

08 October 2020 at 5.00 pm

This meeting will be held virtually via Zoom,  
and livestreamed here:

[https://www.youtube.com/channel/UCIT1f\\_F50fvTzxjZk6Zqn6g](https://www.youtube.com/channel/UCIT1f_F50fvTzxjZk6Zqn6g)

Despatched: 30.09.20



# Improvement & Innovation Advisory Committee

## Membership:

Chairman, Cllr. Fleming; Vice-Chairman, Cllr. Bayley  
Cllrs. Abraham, Andrews, Clayton, Esler, Eyre, Hogarth, Maskell, McGregor, Nelson  
and Waterton

## 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 minutes of the meeting of the Advisory Committee held on 25 June 2020, as a correct record.	(Pages 1 - 4)	
2. <b>Declarations of interest</b> Any declarations not already registered.		
3. <b>Actions form previous meeting (if any)</b>		
4. <b>Update from Portfolio Holder</b>		
5. <b>Referral from Cabinet or the Audit Committee (if any)</b>		
6. <b>Annual Complaints Report 2019/20</b>	(Pages 5 - 12)	Amy Wilton Tel: 01732 227280
7. <b>27 - 37 High Street, Swanley Redevelopment</b>	(Pages 13 - 28)	Detlev Munster Tel: 01732227099
8. <b>Budget 2021/22: Review of Service Dashboards and Service Change Impact Assessments (SCIAs)</b>	(Pages 29 - 58)	Alan Mitchell Tel: 01732227483

9. **Work plan**

(Pages 59 - 60)

**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).

**IMPROVEMENT & INNOVATION ADVISORY COMMITTEE**

Minutes of the meeting held on 25 June 2020 commencing at 5.00 pm

Present: Cllr. Fleming (Chairman)

Cllr. Bayley (Vice Chairman)

Cllrs. Abraham, Andrews, Esler, Eyre, Hogarth, Maskell, McGregor, Nelson and Waterton

38. Minutes

Resolved: That the Minutes of the meeting of the Improvement & Innovation Advisory Committee held on 27 February 2020, be approved and signed by the Chairman as a correct record.

39. Declarations of interest

There were no additional declarations of interest.

40. Actions form previous meeting

There were none.

41. Update from Portfolio Holder

The Portfolio Holder, and Chairman, gave an update on the Council's recovery from the Covid-19 lockdown. With safety measures in place, reception would open on Monday 29 June 2020 and numbers of staff in the office would rise from 50 to 70, compared to 200 before the Covid-19 lockdown. The use of technology for staff to work from home had been successful. There had been consideration of what the Council could learn from staff working from home which could be implemented in the future. Officers were praised for the continued service provided during the lockdown period.

Building works on Burlington Mews was due to finish by September. The first sale of one of the properties had gone through, viewings were continuing and it had been decided two properties would be rented rather than sold. Groundworks had started on the White Oak Leisure Centre site and communication with local residents had continued to keep them informed. Planning permission was received for the demolition and redevelopment of 27-37 High Street, Swanley. Discussions were had over the next steps for the Council use of Bevan Place. A decision on the use of Sealcroft Cottages, Seal and Land Adjacent to 9 Pound Lane, Sevenoaks was due to take place at Cabinet on 9 July 2020. The Council had been working with Kent County Council on the ownership of the car park at Edenbridge Leisure Centre and were looking at what improvements could be made.

## Agenda Item 1

### Improvement & Innovation Advisory Committee - 25 June 2020

The new Strategic Head of Property and Commercial, Detlev Munster, was due to start at the Council on 1 July 2020.

In response to queries from Members on the flooring of Orchard Academy, Members were advised that discussions with the contractors onsite were taking place to determine if there were any issues before starting work.

#### 42. Referral from Cabinet or the Audit Committee

There were none.

#### 43. COVID19 - Draft Economic Recovery Plan

The Chief Officer for People & Places introduced a [presentation](#) on the preparations being made moving from response to recovery which included what the district would look like, roadblocks and opportunities, objectives and actions, and promoting investment and growth.

The Chairman provided a comprehensive and detailed explanation of the Council's economic recovery plan including plans to help businesses, support employment, support health and community wellbeing, and build public reassurance through marketing and the adaption of the public realm.

In response to queries on how the Council aimed to maintain communication with businesses within the District after an increase as a result of the Covid-19 pandemic, Members were advised that businesses would be asked for feedback on the services provided to them along with if they would like to continue communication with the Council.

In response to concerns, Members were advised that bus companies would introduce a new cleaning regime for their buses as many secondary school children relied on them to commute to school. It was acknowledged that some parents may choose to drive their children to school instead which may have an environmental impact.

Resolved: That the presentation be noted.

#### 44. COVID19 - Draft Communities Recovery Plan

The Chief Officer for People & Places reported the communities recovery plan and actions. Members were advised that as lockdown would lift, the needs of people in the community would change. Those shielding would less likely need food parcels but would need a different form of support such as a friend in a buddying system. Further support would include the Housing Energy Retraining Options (HERO) service, financial advice, and a health and wellbeing programme. Volunteer power was currently high and the Council had aimed to utilise this support, bearing in mind the changes in delivery such as moves to online support to service users. There were plans to support those in financial hardship after protection from eviction would discontinue.

Resolved: That the report be noted.

45. Work plan

The work plan was noted.

THE MEETING WAS CONCLUDED AT 6.01 PM

CHAIRMAN

This page is intentionally left blank

## ANNUAL COMPLAINTS REPORT 2019/20

Improvement and Innovation Advisory Committee - 8 October 2020

Report of: Deputy Chief Executive & Chief Officer Customer & Resources

Status: For Information

Key Decision: No

---

**Executive Summary:** This report updates Members on the number and outcome of customer complaints and feedback for the year 2019/20, as compared to 2018/19.

---

This report supports the Key Aim of improving the key services we deliver to the public

Portfolio Holder Cllr. Peter Fleming

Contact Officer(s) Amy Wilton Ext. 7280 Julie Heather Ext. 7125.

---

### Recommendation to Improvement and Innovation Advisory Committee:

The report is noted.

---

### Introduction and Background

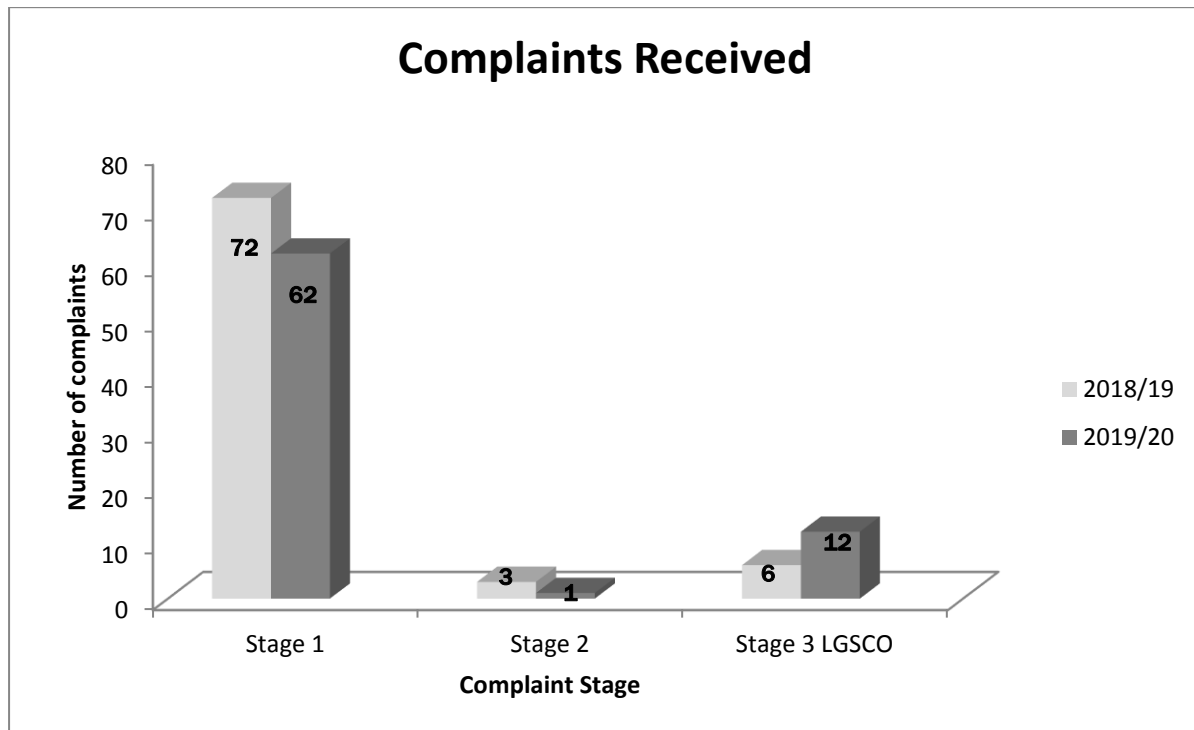
- 1 This report provides details of formal complaints received by Sevenoaks District Council during the period 1 April 2019 to 31 March 2020. Complaints data provides the Council with a useful tool to highlight specific concerns, assist in the identification of trends and common areas of concern and act as a guide to which remedial action may be required to deliver service improvement.
- 2 The Council's formal complaints procedure defines a complaint as 'any expression of dissatisfaction with our services whether justified or not'. If a customer is contacting the Council for the first time regarding assistance for a Council service, then this will be dealt with as a service request. The complaints process will be used if a customer specifically states they would like us to follow the "complaints process" and/or they make reference to items from within the formal process (e.g. Stage 1) or the customer is contacting us for a second time regarding the same matter and wishes to make a complaint.
- 3 The procedure is based on a two-stage internal process. If complainants are dissatisfied with the outcome after both Stage 1 and Stage 2, they can then

## Agenda Item 6

request the Local Government and Social Care Ombudsman investigate at Stage 3.

