

**SERVICE CHANGE IMPACT ASSESSMENT**

SCIA 01 (21/22)

Chief Officer: Adrian Rowbotham

Service: Direct Services

Activity: Vehicles

No. of Staff: 111.12 FTE

**Activity Budget Change**

	Year: 2021/22 Growth / (Saving) £000	Later Years Comments (ongoing, one-off, etc.)
Vehicle fleet	50	Ongoing

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

It is proposed that the annual revenue contribution to the vehicle replacement fund is increased by £50,000 per annum. The cost of vehicles is generally increasing above inflation and the current capital budget for vehicle replacements will not sustain the current fleet on an ongoing basis.

A separate report will be presented to the Cleaner and Greener Advisory Committee explaining the longer-term vehicle requirements of Direct Services.

This initial increase will enable the service to continue effectively for 2021/22 but additional expenditure is expected to be required for later years.

The current fleet comprises of 101 vehicles and 53 items of plant.

**Key Stakeholders Affected**

Direct Services customers

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

The vehicle fleet needs to be kept up to date and fully maintained to ensure that the services provided by Direct Services can be delivered to residents and other customers.

**SERVICE CHANGE IMPACT ASSESSMENT**

Risk to Service Objectives (High / Medium / Low)

Medium

2020/21 Budget	£'000	Performance Indicators		
Operational Cost	549	Code & Description	Actual	Target
Income	-	n/a		
Net Cost	549			

**Equality Impacts**

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

SERVICE CHANGE IMPACT ASSESSMENT

SCIA 02 (21/22)

<b>Chief Officer:</b>	Adrian Rowbotham	<b>Service:</b>	Car Parking
<b>Activity</b>	Car Parking	<b>No. of Staff:</b>	13.0 FTE

<b>Activity Budget Change</b>	<b>Year: 2021/22 Growth / (Saving) £000</b>	<b>Later Years Comments (ongoing, one-off, etc.)</b>
Car Parking income inflation 2021/22: deferral for one year	118	One-off

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

Car parking usage has been severely impacted by the Covid-19 pandemic and is likely to continue to have an impact for some time.

It is proposed that Car Parking charges are not increased for 2021/22 as currently assumed in the 10-year budget. It is proposed that increases in 2022/23 will catch up with the assumed levels.

A separate Car Parking: Fees and Charges Review 2021/22 report is being presented to the Cleaner and Greener Advisory Committee on 13 October 2020 which will explain the rationale for this proposal in more detail.

**Key Stakeholders Affected**

Car park users

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

See separate Car Parking: Fees and Charges Review 2021/22 report.

**SERVICE CHANGE IMPACT ASSESSMENT**

Risk to Service Objectives (High / Medium / Low)

Medium

2020/21 Budget	£'000	Performance Indicators		
Operational Cost	1,595	Code & Description	Actual	Target
Income	(4,060)	n/a		
Net Cost	(2,465)			

**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 (21/22)

Chief Officer: Richard Morris

Service: Environmental Health

Activity: Environmental Protection

No. of Staff: 12.57 FTE

Activity Budget Change	Year: 2021/22 Growth / (Saving) £000	Later Years Comments (ongoing, one-off, etc.)
Kennel costs & fees	18	Ongoing

Reasons for and explanation of proposed change in service

Due to the previously used kennels closing, a contract has been awarded to New Hope Stray Dog Services to operate the stray dog kennelling services for the next two years.

The contract has been jointly commissioned with Dartford BC which has resulted in a lower cost than if it had been commissioned separately.

Key Stakeholders Affected

All potential customers

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

A positive impact on all service users.

It enables us to continue to re-home all stray dogs.

**SERVICE CHANGE IMPACT ASSESSMENT**

Risk to Service Objectives (High / Medium / Low)

Low

2020/21 Budget	£'000	Performance Indicators		
Operational Cost	397	Code & Description	Actual	Target
Income	(10)	n/a		
Net Cost	387			

**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 04 (21/22)

<b>Chief Officer:</b>	Adrian Rowbotham	<b>Service:</b>	CCTV
<b>Activity</b>	CCTV	<b>No. of Staff:</b>	7.0 FTE

<b>Activity Budget Change</b>	<b>Year: 2021/22 Growth / (Saving) £000</b>	<b>Later Years Comments (ongoing, one-off, etc.)</b>
BT Transmission link contract	(4)	Ongoing

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

A new 3-5 year contact with BT has recently been agreed that is £4,000 less than the current budget.

