6,773	
MAY	417,523	403,838	423,932	(20,094)	439,784	15,852	
JUNE	610,329	599,957	644,570	(44,612)	663,676	19,107	
JUL	798,648	797,289	869,247	(71,959)	883,568	14,321	
AUG	983,426	984,779	1,065,411	(80,632)	1,103,460	38,049	
SEP	1,174,220	1,166,696	1,271,148	(104,452)	1,323,352	52,205	
OCT	1,371,052	1,374,012			1,543,245		
NOV	1,565,176	1,573,646			1,763,137		
DEC	1,735,836	1,752,197			1,983,029		
JAN	1,935,568	1,951,055			2,202,921		
FEB	2,094,330	2,137,218			2,422,813		
MAR	2,288,853	2,389,870			2,642,705		2,642,705



Sep-19

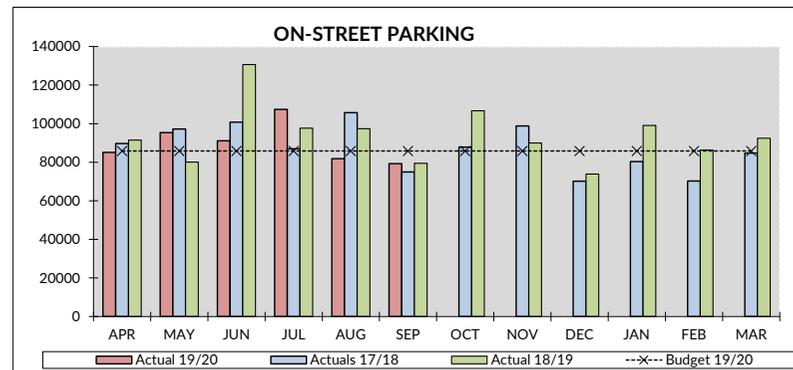
HWCARPK

	Actual (Cumulative)	Budget	(Monthly)	
DAY TICKETS	3300	1,057,675	1,121,774	185,803
EXCESS / PENALTY CHARGES	****1/****3	-	-	-
SEASON TICKETS	***2	(597)	(0)	-
SEASON TICKET CAR PARK	3310	207,558	186,767	20,027
OTHER (inc.Res.Pkg)	***9	-	3,312	-
WAIVERS	3404	-	-	-
RENT	94500	6,605	11,500	-
Business Permits	3406 /3408	(94)	(94)	(94)
	<b>1,271,147</b>	<b>1,323,352</b>	<b>205,737</b>	
	(0)	0	(0)	

**ON-STREET PARKING (HWDCRIM / HWENFORC)**

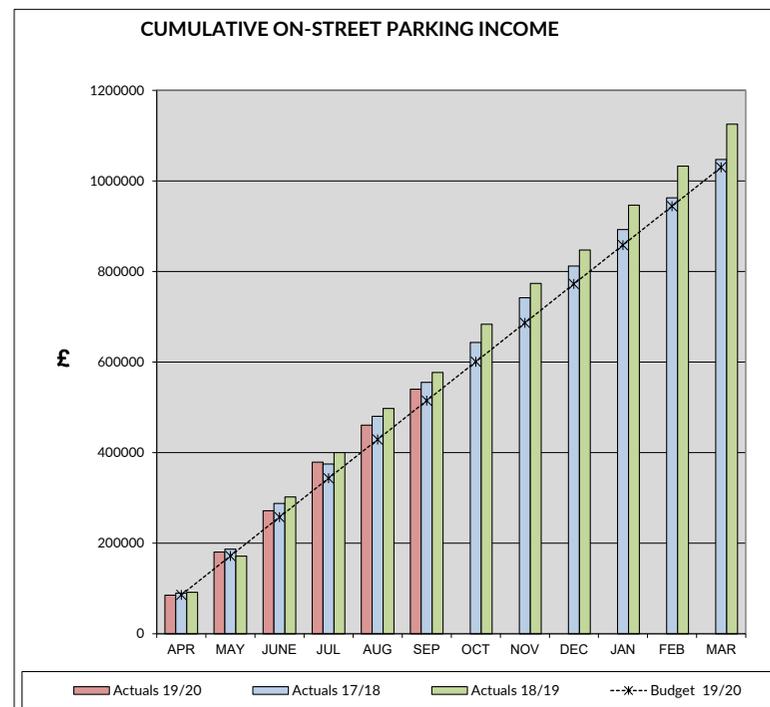
	Actuals 17/18	Actual 18/19	Actual 19/20	Increase / decrease from 18/19 to 19/20	Budget 19/20	Variance (Budget-Actuals)	Manager's Forecast
1 APR	89,694	91,515	85115	6,400	85,845	730	
2 MAY	97,250	80,099	95338	(15,240)	85,845	(9,494)	
3 JUN	100,738	130,688	91102	39,586	85,845	(5,257)	
4 JUL	86,987	97,678	107391	(9,713)	85,845	(21,547)	
5 AUG	105,737	97,434	81797	15,637	85,845	4,048	
6 SEP	74,972	79,445	79308	137	85,845	6,537	
7 OCT	87,843	106,690			85,845		
8 NOV	98,849	89,993			85,845		
9 DEC	70,137	73,861			85,845		
10 JAN	80,326	99,112			85,845		
11 FEB	70,259	86,373			85,845		
12 MAR	84,739	92,426			85,845		
<b>TOTAL</b>	<b>1,047,530</b>	<b>1,125,314</b>	<b>540,052</b>	<b>36,807</b>	<b>1,030,136</b>	<b>-24,984</b>	<b>1,030,136</b>

Note: Budget profiles still subject to review



**ON-STREET PARKING (CUMULATIVE)**

	Actuals 17/18	Actuals 18/19	Actuals 19/20	Cumulative increase / decrease from 18/19 to 19/20	Budget 19/20	Variance (Budget-Actuals)	Manager's Forecast
APR	89,694	91,515	85115	6,400	85,845	730	
MAY	186,944	171,613	180,453	(8,840)	171,689	(8,764)	
JUNE	287,681	302,302	271,555	30,746	257,534	(14,021)	
JUL	374,669	399,980	378,947	21,033	343,379	(35,568)	
AUG	480,406	497,414	460,744	36,671	429,223	(31,520)	
SEP	555,378	576,859	540,052	36,807	515,068	(24,984)	
OCT	643,221	683,549			600,913		
NOV	742,070	773,542			686,757		
DEC	812,207	847,403			772,602		
JAN	892,532	946,515			858,447		
FEB	962,791	1,032,888			944,291		
MAR	1,047,530	1,125,314			1,030,136		1,030,136



Sep-19

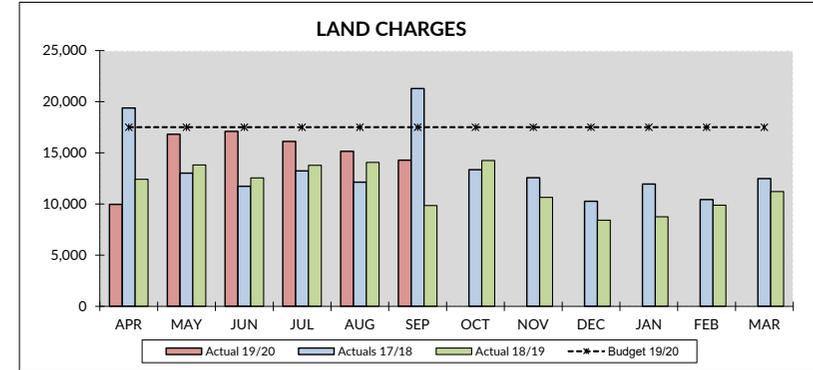
**HWDCRIM / HWENFORC**

	Actual (Cumulative)	Budget	(Monthly)
PENALTY NOTICES & EXCESS CH/ 3403/**1	169,771	178,587	21,478
WAIVERS	3404	10,527	5,519
RESIDENTS PERMITS	3406	43,959	26,492
ON STREET PARKING	3300	298,757	258,662
BUSINESS PERMITS	3408	14,655	45,809
Driveway Access Protection Lines	3405	1,107	-
OTHER	9999	1,275	-
<b>TOTAL</b>	<b>540,052</b>	<b>515,068</b>	<b>79,308</b>

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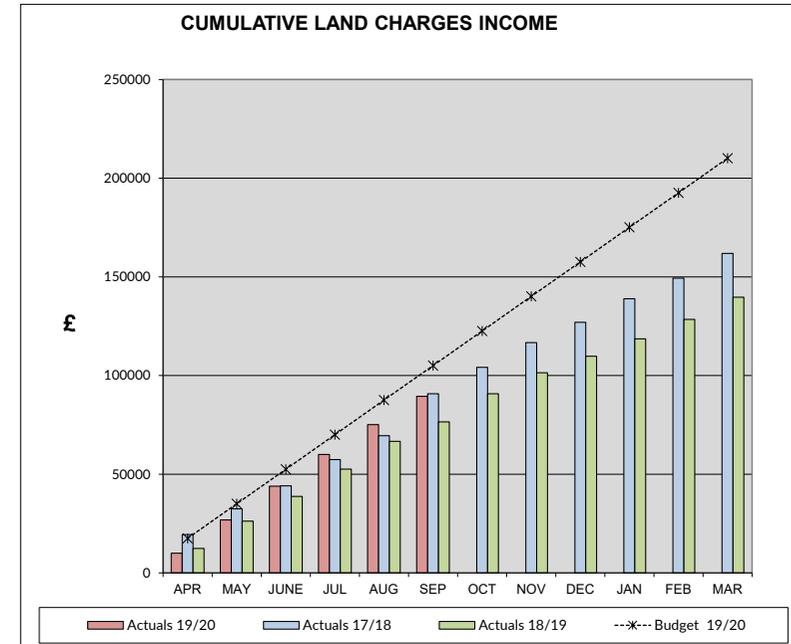
LAND CHARGES (LPLNDCH)