### 2019/20 Complaints figures

- 4 The Council received a total of 75 complaints across all stages in 2019, a reduction of 6 since 2018. The following graph shows at which stage of the complaints process each of the complaints were received.



### Stage 1 Complaints

- 5 Stage 1 complaints received

	2018/19	2019/20
Total	72	62

- 6 2019/20 saw a reduction in Stage 1 complaints received. The Planning and Revenues services received the most complaints, which is in line with the higher number of customers and customer interactions that they manage each year in comparison to other services. Benefits, Housing, Direct Services and Parking Services have all seen a reduction in complaints compared to last year. A breakdown of Stage 1 complaints received by service area is provided at Appendix A.
- 7 Of the 62 Stage 1 complaints received in 2019/20, 74% were found to be invalid. This was because customers had made incorrect claims, unrealistic claims or had contacted the wrong organisation. No financial payments were made at Stage 1.



8 Outcome of complaints at Stage 1

	Total 2018/19	Total 2019/20
Complaint invalid	52	46
Complaint upheld	20	16
<b>Total</b>	<b>72</b>	<b>62</b>

**Lessons Learnt**

- 9 An integral part of the Council’s corporate complaints process is ensuring that the outcomes are evaluated and any areas where lessons can be learnt to improve the way we do things and prevent similar errors occurring in the future are documented and action is taken.
- 10 Over many years the Council has continually applied the learning from previous complaints to improve our services. This is reflected by the ongoing fall in the number of Stage 1 complaints to the Council to just 62 in 2019/20.
- 11 There have been 16 occasions this year where learning has been taken from complaints made to the organisation at Stage 1 or Stage 2 in order to improve our service to the customer.
- 12 In some of these cases the lessons learnt are about the way information is communicated to customers. That can be the timeliness or clarity of writing to a resident or about a lack of available information that has caused a customer a difficulty.
- 13 The Corporate Customer Services and Delivery Manager continues to work closely with Service Managers to ensure that improvements to services continue to address the learning coming from complaints. This is evidenced in part by the low number of complaints received by the Council.

**Stage 2 Complaints**

- 14 Stage 2 complaints received

	2018/19	2019/20
<b>Total</b>	<b>3</b>	<b>1</b>

- 15 This year also saw a fall in Stage 2 complaints, with just one Stage 2 complaint received across the whole year. The Stage 2 complaint investigated during 2019/20 related to Development Management. The

## Agenda Item 6

complaint was not upheld and as a result no financial payments were made at Stage 2.

### 16 Outcome of complaints at Stage 2

	Total 2018/19	Total 2019/20
Complaint invalid	2	1
Complaint upheld	1	0
<b>Total</b>	<b>3</b>	<b>1</b>

### Stage 3 complaints - Local Government and Social Care Ombudsman

- 17 In 2019/20, the Local Government and Social Care Ombudsman (LGCSO) received 12 complaints about this authority and made thirteen decisions. The number of complaints received by the Ombudsman will not always be the same as the number of decisions made as some complaints are received in one year and a decision taken in the next financial year.
- 18 The Ombudsman carried out three investigations in the year and two of those were upheld, one with a finding of maladministration with no injustice caused and one complaint was remedied before it reached the Ombudsman.
- 19 Seven complaints were closed after initial enquiries, one had advice given and two were refereed back as premature. The table below shows the decisions made by the LGSCO by service area. A summary of LGSCO complaints received by service area is provided at Appendix B.
- 20 No financial payments were made as a result of judgements by the LGCSO.

LGSCO Decision	Service area	No. of decisions
Upheld: Maladministration, no injustice	Planning Enforcement	1
Upheld: Maladministration, no further action LA already remedied	Housing	1
Not Upheld - no maladministration	Planning	1
Closed after initial enquiries - no further action	Environmental Health	1
	Legal	1
	Planning Enforcement	1

LGSCO Decision	Service area	No. of decisions
Closed after initial enquiries - out of jurisdiction	Development Management	2
	Planning Enforcement	1
	Revenues	1
Advice given	Transport & Highways	1
Premature - <i>usually referred back to the Council for consideration</i>	Planning	1
	Transport & Highways	1
<b>Total</b>		<b>13</b>

Key Implications

Financial

The Council made no financial payments as compensation in 2019/20.

	Compensation Paid (£)	
	2018/19	2019/20
Stage 1	0	0
Stage 2	0	0
LGO	0	0
<b>Total</b>	<b>0</b>	<b>0</b>

Equality Impacts

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

Appendices                      Appendix A - Table to show Stage 1 complaints received by service area.  
    Appendix B - Table to show LGSCO complaints received by service area

Background Papers              None.

Jim Carrington-West  
 Deputy Chief Executive & Chief Officer Customer & Resources

## Agenda Item 6

### Appendix A - Stage 1 complaints received by service area

	Stage 1 Complaints received			
	2018/19	% of total	2019/20	% of total
Benefits	8	11	2	3
Community & Wellbeing	0	0	2	3
Development Management	17	24	18	29
Direct Services	6	8	3	5
Environmental Health	6	8	5	8
Emergency Planning & Property Services	1	1	1	2
Housing Services	10	14	3	5
IT & Digital Services	1	1	1	2
Licensing	0	0	1	2
Parking Services	12	17	7	11
Planning Enforcement	Not available	Not available	5	8
Private Sector Housing	0	0	2	3
Property	0	0	1	1
Revenues	11	15	11	18
<b>Total</b>	<b>72</b>	<b>100</b>	<b>62</b>	<b>100</b>

**Appendix B - Local Government and Social Care Ombudsman complaints received by service area**

LGSCO Complaints received 2019/20	
Development Management	5
Highways & Transport	2
Legal	1
Planning Enforcement	3
Revenues	1
<b>TOTAL</b>	<b>12</b>

This page is intentionally left blank

**27-37 HIGH STREET, SWANLEY REDEVELOPMENT**

**Improvement and Innovation Advisory Committee - 8 October 2020**

Report of	Strategic Head of Property and Commercial
Status	For Decision
Also considered by	Cabinet - 15 October 2020 Council - 17 November 2020
Key Decision	No

**Executive Summary**

Following the receipt of planning permission in May 2020, this report seeks approval to redevelop 27-37 High Street, Swanley, to provide a new business hub and 17 residential units.

In August 2020, Government announced that the project would be allocated a grant of £1.49m. To achieve the draw-down of this grant, Government imposed challenging terms and the Council would need to accelerate its delivery programme for this project. On 6 August 2020, Cabinet approved the virement of funds to allow the expenditure for consultancy and enabling works associated with the project. As a result, detailed design work commenced.

The Government’s announcement to approve the project with a *Getting Building Fund* grant, has accelerated this project’s delivery timetable. As this is a new capital project that is not yet accounted for in the Capital Programme 2020/21, and given the estimated project budget, Council approval is now being sought for the project to be established within the Capital Programme, and for the project to proceed.

**This report supports the Key Aim of building on the District’s thriving economy through the regeneration of our market towns.**

<b>Portfolio Holder</b>	Cllr. Peter Fleming
<b>Contact Officers</b>	Detlev Munster, Ext. 7099 Adrian Rowbotham, Ext. 7153

**Recommendation to Improvement and Innovation Advisory Committee:**

That comments on recommendations (a) to (c) below are passed to Cabinet.

---

### Recommendation to Cabinet:

That recommendations (a) to (c) below are recommended to Council.

### Recommendation to Council:

- (a) Agrees the redevelopment of 27-37 High Street, Swanley, as outlined in the report to provide a new business hub and 17 residential units at an estimated total project cost of £5,624,039 as set out in Table 1.
- (b) Approves that the project is funded by:
  - i. capital receipts from the sale of units in the scheme, estimated to be c. £4,134,039; and
  - ii. £1,490,000 from the *Getting Building Fund* (GBF) administered by the *South East Local Enterprise Partnership* (SELEP), and notes that the SELEP Accountability Board will only make a decision on this match funding on the 20 November 2020, and thus approval to proceed with the project is conditional on SELEP finally awarding the GBF grant.
  - iii. Agrees to the £375,000 vired in August 2020 to be transferred back to the Property Investment Strategy from this project.
- (c) Delegates authority to the Strategic Head of Property and Commercial in consultation with the Head of Legal Services and the Chief Officer Finance and Trading to enter into necessary contracts to facilitate the development and construction of the proposed scheme in accordance with the Council's Contracts Procedure Rules.

---

### Introduction and Background

- 1 Swanley is an urban settlement in the Northern part of the Sevenoaks District adjoining Dartford, Bexley and Bromley. Swanley is the most deprived area within the Sevenoaks District, with two of the wards (Swanley St Mary's and Swanley Christchurch) noted as having relative deprivation in the Local Plan. The town itself has excellent transport links with a motorway interchange providing junctions on the M25, M20, and A20 enabling travel both into Kent, Surrey and Central London. Swanley is within London Travel Zone 8 with Oyster travel into London in under 30 minutes. The area itself has, however, had little public or private sector investment and development in the past, but is now on the cusp of a significant regeneration opportunity, which provides the potential to create a desired place for the future.
- 2 The excellent transport links to Swanley create potential for those looking to move out from London to live here and the workhub would create opportunities for affordable flexible office space for emerging entrepreneurs and small/micro companies looking to work locally to where they live.