**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

2020/21 Budget	£'000	Performance Indicators		
Operational Cost	323	Code & Description	Actual	Target
Income	(46)	n/a		
Net Cost	277			

**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 (21/22)

<b>Chief Officer:</b>	Adrian Rowbotham	<b>Service:</b>	Street Markets
<b>Activity</b>	Street Markets	<b>No. of Staff:</b>	-

<b>Activity Budget Change</b>	<b>Year: 2021/22 Growth / (Saving) £000</b>	<b>Later Years Comments (ongoing, one-off, etc.)</b>
Additional income from new contracts	(30)	Ongoing

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

New contracts were let to the market operators in 2018/19 but the budget has not yet been increased.

**Key Stakeholders Affected**

Market operators

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

The contracts are for a limited period so it is uncertain if future contracts will be let at the same level.

The impact of the Covid-19 pandemic has also had an impact on market operators and may also impact future business.

**SERVICE CHANGE IMPACT ASSESSMENT**

Risk to Service Objectives (High / Medium / Low)

Medium

2020/21 Budget	£'000	Performance Indicators		
Operational Cost	106	Code & Description	Actual	Target
Income	(298)	n/a		
Net Cost	192			

**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 06-09 (21/22)

<b>Chief Officer:</b>	Adrian Rowbotham	<b>Service:</b>	Direct Services
<b>Activity</b>	Commercial Income (existing services)	<b>No. of Staff:</b>	111.12 FTE

<b>Activity Budget Change</b>	<b>Year: 2021/22 Growth / (Saving) £000</b>	<b>Later Years Comments (ongoing, one-off, etc.)</b>
SCIA 06: Commercial Trade Waste - increased income	(110)	Ongoing
SCIA 07: Workshop MOT's - increased income	(5)	Ongoing
SCIA 08: Cess Pool Service - increased income	(12)	Ongoing
SCIA 09: Garden Waste Service - increased income	(50)	Ongoing

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

It is intended that Direct Services has a greater focus on commercial income going forward and the Head of Direct Services has looked at current income levels and considers that it should be possible to increase the Council's market share.

A new post of Commercial Operations and Trading Manager has recently been appointed to and the successful candidate starts on October. This post will have a focus on delivering additional income

**Key Stakeholders Affected**

Direct Services paying customers

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

An increased demand for the services listed above will in time result in additional staffing and vehicle requirements to enable the services to be delivered effectively.

**SERVICE CHANGE IMPACT ASSESSMENT**

Risk to Service Objectives (High / Medium / Low)

Medium

2020/21 Budget	£'000	Performance Indicators		
Operational Cost	1,726	Code & Description	Actual	Target
Income	(1,816)	LPI_DS Waste 4: Number of missed green waste collections	13	35
Net Cost	(90)	LPI_DS Waste 5: Number of missed green waste collections collected by next working day	100%	98%

**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 (21/22)

<b>Chief Officer:</b>	Adrian Rowbotham	<b>Service:</b>	Direct Services
<b>Activity</b>	Commercial Income (new services)	<b>No. of Staff:</b>	111.12 FTE

<b>Activity Budget Change</b>	<b>Year: 2022/23 Growth / (Saving) £000</b>	<b>Later Years Comments (ongoing, one-off, etc.)</b>
New commercial services	(100)	Ongoing from 2022/23

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

It is intended that Direct Services has a greater focus on commercial income going forward.

The Head of Direct Services and the new Commercial Operations and Trading Manager will consider options for additional commercial services that Direct Services can deliver.

The additional income is included from 2022/23 as it is recognised that it will take time to get any new services operating and delivering net income.

**Key Stakeholders Affected**

Direct Services paying customers

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

An increased number of services being offered by Direct Services will in time result in additional staffing and vehicle requirements to enable the services to be delivered effectively.

