

THE DISTRICT COUNCIL OF TANDRIDGE

STRATEGY & RESOURCES COMMITTEE

Minutes and report to Council of a meeting of the Committee held in the Council Chamber, Council Offices, Station Road East, Oxted on the 5th February 2019 at 7.30pm.

PRESENT: Councillors Fisher (Chair), Elias (Vice-Chair), Ainsworth (sub), Botten, Bourne, Cannon, Childs, Jecks, Orrick (sub), Pursehouse and Wren (sub).

APOLOGIES FOR ABSENCE: Councillors Black, Davies, Harwood, Jones and Lee.

ALSO PRESENT: Councillors Duck, Lockwood, Farr, Mills, Morrow and White.

IN ATTENDANCE: Matt Hayes (GVA Grimley Limited) for minute 229.

228. MINUTES

The minutes of the meeting held on the 11th December 2018 were confirmed and signed by the Chair.

COMMITTEE DECISIONS *(Under powers delegated to the Committee)*

229. OPTIONS FOR THE COUNCIL'S PARTICIPATION IN THE DELIVERY OF THE SOUTH GODSTONE GARDEN COMMUNITY

The Garden Community was a key component of the draft local plan which had been submitted to the planning inspectorate on the 19th January 2019. The Planning Policy Committee had agreed, in principle, that the Council should seek to acquire land in the proposed area of the Garden Community, both to accelerate housing delivery and to optimise the proportion of affordable accommodation. In light of this, a report was presented with the following broad delivery options:

A - planning led approach

- The Council would rely solely on its development control powers. Funding could be secured through Section 106 and Community Infrastructure Levy (CIL) mechanisms with development undertaken by the private sector.

B – landowner led approach

- The Council would be proactive in taking ownership of land and driving engagement between different landowners and promoters. This would include negotiations aimed at sharing infrastructure costs between landowners to achieve comprehensive delivery. Funding could be secured through S106, CIL and, possibly, an uplift in the value of the Council's landholding. Private developers would be the likely delivery agents following purchase from landowners and promoters.

C – partnership approach

- The most proactive approach, whereby the Council would select a delivery partner (according to certain terms and conditions) and control the process having acquired the necessary land, including via compulsory purchase powers where appropriate. Other landowners / promoters could still deliver a proportion of the community, assuming they contribute towards costs. The Council would also seek to ensure robust community engagement, possibly involving a board of stakeholder representatives. As per the above two options, it would be necessary to draw up an area action plan in the prescribed manner.

Approaches B and C would enable the Council to build Council homes through Gryllus Housing Limited and /or the Housing Revenue Account.

The report was accompanied by an appraisal of the three options from the Council's property and planning advisers, GVA Grimley Limited (GVA) as attached at **Appendix 'A'**. The report also advocated that GVA should be commissioned to:

- (i) provide further advice and analysis if the Council was minded to pursue approaches B or C; and
- (ii) support the Council with other aspects of the Garden Community, including the preparation of a bid to the Housing Infrastructure Fund (HIF) for £30 million towards improvement works to the A22 and junction 6 of the M25.

GVA's estimate for two initial sessions to define a preferred approach and to support the HIF bid was £15,000 and £7,500 respectively. A significant amount of extra support would be required in connection with approach C. The report advocated that the next phase of consultancy work should be undertaken by GVA without proceeding with a tendering process which would otherwise be required by the Council's contract standing orders. It was also explained that the costs would be met from the budget set aside for the local plan in the first instance.

During the debate, Members expressed the view that option A would be unacceptable and that the Council needed to have a controlling stake in the project to secure maximum benefit for the community. A hybrid of options B and C was favoured. The use of the term 'garden community' (as opposed to a garden village) was discussed, along with the need for residents to know what they were entitled to expect from the development. The Chief Executive and Mr. Hayes responded to questions about the Council's eligibility for funding under the HIF scheme and a recent funding bid to Homes England.

RESOLVED – that

- A. the committee agrees, in principle, that a combination of the following approaches to the delivery of the South Godstone Garden Community be investigated further by officers:
 - (i) an approach based on the acquisition of some land in the garden community area (Option B); and/or
 - (ii) an approach whereby the Council takes direct control of the delivery of the garden community (Option C)

- B. the requirement to seek three tenders pursuant to contract standing order 1(vi) be waived and officers be authorised to enter into an agreement with GVA Grimley Ltd (GVA) take all necessary steps to prepare a fuller appraisal of the preferred option and to provide other advice and support on the delivery of the South Godstone Garden Community; and
- C. a report to be brought to a future meeting of this committee to seek a final decision on which option/combination of options should be pursued.

230. STRATEGY & RESOURCES COMMITTEE DELIVERY PLAN 2018/19 – QUARTER 3 PROGRESS REPORT

The delivery plan comprised various performance indicators for monitoring the effectiveness of the activities falling under the Committee's remit, together with an analysis of major risks and how they could be mitigated. It also included key projects, namely 'Customer First'; 'RegenOxted; the Caterham & North Tandridge regeneration initiative; development of a property portfolio; and the economic proposition delivery programme. Progress against the plan for the third quarter of 2018/19 was presented.

The Committee welcomed the fact that performance against KPI SR6 (% of calls abandoned by customer services) was now well above target. Members praised the customer services team for their call handling skills and for contributing to this improvement.

RESOLVED – that performance against the agreed Strategy & Resources Committee Delivery Plan for the third quarter of 2018/19, as attached at **Appendix 'B'**, be noted.

COUNCIL DECISIONS ***(subject to ratification by Council)***

231. CAPITAL EXPENDITURE INVESTMENT PROGRAMME 2019-22

The Committee was presented with a proposed capital programme for the next three years. This followed recent consideration by the Community Services, Housing and Finance Committees of their respective elements of the programme.

The chair proposed that the following additional capital provisions be made:

- (i) a £50,000 fund for children's playground improvements, use of which to be conditional upon match funding from Parish Councils (this would be in addition to the £75,000 provision within the original draft programme);
- (ii) £400,000 from retained business rates income to provide a capital contribution to the redevelopment of the Ellice Road (Oxted) car park, thereby reducing potential borrowing costs (minute 237 also refers).

It was requested that a report be submitted to a future meeting of the Community Services Committee regarding the viability of installing 'pay for use' public conveniences in laybys frequented by lorry drivers resting from their journeys. As well as public health and amenity benefits, it was suggested that such an initiative would generate income for cross subsidising existing public conveniences in the District.

Members questioned the fact that the capital provisions for the Housing Revenue Account did not reconcile with the draft capital programme agreed by the Housing Committee on the 15th January 2019. Officers would investigate this after the meeting and, if necessary, amend the recommendations to the 14th February 2019 Council meeting.

RECOMMENDED – that, subject to the Housing Revenue Account provisions reflecting the decisions of the Housing Committee on the 15th January 2019:

- A. the Council's overall proposed Capital Programme covering the period 2019/20 to 2021/22 be as set out in Appendix C to the report which includes:
 - (i) changes to schemes within the current continuing capital programme 2019-2022 as set out in Appendix A to the report;
 - (ii) the addition of the new schemes to be included within the current Capital Programme as set out in Appendix B to the report (including the additional provisions of £50,000 and £400,000 referred to above for children's playgrounds and the Ellice Road, Oxted car park redevelopment respectively);
- B. the proposed financing plan for the Capital Programme as set out in Appendix D to the report be approved; and
- C. the Prudential Indicators as set out in Appendix E to the report be approved.

232. COUNCIL TAX 2019/20 AND REVENUE BUDGET SETTING

A report was submitted with proposals for the General Fund revenue budget and Council Tax levels for 2019/20. These had been prepared in light of:

- (i) the budget strategy agreed by the committee on the 1st November 2018;
- (ii) recent consideration by the Community Services, Housing, Finance and Planning Policy Committees of their respective elements of the budget;
- (iii) the latest position regarding the Local Government Finance Settlement and the fact that a number of government reforms, including the business rates reset and fair funding review, were still being formulated and consulted upon. However, the previously anticipated negative tariff adjustment of £729,000 would not, after all, be charged to the Council in 2019/20.

It was unclear how much (if any) business rates growth Councils would be able to keep from 2020/21. The Medium Term Financial Strategy had made prudent assumptions for tapered reductions in both business rates income and new homes bonus (to £1.2m and 251,000 respectively in 2021/22).

The proposed general fund budget for 2019/20 totalled 10,441,970, broken down as follows:

Committee	Net 2019/20 budget (£)
Finance / Strategy & Resources	1,110,150
Community Services	6,472,650
Housing Services (GF)	809,900
Planning Policy	2,049,270
Revised Forecast Cost of Services	10,441,970

The 2019/20 Council Tax requirement was £8,258,449 and the following option to balance the 2019/20 budget was recommended:

£5 increase or 2.99% (whichever is greater)		
	BASE	Council Tax Band D
Council Tax existing base income	37,980.30	209.71
£6.27 increase on existing base	37,980.30	6.27
Growth in base	256.80	215.98
TOTAL	38,237.10	215.98
Note - actual increase is £6.27 - but within 2.99% limit		

The chair proposed that a £75,000 fund (drawn from the unbudgeted £225,000 New Homes Bonus for 2019/20) be established to protect local services that might otherwise be in jeopardy as a result of Surrey County Council budget cuts.

Arising from the debate, the Head of Finance / Section 151 Officer clarified the £751,000 revenue contribution to capital outlay within the financial reserves table and the provision for the customer first project within the medium term financial strategy.

RECOMMENDED – that, subject to the Government’s final announcement on the Local Government Finance Settlement:

- A. a General Fund revenue budget for 2019/20 of £10,441,970 be approved which includes all income and expenditure plans for Policy Committees and the £75,000 fund referred to above for protecting local services from Surrey County Council budget cuts;

- B. a Band 'D' Council Tax for 2019/20 of £215.98 be approved;
- C. the estimated General Revenue Reserve of £2,262,000 be approved;
- D. the outcomes of the provisional local government financial settlement be noted;
- E. the parish council precept requirements for 2019 be noted;
- F. the latest updated position for budgetary control for period 9 as at 31st December 2018 be noted; and
- G. the current local council tax support scheme (unchanged) be adopted for financial year 2019/20.