- 3 The case for a business hub on the ground floor of 27-37 High Street was developed as part of the Economic Development Strategy to support businesses in the District. A feasibility study was undertaken by a business hub specialist which confirmed the expected demand and an outline business case was prepared. Business hubs provide an environment facilitating emerging businesses to grow, develop and stimulate entrepreneurship, which supports the local economy and regeneration.
- 4 The impact of Covid-19 on working environments also suggests a greater demand for locally based work hubs and the facilities they offer (which will include high speed broadband, virtual office service, meeting spaces and a shared working area) will provide an alternative location for home based workers to flourish.
- 5 On 3 December 2015, Cabinet granted approval for the demolition of redundant premises at the Former Swanley Working Men's Club, 18 High Street, 27-37 High Street and Bevan Place Car Park, Swanley. The intention was to redevelop the sites to generate income and capital receipts that could be reinvested and would also facilitate the regeneration of the town centre. The redevelopment of 27-37 High Street, Swanley, would therefore support the Council's Economic Development strategy and would also result in a higher performing asset in accordance with the Council's approved Property Investment Strategy.
- 6 Community engagement exercises took place in Swanley and the surrounding areas in 2016 as part of the Master Vision for Swanley. An information event was held in 2019 to make residents aware of the Council's intentions to develop sites in Swanley including 27-37 High Street. Further public consultation was also undertaken as part of the statutory planning process.
- 7 In 2019 architects were commissioned to develop a design and prepare a planning application for 27-37 High Street for a business hub and 17 residential units. The brief was to provide a new high quality, sustainable, mixed use development at this key gateway to the town centre, which would set high standards and help kick-start urban renewal essential to the wider development vision for Swanley.
- 8 The scheme (reference 19/03543/FUL) was approved by the Development Control Committee on 21/05/2020.
- 9 In August 2020, Government announced that it would support the project with a grant from the Getting Building Fund, provided the project met the terms and conditions associated with the fund. This necessitated the need to accelerate the project's delivery, and on 6 August 2020, Cabinet approved the virement of £375,000 to allow the expenditure for consultancy and enabling works associated with the project. As a result, detailed design work commenced in August 2020. In addition, the procurement process commenced for a demolition works contract and a design and build contract to construct the scheme.

### The Proposed Development Scheme

- 10 The proposed scheme (see Appendix A), as per the planning permission granted, includes:
  - 17 residential units (6 x 1 bedroom/1 person, 6 x 1 bedroom/2 persons and 5 x 2 bedrooms/3 persons) at ground, first and second floor;
  - A business hub (c. 250 sq.m) at ground floor with fit-out to be determined by the operator.
  - Communal garden to the rear providing amenity space (c. 280 sq.m) for residents and the business hub.
  - Car parking including electric vehicle charging, and bike store.
- 11 The scheme is designed to Nationally Described Space Standards and has many energy saving features. All of the homes exceed national targets. They require little energy to run and use green technologies including Air Source Heat Pumps and Mechanical Ventilation Heat Recovery.
- 12 Sustainability is central to the scheme, which is located close to the town centre and within walking distance of the train station and buses. Car and cycle parking is provided to the rear for residents and business hub users. Electrical vehicle charging points are also included.
- 13 It is proposed that the Council will retain the freehold of the property and the residential units will be sold on the open market with 125-year leases.
- 14 The business hub is to be managed by a specialist operator.
- 15 The Business hub will provide a range of services to support small, micro and home-based businesses. Over 90% of the businesses within the District have fewer than 10 employees, therefore supporting this group is important to the sustainability and growth of the local economy. The business hub will include a shared working area to promote collaboration and mutual support as well private office areas for emerging firms to locate. The hub will also have meeting spaces and breakout areas. The services to be offered from the business hub will include a virtual office provision as well as business support available on-site providing assistance and links to local support services to stimulate business growth.

### Procurement

- 16 Officers together with consultants have examined different procurement options to facilitate the accelerated programme required by Government. As a result, a single stage Design & Build procurement route with a pre-qualification questionnaire is recommended for the construction of the scheme. The JCT Design and Build 2016 standard form of contract is proposed. As the estimated construction works contract value is below the Public Contracts Regulations 2015 threshold, it will not fall within the requirements of OJEU tendering procedures. However, a competitive tendering exercise will be undertaken in accordance with the Council's Standing Orders.

- 17 Consultants have also advised to undertake the demolition works under a separate contract and this procurement process is currently running, and will be awarded subject to the approval of this Report.
- 18 It is also envisaged that the design team will be novated to the contractor at the end of RIBA stage 4.

**Delivery Programme**

- 19 The project’s indicative delivery programme is outlined in the table below, and is subject to change:

Stage	Date	
Approval to vire funds	August 2020	Achieved.
Appoint consulting team to complete RIBA Stage 4 technical design and prepare tender documents	August 2020	Achieved.
Issue PQQ for D&B Contract	September 2020	Achieved.
Submit business case to SELEP	September 2020	Achieved.
Commence demolition procurement	September 2020	Achieved.
Council approval and GBF approval	November 2020	
Issue ITT for D&B contract	November 2020	
Award demolition contract	November 2020	
Demolition start on site	January 2021	
Demolition completion	February 2021	
Award D&B contract	February 2021	
New build start on site	March 2021	
Procurement for a business hub operator commences	March 2021	
Business hub goes live virtually	October 2021	
New build completion	March 2022	
Business hub opens	May 2022	

- 20 This programme has been reviewed by our consultants and considered to be feasible. However, it should be noted that this represents an accelerated programme so as to comply with Government’s GBF funding requirements.

**Project Costs and Funding**

- 21 The table below provides a high-level outline of the project costs.

Elemental Items	Amount
Construction Cost	£4,666,598
Consultant Fees	£372,302
Client Contingency	£231,875
CIL	£137,642
Other fees and costs	£215,622
<b>Total</b>	<b>£5,624,039</b>

## Agenda Item 7

- 22 The viability appraisal undertaken by Savills in 2019, notes that the project is not viable without a grant. However, the economic appraisal undertaken by SQW (2020) suggests that the economic and regeneration outcomes will be of significant benefit to Swanley, and thus merits public funding intervention.
- 23 Government considers this an important project to help with the post Covid-19 economic recovery and facilitate the regeneration of the sub-region. As a result, it has approved an allocation of £1.490m from the *Getting Building Fund* (GBF) - a new £900 million fund created to invest in local infrastructure projects to drive economic growth in the wake of the COVID-19 crisis - which is administered in the South-East by SELEP.
- 24 The remaining capital (£4.134m) is to be funded from capital receipts from the sale of units in the scheme. Rental receipts may also be used.
- 25 In August 2020, Cabinet vired £375,000 from the Property Investment Strategy. The vired funds were needed to facilitate the accelerated expenditure required to meet the Government's GBF grant conditions and timetable. The vired funds were used to undertake further on-site investigations and surveys, appoint surveyors, architects, engineers, cost consultants, economic consultants and other technical consultants to progress designs from RIBA Stage 3 to RIBA Stage 4+ and to prepare detailed construction and demolition tender documents.
- 26 The operation of the business hub has been modelled by external consultants and a feasibility study was prepared. This study suggests that the business centre is viable and will assist in supporting enterprise growth. Details of the Centre's operation will be the subject of a separate report that will be submitted to Cabinet for approval in due course.

### Project Governance

- 27 A Project Team has been set up within the Council and is being supported by external consultants. In particular, the Council has appointed a specialist cost consultancy firm to act as Employers Agent and QS.
- 28 The Project Team will be adapting PRINCE2 methodologies to manage the project.
- 29 The Project Team will be reporting to the Corporate Programme Board (CPB), which will have oversight of the project. Monitoring reports (including highlight reports/exception reports, budget monitors and the risk register) will be submitted monthly to the CPB. The CPB consists of senior officers within the Council and is chaired by the Chief Executive.

## Other Options Considered and Rejected

- 30 Do nothing and reuse the site. The building that occupies the site is in poor condition and would require significant capital expenditure to meet current building and letting standards. However, the building's reuse potential is considered to be very limited and even if let out, would provide a limited yield that would not justify the cost of refurbishment.
- 31 An alternative option would be to dispose of the site with planning permission. This option has been ruled out as the planning permission is only implementable with a substantial grant. The planning approved scheme (reference 19/03543/FUL) would unlikely be built and a developer would likely seek to increase the density and value engineer the scheme eroding quality. Additionally, its disposal would limit the Council's ability to direct development in the area in a manner that would promote the town centre's regeneration.

## Key Implications

### Risk Assessment

- 32 A table outlining the key risks relating to this project are outlined in Appendix B.

### Financial Implications

- 33 The scheme is intended to be funded from a combination of capital receipts from the sale of residential units in the scheme and the Government's 'Getting Building Fund' (GBF).
- 34 The Table below provides a summary of the scheme's funding.