	Actuals 17/18	Actual 18/19	Actual 19/20	Increase / decrease from 18/19	Budget 19/20	Variance (Budget-Actuals)	Manager's Forecast
1 APR	19,382	12,416	9,967	2,449	17,511	7,544	
2 MAY	13,025	13,827	16,828	(3,001)	17,511	683	
3 JUN	11,742	12,546	17,112	(4,566)	17,511	399	
4 JUL	13,243	13,782	16,113	(2,331)	17,511	1,398	
5 AUG	12,132	14,070	15,149	(1,079)	17,511	2,363	
6 SEP	21,283	9,855	14,286	(4,431)	17,511	3,225	
7 OCT	13,360	14,249			17,511		
8 NOV	12,568	10,650			17,511		
9 DEC	10,270	8,425			17,511		
10 JAN	11,950	8,755			17,511		
11 FEB	10,438	9,882			17,511		
12 MAR	12,485	11,220			17,511		
<b>TOTAL</b>	<b>161,879</b>	<b>139,678</b>	<b>89,455</b>	<b>-12,958</b>	<b>210,135</b>	<b>15,612</b>	<b>210,135</b>



LAND CHARGES (CUMULATIVE)

	Actuals 17/18	Actuals 18/19	Actuals 19/20	Cumulative increase / decrease from 18/19	Budget 19/20	Variance (Budget-Actuals)	Manager's Forecast
APR	19,382	12,416	9,967.29	2,449	17,511	7,544	
MAY	32,408	26,244	26,795	(552)	35,023	8,227	
JUNE	44,149	38,789	43,907	(5,118)	52,534	8,626	
JUL	57,393	52,572	60,020	(7,449)	70,045	10,025	
AUG	69,525	66,641	75,169	(8,528)	87,556	12,387	
SEP	90,808	76,497	89,455	(12,958)	105,068	15,612	
OCT	104,167	90,746			122,579		
NOV	116,735	101,396			140,090		
DEC	127,005	109,821			157,601		
JAN	138,955	118,576			175,113		
FEB	149,394	128,457			192,624		
MAR	161,879	139,678			210,135		210,135



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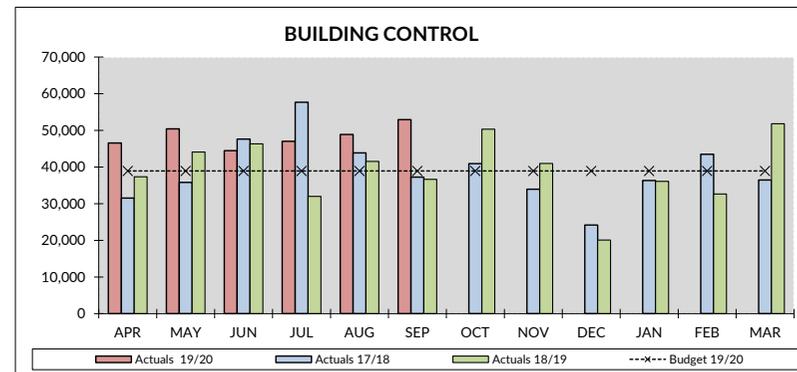
LPLNDCH

Searches Received - Paper  
 Searches Received - Electronic  
 Searches Received - Personal

	Received (Month)	Percentage (Month)	Percentage (Month 18/19)	(Cumulative)
£105	14	8%	8%	105
£86	77	42%	42%	544
£0	91	50%	49%	635
<b>TOTAL</b>	<b>182</b>	<b>100%</b>	<b>100%</b>	<b>1,284</b>

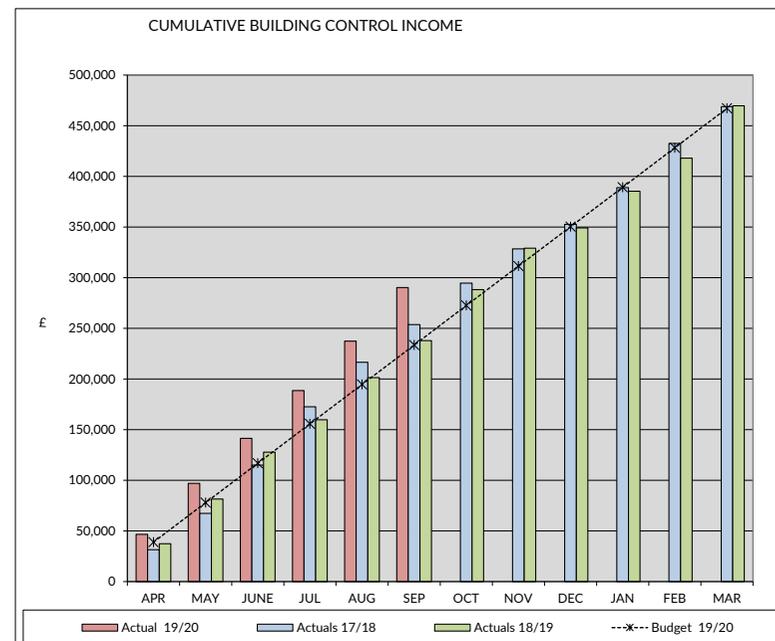
**BUILDING CONTROL (DVBCFEE)**

	Actuals 17/18	Actuals 18/19	Actuals 19/20	Increase / decrease from 18/19 to 19/20	Budget 19/20	Variance (Budget-Actuals)	Manager's Forecast
1 APR	31,511	37,342	46,552	(9,210)	38,926	(7,626)	
2 MAY	35,809	44,099	50,427	(6,328)	38,926	(11,501)	
3 JUN	47,602	46,293	44,461	1,833	38,926	(5,535)	
4 JUL	57,651	32,009	47,025	(15,017)	38,926	(8,100)	
5 AUG	43,832	41,516	48,869	(7,353)	38,926	(9,943)	
6 SEP	37,255	36,624	52,900	(16,276)	38,926	(13,975)	
7 OCT	40,902	50,302			38,926		
8 NOV	33,940	40,944			38,926		
9 DEC	24,156	20,059			38,926		
10 JAN	36,291	36,097			38,926		
11 FEB	43,486	32,648			38,926		
12 MAR	36,473	51,799			38,926		
<b>TOTAL</b>	<b>468,910</b>	<b>469,732</b>	<b>290,234</b>	<b>(52,351)</b>	<b>467,110</b>	<b>(56,679)</b>	<b>467,110</b>



**BUILDING CONTROL (CUMULATIVE)**

	Actuals 17/18	Actuals 18/19	Actual 19/20	Cumulative increase / decrease from 18/19-19/20	Budget 19/20	Variance (Budget-Actuals)	Manager's Forecast
APR	31,511	37,342	46,552	(9,210)	38,926	(7,626)	
MAY	67,320	81,441	96,978	(15,537)	77,852	(19,127)	
JUNE	114,923	127,734	141,439	(13,705)	116,777	(24,661)	
JUL	172,574	159,743	188,464	(28,722)	155,703	(32,761)	
AUG	216,406	201,259	237,334	(36,075)	194,629	(42,704)	
SEP	253,661	237,883	290,234	(52,351)	233,555	(56,679)	
OCT	294,563	288,185			272,481		
NOV	328,503	329,129			311,407		
DEC	352,660	349,188			350,332		
JAN	388,951	385,285			389,258		
FEB	432,437	417,933			428,184		
MAR	468,910	469,732			467,110		467,110



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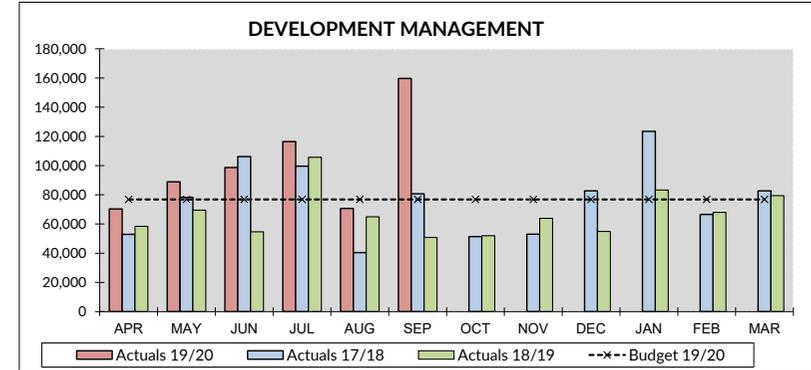
**DVBCFEE**

	Actual (Cumulative)	Budget	(Monthly)	
Plan Fee	3066	183,779	142,743	32,243
Inspection Fee	3067	104,263	90,813	20,658
Other	9999	2,192	-	-
<b>TOTAL</b>	<b>290,234</b>	<b>233,555</b>	<b>52,900</b>	<b>52,900</b>

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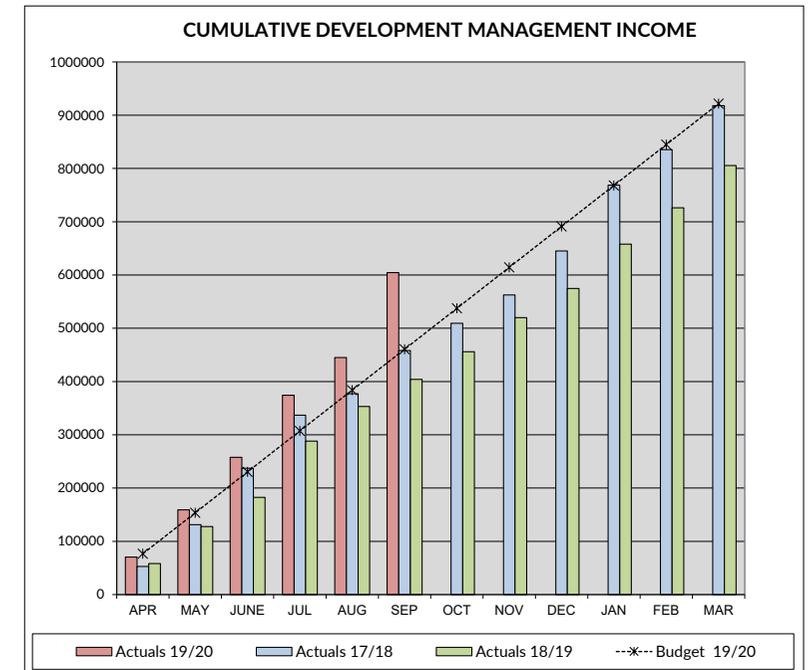
DEVELOPMENT MANAGEMENT (DVDEVCT/DVDEVRND)