233. PAY POLICY STATEMENT 2019/20

The Localism Act 2011 required Councils to publish annual pay policy statements. A proposed 2018/19 Statement for Tandridge was submitted. This included updated clarification of the term 'lowest paid employee' and the mobility allowance; updated salary information and new sections regarding gender pay gap data and a commitment to equality & diversity.

Section 6 of the statement referred to the involvement of the Leader, Deputy Leader and Chair of the Strategy & Resources Committee in assessing the performance of the Chief Executive. It was considered that, in future, the Administration be required to select the chair of another policy committee for this purpose in the event of the chair of the Strategy & Resources Committee also being the Leader or Deputy Leader.

RECOMMENDED – that:

- A. in future, where the Chair of the Strategy & Resources Committee is also the Leader or Deputy Leader, the Administration be required to select the chair of another policy committee to take part in the Chief Executive's annual performance assessment; and
- B. the proposed Pay Policy Statement for 2018/19, attached at **Appendix 'C'** and incorporating the amendment referred to in A above, be approved.

COMMITTEE DECISIONS
(Under powers delegated to the Committee)

234. RESTRUCTURE OF THE CORPORATE MANAGEMENT TEAM

The Head of Finance / Section 151 Officer reported to the Strategic Director of Resources. The Committee considered a proposal whereby the postholder would, instead, report directly to the Chief Executive and become a full member of the Corporate Management Team. A regrading of the post from SM2 to SM3, in line with the strategic director posts, was also advocated

RESOLVED – that

- A. the Council's Head of Finance / Section 151 Officer becomes a member of the Corporate Management Team, reporting to the Chief Executive with immediate effect; and
- B. the revised grade role (SM3) and role specification for the Head of Finance and Section 151 Officer, attached at **Appendix D**, be agreed.

235. OXTED BUSINESS IMPROVEMENT DISTRICT – UPDATE ON PROGRESS

The Oxted BID (Love Oxted) was established in 2015 following a ballot involving non-domestic ratepayers in the area. On 26th July 2018, the Resources Committee received a report setting out some of the difficulties then being faced by LoveOxted as a result of several directors and the BID manager standing down. This resulted in the Chief Executive being appointed to the board for a temporary, albeit unspecified period. An update report was considered by the current Committee on the 11th December 2018, outlining the progress made since July, including the process of recruiting new directors to the Board.

The Committee was now advised that six new directors had been appointed at the BID's AGM on 31st January 2019. Two existing directors had also been re-appointed, meaning that eight out of the ten positions on the board were filled. Notwithstanding this, the BID manager and the existing board members wished the Chief Executive to remain as a director for a short time to ensure a smooth transition to the new board. The committee considered a recommendation to this effect.

RESOLVED – that:

- A. progress by the board of the LoveOxted Business Improvement District be noted; and
- B. the Chief Executive will stand down as a director of the board with effect from 1 April 2019.

236. OPTIONS FOR SUPPORTING CHILDRENS' CENTRES

The Committee was updated on Surrey County Council's (SCC) proposals for the future of Children's Centres. This followed concerns expressed at the previous meeting at the prospect of closures and suggestions that TDC should consider providing financial support to keep the centre at Hurst Green open. SCC's cabinet had recently resolved that the service be remodelled by:

- targeting support for the more vulnerable children and offering services to the whole family (particularly where families have children between 0-11 years) and to work more closely with other agencies and voluntary organisations;
- reducing the number of centres from 58 to 21 with at least one main centre remaining within each district / borough, together with smaller satellite centres offering fewer, less frequent, services.

Marden Lodge Primary School in Caterham would be the only remaining Children's Centre site in Tandridge while those in Lingfield, Hurst Green and Burstow were set to close sometime after August 2019 (although they may be available for other services for local families). The Red Oak centre in Merstham (serving families in Bletchingley and Nutfield) was to remain open. A specification for the new delivery model would be developed and could be subjected to competitive tendering. The two mobile children's centres would be retained but the extent of their future deployment within Tandridge was not yet known. The following options for TDC support were put forward:

- Option A: provide funding to SCC to keep one or more centres open (it was acknowledged that this was highly unlikely to be agreed to by SCC);
- Option B: contribute to the new delivery model to ensure it benefits a higher number of residents than would otherwise be the case;
- Option C: bid for the new contract when it is put out to tender with the possibility of using TDC resources to enhance the service; and
- Option D: allow SCC to proceed with its proposals but ascertain whether it would be possible for the TDC to fund, or even directly provide, some services to plug the gap between current levels of service provision and those delivered by the new model.

Members reiterated their concerns about the impact of the impending closures and welcomed any assistance TDC may be able to give to help maintain services for families in need of support. It was acknowledged that the £75,000 provision referred to in Minute 232 above (Recommendation A) could be used for this purpose. The potential for a partnership solution with neighbouring district / borough councils was highlighted as a potentially ideal outcome.

RESOLVED – that

- A. the options for providing support to vulnerable families in Tandridge be noted and officers continue discussions with Surrey County Council with a view to bringing a further report to this Committee on the 21st March 2019; and
- B. Surrey County Council be asked for an assurance that no centre in Tandridge will close before this Council has had an opportunity to make alternative proposals for the continuation of all, or part, of the service.

237. UPDATE ON PARKING CAPACITY IN OXTED

At its previous meeting, the Committee agreed that the redevelopment of the Ellice Road, Oxted car park be postponed by up to a year to reduce the impact on local businesses and residents whilst the Oxted gasholder site is being redeveloped. A further report was presented with a potential alternative approach to financing the car park and other options for increasing parking capacity in the town, i.e.:

Option 1 - retain the current proposed design of two additional decks with the following three potential scenarios:

- (i) restructure the financial arrangements with a one-off interest free capital contribution (e.g. via Community Infrastructure Levy; reserves or the sum due from the business rates retention pilot) thus reducing borrowing costs
- (ii) increasing proportion of spaces for shoppers and reducing those for permit holders
- (iii) a combination of (i) and (ii) – this would involve both a revision to the way in which the agreed scheme is financed and re-allocation of the split between permit and shopper parking.

Option 2 - reduce the car park to a single deck and provide additional capacity at the Council Offices car park

Option 3 - reduce the car park to a single deck

These options, together with financial analysis, are detailed at **Appendix 'E'**.

Option 1 scenario (iii) was put forward as the suggested way forward, together with measures to increase parking capacity in the town whilst the gasholder site is being redeveloped. Opposing views were expressed on the merits of proceeding with the two-deck scheme. Some councillors considered that insufficient evidence had been presented to justify the need for the additional parking spaces and that, in any event, the cost of the project was disproportionate, especially given the projected budgetary deficits for 2020/21 and 2021/22. However, the majority of members argued that additional off-street parking capacity was vital for the long term economic viability of the town and that the project was never intended to generate significant income (i.e. the objective of the new parking charges was to cover the costs of maintaining the car park and assist in increasing parking capacity and enforcement).

RESOLVED – that

- A. the content of the report be noted;
- B. the Committee agree to proceed with Option 1 scenario (iii) as outlined in the report and to fund an additional capital contribution of £400k from the Council's reserves (see Minute 232) and officers:
 - (i) be authorised to submit a planning application to amend/remove the split between shopper and permit spaces currently prescribed by condition 19 of the planning permission with a view to further increasing shopper parking provision; and
 - (ii) continue to collate car park usage data to refine the modelling of space usage and turnover;
- C. options 2 and 3 be not further proceeded with;

- D. the number of public car parking spaces in the town be increased by:
- (i) securing parking spaces at Oxted Interiors and Oxted Fire station for Council staff and moving 16 permit holders to the Council offices car park;
 - (ii) increasing parking spaces at Ellice Road car park by removing the recycling banks from Ellice Road car park to Mill Lane car park, thus creating an additional 8 spaces for shoppers there; and
 - (iii) creating further permit parking at the Council car park by carrying out minor works and entering into discussions with tenants in the Council car park to relinquish some reserved spaces.

Rising: 10.20 pm



Briefing Note – DRAFT

Garden Community Delivery Approaches

1. Introduction

- 1.1 This note sets out at a high level the broad approaches to delivery of the proposed South Godstone Garden Community available to Tandridge Council.
- 1.2 The proposed Garden Community Local Plan policy and other documents include a number of key requirements which must be delivered if the scheme is to be successful in terms of sustainability and capturing the benefits of development for current and new residents. These include:
- delivery of infrastructure as identified in the draft Infrastructure Delivery Plan, including transport upgrades, utilities, green infrastructure and community assets. The latter include a new health centre, a secondary school and 3 primary schools. It is also important that infrastructure is delivered as early as possible;
 - continuous 100ha of open green space. This is listed separately from the other infrastructure above due to its large land take distinct from the development itself;
 - delivery of 4,000 homes at an average density of 35dph, with high levels of affordable housing including an aspiration for 25% of total units with nominations to the Council; and
 - long term management and stewardship of the green spaces and public realm.
- 1.3 This note examines approaches to ensuring that these objectives are secured.

2. High Level Approaches

- 2.1 In broad terms, the potential approaches to delivering the Garden Community can be characterised by the extent to which the Council itself is involved in delivery, beyond the initial policies through the Local Plan and the subsequent Area Action Plan and in its role as Local Planning Authority in determining planning applications across the site. The approaches can be categorised as follows:

Planning-led

- 2.2 This approach is for the Council to rely upon its planning powers only to control delivery of the Garden Community. Following the adoption of the Local Plan, the Council intends to set more detailed policy through an Area Action Plan ('AAP'). Following this, the Council's only further involvement would be through pre-application discussions and development control. This will steer the scheme to some extent and allow

the Council the ultimate decision as to whether to grant the scheme, but provides no direct control and places heavy emphasis on the AAP to tightly define the scheme.

