

27 June 2023 at 7.00 pm

Council Chamber, Argyle Road, Sevenoaks

Published: 03.07.23



Improvement & Innovation Advisory Committee

Presentations

	Pages
6. Update from Portfolio Holder	(Pages 1 - 4)
8. Role of the Advisory Committee and Key Challenges	(Pages 5 - 18)
9. Investors in People	(Pages 19 - 30)
10. Meeting Point Update	(Pages 31 - 38)

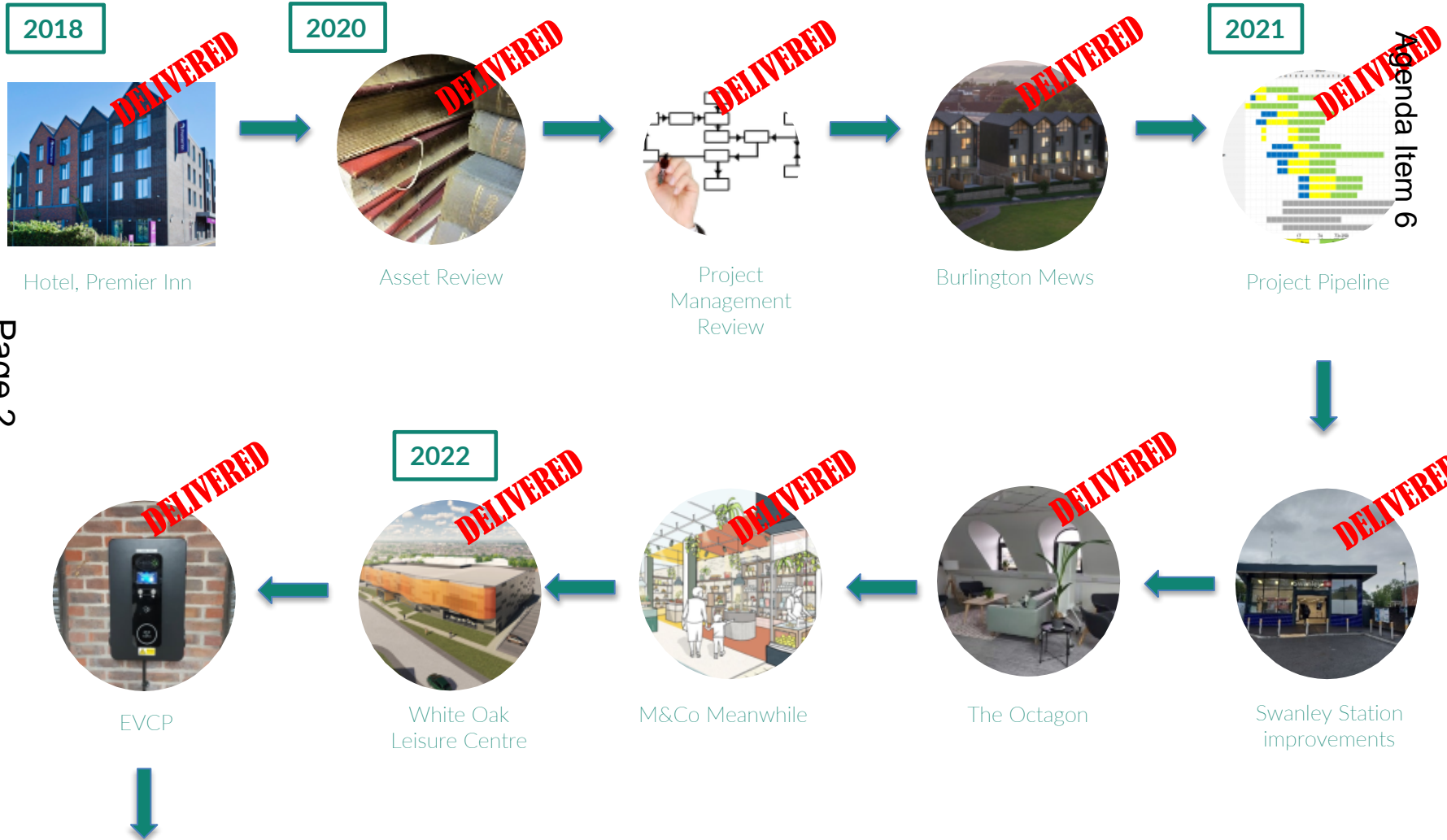
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Portfolio Holder's Update

June 2023

Project Pipeline



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Project Pipeline cont'd./...