	Actuals 17/18	Actuals 18/19	Actuals 19/20	Increase / decrease from 18/19 - 19/20	Budget 19/20	Variance (Budget-Actuals)	Manager's Forecast
1 APR	52,884	58,404	70,363	(11,959)	76,810	6,447	
2 MAY	78,250	69,455	88,827	(19,372)	76,810	(12,017)	
3 JUN	106,124	54,668	98,710	(44,043)	76,810	(21,900)	
4 JUL	99,681	105,667	116,501	(10,834)	76,810	(39,690)	
5 AUG	40,402	64,977	70,614	(5,637)	76,810	6,196	
6 SEP	80,747	50,827	159,628	(108,800)	76,810	(82,818)	
7 OCT	51,400	51,985			76,810		
8 NOV	53,057	63,941			76,810		
9 DEC	82,753	54,926			76,810		
10 JAN	123,499	83,258			76,810		
11 FEB	66,539	67,922			76,810		
12 MAR	82,682	79,480			76,810		
<b>TOTAL</b>	<b>918,017</b>	<b>805,509</b>	<b>604,642</b>	<b>(200,645)</b>	<b>921,722</b>	<b>(143,781)</b>	<b>921,722</b>



DEVELOPMENT MANAGEMENT (CUMULATIVE)

	Actuals 17/18	Actuals 18/19	Actuals 19/20	Cumulative increase / decrease from 18/19 to 19/20	Budget 19/20	Variance (Budget-Actuals)	Manager's Forecast
APR	52,884	58,404	70,363	(11,959)	76,810	6,447	
MAY	131,134	127,859	159,190	(31,331)	153,620	(5,570)	
JUNE	237,257	182,526	257,900	(75,374)	230,431	(27,469)	
JUL	336,939	288,193	374,400	(86,208)	307,241	(67,160)	
AUG	377,340	353,170	445,014	(91,844)	384,051	(60,963)	
SEP	458,087	403,997	604,642	(200,645)	460,861	(143,781)	
OCT	509,487	455,982			537,671		
NOV	562,544	519,923			614,481		
DEC	645,297	574,849			691,292		
JAN	768,796	658,107			768,102		
FEB	835,335	726,029			844,912		
MAR	918,017	805,509			921,722		921,722



Aug-19

DVDEVCT/DVDEVRND

	Actual (Cumulative)	Budget	(Monthly)	
Planning Application Fees	94300/3009	553,116	406565	141693
Other	94300/9999	(1,707)	0	0
Pre-application Fees	94301	53,233	48601	17935
Monitoring Fees	94302	5696		
RECH-Other A/C'S	98100			
<b>TOTAL</b>	<b>604,642</b>	<b>460,861</b>	<b>159,628</b>	

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**Item 9 - Draft Sevenoaks District Health and Wellbeing Action Plan  
2019 - 2022**

The attached report was considered by the Housing & Health Advisory Committee on 26 November 2019. The relevant Minute extract was not available prior to the printing of this agenda and will follow when available.

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**DRAFT SEVENOAKS DISTRICT HEALTH AND WELLBEING ACTION PLAN 2019-2022**

**Cabinet - 5 December 2019**

Report of	Chief Officer People & Places
Status	For Consideration
Also considered by	Housing and Health Advisory Committee - 26 November 2019
Key Decision	No

---

**Executive Summary:** The Sevenoaks District Health and Wellbeing Action Plan sets out objectives and actions that will help to reduce health inequalities and improve the health and wellbeing of residents across the District.

---

**This report supports the Key Aim of reducing health inequalities and improve health and wellbeing for all**

**Portfolio Holder** Cllr. Robert Piper, Housing & Health

**Contact Officer** Hayley Brooks, Ext. 7272

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**Recommendation to Housing and Health Advisory Committee:** That Members recommended to Cabinet that the Action Plan is agreed and adopted.

**Recommendation to Cabinet:** That the Sevenoaks District Health and Wellbeing Action Plan is agreed and adopted.

---

**Reason for recommendation:** Adoption of the Action Plan will assist the Council to work with partners to deliver actions to improve the health and wellbeing of residents and reduce health inequalities.

---

### **Introduction and Background**

- 1 Public Health England sets out indicators across a range of health and wellbeing themes designed to support local delivery of health and wellbeing priorities, as required within the Health & Social Care Act 2012. At the local level in Kent, the responsibility for public health function sets with Kent County Council.
- 2 District Councils in Kent have been asked to lead on the production of a local action plan that can demonstrate how the County-wide objectives can be delivered locally. The draft Sevenoaks District Health and Wellbeing Action Plan is set out at Appendix A.

## Agenda Item 9

- 3 This updated Action Plan, builds on work of the previous Sevenoaks District Health Inequalities Action Plan (2015-2018) and is delivered and monitored through the Health Action Team partnership group. The Action Plan aims to deliver targeted actions amongst the healthy communities' priorities in the Sevenoaks District Community Plan.
- 4 Over the last nine years, this Council has worked in partnership with Public Health at Kent County Council, who fund us to deliver a range of health and wellbeing preventative programmes. This work forms part of the One You Health Team and Advisers. Programmes include holistic assessments with customers, on healthy lifestyle behaviours and the wider determinants of health (such as housing, debt, isolation, wellbeing) and targeted community interventions such as health walks and weight management programmes.

### Sevenoaks District Health Overview

- 5 The 2018 Sevenoaks District Health Profile set out the key health priorities for the Sevenoaks District:
  - There is a significant difference in life expectancy between the most deprived and most affluent wards (3.3 years lower for men and 2.2 years lower for women).
  - The District has a high prevalence of long term conditions affecting residents such as: hypertension, diabetes and asthma.
  - Although Sevenoaks District is generally better than the England health averages, around 12% of children live in low income families.
  - House prices are 17 times higher than average wages, contributing to breaking up of families, who cannot afford to remain in the District and increasing isolation and loneliness in older people.
  - 14% of year 6 children in the District are classified as obese and with 54.7% of adults being classed as overweight or obese.
  - An estimated 20.5% of adults smoke, who work in routine and manual occupations.
  - Emergency hospital admissions (per 100,000) due to falls, for those 65 and over, is the third highest in Kent and above the national average.
  - The diagnosis rates for diabetes (aged 17+) and dementia (aged 65+) are significantly worse than the England average.

### Sevenoaks District Health and Wellbeing Action Plan

- 6 The key achievements over the last three years, by this Council and its partners, have been detailed at page 12 of the Action Plan at Appendix A.

Partners will continue to work together as part of the Health Action Team partners to deliver key actions based on the priorities in the Action Plan.

- 7 The Action Plan provides a framework and tools to identify, analyse and evaluate actions that can contribute to improving health and wellbeing in the District. The actions are delivered through a partnership approach with Kent County Council and local voluntary sector and community organisations.
- 8 The Action Plan sets out six objectives and actions to reduce health inequalities across the District:
  - Give every child the best start in life
  - Everyone to maximise their capabilities and have control over their lives (all children, young people and adults)
  - Create fair employment and good work for all
  - Ensure a healthy standard of living for all
  - Create and develop healthy and sustainable places and communities
  - Strengthen the role and impact of ill health prevention

### **Key Implications**

#### Financial

- 9 Sevenoaks District Council received £123,900.42 in 2019/20 from Kent County Council to deliver the One You Kent service and targeted community health and wellbeing projects. It is expected that this annual funding will continue through the proactive partnership working with North and West Kent District Councils, including Sevenoaks District.

#### Legal Implications and Risk Assessment Statement.

- 10 There are no legal implications relating to this report.

#### Equality Assessment

- 11 No decision is required as part of this paper and therefore no perceived impact on end users.

### **Conclusions**

Members are asked to consider the attached draft Sevenoaks District Health and Wellbeing Action Plan to recommend for it to be adopted by Cabinet.

