

To: MEMBERS OF THE STRATEGY & RESOURCES COMMITTEE
Councillors Fisher (Chair), Elias (Vice-Chair), Black,
Botten, Bourne, Cannon, Childs, Davies, Harwood,
Jecks, Jones, Lee and Pursehouse.

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Substitute Councillors: Ainsworth, Allen, Orrick and Sayer.

c.c. All Other Members of the Council.

13th March 2019

Dear Sir/Madam,

STRATEGY & RESOURCES COMMITTEE
THURSDAY, 21ST MARCH 2019 AT 7.30 P.M.

The Agenda for this meeting of the Committee to be held in the Council Chamber, Council Offices, Station Road East, Oxted is set out below. If a Member of the Committee is unable to attend the meeting, please notify officers accordingly.

Should Members require clarification about any item of business, they are urged to contact officers before the meeting. In this respect, reports contain authors' names and contact details.

If a Member of the Council, not being a Member of the Committee, proposes to attend the meeting, please let the officers know by no later than noon on the day of the meeting.

Yours faithfully,



Louise Round
Chief Executive

AGENDA

1. **MINUTES OF THE MEETING HELD ON THE 5TH FEBRUARY 2019** (previously circulated)
2. **APOLOGIES FOR ABSENCE** (if any)
3. **DECLARATIONS OF INTEREST** – All Members present are required to declare, at this point in the meeting or as soon as possible thereafter:
 - (i) any Disclosable Pecuniary Interests (DPIs) and / or
 - (ii) other interests arising under the Code of Conduct

in respect of any item(s) of business being considered at the meeting. Anyone with a DPI must, unless a dispensation has been granted, withdraw from the meeting during consideration of the relevant item of business. If in doubt, advice should be sought from the Monitoring Officer or his staff prior to the meeting.

continued...

4. **TO DEAL WITH QUESTIONS SUBMITTED UNDER STANDING ORDER NO. 29(2)**
5. **OPTIONS FOR SUPPORTING CHILDREN'S CENTRES (page 3 and Appendices 'A' and 'B')**
6. **FUTURE HIGH STREETS FUND (page 34)**
7. **POLICY AND PROCEDURE FOR THE COUNCIL'S USE OF COVERT SURVEILLANCE UNDER THE REGULATION OF INVESTIGATORY POWERS ACT 2000 (RIPA) (page 37 and Appendix 'A')**
8. **WHOLE COUNCIL BUDGET MONITORING – 2018/19 PERIOD 10 (page 56 and Appendices 'A' and 'B')**
9. **CORPORATE DELIVERY PLAN – 2019/20 (page 63 and Appendix 'A')**
10. **MEMBERS' ALLOWANCES SCHEME FOR 2019/20 (page 88 and Appendices 'A' – 'C')**
11. **ANY OTHER BUSINESS WHICH THE CHAIRMAN IS OF THE OPINION SHOULD BE CONSIDERED AT THE MEETING AS A MATTER OF URGENCY**

REPORT TO THE STRATEGY & RESOURCES COMMITTEE - 21 MARCH 2019 AGENDA ITEM 5	
OPTIONS FOR SUPPORTING CHILDREN'S CENTRES	
Report of:	Louise Round – Chief Executive – 01883 732999 lround@tandridge.gov.uk
Purpose of Report:	To update the Committee on Surrey County Council's proposals for the future of Children's Centres in Tandridge and to seek authority for Tandridge District Council to express an interest in becoming the provider of Surrey County Council's family centres in Tandridge.
Publication status:	Unrestricted
Recommendations:	That the Committee agrees: A. In principle and subject to a further report being brought to this Committee, to enter into arrangements with Surrey County Council to provide a family centre service in Tandridge, (Option C); and B. To authorise the Chief Executive: (i) to carry out all necessary work to prepare a full business case and submission in support of such arrangements; and (ii) in tandem, to develop alternative or complementary proposals to provide services at community venues for families in need of advice and assistance in the District (Option D)
Appendices:	Appendix A: Specification for the provision of family centres drawn up by Surrey County Council (page 10) Appendix B: Schedule of services provided by existing children's centres in Tandridge (page 31)
Background papers defined by the Local Government (Access to Information) Act 1985	

1 Background

- 1.1 At the last meeting of this committee, members considered a number of options for the Council to mitigate the impact of the decision taken by Surrey County Council (Surrey) to change the model of provision in children's centres by changing them to family centres and, significantly, to reduce the number of physical centres in the District from 5 to 1, the remaining centre to be located in Caterham.
- 1.2 Since that meeting, there have been some developments and discussions have taken place as result of which officers are able to make some recommendations about a proposed way forward in principle. The specification for the new service has been published and the existing providers were given until 12 March to indicate whether they want to be considered to provide the reconfigured service against that specification. A copy of it is attached as appendix A. Surrey has confirmed that none of the current providers of children's centres in the District do wish to. As a result, Surrey is now considering how the service should be provided in Tandridge.

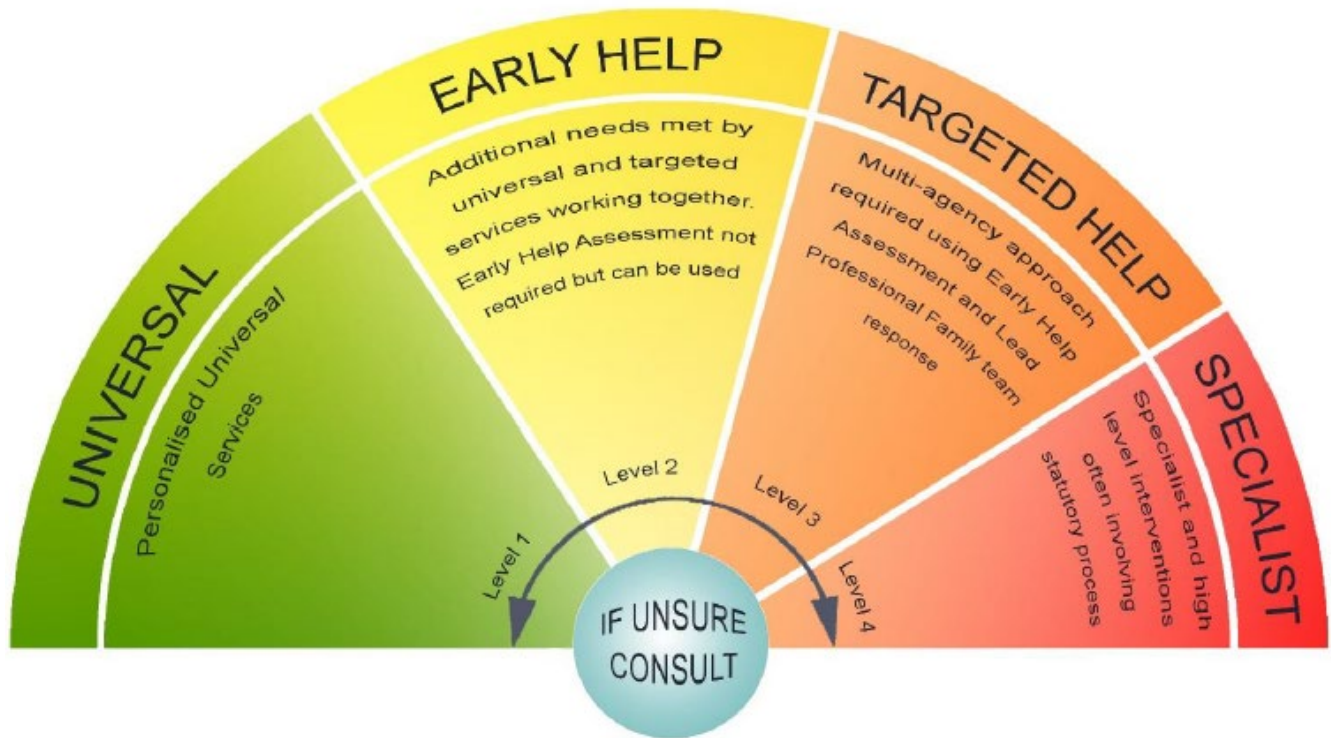
- 1.3 During preliminary discussion with Surrey, officers there have indicated that should Tandridge District Council wish to consider running the family centre service, Surrey would be open to this and that this could in theory be achieved without the need for a full tender process as the respective councils would enter into partnership arrangements for the provision of the service. IN the absence of such arrangements, another option might be simply to tender the new service and see who expresses an interest in the work. In those circumstances it would remain open to this Council to bid to run the service in which case its submission would be considered alongside those of other tendering organisations.
- 1.4 Discussions have also taken place with the managers of all the existing centres, the CCG and the 0-19 team of the community health provider, First Community Health.

2. Discussion

- 2.1 Having considered the specification, it is clear Surrey does expect to see some changes in the way which family centres will operate, compared to the current operation of children's centres. Attached as appendix B is a schedule showing the services being delivered by the existing centres although it should be noted that this does not capture all the activity at the centres. For instance, the Hurst Green centre acts as an outlet for the Caterham foodbank daily and provides a venue for supervised contact between children who are being looked after by social services and their families. Officers are compiling a more complete list of activity and services across the centres.
- 2.2 In brief, the new family centres will be providing services targeted at families with a higher level of need than some of the families who currently attend the centres. The following diagram shows the spectrum of need to which they work:

Graduated response to need

The Surrey Effective Support Windscreen



- 2.3 Families with the highest need - level 4 - are those for whom there may be significant child protection issues and may already be subject to statutory intervention. Such families may be referred for specialist services provided by the family centres from time to time, but the centres will not “hold” casework responsibility for them. For level 3 families, family centres will take on casework responsibility – that is will act as the lead professionals responsible for the support plan for that family and provide targeted services. Level 3 and 4 cases will be referred to the family centres via the triage process operated by Surrey’s early help hub. At present it is not clear what the volume of such cases is likely to be. In addition, the centre will be expected to provide early help services to level 2 families who either self-refer or who are directed to the centre by other agencies.
- 2.4 The specification is not prescriptive about the types of services to be provided but is clear that as well as individual and group work at the physical centre, several outreach workers will need to be employed to work with children and their families in their homes and other community venues. Some of the examples of the services in the specification are the same, regardless of the level of need to which they are directed, and some are similar in nature to those currently being provided. Surrey is agreeable to universal services continuing to be provided at the centre, particularly if doing so allows for an element of cross subsidy, but this cannot be at the cost of services to tiers 2,3 and 4 and the funding on offer from Surrey cannot be used to support such services.

- 2.5 As the current providers have indicated they do not wish to run the new family centres, it seems likely that previously proposed remaining centre at Marden Lodge School will no longer available although discussions are ongoing with the academy trust responsible for that school. If it is not possible to secure that venue for future use, the alternative is the one currently operating from the cricket pavilion at Caterham Barracks. The specification recognises to some extent the rural nature of the district and therefore does envisage some services being delivered in community venues elsewhere in the district. The existing mobile service, which is facilitated by the St Piers Children's Centre in Lingfield, will continue to run although this is operates from a bus which is shared with the other three East Surrey authorities. The bus is one of two operating across the county and the proposal is to decommission one of the busses. Final details are not available, but it is probable that this will reduce the amount of time for which the bus can be deployed in Tandridge. This service is particularly critical for work with the travelling community and is frequently used to provide services to residents at the Green lane site.
- 2.6 Conversely, the specification acknowledges that other service providers may need to operate from the family centre and requires the new provider to make the premises available to such providers, in some cases free of charge. This particularly important for health services such as midwifery and baby clinics, partly because changes in the relevant organisations have reduced the number of home visits teams make but also because the availability of those services acts as a draw for parents who may not otherwise visit the centre but when they do, are able to access the other services on offer there.
- 2.9 So far as the timing of any changes is concerned, officers have been informed that if an open tender process is pursued, the new provision will be in place by August, whereas arrangements are in place with existing providers or the relevant district or borough, the new model could possibly be up and running by June. This may be a bit ambitious given the amount of details to work through and the staffing issues referred to below. No formal steps have yet been taken to decommission the current children's centres so while there is clearly a need for an agreed solution to be arrived at with some pace and certainty, there is a time for a proper consideration of the possible options set out later in this report. Officers at County have confirmed that there is no intention to close any existing centre before the end of August.

3. Options Appraisal

Option A – provide funding to Surrey County Council to keep one or more of centres open

- 3.1 As stated in the previous report, the option of simply providing funding to keep the existing centres running, even were it to be affordable, is not in reality available. Surrey is quite clear that it wishes to see a different model of service provision, regardless of the funding position.

Option B – Enhance proposed new provision

- 3.2 The earlier report envisaged a situation whereby the Council contributes some revenue funding to the new provision to ensure it benefits a higher number of residents than would otherwise be the case. Having considered the specification and had further discussion with Surrey, this would not now appear to be an option.

Option C – Enter into arrangements to run new provision in partnership with Surrey

- 3.3 The option of the Council entering into arrangements with Surrey to run the family centre service in the district has several advantages. The Council is well placed, working with partners and the voluntary sector, to understand the needs of the local community and the way in which these might differ across the district. Strong relationships have already been built with colleagues in health, in part through the work done in establishing our well-being prescription team and because of being co-located with key teams in the council offices. If the remaining centre is to be at the Caterham Barracks, the work done recently with the Caterham Barracks Community Trust has strengthened working relationships there too. By bringing services together, there would be an opportunity to enhance service provision, for instance by getting our benefits and housing officers team to run surgeries for centre users and/or asking the citizens advice bureaux, who we still grant fund to a significant extent, to provide some outreach services.

- 3.4 Although the Council does not have direct experience of running services for children, should it become the provider, the operation of TUPE would probably mean that existing staff would become council employees, so their experience would be invaluable. In addition, it is likely the Council would, whilst the service was being designed, seek to employ external expert advice on the types of services needed and on critical issues such as safeguarding.
- 3.5 The Council would have to acknowledge, in putting together proposals to run the new service, that Surrey would need to be satisfied that their requirements for skilled outreach and targeted support for families in levels 2,3 and 4 would be delivered. Any proposals would have to bring together the centre management into once place. At present, the five centres are run by separate organisations, each of which employs its own staff, including a centre manager. The detail of the service to be provided would be co-designed with Surrey and it is clear that it would be different in a number of respects from the current children's centres provision.
- 3.6 In terms of the venues from which the service would operate, although there would only be one formally designated centre, in Caterham, as stated above, Surrey does anticipate other venues being used from time to time. For the purposes of this report, those other premises are referred to as community venues. It may be possible to continue to use some of the current premises as community venues in the future and First Community Health Care have also said they would wish to run clinics across the District. Further work would need to be carried to understand the best locations for such venues.
- 3.7 Officers have therefore reached the preliminary conclusion that the Council should in principle agree to enter into arrangements with Surrey to run the family centre service in the District. This would be the preferred option.
- 3.8 There is no doubt some of the services currently being provided from the centres would be classed as universal in accordance with the classification set out above but that does not mean that it would not be sensible to allow them to operate from the same venues as targeted and specialist services. As part of the preparation of the business case, consideration will be given to the optimum balance between the types of service to be provided, both in the main centre and at the community venues.

Option D – Seek to provide or coordinate some complementary services in community venues

- 3.9 If having carried out further work, it is not possible to come to an arrangement with Surrey, the new family centre will be run by a third party. In those circumstances, officers anticipate that the Council would want to understand what impact that would have on residents and whether there are any steps it could take to mitigate any negative impact. In this option, there would be no funding available from Surrey so the scope to re-provide services would be limited but it may be possible to take on a co-ordinating role to ensure that some of those universal and early help services valued by residents continue to be provided in a joined-up way in community venues, possibly including the existing sites, across the District. Having carried out an initial analysis, early indications are that it should be possible to make a business case in support of such complementary proposals. It is recommended that further work be done to develop these proposals in order not to lose time should Option C founder and, also, because even if Option C is successfully pursued, these complementary services could, as indicated above, be delivered in conjunction with the family centre service.

4. Co-operation with other councils and next steps

- 4.1 A project manager has been appointed to lead this work and she and the Chief Executive will continue to meet with key partners and to gather the data necessary to inform the production of a proper business case upon the basis of which to approach Surrey. In the previous report, the possibility of making such an approach with colleagues in one or more of the other East Surrey authorities was broached. Since then it has become clear that in Mole Valley, one of the existing providers will likely provide the new service and Epsom and Ewell are unlikely to need to take on responsibility for family centres in its area.

- 4.2 There have also been some preliminary discussions with Reigate and Banstead Borough Council (RBBC) to explore the option of the family centre service being run under the auspices of the family support programme (FSP) for which RBBC is the lead authority on behalf of Tandridge and Mole Valley. There is a significant degree of overlap between the FSP and the new proposed family centre specification so there is some logic in bringing both under the same management, particularly as the team has some expertise in this area of work. However, at present, there are no proposals for RBBC to run family centres in its own area as discussions are ongoing with the existing providers, so it has not been possible to develop this option further at this stage. Discussions in this respect are ongoing.
- 4.3 Officers are recommending that Committee makes an in principle decision to enter into arrangements with Surrey to run the District's family centre services and to carry out all work necessary to develop a business case to the next stage. It is also proposed to work alternative proposals under option D in the event the Council does not become the new provider. The final decision would come to this Committee at its meeting on 13 June.

5. Financial and Risk Implications

- 5.1 The amount of money available for running the family centre in Tandridge is £416,228 which represents approximately a 16% reduction on the costs of the current children's centre provision. Work is being undertaken to understand the detail of the existing costs, the implications of additional services required in the new service and any opportunities for savings by bringing the management of the centres together and/or being able to charge for any continuing universal provision. The Council has allocated £75K for next year, part of which may be used in carrying out the necessary due diligence to submit a full proposal. Once the business case has been more fully developed, it will be possible to assess whether any funding will be needed on an ongoing basis to enhance the services which could otherwise be delivered within the cost envelope provided by Surrey. Any further funding requirements would form part of the MTF process for 20/21.
- 5.2 Any arrangements entered with the County would have to be clear about the level of funding available and contain some level of guarantee that it would not be reduced in the next budget round and /or without proper notice and consultation. The specification states that the arrangements would be for an initial period of 3 years with an option to extend by two further periods of one year each. Surrey officers have indicated that if during the establishment of the new arrangements, the Council incurs redundancy payments, these would be met by Surrey as would liability for any such payments which arise if and when the arrangements come to an end. Obviously, there is a reputational risk that if the funding is withdrawn for any reason, the loss of service could be laid at the foot of this Council, even if the decision to close the service in fact rested with Surrey.
- 5.3 As envisaged above, it is possible that even if some of the existing venues are maintained as community venues, this cannot be guaranteed, and neither is it clear at this stage exactly what the level of service provision at any community venue may be. So, the Council will need to be clear about the changes being made at the outset and not seek to promise something which cannot be delivered. In this regard, it is worth acknowledging that there are many other places in the district which also provide some of these services and work is being undertaken to map all these services so whatever the outcome of the family centre process, we can let residents know where they can access these services independently.
- 5.4 If the Council is to be involved in the direct provision of services to families and children, it would obviously be essential to ensure that all staff involved were properly qualified and trained in all key issues, including in relation to safeguarding.

6. Legal Implications

- 6.1 The Council has the power to provide the kinds of services likely to be required by virtue of the general power of competence contained in section 1 of the Localism Act 2011. The Councils can enter into arrangements with each other, under section 101 of the Local Government Act 1972, for the joint exercise of their functions.

- 6.3 Any proposal to transfer the operation of the children’s centres to the new family centre service is likely to invoke the provisions of the Transfer of Undertakings (Protection of Employment) Regulations 1984 and therefore care will have to be taken to ensure proper consultation with staff and to understand their existing terms and conditions, which may differ depending on who currently employs them.
- 6.4 As it is proposed that the family centre would be run from premises not already owned by the Council, arrangements will have to be put in place to secure those premises, probably via a lease.

7. Equality Impacts

7.1 Consideration of impacts under the Public-Sector Equality Duty are as follows:

Questions	Answer	
Do the proposals within this report have the potential to disadvantage or discriminate against different groups in the community?	Yes	Some of the proposals by Surrey County Council have the potential to disadvantage certain groups in the community.
What steps can be taken to mitigate any potential negative impact referred to above?	To ascertain the extent to which Tandridge District Council can ameliorate the impact of those proposals.	

8. Conclusion

8.1 This document outlines possible options for the Council to mitigate the impact of Surrey County Council’s Transformation Programme on residents, bearing in mind the limited resources available and recommends, in principle that the Council seek to become the provider of the family centre in the District.

----- end of report -----

1 Commission design specification – Family centres

Purpose

Family Centres as part of a wider Family Service to support families with children aged 0 -11 that are the most vulnerable.

The new Family Centres will work with children aged 0 to 11 and their families. The services will be targeted and referrals will come via our new Early Help Hub, this Hub will replace the current MASH (Multi Agency Service Hub) arrangements. This new approach builds on the Family Resilience model, based on early intervention and support, at the core of this approach is the idea that most families will be good enough parents and continue to care for their children. We are seeking to avoid children becoming subject to child protection or public care.

Family Centres do not exist in isolation, but are part of a local integrated system and a wide range of partners that builds family resilience in Surrey, improving the life chances of the most vulnerable children.

Aim

Working together with everyone who supports children, young people 0 – 11 yrs. and their families, Family Centres will promote the upbringing of children within their birth families and work with partners and families to ensure that children can thrive whilst remaining safely at home.