- 2.3 Funding for infrastructure could be secured through s106 and CIL only under this approach, and all development would be undertaken by the market acting independently of the public sector. The actual delivery agents are likely to be private developers following purchase from landowners and promoters.

Landowner-led

- 2.4 This approach involves the Council proactively taking land ownership within the scheme in order to drive engagement and agreement between different landowners and promoters. In order to deliver some of the requirements of the scheme listed above some form of equalisation is likely to be necessary between the landowners. That is, a sharing of the cost burden of infrastructure between landowners regardless of where that infrastructure is physically located. This is linked to the requirement for the scheme to be delivered comprehensively. The alternative may be that the parts of the site with the most valuable uses and least infrastructure are delivered and the rest are not, and therefore the wider scheme benefits are lost.
- 2.5 Equalisation will need to be structured formally between landowners. If the Council is one of those landowners, it can drive that negotiation and legal drafting. To be a leading voice in that discussion, the Council would require a significant landownership, either by owning strategic plots necessary for the scheme to be delivered at all, or a large proportion of the land ownership in general. This ownership could be secured through private treaty acquisition, options, or the use of compulsory purchase powers (if justifiable and appropriate).
- 2.6 This approach wouldn't necessarily mean the Council is directly involved in development itself, but it would be in early stage design and in setting the legal framework for different landowners/promoters to deliver a comprehensive scheme. The AAP and development control processes would also apply as in the planning-led approach.
- 2.7 Funding for infrastructure can be secured through s106 and CIL, and also potentially through the uplift in value of the Council's land holding, depending on when and at what price the Council's land is bought and sold. Again the actual delivery agents are likely to be private developers following purchase from landowners and promoters, though in this case the Council may have the ability to directly deliver itself or to choose a delivery body for land in its ownership.

Partnership Approach

- 2.8 A more interventionist approach would be for the Council to directly drive delivery of the scheme. Using its compulsory purchase powers, the Council would acquire potentially all land necessary to deliver the scheme (other landowners/promoters could still deliver a proportion assuming they contribute to scheme costs), and would then work with a delivery partner. In adopting this approach, the Council would have greatest control over the form and delivery of the scheme as it would stipulate conditions and requirements when selecting a delivery partner. This would include requiring delivery of infrastructure and a comprehensive approach.

- 2.9 There are many different types of partnership arrangements, with different levels of direct Council participation in development risk and returns and different types of partner and models of delivery. At the least participatory end of the scale, the Council could act as the compulsory purchase authority, cashflowing acquisition costs but being reimbursed via an indemnity with the partner, and defining the nature of the scheme to be delivered without any direct participation in delivery. At the opposite end of the scale, the Council could act as full 50/50 partner, contributing half of all capital requirements, sharing in risk and also receiving half of the returns of the scheme.
- 2.10 How the Council nominations affordable housing units would be secured would also vary under these approaches, potentially paid for directly or via sacrificed land value or profits. The actual model of development may also vary, with some partners preferred to undertake more or less direct development of housing and others geared primarily for disposal of serviced land parcels.
- 2.11 The feasibility of these different options that sit within the broad category of partnership approaches, in terms of financial viability for the partner, and capital and resource commitments from the Council, needs to be explored in more detail with the Council and with the benefit of financial modelling before any decision can be made as to the preferred option.
- 2.12 Generally though all these options come within the broad approach of the Council taking an active role in securing delivery of the whole scheme, and this is something that can be considered as a principle.
- 2.13 The AAP and development control processes would still apply as above. Funding for infrastructure can also be secured through s106 and CIL as above, though in this case it can also be secured through development proceeds. This could be by requiring delivery of all the infrastructure as part of selecting a partner, so it is factored in as a scheme cost, or, if the Council is itself participating in development risk and profit, recycling its receipts into infrastructure delivery. There is potentially no need for equalisation arrangements with other landowners as control has been secured across the whole site.
- 2.14 In this case the delivery entity would be the Council's selected partner or a vehicle formed between the Council and partner.

3. Strengths and Weaknesses

- 3.1 The table below summarises the key features and the strengths and weaknesses of each of these high level approaches:

	Planning-led	Landowner-led	Partnership Approach
Council resource requirement	Low – delivery of AAP and running of development control process only	Medium – delivery of AAP and running development control, plus acquiring land and negotiating landowner agreements. May require CPO. Procurement for delivery for extent of land owned	High - delivery of AAP and running development control, securing CPO, procurement of partner for delivery of whole scheme. Potential on-going role in partnership vehicle
Control over nature and delivery of the scheme	Low – limited to AAP and development control	Medium – AAP and development control, plus direct control over extent	High – full control over delivery entity, and parameters for whole

	Planning-led	Landowner-led	Partnership Approach
		of land owned	development
Cost to Council	Low – planning-related costs only	Medium – planning-related costs, professional costs for landowner agreements, land acquisition costs and procurement costs for extent of land owned	High – planning-related costs, full procurement costs for whole scheme, potential vehicle set-up costs and capital contribution if participating in development.
Securing funding	Low – s106 and CIL only	Medium – s106 and CIL, potential receipts from extent of land owned	High – s106 and CIL, direct requirement for scheme to fund necessary works or use of Council's profits
Development risk	None	Potential for Council to take risk in development of its land parcel, shared in partnership	Potential for Council to take risk in development of its entire scheme, shared in partnership

4. Risks

4.1 Development risk is mentioned in the table above, by which we mean active participation in development itself, building and selling land and assets. There are however a number of other project or scheme risks associated with each broad delivery approach, as summarised below:

Planning-led	Landowner-led	Partnership Approach
<ul style="list-style-type: none"> • Unaided, the market may fail to reach agreements necessary to share the infrastructure burden, and therefore leave them undelivered • Potential for piecemeal development, though discouraged by planning • s106 and CIL contributions unlikely to meet infrastructure costs, no ability to secure value through other means • Even if one dominant landowner, no compulsion of delivery following grant of planning permission • Potential for slow pace of delivery and potentially more susceptible to market movement, no Council control over pace of delivery 	<ul style="list-style-type: none"> • Even with strategic ownership it may not be possible to agree terms for delivery with other landowners • Market risk – may not find a suitable partner through procurement for development of Council element – dependent on market and commitments at the time • Council may pay to acquire land that is a liability if the scheme is not delivered (though should be able to exit) • Potential for piecemeal development, though discouraged by planning • s106 and CIL contributions unlikely to meet infrastructure costs • Securing funding through land uplifts limited if land purchased at development values and/or if the Council exits following completion of equalisation agreements i.e. before uplifts fully realised • No compulsion of delivery 	<ul style="list-style-type: none"> • Market risk – may not find a suitable partner through procurement – dependent on market and commitments at the time • Council may pay to acquire land that is a liability if the scheme is not delivered (though should be able to exit) • CPO may not be confirmed – compelling public interest requirement adds further examination process

Planning-led	Landowner-led	Partnership Approach
	following grant of planning permission, other than potentially for the Council's ownership <ul style="list-style-type: none"> <li data-bbox="651 331 1040 409">• If required, CPO may not be confirmed – comprehensiveness required 	

5. Conclusion

- 5.1 There is a range of delivery approaches available to the Council to ensure the South Godstone Garden Community is not only delivered but is so in accordance with draft policy with all the requirements placed on it. The optimal approach will depend in large part on the Council's appetite for involvement in delivery, and its preferences regarding control, risk and land assembly.
- 5.2 Of most importance will be ensuring that key scheme characteristics such as the 100ha open space, delivery of off-site infrastructure and provision of affordable housing, including housing with nominations to the Council, are secured. It may not be possible to secure these through planning controls alone, and therefore it may be necessary for the Council to take a more active role to deliver all the objectives and requirements for the Garden Community.
- 5.3 More interventionist approaches carry greater risk and require more resource (financial and in terms of personnel and expertise), but provide greater control over the timing and form of development, and greater scope to capture the benefits of development for the wider community.



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About this Committee

The Strategy & Resources Committee plays an important role in setting the Council's overall strategic and financial direction.

Each year, the Committee sets the Council's overall corporate objectives and priorities. It also sets the Council's annual budget, oversees Committee budgets and sets Council Tax levels.

In addition, the Committee is responsible for developing and agreeing a range of strategies including those relating to:

- Economic Development and Regeneration
- Community Safety
- Health and Wellbeing
- Assets and Property
- Emergency Planning
- Performance & Risk Management
- Data protection
- IT

The Committee also oversees a range of Council functions including:

- Reviewing the Council's constitution
- Councillor representation on local groups and organisations
- Councillors allowances
- Appointment of senior Council staff
- Complaints procedure

Each year, the Strategy and Resources Committee agrees a Delivery Plan. The Delivery Plan sets out how the Committee will deliver the Council's corporate objectives and priorities for that year. It also sets performance indicators and risks so the Committee can monitor how the Council is delivering its services.

Progress against the Delivery Plan is reported to the Strategy and Resources Committee quarterly. The Overview and Scrutiny Committee also monitors the work of this Committee and receives regular updates about the progress of the Delivery Plan.

The Committee has proportional representation from each of the political groups. For 2018/19, the Committee will be made up of will be 7 Conservatives, 3 Liberal Democrats, 2 OLRG Independents Alliance representatives and 1 Independent Group representative.

Priorities

Vision

The Council's vision is to be "*aspirational for our people, our place and ourselves*". This will be fulfilled by the following corporate objectives and priorities for 2018/19:

Objectives

- A. Providing high quality, customer focused services.
- B. Making a difference in our community by supporting those who need it most.
- C. Creating a thriving economy while protecting the local environment.
- D. Working in partnership with the community and other public services to create opportunities for all.
- E. Improving the quality of our residents' lives, including by enabling access to decent and affordable homes.
- F. Being a proactive, flexible learning environment.