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Improvement and Innovation Advisory Committee

Responsibilities and Challenges

June 2023

Customer & Resources

Jim Carrington-West

Information & Customer Solutions

Head of Information & Customer Solutions: Amy Wilton

Areas of Responsibility

- Digital
- Customer Solutions
- Customer Insights

Issues and Future Challenges

- Customer demand and expectations
- Improving customer journeys
- Developing use of technology

Workforce

Head of HR & Organisational Development: Diana Chaloner

Areas of Responsibility

- Human Resources
- Organisational Development
- Payroll

Issues and Future Challenges

- Wellbeing
- Recruitment and Retention
- Growing our own

Members

Head of Legal & Democratic Services: Martin Goodman

Areas of Responsibility

- Democratic Services
- Chairman

Issues and Future Challenges

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- Supporting member requirements
- Servicing a significant number of Committee meetings

Assistant Chief Executives

Lee Banks

Service Managers

Communications & Consultation Manager: Daniel Whitmarsh

Policy & PA Team Manager: Margaret Carr

Areas of Responsibility

- Policy, Performance & Equalities
- Business Transformation
- Communications

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Issues and Future Challenges

- Delivering Council ambitions
- Maintaining high performance
- A new equalities policy and action plan
- Communicating with our residents & businesses

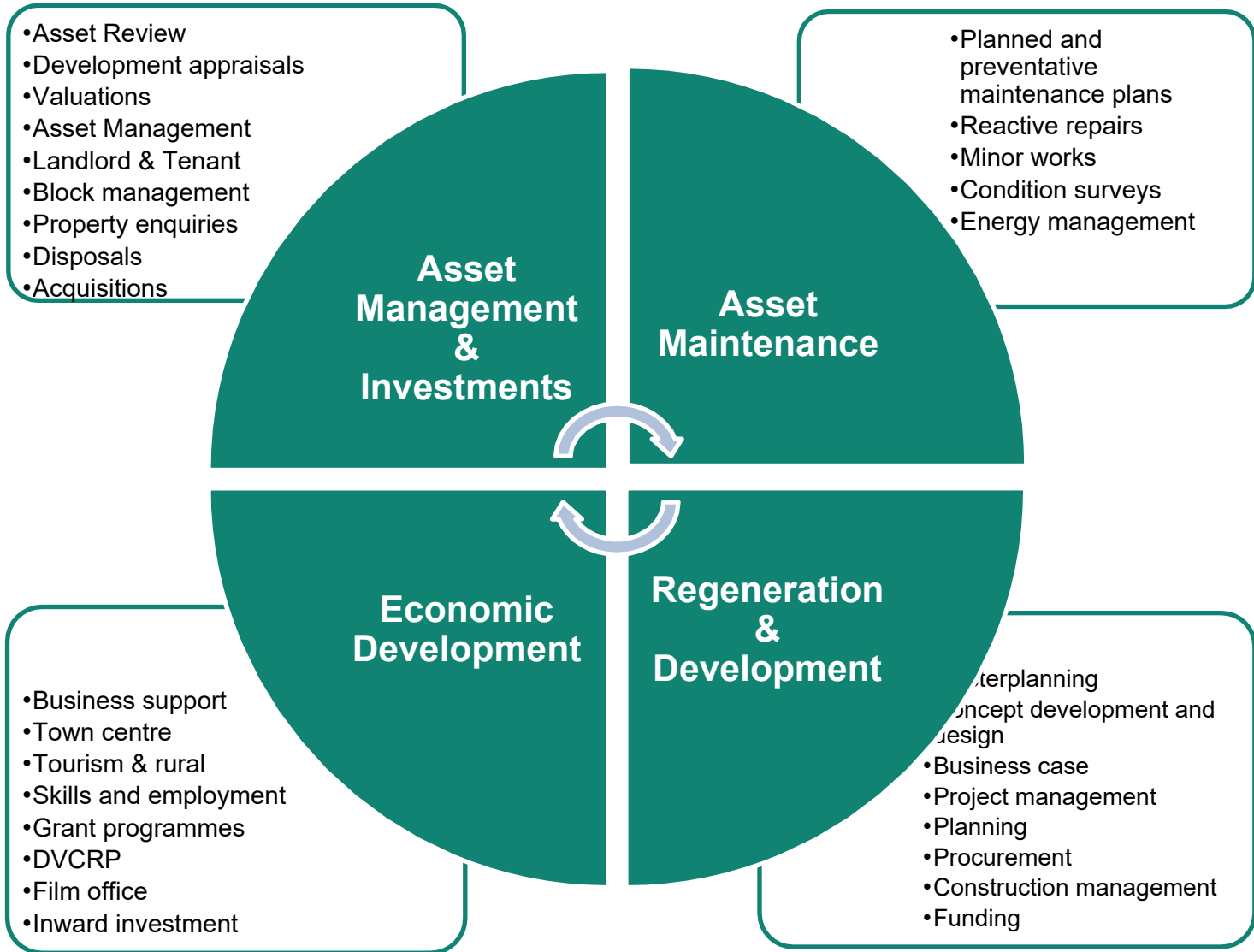
Commercial & Property

Agenda Item 8

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Detlev Munster

Property & Commercial



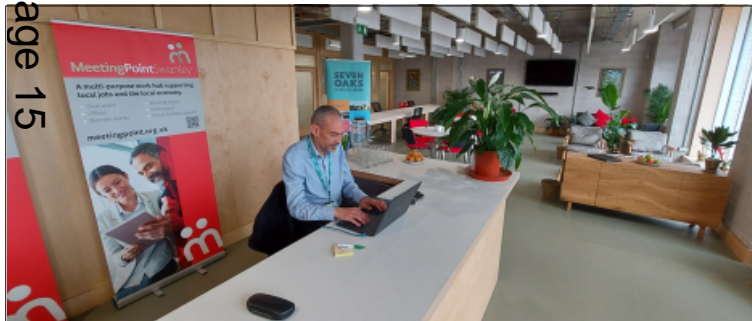
Key challenges