To do this family centres will focus their work on improving outcomes for children aged 0 – 11 years needing additional help; these include:

- Children whose needs are complex and enduring (Specialist).
- Children whose needs are more complex with more than one service involved as part of a co-ordinated multi-disciplinary assessment and plan (Targeted Help).
- Children whose needs require some extra support which can be offered or organised by the centre with local partners (Early Help);

Family Centres will act as soon as problems emerge, share information and provide effective, timely support to enable children and families to overcome difficulties and become more resilient so that they can manage future life challenges independently.

Core purpose

As part of a quadrant early help offer Family Centres will work together with children and families to meet their additional needs offering the right help at the right time to prevent needs escalating and reducing the need for specialist services.

Family Centres achieve this by:

- Offering early help to support families at the right time as part of an early help plan;
- coordinating targeted help and taking the lead practitioner role where appropriate for families needing a multi-agency response;
- participating in a multi-disciplinary plan as part of specialist support for families in crisis.
- contributing to a co-ordinated borough/district parenting offer for families;
- providing information, advice and guidance and enable access to appropriate local universal services offered by local partners and/or voluntary organisations; and
- offering the use of the centre to partners or volunteers to deliver additional services.

	<p>Outcomes</p> <p>Family centres will focus on the following outcomes for families referred to the centre needing additional help at levels 2, 3 and 4 or children who are less likely to achieve their potential due to challenging individual or family circumstances.</p> <p>Outcomes:</p> <ol style="list-style-type: none">1. Reduced inequalities for disadvantaged children and families to prevent the need for statutory services2. Strengthened family relationships and enabling families to stay together3. Improved child and family health and wellbeing4. Improved outcomes at school <p>As a result of being more resilient, families will increasingly enable children to be happy, healthy, learn, achieve their potential and become economically independent citizens.</p>
<p>Commission description</p>	<p>As part of the overarching family resilience approach, Family Centres will subscribe to the key principles set out in the Effective Family Resilience guidance. These are intended to inform the way everyone works with children, young people and their families in Surrey including statutory and non-statutory organisations, agencies and partners.</p> <p>The principles are:</p> <ul style="list-style-type: none">• Promoting the welfare of children and protecting them from significant harm is at the centre of all we do;• Working together across the whole partnership, aligning our resources so we can best support families and do what needs to be done when it needs to be done;• Using motivational interviewing to engage with families, seeking their consent and agreement;• Working to families' strengths – especially those of parents and carers and taking the time to understand their needs fully. Parents say they are motivated by having goals that reflect their family priorities and working with practitioners whose actions are driven by the needs of the child;• Focusing on solving problems before they escalate and offer flexible responsive support when and where it is required;• Building the resilience of families and communities to support each other;• Basing all that we do on evidence, both of what is needed and of what works;• Being clear and consistent and open about the outcomes we want to achieve, to make a positive difference. <p>Family Centres will contribute to a joined-up offer of family resilience and safeguarding services for families with children 0 – 11 years, based on a clear understanding of local needs across a district/borough. This will include a close partnership with the district/borough led Family Support Programme and the SCC targeted youth offer. The provision of services and deployment of staff and resources will link to the wider quadrant family resilience and safeguarding system to most effectively support children, young people and their families.</p>

Family Centres will receive allocations for families who need targeted help (level 3) and families requiring level 4 support from Children's Social Care through the Early Help Hub.

Family centres will work with district/borough councils, partners, local organisations and agencies to ensure that effective ways of identify emerging problems and potential unmet needs of individual children and families are in place. This can be achieved by linking with universal services, for example schools, early years settings, health visitors, midwives and those providing services to adults with children, sharing information that will support early identification and assessment. Family centres will work with the local authority to contact and support vulnerable families identified from the Department for Education (DfE) list of 2 yr. olds eligible for FEET funding.

Services will be designed to gain families' confidence, identify strengths and needs and support practical and achievable solutions as early as possible through the right amount of information, advice and support.

Family centres will connect with locally based professionals and agencies as part of a seamless offer of support for families. Charging for use of the Family Centre by other agencies is in accordance with the Family Centre charging policy (see section 5).

Family centres will provide centre based services and hire community venues to reach vulnerable families anywhere within the district/borough where a need has been identified. Outreach support for individual families will be included as part of the centres offer. Mobile provision will also be available to support target communities.

To maximise capacity to support families needing early help or targeted help, this model will maintain or increase where possible the number of family support workers and reduce the proportion of funding spent on overheads. This will be achieved by ensuring a focus on direct work with families, reducing the number of centre buildings and streamlining management costs.

Over time Family Centres will work towards supporting increased community resilience. Centres will be encouraged to innovate and be creative, working alongside partners to promote volunteering and community self-reliance.

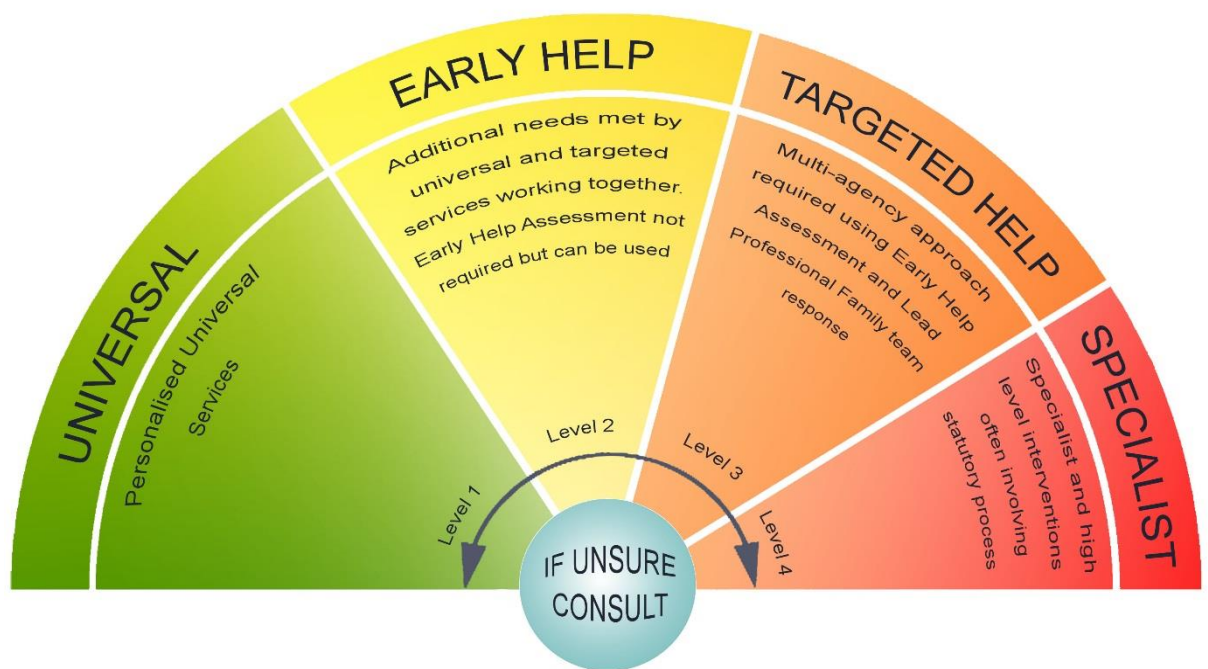
Family Centres will be expected to use the same case management system as the wider Family Services (EHM). The Level 3 and 4 families (see below) will be allocated to Family Centres by the Early Help Hub using the EHM system. EHM will be used to record early help assessments, plans record of intervention and management oversight.

Service standards include:

- The family to be contacted within 5 working days from point of allocation to the Family Centre
- Initial meeting with the family within 10 working days from the point of allocation to the Family Centre
- Where required, complete the Early Help assessment within 20 working days of allocation
- All cases reviewed with effective management oversight at a minimum of every 12 weeks or sooner if circumstances change significantly.

Graduated response to need

The Surrey Effective Support Windscreen



Supporting Specialist, Early Help and Targeted Help

Specialist (level 4)

Family centres will participate in a multi-agency approach and effective local partnerships particularly between social workers, health visitors and family workers where children's needs are complex and enduring and cross many domains. Working alongside other professionals family centre staff will be trained in motivational interviewing and apply this in their work with families.

These families will be supported to access a continuum of wider services as needed, ensuring appropriate referrals to statutory social care services are made if necessary, supporting them through and out of interventions. The Effective Family Resilience indicators of need should be used to identify children and families needing this level of support. Typically families may include those where:

- there are Child Protection Orders in place
- a Child in Need plan is in place
- there is known domestic abuse

- they are accessing CAMHS services
- there are Looked After Children.

Typically family centres may offer interventions to these families as part of a plan. These interventions may be:

- early help services for example evidence based parenting programmes
- targeted help services for example linking with specialist services for families where there are more complex health or social care needs.

Family centres may offer space in the centre for supervised contact where appropriate for the family.

Targeted Help (level 3)

Family centres offer services to children and families identified as needing Targeted Help as part of a multi-agency approach. Their needs are likely to be complex and range across a number of domains in depth or significance. Centres will link to Surrey's family resilience processes to:

- casehold families that have been referred through Surrey's Early Help Hub.
- support individual families needing one to one support; outreach worker's (Full time equivalent) caseload to support between 12 – 15 families at any one time.*
- complete and record Early Help assessments with families and take the role of lead professional where this will lead to the best outcomes for the family. The early help assessment will help to identify which early interventions might be appropriate and help ensure families in greatest need receive the services that will make a difference to their lives
- offer solution focussed and strength-based approach to working with families
- use motivational interviewing as an approach to practice
- use Outcomes Star as the approach to assessment, planning and measurement of impact to improve practice

*Individual one to one work with families could take place in the home, centre or community whichever best supports families' circumstances. This support would be part of a time bonded plan agreed with the family using evidence based interventions and regularly reviewed through the use of the Outcome Star. This work will be part of a Team Around the Family approach.

The aim of this support is to increase family resilience, build close and loving relationships and improve parenting skills and capacity to enable children to experience effective parenting.

Families needing Targeted Help may present with the following:

- child previously had periods of Local Authority care
- Refugee families
- Young carer
- parent/carer failing to provide adequate care and child not meeting developmental milestones
- child subject to neglect
- Domestic abuse in the home
- Consistently poor nursery/school attendance
- Family unable to gain employment due long term substance misuse

- Family have serious physical, mental health, substance misuse issues, learning disability or physical disability impacting on their child
- child has significant disability

Targeted Help support could include activities provided by family centres or partner agencies to improve:

- Health and emotional development
- Behavioural development
- Family and social relationships
- Self-care and independence
- Learning and child development
- Basic care, ensuring safety and protection
- Housing, work and income
- Family functioning and wellbeing

Early Help (level 2)

These services may be provided for individual families or where population groups are targeted for intervention for example families living in pockets of deprivation or traveller, military or young inexperienced parents whose needs require some extra support. Families at this level do not require a multi-agency approach but a Team Around the Family meeting to share information and agree an Early Help Plan maybe helpful.

The following factors individually may have no impact on the family but combined they may contribute to poorer long term outcomes and should be taken into account when considering the level of services needed. These include:

- lone parent families
- non-working families
- families on low income (under 20k) or on benefits
- families with three or more children aged 0-14 years
- families living in one of the 30% most deprived areas of the country
- families where low or no qualifications have been achieved
- families where at least one parent has a long term illness or disability
- families in rented accommodation as a proxy for social housing or in temporary or overcrowded housing
- families where at least one child has a special educational need or long term disability or illness.
- families suffering trauma or bereavement
- families where there is domestic abuse, substance misuse or mental health affecting the child
- member of family in prison
- military families
- English as a second language
- Roma/Traveller families
- family member offending/anti-social behaviour

Early Help support could include activities provided by family centres or partner agencies to improve: to improve:

- Health and emotional development
- Behavioural development
- Identity and self esteem
- Family and social relationships
- Self-care skills and independence
- Learning and child development
- Basic care, ensuring safety and protection
- Emotional warmth and stability
- Family functioning and wellbeing
- Guidance, boundaries and stimulation
- Housing, work and income
- Social and community inclusion

Services could include:

- evidence based programmes for parenting, building close family relationships, wellbeing and family support
- evidence based programmes to build positive parental relationships and reduce conflict;
- signposting to RELATE and Domestic Abuse Outreach Services;
- support groups for young parents;
- support groups for parents of children with additional needs;
- support to families eligible for FEET funding to access appropriate early years provision and parenting support;
- evidence based communication and language programmes and groups supported by SALT services and health visitors;
- evidence based programme to support healthy lifestyles and healthy weight of young children;
- cooking sessions to support families needing to improve nutrition and/or budgeting skills;
- outreach work to traveller sites to encourage participation in education/health services
- signposting to family and adult learning courses alongside partner agencies such as Family Learning and training providers.
- Signposting to preparation for work courses CV writing, interview skills.

Core characteristics

Working together to support families in greatest need

- Funding allocations reflect the 0 – 4 yrs population with each child contributing to the borough/district total. Funding is weighted to ensure that children in the highest areas of need attract the highest funding with an allocation for those living in a middle and lower areas of deprivation. Funding is based on the IDACI index of deprivation.
- Resources targeted to need, at a countywide and local level, to tackle inequality and disadvantage – the most resourced buildings will be located in the areas of greatest need with satellites and community venues offering some family centre services in areas with a lower concentration of need. Families will be able to access any centre.
- We will maximise investment in front-line staff and reduce investment in overheads, including some buildings and management costs.
- Strong partnerships with schools and PVI organisations managing family centres, health and other partners will be maintained whenever it is possible
- Partnership agreements between family centre providers across the borough or district to maximise resources and have flexible approaches to managing demand
- Family centres will respond to and inform the development of local priorities through the Early Help governance arrangements.
- Children’s centres build on existing strengths and relationships in the local community
- There are opportunities for local creativity and innovation in creating a sustainable model

Strong partnerships building stronger communities

- Partnership is at heart of the family centre model and building stronger communities is key to delivering a district/borough-wide whole family offer.
- Partners are able to deliver from buildings to maximise their impact
- Co-delivery of specific programmes and interventions in partnership with health and other partners
- Integration with other Surrey CC in-house and externally commissioned services for example Family Support Programme.
- Social work support and advice is available to all professionals working in Family Centres
- Information, advice and provided by family centres, family information service and the Early Help Hub.

Practice model based on Family Resilience

- Family Centres will form part of the new whole system family resilience model for Surrey
- Effective and purposeful relationships with the families at the heart of our approach
- Securing consent and working with families rather than doing to (see Family Resilience document)
- Motivational interviewing will be the model of practice for all targeted help and specialist work with families

	<ul style="list-style-type: none"> • Expertise and skills of existing staff is retained whenever possible • Support workforce development through Surrey Children’s Academy • Complies with practice standards set by Surrey County Council • Practitioners are expected to receive regular effective supervision and management oversight. 		
<p>Development characteristics</p>	<ul style="list-style-type: none"> • Increased use of social capital • Create wider opportunities for volunteering and peer support • Connection to the Early Help Module to record and monitor case work 		
<p>Timeframe</p>	<p>Start date: (tbc)</p>	<p>End date: (tbc)</p>	<p>Duration: 3 years + 1 year + 1 year</p>
<p>Target groups</p>	<p>Age: Supporting whole families with children 0 - 11yrs</p> <p>Focus on 0-3yrs in line with First 1000 Days.</p>	<p>Typical needs: Family centres will support families needing early help and target help as well as contributing to a plan for families needing specialist support. Targeted groups of children and families who have characteristics that may contribute to poorer long term outcomes include:</p> <ul style="list-style-type: none"> • lone parent families • non-working families • families on low income (under 20k) or on benefits • families with three or more children aged 0-14 years • families living in one of the 30% most deprived areas of the country • families where low or no qualifications have been achieved • families where at least one parent has a long term illness or disability • families in rented accommodation as a proxy for social housing or in temporary or overcrowded housing • families where at least one child has a special educational need or long term disability or illness. • families suffering trauma or bereavement • families where domestic abuse, substance misuse or mental are affecting the child • member of family in prison • military families • English as a second language • Roma/Traveller families • family member offending/anti-social behaviour 	

<p>Geography</p>	<p>Each Family Centre provider will be responsible for a specific area within a district/borough as part of a wider Family Centre offer which is county wide. Family Centres will work together to maximise resources and deploy staff to best meet the needs of families in the local community. Main Family Centres with the most resources will be located in areas of high need, supported by a number of satellite premises, partner and local outreach venues in communities across the county.</p> <p>Centres will link to the quadrant family resilience offer, Family Safeguarding Hub and Early Help Hub</p>		
<p>Delivery vehicle</p>	<p>Contracts</p>	<p>Total Funding each year per District/Borough</p>	<p>See Annex A</p>
<p>Quality</p>	<p>We will use the following approaches to ensure the quality of Family centres in Surrey:</p> <ul style="list-style-type: none"> • Compliance with relevant national and local guidance, including Surrey Safeguarding Children Board Policy and Procedures; Data Protection and Information Sharing Protocols – including requirements of GDPR) and our service standards • Provider quality assurance – providers will be expected to include consultation with children and young people, their parents and carers, and referral stakeholders in their monitoring and evaluation of the service provided. This should focus on customer satisfaction, quality improvement and, crucially, the outcomes achieved for children, young people and families, through direct feedback about “I” statements being realised. This feedback will be collated and shared with the council as part of the contract review process. Approaches to gather feedback could include: appropriate questionnaires and feedback forms; consultation sessions and activities; and involvement in service planning and review. • District and Borough Annual Reviews – we will seek customer feedback from children, young people and families through the local early help governance structures, in relation to the quality of provision and impact on outcomes in our outcomes framework. Providers will support and encourage collation of feedback from children, young people and families. • Observation, engagement and or site visits – the purpose of these at least annual visits will be to observe practice, activities and relationships between the workforce and children and young people. This will assess provision against key quality standards set out by the Council and the approaches identified by the provider in their bidder response. We will also use these visits to engage and consult with children, young people and families. • Management information reports, will be produced from the EHM case management system for use by the provider and commissioner to monitor performance against service standards. 		
<p>Working with other commissions and partners</p>	<p>For this commission, local providers with experience of working with individuals (aged 0-11 years) and with families will work together within a district and borough to deliver all elements of the specification as underpinned by a local partnership agreement (as needed).</p> <p>Providers will need to work with a wide range of other commissions, SCC departments and partners based around the needs of a family to achieve the best possible outcomes for children and young people.</p> <p>Key agencies that the provider will be expected to work with include:</p> <ul style="list-style-type: none"> • Children’s Social Care Teams • Family Support Programme 		

- SCC's targeted youth services
- Early years settings
- CAMHS Provider and Sub-contractors
- Domestic abuse outreach
- Local Social Prescription Service
- Surrey Schools in the areas they are delivering (special and mainstream)
- District and boroughs to include Housing and Family Support Services
- Public health providers (including 0-19 health teams – midwifery, health visiting and school nurses)
- Substance misuse services for adults who have children aged 0-19
- Services provided by Adults Services and Health partners (e.g. Clinical Commissioning Groups and their providers)
- Other local voluntary, community and faith sector organisations (mainstream and specialist) who could provide additional services to support children, young people and families coming to the attention of the provider (including local domestic abuse expert support services)
- Criminal justice agencies e.g. Police, Probation and Youth Offending Service.