Priorities

The top five priorities for achieving this in 2018/2019 are to:

1. Implement the Customer First Strategy.
2. Implement a strategy for investing in land and property in order for the Council to remain financially viable and to create more affordable housing.
3. Progress the Local Plan process to Regulation 22 submission stage (i.e. to the Secretary of State for Examination).
4. Enhance the vitality and viability of our town centres, including the adoption and implementation of regeneration schemes in Caterham and Oxted.
5. Engage with multi-agency partners to facilitate flood prevention measures in Caterham, Smallfield and Whyteleafe.

Projects

The programmes and projects below set out how the Strategy and Resources Committee will deliver the corporate objectives and priorities for 2018/19.

Each programme and project has a detailed plan and is overseen by a Board and Committee. This section provides a summary of each project. More detailed reports will be considered by this Committee during the year.

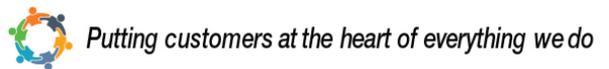
1. CUSTOMER FIRST

WHAT: The Customer First Initiative is a transformation programme to provide a new operating model for the Council, based on design principles which put the customer first and drive efficiency.

WHAT WE WILL DELIVER: Customer-focussed services and reduced costs of £1.2m of savings per year from 2019/20.

KEY DATES:

- Selection of IT/digital business partner (May/June 2018)
- Phase 1 'Go Live' (2 July 2018)
- Phase 2 staff consultation (July/August 2018)
- Phase 2 applications, assessment and selection (Sept/Nov 2018)
- Phase 2 'Go Live' (Feb 2019)



QUARTER 3 UPDATE:

Outcomes	Timescale	Budget	Risks
Green	Green	Green	Green

The overall programme remains on time, on budget and is set to deliver the required savings and improved customer-focused services by 2019/20. Staff have now been appointed to Phase 2 roles which will go live in February 2019. Any unfilled positions are currently being advertised. Work is ongoing to design new processes and services. Risks are documented and managed through regular reporting to the Programme Board.



2. REGENOXTED

WHAT: RegenOxted is an ambitious plan to revitalise the town-centre through a multi-million pound programme of strategically important projects. Comprising 4 key projects, the programme will deliver redevelopment of the Gasholder, an urban redesign project for Station Road East & West; additional parking capacity and creation of a business hub.

WHAT WE WILL DELIVER: In 2018/19, we will commence redevelopment of Ellice Road car park, commence feasibility work for the urban redesign project and work will commence on the redevelopment of the Gasholder site. We will also complete an options appraisal of public sector sites for the business hub.

KEY DATES:

- Procurement of contractors to develop car park (Summer 2018)
- Commencement of work on car park (Winter 2018/19)
- Commencement of work on Gasholder site (Autumn 2018)
- Commencement of feasibility work on Urban Redesign (Summer 2018)
- Commencement of work on business hub options appraisal (Autumn 2018)

QUARTER 3 UPDAT:

Outcomes	Timescale	Budget	Risks
Amber	Amber	Amber	Amber

Ellice Road Carpark

At the Strategy & Resources meeting on 11 December 2018, this Committee agreed a recommendation from the Chairman that the redevelopment of Ellice Road car park be paused to reduce the impact on local businesses and residents whilst development commenced on the Oxted gasholder site. The start of the gasholder development was delayed by a legal challenge meaning that the demolition process, which could take up to five months, only commenced in mid-January 2019. It was agreed that commencing two major projects simultaneously was too high a risk for the town centre, particularly as major utilities work was also unexpectedly scheduled for same time at short notice.

The Committee acknowledged that a lack of parking during this period for businesses, shoppers and visitors remained a concern and asked officers to look at alternative options to increase parking capacity in the short-term on a temporary basis. Officers were also asked to use this period to ensure the proposal for longer-term provision still met current and future demand in light of emerging additional pressures. This Committee will receive a report on 5 February providing an update on this work.

Gasholder Redevelopment

Work on the Gasholder site commenced in January 2019 with demolition work due to continue through to May 2019. Remediation and piling work will follow immediately after the demolition work is complete and continue through to the end of 2019. Building work on the Gasholder site is scheduled to begin early 2020 and finish in the summer of 2021.

Business Hub

Officers have been reviewing different delivery options and working closely with the Council's Strategic Asset Management Team to identify suitable sites. The initial options modelling is due to be completed in Spring 2019.

Urban Redesign Project

The timescales for this work have been adjusted to allow for resource to be allocated to other aspects of the Programme. Officers are currently scoping an application for the Government's Future High Street Fund to support this project.

3. CATERHAM & NORTH TANDRIDGE REGENERATION

WHAT: Support delivery of aspirations set out in Caterham Masterplan to regenerate Caterham Valley and Caterham on the Hill. Deliver Phase 1 of the North Tandrige One Public Estate Programme, we will develop a Public Service Plan setting out options for how better public services can be delivered across public sector assets in North Tandrige

WHAT WE WILL DELIVER:

- Work with landowners to bring forward proposals for redevelopment of the Church Walk shopping centre and the William Hill site in line with Caterham Masterplan principles.
- Commence pre-feasibility work on enhancements to Station Avenue and Croydon Road.
- Develop Public Service Plan setting out options for better public services in North Tandrige.

KEY DATES:

- Commencement of pre-feasibility work on Station Avenue (Spring 2018)
- Public consultation for Church Walk shopping centre redevelopment proposals (Summer/Autumn 2018)
- Planning application submitted for redevelopment of William Hill site (Autumn 2018)
- Commencement of Rose & Young site redevelopment (Winter 2018/19)
- Planning application submitted for Church Walk redevelopment (Winter/Spring 2018/19)
- North Tandrige One Public Estate Public Service Plan completed (Spring 2019)

QUARTER 3 UPDATE:

Outcomes	Timescale	Budget	Risks
Amber	Amber	Amber	Amber

North Tandrige One Public Estate Programme

Asset specialists Currie and Brown are currently developing a Public Service Plan which will set out options for how better, more joined-up public services can be configured across public sector assets in North Tandrige. It will also identify whether there are opportunities for sites to be released for alternative uses. The completed Plan will be informed by the Douglas Brunton Centre Review and Surrey County Council Transformation Plan. It is anticipated that it will be considered by this Committee in late Spring 2019.

Caterham Masterplan

Since the Masterplan was adopted the Council has been working with the owners of Church Walk shopping centre as they bring forward proposals for its redevelopment. These proposals include plans for additional housing, a cinema and improved parking provision. At this stage, a planning application for the centre is due to be submitted in January 2019 which is later than originally intended to allow time for changes to be made to proposals following public consultation.

Officers have also commissioned pre-feasibility work for Station Avenue, Godstone Road and Croydon Road to better understand the physical constraints in these areas. This work is necessary to inform options which will be developed as part of the feasibility and detailed design stages and includes a high-level flood appraisal. The pre-feasibility work is due to be completed in April 2019. Work has now also commenced on the Rose and Young site. The Council has been actively involved in achieving development of this site. The new owners, Clarion Housing, will deliver 48 affordable homes and a supermarket on the site, and these are expected to be ready by ready by Winter 2020.



4. DEVELOPMENT OF PROPERTY PORTFOLIO



WHAT: Support delivery of corporate priorities through development of our property portfolio. This will include properties acquired by Gryllus Property Investment Ltd, the Council-owned arms-length company set up to enable the purchase of investment properties outside the District. It will also include those sites already owned by the Council and sites acquired within the district.

WHAT WE WILL DELIVER: The Medium Term Financial Strategy (MTFS) projects £300,000 per year new revenue income through property investment activity.

KEY DATES: Ongoing throughout 2018/19 in relation to specific projects.

QUARTER 3 UPDATE:

Outcomes	Timescale	Budget	Risks
Amber	Amber	Green	Amber

The budget remains sufficient to sufficient to cover potential investment purchases and development opportunities. Several properties have been introduced by Agents and are being tracked. All introductions are recorded on the property introduction database. Several opportunities are being progressed.

The outcomes and timescale risks remain amber to reflect that the availability of potential investments in the district and the length of time it has taken to complete due diligence on some sites. In light of this, we continue to investigate opportunities within the wider economic area.

The Medium Term Financial Strategy remains on track to deliver £300,000 of new revenue per annum through our Property Investment Strategy.

Following significant movement on price, a commercial property in the north of the district, which has previously been considered at the Strategy & Resources Committee is in final stages of due diligence and close to exchange.

5. ECONOMIC PROPOSITION DELIVERY PLAN 2018/19

WHAT: Our Economic Proposition provides a framework for us to strengthen and grow our economy so that we can stay competitive and ensure our future prosperity. The aims of the Proposition are delivered through a Delivery Plan which is agreed annually and monitored by this Committee.

WHAT WE WILL DELIVER: Projects in the 2018/19 Delivery Plan include:

- World Class Data Centre – Lambs Business Park:
- Intensification – Hobbs Industrial Estate
- Business Support Offer: Roll out a business support offer to support businesses as they grow and develop. This will be a blended approach using local authority, private sector and peer-to-peer support.
- Skills: Working with HE and FE providers, Surrey County Council, East Surrey local authorities and Coast to Capital, review our skills offer in the district, including work experience and access to apprenticeships.
- Business Improvement District Support

KEY DATES: Ongoing throughout 2018/19 in relation to specific projects.

QUARTER 3 UPDATE:

Outcomes	Timescale	Budget	Risks
Green	Green	Green	Green

Economic Development Officers from the East Surrey district and boroughs along with colleagues from Surrey County Council have been working on a shared skills, business support and business retention programme for the region. This is due to be completed in early 2019 and rolled out from April 2019.

A new BID manager for Oxted has taken up post and new directors are in the process of being recruited. The Council has been providing officer support to the BID during the interim period, which ensured that the annual Christmas evening event could be delivered. New directors are due to be confirmed at the Oxted BID AGM on 30 January 2019.

The annual Tandridge Business Event will be held on 29 January 2019.



Performance

The performance indicators below enable the Committee to monitor how the Council is delivering the services for which it is responsible. Where performance varies from the target, action is taken to address any issues.