Scheme Funding				
	2020/21	2021/22	2022/23	Total
	£000	£000	£000	£000
Expenditure	800	3,000	1,824	5,624
<b>Funding:</b>				
Getting Building Fund (GBF)	(490)	(1,000)	(0)	(1,490)
Internal borrowing	(310)	(800)	1,110	0
Capital Receipts from sale of residential units	(0)	(1,200)	(2,934)	(4,134)
<b>Total Funding</b>	<b>(800)</b>	<b>(3,000)</b>	<b>(1,824)</b>	<b>(5,624)</b>
<b>Net scheme (surplus)/cost</b>				<b>0</b>

- 35 The 17 residential units will be disposed of in the open market and according to Savills, the Council's property consultants, they are expected to generate a sales receipt of £4.134m based on 2019 values. To reduce the project's cashflow impact on the Council, off-plan sales will be sought. As the properties will be sold on a 125-year leasehold basis, an average ground-rent

## Agenda Item 7

of £250 per annum will be applied to each residential leasehold. This will generate an annual income for the Council of £4,250 per annum, and over a 10-year period will generate a NPV of c. £36k and c. £51k over 15 years. However, it should also be noted that the valuations for the residential units are based on 2019 values, and house price growth has not been applied. Market conditions and historic house price growth would suggest that it would not be unreasonable to assume an increase of 2% by 2022.

- 36 Until the receipts from the sales of the residential units are received, internal borrowing will be used to fund part of the scheme.
- 37 Due to the current Covid-19 pandemic, the future direction of the property market remains uncertain therefore, if the sales proceeds of the residential units are less than currently predicted any shortfall will be funded by other capital receipts or other capital funding sources available at that time, including internal borrowing.
- 38 The Council is due to receive final approval from the SELEP Accountability Board for the GBF grant on the 20 November 2020. Government has indicated that the funding is conditional on the Council delivering and spending the grant by the 31 March 2022 and achieving practical completion for the scheme soon thereafter. As noted by the programme above, this is considered achievable and the projects spend can be profiled to avoid the risk of potential claw-back.
- 39 Should GBF funding not be approved on the 20 November, the Council will need to reconsider this project's funding approach.
- 40 If sales proceeds exceed the amount required to fund this scheme, any excess will be used to part fund the White Oak Leisure Centre scheme.
- 41 VAT will be recovered by the council under normal recovery mechanisms. On the rental properties the Council will need to consider opt to tax requirements.

### Legal Implications

- 42 The Council has freehold title of the site and obtained planning consent (19/03543/FUL) for its development in May 2020. The Council will need to obtain further statutory approvals (e.g. building control approval) and these are known to the Project Team.
- 43 The procurement of a design and build contractor, while below the Public Contract Regulations 2015 thresholds, will need to comply with the Council's Contract Procedure Rules. Legal advice will need to be sought in ensuring the final form of contract is appropriate and provides the Council with the necessary contractual safeguards.
- 44 The residential units will need to be disposed of using a 125-year leasehold structure and the freehold will remain vested with the Council. The Council

will be required to set-up appropriate block management and service charge regimes that comply with the Leasehold Reform Act.

- 45 Grant funding from the GBF initiative is conditional on ensuring spend by the 31 March 2022 and in accordance with the SELEP Grant Agreement. It is noted that the SELEP Accountability Board will only meet and make a final decision on the 20 November, and hence the Council's decision to proceed with this project, as noted in this report's recommendations, is conditional on the receipt of GBF grant funding.
- 46 There are no State Aid implications associated with the proposed scheme.

### Equality Assessment

- 47 The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. A positive impact on end users is, however, anticipated. In particular, it is worth noting that appropriate "equalities requirements" will be specified in the various contracts to be entered into for the demolition and construction of the scheme. In addition, the scheme is designed to promote an inclusive environment, especially for users of the business centre.

### Sustainability

- 48 The scheme is expected to have a positive sustainability impact as it provides housing in a town centre location, is in close proximity to public transport, promotes walking, enhances the vitality of the town centre by increasing footfall, and provides environmental features in its construction to reduce energy consumption.

### **Conclusion**

This dynamic scheme provides new ways of living and working for Swanley residents. It presents a unique regeneration opportunity for the town centre that will set a new design and sustainability benchmark for future developments and catalyse further development in Swanley.

### **Appendices**

Appendix A - Plans and Visuals

Appendix B - Outline Risk Assessment

### **Background Papers**

- [Cabinet Report 3 December 2015](#)
- [Cabinet Report 06 August 2020](#)
- [Sevenoaks District Council \(2019\): Emerging Local Plan](#) (as submitted with evidence base to Planning Inspectorate)
- [Planning Permission 19/03543/FUL](#)
- Appleyard & Trew LLP (March 2020): 27-37 High Street Swanley, Procurement Report

## Agenda Item 7

- SQW (2020): 27-37 High Street Project Business Case (RESTRICTED)
- WorkHub Network (2017): Swanley Workhub Viability and Demand Study. (RESTRICTED)
- Savills (2019): Viability Assessment (RESTRICTED)
- Project Risk Register (RESTRICTED)

**Detlev Munster**  
**Strategic Head of Property & Commercial**



**Appendix A: Proposed Plans and Visuals**

High Street frontage



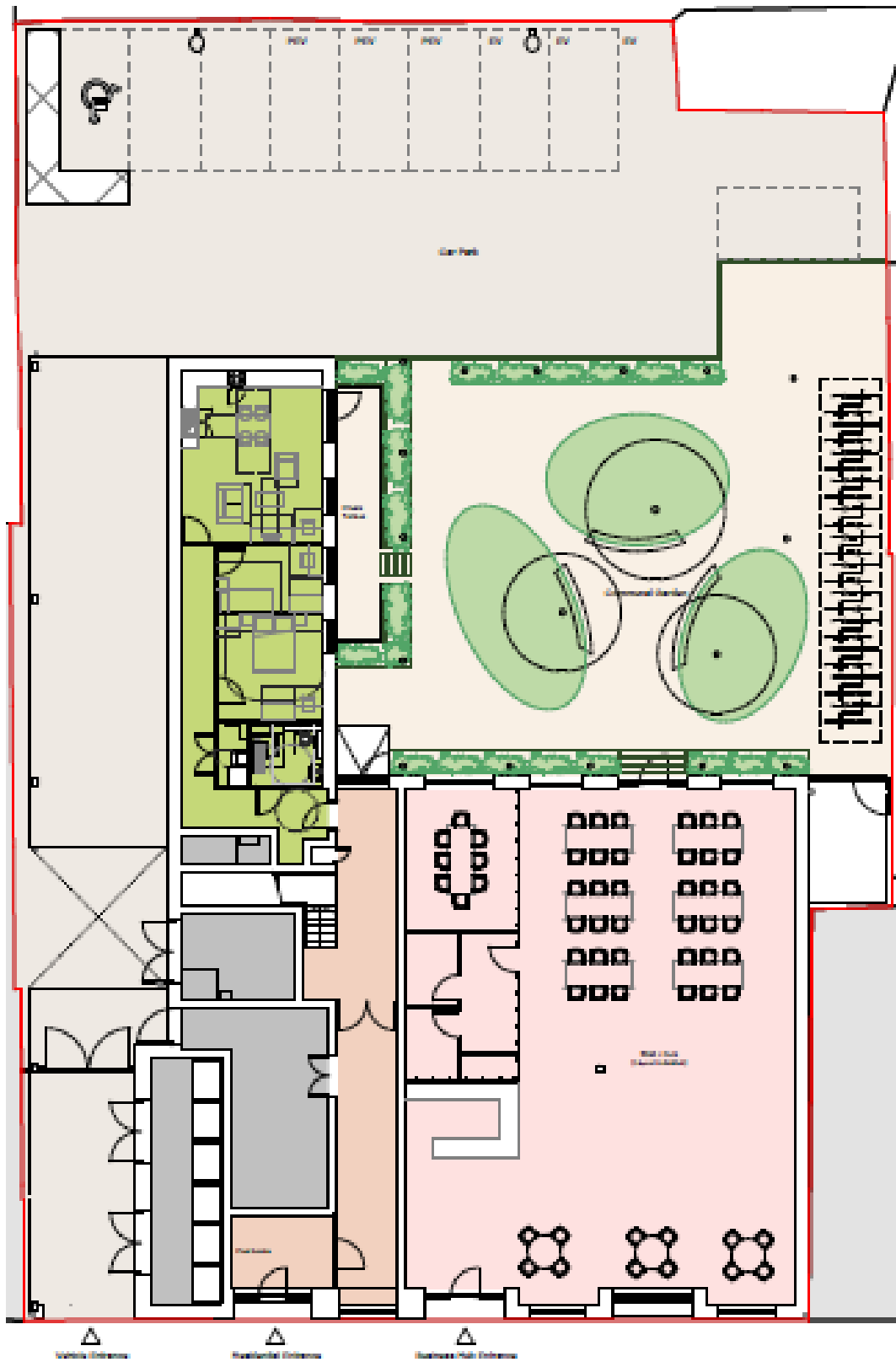
Residential Unit Mix

	1B / 1P	1B / 2P	2B / 3P
00	0	0	1
01	1	5	2
02	5	1	2
<b>TOTAL DWELLINGS</b>	<b>6</b>	<b>6</b>	<b>5</b>
<b>DWELLINGS</b>	<b>17</b>		