2 Children’s centre Outcomes Framework

Ultimate Early Help Outcome: <i>Surrey children and young people get the right help at the right time. They are resilient and have safe, nurturing relationships which enable them to thrive and build skills they will need for adulthood (Early Help Strategy 2018 – 2022).</i>			
Ref	Commissioning Plan Outcome	Ref	Local Offer Outcome
1	Children, young people and families will have nurturing relationships, free from harm	1.1	Family life is enhanced
		1.2	Parents / care-givers develop skills that enable them to cope and build positive relationships with their children through key life-stages
		1.3	Young parents feel supported to give their child the best possible start to life
<p>“I” or “We” statements</p> <p><i>Whole-family feedback including:</i></p> <p>Our home life is calm.</p> <p>We understand each other’s needs and what works to help our family.</p> <p>We have a toolbox of skills to help our child[ren] and to improve our situation at home.</p> <p>We feel much more able to face the future challenges</p> <p>I feel very much empowered to improve our life as a family</p> <p>We are having fun as a family.</p> <p><i>Focus on feedback from parents on what matters most to them to support their child to get best outcomes; focus on specific support for families at key points of transition including:</i></p> <p>I feel less anxious about the future and better equipped to deal with tantrums and things that may occur.</p> <p>I know how to talk to my child and manage challenging behaviour.</p> <p>I can cope and help my child when times are hard.</p> <p>I feel equipped with the skills and to help my child move forwards.</p> <p>I realise that there are other families in the same boat and talking about experiences in dealing with difficult situations allowed me to learn practical strategies</p> <p>I feel more confident as a parent and more hopeful for the future.</p> <p><i>Focus on feedback from young parents and specific requirements for support including:</i></p> <p>My child is happy and healthy.</p> <p>I know I can do the best for my child[ren]</p> <p>I feel that my relationship with my child has improved and my own confidence in my parenting ability has improved.</p>			

		1.4	Families with children with SEND are supported to be resilient	<p><i>Focus on feedback from families with SEND specifically linked to parenting support identified including:</i></p> <ul style="list-style-type: none"> I understand the needs of all of my family and what resources I have to support individual and whole-family I feel much better equipped to deal with my child's behaviour I have opportunities to spend quality time with the different members of my family, including all my children I feel positive about the future and how to support my child[ren] as they go through life. I am not on my own and help is available if we need it.
		1.5	Parents / care-givers strengthen relationship between adults involved in care-giving for children	<p><i>Focus on reduction of inter-parental conflict and or knowing where to ask for help when needed to keep children and young people safe including:</i></p> <ul style="list-style-type: none"> I feel able to talk to my partner about how I am feeling I know what we need to do to improve our relationship to strengthen the care for our child[ren] I understand the impact that my relationship with my partner has on my children.
		1.6	Children and young people form and develop supportive relationships	<ul style="list-style-type: none"> My family relationships are stronger I have healthy relationships with my peers I have positive role models in my community
2	Children, young people and families are healthy and well and feel connected to their local communities	2.1	Children and young people recognise and manage their feelings and emotions	<ul style="list-style-type: none"> I understand my feelings better I recognise when my feelings change I am more able to manage my behaviour when my feelings change
		2.2	Young people feel supported to participate and are ready for adulthood	<ul style="list-style-type: none"> I enjoy learning and am hopeful for the future I know where to go for help when I need it I know I am not on my own and feel supported to transition I feel more prepared to face problems
		2.3	Children, young people and families feel supported locally	<ul style="list-style-type: none"> I know I am not alone and I feel less isolated I have opportunities to talk with others in similar positions (parents, carers, young people, children) I feel supported to develop positive solutions to the challenges I face
		3.4	Parents and carers are able to look after their own wellbeing	<ul style="list-style-type: none"> I feel more confident to manage at home I feel less stressed and exhausted I feel more able to face problems when they happen

3 Key performance measures for the commission

Ref	Key performance indicators (KPIs)	Source of verification
1A	<p>Number of families supported to improve early help outcomes as referred by:</p> <ul style="list-style-type: none"> - Surrey Families Services Early Help Hub (level 3 families) - Direct referral (including self referral) (level 2 families) - Average and caseload range of FTE outreach worker 	<ul style="list-style-type: none"> • Provider data returns • EHM Management reports
1B	<p>% of families re-referred to Surrey Family Safeguarding Hub or Early Help Hub within 6-months of case-closure</p>	<p>Families Service data returns</p>
1C	<p>Performance against family centre standards for assessment, planning and review</p>	<p>EHM Management reports</p>
1D	<p>Outcomes at point of case closure: Closed successfully/ referred or signposted to another agency/refused to engage/family's declined further support after period of engagement.</p>	<p>EHM Management reports</p>
2A	<p>Proportion of children and young people (and/or their parent carers) feedback that they have made positive progress in relation to identified outcomes in the early help outcomes framework during each year of the commission, through the process specified by Surrey County Council</p>	<ul style="list-style-type: none"> • Evidence of positive progress from provider • Annual SCC Early Help Survey

2B	Needs analysis and evidence of impact by district and borough identified through family characteristics and outcomes	EHM Management reports
2C	For all cases closed within monitoring period: Improvement in family resilience as a result of intervention	Provider returns • Outcomes Star Analysis
3	Impact of additional financial or in-kind social capital delivered to enhance the offer to achieve better outcomes during each year of the commission*	Provider data returns

*This value will be assessed using SCC's Social Value Charter, which provides a standard way of calculating the financial value of a number of different forms of social value and social capital.

4 Approach to performance management

4.1 SCC is taking an outcomes-based approach to performance management of our early help services. This means we will focus on the long-term positive changes that those services have helped children and young people and their families to achieve, rather than simply on what activities have been delivered. We have described the positive changes we are seeking to achieve in our Early Help Outcomes Framework. The measurement of these outcomes will demand a structured approach, based on outcome indicators, principles of good evidence and appropriate data collection tools. As well as impact on outcomes, performance management will also involve: assessing the quality of activity delivered; and monitoring progress in relation to the key performance measures. Through this process, Providers and the Council will work in partnership to ensure 'community early help' makes a real difference to vulnerable children and young people and their families.

4.2 To support effective mobilisation of services and address any early issues, there will be 'light-touch' partnership discussions between the Provider and the Council:

- within 1 month of award of funding by the Council's Cabinet;
- during the first month of the contract; and
- after three-months of the contract for an initial review of performance.

These partnership discussions may or may not be required, at the discretion of the Council.

4.3 The main forum for performance conversations will be the regular monitoring meetings between the provider and SCC. A contract management plan will be drawn up and agreed between the provider and SCC that sets clear expectations in this regard. The frequency will be agreed post-contract award and will be proportionate to the level of service commissioned. SCC or the Provider may request additional meetings where there are concerns about delivery against the contract or the quality of provision, or other issues that need to be addressed. An end of year review meeting will be held for each contract. Meetings will be administered by the Council (unless otherwise agreed) and will be attended by the designated representative from the organisation.

4.4 To ensure performance conversations are effective and add value, the Provider will need to keep appropriate records of their activity and key performance measures, feedback from their internal quality assurance and evidence of impact on outcomes for children, young people and families, and make information available to the Council at particular times. The main requirements are summarised in the following sections, although additional information may be requested during the Contract, as appropriate.

4.5 At these meetings the Provider will need to come prepared to demonstrate how their delivery has contributed to the outcomes set out in the service specification. In doing so the Provider will cover, but not necessarily be limited to, the following elements:

- an **overall performance narrative** describing delivery so far against the requirements of the contract and service specification;
- evidence of the **impact of their work on outcomes for children, young people and families**, based on data collection from an appropriate tool;
- evidence of how their offer has been **co-designed** with children, young people and families;
- a self-assessment of **quality of their delivery so far**, alongside assessment reports from any relevant external regulatory bodies; and
- evidence of how they have **secured and deployed social capital** to enhance their delivery.

4.6 Providers are required to submit quantitative data about their delivery on a bi-annual basis. A monitoring form template will be provided by the Council that requires the following information relating to families accessing their services: numbers of families supported; total number of children and young people supported; hours of provision accessed during the last bi-annual period; home postcode; ethnicity; outcomes targeted; and disability. Providers will also need to provide a summary of how they have been performing against the KPIs identified in section 3. The Council may also request the following additional information: application numbers; referral rates; unmet needs; waiting lists; cancellations; and non-attendances.

The first reporting period will be between September 2019 and March 2020. A report on this initial period will be required by 25 April 2020. Routine bi-annual reports will then be required by the following dates for 2020/21: Biannual 1 – 25 October 2020; Biannual 2– 25 April 2021.

4.7 The Provider will be required to employ a robust process, as agreed with SCC, for monitoring the setting of goals and progress made by individual families, in relation to outcomes in the community early help outcomes framework. SCC will be entitled to access and review records of individual families, to quality assure the Provider’s implementation of this approach.

4.8 The Provider will be proactive in monitoring its own performance against the Contract and immediately report to SCC any areas where it is unable to fulfil its commitments. The Provider should propose to SCC the actions to be taken to rectify the situation.

4.9 For each monitoring period of the grant each Provider will be assessed against the profiled KPI performance levels that they set out in their Bidder Response, alongside any feedback on quality and collaboration. As a result of this process they will be categorised as in one of four performance zones – ‘Exceptional performance’, ‘On target’, ‘Under review’ and ‘At risk of decommissioning’.

Exceptional performance	A Provider will achieve ‘exceptional performance’ when they are delivering more than their profiled target performance through strong use of social capital and the quality of their delivery is judged to be an example of best practice.
On target	A Provider will be performing ‘on target’ when: achieving an average of between 80% and 100% of its profiled quarterly performance for KPIs 1 and 2, with performance for neither below 70% of agreed delivery; provision is judged by SCC to be of sufficient quality to contribute to commission outcomes; and progress in performance for KPIs 3 is judged to be sufficient, subject to review at Partnership meetings. If at any point during the Agreement any of these criteria are not fulfilled, providers will be categorised as ‘under review’.
Under review	A provider who is ‘under review’ will be required to work in partnership with SCC to develop and agree an informal improvement plan, with agreed milestones for development and timescales. In some cases SCC may choose to issue a formal written ‘Notice to Improve’. During the next two quarters of reporting they will be required to show improvement in line with agreed milestones. If they are unable to do this or, at any stage, SCC judges that action taken by the Provider is insufficient to address underperformance they will become ‘at risk of decommissioning’. A ‘Notice to Improve’ or move to ‘at risk of decommissioning’ may be delayed where: there are reasonable extenuating circumstances, agreed with SCC, that

	have led to lower than expected performance; and/or the exceptional quality of activity is judged by SCC to be making a contribution that delivers the agreed outcome performance.
At risk of decommissioning	When a provider is 'at risk of decommissioning' the Council shall be entitled to terminate the Contract and/or require repayment of funding in accordance with the terms of the Contract. As above, the quality of provision that is being offered by the Provider to children and young people, and any extenuating circumstances, will be considered as part of any decision to end the Contract.

5. Arrangements for charging.

When working in partnership with statutory partners and agencies to provide services for families as described in the specification, Family Centres should offer free use of accommodation for activities agreed in the Service Delivery Plan. A charge can be made however for additional consumables and services provided by the centre for example photo copying, refreshments.

As a guide the following organisations should not be charged for accommodation where the use involves children or families:

- Health
- Jobcentre Plus
- Portage Early Education Support Service
- Surrey Early Support Service
- Children's Social Care (Family Safeguarding)
- Targeted Youth Support
- Family Support Programme.

The above partners however can be charged in the following circumstances:

- Sessions that occur outside of normal opening hours which incur additional expenses e.g. staff.
- Supervised contact where it is the responsibility of a local authority other than Surrey CC

Refreshments may be offered free as part of the centres contribution to joint working.

Centres may offer free use of the accommodation to other organisations working in partnership with the Family Centre by negotiation. For example if the Citizens Advice Bureau is offering a service agreed in the Service Delivery Plan and has no funding available for venue hire this can be offered free of charge.

Any organisation that is not charged for the use of premises must have Public Liability Insurance of at least £5 million.

Organisations that can be charged

Your priority is to use your Family Centre to deliver the services in accordance with the Family Centre Specification. However, organisations and groups can use your Family Centre premises as long as they do not

affect your ability to meet the needs of vulnerable families. You can either hire the premises to third parties or lease office space for administration use if space allows.

Use of the premises by third parties whose activities are not related to the service specification should be regulated under the host organisations normal hiring policy.

As a guide the following organisations can be charged for accommodation:

- Any partner agency requesting to use the space for meetings or training that do not include children and families.
- Childminding groups – agreed locally and in consultation with local home based child carers
- Children’s activity providers

Service Users

Free activities, charging and voluntary donations

Charging for or asking for a donation towards the cost of an activity is at the discretion of Family Centres. It is important however that there is an agreed policy to ensure fairness and transparency and equality of access for all users of the centre.

Services offered for families most in need should be free at the point of use. Where appropriate to do so a small voluntary donation can be suggested to encourage commitment and ownership.

When asking for a voluntary donation you must make it clear that the contribution is voluntary. Where users are unable to contribute centres must ensure that families are treated in the same way as those that can.

Where you have to pay for resources that accompany a course, you can pass the charge onto users for example, the parenting puzzle book for the course delivered by Family Links.

Annex A: Full Year Funding 2020/21 onwards per District and Borough

District / Borough	Full Year Funding 2020/21 onwards
Spelthorne	£746,577
Elmbridge	£849,576
Epsom & Ewell	£418,228
Woking	£636,709
Runnymede	£469,037
Surrey Heath	£436,691
Guildford	£780,447
Waverley	£529,912
Reigate & Banstead	£885,752
Mole Valley	£336,518
Tandridge	£416,766

APPENDIX "B"
To item 5

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To item 5

Tandridge Children's Centres Spring Term Programme							Health Drop In Dates
	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY		
Hamsey	Time to Shine with Lea & Hayley G	Forest Fun with Lea	Nurture Me Yoga with Dimi Booth (07798501844)	Health Drop-In (alternate weeks - check the daily updates for dates)	Health Team ASQ's	Health Team ASQ's	7th March 21st March 4th April 18th April 2nd May 16th May 30th May 13th June 27th June 11th July 25th July
	10.00-11.30	10.00 - 12.00	1.00 - 2.00	9.30 - 11.30	9.00 - 12.00	9.00 - 12.00	
	Health Team ASQ's	Tiny Talk with Clare Powdrill (07754313789)	Health Team ASQ's	Family Drop-In (alternate weeks, check daily updates for dates)			
	12.00-3.00	10.15-11.15	12.00-3.00	9.30-11.30	1.00-2.30	1.00-2.30	
Hamsey		Health Team ASQ's or Introducing Family Foods					
		12.00-3.00					
Caterham Pavilion	Health Drop-In Theresa & Clare (alternate weeks - check the daily updates for dates)	Sing & Sign with Anna Richardson (07812 734448)	Tots Tales with Becky McDonald https://www.facebook.com/totstalesuk	Baby Café Parents-To-Be & New Parent Drop-In with Theresa & Clare	Toddle Waddle facilitated by the NCT		4th March 18th March 8th April 29th April 13th May 10th June 24th June 8th July 22nd July
	9.30 - 11.30	10.00 - 11.30	10.00 - 12.00	10.00-12.00	9.15-11.15	9.15-11.15	
	Kickers & Crawlers For Parents-to-be, New Parents and until babies are walking (alternate weeks, check timetable for dates)	ASQ's with Health Team	Baby Massage with Theresa	Midwifery Clinic			SATURDAYS 23rd February 16th March 27th April
	9.30 - 11.30	9.00 - 3.00	1.00 - 2.30	9.00-3.00			
Caterham Pavilion	Midwifery Clinic						
	9.00-3.00						

Tandridge Children's Centres Spring Term Programme						Health Drop In Dates
	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	
Caterham Marden	Baby Massage with Hayley	Little Explorers with Hayley	ASQ's with Health Team (by appointment from your health visitor only)	Explore Some More at 2 - 4 Years with Hayley	Health Drop-in with Hayley (alternate weeks - check the daily updates for dates)	1st March 15th March 29th March 12th April 26th April 10th May 24th May 7th June 21st June 5th July 19th July
	10.00 - 11.30	10.00-11.30	9.00 - 3.00	10.00 - 11.30	9.30-11.30	
Caterham Marden			More Than Words with Jackie & Clare		Kickers & Crawlers For Parents-to-be, New Parents and until babies are walking (alternate weeks, check timetable for dates)	
			10.00 - 11.30		9.30-11.30	
St Piers	Stay & Play	Coffee & Cuddles Breastfeeding Surgery	Kickers & Crawlers For Parents-to-be, New Parents and until babies are walking			12th March 9th April 7th May 4th June 9th July
	10.00-11.30	9.30 - 11.00 Health Team on site for ASQ's 9.00 - 3.00	10.00 - 12.00			
St Piers						
St Piers - Sports Hall Lingfield			Tiny Trekkers			
			9.30 - 10.15			
St Piers - Formans Hall Blindley Heath				Surestarters Stay & Play	Tots of Fun for children who are toddling up to 2 years of age	
				10.00-12.00	10.00-11.30	

Tandridge Children's Centres Spring Term Programme						Health Drop In Dates
	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	
Hurst Green	Midwifery Clinic	Stay & Play	Health Drop-In & Breast Feeding Support		CLOSED	6th March
	9.00-12.00noon Sing & Sign	9.30-11.00	9.30-11.30 Pram Walks			20th March
	9.20 - 1.00		11.00-1.00			3rd April
						17th April
Hurst Green - Godstone				Health Drop-in & Play sessions		1st May
				9.30-11.30		15th May
						29th May
						12th June
Windmill	CLOSED	Stay & Play	Midwifery Clinic	Drop-In Café	CLOSED	20th June
		10.00-11.30	9.00-12.00	9.00-10.30		10th July
		Health Drop-in & Developmental Checks	Baby Sensory			24th July
		12.30-2.30	1.30 - 2.30			
						14th March
						11th April
						9th May
						13th June
						26th March
						23rd April
						21st May
						18th June
						16th July

In addition, there are ad-hoc bookings , such as family contact sessions, SENco Surgery, TAF mtgs, CP mtgs, Outreach Worker mtgs, staff supervision, housing mtgs, Adult learning sess
The centre staff also facilitate learning sessions such as Parent Puzzle and HENRY,

Targeted Groups
Universal Services
Groups facilitated by Private Providers
Groups facilitated by Midwifery/Health Team

REPORT TO THE STRATEGY AND RESOURCES COMMITTEE - 21 MARCH 2019	
AGENDA ITEM 6	
FUTURE HIGH STREETS FUND	
Report of:	Charlotte Parker- Policy Specialist– 01883 732866 cparker@tandridge.gov.uk
Purpose of Report :	To advise the Committee on the availability of funding through the Future High Streets Fund and seek agreement on submission of an application for this scheme.
Publication status:	Unrestricted
Recommendations:	That, in accordance with its delegated powers, the Committee resolves to submit an Expression of Interest for the Future High Street Fund for Caterham town centre.
Appendices:	None
Background papers defined by the Local Government (Access to Information) Act 1985	None

1. Background

- 1.1 The £675 million Future High Street Fund forms part of the Government’s ‘Our Plan for the High Street’ programme which was announced as part of the Autumn 2018 budget. The Fund aims to support regeneration schemes which renew and reshape town centres and high streets in a way that improves experience, drives growth and ensures future sustainability.
- 1.2 There will be two rounds of fund, both with a two-phase application process. Phase 1 of the application process requires an Expression of Interest to be submitted which sets out the need for the funding, nature of the challenge and vision for the future of the town centre. For those local authorities which pass to Phase 2, there will be an amount of revenue funding available to work up project proposals. Funding decisions will be based on project plans and business cases.
- 1.3 Each local authority can only put forward one town centre, except where the authority has a population greater than the national average. Based on this criteria, the Ministry of Housing, Communities and Local Government (MHCLG), which administers the fund, has advised there are 400 eligible area of which 50 to 100 are likely to receive funding in the first round. Whilst the fund is able to contribute up to £25 million per project, in reality most areas will receive between £5 and £10 million. £55 million of the total Fund will be reserved for heritage high streets.
- 1.4 The Fund is aimed at town centres facing ‘significant challenges’, which are in need of transformational change to allow them to adapt and change to meet their community’s current and future needs. These challenges which could include high levels of vacancy in town centres, declining footfall and overall town centre decline. Other factors could include the levels of crime (or its perception), environmental quality (including the provision of green spaces) and a lack of diversity of uses.
- 1.6 Applications need to set out an ambitious vision for regeneration which could include proposals for investment in infrastructure, improved access to high streets or redevelopment and densification of high streets. Proposals should link to wider strategic plans, other local authority strategic plans and any existing or planned regeneration work.

- 1.7 Whilst it is anticipated that funding will be directed primarily at towns outside the South East, where evidence of decline is particularly acute, the Government has indicated that geographical spread of funding may be a factor in its decision-making on funding. It has been confirmed that despite the fund's title, it is aimed at town centres rather than individual high streets.
- 1.8 The Expression of Interest for the first round is due on 22 March 2019. Successful bids will be announced in Summer 2019, with full business cases due to be submitted in Spring 2020. The second round of funding will open from 2020.
2. Application for Tandridge District
- 2.1 Only Oxted and Caterham meet the fund's eligibility criteria in respect of meeting the definition of a town. The district's population also means that an application can only be submitted for one town centre for the first round.
- 2.2 In contrast to many other local authority areas, Tandridge District Council has defined regeneration schemes in place for both Oxted and Caterham, which means both towns are in a good position to apply for the Fund.
- 2.3 In Oxted, the RegenOxted Programme will deliver redevelopment of the Gasholder site, provide additional parking capacity, deliver an urban redesign scheme and look at the acquisition and delivery of commercial space and a business hub. Work on the Gasholder site has now commenced, with 111 homes due to be delivered in Summer 2021. Planning permission has also been secured for additional parking capacity, with this project scheduled to commence in Winter 2019/2020.
- 2.4 In Caterham, the Caterham Masterplan forms the basis of what is now a much wider regeneration programme across the Caterham and North Tandridge area which will deliver new affordable and market housing, protect commercial floorspace, enhance the town centre and deliver better public services. This Programme includes redevelopment of the former Rose & Young site which will deliver new housing and a supermarket. A planning application has now been submitted for Church Walk Shopping Centre which sets out proposals for new housing, an improved retail and leisure offer and additional parking.
- 2.5 Tandridge District Council has also acquired the Linden House offices at the Caterham Barracks as part of its property portfolio and is also looking at other commercial opportunities in Caterham. Feasibility work is being undertaken for enhancement of Station Avenue, Croydon Road and Godstone Road and the Council is working with Surrey County Council as it takes forward its Transformation Programme which looks at the provision of its services and use of its assets in the area. The Council is also in the process of redeveloping the Bronzeoak site in Caterham Valley to affordable and sheltered housing through its housing delivery programme.
- 2.6 Whilst both the Oxted and Caterham regeneration schemes set out an ambitious vision for change, it is considered that the Caterham scheme, at its current stage, does more closely align with the objectives set out in the Fund, particularly in respect of 'significant challenges' and the type of transformational change proposed.
- 2.7 Whilst parts of the Caterham Masterplan have progressed, other aspects would clearly benefit from funding for design and feasibility work. This could include, for example, work on the proposals for redevelopment of the key and central area of the town (currently occupied by Quadrant House and Waitrose) which would provide the opportunity for significant environmental enhancement of the area, the potential for improved public services and the opportunity to link with the redevelopment of the former Rose and Young site and proposed development of Church Walk Shopping Centre.

2.8 The comprehensive redevelopment of these sites is considered to be type of transformational change envisaged under the Future High Streets Fund, and for this reason it is proposed that an application be submitted for Caterham in the first round. Future funding opportunities to support the regeneration of Oxted would continue to be explored, including through any future rounds of this Fund.

3. Financial / Risk Implications

3.1 The report concerns an application for government funding. No financial/risk implications are identified at this stage. Should the Council's application progress to the next stage, a full risk analysis would be developed as part of the detailed business case.