Code	Indicator	Q3 2018/2019			Direction of travel (compared to same period last year)	2017-18 Outturn	Higher / lower is better	Performance against annual target
		Actual	Period target	End of year target				
SR1	Percentage of Council Tax collected	91.6%	91.6%	98.7%	Stable (91.9%)	98.6%	Higher	On Target
SR2	The percentage of non-domestic rates due for the financial year which were received by the Council	88.3%	87.7%	98.6%	Stable (89.3%)	99.0%	Higher	On Target
SR3	Days taken to process Housing Benefit/Council Tax Benefit new claims and change events	9.6	10.2	10.2	Improved (10.9)	7.7	Lower	On Target
SR4	The number of working days/shifts lost due to sickness absence <i>This figure reflects performance over the previous 12 months.</i>	5.7	7.1	7.1	Improved (7.9)	7.1	Lower	On Target
SR5	Staff turnover <i>This figure reflects performance over the previous 12 months.</i>	21.2%	10-15%	10-15%	Declined (13.9%)	14.6%	Lower	Off Target
SR6	The percentage of calls abandoned by Customer Services	2.1%	<10.0%	<10.0%	Improved (8.5%)	8.2%	Lower	On Target

Commentary on indicators with performance below same period last year and/or off target

SR5 Staff Turnover

The higher figure (21.2%) is as a result of redundancies from Phases 1 & 2 of the Customer First Programme. Without the redundancies the figure would be 16.5% which is still above the industry standard. Closer investigation has shown resignations have come from across the organisation for a variety of reasons. The service with the highest number of resignations in Quarter 3 was the Wellbeing Prescription service which saw 4 staff resign. This was due to a mixture of personal reasons and staff securing more senior roles within other organisations. This indicator will continue to be monitored closely.

Additional Commentary

SR6 The percentage of calls abandoned by Customer Services

This indicator has seen a significant improvement in performance since the same period in the previous year. This is for a number of reasons. In Quarter 3, two new apprentices were recruited and trained in preparation for the Customer First transition. This improved the staff complement which has resulted in improved call handling rates and a reduced the number of abandoned calls. In addition, improved use of the telephony reporting systems allows Customer Service Team Leaders to monitor call volumes more closely and manage performance of the team more effectively.

Risks

The risks below enable the Committee to monitor and manage service performance. All risks are assessed according to the Likelihood (or probability) that the risk will occur. This ranges from 1 (Rare) to 5 (Almost Certain). We also assess the Impact (or severity) on the Council that the risk will have if it were to occur. This ranges from 1 (Negligible) to 5 (Extreme). Combining both scores together establishes a risk rating and, if the risk is high-scoring, enables us to decide how we wish to manage it.

Risk		Likelihood	Impact	Score	Controls/Mitigation
SR1	Failure to remain financially sustainable	2	5	10 (Amber)	<ul style="list-style-type: none"> • Mechanisms in place to acquire and develop assets and drive new sources of income (eg Council owned companies, Property Investment Fund, Development Fund). • Regimes to monitor the effectiveness of investment strategies, including oversight by company directors and reports to Finance and Strategy & Resources Committees. • Medium Term Financial Strategy identifying new sources of income and areas of efficiency.
SR2	Failure to achieve effective organisational change	3	3	9 (Amber)	<ul style="list-style-type: none"> • Recruitment / selection criteria to seek staff with required skills, attitudes and approaches. • Fit for purpose job evaluation process and staff grading structure. • Open and honest communication with staff (newsletters, CE briefings, team meetings, drop-in sessions, Staff Conference). • Cost effective redundancy policy. • Measures to support staff throughout the change process. • Dedicated Customer First staff in place to manage change programme.
SR3	IT systems not fit for purpose	2	4	8 (Amber)	<ul style="list-style-type: none"> • Adequate investment in IT infrastructure needed to deliver Customer First service redesign. • Sufficient staffing resources, including in-house professionals and specialist external support when required. • Customer First Initiative overseen by CMT and reported to / scrutinised by Strategy & Resources Committee. • IT Partner engaged to facilitate changes.
SR4	Failure to deliver regeneration schemes	3	3	9 (Amber)	<ul style="list-style-type: none"> • Detailed risk management for each project or programme. • Effective community and stakeholder engagement mechanisms. • Resource commissioned to support delivery. • External funding secured to support delivery.

Risk		Likelihood	Impact	Score	Controls/Mitigation
SR5	Failure to deliver an Election	1	4	4 (Green)	<ul style="list-style-type: none"> Project plans and risk registers required to be in place and reviewed by Government.
SR6	Providing negligent or flawed legal advice	2	4	8 (Amber)	<ul style="list-style-type: none"> Access to legal database, ongoing training and CPD. Lexcel accreditation provides assurance.
SR7	Failure to comply with court procedures	2	3	6 (Green)	<ul style="list-style-type: none"> Lexcel accreditation provides assurance.
SR8	Failure by Members to comply with Code of Conduct	3	3	9 (Amber)	<ul style="list-style-type: none"> Non-compulsory training offered to Members. Advice provided by trained Officers.
SR9	Failure to deliver Family Support Programme	2	3	6 (Green)	<ul style="list-style-type: none"> External reporting to SCC and MHCLG (including risk management). Local governance carried out by Community Safety Partnership (CSP). Memorandum of Understanding between East Surrey authorities.
SR10	Non-delivery of service due to posts being single person	3	3	9 (Amber)	<ul style="list-style-type: none"> Procedure notes produced. Business continuity plans reviewed. Resilience to be achieved through Customer First.
SR11	Governance of wholly owned companies is inadequate.	3	3	9 (Amber)	<ul style="list-style-type: none"> Training and external advice. Companies limited by guarantee or £1 share capital.
SR12	Failure to conduct a DHR (Domestic Homicide Review).	3	3	9 (Amber)	<ul style="list-style-type: none"> DHR Policy in place with East Surrey CSP oversight.
SR13	Website failure	3	3	9 (Amber)	<ul style="list-style-type: none"> Local copy in place. Contract in place with supplier. Regular website testing.

Commentary on risks which have been added, removed or amended

SR4 Failure to deliver regeneration schemes

This likelihood of this risk has been increased from a 2 to a 3 to reflect delays to the RegenOxted Programme and the complexities of the Caterham and North Tandridge Regeneration work. This has resulted in this indicator moving from a Green to Amber rating,

Risk matrix

Impact	5	5 (Green)	10 (Amber)	15 (Red)	20 (Red)	25 (Red)
	4	4 (Green)	8 (Amber)	12 (Red)	16 (Red)	20 (Red)
	3	3 (Green)	6 (Green)	9 (Amber)	12 (Red)	15 (Red)
	2	2 (Green)	4 (Green)	6 (Green)	8 (Amber)	10 (Amber)
	1	1 (Green)	2 (Green)	3 (Green)	4 (Green)	5 (Green)
		1	2	3	4	5
		Likelihood				

TANDRIDGE DISTRICT COUNCIL - PAY POLICY STATEMENT 2019/20

1. Introduction

Under the Localism Act 2011 (Section 38(1)) Tandridge District Council is required to publish an annual pay policy statement which has been approved by full Council. The information is set out under headings which have been prescribed by the Localism Act and relates to the 2016/17 financial year unless otherwise stated.

2. Definitions

For the purpose of this Policy the following definitions will apply: -

2.1 Pay

The term "Pay" in addition to salary includes, fees, allowances, benefits in kind, increases in or enhancements to pension entitlements and termination payments.

2.2. Chief Officers

For the purposes of this policy chief officers are defined as the:

Chief Executive
Strategic Directors of Place, People and Resources
Section 151 Officer
Monitoring Officer

2.3. Lowest paid employees

The lowest paid people employed under a contract of employment with the Council are employed on full time [37 hours] equivalent salaries in accordance with the minimum spinal column point currently in use within the Council's grading structure (TC2). With effect from 1st January 2019, this was £16,875 per annum.

The Council also employs apprentices and trainees who are not included within the definition of lowest paid employees as they are employed under the terms and conditions and pay rates applicable to the relevant career grade scheme. All salaries of these employees are set at or above the National Minimum Wage.

3. Level and elements of remuneration for Chief Officers

All staff are employed on a Tandridge District Council contract of employment and therefore subject to PAYE. Again, all staff are on local conditions and the pay and reward structure applies to all staff. The authority has a salary and grading structure (pay scales) for all staff which includes the grades and salaries applicable to chief officers. The grade allocated to a post is determined by the duties, level of responsibility and competencies required as outlined in the job description and person specification. The authority has a grading scheme which is used to evaluate the grade of posts.

In addition to basic pay all officers receive the following benefits:

- If the officer is a member of the Local Government Pension Scheme, the employer's contribution.
- A role specific mobility allowance which is paid in monthly instalments. The amount paid is subject to the amount of mileage done whilst carrying out the council's business and is reviewed annually on a three-year rolling basis. Employees pay tax and national insurance on this allowance.
- As was previously agreed, from April 2019, the number of officers this allowance is payable to has been reduced to those who incur a significant level of travel in the normal course of their duties (over 1000 miles per year) only. All other employees are entitled to claim a casual mileage allowance.
- Access to a Cashplan scheme. Employees are taxed on this.
- Access to an Employee Assistance Programme (EAP).
- Payment of an annual subscription to one professional institution where this has a clear benefit or is requisite to the job.

Our policy is to pay appropriately to attract competent and experienced senior staff to lead the organisation.

Our aim is to be close to the mid-point or median level of pay locally in the public sector.

4. Remuneration of Chief Officers on recruitment

Our policy is to appoint at the bottom of the salary scale, or near the bottom taking into account the relevant skills and experience of the person appointed. Progression through the grade is subject to the outcome of their annual appraisal.

As outlined in the council's constitution, chief officers (definition in 2.2 above refers) are appointed by the Chief Officer Sub-Committee which then reports its decision to Council. Appointments to the post of Chief Executive are made by the Council.