## Agenda Item 9

**Appendices**            Appendix A - Draft Sevenoaks District Health and Wellbeing  
Action Plan 2019-2022

**Background  
Papers**                [Sevenoaks District Community Plan](https://www.sevenoaks.gov.uk/info/20026/your_community/290/community_plan) -  
[https://www.sevenoaks.gov.uk/info/20026/your\\_community/290/community\\_plan](https://www.sevenoaks.gov.uk/info/20026/your_community/290/community_plan)

[Sevenoaks District Health Inequalities Action Plan 2015-19](https://www.sevenoaks.gov.uk/directory_record/3/health_inequalities_action_plan) -  
[https://www.sevenoaks.gov.uk/directory\\_record/3/health\\_inequalities\\_action\\_plan](https://www.sevenoaks.gov.uk/directory_record/3/health_inequalities_action_plan)

**Lesley Bowles**

**Chief Officer People and Places**



## **D R A F T**

*“Health inequalities and the social determinants of health are not a footnote to the determinants of health. They are the main issue”*

**Sir Michael Marmot**

### **Contents**

Introduction: the District health inequality context	2
Key Health Information about the Sevenoaks District	6
What is Health Inequalities?	9
Sevenoaks District Health Action Team	10
What we have achieved so far	11-12
Health and Wellbeing Action Plan Objectives	13
Objective 1: Give every child the best start in life	14
Objective 2: Enable all children, young people and adults to maximise their capabilities and have control over their lives	17
Objective 3: Create fair employment and good work for all	20
Objective 4: Ensure healthy standard of living for all	23
Objective 5: Create and develop healthy and sustainable places and communities	26
Objective 6: Strengthen the role and impact of ill health prevention	29

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# DRAFT

## Introduction: the District health and wellbeing context

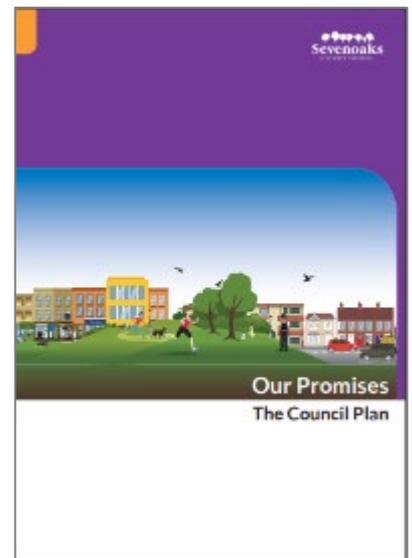
The Health and Wellbeing Action Plan forms part of a wider set of Council and partner strategies and it is important to recognise its relationship with these. This Plan aims to deliver the healthier communities priorities with the Sevenoaks District Community Plan, to help residents to have healthier lifestyles and reduce health inequalities across the District. This Action Plan also provides vital links to the following health related strategies and priorities:

- Sevenoaks District Council Plan
- Sevenoaks District Housing Strategy - Wellbeing Starts at Home
- Sevenoaks District Local Plan
- Kent Sustainability and Transformation Partnership (STP)
- NHS Five Year Forward View
- Kent Public Health Outcomes Framework
- Kent Joint Health and Wellbeing Strategy

The Objectives within the Health and Wellbeing Action Plan will support delivery of key strategic actions set out in the Community Plan and build on the work of the previous Sevenoaks District Health Inequalities Action Plan (2015-18).

**Sevenoaks District Council Plan:** sets out three key health related promises:-

1. Provide adaptations to people's homes to prevent hospital admissions from falls and accidents. Prevent delays to hospital discharge by adapting homes quickly so people can be supported to return to independent living as soon as they are clinically ready.
2. Provide support to tackle the non-medical reasons why people visit their GP or hospital, helping them to make and sustain the changes needed to lead healthier lives.
3. Deliver first class wellbeing services supporting residents to make healthy choices and linking them to our core services such as leisure and housing.



# DRAFT

## Sevenoaks District Community Plan 2019-22

This creates a long-term vision for the Sevenoaks District and sets out the community’s priorities for action. It addresses health and wellbeing throughout the Plan and makes the link between health and housing issues. It incorporates the health promises



The Community Plan includes key priorities that relate to reducing health inequalities. The objectives in this Action Plan are closely linked to the following Community Plan priorities:

Community Plan Theme	Priority Ref	Priority
Caring Communities	1	Support people to lead safe, independent and fulfilling lives
	2	Improve outcomes for children and young people
	3	Meeting the needs of vulnerable and low-income households
Green Environment	2	Maintain a clean local environment
Healthy Environment	1	Reduce health inequalities and improve health and wellbeing for all
	2	Tackle the housing causes of health and wellbeing issues
	3	Encourage access to health services for all
Dynamic Economy	2	Improve skills for employment
Sustainable Economy	2	Provide a good mix of decent and affordable housing across tenures
	3	Help people to shape their local community

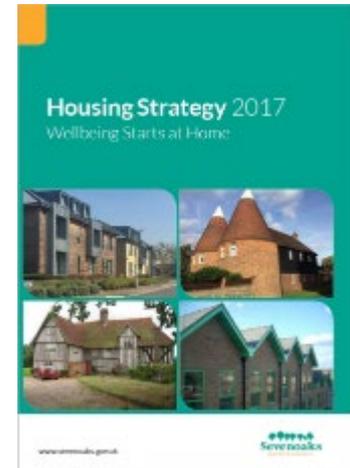
# DRAFT

## Sevenoaks District Housing Strategy, “Wellbeing Starts at Home”

We have developed this strategy to use all of our public health and place-shaping tools together, holistically and strategically to create environments that support wellbeing.

It reflects our belief that people’s homes can have a significant impact on people’s health.

“Wellbeing Starts at Home” focuses on health outcomes that can be achieved through a wider range of housing interventions, all of which contribute to health and the wider community. It also forms a major part of the Submission version of the Sevenoaks District Local Plan.



### Other key strategies

#### Place-based approaches for reducing health inequalities (2019)

This has been developed by Public Health England, the Association of Directors of Public Health and the Local Government Association. It is based on an understanding that reducing health inequalities is linked to jobs for local people, decent housing, and preventing people from becoming isolated. It recognises the vital role that places and communities have to play to help people use the NHS less in later life, and when they are unwell to stay in their own home for longer, and to stay in work for longer.

These concepts are closely linked to the Council Plan, the Sevenoaks District Community Plan and the Housing Strategy, “Wellbeing Starts at Home”.

#### Kent Joint Health and Wellbeing Strategy (extended to 2021)

The Kent-wide Health and Wellbeing Strategy seeks to achieve the following outcomes:

- Outcome 1: Every child has the best start in life
- Outcome 2: Effective prevention of ill health by people taking greater responsibility for their health and wellbeing
- Outcome 3: The quality of life for people with long-term conditions is enhanced and they have access to good quality care and support
- Outcome 4: People with mental health issues are supported to live well.
- Outcome 5: People with dementia are assessed and treated earlier, and are supported to live well.

# DRAFT

## NHS Five Year Forward View

The NHS five year forward view recognises that the NHS needs to respond to the pressures of people living longer and the growing population of the country. It includes focus on:

- Urgent and emergency care
- Looking at how to free up beds and take pressure of A&E in partnership with community services, council and hospitals
- Appointments with GPs
- Providing specialist centres to improve diagnosis and capacity for cancer patients
- Addressing gaps in services for people with mental health problems
- Increase investment in and access to psychological or “talking therapies”, for common mental health problems
- Better help for new mothers with more specialist perinatal mental health team
- 24 hour mental health liaison teams in A&E and investment in crisis response and home treatment teams
- Helping frail and older people to stay health and independent and avoid hospital stay with possible.

## Kent Sustainability and Transformation Partnership (STP)

This is about how the NHS, social care and public health in Kent and Medway are working together to plan how to transform services to meet the changing needs of local people. It seeks to deliver the NHS Five Year Forward View. It includes the following priorities:

- Prevention of ill-health
- Local care
- Hospital care
- Mental health



New ways of organising health and care services in Kent and Medway for benefit of everyone

Quality of life, quality of care

## **D R A F T**

### **Key health information about Sevenoaks District**

Since the last Sevenoaks District Health Inequalities Action plan, we know that some statistical health data sets for the District have changed, some for better and for worse, but the overall six headline objectives remain the same priorities and these will continue to drive partnership working to improve the overall health and wellbeing of residents.

### **Summary of Health Profile Data from 2015 to 2018**

In 2013, we published our first Health Inequalities Action Plan, based on the Kent template called 'Mind the Gap'. We have achieved a great deal since then but there is more to do. This document provides an update on our progress and sets out our new priorities for 2019-2022.

When we compare the 2018\* Sevenoaks Health Profile (source: Local Authority Health Profiles - Public Health England) to that of 2015, the District has achieved the following:

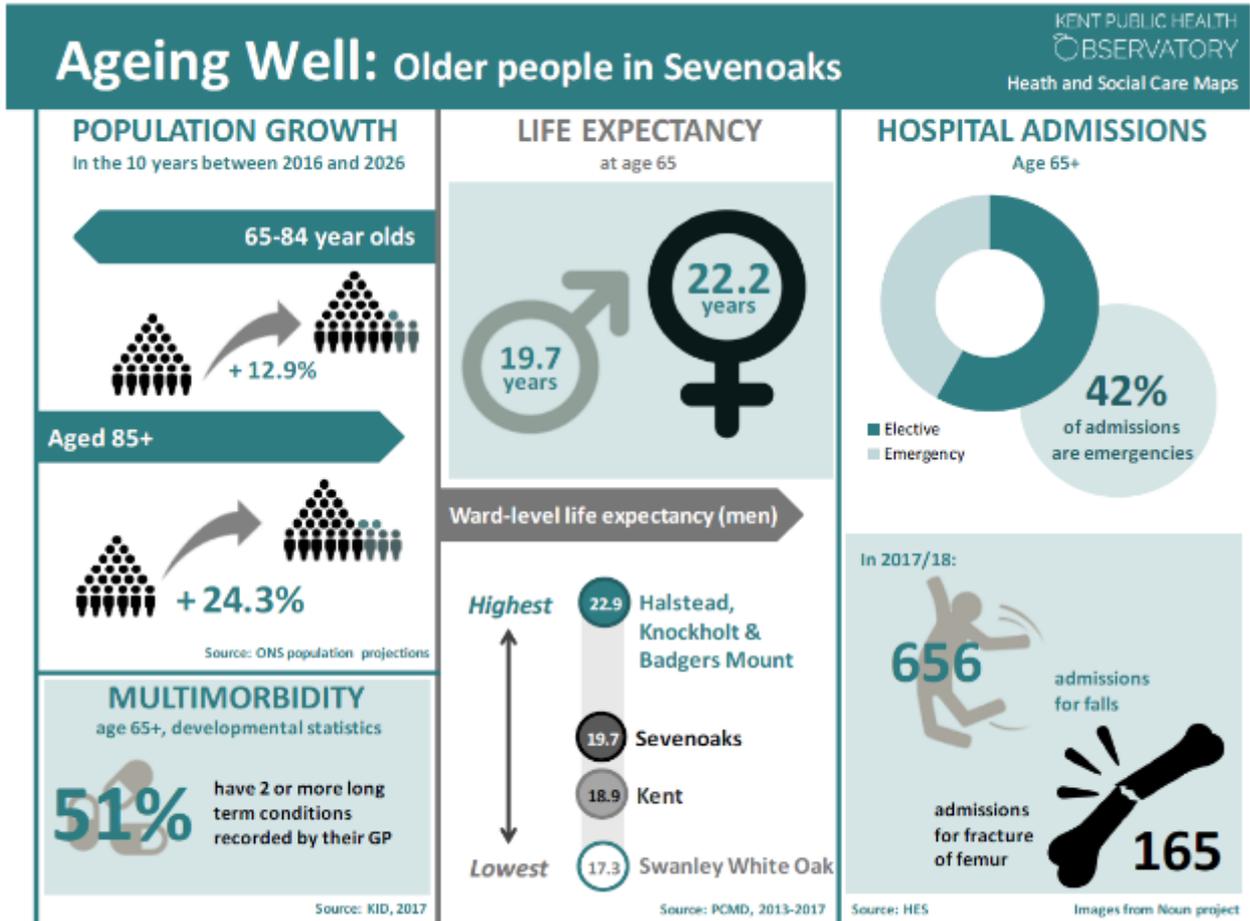
- The overall prevalence of people smoking has decreased
- There has been a slight decrease in suicide rates amongst adults
- A slight increase in overall District life expectancy for men from 81.4 years to 81.9 year and for women from 84.6 years to 85.1 years
- A slight decrease in the percentage of children in Year 6 who are obese
- Decreases in teenage pregnancies and in infant mortality
- A decrease in the number of admissions for alcohol specific conditions (under 18s).