4. Legal Implications

4.1 The submission of expression of interest articulated within the above report raises no legal implications. However as matters progress, there would be in terms of procurement and contractual issues around grant funding and such like. The legal implications will only emerge once the funding has been confirmed and the Legal Lead Specialist will need to support the programme to ensure that stated ambitions and deliverables are realised.

5. Equality Impacts

5.1 Consideration of impacts under the Public Sector Equality Duty are as follows:

Questions	Answer	
Do the proposals within this report have the potential to disadvantage or discriminate against different groups on the community?	No	Options developed have been mindful of different groups in the community such as Disability Groups.
What steps can be taken to mitigate any potential negative impact referred to above?	Not applicable	

----- end of report -----

REPORT TO THE STRATEGY & RESOURCES COMMITTEE - 21ST MARCH 2019 AGENDA ITEM 7	
POLICY AND PROCEDURE FOR THE COUNCIL'S USE OF COVERT SURVEILLANCE UNDER THE REGULATION OF INVESTIGATORY POWERS ACT 2000 (RIPA)	
Report of:	Jason Thomas - Performance Specialist – jthomas2@tandridge.gov.uk
Purpose of Report :	To report on the Council's use of its powers under the Regulation of Investigatory Powers Act 2000 (RIPA) and to present to Committee an updated RIPA Policy document for approval.
Publication status:	Unrestricted
Recommendations:	That, in accordance with its delegated powers, the Committee resolves that: A) the adoption of the revised policy and procedure for dealing with the requirements of the Regulation of Investigatory Powers Act (as amended) (RIPA), as set out in Appendix A is approved; B) a report to be received on an annual basis on the use of RIPA powers and whether the policy remains fit for purpose.
Appendices:	Appendix A - Surveillance Under the Regulation of Investigatory Powers Act 2000 (RIPA) Policy and Procedure (page 41)
Background papers defined by the Local Government (Access to Information) Act 1985	Regulation of Investigatory Powers Act 2000 (RIPA)

1. Background

- 1.1 The Regulation of Investigatory Powers Act 2000 (RIPA) came into force in 2000. It introduced an overhaul of the existing legal framework governing the use of covert surveillance by public bodies. The police, SOCA, HMRC, were the main organisations the government intended to regulate but because RIPA applies to crime generally, local government in investigating environmental crime, or licensing crime e.g. under-age sales and fly- tipping, noise nuisance and benefit fraud fell within the Act.
- 1.2 The reason the Act was brought into force was to enable the government to demonstrate that it was acting to ensure that those charged with investigating its citizens were not intruding routinely (unnecessarily and disproportionately) into their private lives and thereby violating their human rights to respect for their private and family life. This is a fundamental human right and is enshrined in Article 8 of the Human Rights Act 1998.

- 1.3 Both the legislation and Home Office Codes of Practice strictly prescribe that all authorities are required to have a RIPA policy and procedure that they adhere to in using their RIPA powers. In order to ensure that the Council acts legally and properly and complies with RIPA, it has put in place a “Surveillance Under the Regulation of Investigatory Powers Act 2000 (RIPA) Policy and Procedure” (Appendix A).
- 1.4 So that the government can scrutinise the way that authorities carry out their powers, a body was set up by RIPA to oversee the Act. The Investigatory Powers Commissioner’s Office (‘IPCO’) now carries out inspections of all public authorities to make sure that they are complying with the law. The matters that are inspected include compliance with the legislation and any relevant internal policy; the processes involved in RIPA authorisations and the knowledge and training of staff.

2 OSC Inspection

- 2.1 The Council was inspected by the Investigatory Powers Commissioners Office in November 2018 to review the Council’s management of covert activities. The inspection resulted in numerous recommendations to improve the Council’s use and procedures with regard to RIPA compliance. Consequently, it was decided to review and amend the existing RIPA policy in order to consolidate the IPCO recommendations. The result is a revised RIPA policy founded on accountability and regular evaluation of surveillance powers. Committee is therefore requested to consider and approve the amended policy attached at Appendix A.
- 2.2 The IPCO recognised that the powers are very rarely used by the Council. However, they recommended that the Senior Responsible Officer and the Authorising Officers have a clear understanding of their responsibilities and that elected members are kept properly updated. Refresher training on RIPA will need to be organised for the Council.
- 2.3 In relation to the recommendations put forward, the RIPA Co-ordinating Officer, intends to raise awareness of RIPA through updates, when appropriate and ensure that information is filtered to staff through team briefing.
- 2.4 In addition, the RIPA Co-Ordinating Officer has reviewed the Council’s RIPA Policy which was last approved by the Resources Committee on 30th June 2015 and made amendments. The key amendments to the policy are as follows:
 - (i) The rank of officers who may authorise RIPA will be Director, service manager or equivalent.
 - (ii) when the exercise of RIPA powers is necessary and proportionate. Applicants and Authorising Officers must ensure that any authorisation granted addresses the issue of necessity and proportionality in sufficient detail.
 - (iii) Senior Responsible Officer (SRO) is appointed to ensure compliance with the legislation. The SRO should audit the Council’s RIPA authorisation. The results of this audit should be presented to the Committee at least once a year.
 - (iv) The Senior Responsible Officer will act as the central co-ordinator for the Council’s RIPA activities and be responsible to the IPCO for the discharge of the Council’s powers. The Codes recommend that the SRO should be a member of the Corporate Leadership Team. Given the demands already placed on CMT, it is considered that the role of SRO can effectively be carried out by the Monitoring Officer being a qualified lawyer. S/he in turn will be able to raise any concerns or issues directly with the Chief Executive.

3. Proposal

- 3.1 It is proposed that Members approve the updated RIPA Policy at Appendix 1 which has been amended in line with the recommendations made by the IPCO, to ensure the Council’s RIPA Policy remains up to date and fit for purpose.

3.2 It is proposed that the RIPA Policy is presented to this Committee for approval each year as required by guidance (Section 4.47 of the Home Office Covert Surveillance and Property Interference Revised Code of Practice of August 2018 and section 3.30 of the Home Office Covert Human Intelligence Sources Revised Code of Practice of August 2018).

3.3 In addition to the requirement that this Committee be updated annually as to RIPA usage the Policy also requires officers involved in the RIPA process to receive refresher training once a year in respect of RIPA. It is envisaged that the RIPA Co-ordinator Officer will be arranging for training to be delivered to officers later in the year.

4 Alternative Options

4.1 An alternative option is that Committee do not receive and consider feedback in respect of the RIPA audits and inspection. This would go against the Council's RIPA Policy which requires annual review of the Council's Policy and procedure by Members. This would also be contrary to recommendations from the IPCO.

4.2 Members could choose not to approve the amendments to the RIPA Policy or suggest alternative amendments. The Policy, if unamended, would remain in its current format and would not reflect recommendations from the IPCO nor be up to date and fit for purpose. The amendments proposed align with recommendations from the IPCO, any alternative recommendations may not be in line with IPCO requirements.

5. Financial / risk Implications

5.1 Any costs associated with the requirements of the report would be met from within existing approved budgets of the Council.

5.2 The budget process for next financial year 2020/21 would address any changes required to this budget if this regulation, legislation or policy is changed or amended.

6. Legal Implications

6.1 As the Council has recently been inspected by the Investigatory Powers Commissioner's Office the attached policy has been drafted to reflect their recommendations.

6.2 Failure to follow the policy and procedure could result in the Council being open to challenge, unnecessary legal risk and ultimately responsible in damages for any breach of the Codes of Practice and Human Rights legislation. The IPCO would also severely criticise such failure and the adverse publicity arising therefrom could damage the Council's reputation and not serve in its best interests.

6.3 It is hoped that the policy and procedure will provide guidance to staff on the processing and procedure to obtain a RIPA authorisation, reducing the risk of legal challenge to the procedure itself.

7. Equality Impacts

7.1 Consideration of impacts under the Public Sector Equality Duty are as follows:

Questions	Answer
Do the proposals within this report have the potential to disadvantage or discriminate against different groups on the community?	NO
What steps can be taken to mitigate any potential negative impact referred to above?	N/A

8. Data Protection Impacts

Following the completion of a Data Protection Impact Assessment, consideration of potential data protection implications arising from this report are as follows:

Questions	Answer
Do the proposals within this report have the potential to contravene the Council's Privacy Notice?	No
Is so, what steps will be taken to mitigate the risks referred to above?	N/a

9. Conclusion

9.1 Following the recommendations of the IPCO Inspector in November 2018. The Council has revised its policy in relation to the use of covert surveillance to ensure compliance with the Regulation of Investigatory Powers Act 2000 (RIPA). Members are asked to note this compliance.

----- end of report -----

APPENDIX 'A'
to Agenda Item 7

APPENDIX 'A'
to Agenda Item 7



**Surveillance under the
Regulation of Investigatory Powers Act 2000 (RIPA)**

Policy and Procedure

March 2019

Document Location

This document is held by Tandridge District Council, and the document owner is Senior Responsible Officer.

Printed documents may be obsolete. An electronic copy will be available on Tandridge District Council Intranet. Please check for current version before using.

Document Review Plans

This document is subject to a scheduled annual review. Updates shall be made in accordance with business requirements and changes and will be with agreement with the document owner.

Distribution

The document will be available on the Intranet and the Council's website.

Date	March 2019
Version	V1.2
Review Date	March 2020
Owner	Lidia Harrison – Monitoring Officer

Record of amendments

Amended Month / Year	Version	Details	Amended by	Date Issued

DEFINITIONS

Unless the context otherwise requires, in this document the expressions in the first column shall have the meaning in the second column and any reference to a statute or statutory instrument or code of practice within the document shall include amendments to it.

Authorising Officer RIPA refers to “Designated Officers”. For ease of understanding and application this document refers to Authorised Officers. These are those posts referred to in Annex A and any that are duly added to or substituted by the Senior Responsible Officer.

Council means Tandridge District Council.

Surveillance Monitoring, observing or listening to persons, their movements, conversations, other activities or communications, recording anything monitored, observed or listened to in the course of surveillance and surveillance with a surveillance device (which means anything designed or adapted for surveillance use).

Covert Surveillance means surveillance carried out in a manner calculated to ensure that the persons subject to the surveillance are unaware that it is taking place (Section 26(9) (a) of RIPA). It can be either directed or intrusive.

Directed Surveillance means surveillance which is covert but not intrusive and which is undertaken for the purpose of a specific investigation or specific operation in such a manner as is likely to result in obtaining private information about an individual (whether or not that person is specifically targeted for purposes of an investigation (section 26(10) of RIPA). Directed surveillance may only be undertaken in the investigation of a criminal offence attracting a criminal sentence of not less than 6 months imprisonment or the investigation of offences relating to the sale of alcohol or tobacco to children.

Intrusive Surveillance as defined in section 26(3) of the 2000 Act as covert surveillance that:

- a) is carried out in relation to anything taking place on any residential premises or in any private vehicle; and
- b) involves the presence of an individual on the premises or in the vehicle or is carried out by means of a surveillance device.

Where surveillance is carried out in relation to anything taking place on any residential premises or in any private vehicle by means of a device, without that device being present on the premises, or in the vehicle, it is not intrusive unless the device consistently provides information of the same quality and detail as might be expected to be obtained from a device actually present on the premises or in the vehicle.

CHIS means Covert Human Intelligence Source

RIPA means Regulation of Investigatory Powers Act 2000

RIPA Authorising Officer Certificate means the form in Appendix B

Senior Responsible Officer means the Monitoring Officer

1. Introduction

- 1.1 The Council is committed to improving the quality of life for the communities of the District which includes benefiting from an attractive place to live, meeting the needs of local people and employers with opportunities for all to engage in community life. It also wishes to maintain its position as a low crime district and a safe place to live, work and learn. Although most of the community comply with the law, it may be necessary to carry out enforcement action against those that flout it. Any enforcement action will be conducted in a fair, practical and consistent manner to help promote a thriving local economy.
- 1.2 There are many reasons why the Council might need to carry out investigations for example, investigating anti-social behaviour, fly tipping, noise nuisance control, planning (contraventions), fraud, licensing and food safety legislation. This list is not intended to be exhaustive. In most cases, Council officers carry out investigations openly and in a way which does not interfere with a person's right to a private life. However, there may be instances where it is necessary for officers to use covert surveillance techniques to undertake a specific investigation.
- 1.3 As all surveillance is likely to intrude upon someone's human rights, it is important that the Authorising Officers is able to justify that the breach of privacy is: necessary, proportionate and lawful. It is also essential that the reasoning is fully documented and the correct authorisations gained (in order that the authority is able to justify its actions if challenged).
- 1.4 Surveillance therefore plays a necessary part in modern life as a means of detecting criminals and of preventing crime and disorder. Parliament passed the Regulation of Investigatory Powers Act 2000 ('RIPA' or 'Act') to ensure that public bodies charged with these duties use their investigatory powers in accordance with the Human Rights Act 1998 (HRA) and The Data Protection Act 2018 (DPA).
- 1.5 This Policy and Procedure document sets out the means of compliance with, and use of, RIPA by the Council in its capacity as a local authority. It is based upon the requirements of RIPA and the national Codes of Practice issued by the Home Office and the Investigatory Powers Commissioner's Office.
- 1.6 The Council's Policy is operational forthwith and applies to all Council staff employed under a permanent, temporary, fixed term or casual contract. It also applies to any contractors and/or subcontractors employed by the Council. It is also important that the Authorising Officer is aware of the abilities of its operatives to ensure they are capable of undertaking the surveillance.
- 1.7 If the correct procedures are not followed, evidence may be disallowed by the courts, a complaint of maladministration could be made to the Ombudsman and/or the Council could be ordered to pay compensation.
- 1.8 Members have also a role to play in reviewing the Council's use of RIPA to ensure that it is being used consistently with this Policy. They will also ensure that it is fit for purpose. However, Members will not be involved in making decisions on individual authorisations.
- 1.9 The authoritative position on RIPA is, of course, the Act itself and any officer who is unsure about any aspect of RIPA should, if unsure, contact, at the earliest possible opportunity the Senior Responsible Officer or the RIPA Co-ordinating Officer.

2. Policy Statement

- 2.1 The Council will comply with RIPA, appropriate codes of practice and any other relevant statutory provisions when it undertakes covert surveillance.
- 2.2 To this end, Covert Surveillance will only be undertaken if the procedures contained in this document have first been complied with.

3. Internal Governance

- 3.1 The Council has implemented a governance structure for the RIPA process to ensure that appropriate roles and responsibilities are in place and to enable effective oversight.
- 3.2 The role of the Senior Responsible Officer will have overall responsibility for RIPA within the Council and will be responsible for ensuring the integrity of the process, compliance with RIPA, engagement with Investigatory Powers Commissioner's Office at Inspections and for overseeing the implementation of any recommendations made by an Inspection. In addition s/he is required to ensure the standard of Authorising Officers. This means that s/he exercises ultimate overall oversight over the RIPA process.
- 3.3 The Senior Responsible Officer will not be responsible for authorising RIPA applications as this would affect their objectivity.
- 3.4 The Senior Responsible Officer will also be responsible for updating this Policy to ensure that it reflects any changes to legislation which the Council will need to adhere to. To ensure transparency, the Senior Responsible Officer will report to the Overview and Scrutiny Committee annually so that the committee can ensure that RIPA use is consistent with the Policy and that the Policy remains sound.
- 3.5 The annual report will include details of the overall number and type of authorisations granted and the outcome of the case, where known. In addition, the annual report should also include the findings and recommendations of the most recent inspection carried out by a representative of the Investigatory Powers Commissioner's Office, where applicable (inspections may not take place annually).
- 3.6 The role of Senior Responsible Officer will be undertaken by the Council's Monitoring Officer.
- 3.7 The officers named in Appendix A shall be the only officers within the Council who can authorise applications under RIPA for onward consideration by a Magistrate. Each Authorising Officer may authorise renewals and cancellations, and undertake reviews, in relation to any investigation carried out, or proposed to be carried out, by officers. Authorising Officers may not sub-delegate their powers in relation to RIPA to other officers.
- 3.8 The officer who authorises a RIPA application should also carry out the review, renewal and cancellation. If the original Authorising Officer is not available to undertake the review, renewal or cancellation, this can be undertaken by any other Authorising Officer.
- 3.9 Authorising Officers must be properly trained in the relevant areas of authorisation and must be in a post of Director, Senior Manager or equivalent.

- 3.10 Authorised Officers will be removed from the list if they do not attend the required training programmes or if they fail to meet the required nationally recognised standards. The Appendix will be kept up to date by the RIPA Co-ordinating Officer and amended as needs require. In addition, the RIPA Co-ordinating Officer has delegated authority to add, delete or substitute posts as required.
- 3.11 It is expected that the RIPA Co-ordinating Officer will undertake four functions:
- Maintenance of a central record of authorisations; collation of all original RIPA documentation;
 - Day to day oversight of the RIPA process, particularly of the submitted documentation;
 - Organising corporate training for RIPA;
 - Raising RIPA awareness within the Council.
- 3.12 All forms should be passed through the RIPA Co-ordinating Officer to ensure that there is a complete record of all authorisations, contents of the forms will be monitored to ensure they are correctly filled in and RIPA coordinator will supply quarterly statistics to the Senior Responsible Officer.

4. What RIPA does and does not do

4.1 RIPA does:

- Require prior authorisation and judicial approval of directed surveillance;
- Prohibit the Council from carrying out intrusive surveillance
- Require authorisation for the conduct and use of a CHIS
- Require safeguards for the conduct and use of a CHIS

4.2 RIPA does not:

- Make unlawful conduct which is otherwise lawful;
- Prejudice or disapply any existing powers available to the Council to obtain information by any means not involving conduct that may be authorised under RIPA. For example, it does not affect the Council's current powers to obtain information via the Land Registry as to the ownership of a property.

- 4.3 If the Authorised Officer or any officer is in any doubt, s/he should ask the Senior Responsible Officer before any directed surveillance and/or CHIS is authorised, renewed, cancelled or rejected.

5. What is meant by Surveillance?

5.1 Surveillance” includes the following activities:

- Monitoring, observing or listening to persons, their movements, their conversations or their other activities or communications;
- Recording anything monitored, observed or listened to in the course of the surveillance;
- Surveillance by or with the assistance of a surveillance device.

5.2 Surveillance may be either overt or covert. Surveillance is “covert” if it is carried on without the knowledge of the subject. Surveillance is “overt” if it is carried on with the knowledge of the subject. Planning enforcement staff may need to observe the activities of people suspected of breaching the planning laws, but such surveillance is done openly and is therefore overt.

5.3 Overt surveillance does not need RIPA authorisation. Covert Surveillance needs RIPA authorisation if it constitutes “directed surveillance” or “intrusive surveillance”.

5.4 Surveillance is “directed” if it is covert and is undertaken:-

- for the purposes of a specific investigation or operation;
- in such a manner as is likely to result in the obtaining of private information about a person or persons; and
- otherwise than by way of an immediate response to urgent circumstances, which would make it impracticable to obtain an authorisation for the surveillance.

5.5 An example of directed surveillance would be secretly keeping a person under observation in a public place or using a hidden camera to observe his or her movements or actions. If the person is aware that he or she is being observed or filmed the surveillance is overt and therefore is not “directed surveillance” for the purposes of RIPA. Regular viewing of a particular individual’s social media account may also be regarded as “directed surveillance” for the purposes of RIPA.

5.6 Surveillance is “intrusive” if it is covert and

- is carried out in relation to anything taking place on any residential premises or in any private vehicle; and
- involves the presence of an individual on the premises or in the vehicle or is carried out by means of a surveillance device.

5.7 An example of “intrusive surveillance” would be the use of a bugging device in a private home or private vehicle. Local authorities are not authorised to carry out intrusive surveillance.

6. Covert Human Intelligence Sources

6.1 A Covert Human Intelligence Source (“CHIS”) is a person who establishes or maintains a relationship with someone in order to covertly obtain information, to provide another person with access to information or to disclose information as a result of that relationship. An example of a CHIS would be an undercover police officer or an informant, or a child used to make a test purchase from a shop suspected of the underage sale of alcohol or tobacco. The use of a CHIS requires authorisation under RIPA.

6.2 An authorisation for the use of a CHIS may not be granted unless it is necessary:-

- in the interests of national security;
- for the purpose of preventing or detecting crime or of preventing disorder;
- in the interests of the economic well-being of the United Kingdom;
- in the interests of public safety;
- for the purpose of protecting public health;
- for the purpose of assessing or collecting any tax, duty, levy or other imposition, contribution or charge payable to a government department; or
- for any purpose (not falling within paragraphs (a) to (f)) which is specified for the purposes of this subsection by an order made by the Secretary of State.

7. Use of directed surveillance and CHIS

7.1 The Council will not carry out “directed surveillance” or make use of a CHIS until it has been authorised by an Authorising Officer and an order approving the authorisation has been made by a Magistrates Court.

7.2 Council officers can apply to an Authorising Officer for a RIPA authorisation for directed surveillance or the use of a CHIS if it is necessary to help them undertake their duties.

7.3 The role of the officer is to present to the Authorising Officer the following facts relating to the directed surveillance to be carried out: -

- The crime being investigated;
- The reason why it is proposed to conduct the operation covertly;
- What covert tactics it is intended to use; and why
- The person who is to be the subject of the directed surveillance.

7.4 If the operation involves use of a CHIS, the officer must also present the following facts to the Authorising Officer:-

- The person who is to be used as the CHIS;
- What steps have been, or will be, taken to secure the welfare of the person used as the CHIS.

7.4 Officers seeking authorisation from an Authorising Officer for the use of directed surveillance or of CHIS shall do so using the appropriate Home Office application form. The draft application form should be discussed with the Senior Responsible Officer, and the final wording checked with him/her before authorisation is sought.