5. Increases and additions to remuneration for Chief Officers

Cost of living pay increases, for all staff, are considered annually and through negotiation with Staff Conference; the forum with which management negotiates and consults with on terms and conditions of employment and other staff related matters.

The Council operates a performance related pay scheme whereby chief officers and staff can be awarded a single increment on the salary scale. This is dependent on satisfactory performance throughout the year as assessed at their appraisal by the line manager. Once an employee reaches the top of their salary scale there is no opportunity to earn more.

Other salary increases can only be given as a result of change in duties and/or responsibilities and any other circumstances which, in the reasonable view of the Chief Executive, merit an increase.

Incremental and cost of living increases are normally paid with effect from the 1st April.

6. The use of performance related pay for Chief Officers

Increases in pay for chief officers are subject to the regime described in paragraph 5 above, except that the Chief Executive's performance is assessed by the Leader, Deputy Leader and Chair of the Strategy & Resources Committee (or the Chair of another policy committee if the Strategy & Resources chair is also the Leader or Deputy Leader).

7. The approach to the payment of Chief Officers on their ceasing to hold office or to be employed by the authority

Our management of organisational change policy sets out a consistent method of calculating redundancy pay which is applied to all redundant employees. The level of redundancy pay is calculated using the statutory system with a multiplier of 1.5 and no cap on weekly earnings. The payment is intended to recompense employees for the loss of their livelihood and provide financial support whilst they seek alternative employment. The Council's retirement and management of organisational change policies allow enhanced payments to be made on a discretionary and exceptional basis.

Discretionary payments made to chief officers in addition to those to which they are contractually entitled must be authorised by the Strategy & Resources Committee.

Our management of organisational change and retirement policies set out how we will calculate any payments made to support early retirements in the efficiency of the service. Where it is proposed to grant early retirement with no actuarial reduction in the pension payable in respect of a person on a senior management grade, this must be authorised by the Strategy & Resources Committee.

8. The publication of and access to information relating to remuneration of Chief Officers

Our annual pay policy statement will be published on the website where it can be accessed. Information about chief officer remuneration has been published on the council's website since 2008/09 as part of the Final Statement of Accounts. The pay scales for all staff can also be found on the website.

9. Pay multiple (ratio) between bottom and top staff

We define our lowest paid employees as those on the second grade (TC2) of our pay scales. The lowest salary being paid to members of staff on the TC2 grade as at 1st January 2019 was £16,875.

The Chief Executive's salary grade is SM4 on the Tandridge pay scales.

The resulting ratios between the mean and median average earnings and the Chief Executive's salary, together with the ratio between the lowest and highest salary as at 1st January 2019 (with comparisons for the previous year) are:

	As at 1 st January 2018	As at 1 st January 2019
Mean Average	1 : 4.2	1 : 3.6
Median Average	1 : 4.1	1 : 4.1
Lowest / highest salary	1:8.8	1:7.5

The 'lowest : highest salary ratio of 1:7.5 is well within the maximum ratio of 1:20 identified as a maximum pay multiple in the Hutton Review of Public Sector Pay.

Details of the remuneration paid to all members of the Council Leadership Team can be found in the Council's annual statement of accounts.

10. Election fees

Fees for local elections vary according to the size of the electorate and number of postal voters and are calculated according to a scale of fees set on a Surrey wide basis for all eleven Districts and Boroughs. Payments for parliamentary elections and national referendums are set by central government and are not borne by the Council as the money is reclaimed. These payments are not included in the calculation referred to in paragraph 9 above.

11. Policy on employing someone who has left the Council's employment.

Employees who leave the Council voluntarily without a severance payment are free to apply for jobs that are advertised at their discretion. Employees who leave the Council with a redundancy payment and no enhancement and subsequently apply and are successful for a position within the Council must repay any redundancy payment, if the appointment is within a month of their termination date. If the appointment start date is longer than a month the employee can return to work in the position offered but in accordance with the Redundancy Modification Orders, will lose their contractual rights to have their continuous service recognised for all purposes.

Employees who leave the Council with an enhanced severance package will not normally be reemployed or engaged under a contract for services for a period of two years.

12. Policy on employing someone who is also drawing a pension

In line with our Retirement Policy we will consider requests from staff who wish to draw their pension but continue working in a reduced capacity. We would expect to see a reduction in salary through either reduced hours or responsibility which would generate at least £10,000 a year in savings.

Employees who leave the Council on ill-health retirement with the possibility of a return to work under the Local Government Pension Scheme Regulations or who are granted early retirement will be considered on a case by case basis depending upon the circumstances and having due regard to their termination package.

13. Policy on lowest paid

With effect from the 1 April 2015 a commitment was made by Members that all staff, excluding apprentices and trainees, would be paid the UK National Living Wage and are therefore paid at or above the bottom point of the TC2 grade. All apprentices and trainees are paid at least the rate for 18-20 year olds under the National Minimum wage rates.

All jobs are evaluated against the Council's Grading Scheme Criteria to ensure that post holders are fairly paid for the duties they carry out.

14. Gender pay gap data

Such data is now published on the Council's website and refreshed on an annual basis to reflect the position as at the 31st March each year.

15. Equality and Diversity

The Council is committed to ensuring that no-one is discriminated against, disadvantaged or given preference, particularly based on age; disability; gender reassignment; race, religion or belief; sex; sexual orientation; marriage and civil partnership and pregnancy and maternity.

This policy will be applied equally to all employees irrespective of their background or membership of a particular group.

Role Specification – Finance Lead Specialist and Statutory 151 Officer

Service Area	Strategic Management
Role Title	<ul style="list-style-type: none"> ● Finance Lead Specialist and S151 Officer
Role Family	<ul style="list-style-type: none"> ● Corporate Management Team (CMT)
Location	<ul style="list-style-type: none"> ● Oxted/Agile
Operational Reporting Line	<ul style="list-style-type: none"> ● Chief Executive
Functional Reporting Line	<ul style="list-style-type: none"> ● Chief Executive
Grade	<ul style="list-style-type: none"> ● SM3
Hours	<ul style="list-style-type: none"> ● 37 hours per week

Service Area Purpose

To provide corporate managerial leadership of the Council ensuring it delivers on its objectives and high standards of governance.

Specific Responsibilities

To support the Chief Executive in the effective financial management of the Council and advising the Corporate Management Team.

As a member of CMT, collaboratively manage and co-ordinate across the Council to ensure lawful discharge of the Council's functions, ensuring a robust system of financial governance so that the Council is statutorily compliant on all financial matters.

To be the principal advisor on all financial matters as the Chief Finance Officer under Section 151 of the Local Government Act.

To identify the medium and longer-term strategic financial needs of the authority and to provide advice and guidance in relation to future service delivery. To ensure appropriate plans, policies and resources are in place to respond to those needs including monitoring and evaluation arrangements.

To work closely with Members, CMT, Service Managers and other staff members to ensure robust financial planning and management in support of the delivery of the Council's objectives.

To build strong and positive relationships with Members providing the support, assistance and professional advice necessary to them in the performance of their functions, in the provision of services to the community.

To work closely with the Chairmen and Vice Chairmen of the Council's committees, providing advice and guidance upon strategic financial direction, financial planning and monitoring of budgets.

To support the Council in developing its income generating opportunities including through Council owned companies.

To liaise with the Council's internal and external auditors, maintaining good working relationships at all times and to perform a periodic renewal of the contract and corresponding review of strategic direction.

To ensure, within the policies agreed by the Council, a cost conscious approach to the use of resources, including financial and budgetary control, staffing levels and other support costs.

To ensure that the Finance team works effectively to achieve the Council's objectives and outcomes. Lead and engage the staff, acting as a role model.

Support cultural and organisational change and ensure commitment to continuous improvement and value for money.

Ensure effective performance management of all aspects of the Council's activities.

Roles reporting directly to this role:

- Finance Specialists

Person Specification

Qualifications / Education

Essential
<ul style="list-style-type: none"> • CIPFA qualified

Experience

Essential
<ul style="list-style-type: none"> ● Experience of leading a finance function for an organisation of comparable scope and complexity ● Experience of working at a senior level in a strategic role, influencing and providing guidance in finance to Corporate level stakeholders ● Very substantial experience in developing and implementing effective financial management processes in line with corporate vision and strategy ● Demonstrable experience of planning, preparing and advising the organisation on strategic priorities and their financial implications, including the preparation and presentation of reports and associated information to relevant stakeholders ● Experience of managing commercial projects or commercial activities including property and asset management within either the public or private sector

Key Skills and Knowledge

Essential	Desirable
<ul style="list-style-type: none"> ● Current knowledge of Local Government Finance including statutory and regulatory finance reporting and compliance procedures ● Able to monitor and advise on developments in legislation, best practice and public sector accounting and their implications for the organisation ● Able to assimilate complex as well as difficult/varied information and to exercise judgement and creative thinking in resolving difficult problems and developing solutions ● Able to interpret complex financial information and produce appropriate reports for key stakeholders ● Able to demonstrate political awareness ● Able to meet strict deadlines and managing conflicting priorities under pressure. ● Able to communicate effectively both verbally and in writing with a range and variety of audiences and work well with teams by building trust and rapport ● Good influencing skills with the ability to provide detailed advice and explain the Council's position on issues 	<ul style="list-style-type: none"> ● Commitment to continuous service improvement ● Flexible and adaptable to changing circumstances ● Able to motivate and act as a champion for change.

- | | |
|---|--|
| <ul style="list-style-type: none">• Understanding of data protection.• Commitment to equality and diversity. | |
|---|--|

This post is politically restricted under the Local Government and Housing Act 1989 and post holders are prohibited from seeking public election, holding political office, writing or speaking publicly on matters of political controversy.