**SERVICE CHANGE IMPACT ASSESSMENT**

Risk to Service Objectives (High / Medium / Low)

Medium

2020/21 Budget	£'000	Performance Indicators		
Operational Cost	1,726	Code & Description	Actual	Target
Income	(1,816)	n/a		
Net Cost	(90)			

**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 11 (21/22)

<b>Chief Officer:</b>	Richard Morris	<b>Service:</b>	Planning
<b>Activity</b>	Development Management	<b>No. of Staff:</b>	25.49 FTE

<b>Activity Budget Change</b>	<b>Year: 2021/22 Growth / (Saving) £000</b>	<b>Later Years Comments (ongoing, one-off, etc.)</b>
Additional income	(36)	Ongoing

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

Development Management activity is likely to increase still further given recent changes to the planning system, proposals that are subject to consultation in the White Paper, and the emerging Local Plan.

**Key Stakeholders Affected**

None

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

Additional income would come from additional work so the impact on the service needs to be carefully monitored.

SERVICE CHANGE IMPACT ASSESSMENT

Risk to Service Objectives (High / Medium / Low)

Medium

2020/21 Budget	£'000	Performance Indicators		
Operational Cost	1,176	Description	Actual	Target
Income	(924)	% of planning applications processed in target time:		
Net Cost	252	Major (13 weeks)	83%	80%
		Minor (8 weeks)	79%	80%
		Other (8 weeks)	93%	90%

**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 12 (21/22)

<b>Chief Officer:</b>	Richard Morris	<b>Service:</b>	Planning
<b>Activity</b>	Strategic Planning	<b>No. of Staff:</b>	9.29 FTE

<b>Activity Budget Change</b>	<b>Year: 2021/22 Growth / (Saving) £000</b>	<b>Later Years Comments (ongoing, one-off, etc.)</b>
Deletion of (vacant) monitoring technician post	(18)	Ongoing

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

It is anticipated that the work of this post can largely be digitised and automated, and any residual elements can be absorbed within the wider team.

**Key Stakeholders Affected**

None

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

The SCIA links to our digitisation agenda and will enable greater access to and processing of information and data.

SERVICE CHANGE IMPACT ASSESSMENT

Risk to Service Objectives (High / Medium / Low)

Low

2020/21 Budget	£'000	Performance Indicators		
Operational Cost	540	Code & Description	Actual	Target
Income	(5)	n/a		
Net Cost	535			

**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 13 (21/22)

<b>Chief Officer:</b>	Adrian Rowbotham	<b>Service:</b>	Property Investment Strategy
<b>Activity</b>	Property Investment Strategy	<b>No. of Staff:</b>	n/a

<b>Activity Budget Change</b>	<b>Year: 2021/22 Growth / (Saving) £000</b>	<b>Later Years Comments (ongoing, one-off, etc.)</b>
Reduced income	96	One-off

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

The tenant of the ground floor of 96 High Street, Sevenoaks have gone into administration and have surrendered their lease.

There has been interest in the property from other businesses which will continue to be investigated. There is also the potential to bring forward the development of the site.

Due to not currently having a tenant for the ground floor of the building it would be prudent to assume that no (or a reduced income) will be received in 2021/22.

**Key Stakeholders Affected**

Property tenants

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

By aiming to have a balanced property portfolio spread over a range of sectors, the impact of the Covid-19 pandemic on income from the Property Investment Strategy has been relatively small.

The loss of income in 2020/21 is included in the current budget monitoring forecasts.

**SERVICE CHANGE IMPACT ASSESSMENT**

Risk to Service Objectives (High / Medium / Low)

Medium

2020/21 Budget	£'000	Performance Indicators		
Operational Cost	209	Code & Description	Actual	Target
Income	(1,637)	n/a		
Net Cost	(1,428)			

**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 14 (21/22)

<b>Chief Officer:</b>	Jim Carrington-West	<b>Service:</b>	Revenues & Benefits
<b>Activity</b>	Revenues and Benefits	<b>No. of Staff:</b>	34.25 FTE (SDC share of total 68.50 FTE)

<b>Activity Budget Change</b>	<b>Year: 2021/22 Growth / (Saving) £000</b>	<b>Later Years Comments (ongoing, one-off, etc.)</b>
Revenues and Benefits service delivery	60	Ongoing

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

Currently the Revenues and Benefits services are reliant on reserves built up from Grants received to subsidise ongoing revenue costs of providing the core service. With ongoing uncertainty around future grants this is not a sustainable position and as such growth is requested from 2021/22 in order to allow for a more in-depth review in future years to reduce this reliance.