7.5 The Authorising Officer will not authorise the use of directed surveillance unless the authorisation can be shown to be necessary for the purpose of preventing or detecting a criminal offence which either carries a maximum sentence of at least 6 months imprisonment or relates to the underage sale of alcohol or tobacco.

7.6 The Authorising Officer will not authorise the use of a CHIS unless the authorisation can be shown to be necessary for one of the purposes set out in section 4.2 of this Policy.

7.7 In addition, the Authorising Officer must believe that the use of directed surveillance or the use of a CHIS is necessary, reasonable and proportionate to what it seeks to achieve. In making this judgment, the Authorising Officer will consider whether the information can be obtained using other methods and whether efforts have been made to reduce the impact of the surveillance on people other than the person who is the subject of the operation.

7.8 Publicly available social media may be used to collect evidence, but officers must not use any false identity and must view a profile only on an ad hoc basis. Regular viewing of the same profile for the purposes of an investigation will need an authorisation for directed surveillance. Officers should seek to verify the information collected by other means.

7.9 It is the policy of the Council to be open and transparent in the way that it works and delivers its services. To that end, a well-publicised complaints procedure is in place and information on how to make a complaint to the Investigatory Powers Tribunal will be provided on request by the Senior Responsible Officer.

8. Use of the Council's CCTV Systems

8.1 The Council's CCTV systems shall not be used for directed surveillance unless a valid authorisation is in place. Regard should also be had to the provisions of the Protection of Freedoms Act 2012 relating to surveillance cameras and to any Code of Practice made thereunder.

9. Obtaining Judicial Approval of Authorisations

9.1 Authorising Officers must, when making authorisations, be aware that each authorisation (or renewal of an authorisation) for the use of directed surveillance or for the use of a CHIS will be subject to the need for approval by the Magistrates Court. The Council will be required to make an application, without notice, to the Magistrates' Court.

- 9.2 The Magistrates will give approval if and only if, they are satisfied that if at the date of the grant of authorisation or renewal of an existing authorisation there were reasonable grounds for believing that directed surveillance or use of a CHIS was necessary, reasonable and proportionate, that these grounds still remain and that the "relevant conditions" were satisfied in relation to the authorisation.
- 9.3 The relevant conditions referred to in the above paragraph are that:
- the relevant person was designated as an Authorising Officer;
 - it was necessary reasonable and proportionate to believe that using directed surveillance or a CHIS was necessary, reasonable and that the relevant conditions have been complied with;
 - the grant or renewal of any authorisation or notice was not in breach of any restrictions imposed under section 25(3) of RIPA; and
 - any other conditions provided for by an order made by the Secretary of State were satisfied.
- 9.4 Where the authorisation is for directed surveillance, the Magistrates Court will also need to be satisfied that the directed surveillance is for the purpose of preventing or detecting a criminal offence which:-
- is punishable by a maximum term of a least six months' imprisonment: or
 - constitutes an offence under sections 146, 147 or 147A of Licensing Act 2003 (sale of alcohol to children) or section 7 of the Children and Young Persons Act 1933 (sale of tobacco to children under 18 years old) or
 - constitutes an offence under section 92 Children and Families Act 2014 (sale of nicotine inhaling products to children under 18 years old) or proxy purchasing of tobacco, including nicotine inhaling products to children under 18 years old under section 91 Children and Families Act 2014.
- 9.5 Where the authorisation is for the use of a CHIS, the Magistrates Court will also need to be satisfied that such use is for the one of the purposes set out in section 4.2 of this Policy.
- 9.6 If the Magistrates' Court refuses to approve the grant of the authorisation, then it may make an order to quash that authorisation.
- 9.7 No activity permitted by the authorisation granted by the Authorising Officer may be undertaken until the approval of the Magistrates' Court to that authorisation has been obtained. To ensure compliance with this requirement, any Authorising Officer who proposes to approve an application for the use of directed surveillance or for the use of a CHIS must immediately inform the Senior Responsible Officer by telephone or e-mail of the details of the authorisation. The Senior Responsible Officer will then make the necessary arrangements for an application for an order to approve the authorisation to be made to the Magistrates' Court. The Authorising Officer and the investigating officer may be required to attend the Magistrates' Court to support the application.

10. Use of personal data obtained through the use of directed surveillance or of a CHIS

- 10.1 All personal data and sensitive personal data obtained using directed surveillance or a CHIS must be dealt with according to the provisions of the General Data Protection Regulation (“GDPR”) and of the Data Protection Act 2018.

11. Documentation and Central Register of Authorisations

- 11.1 Authorising Officers or Council officers may keep whatever records they see fit to administer and manage the RIPA application process. This will not replace the requirements under the Codes of Practice for the Council to hold a centrally held and retrievable record.
- 11.2 As cited in para 2.9 of this Policy, a central register of authorisations will be held by the RIPA Co-ordinating Officer and updated whenever an authorisation is refused, granted, renewed or cancelled.
- 11.3 Authorising Officers shall notify the RIPA Coordinating Officer within 48 hours of the grant, renewal or cancellation of any authorisation and the name of the applicant officer to ensure the accuracy of the central register.
- 11.4 The record will be made available to the relevant Commissioner or an Inspector from Investigatory Powers Commissioner’s Office, upon request. These records should be retained for at least five years from the ending of the authorisation or for the period stipulated by the Council’s document retention policy, whichever is greater.

12. Training

- 12.1 As stated in para 2.9 of this Policy, the RIPA Co-ordinating Officer will have responsibility for ensuring appropriate training is given to Authorising Officer, other senior managers and all likely applicants and for retaining a record of that training.
- 12.2 Any organised training may be by way of a briefing to Authorising Officers or an e-learning module.
- 12.3 Refresher training for both applicants and Authorising Officers will be conducted at 18 monthly intervals.
- 12.4 Each Authorising Officer will receive a RIPA Authorising Officer Certificate following attendance at a training course.

13. Forms

- 13.1 The RIPA forms are available at www.gov.uk/government/collections/ripa-forms--2. If you do not have access to the internet, copies of these materials can be obtained from the RIPA Co-ordinating Officer.

14. Reviews

- 14.1 The Authorising Officer should review all authorisations at intervals determined by him/her. This should be as often as necessary and practicable but in any event not less than monthly during the life of the authorisation for directed surveillance. The reviews should be recorded.
- 14.2 If the directed surveillance authorisation provides for the surveillance of unidentified individuals whose identity is later established, the terms of the authorisation should be refined at review to include the identity of these individuals.
- 14.3 The results of all such reviews shall be recorded on the central register of authorisations.

15. Renewals

- 15.1 Renewals must take place prior to the authorisation expiring; otherwise, the authorisation will automatically expire after three months. Please note, Judicial Approval is required for a Renewal. Please factor in sufficient time to obtain it well before the authorisation expires. Renewals must take place prior to the authorisation expiring; otherwise, the authorisation will automatically expire after three months. Please note, Judicial Approval is required for a Renewal. Please factor in sufficient time to obtain it well before the authorisation expires.

16. Cancellations

- 16.1 The Authorising Officer must cancel the authorisation if satisfied that the activity no longer meets the criteria upon which it was or could have been authorised or satisfactory arrangements for the source's case no longer exist. Where necessary, the safety and welfare of the CHIS should be considered after cancellation. At that point all directed surveillance must cease.
- 16.2 Records of cancellation are required to be kept.

17. Where Can I Get More Advice?

- 17.1 This Policy cannot provide a definitive statement of the law, in all situations, nor a full description of all aspects of the Codes. If you have any doubt about whether a particular activity is lawful, you should always seek further advice from the RIPA Co-ordinating Officer contacting Jason Thomas, tel. 01883 732973, email jthomas2@tandridge.gov.uk, in the first instance.

Annex A

Annex A

ROLE	POST	POST HOLDER
Senior Responsible Officer	Monitoring Officer	Lidia Harrison
RIPA Co-ordinating Officer	Performance Specialist Corporate Policy, Projects and Performance	Jason Thomas
Authorising Officer	Chief Executive	Louise Round
Authorising Officer	Strategic Director of Place	Piers Mason
Authorising Officer	Chief Finance Officer S151	Brian Thompson
Authorising Officer	Strategic Director of People	Jayne Godden Miller
Authorising Officer	Strategic Director of Resources	Steve Davies



RIPA AUTHORISING OFFICER CERTIFICATE

No:

I HEREBY CERTIFY that the officer whose personal details are given below is an Authorising Officer for the purposes of authorising covert surveillance and the use and/or conduct of Covert Human Intelligence Sources ('CHIS') under the provisions of the Regulation of Investigatory Powers Act 2000.

It is further certified that this officer has received training to perform such authorisation procedures.

Certificate issued to: [Full name of officer]

Job title:

Location:

Certificate date:

(signed)

(PLEASE NOTE: This certificate and the authorisation granted by it is personal to the officer named in it cannot be transferred. Any change in personal details must be notified in writing to the **RIPA Co-ordinating Officer** immediately. This certificate can be revoked at any time by **Senior Responsible Officer** by written revocation issued to the officer concerned. It is the named officer's personal responsibility to ensure full compliance with RIPA authorisation procedures and to ensure that s/he is fully trained in such procedures and that such training is kept up to date).

REPORT TO THE STRATEGY AND RESOURCES COMMITTEE - 21st March 2019 AGENDA ITEM 8	
WHOLE COUNCIL BUDGET MONITORING - 2018/19 PERIOD 10	
Report of:	Brian Thompson – Chief Finance Officer Section 151 Officer (Interim) – 01883 732718 – bthompson@tandridge.gov.uk
Purpose of Report:	To report to Members upon the latest budget monitoring position in relation to the Council’s budget during the current financial year.
Publication status:	Unrestricted
Recommendations:	That the Committee notes the financial reporting data relating to budgetary control for the Council.
Appendices	A: key highlight variances against budget for the General Fund (page 61) B: key highlight variances against budget for the Housing Revenue Account (page 62)
Background papers defined by the Local Government (Access to Information) Act 1985	None

1. Background

1.1 In line with the Council’s the financial reporting timetable, this report updates Members with review of the Council’s latest financial position. This budget monitoring is based on financial information as at Period 10 (January). A key highlight summary is provided to explain budget variances in expenditure and income for the Council including Council Tax and Business Rates.

1.2 In summary the financial monitoring report provides: -

- A key highlight summary sheet
- The income and expenditure forecast at period 10
- The forecast to the end of the financial year.
- An update on the capital spend forecast
- An update on the HRA spend position

1.3 Budget managers, Directors and the Head of Finance are responsible for keeping budgets under close scrutiny and ensuring that expenditure is being actively monitored and controlled. Any final overall overspend on the General Fund and Housing Revenue Account will result in a call on reserves and balances.

2. Monitoring Report for period 10, January 2019

2.1 The Committee is advised that this is the third and final budget monitoring report of the financial year 2018/19. The variations contained within this report are based on estimates of expenditure and income as at 31st January 2019 and the financial position could change before the end of the financial year

Key highlight sheet – Budgetary Control period 10

REVENUE BUDGET	Annual Budget 2018/19	Forecast Variance at year end (Sept)	Forecast Variance at year end (Jan)
Committee			
Resources and Support Services Total	2,080,780	33,220	(98,700)
Community Services Total	5,740,000	23,200	45,200
Housing General Fund Total	967,600	59,800	71,200
Planning Policy Total	2,065,720	320,407	293,400
Committee Total	10,854,100	436,627	311,100
Corporate Items / Reserves			
Investment Income	(847,600)	(116,800)	(123,100)
Use of Reserves	218,800	0	0
Depreciation reversal	(1,163,900)	0	0
Pensions adjustments	920,500	0	0
Corporate Items / Reserves Total	(872,200)	(116,800)	(123,100)
Funding			
Council Tax from Collection Fund	(7,964,900)	0	0
Collection Fund Tandridge Surplus	(28,000)	0	0
Business Rates Baseline Funding	(1,389,000)	0	0
Business Rates from Collection Fund	(600,000)	0	0
Funding Total	(9,981,900)	0	0
NET GENERAL FUND POSITION	0	319,827	188,000

Housing Revenue Account - REVENUE	0	60,626	0
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CAPITAL BUDGET			
Capital Estimates Resources	71,863,600	(393,600)	(51,509,850)
Capital Estimates Community Services	6,764,300	(3,836,000)	(3,949,000)
Capital Estimates Housing Services	601,300	(177,300)	(184,300)
General Fund Capital Total	79,229,200	(4,406,900)	(55,643,150)
Housing Revenue Account Capital Total	11,335,800	(527,845)	(1,610,000)

- 2.2 The overall forecast overspend for the General Fund at the end of the financial year has reduced from £320,000 to a predicted overspend of £188,000. The reduction in the forecast overspend is mainly attributable to; additional property investment income following the acquisition of Linden House, additional treasury management income and additional planning fees from the application for Church Walk, Caterham. The forecast overspend represents less than 2% of the Council's overall net budget.
- 2.3 Please note that to aid the presentation of the General Fund position; the costs for corporate items have been separated to provide better clarity. The funding streams for the Council (Council Tax and Non-Domestic Rates) have also been identified to better reflect the overall Council budget position.
- 2.4 The main reasons for the variances by Committee in the table above are summarised in the key highlight detail summary in **Appendix 'A'** which also provides a narrative.

2.5 The key variances are summarised below:

- Planning Policy Committee has a forecast salary overspend of £304,200 due to staff vacancies in Development Management and Enforcement requiring to be filled by agency staff.
- Planning Policy Committee includes the outsourcing of validation to Terraquest and the cost of the Traveller consultation has resulted in an overspend of £57,200.
- Planning Policy Committee includes over recovery of income expected due to fees for Church Walk Caterham application of £65,400
- Community Services Committee has a projected overspend of £78,000 for Tandridge Commercial Services (Excluding salaries) which mainly relates to the reduced volume of work that can be charged to the Housing Revenue Account (HRA).
- Community Services Committee has an overspend of £20,000 in relation to unauthorised encampments.
- Resources Committee has additional New Home Bonus of £26,000 which was allocated after the budget had been set.
- Resources Committee has additional property rental income of £71,200 as a result of the purchase of Linden House.
- Resources Committee has an overspend of £26,000 has been incurred on an “Empty Homes” review. This will review properties registered as empty for council tax and should allow the council to generate additional council tax income.
- Investment Income is forecasted to be £123,100 above budget due to over performance of investments. This is shown separately under corporate items.

2.6 Overall HRA general revenue expenditure is forecast to be on budget and an explanation of variances has been provided to the Housing Committee. The most significant item is a forecast favourable variance of £1,850,000 which follows from the decision to fully refinance the PWLB loan which matures during 2018/19. This will result in an estimated total transfer of £1,795,000 to the HRA Revenue Reserve and MRR Reserve. A summary of the key highlight HRA variances are shown in Appendix ‘B’.

2.7 The General Fund capital programme is forecasting an underspend of £55,643,150. This is mainly due to the following reasons:

- The Resources capital budget is forecast to be under budget at the year-end by £51,509,850 this is mainly attributable to anticipated delays in property acquisitions for the Property Investment Fund, the unused budget for the Property Investment Fund will be slipped into 2019/20.
- The Housing General Fund capital budget is forecast to be under budget at the year-end by £184,300, this relates to social housing grants where there is no expenditure expected in 2018/19.
- The Community Services capital budget is currently showing an underspend of £3,949,000 which is principally due to delay regarding the Ellice Road Car Park scheme. This budget has been carried forward to 2019/20.

2.8 The HRA capital programme is forecasting an underspend of £1,610,000. This is mainly due to slippage in expenditure upon the council house building programme. Although there is a forecast underspend of £1,353,000 upon the Council House building programme, the Council is still on target to deliver 141 additional homes by 2021/22, including the 30 units delivered to date.

- 2.9 There has been no requirement for Committees to refer any overspends for action.
- 2.10 The Committee is advised that this is the third and final budget monitoring report of the financial year. As such the variations contained within this report are still based on estimated expenditure and income as at 31 January 2019 and may change, the next report to committee will be the revenue outturn for financial year 2018/19

3. Management Action

- 3.1 Each Committee is undertaking appropriate action as detailed within the individual reports to the various Policy Committees.
- 3.2 With regard to any under or overspend referred to this Committee, the following options are available:
 - requesting the Committee to find alternative savings
 - reducing next year’s budget
 - requiring additional explanation
 - noting the overspend and monitoring
 - directing Committees to refrain from utilising their underspends if other Committees are overspent.
 - funding the overspend from reserves

4. Financial / risk Implications

- 4.1 Budget Managers are exercising rigorous control of expenditure to contain the forecast overspend and it is hoped that this action will be able to contain the forecast overspend by the end of the financial year.
- 4.2 The Councils S151 Officer is satisfied that no further action is required at this stage to mitigate the overspend. The position will be kept under constant review.

5. Legal Implications

- 5.1 Section 151 of the Local Government Act 1972 requires all Councils in England and Wales to make arrangements for the proper administration of their financial affairs. This report satisfies the requirements of this legislation in terms of monitoring the Council’s budgets.

6. Equality Impacts

- 6.1 Consideration of impacts under the Public Sector Equality Duty are as follows:

Questions	Answer
Do the proposals within this report have the potential to disadvantage or discriminate against different groups on the community?	No
What steps can be taken to mitigate any potential negative impact referred to above?	Not applicable

7. Data Protection Impacts

7.1 Following the completion of a Data Protection Impact Assessment, consideration of potential data protection implications arising from this report are as follows:

Questions	Answer
Do the proposals within this report have the potential to contravene the Council's Privacy Notice?	No
Is so, what steps will be taken to mitigate the risks referred to above?	Not applicable

APPENDIX A
to Agenda Item 8

APPENDIX A
to Agenda Item 8

REVENUE BUDGET NARRATIVE FOR KEY VARIANCES	Annual Budget 2018/19	Forecast Variance at year end (Sept)	Forecast Variance at year end (Jan)	Narrative
Strategy and Resources				
Salaries	4,031,280	(34,480)	(29,400)	Forecast underspend due to vacancies and Customer First transition
Additional New Homes Bonus	(999,200)	(26,000)	(26,000)	Additional NHB Allocated above budget
Additional Property Investment Income	0	0	(71,200)	Rental Income from Linden House
Regeneration of Caterham - Consultancy Fees	0	35,000	35,000	Required costs for Regen Caterham consultancy
HR Advertising Costs	8,500	26,500	26,500	Recruitment for lead specialists and over customer first posts
Legal Expenses	500	16,000	16,000	Leisure partnership agreement legal costs, will be offset by interest on loan
Council Tax Empty Home Review	4,700	26,000	26,000	Costs incurred on review of empty properties, Should result in additional council tax income in future years
Other net items	(965,100)	(9,800)	(75,600)	
Strategy and Resources Sub Total	2,080,680	33,220	(98,700)	
Corporate Items/ Reserves				
Investment income	(847,600)	(116,800)	(123,100)	Investment income is greater then budget, this is primarily due to loans to the leisure partnership
Use of Reserves	218,800	-	-	
Depreciation reversal	(1,163,900)	-	-	
Pensions adjustments	920,500	-	-	
Corporate Items / Reserves Total	(872,200)	(116,800)	(123,100)	
Strategy and Resources Total	1,208,480	(83,580)	(221,800)	
Community Services				
Salaries	2,138,700	(23,000)	(51,300)	Mainly Operational Services (TCS) - vacant posts
De Staffords Lease	(33,000)	33,000	33,000	Due to the Freedom Leisure / TDC deal being completed in April18, part of the agreement was that TDC would no longer receive any lease income from De Staffords School
Parking Permit Income	(26,700)		(8,300)	The budget was based on 6 months but now based on 12 months
Car Parking Income	(129,200)		2,600	Income now forecast for the full year - still nearly on target
Food, Recycling and Waste Costs	2,483,000		(69,100)	Improved position reflecting the latest tonnages for recycling and waste
Income from clothes banks	(29,300)		(11,700)	£/tonne has increases since budget setting
Out of Hours	18,500		(18,500)	This expenditure is now accounted for within salaries
Unauthorised Encampments	0		20,000	Increase in prevention costs for travellers
TCS	(823,200)		78,000	Reduced work chargeable to the HRA
Other net items	2,141,200	13,200	70,500	
Community Services Total	5,740,000	23,200	45,200	
Housing General Fund				
Salaries	1,003,400	47,600	46,100	Staff vacancies in Housing GF filled by agency staff.
Other Government Grants	(123,500)	(12,500)	(12,500)	Additional grant received for Homelessness Reduction Act work
Use of Reserves	(14,000)	(15,000)	(15,000)	Additional post funded from homelessness reserve
Community Alarms Income	(229,000)		17,000	Reduced income reported to Committee in Nov P6
Douglas Brunton Centre - Repairs	7,500		12,500	Rewiring Electrical repairs reJorted to Committee in Nov P6
Apetito Meals - Sales	(44,700)		10,000	Sales of meals down this year
Other net items	367,900	39,700	13,100	Community Alarms & DBC repairs previously in this figure but now separated out above
Housing General Fund Total	967,600	59,800	71,200	
Planning Policy				
Salaries	1,455,120	203,530	304,200	Staff vacancies in Planning & Enforcement filled by agency staff until customer first is completed.
Counsels Fees	26,100	23,900	(23,100)	Johnsdale Car Park judicial review - Recovery of Legal fees & general underspend in budget
Legal Expenses	100	12,900	13,900	Costs awarded against the Council for 10 Granville Rd plus costs for initial part of work done on the JR on the gas holder.
Consultancy Fees	2,800	57,200	57,200	Cost of Traveller Site consultation and Terraquest outsourcing for validation
Planning Fees	(584,600)	0	(65,400)	New in Dec18 - Over recovery of income expected due to fees for Church Walk Caterham application.
Pre App Fees	(63,800)	15,800	23,800	Income target unlikely to be achieved
CIL Receipts	(829,700)	5,000	0	
Counsels Fees - Enforcement	15,700		(15,700)	No spend expected on counsels fees for 18/19
Formal Member Presentations	(12,500)	12,500	12,500	Unlikey to achieve income target due to lack of developer requests
Other net items	2,041,500	(10,423)	(14,000)	
Planning Policy Total	2,050,720	320,407	293,400	
Local Plan	15,000	347,350	253,700	Local Plan temp staff and advertising costs
Funding from Reserves		(347,350)	(253,700)	
General Fund Total	9,981,800	335,620	188,000	Forecast Overspend / (Underspend)

APPENDIX B
to Agenda Item 8

APPENDIX B
to Agenda Item 8

REVENUE BUDGET NARRATIVE FOR KEY VARIANCES	Annual Budget 2018/19	Forecast Variance at year end (Sept)	Forecast Variance at year end (Jan)	Narrative
Housing Revenue Account				
Salaries	1,665,900	92,200	85,800	Temporary staff and backfilling
Electricity	119,400	30,600	30,600	Budget increased to reflect 18/19 outturn and anticipated increase in supply costs - Brokerage service
Legal Expenses	3,200	31,800	31,800	3 X ASB cases and costs awarded against TDC
Elderly Persons Dwellings		(18,362)	(18,362)	Supporting People Subsidy
Other Expenses((Miscellaneous)	6,000		38,685	Forecast revenue spend on compensation & disturbances and Council Tax payments related to decanting of tenants, as part the Council new build programme, not budgeted for.
Depreciation Charges	4,310,400		377,798	Increase in depreciation charges due to revaluation
Repairs & Maintenance- Voids	484,900		(84,900)	Savings envisaged due to low volume of void properties
Tenants Rental Income(net)	(13,577,100)		(14,010)	Forecast net increase in rental and service charges from Council tenants and rents from garages. Mainly due to additional income from letting of new units of £50,000 offset by a forecast reduction in rental income from garages of £36,000.
Interest Payable(net of interest receivable)	1,677,300	(33,000)	(17,999)	Forecast underspend on expected interest payments on the basis of the current HRA Loan schedule and interest income on HRA reserves balances.
Provision for Repayment of Loan	1,850,000		(1,850,000)	Underspend on Loan Repayment Budget Provision, as a result of decision to refinance HRA Loan of £3.85m due to repayment in 2018/19
Other net items	3,878,500	(42,612)	3,660	Other net miscellaneous variances less than £10k
Net transfer to/from reserves	(102,000)		1,416,928	Forecast net increase in transfer to reserves mainly due to forecast underspend on the Provision for Loan Repayment budget, offset by forecast increase in depreciation charges
Housing Revenue Account Total	316,500	60,626	0	The net impact of forecast budget variances means HRA is forecast to break even.