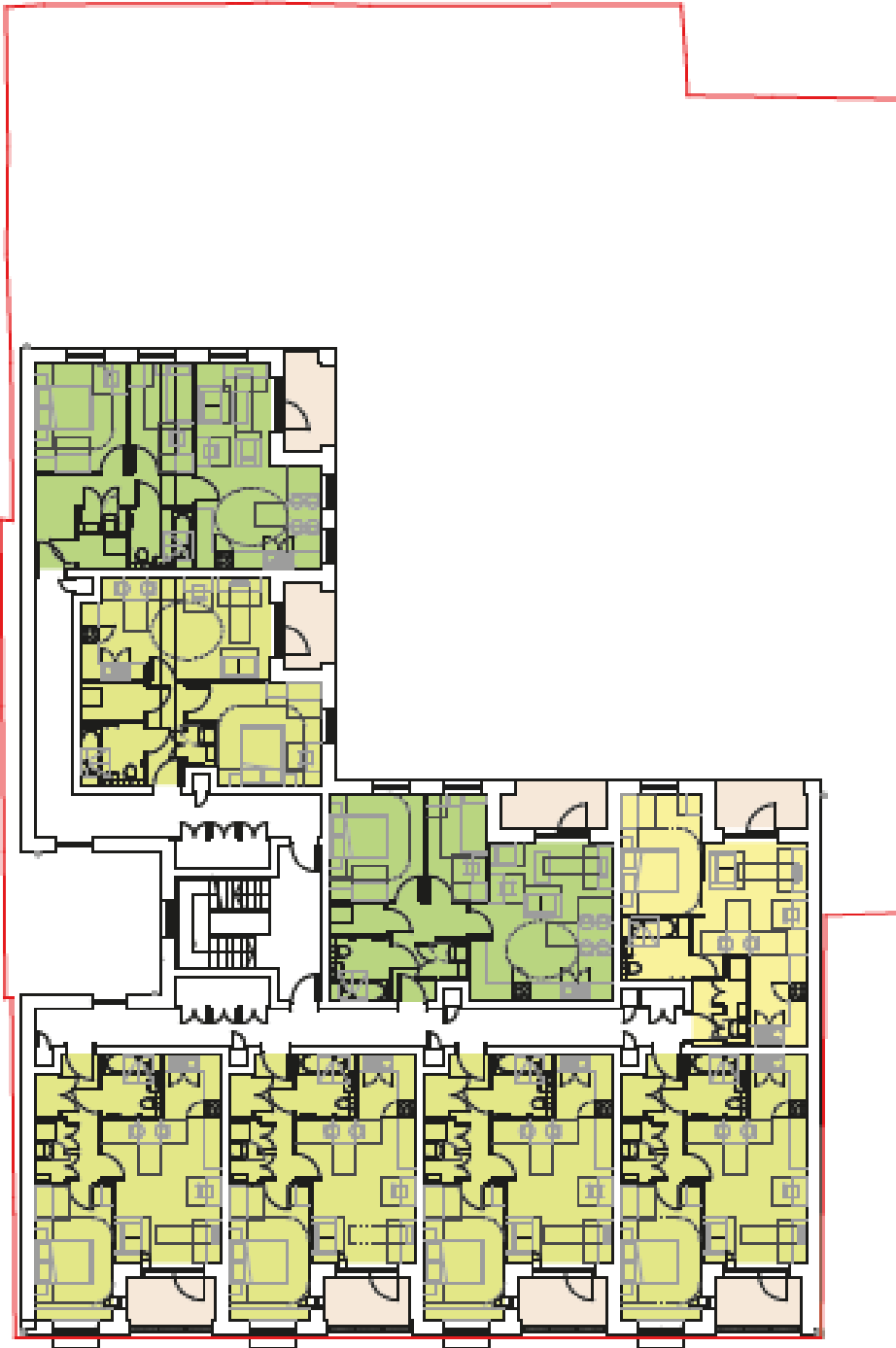
Units / Ha	118.55
Hab Rooms / Ha	271.97

# Agenda Item 7

## Ground floor plan

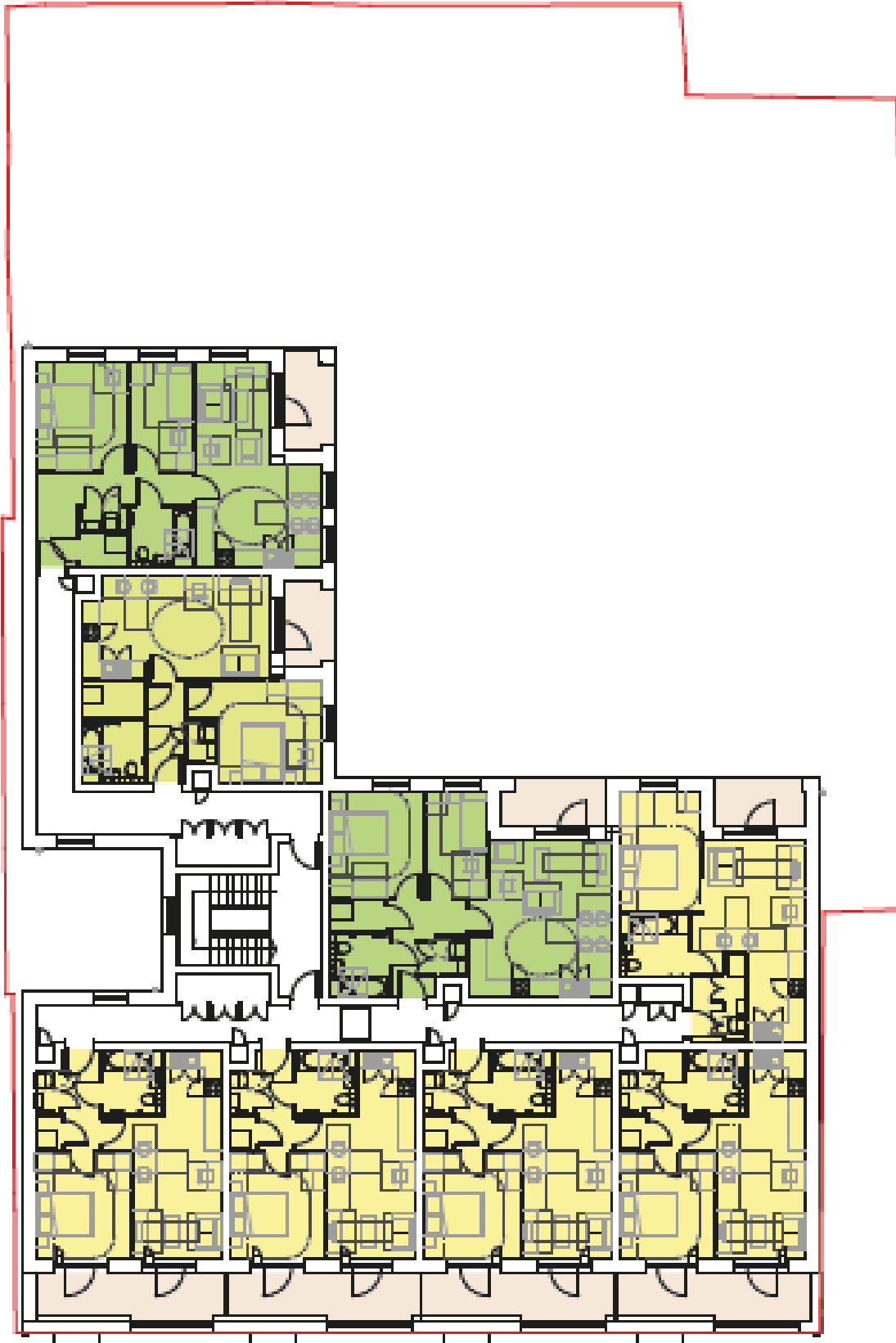


First floor plan



Agenda Item 7

Second floor plan



**Appendix B - Outline Risk Assessment**

The table below summarises the projects risk register and outlines the key project risks considered relevant for this report.

TYPE	DESCRIPTION	MITIGATION
Finance	GBF grant does not receive final approval.	Early engagement with SELEP and Independent Technical Advisor taking place to ensure full business case meets the required standard. Experienced external consultant appointed to prepare detailed business case.
Finance	Capital receipts from the sale of the residential units are not achieved.	Residential units are appropriately designed and to be finished for the target market. Intention is to also commence marketing of units as soon as possible to receive achieve off-plan sales. This will allow us to gauge and track market interest. In unlikely event that sales are not achieved, Council will consider issuing AST (place on market for rent) through an appropriate vehicle and delay capital receipts.
Finance	Change in interest rates resulting in a higher cost of capital	Interest rates are at an all-time low and market swap rates suggest that favourable terms can still be locked in.
Developer	SDC acting as developer is exposed to more risk than in previous capital projects where it has transferred risk by procurement via frameworks and developers.	Ensure adequate resourcing, programming, contingencies and robust project management in place.
Economic/Health	Impact of Covid-19 pandemic, (tender pricing, risk pricing, programme fixing, contractual amendments, availability of labour, availability of materials, onerous sub-contractor conditions), causes additional cost and/or delay to the programme.	Include Covid19 question in PQQ. Provide detailed tender information to assist on risk assessment and mitigation. Close monitoring of Covid-19 as the situation develops.
Construction	Capital costs exceed budget due to factors including: construction market tender disinterest, tender risk cover pricing, tender period over Christmas, covid-19 costs.	Given the accelerated procurement programme, a single stage design and build procurement route offers the best balance between cost certainty, programme certainty and quality. Works tendered on RIBA stage 4 information gives tenderers confidence the design is thorough and coordinated. Realistic client contingencies in place for