However, through the same profile for this District, for 2018, shows that there is still work to be done:

- There is still a nine year life expectancy gap overall of those living in the most and least deprived wards in the District
- The main cause of premature death is cancer, for 49% of people under 75 year old
- Around 51% of people (aged 65+) have two or more long term conditions
- Diagnosis rates for diabetes (aged 17+) and dementia (aged 65+) are significantly worse than the England average
- An increase in the number of hip fractures and A&E attendances for those aged over 65, both higher than the Kent average
- An increase in the number of winter deaths and dementia rates amongst older people
- A significant population growth forecasted over the next 10 years, by 12.9% (65-84 year olds) and 24.3% for over 85+ making Age Well a priority.



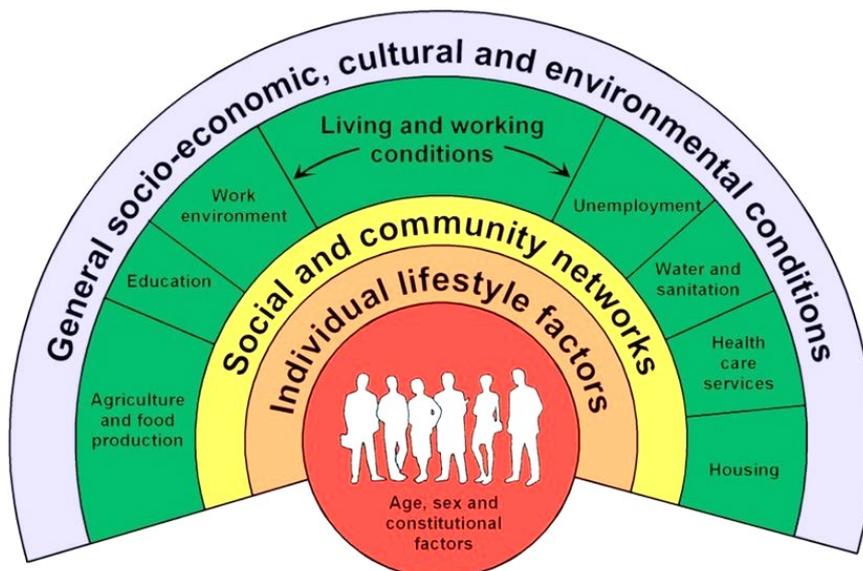
**Ageing Well - Older People**



# DRAFT

## What are Health Inequalities?

Health inequalities can be defined as differences in health status, or in the distribution of health determinants, between different population groups. It is now widely recognised that our health is determined by a much wider range of factors other than health care. These also include how and if people can access employment, social, housing and other environmental factors of where they live.



Source: Dahlgren and Whitehead, 1991

A 2015 Kings Fund report (*'the district council contribution to public health: a time of challenge and opportunity'*), commissioned by the District Councils' Network (DCN), recognised that district council's play a key role in influencing these factors. Therefore, this Council aims to work with its partners and services to address these wider determinants of health.

District councils play a key role in keeping us healthy. They provide core local services, including economic development, planning, housing, leisure, wellbeing and environmental services for local communities - areas that are increasingly recognised as vital components of population health systems.



## **D R A F T**

### **The Sevenoaks District Health Action Team**

The Sevenoaks District Health Action Team co-ordinates the monitoring and delivery of the Action Plan. It is made up of representatives from the following organisations:

- Kent County Council
- Age UK Sevenoaks & Tonbridge
- West Kent Communities
- Moat Homes
- Mencap
- Live Well Kent
- North West Kent Citizens Advice
- Imago
- SEncio
- Sevenoaks District Seniors Action Forum
- Churches Together Sevenoaks
- West Kent CCG
- DGS CCG
- North West Kent Countryside Partnership

**Logos to be provided**

## DRAFT

### What we have achieved so far

Since the last Action Plan and over the last three years, this Council and its partners have achieved:

- We have recruited **over 500 people** with a BMI (Body Mass Index) of 28+ to our 12 week Why Weight Programme. On average over **70% of people** who took part lost weight.
- Partner initiatives supported parents and their children through **nearly 560 attendances** at family exercises and healthy living courses and workshops. This included the 8-12s project led by West Kent Communities and healthy eating projects at Bore Place funded by the Kent Community Health NHS Foundation Trust.
- Improved the number of people taking part on Yoga classes for the over 50s. In this period there were over **5,000 attendances** at yoga classes. It was found that yoga helps strengthen, relax and motivate people in their ill health recovery. Of a sample of people evaluated, an average of **72%** of those taking part in yoga with pre-existing medical conditions said they improved over the three year period. At the same time, general fitness improved by an average of **88%** and mental wellbeing improved by **68%**.
- There were **2.6 million attendances** at Sencio Community Leisure Centres and facilities.
- There were **over 1,500 attendances** at exercise classes delivered by Kent Adult Education.
- We have seen over **20,000 attendances at health walks** in the District. We have also empowered local people by training over 200 new first time walk leaders. As well as volunteering having significant social and community value, volunteering opportunities helps to improve health and wellbeing. In fact nearly 80% of those taking part in health walks said that their mental health improved.
- We have seen a slight increase in life expectancy for men from **81.4 years to 81.9 years** and a slight increase for women from **84.6 years to 85.1 years**.
- **Over 270 people** have taken part in mental health projects carried out by West Kent MIND. This includes the Jasmine Project. This programme funded by Sevenoaks District Council is an 8 week therapeutic group for women to explore problems with emotional health and wellbeing. It is for women who have experienced issues such as panic, depression, low self-esteem/confidence, sleeplessness and loss after a bereavement or relationship breakdown. Women completing the course report increased confidence including building important peer support networks.

## **D R A F T**

- There has been significant progress with work relating to Dementia. The Council's efforts to train over **200 Council front line staff** as Dementia Friends, as well as Dementia training for Taxi Drivers and making changes to the Council's reception area, resulted in an award. The Council won the best Dementia Friendly Organisation from the Kent Dementia Action Alliance Kent Awards 2016.
- There were over **2,000 attendances** at dementia cafés in the north of the district supported by Alzheimer's Dementia Support Services. In addition, there were over **1,000 attendances** and dementia cafés and event in the south of the District supported by Alzheimer's Society Kent and Medway.
- During 2017, the Council set up the first Dementia run called "Run, walk or push against dementia" in association with the Sevenoaks Area Dementia Friendly Community Forum. The last three events have seen over **1,500 people** take part and raised just **over £15,000** to support local dementia projects such as dementia cafés including supporting the opening of a new dementia café, now running successfully at Knole House.
- In January 2018, the Council launch a new One You services. One You advisers tackle the non-medical reasons why people seek medical help. The team also coordinate service around residents to increase their chances of improved health and wellbeing. In the first three months. Over **60% of referrals** are received from GP's and other health professionals and the team engaged over 200 clients.
- 2018, also saw the **launched a new One You Your Home Service**. One You Your Home is an innovative partnership between Sevenoaks District Council and Age UK, including both West Kent CCG and Dartford, Gravesham and Swanley CCG. Funded through the Better Care fund, it extends the remit of the national One You Service with a unique focus on over 55s who have been referred by GPs in two surgeries in the district, who identified their 25 most persistent cases. In most cases they are experiencing mental ill health, loneliness, depression and debt problems. The two One You Your Home Coordinators are "Trusted Assessor Trained" and located in GP surgeries in Edenbridge and Swanley. They bring in practical support to prevent problems escalating and improve our residents' wellbeing by connecting them with other health, housing and community support.
- The 'One You Your Home' project was **highly commended** in the excellent partnership category of the Kent Housing Group Excellence Awards in 2018.

# DRAFT

## Health and Wellbeing Action Plan Objectives 2019-22

It is important that approaches to health and wellbeing are integrated and holistic. The health and wellbeing priorities set out below follow Sir Michael Marmot's 2010 inspirational report on health inequalities "Fair Society Healthy Lives". This concluded that to reduce health inequalities and improve health and wellbeing, actions need to be considered within the following six objectives:



In this document, these objectives are linked to existing health and wellbeing priorities, as set out in the Community Plan Sevenoaks District Community Plan.