**Key Stakeholders Affected**

All customers of the Revenues and Benefits service

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

Without this growth item, continued reliance will be placed on reducing reserves and external grants in order to provide a stator service. If this is not addressed, service capacity is likely to reduce, adversely impacting on residents who are potentially in the greatest need.

**SERVICE CHANGE IMPACT ASSESSMENT**

Risk to Service Objectives (High / Medium / Low)

Medium

2020/21 Budget	£'000	Performance Indicators		
Operational Cost	26,860	Code & Description	Actual	Target
Income	(26,650)			
Net Cost	210			

**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 15 (21/22)

<b>Chief Officer:</b>	Adrian Rowbotham	<b>Service:</b>	Various
<b>Activity</b>	Office expenses	<b>No. of Staff:</b>	n/a

<b>Activity Budget Change</b>	<b>Year: 2021/22 Growth / (Saving) £000</b>	<b>Later Years Comments (ongoing, one-off, etc.)</b>
Reduction in office expenses	(20)	ongoing

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

A number of services have proposed small savings within their office expenses budgets.

**Key Stakeholders Affected**

Staff

**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

2020/21 Budget	£'000	Performance Indicators		
Operational Cost*		Code & Description	Actual	Target
Income		n/a		
Net Cost				

\*The savings proposed are across a number of services, but they have been combined into one SCIA.

**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 16 (21/22)

<b>Chief Officer:</b>	Adrian Rowbotham	<b>Service:</b>	Facilities Management
<b>Activity</b>	Asset Maintenance	<b>No. of Staff:</b>	-

<b>Activity Budget Change</b>	<b>Year: 2021/22 Growth / (Saving) £000</b>	<b>Later Years Comments (ongoing, one-off, etc.)</b>
Reduction in Asset maintenance budget	(100)	Ongoing

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

Due to the COVID-19 pandemic savings are required throughout the Council. The asset maintenance budget has been reviewed and a total reduction of £100,000 has been achieved via a reduction in the budget for Leisure of £50,000 and reducing the impact of SCIA16 19/20 which approved £100,000 growth.

Also see the separate Capital Programme and Asset Maintenance report to FIAC on 21/10/20.

**Key Stakeholders Affected**

All users of Council premises

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

The budget was increased in 2018/19 and 2019/20 to ensure there was sufficient budget to keep Council assets in good order. The reduction in budget may mean that some works cannot be done within existing budget or will take longer to complete as the programme is spread over a longer period.

The proposed asset maintenance budget in 2021/22 will fund 64% of the average yearly liability over the next 18 years.

The asset maintenance budget will continue to be reviewed each year.

**SERVICE CHANGE IMPACT ASSESSMENT**

Risk to Service Objectives (High / Medium / Low)

Medium

2020/21 Budget	£'000	Performance Indicators		
Operational Cost	681	Code & Description	Actual	Target
Income	-	n/a		
Net Cost	681			

**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 17 (21/22)

<b>Chief Officer:</b>	Adrian Rowbotham	<b>Service:</b>	Internal Audit
<b>Activity</b>	Internal Audit	<b>No. of Staff:</b>	3.8 FTE (SDC share of total 6.3 FTE)

<b>Activity Budget Change</b>	<b>Year: 2022/23 Growth / (Saving) £000</b>	<b>Later Years Comments (ongoing, one-off, etc.)</b>
Ongoing impact of 2019 staff restructure	(8)	Ongoing from 2022/23

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

A full review of the Internal Audit shared service with Dartford BC was completed in 2019.

Two members of staff were placed in lower graded roles in the new structure and their previous salary levels were protected until 2022.

This proposed saving reflects the ongoing saving from 2022.

**Key Stakeholders Affected**

Internal Audit staff

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

This saving is reflected in the Internal Audit staffing restructure but has not yet been included in the 10-year budget process.