Analysis of options for increasing car parking capacity in Oxted

1. Option 1 - Retain the current proposed design of two additional decks

Within this option, there are 3 potential scenarios:

1.1 *Scenario 1 Restructure the Financial Arrangements.*

1.1.1 The construction of the carpark is currently financed by the receipt from Johnsdale carpark, funding from the Local Enterprise Partnership (LEP) and borrowing from the Public Works Loan Board (PWLB). An alternative financing arrangement for the Council would be additional capital investment, which *could* come from Community Infrastructure Levy (CIL), reserves or the sum due to the Council from the business rates retention pilot. Each would provide a one-off, interest free, capital contribution to the scheme. In terms of CIL this would meet the legislative requirements for the use of CIL and would be in accordance with the Council's CIL priorities. The governance of CIL is in the remit of the CIL committee and therefore a bid would need to be made to that committee in the normal way. The use of reserves would be legitimate subject to the relevant committee agreement. The use of the funds available from business rate retention would also be a legitimate use of those funds in accordance with Government requirements. Making a direct capital contribution in one of these ways would decrease the amount of borrowing required and therefore reduce the total revenue required to service the loan.

1.1.2 Throughout the modelling an additional capital amount of £400,000 has been used. This is less than the amount that will be derived from the first tranche of CIL income from the redevelopment of gasholder (approximately £514,000) and the £500,000 share of the business rate retention pilot due to the Council. The model does not include any repayment to of these sums to reserves.

1.2 *Scenario 2 - Changing the ratio between shopper and permit parking*

1.2.1 The income stream could be restructured by altering the split between shopper and permit holder parking. Permit holder spaces generate less income but also less traffic. This would allow the Council to ensure the appropriate increase in shopper parking and respond flexibly to demand for permit spaces. Permits currently exist for 88 spaces of which 82 generate income, the rest being issued to the Citizens Advice Bureau at no charge. This is not to say that there is no demand for more permit spaces than we currently sell but to demonstrate that flexibility between the numbers of shopper and permit spaces has an impact on the financial outcome. This allows members to see the change in income by reducing permit spaces when compared against the agreed baseline position.

1.2.2 Currently the split is fixed by condition 19 of the planning permission. The split is in place because the traffic generation and therefore highway and traffic related amenity issues were considered based on the modelled split.

1.2.3 Increasing the number of shopper spaces by reducing permit spaces will lead to an increase in traffic. The agreed car park proposal generates 1280 vehicle movements per day. The graph in **Annex B** shows the relationship between changes in the permit/non-permit split and total vehicle movements.

1.2.4 There are two basic considerations as to what might be acceptable in terms of any additional traffic generated by changing the split of parking types. The first is the impact of additional traffic on the access roads (Beatrice Road, Ellice Road, and Amy Road) in terms of amenity for the residents, and the second would be the impact on highway capacity. Highway capacity subdivides into a further two considerations, namely, capacity of the junctions of Amy Road and Beatrice Road with Station Road East to accommodate the additional turning movements, and secondly, the ability of these access routes to accommodate increases in two-way traffic flow given the constraints imposed by the on-street parking regime in the roads.

- 1.2.5 There are no hard and fast measures of what constitutes an acceptable increase in traffic flow with regards to residential amenity. However, the Institute of Environmental Management and Assessment published guidelines which indicate that, other than in especially sensitive areas, increases in traffic of less than 30% would not normally justify further environmental assessment because changes in measurable factors affecting amenity are hard to detect (without detailed measurements) at traffic flow increases below that threshold. Amy Road is the most heavily trafficked route as it is the route chosen for access to and from the car park by approximately 68% of existing users. A 30% increase in traffic in Amy Road over a day would occur if the number of shopper spaces is increased to 240, leaving 57 permit holder spaces. None of the modelled options increase shopper parking beyond 240 spaces.
- 1.2.6 It is recommended that the Committee authorise the preparation and submission of an application under section 73 of the Town and County Planning Act to remove or amend condition 19 of the planning permission for the car park to give greater flexibility to the number of shopper spaces subject to transport implications.
- 1.3 *Scenario 3 - Combination of Scenarios 1 and 2*
- 1.3.1 This would involve both a revision to the way in which the agreed scheme is financed and re-allocation of the split between permit and shopper parking and Table A shows the impact on yield in this scenario.
2. Option 2 - Reduction of the Ellice Road carpark to a single deck and provision of additional carparking at the Council Offices carpark
- 2.1 This option is considered unviable and should be discounted. Tentative early planning had placed the net gain in spaces on the Council site at between 58 and 20. There was also a concern about a number of risks including those associated with the electrical substation, bin storage areas, an easement across the land, the difficulty in ensuring acceptable light provision to adjacent buildings and maintenance of the boundary between the car park and the residential property to the south. Subsequently, it has not been possible to get a construction cost quote for an additional deck at the Council Offices car park. Two providers have declined to work on estimates because in their view it will not represent a viable solution. This is because of the confined space and the need for traditional foundations due to the existing block paved surface.
- 2.2 This option also provides fewer spaces than the agreed position if the minimum number of permit spaces is maintained. As stated below, the removal of a deck from the Ellice Road proposed design would require planning permission. It is therefore considered appropriate to cease any further work on this option. It will be noted that Table A does not include a figure for the yield in this option; this is because it has not been possible to obtain and estimate of the cost of putting a deck on the Council car park.
3. Option 3 – Reduction of the Ellice Road carpark to a single deck
- 3.1 Removing a deck from the approved design of the proposed carpark on Ellice Road would require some form of new planning application. The result would be a different building and whilst it would represent a reduction in scale full consideration by the Local Planning Authority would be necessary. The option could allow a consideration of a different construction type, moving from a concrete structure to a steel frame structure, although this would have a very different aesthetic outcome compared to that currently approved. At the time of writing, a quote for a steel frame construction is expected and further information about this will be available at Committee. Clearly any change to the proposed design should be the subject of consultation with the local community. Unconfirmed and untested estimates are that maintaining the current design principles and simply removing the top deck would reduce the construction costs by a maximum of £810,000 and result in a provision of 229 spaces.

- 3.2 Moreover, one of the aspirations of increasing the overall parking capacity is to increase the spaces made available to businesses for their employees and to balance this against the need for shopper's parking. To maintain the latter close to the amount in the agreed position, it would be necessary to limit the number of permit spaces to the number in the existing car park (88). This is unlikely to be acceptable and still leads to a shortfall of 5 spaces against the agreed position.
- 3.3 As would be expected, a reduction in the overall cost of the scheme improves its yield and as Table A demonstrates, this is improved yet further with an additional capital contribution.
- 3.4 Notwithstanding the increase in yield over the agreed scheme, or the likely reduction in impact on the surroundings from both the structure and vehicles movements, the number of spaces provided is lower than in the agreed scheme and produces fewer permit spaces. As such it is recommended not to pursue this option.
4. Financial Analysis
- 4.1 The original financial modelling is being used as a baseline for the analysis. Inputs around numbers of spaces, split of space and alternative capital financing are the only inputs that are adjusted. The agreed scheme delivers a total of 297 spaces of which 152 are shopper, 105 permit and 40 premium permit.
- 4.2 In respect of the new modelling there has been limited testing of the assumptions, no full costing or detailed space planning of options 2 and 3 work have been undertaken in the time available and as noted above, it has not been possible even to obtain an estimate of the costs of adding a deck to the Council car park. Officers have not developed a schedule of risks that would highlight additional costs nor have officers been able to update or verify demand data for parking provision.
- 4.3 In summary, these are the outputs from the various options and summary modelling. The full model outputs are attached as **Annex A**.

Table A

Option	Scenario	Additional Capital	Shopper	Permit	Premium Permit	Total spaces ^{*1}	Net gain ^{*2}	Yield
Agreed			152	105	40	297	75	4.48%
1	1	400k	152	105	50	297	75	6.20%
1	2	0	215	51	31	297	148	5.68%
1	3	400k	215	51	31	297	148	7.61%
2	4	400k	186	51	31	268	119	NA
2	5	0	186	51	31	268	119	NA
3	6	400k	147	51	31	229	80	7.96%
3	7	0	147	51	31	229	80	5.11%

*1 Please note all assessments incorporate the 6 permit spaces that are not charged for within the shopper parking estimates. This is to compare with the agreed model however it could be more accurate to reduce the yearly revenue by £6,354.

*2 This is the approximate net gain in town centre shopper spaces deducting the spaces lost on Amy (7), Ellice (7) and Granville (16) Roads and the transfer of 37 permits from Johnsdale to Ellice Road (i.e. 37 spaces on a Saturday available to shoppers). Total – 67

- 4.4 As can be seen from **Annex A**, although options 1 and 3 modelled above do show a return on investment, the Council has already built an income target into its Community Services budget in respect of car park charges at Ellice Road. All the scenarios lead to a reduction in the surplus income received (compared to the existing income budget), once the costs of borrowing are considered. As the works have been paused, this will not be a significant challenge for the financial year 2019/20 but will have to be considered in the budget setting process for 2020/21 as a budget growth item.