REPORT TO THE STRATEGY & RESOURCES COMMITTEE – 27TH MARCH 2019 AGENDA ITEM 9	
CORPORATE DELIVERY PLAN – 2019/20	
Report of:	Belinda Purcell – Head of Policy, Projects & Performance - 01883 732705 bpurcell@tandridge.gov.uk
Purpose of Report :	To agree the corporate objectives and a Corporate Delivery Plan for 2019/20.
Publication status:	Unrestricted.
Recommendations:	That the Committee agree the: a) proposed objectives for 2019/20; and b) proposed Delivery Plan for 2019/20 in respect of the projects, performance indicators and risks for which it is responsible.
Appendices	Appendix 'A' – Corporate Delivery Plan - 2019/20 (page 65)
Background papers defined by the Local Government (Access to Information) Act 1985	None.

1. Background

- 1.1 Our Corporate Strategy provides a framework for us to deliver our vision for the district which is to be **“aspirational for our people, our place and ourselves”**. This vision encompasses the Council’s role in relation to Tandridge residents and business, its crucial responsibility in relation to the district’s physical environment (natural and built) and also says something about the kind of organisation we want to be.
- 1.2 The Corporate Strategy is comprised of key corporate objectives which are reviewed annually by the Council Administration, Strategy & Resources Committee and then agreed by Council. These objectives reflect a number of factors including key issues for residents, available resources, statutory requirements and demand for services.
- 1.3 It is felt the existing key corporate objectives remain relevant for 2019/20 and it is therefore proposed these be retained. These objectives are as follows:
- 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.

1.4 Shown visually, our vision, and key corporate objectives are:



1.5 From 2019/20, the key corporate objectives will be delivered through a single Corporate Delivery Plan which will be agreed by the Policy Committees. The Delivery Plan sets out the projects and programmes the Council will deliver in order to achieve the key corporate objectives. The Delivery Plan also sets performance indicators and risks so we can monitor how we are delivering our services.

1.6 Progress against the Delivery Plan is reported to each Policy Committee quarterly. The Overview and Scrutiny Committee also receives regular updates about the progress of the Delivery Plans.

1.7 The proposed 2019/20 Corporate Delivery Plan is set out at **Appendix 'A'**.

2. Financial / Risk Implications

2.1 Costings for projects identified within the Delivery Plan will be individually costed as projects come forward.

3. Legal Implications

3.1 There is no regulatory service planning regime imposed by central government upon Local Authorities and the Council, therefore, has discretion about how to prioritise its services and monitor their effectiveness.

3.2 There is no regulatory performance management regime imposed by central government upon Local Authorities. The Council therefore, has discretion about how to measure the quality of key services / activities.

4. Equality Impacts

4.1 Consideration of impacts under the Public Sector Equality Duty are as follows:

Questions	Answer	
Do the proposals within this report have the potential to disadvantage or discriminate against different groups on the community?	Not at this point.	All projects within the Delivery Plan will consider equality impacts.
What steps can be taken to mitigate any potential negative impact referred to above?	Not applicable	

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About the Corporate Delivery Plan

Our Corporate Strategy provides a framework for us to deliver our vision for the district which is to be “**aspirational for our people, our place and ourselves**”. This vision encompasses the Council’s role in relation to Tandrige residents and business, its crucial responsibility in relation to the district’s physical environment (natural and built) and also says something about the kind of organisation we want to be.

The Corporate Strategy is comprised of key corporate objectives which are reviewed annually by the Council Administration, Strategy & Resources Committee and then agreed by Council. These objectives reflect a number of factors including key issues for residents, available resources, statutory requirements and demand for services.

Shown visually our vision and key corporate objectives are:



The key corporate objectives are delivered through our Corporate Delivery Plan which is agreed annually by the Policy Committees. The Delivery Plan sets out the projects and programmes the Council will deliver in order to achieve the key corporate objectives. The Delivery Plan also sets performance indicators and risks so we can monitor how we are delivering our services.

Progress against the Delivery Plan is reported to each Policy Committee quarterly. The Overview and Scrutiny Committee also receives regular updates about the progress of the Delivery Plans.

Projects

The programmes and projects below set out how we will deliver the corporate objectives for 2019/20.

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 the respective Committees during the year.

Strategy & Resources Committee

SR1. SOUTH GODSTONE GARDEN COMMUNITY

COMMITTEE – Strategy & Resources / Planning Policy

WHAT: The new garden community will comprise around 4000 new homes, a secondary and primary schools, open spaces, new health provision and improved road and rail infrastructure.

WHAT WE WILL DELIVER: An options appraisal of the approaches to be taken by the Council for the delivery of the new community will be completed and the preferred option will be worked on in tandem with the approval process for the Local Plan. This element of the Garden Community will be overseen by the Strategy and Resources Committee. However, all planning policy elements and the preparation of the Area Action Plan will be a matter for the Planning Policy Committee.

KEY DATES: Options will be considered by the Strategy & Resources Committee in Spring/Summer 2019. Delivery of the preferred option will be dependent on Local Plan timescales. Preparation of the Area Action Plan will commence once the Local Plan examination has suitably commenced and the Council are further forward in the options appraisal.



SR2. 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 £376,000 per year new revenue income through property investment activity.

KEY DATES: Ongoing throughout 2019/20 in relation to specific projects.



SR3. CATERHAM & NORTH TANDRIDGE REGENERATION

COMMITTEE – Strategy & Resources

WHAT: Support delivery of aspirations set out in Caterham Masterplan and North Tandrige One Public Estate Programme to regenerate Caterham and North Tandrige.

WHAT WE WILL DELIVER:

- Work with landowners to bring forward proposals for redevelopment of the Church Walk shopping centre.
- Subject to funding, commence detailed design work on enhancements to Station Avenue and Croydon Road.
- North Tandrige Public Service Plan setting out options for better public services and use of public assets in North Tandrige.
- Continue to look for opportunities to protect and provide commercial/business space.

KEY DATES:

- Completion of pre-feasibility work on Station Avenue (April 2019)
- Planning Committee consider application for Church Walk redevelopment (April 2019)
- North Tandrige One Public Estate Public Service Plan completed (Spring 2019)
- Completion of Rose & Young site redevelopment (Winter 2020)



SR4. REGENOXTED

COMMITTEE – Strategy & Resources

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 protection and provision of commercial/business space.

WHAT WE WILL DELIVER: In 2019/20, redevelopment of the Ellice Road car park will commence to provide additional decks and parking capacity. Demolition work will also continue on the Gasholder site and building work will commence. We will also continue to look for opportunities to protect and provide commercial/business space.

KEY DATES:

- Redevelopment of car park (Jan 2020-Autumn 2020)
- Demolition of Gasholder structure (Jan 2019-Summer 2019)
- Remediation and piling work on Gasholder site (Summer 2019-Winter 2019/20)
- Building work on Gasholder site (Winter 2019/20-Autumn 2021)



SR5. ECONOMIC PROPOSITION

COMMITTEE – Strategy & Resources

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:

- Support the development of a Local Industrial Strategy for our Local Enterprise Partnership region.
- Engage with Gatwick Airport as they develop plans for expansion.
- Develop a business support offer within our new Customer First operating model to support businesses as they grow and develop. This will be a blended approach using local authority, private sector and peer-to-peer support.
- Work 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.
- Look at opportunities to enhance digital connectivity for local businesses.
- Provide support to our business improvement districts.



KEY DATES: Ongoing throughout 2019/20 in relation to specific projects.

SR6. SURREY COUNTY COUNCIL TRANSFORMATION

COMMITTEE – Strategy & Resources

WHAT: Develop appropriate responses to the Surrey County Council Transformation programme.

WHAT WE WILL DELIVER:

- We will review options to consider the gaps in service that will be left by the closure of Children’s Centres.
- We will take a similar approach should financial support for Libraries and Bus subsidy cease.
- Through collaboration we will seek to provide accommodation for Surrey County Council staff if required following the vacation of County Hall.



KEY DATES: Ongoing throughout 2019/20 in relation to specific projects.

SR7. COMMUNITY SAFETY PROGRAMME

COMMITTEE – Strategy & Resources

WHAT: Our Community Safety Programme provides a framework for us to work with partners to keep our local communities safe.

WHAT WE WILL DELIVER:

- Support the East Surrey Community Safety Partnership Board to delivery its priorities – Serious Organised Crime (include Child Sexual Exploitation & Modern Slavery); Prevent (Counter Terrorism); and Domestic Abuse.
- Develop a community safety offer within our new Customer First operating model to support our local communities. This will be a blended approach using our new Locality Service, alongside Police and other partners.
- Work with partners to address issues including but not limited to: anti-social behaviour, rural crime and substance misuse.

KEY DATES: Ongoing throughout 2019/20 in relation to specific projects.



SR8. BUSINESS CHANGE PROGRAMME

WHAT: Develop a Business Change programme to enhance our customer interactions and experience, while making our processes more efficient.

WHAT WE WILL DELIVER:

- Continue to refine and develop our business processes using our new technology to support the new structure and ways of working.
- Develop a customer experience and digital strategy and action plan to improve customer satisfaction and interactions.
- Review the corporate complaints procedure to ensure there is continuous learning and review.
- Carry out a residents survey.

KEY DATES:

- Business process review plan – April 2019
- Customer Experience and Digital Strategy – June 2019
- Customer Experience and Digital Strategy Action Plan June 2019
- Residents' survey June 2019
- New complaints procedure May 2019



Planning Policy Committee

PP1. LOCAL PLAN

COMMITTEE – Planning Policy

WHAT: The Council has been working on a new Local Plan, to be compliant with the National Planning Policy Framework. The Plan will provide the strategic approach to the delivery of development needs across the District up to 2033. The Local Plan will be progressed to Regulation 26 adoption stage.

WHAT WE WILL DELIVER: The Plan will be subject to examination in public by a government appointed Planning Inspector and, if found sound, will be adopted by full Council.

KEY DATES: These will be included in the local development scheme which is amended as necessary.



PP2. SOUTH GODSTONE GARDEN COMMUNITY

COMMITTEE – Strategy & Resources / Planning Policy

WHAT: The new garden community will comprise around 4000 new homes, a secondary and primary schools, open spaces, new health provision and improved road and rail infrastructure.

WHAT WE WILL DELIVER: An options appraisal of the approaches to be taken by the Council for the delivery of the new community will be completed and the preferred option will be worked on in tandem with the approval process for the Local Plan. This element of the Garden Community will be overseen by the Strategy and Resources Committee. However, all planning policy elements and the preparation of the Area Action Plan will be a matter for the Planning Policy Committee.

KEY DATES: Options will be considered by the Strategy & Resources Committee in Spring/Summer 2019. Delivery of the preferred option will be dependent on Local Plan timescales. Preparation of the Area Action Plan will commence once the Local Plan examination has suitably commenced and the Council are further forward in the options appraisal.



PP3. INFRASTRUCTURE PROGRAMME

COMMITTEE – Planning Policy

WHAT: This Programme is based on the Council's Infrastructure Delivery Plan (IDP) which set out the infrastructure needs of the district and identifies where improvements are required. The IDP is a living document which takes account of a range of infrastructure including highways, rail, airports, flooding, education and health provision, regeneration, community travel and parks and open spaces. This work informs allocation of the Community Infrastructure Levy. The Programme also includes delivery of a number of infrastructure schemes including the Housing Infrastructure Fund bid to government and flood protection and alleviation schemes across the district.

WHAT WE WILL DELIVER: Ongoing development of the IDP and delivery of infrastructure schemes. A Community Infrastructure Levy (CIL) review will also commence once the Local Plan has substantively passed through the examination process. The review will update the current CIL and reflect outputs of the Local Plan and an up to date charging schedule.

KEY DATES: Ongoing throughout 2019/20 in relation to specific projects.



PP4. PLANNING ENFORCEMENT REVIEW

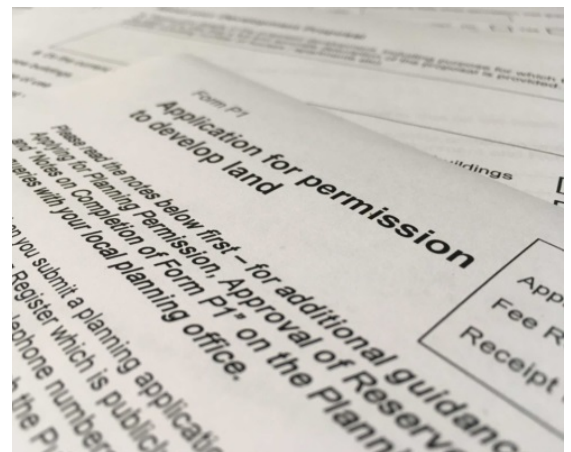
COMMITTEE – Planning Policy

WHAT: The Planning Policy Committee agreed to review planning enforcement priorities and indicators following the introduction of the Customer First Programme.

WHAT WE WILL DELIVER: To inform process design, workshops were held with Members in 2018/19. The output from these workshops will form the basis of a new policy to be agreed and implemented in 2019/20, in tandem with the roll out of the locality teams.

KEY DATES:

- Report with recommendations to Planning Policy Committee – June 2019
- Implementation Summer/autumn 2019



Housing Committee

H1. HOUSING DELIVERY PROGRAMME

COMMITTEE - Housing

WHAT: This Programme will provide a range of housing tenures to address identified gaps in the local market and enable affordable housing to be constructed to meet current housing need within the district.

WHAT WE WILL DELIVER:

During 2019/20 the HRA development programme will start on 43 homes and complete 40 homes.

KEY DATES:

- 7 homes started on site at Rochester Gardens and Town End Caterham – March 2020
- 26 homes started on site at Bronzeoak House Caterham – January 2020
- 10 homes started on site at the Greenway Hurst Green – May 2019
- 8 homes completed at Godstone Road Whyteleafe – July 2019
- 3 homes completed at Barnfield Way Hurst Green – January 2020
- 19 homes completed at the Court Warlingham – March 2020
- 10 homes completed at the Greenway Hurst Green – January 2020
- A further 17 homes to be secured via development opportunities
- New Housing Company Homes started – Autumn/Winter 2019



H2. HOMELESSNESS STRATEGY

COMMITTEE - Housing

WHAT: The new Homelessness Strategy will complement and support the Council's Housing Strategy, setting out the core objectives of the housing service in preventing homelessness with full regard to the provisions of the Homelessness Reduction Act 2017

WHAT WE WILL DELIVER: A new 5 year Homelessness Strategy.

KEY DATES:

- Draft Strategy considered by Housing Committee on 12 March 2019.
- Member feedback deadline 26 March 2019.
- New draft for consultation 9 April 2019.
- Final version prepared and published 5 June 2019.
- Adoption by Housing Committee 20 June 2019.



H3. HEALTH & WELLBEING PROGRAMME

COMMITTEE - Housing

WHAT: Our Health & Wellbeing Programme provides us with a framework to work with partners to improve the health and wellbeing of our residents.

Ongoing delivery of health and wellbeing programme, including the Wellbeing Prescription, working in partnership with the East Surrey CCG/STP and other agencies/organisations.

WHAT WE WILL DELIVER:

- Support the Tandridge Health & Wellbeing Board to deliver its priorities.
- Enable local organisations to provide health and wellbeing services & activities in our communities through our Tandridge Lottery and small grants scheme.
- Ongoing delivery of the Wellbeing Prescription social prescribing service.

KEY DATES: Ongoing throughout 2019/20 in relation to specific projects.



H4. DOUGLAS BRUNTON CENTRE REVIEW

COMMITTEE - Housing

WHAT: To find a sustainable outcome for the Douglas Brunton Centre so that services to reduce social isolation in older people are incorporated into a wider range of services offered from the premises.

WHAT WE WILL DELIVER: Implementation of Member's preferred option for future delivery of services by working with partners and local organisations.

KEY DATES:

- Community Interest Company option recommended, in principle, to Housing Committee (March 2019)
- Detailed business plan agreed by Housing Committee 20 June 2019
- Proposed Community Interest Company services in place by Autumn 2019



Community Services Committee

CS1. WASTE PROCUREMENT & REFUSE WHEELED BIN

COMMITTEE – Community Services

WHAT: The current waste/recycling collection contract ends in October 2019. The Council must procure a new contract and ensure continuity of service for residents.

WHAT WE WILL DELIVER: Roll out a fully containerised waste/refuse collection before the end of the calendar year using the current operator. Undertake tender and contract award process for the new specification. Put in place contingency for service continuity and plan for implementation.

KEY DATES:

- Implement fully containerised service (Winter 2019)
- Award new waste contract (Winter 2019)
- Mobilise new waste contract (Summer 2020)



CS2. OPEN SPACE & COMMUNITY SERVICES ASSET REVIEW

COMMITTEE – Community Services

WHAT: Undertake a review of Council-owned pavilions, playgrounds, sporting facilities and open spaces. Develop an open space strategy and establish a five-year capital and revenue programme to ensure compliance and longevity of equipment and buildings. The project to include those sites that are recreational open spaces and have playing fields, play equipment, sports facilities and/or pavilion buildings.

WHAT WE WILL DELIVER: The review will incorporate the following three individual projects:

1. Open Space Strategy & Investment plan as part of the Local Plan
2. Open Space Charging Review
3. Community Services Assets and Maintenance Review

KEY DATES:

- Review of assets and open spaces (Spring / Summer 2019)
- Consultation with stakeholders (Spring 2019)
- Report and recommendations presented to committee (Autumn / Winter 2019)



CS3. OPERATIONAL SERVICES REVIEW

COMMITTEE – Community Services

WHAT: Undertake a review of the purpose of Operational Service (TCS) to understand its role and financial viability for the future in light of Customer First, the Housing Strategy and statutory responsibilities.

WHAT WE WILL DELIVER: Review the financial operation, assess how it integrates with parks and open space, establish scale of operation necessary to improve unit costs and assess impact of statutory work and external contract backup. Assess requirements of business scale and discuss potential partnerships.

KEY DATES:

- Agree scope of strategic review (December 2019)
- Commence review
- Agree preferred option (Summer 2020)
- Implement preferred option (Summer 2020-Winter 2020/21)



CS4. IMPLEMENTATION OF NEW PARKING ENFORCEMENT SERVICE

COMMITTEE – Community Services

WHAT: In January 2019, it was agreed by Surrey County Council that Tandridge District Council would take back control of parking enforcement and outsource the service to Sevenoaks District Council.

WHAT WE WILL DELIVER: An agency agreement will be put in place with Surrey County Council to carry out parking enforcement on their behalf. In addition, a contract will be prepared with Sevenoaks District Council which will contain a number of financial and non-financial KPIs to monitor effective delivery.