**Objective 1: Give every child the best start in life**



**Supporting Key Success Measures in  
Sevenoaks District Community Plan (Caring  
Communities):**

- Sevenoaks Local Children’s Partnership Group (LCPG) to produce set of indicators focused on LCPG priorities (mental health, healthy weight and school attendance)

# DRAFT

## Objective 1: Give every child the best start in life

The government estimate that nearly a third of children aged 2 to 15 are overweight or obese (Childhood obesity: a plan for action, updated January 2017).

There is noticeable difference between some areas in our District are worse than district and national childhood obesity averages while others, including those around the north of the district, are consistently above these (charts 1.1-1.2 below). The government recognises this as a national issue, with obesity rates higher in areas on deprivation.

Obesity is about taking in more energy through food than we use through activity. Obesity affects health. It increases the risk of developing:

- Some types of cancer and dementia, for example, it increases the risk of colon cancer by three times
- High blood pressure (more than 2.5 times the risk)
- Diabetes (more than 5 times more likely to develop diabetes).

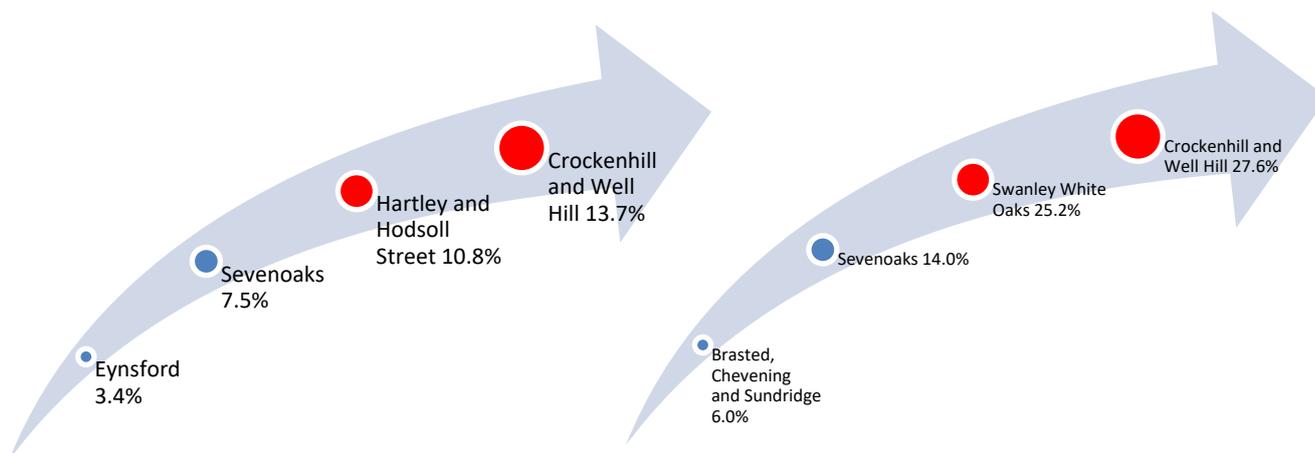
Obesity has a cost. Public Health England estimate that obesity costs the wider society **27 billion** (Public Health England, Health Matters - Local food environment)

We will continue to work in partnership to support children and their families to make healthier choices.

### Chart 1.1 and 1.2

Obesity in reception children Aged 4-5 \*1

Obesity in year six children aged 10-11 \*2



Source:

\*1: Kent Public Health Observatory (percentage of public measured as obese, BMI greater than or equal to 95<sup>th</sup> centile - 2013/14 - 2017/18)

\*2: Kent Public Health Observatory (percentage of year six pupils measured as obese, BMI greater than or equal to 95<sup>th</sup> centile - 2013/14 - 2017/18)

# DRAFT

## Objective 1: Give every child the best start in life

### Objective 1:1

#### Improve outcomes for children and young people

##### We will:

- Support parents and children to maintain a healthy weight;
- Fund projects through the Sevenoaks District Local Children's Partnership Group that focus on key priorities, including, mental health, school attendance and healthy weight;
- Continue to provide support for parents and carers through partnership working with Kent County Council's Early Help programme;
- Continue to provide family fun days during summer holidays for children and young people and their families;
- Meeting the needs of vulnerable families and low-income households.



**Objective 2: Enable everyone to maximise their capabilities and have control over their lives**



**Supporting Key Success Measures in Sevenoaks District Community Plan (Caring Communities and Healthy Environment):**

- Increased number of people supported to live independently
- Actions delivered in Sevenoaks District Council's Housing Strategy, Wellbeing Starts at Home, focused on supporting the Council's health outcomes

*"Why treat people then send them home to the place that is making them sick" Sir Michael Marmot*

# DRAFT

## Objective 2: Enable everyone to maximise their capabilities and have control over their lives

As people get older, they are more likely to fall over. This really affects people’s independence and confidence. Falls happen for a number of different reasons, including having a history of falls; muscle weakness; poor balance; visual impairment; using two or more drugs and the use of certain medicines and environmental hazards and a number of specific conditions. (NHS Rightcare Falls and Fragility Fractures Pathway)

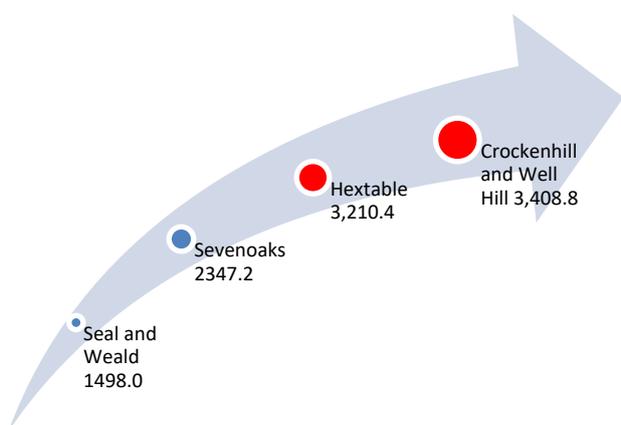
According to the NHS, the likelihood and severity of injury resulting from a fall relates to bone health. One of the main reasons bone health is affected is because of osteoporosis, this increases the risk of hip fractures. The NHS estimate that hip fractures account for 1.8 million hospital bed days and £1.9 billion in hospital costs every year, excluding the high cost of social care.

We have higher than average rates for emergency admissions for falls as well as hip fractures in the district (see charts 2.1-2.2). It should be noted some wards in the District in have a higher incidence of long term limiting illness. These impacts on social isolation, loneliness, access to services and increases risks around falls.

We must work in partnership to reduce the risk of falls. This is a key area of concern in both the Sevenoaks District Community Plan and the Council Plan. They recognise the need for preventative work to reduce the number of people who fall and support people to be independent.

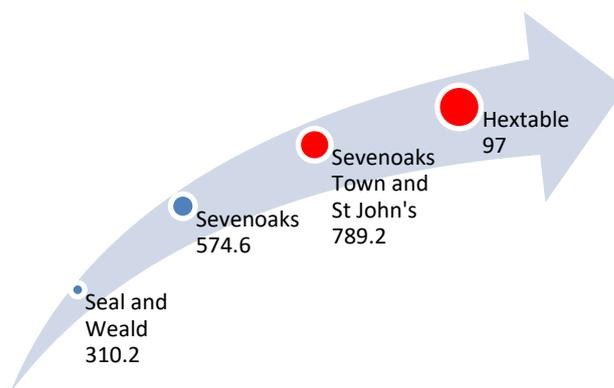
Chart 2.1 and 2.2

**Emergency Hospital Admissions due to falls in people 65+**



Source: Public Health Observatory – age standardised rate per 100,000 2015/16 – 2017/18

**Hip fractures in people aged 65 and over per 100,000 - 2011/12-2017/18**



Source: Public Health Observatory – age standardised rate per 100,000 people aged 65+ 2013/14 – 2017/18

# DRAFT

## Objective 2: Enable everyone to maximise their capabilities and have control over their lives

### Objective 2.1

Support people to lead safe, independent and fulfilling lives

We will:

- Continue to provide falls prevention classes and work through the Sevenoaks Health Action Team to provide an integrated falls pathway
- Adapt residents' homes while they are in hospital so they can be discharged as soon as they are clinically ready
- Support vulnerable people through the One You Services and Care Navigator schemes to reduce loneliness and isolation
- Help people remain independent in their own homes, reduce emergency admissions to hospital and non-medical visits to their General Practitioner (GP)
- Support the towns and villages in the District to become dementia friendly and advance local support services for people living with dementia and their families
- Work in partnership to make sure the Better Care Fund provides innovative health and care solutions based around people's needs in line with Sevenoaks District Council's Private Sector Housing Assistance Policy
- Use the District Council's Community Grant Scheme to support groups, which provides social opportunities, and reduce loneliness and isolation of vulnerable people
- Give people access to opportunities to increase their physical activity at leisure facilities and within communities



### 3. Create fair employment and work for all

#### Supporting Key Success Measures in Sevenoaks District Community Plan (Dynamic Economy):

- Deliver actions against the key themes set out Economic Development Strategy (2018-21) for Growth and Investment, Infrastructure, Visitor Economy, Skill and Enterprise.
- Develop smart action plan for the Local Strategic Partnership Skills Sub-Group and deliver positive outcomes.