**SERVICE CHANGE IMPACT ASSESSMENT**

Risk to Service Objectives (High / Medium / Low)

Low

2020/21 Budget	£'000	Performance Indicators		
Operational Cost	189	Code & Description	Actual	Target
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 18 (21/22)

<b>Chief Officer:</b>	Jim Carrington-West	<b>Service:</b>	Revenues & Benefits
<b>Activity</b>	Council Tax	<b>No. of Staff:</b>	34.25 FTE (SDC share of total 68.50 FTE)

<b>Activity Budget Change</b>	<b>Year: 2021/22 Growth / (Saving) £000</b>	<b>Later Years Comments (ongoing, one-off, etc.)</b>
Council Tax: Increasing the empty homes premium to statutory limits	(4)	Ongoing

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

**Background**

In 2012, the Government changed legislation to allow Billing Authorities to determine an additional premium on the council tax charge for all long-term empty properties by up to 50% from 1 April 2013.

A long-term empty property is classed as unoccupied and substantially unfurnished for two years or more.

At a meeting of the full Council on 19 February 2013, it was decided that all long-term empty properties would be charged an additional 50% premium (therefore 150% in total).

In November 2018, the Government adjusted the legislation to allow the premium on long-term empty properties, from 1 April 2019, to be increased to 100% for under 5 years, from 1 April 2020 up to 200% if it is empty for 5 years or more and from 1 April 2021 300% if it has been empty for 10 years or more.

At a meeting of the full Council on 26 February 2019, it was decided that all long-term empty properties would be charge an additional 100% premium (therefore 200% in total).

**SERVICE CHANGE IMPACT ASSESSMENT****Proposal**

The proposed change in service is to increase the premium for long term empty properties for 5 years or more to 200% and for 10 years or more to 300% both from 1 April 2021

As well as the increase in revenue, increasing the long-term empty charge will support the Council's Empty Homes Action Plan and encourage empty dwellings to be brought back into use more quickly.

**Legislation**

Section 12 of the Local Government Finance Act 2012 added section 11B to the Local Government Finance Act 1992 enabling Local Authorities to increase the charge on long-term empty dwellings (unoccupied and substantially unfurnished for at least 2 years) by up to 50%. The Rating (Property in Common Occupation) and Council Tax (Empty Dwellings) Act 2018 increased the amount local authorities can charge on long-term empty dwellings up to 100% for dwellings empty under 5 years, 200% for dwellings empty from 5 - 9 years and from 1 April 2021 300% for dwellings empty for 10 years or more

**Kent Authorities**

Premiums charged by each Kent authorities are as follows:

Ashford	100%, 200%, 300% (from 1 April 2021)
Canterbury	100%, 200%, 300% (from 1 April 2021)
Dartford	100%
Dover	100%, 200%, 300% (from 1 April 2021)
Folkestone and Hythe	100%, 200%, 300% (from 1 April 2021)
Gravesham	100%, 200%, 300% (from 1 April 2021)
Maidstone	100%, 200%, 300% (from 1 April 2021)
Medway	100%, 200%, 300% (from 1 April 2021)
Swale	100%, 200%, 300% (from 1 April 2021)
Thanet	100%, 200%, 300% (from 1 April 2021)

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Tonbridge and Malling	100%, 200%, 300% (from 1 April 2021)
Tunbridge Wells	100%, 200%, 300% (from 1 April 2021)

**Key Stakeholders Affected**

Council Tax payers of long-term empty properties

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

There is no legal requirement to consult on the recommended changes but there is a legal requirement to publish any changes to the Council Tax premiums in at least one newspaper circulating in the Billing Authority's area. This must be done within 21 days of the resolution being agreed by the Council.

Making changes to the existing level of premium means that, as the Billing Authority, the Council may incur a small amount of costs associated with implementing and administering the changes.

There is a very small risk to the collection of debts resulting from any changes but our recovery process should allow us to collect the new amounts. The levels are based on the considered implications on collection whilst maximising the potential income opportunity for the Council.

The revised premiums may lead to some complaints and appeals.

This does not affect any properties going through probate as this is covered by an exemption.