Baseline Model as Agreed

Ellice Road Car Park - Decked Model						Project Life
Stress Test - Medium in new Decked Model						
	Year 1	Year 2	Year 3	Year 4	Year 5	Years 1-25
Spaces	297	297	297	297	297	297
Income						
	£	£	£	£	£	£
Income *	264,258	270,865	277,636	284,577	291,691	9,026,465
Less management costs *	40,000	41,000	42,025	43,076	44,153	1,366,311
Less revised business rates - incremental costs *	49,100	50,328	51,586	52,875	54,197	1,670,754
Net income (before build costs and MRP)	175,158	179,537	184,025	188,626	193,342	5,989,401
Capital Build costs less contributions						
Planning costs (Incl legal costs)	151,000					151,000
Building Costs	4,114,000					4,114,000
Professional Fees **	38,000					38,000
Contingency	155,000					155,000
Johnsdale capital receipt	-775,524					-775,524
Reserve/CIL contribution	0					0
LEP contribution	-1,034,000					-1,034,000
Total anticipated capital build costs	2,648,476	0	0	0	0	2,648,476
Revenue Streams arising per year						
Net income per annum	175,158	179,537	184,025	188,626	193,342	5,989,401
Less Interest and MRP costs per annum (EIP)	150,153	145,636	143,378	141,120	138,862	3,022,178
Net income stream return per annum	25,005	33,901	40,647	47,506	54,480	2,967,223
Percentage return p.a.	0.94%	1.28%	1.53%	1.79%	2.06%	
				Yield/Ave Return		4.48%
Current Budget for Ellice Road Income(excl. Running Costs)*	110,900	113,673	116,514	119,427	122,413	3,788,096
Loss of income over current budget	-85,895	-79,772	-75,867	-71,921	-67,933	-820,873
Percentage return p.a.	-3.24%	-3.01%	-2.86%	-2.72%	-2.56%	-30.99%

Option 1 Scenario 1

Ellice Road Car Park - Decked Model						Project Life
Stress Test - Medium in new Decked Model						
	Year 1	Year 2	Year 3	Year 4	Year 5	Years 1-25
Spaces	297	297	297	297	297	297
Income						
	£	£	£	£	£	£
Income *	264,258	270,865	277,636	284,577	291,691	9,026,465
Less management costs *	40,000	41,000	42,025	43,076	44,153	1,366,311
Less revised business rates - incremental costs *	49,100	50,328	51,586	52,875	54,197	1,670,754
Net income (before build costs and MRP)	175,158	179,537	184,025	188,626	193,342	5,989,401
Capital Build costs less contributions						
Planning costs (Incl legal costs)	151,000					151,000
Building Costs	4,114,000					4,114,000
Professional Fees **	38,000					38,000
Contingency	155,000					155,000
Johnsdale capital receipt	-775,524					-775,524
Reserve/CIL contribution	-400,000					-400,000
LEP contribution	-1,034,000					-1,034,000
Total anticipated capital build costs	2,248,476	0	0	0	0	2,248,476
Revenue Streams arising per year						
Net income per annum	175,158	179,537	184,025	188,626	193,342	5,989,401
Less Interest and MRP costs per annum (EIP)	124,513	120,768	118,895	117,023	115,150	2,506,113
Net income stream return per annum	50,645	58,769	65,130	71,604	78,192	3,483,289
Percentage return p.a.	2.25%	2.61%	2.90%	3.18%	3.48%	6.20%
				Yield/Ave Return		
Current Budget for Ellice Road Income(excl. Running Costs)*	110,900	113,673	116,514	119,427	122,413	3,788,096
Loss of income over current budget	-60,255	-54,903	-51,384	-47,824	-44,221	-304,807
Percentage return p.a.	-2.68%	-2.44%	-2.29%	-2.13%	-1.97%	-13.56%

Option 1 Scenario 2

Ellice Road Car Park - Decked Model						Project Life
Stress Test - Medium in new Decked Model						
	Year 1	Year 2	Year 3	Year 4	Year 5	Years 1-25
Spaces	297	297	297	297	297	297
Income						
	£	£	£	£	£	£
Income *	287,531	294,719	302,087	309,639	317,380	9,821,406
Less management costs *	40,000	41,000	42,025	43,076	44,153	1,366,311
Less revised business rates - incremental costs *	49,100	50,328	51,586	52,875	54,197	1,670,754
Net income (before build costs and MRP)	198,431	203,391	208,476	213,688	219,030	6,784,342
Capital Build costs less contributions						
Planning costs (Incl legal costs)	151,000					151,000
Building Costs	4,114,000					4,114,000
Professional Fees **	38,000					38,000
Contingency	155,000					155,000
Johnsdale capital receipt	-775,524					-775,524
Reserve/CIL contribution	0					0
LEP contribution	-1,034,000					-1,034,000
Total anticipated capital build costs	2,648,476	0	0	0	0	2,648,476
Revenue Streams arising per year						
Net income per annum	198,431	203,391	208,476	213,688	219,030	6,784,342
Less Interest and MRP costs per annum (EIP)	150,153	145,636	143,378	141,120	138,862	3,022,178
Net income stream return per annum	48,278	57,755	65,098	72,568	80,168	3,762,163
Percentage return p.a.	1.82%	2.18%	2.46%	2.74%	3.03%	
				Yield/Ave Return		5.68%
Current Budget for Ellice Road Income(excl. Running Costs)*	110,900	113,673	116,514	119,427	122,413	3,788,096
Loss of income over current budget	-62,622	-55,917	-51,416	-46,859	-42,244	-25,933
Percentage return p.a.	-2.36%	-2.11%	-1.94%	-1.77%	-1.60%	-0.98%

Option 1 Scenario 3

Ellice Road Car Park - Decked Model						Project Life
Stress Test - Medium in new Decked Model						
	Year 1	Year 2	Year 3	Year 4	Year 5	Years 1-25
Spaces	297	297	297	297	297	297
Income						
	£	£	£	£	£	£
Income *	287,531	294,719	302,087	309,639	317,380	9,821,406
Less management costs *	40,000	41,000	42,025	43,076	44,153	1,366,311
Less revised business rates - incremental costs *	49,100	50,328	51,586	52,875	54,197	1,670,754
Net income (before build costs and MRP)	198,431	203,391	208,476	213,688	219,030	6,784,342
Capital Build costs less contributions						
Planning costs (Incl legal costs)	151,000					151,000
Building Costs	4,114,000					4,114,000
Professional Fees **	38,000					38,000
Contingency	155,000					155,000
Johnsdale capital receipt	-775,524					-775,524
Reserve/CIL contribution	-400,000					-400,000
LEP contribution	-1,034,000					-1,034,000
Total anticipated capital build costs	2,248,476	0	0	0	0	2,248,476
Revenue Streams arising per year						
Net income per annum	198,431	203,391	208,476	213,688	219,030	6,784,342
Less Interest and MRP costs per annum (EIP)	124,513	120,768	118,895	117,023	115,150	2,506,113
Net income stream return per annum	73,918	82,624	89,581	96,666	103,880	4,278,229
Percentage return p.a.	3.29%	3.67%	3.98%	4.30%	4.62%	7.61%
				Yield/Ave Return		7.61%
Current Budget for Ellice Road Income(excl. Running Costs)*	110,900	113,673	116,514	119,427	122,413	3,788,096
Loss of income over current budget	-36,982	-31,049	-26,933	-22,762	-18,532	490,133
Percentage return p.a.	-1.64%	-1.38%	-1.20%	-1.01%	-0.82%	21.80%

Option 3 Scenario 6

Ellice Road Car Park - Decked Model						Project Life
Stress Test - Medium in new Decked Model						
	Year 1	Year 2	Year 3	Year 4	Year 5	Years 1-25
Spaces	297	297	297	297	297	297
Income						
	£	£	£	£	£	£
Income *	215,501	220,888	226,410	232,071	237,873	7,361,024
Less management costs *	40,000	41,000	42,025	43,076	44,153	1,366,311
Less revised business rates - incremental costs *	49,100	50,328	51,586	52,875	54,197	1,670,754
Net income (before build costs and MRP)	126,401	129,561	132,800	136,120	139,523	4,323,960
Capital Build costs less contributions						
Planning costs (Incl legal costs)	151,000					151,000
Building Costs	3,304,000					3,304,000
Professional Fees **	38,000					38,000
Contingency	155,000					155,000
Johnsdale capital receipt	-775,524					-775,524
Additional capital	-400,000					-400,000
LEP contribution	-1,034,000					-1,034,000
Total anticipated capital build costs	1,438,476	0	0	0	0	1,438,476
Revenue Streams arising per year						
Net income per annum	126,401	129,561	132,800	136,120	139,523	4,323,960
Less Interest and MRP costs per annum (EIP)	72,592	70,408	69,317	68,225	67,133	1,461,080
Net income stream return per annum	53,809	59,152	63,483	67,895	72,390	2,862,880
Percentage return p.a.	3.74%	4.11%	4.41%	4.72%	5.03%	7.96%
				Yield/Ave Return		7.96%
Current Budget for Ellice Road Income(excl. Running Costs)*	110,900	113,673	116,514	119,427	122,413	3,788,096
Loss of income over current budget	-57,091	-54,520	-53,031	-51,532	-50,023	-925,216
Percentage return p.a.	-3.97%	-3.79%	-3.69%	-3.58%	-3.48%	-64.32%

Option 3 Scenario 7

Ellice Road Car Park - Decked Model						Project Life
Stress Test - Medium in new Decked Model						
	Year 1	Year 2	Year 3	Year 4	Year 5	Years 1-25
Spaces	297	297	297	297	297	297
Income						
	£	£	£	£	£	£
Income *	215,501	220,888	226,410	232,071	237,873	7,361,024
Less management costs *	40,000	41,000	42,025	43,076	44,153	1,366,311
Less revised business rates - incremental costs *	49,100	50,328	51,586	52,875	54,197	1,670,754
Net income (before build costs and MRP)	126,401	129,561	132,800	136,120	139,523	4,323,960
Capital Build costs less contributions						
Planning costs (Incl legal costs)	151,000					151,000
Building Costs	3,304,000					3,304,000
Professional Fees **	38,000					38,000
Contingency	155,000					155,000
Johnsdale capital receipt	-775,524					-775,524
Additional capital	0					0
LEP contribution	-1,034,000					-1,034,000
Total anticipated capital build costs	1,838,476	0	0	0	0	1,838,476
Revenue Streams arising per year						
Net income per annum	126,401	129,561	132,800	136,120	139,523	4,323,960
Less Interest and MRP costs per annum (EIP)	98,232	95,277	93,800	92,322	90,845	1,977,145
Net income stream return per annum	28,169	34,284	39,000	43,797	48,678	2,346,815
Percentage return p.a.	1.53%	1.86%	2.12%	2.38%	2.65%	5.11%
				Yield/Ave Return		5.11%
Current Budget for Ellice Road Income(excl. Running Costs)*	110,900	113,673	116,514	119,427	122,413	3,788,096
Loss of income over current budget	-82,731	-79,389	-77,514	-75,630	-73,735	-1,441,281
Percentage return p.a.	-4.50%	-4.32%	-4.22%	-4.11%	-4.01%	-78.40%

Traffic Generation