- Limited access to Government grants (not a priority area and ED and regeneration opportunity is limited)
- Alternative funding options limited and Govt has placed restrictions on investment portfolios
- Changing policy and regulatory framework
- Land availability for development heavily constrained by greenbelt and AONB status (Planning risk is high)
- High land values (limiting affordable housing)
- Cost of capital is high
- High construction costs
- Poor asset records across organisations and unresponsive utility providers



Key challenges (cont.)

- Corporate estate is old (modernisation and decarbonisation is needed)
- Out-dated leases and regularisation needed
- Existing businesses in urgent need for grow-on space
- Limited labour pool and changing labour market
- 21st century jobs (retrofit and upskilling agenda)
- Ability to attract inward investment is limited
- Pressure on agrarian economy and rural diversification



In progress ... (Property related)

- Stangrove: Completion of 13 new homes, replacement retail unit and enabling works to improve parking provision and enhanced open space landscaping (Nov 2023)
- Farmstead Drive: 23 New homes, fit-for-purpose community hall, parking provision and enhanced open space (in planning)
- White Oak Residential: 61 new homes using MMC (planning to be submitted shortly)
- Decarbonisation of estate
 - Argyle Road
 - Dunbrik
 - Edenbridge and Sevenoaks leisure centres
- Options study for Otford Road (depot site)
- Land East of High Street, Sevenoaks
- Tranche 2 disposals
- Asset management system
- Asset regularisation programme
- Lease modernisation
- EPC review and readiness
- Energy provider consolidation
- EVCP expansion

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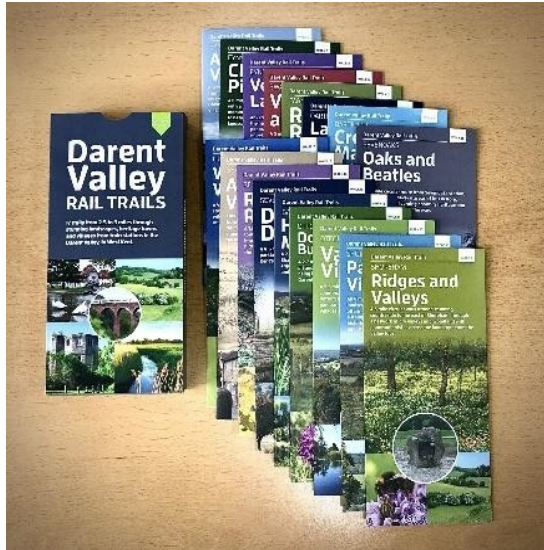