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Risk to Service Objectives (High / Medium / Low)

Low

2020/21 Budget	£'000	Performance Indicators		
Operational Cost	n/a	Code & Description	Actual	Target
Income (SDC share)	(11,264)			
Net Cost	n/a			

**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 19 (21/22)

<b>Chief Officer:</b>	Jim Carrington-West	<b>Service:</b>	Revenues & Benefits
<b>Activity</b>	Council Tax	<b>No. of Staff:</b>	34.25 FTE (SDC share of total 68.50 FTE)

<b>Activity Budget Change</b>	<b>Year: 2021/22 Growth / (Saving) £000</b>	<b>Later Years Comments (ongoing, one-off, etc.)</b>
Council Tax: Council Tax: Removing the Empty and Unfurnished Property discount (currently one month)	(44)	Ongoing

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

In 2012, the Government changed legislation to allow Billing Authorities to determine the level of discount (if any) for unoccupied and substantially unfurnished dwellings for up to 6 months, from 1 April 2013.

At a meeting of the full Council on 19 February 2013 it was decided that all unoccupied and substantially unfurnished dwellings will have 100% discount for up to 3 months

At a meeting of the full Council on 26 February 2019 it was decided that all unoccupied and substantially unfurnished dwellings will have 100% discount for up to 1 month

**Proposal**

The proposed change in service is to remove the current 1 month discount, therefore meaning all unoccupied and substantially unfurnished dwellings will have to pay full council tax from 1 April 2021.

As well as the increase in revenue, removing the discount will support the Council's Empty Homes Action Plan and encourage empty dwellings to be brought back into use more quickly.

**SERVICE CHANGE IMPACT ASSESSMENT****Legislation**

Section 11 of the Local Government Finance Act 1992 (inserted by section 75 of the Local Government Finance Act 2003 and amended by Local Government Finance Act 2012 which were enacted by the Council Tax (Prescribed Classes of Dwellings (England) (Amendment) Regulations 2012 and the Council Tax (Exempt Dwellings) (England) (Amendment) Order 2012.)

**Kent Authorities**

Unoccupied and unfurnished discounts offered by each Kent authority is as follows:

Ashford	100% for 6 weeks
Canterbury	0%
Dartford	100% for 1 month
Dover	0%
Folkestone and Hythe	0%
Gravesham	100% for 1 month
Maidstone	0%
Medway	100% for 3 months
Swale	100% for 1 month
Thanet	0%
Tonbridge and Malling	0%
Tunbridge Wells	0%

The Councils who still offer a discount all have their own housing stock.

**Key Stakeholders Affected**

Council Tax payers of properties empty and unfurnished for longer than one month.

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

There is no legal requirement to consult on the recommended changes but there is a legal requirement to publish any changes to the Council Tax discounts in at least one newspaper circulating in the Billing Authority's area. This must be done within 21 days of the resolution being agreed by the Council.

Removal of the current discount for unoccupied and substantially unfurnished dwellings will lead to less administration required. Currently there are many disputes between tenants and property owners

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regarding when a property became unoccupied so a discount can be claimed. Often the Council have to write off balances as they are unable to establish when a property became empty. Without a discount, this part is not required to establish liability, therefore reducing customer contact and administration.

There is a very small risk to the collection of debts resulting from any changes but our recovery process should allow us to collect the new amounts. The levels are based on the considered implications on collection whilst maximising the potential income opportunity for the Council.

Currently if a property is unoccupied and furnished it is classed as a 2<sup>nd</sup> home, with no discount offered. The removal of the discount for unoccupied and unfurnished properties will bring this in line with the second homes and not distinguish between a property if it has furniture or not.

The removal of the discount may lead to some complaints and appeals.

This does not affect any properties going through probate as this is covered by an exemption.

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

Low

2020/21 Budget	£'000	Performance Indicators		
Operational Cost	n/a	Code & Description	Actual	Target
Income (SDC share)	(11,264)			
Net Cost	n/a			

**SERVICE CHANGE IMPACT ASSESSMENT**

**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 20 (21/22)

<b>Chief Officer:</b>	Sarah Robson	<b>Service:</b>	People and Places
<b>Activity</b>	Housing Advice	<b>No. of Staff:</b>	5.5 FTE

<b>Activity Budget Change</b>	<b>Year: 2021/22 Growth / (Saving) £000</b>	<b>Later Years Comments (ongoing, one-off, etc.)</b>
Homelessness	100	Ongoing

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

Since the introduction of the Homelessness Reduction Act, all councils have seen an increase in the number of households presenting as homeless or threatened with homelessness. As a result, this Council has seen an increase in the use and cost of temporary accommodation. The length of time customers stay in temporary accommodation is often longer due to lack of suitable move-on accommodation.