“Being in good employment is protective of health. Conversely, unemployment contributes to poor health. Getting people into work is therefore of critical importance for reducing health inequalities” **Marmot Review, 2010**

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**Objective 3: Create fair employment and good work for all**

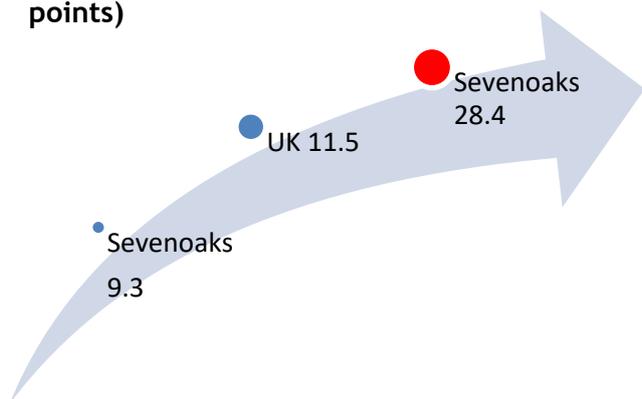
It is widely recognised that being in work is an important way of reducing health inequalities. Good health and wellbeing links economic growth to housing, transport and supporting infrastructure in our District. These are significant issues affecting businesses and their ability to recruit and retain staff.

Economic and business priorities within the Council support people with skills to ensure businesses to thrive. This will ensure our District continues to be a place where businesses can prosper and grow and people can grow and learn. Local concerns expressed within the Community Plan consultations against the ‘Improve skills for Employment’ priorities include:

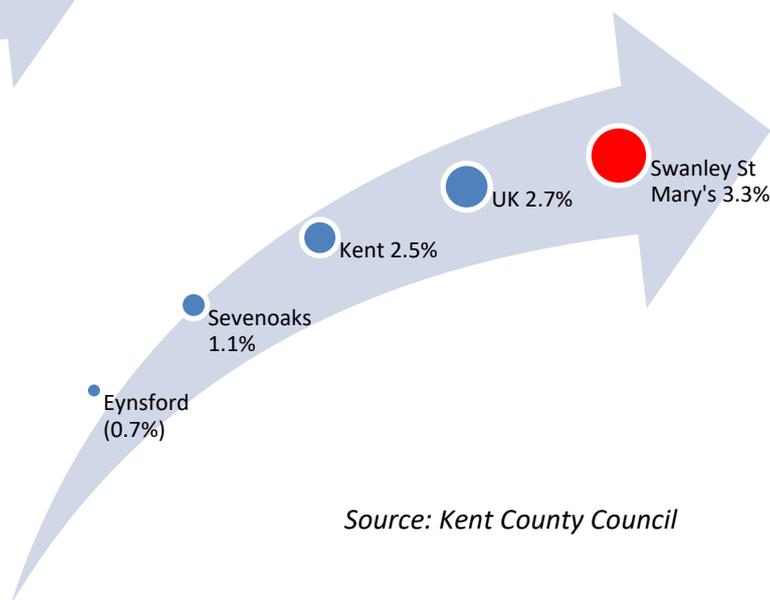
- Supporting more vulnerable groups into employment and training;
- Helping local business to employ local apprentices to ensure young people to have a great start to their working life.

Sevenoaks District has a low unemployment rate; however, the rates in the most deprived wards are higher than the county and national averages. These wards also have the highest number of people aged 16-64 claiming out of work benefits and high numbers of people with no qualifications is up to 32.5%. (Source: Kent County Council)

**Gap in the employment rate between those with a long-term health condition and the overall employment rate 2017/18 (gap - % points)**



**Sevenoaks unemployment rate % - May 2019 (resident based ward summary)**



Source: Kent County Council

# DRAFT

## Objective 3: Create fair employment and good work for all

### Objective 3.1

#### Improve skills for employment (Community Plan)

##### We will:

- Assess residents employment support needs, provide joined-up support and signpost people to appropriate services to meet their needs, particularly those needing the most support to access jobs and training.
- Support initiatives that prevent people from becoming NEET (Not in Employment, Education or Training) or support people who are NEET into pathways to work, education or training.

### Objective 3.2

#### Support businesses to have healthy workplaces

##### We will:

- Engage employers to support physical and mental health and wellbeing of their workforce
- Support mental health, autism and dementia awareness training for staff and business in the District
- Continue to deliver targeted workplace health events
- Continue to carry out targeted health awareness campaigns, including raise awareness of the risk associated with smoking



## Objective 4: Ensure a healthy standard of living for all



### Supporting Key Success Measures in Sevenoaks District Community Plan (Caring Communities and Healthy Environment):

- Actions delivered in Sevenoaks District Council's Housing Strategy "Wellbeing Starts at Home":
  - Supporting the Council's health outcomes
  - Helping people to remain independent.
  - To provide a good mix of decent and affordable housing.

"Bad housing conditions - including homelessness, overcrowding, insecurity, and housing in poor physical condition - constitute a risk to health." **Marmot Review, 2010**

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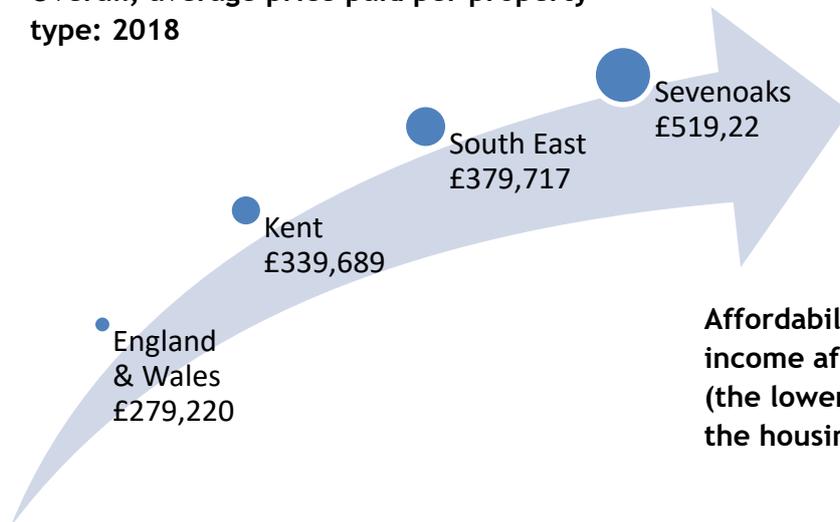
## Objective 4: Ensure a healthy standard of living for all

The average house price in the Sevenoaks district is the highest in the county, with the ratio of wages to house prices making it almost impossible for younger people to step onto the property ladder. Sevenoaks also suffers from out-migration of younger people to cheaper areas to live. This contributes to breaking up families and communities and contributes to loneliness and isolation in older people. Many older people in our district are asset rich and cash poor living in badly maintained housing that contributes to poor health or falls.

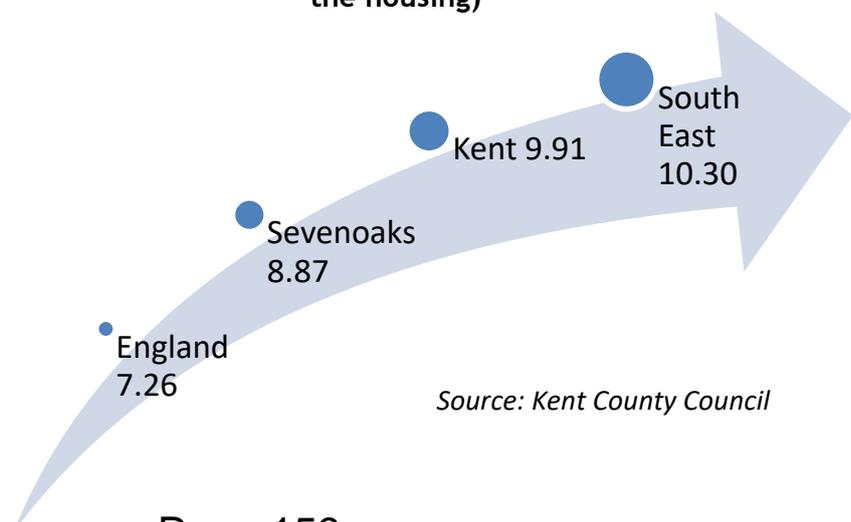
Sevenoaks District Council developed a housing strategy “Wellbeing Starts at Home” (2017), which looks at using all our public health and place-shaping tools together, holistically and strategically to create environments to support wellbeing. We know that peoples’ homes can have a significant impact on health.

Together with the Local Plan, which will provide for housing choices, it is recognised that there needs to be more options, supply and better design to make downsizing more popular for older people and free up homes for families. Rural affordable housing for older and vulnerable people is important to local people. Residents are also concerned that new housing is supported by appropriate infrastructure.”

Overall, average price paid per property type: 2018



Affordability indicator: House price to income affordability ratio: 2002 to 2017 (the lower the ratios the more affordable the housing)



Source: Kent County Council

# DRAFT

## Objective 4: Ensure a healthy standard of living for all

### Objective 4.1

#### Meeting the needs of vulnerable and low-income households

##### We will:

- Tackle non-medical causes of ill health such as: housing; debt; financial capability; energy savings and employment through the work Sevenoaks District Council's HERO (Housing Energy Retraining Options) Advice Service;
- Work proactively with those likely to be affected by future welfare reform and support people to access appropriate benefits;
- Ensure advice services reach rural and deprived communities
- Provide grant support for projects offering free debt advice and debt reduction;
- Support people to maintain their tenancies and prevent homelessness;
- Provide early help support services for parents and carers affected by poverty or who have health, mental health and emotional issues



## Objective 5: Create and develop healthy and sustainable places and communities

### Supporting Key Success Measures in Sevenoaks District Community Plan (Green Environment & Healthy Environment)

- Use Planning Policies set out in the Local Plan to ensure developments are designed to a high quality and take into account distinctive local character
- Produce new Health and Wellbeing Action Plan with 75% of actions achieved in the first year rising to 80%

“Communities are important for physical and mental health and well-being, including the physical and social characteristics of communities.” **Marmot Review, 2010**