KEY DATES:

- Consult with Stakeholders (Spring 2019)
- Bring draft contract with Sevenoaks DC to Committee (Spring 2019)
- Start new contract (Autumn 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.

Strategy & Resources

Indicator		2017/18 outturn	2018/19 target	2019/20 target	Higher or Lower is better	Comments
SR1	Percentage of Council Tax collected	98.6%	98.7%	98.0 %	Higher	This target has been reduced to reflect the introduction of the Customer First Programme and likely impact new processes will have on performance. The target is still set above national average performance levels.
SR2	Percentage of non-domestic rates due for the financial year which were received by the Council	99.0%	98.6%	98.0%	Higher	This target has been reduced to reflect the introduction of the Customer First Programme and likely impact new processes will have on performance. The target is set just below national average performance levels.
SR3A	Days taken to process Housing Benefit/Council Tax Benefit new claims	N/A	N/A	30	Lower	This is a new indicator which replaces the combined new claims and change events processing indicator. This indicator focuses just on new claims processing which reflects government reporting practice. At present, we average 26 days for new claims processing which is broadly comparable to the performance of other Surrey local authorities. The target for 2019/20 has been set at 30 days to reflect the introduction of the Customer First Programme and likely impact new processes will have on performance.
SR3B	Days taken to process Housing Benefit/Council Tax change events	N/A	N/A	12	Lower	This is a new indicator which replaces the combined new claims and change events processing indicator. This indicator focuses just on change events processing which reflects government reporting practice. At present, we average 6 days for change event processing which is broadly comparable to the performance of other Surrey local authorities. The target for 19/20 has been set at 30 days to reflect the introduction of the Customer First Programme and likely impact new processes will have on performance.
SR4	Number of working days/shifts lost due to sickness absence (long & short-term) <i>This figure reflects performance over the previous 12 months.</i>	7.1	6.1	5.1	Lower	This indicator looks at both long and short-term sickness absence. A more challenging target has been set for 2019/20 to reflect an improvement in national sickness absence rates.
SR5	Number of working days/shifts lost due to sickness absence (short-term only - 20 days or less). <i>This figure reflects performance over the previous 12 months.</i>	N/A	N/A	4.1	Lower	This is a new indicator which focusses just on short-term sickness absence. It is useful to consider short-term sickness absence as this is usually the type of absence an employer has the most control over. The target has been set to reflect national sickness absence rates.
SR6	Staff turnover <i>This figure reflects performance over the previous 12 months.</i>	14.6%	10-15%	10-15%	Lower	This target continues to reflect industry standards.
SR7	Percentage of calls answered within 60 seconds by Customer Services	N/A	N/A	80.0%	Higher	This is a new indicator will replace the abandoned calls indicator as it more accurately reflects service to customers.

Planning Policy

Indicator		2017/18 outturn	2018/19 target	2019/20 target	Higher or Lower is better	Comments
PL1a	Processing of major planning applications as measured against targets	91.3%	60.0%	60.0%	Higher	This target continues to reflect government standards.
PL1b	Processing of major planning applications in the two years up to two quarters before the currently reported quarter.	N/A	60.0%	60.0%	Higher	This target continues to reflect government standards.
PL2	Processing of minor planning applications as measured against targets	N/A	65%	65%	Higher	This target continues to reflect government standards.
PL3	Processing of other planning applications as measured against targets	92.4%	80%	80%	Higher	This target continues to reflect government standards.
PL3b	Processing of non – major planning applications in the two years up to two quarters before the currently reported quarter <i>for 'minor' and 'other' application types</i>)	N/A	70%	70.0%	Higher	This target continues to reflect government standards.
PL3	Percentage of applications determined within 26 weeks	100.0%	97.0%	99.0%	Higher	All applications should be determined within 26 weeks unless there is agreement with the applicant. It is recommended to move this target to 99%
PL4a	Percentage of appeals dismissed against the Council's refusal of planning permission	76.0%	65.0%	65.0%	Higher	This is considered to remain an appropriate target.
P4b	Percentage of Major applications allowed at appeal as a percentage of the total number of major applications determined in the two years up to 2 quarters before the currently reported quarter.	N/A	10.0%	10.0%	Lower	This target continues to reflect government standards. It should be noted that this standard runs only to March 2019 and as yet the Government has not released any update.
PL4c	Percentage of Minor and Other applications allowed at appeal as a percentage of the total number of major applications determined in the two years up to 2 quarters before the currently reported quarter.	N/A	10.0%	10.0%	Lower	This target continues to reflect government standards. It should be noted that this standard runs only to March 2019 and as yet the Government has not released any update.
PL5	Percentage of enforcement enquiries inspected within timescales set out in Council's Enforcement policy	85%	85%	85%	Higher	This is considered to remain an appropriate target. Planning enforcement targets will be reviewed as part of the Planning Enforcement Review.
PL6	Percentage of enforcement enquiries to have reached 'decision point' within 8 weeks	75%	80.0%	80.0%	Higher	This is considered to remain an appropriate target. Planning enforcement targets will be reviewed as part of the Planning Enforcement Review.
PL7	Processing of building control applications within statutory timescales	95.0%	95.0%	95.0%	Higher	This is considered to remain an appropriate target.
PL8	The extent to which the milestones for the successful production of the Local Plan, as set out in the most up to date Local Development Scheme, have been met.	N/A	To monitor.	To monitor.	Higher	To monitor.

Housing

Indicator		2017/18 outturn	2018/19 target	2019/20 target	Higher or Lower is better	Comments
HO1	Current tenant rent arrears as a percentage of annual rent receivable	N/A	N/A	2.5%	Lower	This has been amended to only show the rent arrears owing. Previously, if a tenant not in arrears overpaid their rent, this would contribute to the collection rate but would not affect overall arrears which may be increasing. This excludes garages and the hostel.
HO2a	Average time taken to re-let local authority housing (days)	29.2	23.0	25.0	Lower	Due to changes in the way that voids are now recorded, this indicator now includes some longer-term voids that were previously considered to be major works voids and, therefore, discounted.
HO2b	Average time taken to re-let local authority sheltered housing (days)	N/A	30.0	30.0	Lower	This is considered to remain an appropriate target.
HO3	Number of cases where it is known that advice and/or support from the Council successfully prevented or relieved the threat of homelessness (as defined by the Homelessness Reduction Act 2017) that the household was under	N/A	40.0	60.0 (15 per quarter)	Higher	This target has been increased to reflect the higher than expected numbers of successful preventions and reliefs that have been achieved since the implementation of the Homelessness Reduction Act.
HO4	Number of households living in temporary accommodation	35.0	20.0	30.0	Lower	These are only the households who are accommodated following an acceptance of a homelessness duty or provided with accommodation under a relief duty as defined by the Homelessness Reduction Act 2017. Other households may be placed in temporary accommodation without us accepting a duty but by using our prevention or relief powers. This target has been increased to reflect an increase in demand for accommodation and low levels of available affordable homes.
HO5a	Number of Affordable Council Homes started on site each year	N/A	40.0	43.0	Higher	This target is based on known development forecasts. Delivery against this target will be dependent on developer progress.
HO5b	Number of Affordable Council Homes completed each year	N/A	8.0	40.0	Higher	This target is based on known development forecasts. Delivery against this target will be dependent on developer progress.
HO5c	Number of Affordable Homes Started on Site by Registered Providers	N/A	82.0	18.0	Higher	This target is based on known development forecasts. Delivery against this target will be dependent on developer progress. These figures include starts on site by the Council's Housing Company.
HO5d	Number of Affordable Homes Completed by Registered Providers each year	N/A	59.0	56	Higher	This target is based on known development forecasts. Delivery against this target will be dependent on developer progress. These figures include completions by the Council's Housing Company. Completions in 2019/20 are all for shared ownership sale.
HO6	Number of people in 'urgent need' (Bands A&B) on the Housing Register	N/A	245	275	Lower	This target has been increased to reflect an increase in demand for accommodation and low levels of available affordable homes.
HO7	The average cost of repairs per property for Council tenants	N/A	£356.70	£356.70	Lower	This is a cumulative figure that measures all chargeable day to day reactive repairs. This is considered to remain an appropriate target.
HO8	First time fix (responsive repairs)	84.0%	80.0%	85.0%	Higher	This indicator is based on customers reporting that the repair was 'fixed on first day of attendance based on responses received from the customer satisfaction survey. This is considered to remain an appropriate target.

Indicator		2017/18 outturn	2018/19 target	2019/20 target	Higher or Lower is better	Comments
HO9	Recall Visits (responsive repairs)	N/A	New Indicator	<5.0%	Lower	This is a new indicator which will enable the Committee to monitor the quality of the responsive repairs service. This indicator is based on the percentage of visits which require a recall, i.e. Where the customer reports the same repair reported within 3 months of the initial visit.
HO10	Percentage of responsive repairs completed within the timescales set for the contractor.	N/A	N/A	TBC	Higher	This is a new indicator which will replace TCS1. Targets to be confirmed.

Community Services

Indicator		2017/18 outturn	2018/19 target	2019/20 target	Higher or Lower is better	Comments
CS1a	Percentage of waste collected - quarterly	99.9%	99.9%	99.9%	Higher	This is considered to remain an appropriate target.
CS1b	Percentage of waste collected - year to date	99.9%	99.9%	99.9%	Higher	This is the cumulative figure. This is considered to remain an appropriate target.
CS2	The percentage of household waste that is sent for reuse, recycling or composting	60.4%	59.0%	59.0%	Higher	This metric was introduced in 2018/19 and is calculated using industry standard measures. This is considered to remain an appropriate target.
CS3	Average time to remove fly-tips (working days)	1.5	1.5	1.5	Lower	This is considered to remain an appropriate target.
CS4	Percentage of roads, footpaths and public open spaces, which are TDC responsibility which meet street the environmental cleanliness standard.	95.0%	95.0%	95.0%	Higher	This is considered to remain an appropriate target.
CS5	Percentage of establishments with a rating of 3 (generally satisfactory) or better under the Food Hygiene Rating Scheme.	97.9%	95.0%	95.0%	Higher	This is considered to remain an appropriate target.

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.

Strategy & Resources

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 (e.g. 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"> • Dedicated staff in place to manage change programme. • Recruitment / selection criteria to seek staff with required skills, attitudes and approaches. • Measures to support staff throughout the change process. • Adequate budget available to support acquisition and implementation of IT.
SR3	Negative impact on services due to Surrey County Council (SCC) transformation programme	3	3	9 (Amber)	<ul style="list-style-type: none"> • Regular engagement with SCC transformation officers to identify issues likely to impact Tandridge residents. • Regular reporting to Corporate Management Team and Committee.
SR4	IT systems failure which could inhibit day to day function of the Council	3	4	12 (Red)	<ul style="list-style-type: none"> • Adequate budget available to support investment in IT infrastructure. • Sufficient staffing resources, including in-house professionals and specialist external support available when required. • Regular reporting to Corporate Management Team and Committee.
SR5	Negative impact on services due to Brexit	3	3	9 (Amber)	<ul style="list-style-type: none"> • Officers continuing to monitor situation and government advice closely. • Brexit response strategy being prepared.
SR6	Failure to deliver regeneration schemes	3	3	9 (Amber)	<ul style="list-style-type: none"> • Detailed risk management for each project or programme.

Risk		Likelihood	Impact	Score	Controls/Mitigation
					<ul style="list-style-type: none"> Effective community and stakeholder engagement mechanisms. External support able to be commissioned to support delivery when required. External funding secured to support delivery.
SR7	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.
SR8	Provision of negligent or flawed legal advice	2	4	8 (Amber)	<ul style="list-style-type: none"> Review and update periodically templates to ensure legal compliance; file reviews; monitoring of sample of outgoing advice; supervision of junior Officers; ongoing training and CPD.
SR9	Failure by Members to comply with Code of Conduct	3	3	9 (Amber)	<ul style="list-style-type: none"> Compulsory training offered to Members. New Member and Staff protocol in place. Advice provided by trained Officers.
SR10	Data Protection breach	2	4	8 (Amber)	<ul style="list-style-type: none"> Data protection policy in place. Regular training provided to staff. New Customer First processes are designed to be compliant.
SR11	Non-compliance of Council-owned companies	2	4	8 (Amber)	<ul style="list-style-type: none"> Companies limited by guarantee or £1 share capital. Adequate governance in place.
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 Community Safety Partnership oversight.
SR13	Failure of website	3	3	9 (Amber)	<ul style="list-style-type: none"> Website is externally hosted, regularly backed up and monitored. Regular security updates applied. Service level agreements in place for any outages.

Planning Policy

Risk		Likelihood	Impact	Score	Controls/Mitigation
PP1	Inspector considers Local Plan needs significant modification prior to examination	3	4	12 (Red)	<ul style="list-style-type: none"> Legal advice prior to examination in public Early engagement with Inspector Produce topic papers as required Produce additional evidence as required
PP2	Inspector considers Local Plan needs further evidence, topic papers or main modifications prior to considering it sound.	3	3	9 (Amber)	<ul style="list-style-type: none"> Expert representation at Examination Retain staffing levels to accommodate need for additional work Maintain resources to run main modification consultation if needed
PP3	Inability to meet expectations in respect of neighbourhood plans	3	4	12 (Red)	<ul style="list-style-type: none"> Increase dedicated neighbourhood plan support resource Prepare guidance notes for neighbourhood plan groups

Risk	Likelihood	Impact	Score	Controls/Mitigation	
				<ul style="list-style-type: none"> Discuss resourcing requirements and timetables with neighbourhood planning groups at the start of the process and review at all subsequent stages. 	
PP4	Failure to determine a Planning application within the statutory period	2	4	8 (Amber)	<ul style="list-style-type: none"> New processes being developed as part of Customer First process to improve efficiency of service. Customer First model provides additional resource to support this process. This area of work is closely monitored.
PP5	Unable to recruit planning staff	3	4	12 (Red)	<ul style="list-style-type: none"> Direct and indirect recruitment processes in place. Use contractors when necessary.
PP6	Failure to correctly determine a planning application	2	4	8 (Amber)	<ul style="list-style-type: none"> Maintain cross checking of reports and decision notices Maintain specialist (legal and regulatory) input in decision taking.
PP7	Failure to defend a reason for refusal	3	3	9 (Amber)	<ul style="list-style-type: none"> Maintain case work continuity. Monitor effectiveness of policies This area of work is closely monitored.
PP8	Failure to take appropriate action in response to an alleged breach of planning control	2	3	6 (Green)	<ul style="list-style-type: none"> New processes being developed as part of Customer First process to improve efficiency of service with a high degree of case management. Customer First model provides additional resource to support this process.
PP9	Failure of Building Control service	3	3	9 (Amber)	<ul style="list-style-type: none"> Ongoing budget monitoring Monitoring of competitors Work with LABC to market service Business development officer role in place to attract new business
PP10	Failure to determine a Building Control application within the statutory period	2	4	8 (Amber)	<ul style="list-style-type: none"> Highly trained staff able to work flexibly on different tasks

Housing

Risk		Likelihood	Impact	Score	Controls/Mitigation
H1	Inadequate supply of affordable housing to meet local needs	4	4	16 (Red)	<ul style="list-style-type: none"> • New homes development programme to increase supply of permanent rented family housing. • Delivery of the Housing Strategy • Delivery of the Local Plan • Maximising the limited opportunities to release land for development • Allocation scheme. • Increase use of private sector housing to meet temporary accommodation demand and prevent homelessness • Target staffing resources at increasing development of new affordable homes where possible through the Council and Registered Providers • Monthly monitoring of supply and demand for affordable housing. • Performance reporting to CMT and Housing Committee and regular (minimum monthly) monitoring of homelessness trends. • Ongoing review of national / local issues affecting the service.
H2	Failure to manage maintenance contracts effectively and procure contracts within legal and audit requirements	2	4	8 (Amber)	<ul style="list-style-type: none"> • Robust contract management processes. • Dedicated contract management resources. • Detailed and robust procurement processes. • Officers trained in procurement and use of contract database. • Appointment of contractors decided as part of Committee process.
H3	Failings of housing asset management	2	4	8 (Amber)	<ul style="list-style-type: none"> • Staff training and resources. • Health and safety risk assessments. • Effective and responsive management of private sector housing queries. • Monitoring repair and maintenance programmes within the HRA Business Plan. • Stock condition surveys. • Peer review to ensure appropriate risks are identified, scored and controls appropriate.
H4	Insufficient funds to deliver HRA Business Plan	2	4	8 (Amber)	<ul style="list-style-type: none"> • Robust financial management. • Engagement with money advice workers to reduce tenant debts and arrears. • Employment of extra administrative staff to secure income. • Close monitoring of arrears. • Monitoring of stock condition and quality assurance for all works and repairs. • Planning advice and pre-application discussions.

Risk	Likelihood	Impact	Score	Controls/Mitigation	
				<ul style="list-style-type: none"> • Employment of appropriate professional consultants. • At least quarterly budget monitoring meetings. • Quarterly reports to CMT and Housing Committee. 	
H5	Failure to deliver support services to vulnerable residents	2	3	6 (Green)	<ul style="list-style-type: none"> • Additional HRA funding to support sheltered housing service and additional homelessness support funding to Parashoot floating support service. • Strong commitment to partnership working. • Service offers under constant review. • Budget monitoring. • Explore future partnerships to deliver and enhance services currently provided at the Douglas Brunton Centre • Business continuity and emergency plans. • Monthly budget monitoring. • Project monitoring meetings with Surrey Adult Social Care. • Customer satisfaction surveys. • Quarterly reports to CMT and Housing Committee.

Community Services

Risk	Likelihood	Impact	Score	Controls/Mitigation	
CS1	Sustained inability to collect residents waste due to failure of waste contractor	1	4	4 (Green)	<ul style="list-style-type: none"> • Due diligence on procurement process • Financial bond within contract
CS2	Failure to procure waste contract	1	4	4 (Green)	<ul style="list-style-type: none"> • External procurement and legal expertise • Extension to current contract possible
CS3	Injury suffered by failure to adequately maintain our parks and open spaces in a safe, clean and appropriate manner (inc. equipment)	3	2	6 (Green)	<ul style="list-style-type: none"> • Weekly play equipment inspections • Regular Inspections • Regular litter-picking and bin emptying • Trained locality team officers/surveyors will be able to react faster as required • Enhanced resident reporting and case management procedures • Capital programme review
CS4	Injury or loss of building due to failure of compliance and maintenance	3	3	9 (Amber)	<ul style="list-style-type: none"> • Trained locality team officers/surveyors will be able to react faster as required • Regular inspection and maintenance • Enhanced resident reporting and case management procedures • Capital programme review
CS5	Inability to resource and respond to a major environmental health incident	2	3	6 (Green)	<ul style="list-style-type: none"> • Maintain development of Environmental Health partnership with Mole Valley DC to provide resilience

CS6	Sustained fuel shortage (nationwide)	1	4	4 (Green)	<ul style="list-style-type: none"> • Monitor and review situation • Maintain capacity at depot to store fuel
CS7	Inability to provide services for a sustained period of time due to incident causing complete closure of the depot	1	3	3 (Green)	<ul style="list-style-type: none"> • Monitor and review situation • Ensure compliance with all relevant Health & Safety legislation and procedures
CS8	Loss of Goods Vehicle Operating Licence at the depot	2	3	6 (Green)	<ul style="list-style-type: none"> • Ensure compliance • Officer Training and due diligence
CS9	Incident due to illegal activities in our Public toilets	3	3	9 (Amber)	<ul style="list-style-type: none"> • Seek best practice in capital replacement programme for public conveniences • Continued liaison and monitoring with police • Monitor social media activity
CS10	Trespass on council land leading to damage and nuisance	4	3	12 (Red)	<ul style="list-style-type: none"> • Continued review and implementation of infrastructure to prevent trespass • Working with Police and PC's to identify possible land / open spaces • Continue to work with neighbouring and Surrey authorities to share information • Seeking transit site locations and making appropriate lawful provision • Continue to liaise with police and follow agreed police protocol
CS11	Failure of Freedom Leisure contract	2	3	6 (Green)	<ul style="list-style-type: none"> • Contractual due diligence and compliance
CS12	Impact on residential and commercial property from Major Flooding Incident	3	4	12 (Red)	<ul style="list-style-type: none"> • Work with Surrey CC, utilities companies and local communities through Flood Action Groups and Emergency Planning to minimise incidence and enhance emergency response
CS13	Incident related to failure to correctly apply taxi licencing policy and procedures	4	2	8 (Amber)	<ul style="list-style-type: none"> • Robust licensing procedures and enforcement. • Multi agency roadside vehicle checks and document validation checks

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
		Likelihood				

REPORT TO THE STRATEGY & RESOURCES COMMITTEE – 21ST MARCH 2019	
AGENDA ITEM 10	
MEMBERS' ALLOWANCES SCHEME FOR 2019/20	
Report of:	Vince Sharp – 01883 732776 – vsharp@tandridge.gov.uk
Purpose of Report:	To present feedback from time the Members' time and workload evaluation exercise and to seek confirmation of the Members' Allowance Scheme for 2019/20.
Publication status:	Unrestricted
Recommendation to Council:	That the Members' Allowance Scheme for 2019/20, as attached at Appendix 'A', be adopted.
Appendices:	Appendix 'A' – questionnaire issued to all Councillors in January 2019 (page 91) Appendix 'B' – summary of responses to the questionnaire (page 93) Appendix 'C' – proposed Members' Allowance Scheme for 2019/20 (page 97)
Background papers defined by the Local Government (Access to Information) Act 1985	Councillors' responses to the survey conducted in January / February 2019 regarding the Members' Allowances Scheme.