**Key Stakeholders Affected**

Homelessness households

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

The cost of expensive temporary accommodation, including nightly paid accommodation places a budget growth pressure on the Council.

The Council currently receives Government funding to support homelessness via the Flexible Homelessness Support Grant. 2021/22 funding allocation has still to be confirmed. The funding is used to support homelessness prevention staffing costs but is also used to support temporary accommodation costs for homeless households.

**SERVICE CHANGE IMPACT ASSESSMENT**

Risk to Service Objectives (High / Medium / Low)

Medium

2020/21 Budget	£'000	Performance Indicators		
Operational Cost	365	Code & Description	Actual	Target
Income	(132)	LPI_HS A 03 - No. of households in All type of Emergency and Temporary Accommodation	86	80
Net Cost	233			

**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 decisions recommended through this paper directly impact on end users. The impact has been analysed and does not vary between groups of people. Regardless of different groups of people, all customers have to be consistently supported in line with Housing legislation.

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

<b>Activity Budget Change</b>	<b>Year: 2021/22 Growth / (Saving) £000</b>	<b>Later Years Comments (ongoing, one-off, etc.)</b>
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

<b>Activity Budget Change</b>	<b>Year: 2022/23 Growth / (Saving) £000</b>	<b>Later Years Comments (ongoing, one-off, etc.)</b>
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

<b>Activity Budget Change</b>	<b>Year: 2021/22 Growth / (Saving) £000</b>	<b>Later Years Comments (ongoing, one-off, etc.)</b>
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)

<b>Chief Officer:</b>	Adrian Rowbotham	<b>Service:</b>	Ec. Dev and Property
<b>Activity</b>	Property	<b>No. of Staff:</b>	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 Council does not charge external customers for property related services. These services include, but are not limited to:

- Landlord letters of consent (e.g. covenants regarding alterations)
- Licences to enable alterations and building works across Council land by neighbouring landowners, licences for temporary service compounds, licences for access points, etc.
- Landlord licences for underlettings, assignments, alterations to buildings. This would also include costs associated with seeking references and financial information.
- Consent for release of covenants (additional to compensation calculations)
- Wayleaves, easements

The above list is not exhaustive of the requests that the Property Team receives, but gives an example of requests which are not only resource intensive but also incur additional costs (e.g. seeking references and financial information) for the Council. It is normal industry practice that the costs associated with these services are covered by the applicant. Not only is this an accepted industry norm, but other local authorities do charge for these services.

**SERVICE CHANGE IMPACT ASSESSMENT**

Officers have undertaken a rapid review of the approach that other local authorities are using and are currently determining a robust and transparent charging approach that can be adopted by the Council.

It is also important to distinguish between the costs incurred in providing the service, which will allow the Council to recuperate costs and in certain instances the premium that the Council may charge. The latter is subject to commercial negotiations and valuations.

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

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

SERVICE CHANGE IMPACT ASSESSMENT

SCIA 25 (21/22)

<b>Chief Officer:</b>	Adrian Rowbotham	<b>Service:</b>	Car Parking
<b>Activity</b>	Car Parking	<b>No. of Staff:</b>	13.0 FTE

<b>Activity Budget Change</b>	<b>Year: 2021/22 Growth / (Saving) £000</b>	<b>Later Years Comments (ongoing, one-off, etc.)</b>
Tandridge DC enforcement contract	(40)	Ongoing

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

The council was successful in tendering for a contract to carry out off-street and on-street parking enforcement for Tandridge DC which commenced on 1 April 2020.

A previous contract was in place to carry out off-street (i.e. car parks) parking enforcement.

**Key Stakeholders Affected**

Users of Tandridge DC car parks and on-street parking facilities.

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

The contract is for one year. It is hoped that the contract will continue but there is a risk that it may not be, and the new income would therefore not be received in later years.

**SERVICE CHANGE IMPACT ASSESSMENT**

Risk to Service Objectives (High / Medium / Low)

Medium

2020/21 Budget	£'000	Performance Indicators		
Operational Cost	1,595	Code & Description	Actual	Target
Income	(4,060)	n/a		
Net Cost	(2,465)			

**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.