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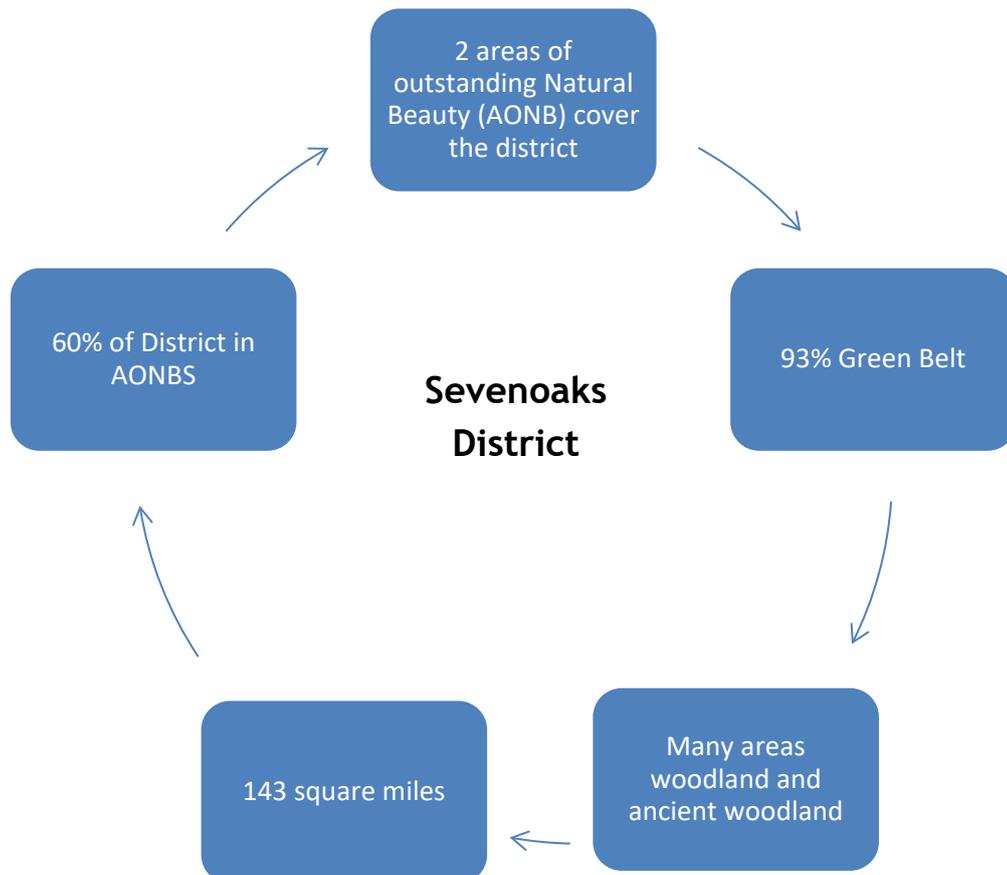
## Objective 5: Create and develop healthy and sustainable places and communities

“Fair Society, Healthy Lives: The Marmot Review” Policy recommendations for this objective focus on:

- Policies that reduce health inequalities and mitigate climate change
- Improve the availability of open and green spaces
- Integrating planning, transport, housing, environmental and health systems
- Supporting community regeneration that removes barriers to participation and reduces social isolation.

Public Health England highlight the role of “Local authorities play a vital role in protecting, maintaining and improving local green spaces and can create new areas of green space to improve access for all communities.”

Access to open spaces has clear physical and mental health benefits. We will aim to improve access to green and open spaces in the Sevenoaks District.



# DRAFT

## Objective 5: Create and develop healthy and sustainable places and communities

### Objective 5.1

#### Encourage access to health services for all

##### We will:

- Support the retention of existing outdoor leisure activities and wider community sport opportunities across the District
- Support proposals to improve the quality of and/or access to the District's open spaces, Public Rights of Way, walking, running and cycling routes
- Support active lifestyles and better access to green and open spaces for outdoor recreation and sports
- Work to provide social and networking opportunities to local people within their communities, particularly targeting rural and isolated locations



## Objective 6: Strengthen the role and impact of ill health prevention



### Supporting Key Success Measures in Sevenoaks District Community Plan (Caring Communities and Healthy Environment):

- Produce new Health and Wellbeing with 75% of actions achieved in the first year rising to 80%.
- At least 85% of success measured in the District Health Deal to be on target.
- Service improvements delivered through a health in all policies approach.

“Many of the key health behaviours are significant to the development of chronic diseases” - Marmot Review, 2010

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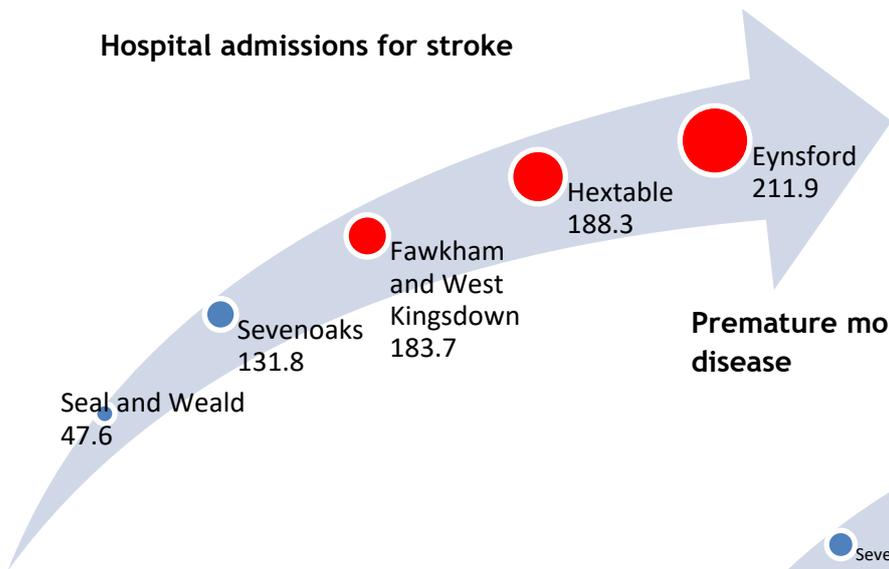
## Objective 6: Strengthen the role and impact of ill health prevention

Preventative health plays a major part of reducing the likelihood of ill health in the short, medium and long term. Services will be targeted, for those in the greatest need, to support them to make unhealthy behaviour and lifestyle changes. We will ensure that the right services are delivered to the right people in the right place, by taking services out to community settings. The Sevenoaks District Community Plan demonstrates that need for these services by:

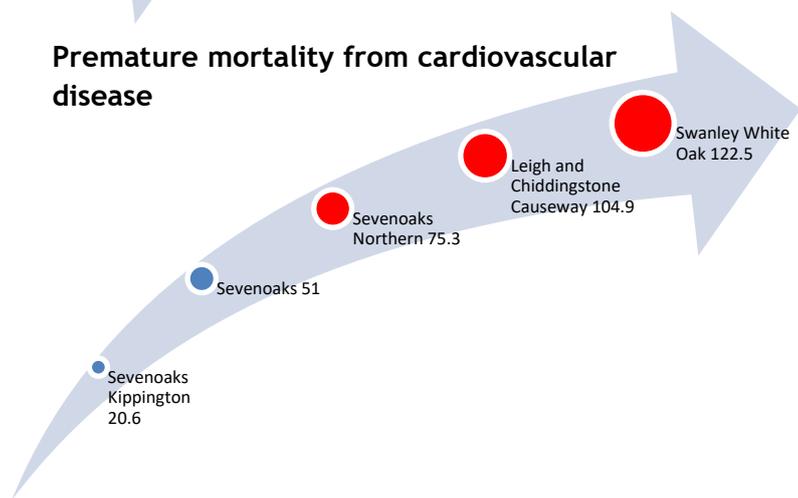
- Improving access to health care and local services
- Support people with lifestyle choices and sustain behaviour changes long term
- Creating communities that support local health and wellbeing services
- Reducing social isolation and expand support networks locally
- Improving health prevention to reduce the impact on GPs and Hospitals

We are working with health and social care partners to transform services through integrated local care, based around the needs of individuals. The Sustainability and Transformation Partnership (STP) for Kent and Medway sets out how services need to change over the next five years to achieve the right care for people for decades to come. We aim to use local health data to deliver a targeted approach to health prevention work. It also helps the Council with its health promise to deliver first class wellbeing services supporting residents.

### Hospital admissions for stroke



### Premature mortality from cardiovascular disease



Source: Public Health Observatory – age standardised rate per 100,000 2013/14 – 2017/18

Source: Public Health Observatory – age standardised rate per 100,000 aged under 75 years classified by underlying cause of death 2013 – 2017

## DRAFT

### Objective 6: Strengthen the role and impact of ill health prevention

#### Objective 6.1

##### Reduce health inequalities and improve health and wellbeing for all

##### We will:

- Deliver One You Kent Services that have an impact on obesity, long-term health conditions, mental health, smoking, alcohol reduction and physical activity
- Work in partnership to support people with long-term health conditions to live well
- Work with partners in the Sevenoaks District Health Action Team to identify and address gaps in health and wellbeing support services
- Work with General Practitioners and other health partners to provide coordinated services for the most vulnerable, through the social prescribing
- Work the NHS to improve the detection rate of diabetes and dementia through Health Checks and MOT's
- Use a variety of communication methods, including digital marketing, to take health and wellbeing information to residents
- Encourage people with disabilities to take part in sport and volunteering

#### Objective 6.2

##### Encourage access to health services for all

##### We will:

- Assess and address gaps in integrated health and social care services, through the Sustainability and Transformation Partnership (STP) for Kent and Medway
- Work with health partners to deliver integrated local care hubs to strengthen individual and community resilience
- Ensure that there is a 'health in all policies' approach that links a wider range of services such as leisure and housing advice services to the health prevention agenda
- Provide training for front line staff and partners on Making Every Contact Count (MECC) to signpost people to the most appropriate support
- Support and promote voluntary and community transport schemes and services.
- Work with partners to build mental health support services to meet local needs