## Agenda Item 7

		<p>unforeseen. Robust change control process in place. Contract includes administration by Employers Agent.</p>
Construction	Delays in scheme approval lead to increased costs due to construction inflation.	<p>Robust information submitted to allow SDC Committees/Cabinet/Council to make timely decisions. Project Contract sum based on programme.</p>
Construction	Problems during ground works (contamination/obstructions/soil type) exceed allowances based on RIBA stage 3 surveys, cause delay and extra costs.	<p>Detailed ground investigation survey undertaken prior to RIBA Stage 4 to inform foundation and drainage design and provide more detailed tender information. Realistic contractor and client contingencies in place for unforeseens. Contractor allowed £10k for asbestos removal in addition to contingency sum.</p>
Operational	An operator cannot be procured.	<p>An open tender will be held prior to the scheme achieving practical completion. Soft market testing has revealed interest in the provision of business hub services. However, if this interest does not materialise, the Council will consider using the existing business support network in Kent, and failing this, the Council may consider operating this directly through its Economic Development Team.</p>
Operational	Take-up of the business hub falls below expectation.	<p>Market research undertaken and the impacts associated with Covid-19 suggest that the business case for a business hub is robust. The service will also be on flexible terms and virtual services will also be provided. Meeting space at the venue will also be hired out to supplement income.</p>

**BUDGET 2021/22: SERVICE DASHBOARDS AND SERVICE CHANGE IMPACT ASSESSMENTS (SCIAS)**

**Improvement and Innovation Committee - 8 October 2020**

Report of	Deputy Chief Executive and Chief Officer - Finance & Trading
Status	For comment
Also considered by	Housing and Health Advisory Committee - 29 September 2020 People and Places Advisory Committee - 6 October 2020 Cleaner and Greener Advisory Committee - 13 October 2020 Development and Conservation Advisory Committee - 20 October 2020 Finance and Investment Advisory Committee - 21 October 2020
Key Decision	No

**Executive Summary:**

This report sets out updates to the 2021/22 budget within the existing framework of the 10-year budget and savings plan. The report presents growth and savings/additional income proposals that have been identified which need to be considered (if applicable to this Committee), and requests further suggestions from the Advisory Committees, before finalising the budget for 2021/22.

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

To achieve this aim and to ensure a balanced budget position over the next 10-year period will be more challenging this year due to the financial impact of the Covid-19 pandemic.

The budget process will be shorter this year so that the Council's budget is set at the November Council meeting instead of the February Council meeting. This should enable any changes to be implemented with effect from 1 April 2021 and the period of uncertainty for staff minimised.

The annual budget gap included in this report is £826,000 which is largely due to Covid-19. The Advisory Committees will comment on the growth and savings/additional income proposals included in the reports, and their

## Agenda Item 8

---

recommendations will be considered by Cabinet as part of the process to remove this gap.

By addressing the issues this year, this Council will once again be in a strong financial position that other councils would aspire to.

---

**Portfolio Holder** Cllr. Matthew Dickins

**Contact Officer(s)** Adrian Rowbotham, Ext. 7153

Alan Mitchell, Ext. 7483

---

### Recommendation to each Advisory Committee:

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

---

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

---

### Introduction and Background

- 1 The Council's financial strategy over the past sixteen 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 accurate data will become available 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 immediate 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 base; and
  - generating more income.
- 6 The intention of this report is to provide Members of each Advisory Committee an opportunity to give their views on potential growth and savings/additional income items that could be included in the updated 10-year budget that will be presented to Council on 17 November 2020.
- 7 The 'Financial Prospects and Budget Strategy 2021/22 and Beyond' report has been presented to Cabinet to start the budget setting process for 2021/22.

### **Financial Self-Sufficiency**

- 8 The Council's Corporate Plan 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 was 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'.

## Agenda Item 8

- 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 support for 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 0.6%) when not borrowing or internally borrowing, and 3%+ above the borrowing rate (currently 2.6% for 30 years) when externally borrowing, based on an average over ten 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 which has served the Council well and ensured it is one of the most financially stable local authorities in the country. Last year a new target was set to replace reliance on Business Rates income over the coming years. However, due to the impact of Covid-19 and the greater uncertainty as Government reviews have been deferred, this will not be addressed during this budget process but remains a future aim. This ambition 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.

### Service Dashboards

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

### Savings Plan

- 17 **Appendix C** to this report sets out a summary of the savings/additional income and growth items approved by Council since the 10-year budget strategy was first used in 2011/12, which have allowed the Council to deliver a 10-year balanced budget.
- 18 The savings plan requires a total of over £7.7 million to be saved between 2011/12 and 2020/21 which is an average saving of £770,000 per annum.
- 19 **Appendix D** contains changes since the last 10-year Budget was agreed by Council on 4 February 2020. These changes are largely due to the ongoing impact of Covid-19 and the 2020/21 pay award being higher than previously

assumed. These changes were explained in the Financial Prospects report presented to FIAC and Cabinet in September.

- 20 These changes result in a budget gap of £826,000 per annum.
- 21 **Appendix E** contains an updated 10-year Budget to reflect these changes
- 22 In addition to the above budget gap, the 10-year budget attached shows a net saving or additional income requirement of £100,000 per annum in all years to deliver a long-term sustainable budget.
- 23 Other pressures may result in a requirement for further savings. Officers will continue to monitor these pressures and report the latest position to Cabinet in October.

### **Proposed Growth and Savings/Additional Income Items**

- 24 Growth items are items that are in addition to non-service issues and risks, such as grant settlements, impacts of economic change and other pressures highlighted in the 'Financial Prospects and Budget Strategy 2021/22 and Beyond' report considered by Cabinet on 17 September 2020.
- 25 A number of growth and savings/additional income items will be proposed at the Advisory Committees with the aim of achieving the savings/additional income to bridge the £826,000 budget gap.
- 26 The proposed growth and savings/additional income items relating to this Advisory Committee are listed in **Appendix F** (if applicable).
- 27 Service Change Impact Assessments (SCIAs) contain further details for all proposed growth and savings/additional income items. SCIAs applicable to this Advisory Committee can be found in **Appendix G** (if applicable).

### **Financial Summary**

- 28 The assumptions currently included take into account the latest information available, but a number of assumptions may change before the final budget meeting in November 2020.
- 29 The 10-year budget attached at **Appendix E** includes the changes that were included in the 'Financial Prospects and Budget Strategy 2020/21 and Beyond' report.

### **Role of the Advisory Committees**

- 30 A training session on the budget process was provided to Members last year. If Members require any further training or require any additional details on the content of this report and appendices, please contact Adrian Rowbotham or Alan Mitchell prior to the meeting.

## Agenda Item 8

- 31 Views of the Advisory Committees on the growth and savings/additional income items proposed together with any additional suggestions will be considered by Cabinet at its meeting on 5 November 2020.

### Process and Timetable

- 32 This report is the second stage of the budget process as shown in the Budget Setting Timetable (**Appendix H**).
- 33 The budget process has been shortened this year so that this Council's budget is set at the November Council meeting instead of the February Council meeting. This should enable any changes to be implemented with effect from 1 April 2021 and the period of uncertainty for staff being reduced.
- 34 A Budget Update report will be presented to Cabinet on 15 October 2020 to provide details of progress made before the Budget Setting report is presented to Cabinet on 5 November 2020.
- 35 There will still be a Council Tax Setting report presented to Cabinet and Council in February as that will confirm the full Council Tax for the district in 2021/22 incorporating the Council Tax requirements of the preceptors (i.e. Kent County Council, Kent Fire, Kent Police, Town and Parish Councils).

### Key Implications

#### Financial

All financial implications are covered elsewhere in this report.

#### Legal Implications and Risk Assessment Statement.

There are no legal implications.

For the effective management of our resources and in order to achieve a sustainable budget it is essential that all service cost changes and risks are identified and considered.

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

A separate Risks and Assumptions report will be presented to the Finance and Investment Advisory Committee and Cabinet.

### Equality Assessment

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

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

### **Conclusions**

The Strategic Financial and Business Planning process has ensured that the Council follows a logical and well considered process and approach in dealing with the many difficult financial challenges that it has faced. The 10-year budget has further improved this process and helped to ensure that the Council is well placed in dealing with more immediate and longer-term financial challenges.

By becoming financially self-sufficient at an early stage, this Council has become much more in control of its own destiny.

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

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

Members' consideration and scrutiny of the relevant services is an essential and key element in the business and financial planning process. If the net total of growth and savings/additional income proposals identified by the Advisory Committees and approved by Cabinet does not reach the £826,000 target, additional savings will be required that may result in service changes, to ensure a balanced budget position.

### **Appendices**

Appendix A - Service Dashboards relating to this Advisory Committee.

Appendix B - 2020/21 Budget by Service relating to this Advisory Committee.

Appendix C - Summary of the Council's agreed

## Agenda Item 8

savings plan and growth items.