In progress (ED related)

- Implementation of EDS & UKSPF
- Team Around Your Business
- Green Grants Scheme
- WK Business Support Programme
- Business Directory
- WK Rural Business Grants
- Retrofit and upskilling agenda
- Dedicated tourism campaigns
- Inward investment strategy



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Agenda Item 8

Questions

Investors in People

Jim Carrington-West



The National Picture



One of only two Local Authorities to hold platinum (East Devon)

Top 1% of accredited organisations

The Assessment

108 Criteria, 9 Themes

Staff Survey

Evidence Portfolio

1:1 Discussions

Focus Group Discussions

Observation – absorbing culture and attending meetings

Themes

Leading and inspiring people
Living the organisation's values and behaviours
Empowering and involving people
Managing performance
Recognising and rewarding performance
Structuring work
Building capacity
Developing continuous improvement
Creating sustainable success

Themes Outcomes

Leading and inspiring people	High Performing
Living the organisation's values and behaviours	High Performing
Empowering and involving people	High Performing
Managing performance	High Performing
Recognising and rewarding performance	High Performing
Structuring work	High Performing
Building capacity	High Performing
Developing continuous improvement	High Performing
Creating sustainable success	High Performing

Your overall survey score.

Benchmark



- YOUR BENCHMARK
 - **781**
 - AVERAGE IIP BENCHMARK *
 - **728**
 - AVERAGE INDUSTRY BENCHMARK
 - **682**
- Showing results for Public Administration and Defence

Some figures...

99%

Understand how their role contributes to the organisation

96%

Share your organisation's values

95%

Consider their objectives are set in line with the organisation's strategy

96%

Consider senior management communicates the organisation's ambition

90%

Feel appreciated for the work they do

74%

Feel rewarded in ways that match their motivations

Some headlines...

People regularly referred to all your values when giving examples of why they enjoyed working at Sevenoaks District Council.

The word 'caring' was the most repeated word in all focus groups.

People felt colleagues worked together well and were responsive when asking for help. 'The customer is anyone who isn't me' mattered to people.

People frequently made reference to senior leaders being approachable, friendly and transparent with information.

People had pride working for your organisation and it was frequent to hear people say that Sevenoaks District Council was the best organisation they had worked for.

More headlines...

Your organisation's response to supporting customers through Covid was considered exceptional by people.

People felt that hybrid working had increased motivation levels as people felt trusted to work from home and also that communication both at an individual level and team level had remained strong.

Many people highlighted that a strength of your organisation was that you didn't hold people back who had the desire to progress and also that people were given every opportunity to progress.

Your organisation's caring approach combined with both line managers and senior leaders consistent use of recognition were the key points raised why people felt appreciated.

Recognition

- Part of a regional group of organisations sharing knowledge and learning at regular events
- Invited to speak at National events
- Shared knowledge with numerous organisations directly, many from the private sector
- Previously won Investors in People awards including Excellence in Leadership and Management and Leader of the Year
- Presented awards to International organisations on behalf of Investors in People
- Invited to put in a submission for the Platinum Organisation of the Year award (250+ employees) for the 2023 liP International Awards

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27-37 High Street, Swanley

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Before...



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Agenda Item 10



27 High Street – New homes...

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Agenda Item 10

MeetingPointSwanley

- Mixed use development with a shared garden area
- Hot desks that can be hired on a casual basis
- Dedicated desks that can be hired for longer periods
- Small private offices
- A variety of meeting and collaboration areas
- A boardroom with video conferencing facilities
- Access to printer/scanner/photocopier
- Wifi enabled through out
- Free refreshments





Informal
collaboration
and breakout
areas



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Agenda Item 10



Dedicated Desk Area

Staffed reception area with business support and virtual office postal service



Hot Desk Area



Private Offices





Flexible event and Meeting Space



Boardroom





MeetingPoint

Web: meetingpoint.org.uk

Email: info@meetingpoint.org.uk