1. Background

- 1.1 The Members' Allowances Scheme was last considered by the Committee on the 27th September 2018. This was in light of a report by the Tandridge Independent Remuneration Panel (IRP) which had been convened to consider:
- (i) whether Vice-Chairs' allowances should be reduced from £1,494 to £747 (representing a reduction in the ratio between Special Responsibility Allowances for Chairs : Vice Chairs from 1:2 to 1:4);
 - (ii) whether the Leader of the Council should be entitled to any other Special Responsibility Allowance; and
 - (iii) an approach for dealing with the present scenario of two equally sized opposition groups in respect of the Leader of the Opposition Allowance.
- 1.2 The Local Authorities (Members' Allowances) (England) Regulations 2003 make it mandatory for local authorities to receive a report from an IRP before making or amending their schemes of members' allowances. Where a scheme allows for the adjustment of allowances to be determined by reference to an index, the application of that index must be reviewed at least every four years.
- 1.3 The Panel's recommendations took account of feedback from questionnaires sent to all Councillors and interviews with four Members who had asked to meet the Panel. Arising from the Panel's findings, the Committee's conclusions (which differed in some respect from the Panel's recommendations) were that:

- A. there should be no restriction on the Leader of the Council's entitlement to any other Special Responsibility Allowance;
 - B. Vice Chair allowances be fixed at 1:3 relative to the allowance for Chairs;
 - C. in the case of two equally sized opposition groups, the leaders of the two groups both be entitled to the full Leader of the Opposition allowance;
 - D. the current rates for the various Special Responsibility Allowances be unchanged and not be made subject to a proportionate reduction to cap the total cost of the scheme; and
 - E. a time and workload evaluation of all committee members be conducted and a further report be submitted to a future Strategy & Resources Committee meeting.
- 1.3 This report updates Members on the outcome of E above and, following subsequent consultation with the Panel, seeks the Committee's agreement on the allowance scheme for 2019/20.
- 1.4 The Panel currently comprises
- Lynne Martin (Manager of Tandridge Voluntary Action)
 - Shaun Mundy (International Financial Literacy Consultant; and Independent Person on the Council's Standards Committee)
- 1.5 A replacement Panel member now needs to be appointed following the resignation of Caroline Ward.
- 2 Time and workload evaluation exercise
- 2.1 The questionnaire at **Appendix 'A'** was devised in consultation with the two current Panel members.
- 2.2 18 Members responded to the survey and a summary of the feedback is presented at **Appendix 'B'**. This indicates that:
- committee chairs, unsurprisingly, devote more time to their committees, e.g. given the need to work with senior officers in commenting on draft reports and attending pre-committee briefings;
 - while the chair of Planning Policy has devoted a considerable amount of time to that role, the time commitment of other Members is broadly similar across all committees;
 - most councillors support the retention of the SRA for being a Planning Committee member.
- 2.3 Perhaps one of the most significant comments is, *"I do not agree that there should be different allowances for different chairmen ... this will bring in a scale of importance for committees and any committee can become busier than others because of circumstances."*

3. Conclusions of the two current Panel members in light of the feedback from the recent Member workload questionnaire

3.1 The Panel members have concluded that there appears to be no objective basis in the survey responses (or much appetite) for any modifications to the current scheme, other than an across-the-board increase. In the light of this, the Panel members support the proposed scheme set out in **Appendix 'C'**.

4. Proposed Members' Allowances Scheme for 2019/20

4.1 The Scheme at **Appendix C** is based on existing arrangements with:

- (i) the basic allowance being increased by 2.5% (in line with the staff pay award) from £4212 to £4317;
- (ii) SRAs for the chair of the council and chairs of qualifying committees (i.e. all current committees apart from Licensing and Standards) being increased by 2.5% from £2987 to £3062;
- (iii) SRAs for corresponding vice-chairs being increased by 2.5% from £996 to £1021 (thus maintaining the 3:1 payment ratio between chairs and vice chairs)
- (iv) the SRA for the leader of the council being increased by 2.5% from £5974 to £6123
- (v) the SRA for the deputy leader of the council being increased by 2.5% from £1494 to £1531 (thus maintaining the 4:1 payment ratio between the leader and deputy leader)
- (vi) the SRA for the leader(s) of the opposition being increased by 2.5% from £2987 to £3062 (thus maintaining the 2:1 payment ratio between the leader of the council and the leader(s) of the opposition)
- (vii) the SRA for planning committee members being increased by 2.5% from £577 to £591.

4. Legal Implications

4.1 As stated in 1.2 above, the Local Authorities (Members' Allowances) (England) Regulations 2003 require Councils to have regard to the recommendations of an IRP before changing their allowances schemes. The Council is not obliged to adopt the recommendations of the IRP but it must "have regard to" them. In this instance, the two current Panel members support the continuation of the existing Tandridge scheme with increases linked to staff pay awards.

4.2 Section 10 (5) of the Regulations state that, "where an authority has regard to an index for the purpose of annual adjustment of allowances, it must not rely on that index for longer than a period of four years before seeking a further recommendation from the panel" The Regulations therefore requires a review of the scheme every four years as a minimum.

4.4 The proposals contained within the report are in line with the appropriate regulations.

5. Other corporate implications

5.1 There are no equalities or data protection implications associated with this report.

Members' workload questionnaire

1. Time spent in connection with your committee membership:

A	B	C
	Since June 2018, how many hours do you think you've spent per meeting (on average) on committees of which you are a member, including time spent preparing for meetings, attending them and dealing with follow up issues arising from meetings.	Please say if you are a Chair or Vice-Chair of the committee concerned, together with any additional information you consider relevant regarding your time estimates in col. B.
Committee:		
CIL		
Community Services		
Finance		
Housing		
Overview & Scrutiny		
Planning		
Planning Policy		
Strategy & Resources		

2. Since May 2018, how many hours per month do you think you've spent on other aspects of being a Councillor (e.g. dealing with residents' enquiries and work in connection with a specific Council role, including membership of an outside body)?

3. Special Responsibility Allowances (SRAs)

3.1 Should Planning Committee members still receive an SRA (currently £577)? Yes/No

3.2 Please explain your answer to 3.1 above.

3.3 Apart from being a Chair, Vice Chair or a Planning Committee member, do you think any other aspect(s) of being a councillor should attract an SRA, e.g. in respect of certain committees or special responsibilities.

3.4 Apart from serving on a committee, are there any aspects of a councillor's role which you think warrants a new SRA, e.g. serving on an a specific outside body? If so, please explain why.

4. Do you have any other comments or suggestions regarding the Members' Allowances Scheme?

APPENDIX 'B'

APPENDIX 'B'

Summary of responses to Members' workload questionnaire

1. Time spent in connection with committee membership:

	Estimated no. of hours spent per meeting (i.e. preparing / attending / follow up work)					
	Up to 2hrs	2-4 hrs	4-6 hrs	6-8hrs	8 to 10 hrs	Over 10 hrs
CIL	3 Cllrs		1 Cllr			
Community Services	1 Cllr		2 Cllrs**	1 Cllr*	1 Cllr	
Finance				2 Cllrs	1 Cllr	1 Cllr ¹
Housing		1 Cllr	1 Cllr	1 Cllr*		1 Cllr ^{2 *}
Overview & Scrutiny	1 Cllr			1 Cllr*		
Planning	1 Cllr	1 Cllr	2 Cllrs	1 Cllr	1 Cllr *	
Planning Policy	1 Cllr	1 Cllr		3 Cllrs**		1 Cllr ^{3 *}
Strategy & Resources	1 Cllr	1 Cllr	3 Cllrs	1 Cllr		1 Cllr ^{4 *}

Notes

1 = "30 hours between June 2018 and January 2019"

2 = "between 15 and 20 hours per meeting"

3 = "2 days per week"

4 = 20 hours per week on work in connection with Chair of S&R and Leader roles

* = chair of the committee

** = includes the vice-chair of the committee

Other comments:

"I have no idea how many hours I spend, I just do the job. In my view this question is irrelevant to the matter of allowances..... I was elected to help my constituents".

"I do not record the hours but we were elected to give our time and interest in the future of TDC"

I have no idea how many hours I spend, I just do the job. In my view this question is irrelevant to the matter of allowances."

"I do not keep a record, it probably is more than 10 hours on average but varies depending on the issues. The primary reason for being a Councillor is to represent the interests of residents and not as a source of income so I do not think this is a relevant method of evaluation."

2. Since May 2018, how many hours per month do you think you've spent on other aspects of being a Councillor (e.g. dealing with residents' enquiries and work in connection with a specific Council role, including membership of an outside body)

Up to 6hrs	Up to 10 hrs	Up to 15 hrs	Up to 20 hrs	Up to 25 hrs	Over 25 hrs
3 Cllrs	2 Cllrs	3 Cllrs	1 Cllr	3 Cllrs	1 Cllr

Other comments:

Some outside bodies are far less demanding than others.

Workloads can change overnight plus many residents' enquires are Planning sensitive.

I do not have a record, it is more than I would have imagined and varies depending on the issues. But again, it has no relevance to expense allowance

3. Should Planning Committee members still receive an SRA (currently £577)?

Yes	No	Skipped
12 Cllrs	2 Cllrs	4 Cllrs

Associated comments:

.... in favour of retaining the allowance

Having been a Planning Committee Member, I am aware of how much time can be spent researching these issues when they are complex.

It takes specialist expertise and much more focus than most committees

The planning meeting meets monthly and members need to visit sites to acquaint themselves with any site specifics.

You have to spend time visiting sites and reviewing in some detail the nature of the application.

We visit sites before the meeting and spend time doing research

Having been on Planning, I know that the time taken visiting the site, reading the material fully and any background information, all takes a considerable amount of time. The meetings can go on until 11.30pm, something that you cannot account for. The committee sits every month.

I'm not a member, but when I attend it is clear that it takes a lot of work.

Planning meets more often than other committees and requires more preparatory work because you have to go to visit sites and agree exact wordings for proposed changes to officer recommendations.

There are extra committees in the cycle and these can often finish late.

Planning Committee usually have very large amounts of documentation and have to visit sites on which they are deciding.

.... and against:

I do not really see why we should have an extra allowance

I do not believe there is a sufficient need for this SRA. Sometimes, meetings only take a short amount of time and it does not appear to me that every councillor puts much time in to the application unless it is in their ward. I believe I have spent just as much time in workshops and meetings with the CE.

- 4. Apart from being a Chair, Vice Chair or a Planning Committee member, do you think any other aspect(s) of being a councillor should attract an SRA, e.g. in respect of certain committees or special responsibilities?**

Councillors said:

"I'm sure there are but this needs careful consideration as it could get out of hand and cause friction."

"Depends on what needs to be done. For example, CIL may need to have some additional work put into it. Perhaps not."

"No - I believe that the committee payments are as fair as can be under the circumstances."

"No- Allowances should not be increased. Whilst this year's budget has been balanced there are so many funding uncertainties for the years ahead that increasing allowances would be the wrong thing to do right now."

Four other Councillors just said "No".

Three other Councillors stated that Group Leaders should receive an SRA, including one comment that this should be "*based on the size of the group*". At present, the Tandridge Members' Allowances Scheme includes SRAs for the Leader and Deputy Leader of the Council and the Leader of the Opposition (where there are two equally sized main opposition groups, both Group Leader receive the full Leader of the Opposition allowance).

5. Do you have any other comments or suggestions regarding the Members' Allowances Scheme?

"Councillor rewards are scant and do not attract younger capable people because they cannot afford to take time out of their daily lives to become Councillors resulting in too many older people hanging on too long who can afford to live off their savings/pension etc. If we want vibrant exciting Councillors, we need to make it attractive for them."

"You need to consider what kind of people you want to attract as Cllrs. People who are at that stage of their career where they rely on employment or cannot afford loss of earnings, self-employed, are actively excluded at present."

"I believe it needs to be increased to encourage others to become involved and that it should increase in line with the staff pay increases."

"This survey does not take into account time spent on committees of which we are not members on issues that are of concern to our wards or our general role as a councillor. It also takes no account of the time spent on general engagement with the community and organisations that is often done because we are councillors. I do not agree that there should be different allowances for different chairmen, this will bring in a scale of importance for committees and any committee can become busier than others because of circumstances."

"Knowing that TDC has a problem in balancing its budget in the current national climate, I do not believe allowances should be increased. We should be setting an example."

"There is a real step up in workload and responsibility between Chair & Vice Chair of a committee and a further step to Leader."

PROPOSED MEMBERS' ALLOWANCES SCHEME 2019/20
(to be effective from May 2019)

The Tandridge District Council, in exercise of the powers conferred by the Local Authorities (Members' Allowances) Regulations 2003, hereby makes the following Scheme:

1. This Scheme may be cited as the Tandridge District Council Members' Allowances Scheme, and shall be effective for the 2019/20 Municipal Year.
2. In this Scheme:

"Councillor" means a member of the Tandridge District Council who is a Councillor;

"total estimated allowances" means the aggregate of the amounts estimated by the Chief Finance Officer, at the time when a payment of basic allowance or special responsibility allowance is made, to be payable under this Scheme in relation to the relevant year, and for this purpose any election under paragraph 9 shall be disregarded;

"year" means the 12 months ending with the Annual Meeting of the Council.
3. **Basic Allowance**

Subject to paragraphs 8 and 9, the basic allowance to be paid to each Councillor in 2019/20 shall be **£4317** (in line with the cost of living increase in pay for the Council's staff for this year).
4. **Special Responsibility Allowances**
 - (1) For each year a special responsibility allowance shall be paid to those Councillors who hold the special responsibilities in relation to the authority that are specified in Schedule 1 to this Scheme.
 - (2) Subject to paragraphs 8 and 9, the amount of each such allowance shall be the amount specified against that special responsibility in that Schedule.
 - (3) No such allowance shall be payable if such a payment would be contrary to a provision made by or under any enactment.
5. **Travelling and Subsistence Allowances**

A Councillor may claim travelling and subsistence allowances in accordance with Schedule 2 to this Scheme.
6. **Dependants' Carers' Allowance**

A dependants' carers' allowance may be claimed on the basis of the actual cost incurred supported by receipts.
7. **Co-optees' Allowance**

A member of the public who sits on any committee or sub-committee of the Council (a 'co-optee') may only claim the travelling and subsistence allowances (as detailed in Schedule 2 to this Scheme) and the dependants' carers' allowance as detailed in paragraph 6 above.

8. Renunciation

A Councillor may, by notice in writing given to the Chief Operating Officer, elect to forego any part of his entitlement to an allowance under this Scheme.

9. Part-year Entitlements

- (1) The provisions of this paragraph shall have effect to regulate the entitlements of a Councillor to basic and special responsibility allowances where, in the course of a year:
 - (a) this scheme is amended, or
 - (b) that Councillor becomes, or ceases to be, a Councillor, or
 - (c) accepts or relinquishes a special responsibility in respect of which a special responsibility is payable.

- (2) If an amendment to this scheme changes the amount to which a Councillor is entitled by way of a basic allowance or a special responsibility allowance, then in relation to each of the periods:
 - (a) beginning with the year and ending with the day before that on which the first amendment in that year takes effect, or
 - (b) beginning with the day on which an amendment takes effect and ending with the day before that on which the next amendment takes effect, or (if none) with the year,

the entitlement to such an allowance shall be to the payment of such part of the amount of the allowance under this scheme as it has effect during the relevant period as bears to the whole the same proportion as the number of days in the period bears to the number of days in the year.

- (3) Where the term of office of a Councillor begins or ends otherwise than at the beginning or end of a year, the entitlement of that Councillor to a basic allowance shall be to the payment to such part of the basic allowance as bears to the whole the same proportion as the number of days during which his term of office subsists bears to the number of days in that year.

- (4) Where this scheme is amended as mentioned in sub-paragraph (2), and the term of office of a Councillor does not subsist throughout the period mentioned in sub-paragraph (2)(a), the entitlement of any such Councillor to a basic allowance shall be to the payment of such part of the basic allowance referable to each such period (ascertained in accordance with that sub-paragraph) as bears to the whole the same proportion as the number of days during which his term of office as a Councillor subsists bears to the number of days in that period.

- (5) Where a Councillor has during part of, but not throughout, a year such special responsibility as entitle him or her to a special responsibility allowance, that Councillor's entitlement shall be to payment of such part of that allowance as bears to the whole the same proportion as the number of days during which s/he has such special responsibilities bears to the number of days in that year.

- (6) Where this scheme is amended as mentioned in sub-paragraph (2), and a Councillor has during part, but does not have throughout the whole, of any period mentioned in sub-paragraph (2)(a) of that paragraph any such special responsibilities as entitle him or her to a special responsibility allowance, that Councillor's entitlement shall be to payment of such part of the allowance referable to each such period (ascertained in accordance with that sub-paragraph) as bears to the whole the same proportion as the number of days in that period during which s/he has such special responsibilities bears to the number of days in that period.

10. **Claims and Payments**

- (1) Claims for travelling and subsistence allowances (as detailed in Schedule 2 to this Scheme) and the dependants' carers' allowance shall be made monthly.
- (2) Subject to paragraph 8 above and sub-paragraph (3) below, basic and special responsibility allowances shall be paid on the 15th day of each month or the nearest working day prior to the 15th if that day falls on a weekend or bank holiday.
- (3) Where a payment of the amount specified in this Scheme in respect of a basic allowance or a special responsibility allowance would result in the Councillor receiving more than the amount to which, by virtue of paragraph 9, he or she is entitled, the payment shall be restricted to such amount as will ensure that no more is paid than the amount to which s/he is entitled.

11. **Independent Remuneration Panel**

In accordance with the 2003 Regulations (detailed at the beginning of this Scheme) the Council instituted and considered the recommendations of an independent panel of members of the public before adopting this Scheme of Allowances.

SCHEDULE 1

The following are specified as the special responsibilities in respect of which special responsibility allowances are payable, and the amounts of those allowances:

Member	Amount for 2019/20 £
Chair of the Council	3062
Vice-Chair of the Council (one-third of the Chair of Council Allowance)	1021
Leader of the Council	6123
Deputy Leader of the Council (one quarter of the Leader's Allowance)	1531
Chair of Committees - excluding Licensing and Standards	3062 (each)
Vice-Chairs of Committees - excluding Licensing and Standards (one-third of the Committee Chairs' Allowance)	1021 (each)
Supplement for Members of the Planning Committee	591 (each)
Leader of the Opposition	3062*

* in the case of two equally sized opposition groups, both of their leaders be entitled to the full allowance.

**SCHEDULE 2
APPROVED DUTIES FOR TRAVELLING ALLOWANCES**

Council Meetings

Committee/Sub-Committee/Working Group meetings where:

- the Councillor is a member of the Committee/Sub-Committee/Working Group; or
- if the Councillor is not a member of the Committee/Sub-Committee/Working Group, an agenda item impacts on the Councillor's Ward in particular

Council Agenda Call-Over Meetings (Chairman and Vice-Chairman of the Council)

Committee Agenda Call-Over Meetings (Committee Chairman and Vice-Chairman)

Sub-Committee and Working Group Agenda Call-Over Meetings (Chairman of the Sub-Committee/Working Group)

Site Meetings approved in advance by the Committee

Staff Selection - Interviews by Chairmen of Committees

Surrey County Council Tandridge Local Committee

Meetings of Parish Councils whose areas fall within the Councillor's District Ward

Tandridge Tenants Partnership Group

Tandridge Joint Consultative Meeting

Member Training Sessions

Opening Tenders

Conferences, Seminars organised by other bodies if appointments made by appropriate Committee

Joint meetings of the District Council and the Local Health Authority

Council organised Seminars/Workshops for Members

External Conferences/Seminars/Workshops or similar events, when attendance has been agreed by the appropriate Standing Committee or Chief Executive as relevant to and in the interests of the efficient conduct of Council business

Other pre-arranged meetings convened in liaison with District Council Officers

Meetings of Outside Bodies to which the Councillor has been appointed (by the Council)

ALLOWANCES TO MEMBERS OF LOCAL AUTHORITIES AND CO-OPTees IN RESPECT OF PERFORMANCE OF APPROVED DUTIES, THAT IS, ATTENDANCE AT A MEETING OF THE COUNCIL OR A COUNCIL COMMITTEE OR ANY OTHER DUTY APPROVED BY THE COUNCIL FOR THE PURPOSE OF THE DISCHARGE OF ITS FUNCTIONS.

A. TRAVELLING

From place of residence to place of meeting. Rail fare (reimbursed at second class rate) or the fare of a public service vehicle. Taxi fares may be allowed in emergencies.

Where a Member use his own solo motor cycle, car or bicycle the rates shall not exceed:

	Rate per mile:
Motor-cycles	24p
Cars	45p for the first 10,000 miles and 25p per mile thereafter
Bicycle	20p

(N.B .Irrespective of engine size for both motor-cycles and cars. The above rates represent the approved mileage allowance payments as specified by HM Revenues & Customs)

B. SUBSISTENCE

(a) In the case of absence, not involving an absence overnight from the usual place of residence:-

(i)	Over four hours but not more than 8 hours	£ 6.00
(ii)	Over 8 hours but not more than 12 hours	£12.00
(iii)	Over 12 hours	£19.00

(b) In the case of absence overnight from the usual place of residence - £81.50. In addition for absence overnight in London or for the purposes of attendance at the annual conference of the LGA a supplementary allowance of £21.00 may be claimed.

These rates are deemed to cover a continuous period of absence of 24 hours. They should be reduced by an appropriate amount in respect of any meal provided free of charge by an authority or body during the period to which the allowance relates.

Further information, together with details of Councillors' and Co-optees' liabilities for Income Tax and National Insurance, may be obtained from the Strategic Director of Resources.