Appendix D - Summary of changes to the 10-year Budget

Appendix E - 10-year budget

Appendix F - New growth and savings/additional income items proposed relating to this Advisory Committee (if applicable)

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

Appendix H - Budget Setting Timetable

### **Background Papers**

Financial Prospects and Budget Strategy 2021/22 and Beyond - Cabinet 17 September 2020

**Adrian Rowbotham**

**Deputy Chief Executive and Chief Officer - Finance & Trading**

## Service Dashboard Portfolio for Improvement & Innovation

### The services we provide

Policy, performance, communications, customer service, business transformation, special projects, digital, workforce, economic development & regeneration, equalities, members, wellbeing

#### Service contribution

Statutory service



Income generating



Working in partnership



#### Council Plan

Wellbeing ✓

Environment ✗

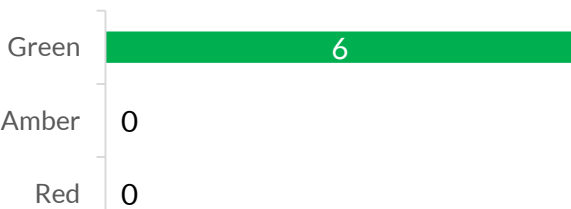
Economy ✓

Housing ✓

Community Safety ✗

Health ✗

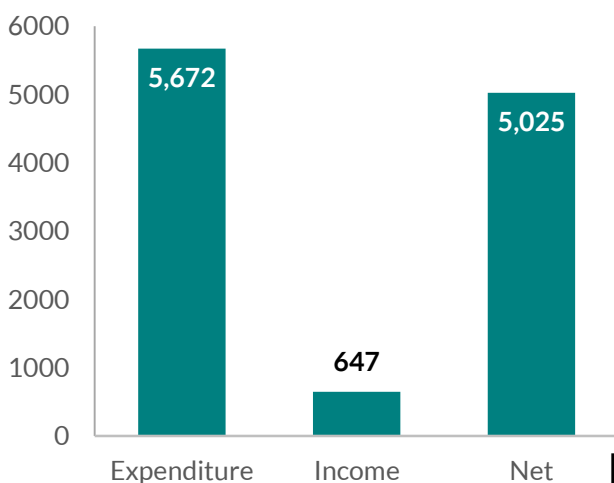
#### Performance



#### Achievements & Opportunities

- Providing a Covid secure workplace and continuing to support our workforce to deliver services throughout the pandemic
- Continuing to grow the Customer Solutions model & the opportunity to provide 7am-7pm customer service
- Continued to make progress with the Council's Property Investment Strategy
- Commenced construction of the White Oak Leisure Centre and have planning permission and external funding in place for the development of Meeting Point.

#### Revenue Budget (£000)



#### Challenges & Risks

- To deliver the promises set out in the new Council Plan.
- To deliver a new Workforce Strategy for the Council.
- To continue to develop the use of technology and the customer solutions model to improve the customer experience
- To continue to deliver projects within the Council's Property Investment portfolio and other Council owned sites.

This page is intentionally left blank



<b>Improvement and Innovation Advisory Committee</b>				<b>Appendix B</b>
Chief Officer		2020/21 Exp Budget	2020/21 Inc Budget	2020/21 Approved Net Budget
<b>Revenue</b>		£000	£000	£000
Finance & Trading	Action and Development	8	0	8
Customer & Resources	Administrative Expenses - Corporate Services	23	0	23
Customer & Resources	Administrative Expenses - Human Resources	13	(4)	9
Customer & Resources	Administrative Expenses - Legal and Democratic	70	0	70
Finance & Trading	Administrative Expenses - Transformation and Strategy	5	0	5
Customer & Resources	Asset Maintenance IT	289	0	289
Customer & Resources	Civic Expenses	17	0	17
Finance & Trading	Consultation and Surveys	4	0	4
Finance & Trading	Corporate - Other	27	0	27
Finance & Trading	Corporate Management	1,083	0	1,083
Customer & Resources	Corporate Projects	102	0	102
Customer & Resources	Democratic Services	161	0	161
People & Places	Economic Development	37	0	37
People & Places	Economic Development Property	457	(42)	415
Finance & Trading	External Communications	231	(15)	216
Customer & Resources	Land Charges	107	(215)	(108)
Finance & Trading	Members	464	0	464
Finance & Trading	Performance Improvement	7	(7)	(0)
Customer & Resources	Street Naming	18	(17)	1
Customer & Resources	Support - Contact Centre	574	0	574
Finance & Trading	Support - General Admin	179	0	179
Finance & Trading	Support - General Admin (Print Shop)	223	(257)	(34)
Customer & Resources	Support - Human Resources	398	(31)	367
Customer & Resources	Support - IT	1,175	(59)	1,116
		5,672	(647)	5,025
<b>Capital</b>				
Strategic Head of Comm & Prop	Property Investment Strategy			5,000

This page is intentionally left blank

Summary of the Council's Agreed Savings/Additional Income and Growth Items

Appendix C

SCIA Year	No.	Description	2011/12 - 2020/21 £000	2021/22 £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	7	Car Parking: Enforcement for Tandridge DC (reversal of temporary saving item)		30		
2020/21	8	Postal costs: changes to postal arrangements		(20)		
		<b>Development and Conservation Advisory Committee</b>				
2020/21	3	Development Management: additional income and cost recovery in Strategic Planning		(25)		
		<b>Finance and Investment Advisory Committee</b>				
2020/21	9	Finance Team restructure (reversal of temporary savings item)			87	
		<b>Housing and Health Advisory Committee</b>				
		No savings or growth agreed from 2021/22 onwards				
		<b>Improvement and Innovation Advisory Committee</b>				
2020/21	1	Apprenticeship Levy (reversal of temporary growth item)			(50)	
2020/21	13	Electric Car Project (reversal of temporary growth item)		(5)		
		<b>People and Places Advisory Committee</b>				
		No savings or growth agreed from 2021/22 onwards				
		Minor movements between years		(1)		
		<b>Total Savings/additional income</b>	<b>(7,706)</b>	<b>(1)</b>	<b>87</b>	<b>(7,620)</b>
		<b>Total Growth</b>	<b>2,200</b>	<b>(5)</b>	<b>(50)</b>	<b>2,145</b>
		<b>Net Savings</b>	<b>(5,506)</b>	<b>(6)</b>	<b>37</b>	<b>(5,475)</b>

This page is intentionally left blank

## Summary of Changes to the 10-year Budget

Appendix D

Description	Year	Ongoing	2021/22 Impact £000	10-year Budget Impact £000
2021/22 savings target included in 10-year budget (savings not yet identified)			100	1,000
<b>Covid-19 Impacts:</b>				
Council Tax Collection Fund deficit in 20/21 spread over 21/22-23/24	2021/22		121	363
Council Tax Collection rate reductions: 21/22 from 99.4% to 97.9%, 22/23 from 99.4% to 98.4%, later years remain at 99.4%	2021/22		175	296
Reduced income - Car Parking: assumed 25% reduction in 21/22, 20% in 22/23, 15% in 23/24, 10% in 24/25, 5% in 25/26	2021/22		1,027	3,080
Reduced income - Licensing: 21/22 only	2021/22		15	15
Interest Receipts: 37.5% reduction as lower balances to invest due to use of reserves to fund Covid-19 deficit	2021/22		112	1,120
Increased expenditure - FM: cleaning and PPE for staff	2021/22		18	180
Increased expenditure - IT: costs relating to working from home	2021/22		5	35
<b>Sub Total</b>			<b>1,473</b>	<b>5,089</b>
<b>Other Service Area Changes:</b>				
<b>Sub Total</b>			<b>0</b>	<b>0</b>
<b>Base Changes:</b>				
Rolled on to 2030/31 and base figures updated to 2020/21 budget			12	711
<b>Sub Total</b>			<b>12</b>	<b>711</b>
<b>Assumption Changes:</b>				
Pay Award: 20/21 increased from 2% to 2.75%, later years remain at 2%			132	1,455
<b>Sub Total</b>			<b>132</b>	<b>1,455</b>
<b>Total 10-year Budget change gap/(surplus)</b>			<b>1,717</b>	<b>8,255</b>

i.e: £826,000 per annum

This page is intentionally left blank

	Budget 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	Plan 2030/31
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Expenditure</b>											
Net Service Expenditure c/f	15,251	15,581	17,156	17,332	17,666	17,870	18,079	18,342	18,872	19,411	19,957
Inflation	666	616	496	503	509	515	522	529	539	547	556
Superannuation Fund deficit	0	0	0	100	0	0	50	0	0	0	0
Net savings (approved in previous years)	(358)	(6)	0	37	0	(1)	0	1	0	(1)	(1)
<b>New growth</b>	<b>160</b>	<b>1,065</b>	<b>(220)</b>	<b>(206)</b>	<b>(206)</b>	<b>(205)</b>	<b>(209)</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>New savings/Income</b>	<b>(138)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>
<b>Net Service Expenditure b/f</b>	<b>15,581</b>	<b>17,156</b>	<b>17,332</b>	<b>17,666</b>	<b>17,870</b>	<b>18,079</b>	<b>18,342</b>	<b>18,872</b>	<b>19,411</b>	<b>19,957</b>	<b>20,512</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	(11,264)	(11,443)	(11,862)	(12,357)	(12,741)	(13,136)	(13,542)	(13,933)	(14,335)	(14,747)	(15,170)
Business Rates Retention	(2,139)	(2,182)	(2,226)	(2,271)	(2,316)	(2,362)	(2,409)	(2,457)	(2,506)	(2,556)	(2,607)
Collection Fund Deficit/(Surplus)	0	121	121	121	0	0	0	0	0	0	0
Interest Receipts	(300)	(188)	(188)	(188)	(188)	(188)	(188)	(188)	(188)	(188)	(188)
Property Investment Strategy Income	(1,428)	(1,468)	(1,508)	(1,558)	(1,558)	(1,558)	(1,655)	(1,655)	(1,655)	(1,696)	(1,696)
Contributions to/(from) Reserves	(378)	(365)	(175)	(161)	(604)	194	208	221	236	249	148
<b>Total Financing</b>	<b>(15,509)</b>	<b>(15,525)</b>	<b>(15,838)</b>	<b>(16,414)</b>	<b>(17,407)</b>	<b>(17,050)</b>	<b>(17,586)</b>	<b>(18,012)</b>	<b>(18,448)</b>	<b>(18,938)</b>	<b>(19,513)</b>
<b>Budget Gap (surplus)/deficit</b>	<b>72</b>	<b>1,631</b>	<b>1,494</b>	<b>1,252</b>	<b>463</b>	<b>1,029</b>	<b>756</b>	<b>860</b>	<b>963</b>	<b>1,019</b>	<b>999</b>
<b>Contribution to/(from) Stabilisation Reserve</b>	<b>(72)</b>	<b>(1,631)</b>	<b>(1,494)</b>	<b>(1,252)</b>	<b>(463)</b>	<b>(1,029)</b>	<b>(756)</b>	<b>(860)</b>	<b>(963)</b>	<b>(1,019)</b>	<b>(999)</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>

**Assumptions**

Revenue Support Grant:	nil all years
Business Rates Retention:	Business Rates Retention safety-net in 20/21 plus 2% in later years
Council Tax:	2% in 21/22 onwards
Council Tax Base:	Increase of 580 Band D equivalent properties from 21/22, 480 from 27/28
Interest Receipts:	£188,000 in 21/22 onwards
Property Investment Strategy:	£1.468m in 21/22, £1.508m in 22/23, £1.558m from 23/24, £1.655m from 26/27, £1.696m from 29/30
Pay award:	2% in 21/22 onwards
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

This page is intentionally left blank



## New Growth and Savings/Additional Income Proposals: Improvement and Innovation Advisory Committee

SCIA Year	No.	Description	Year	Ongoing	2021/22 Impact £000	Budget Impact £000
<b>Growth</b>						
2021/22	21	7am - 7pm service	2021/22	Y	40	400
Sub Total					40	400
<b>Savings/Additional Income</b>						
2021/22	22	Review efficiency of partnerships	2022/23	Y	0	(900)
2021/22	23	IT: consolidate eform packages	2021/22	Y	(11)	(110)
2021/22	24	Property Services: new fees and charges	2021/22	Y	(2)	(20)
Sub Total					(13)	(1,030)
Net (Savings)/Growth Total					27	(630)

This page is intentionally left blank

**SERVICE CHANGE IMPACT ASSESSMENT**

SCIA 21 (21/22)

<b>Chief Officer:</b>	Jim Carrington-West	<b>Service:</b>	Customer Solutions
<b>Activity</b>	Customer Solutions	<b>No. of Staff:</b>	18.3 FTE

Activity Budget Change	Year: 2021/22 Growth / (Saving) £000	Later Years Comments (ongoing, one-off, etc.)
Increased resource to support extended provision of Customer Solutions service	40,000	Ongoing

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

In order to provide an extended Customer Solutions service to customers of the Council, a new working pattern is proposed that will see the availability of Customer Solutions from 7am to 7pm, Monday to Friday.

Current operating hours for the Customer Solutions team are 08:45 to 17:00 Monday to Thursday and 08:45 to 16:45 Friday. This does not necessarily align with when it is convenient for customers to contact the organisation relating to their needs. It is felt that an extended period of operation would provide more flexibility to customers and as such an enhanced service offering.

This proposal should be taken alongside the already underway Customer Redesign work which will deliver improved customer journeys and an even greater ability for enquiries to be dealt with at the first point of contact.

To enable this to happen it will require not only current working patterns be reviewed but additional resource to cover the longer operational period.

**Key Stakeholders Affected**

All customers of the Council

**SERVICE CHANGE IMPACT ASSESSMENT**

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

It is hoped this change will have a positive impact on meeting customer demand.

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

Low

2020/21 Budget	£'000	Performance Indicators		
Operational Cost	573	Code & Description	Actual	Target
Income	-	% of phone call answered within 20 seconds	76%	70%
Net Cost	573	% of phone calls abandoned by the caller	4.5%	5%

**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 22 (21/22)

<b>Chief Officer:</b>	Adrian Rowbotham	<b>Service:</b>	Partnerships
<b>Activity</b>	Partnerships	<b>No. of Staff:</b>	77 FTE

Activity Budget Change	Year: 2022/23 Growth / (Saving) £000	Later Years Comments (ongoing, one-off, etc.)
Review of partnerships	(100)	Ongoing from 2022/23

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

Sevenoaks DC operates a range of services in partnership with other councils including the following:

- Building Control
- Environmental Health
- Internal Audit
- Licensing
- Revenues and Benefits

All of the partnerships have been operating for a number of years and they all delivered savings to SDC when they were originally set up.

As the requirement of the partners change over time it is important to review whether it is beneficial to remain in each partnership and also to ensure that the partners are contributing in line with the service they each receive.

Some partnerships have been reviewed in recent years and the intention is to review the other partnerships over the next year.

It is hoped that this exercise will deliver annual savings of £100,000 from 2022/23.

**Key Stakeholders Affected**

Partner authorities.  
Partnership staff

**SERVICE CHANGE IMPACT ASSESSMENT**

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

Any changes should not have a detrimental impact on service as a purpose of this exercise is to ensure that SDC customers receive the same or better service going forward.

Changes to partnerships may result in the service being impacted during any changeover period but this will be minimised wherever possible.

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

Medium

2020/21 Budget	£'000	Performance Indicators		
		Code & Description	Actual	Target
Operational Cost	2,770			
Income	(1,807)	N/a		
Net Cost	963			

**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 23 (21/22)

<b>Chief Officer:</b>	Jim Carrington-West	<b>Service:</b>	IT Services
<b>Activity</b>	Online Forms	<b>No. of Staff:</b>	9.0

Activity Budget Change	Year: 2021/22 Growth / (Saving) £000	Later Years Comments (ongoing, one-off, etc.)
Reduction in the number of eForms packages in use	(11)	Ongoing

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

Over time the authority has acquired different eforms packages due to links with different services and suppliers. Many of these were procured alongside service specific software packages based on the individual needs of service areas. However as eforms have become more co-ordinated and have had to conform to national standards in accessibility it has become easier to achieve these requirements with a more consistent approach. It is therefore proposed to rationalise the number of eforms packages in use. In moving towards a single platform officers are better placed to deploy and support eforms based on customer requirement. This will lead to a reduction in development times and ultimately allow officers to design their own eforms without any technical assistance.

**Key Stakeholders Affected**

Service areas providing online services

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

No impact on services as eforms will be tested to ensure they are fit for purpose before deployment.

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

Low

**SERVICE CHANGE IMPACT ASSESSMENT**

2020/21 Budget	£'000	Performance Indicators		
Operational Cost	1,143	Code & Description	Actual	Target
Income	(27)	N/a		
Net Cost	1,116			

**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 24 (21/22)

**Chief Officer:** Adrian Rowbotham

**Activity** Property

**Service:** Ec. Dev and Property

**No. of Staff:** 5.81 FTE

Activity Budget Change	Year: 2021/22 Growth / (Saving) £000	Later Years Comments (ongoing, one-off, etc.)
New fees and charges	(2)	Ongoing

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

Currently the team do not charge for services to external customers.

Review potential charging areas and investigate the approach of other councils.

A nominal amount of income is currently included in this SCIA but a further SCIA for an increased amount could be provided next year if appropriate.

**Key Stakeholders Affected**

Property Service customers

**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**

2020/21 Budget	£'000	Performance Indicators		
Operational Cost	457	Code & Description	Actual	Target
Income	(42)	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.

**2021/22 Budget Setting Timetable**

<b>Stage 1: Financial Prospects and Budget Strategy 2021/22 and Beyond</b>	
8 September	Finance & Investment AC
17 September	Cabinet

<b>Stage 2a: Review of Service Dashboards and Service change Impact Assessments (SCIAs)</b>	
29 September	Housing & Health AC
6 October	People & Places AC
8 October	Improvement & Innovation AC
13 October	Cleaner & Greener AC
20 October	Development & Conservation AC
21 October	Finance & Investment AC

<b>Stage 2b: Budget Update</b>	
15 October	Cabinet

<b>Stage 3: Budget Setting Meeting (Recommendations to Council)</b>	
5 November	Cabinet

<b>Stage 4: Budget Setting Meeting</b>	
17 November	Council

<b>Stage 5: Council Tax Setting</b>	
11 February	Cabinet

<b>Stage 6: Council Tax Setting</b>	
23 February	Council

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

This page is intentionally left blank

Improvement and Innovation Advisory Committee - Work Plan 2020/21 (as at 24/09/2020)

8 October 2020	26 November 2020	25 February 2021	Summer 2021
Budget 2021/22: Review of Service Dashboards and Service Change Impact Assessments (SCIAs)  Annual Complaints Report  27 - 37 High Street, Swanley Redevelopment			

This page is intentionally left blank