

## THE DISTRICT COUNCIL OF TANDRIDGE

### STRATEGY & RESOURCES COMMITTEE

Minutes and report to Council of a meeting of the Committee held in the Council Chamber, Council Offices, Station Road East, Oxted on the 21<sup>st</sup> March 2019 at 7.30pm.

**PRESENT:** Councillors Fisher (Chair), Elias (Vice-Chair), Ainsworth (sub), Black, Botten, Bourne, Cannon, Davies, Harwood, Jecks, Jones, Lee and Pursehouse.

**APOLOGIES FOR ABSENCE:** Councillor Childs.

**ALSO PRESENT:** Councillors Allen, Duck, Dunbar, Fitzgerald, Lockwood, Parker, Steeds and White.

#### 274. MINUTES

The minutes of the meeting held on the 5<sup>th</sup> February 2019 were confirmed and signed by the Chair.

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

#### 275. OPTIONS FOR SUPPORTING CHILDREN'S CENTRES

At the Committee's previous meeting on 5<sup>th</sup> February, the Committee considered options to mitigate the impact of the decision taken by Surrey County Council (SCC) to:

- change the service model currently provided by children's centres, whereby they would become 'family centres' (a contract specification for the new service, targeted at families with a higher level of need, had since been published); and
- reduce the number of physical centres in the district from 5 to 1, the remaining centre to be in Caterham.

A further report was considered in light of subsequent developments and discussions with SCC. This confirmed that none of the current children's centres in the district wished to be considered for the provision of the new service. It now seemed likely that the previously proposed remaining centre at Marden Lodge School would no longer be available. The likely alternative venue would be the cricket pavilion at The Village, Caterham on the Hill. The need for some services to be delivered from community venues elsewhere in the district would also be addressed.

The updated options at **Appendix 'A'** were presented. Option C (entering into arrangements with SCC to provide a family centre service in Tandridge) was the favoured course of action. £416,228 was available from SCC for this (approximately 16% less than the costs of the current children's centre provision). Work was underway to understand the detail of the existing costs, the implications of additional services required in the new model and any opportunities for savings by bringing the management of the centres together and/or being able to charge for any continuing universal provision.

A further £75,000 had been allocated by TDC for 2019/20 to protect local services that might otherwise be in jeopardy as a result of SCC budget cuts. Part of that provision could be used to support a Tandridge family centre project. It was noted that Oxted Parish Council had also contributed £25,000 to support the ongoing provision of family support services in its area.

Following the production of a detailed business case for Option C, it would be possible to assess any further funding requirements for enhancing the services which could otherwise be delivered within SCC's cost envelope.

During the debate, Members:

- favoured the 'early help' level of support described within SCC's new service specification (the likely number of clients falling under this and the 'targeted help' and 'specialist' categories of the specification were not known);
- acknowledged the need to understand the details of the forthcoming business case for the favoured option, including an evaluation of risks and human resource implications, and for a new family centre service to:
  - benefit the whole District; and
  - be adequately resourced;
- discussed the wider implications of Districts/ Boroughs taking over services previously provided by SCC.

**RESOLVED** – that

- A. in principle, and subject to a further report being brought to this Committee, arrangements be entered into with Surrey County Council to provide a family centre service in Tandridge (Option C); and
- B. the Chief Executive be authorised to:
  - (i) carry out all necessary work to prepare a full business case and submission in support of such arrangements; and
  - (ii) in tandem, develop alternative or complementary proposals to provide services at community venues for families in need of advice and assistance in the District (Option D)

**Note:** Councillors declared interests in this item as follows (these did not amount to disclosable pecuniary interests under the Members' Code of Conduct and they remained in the meeting during the discussion and voting):

- Councillor Botten (member of the advisory board of the Hurst Green Children's Centre)
- Councillor Jones (his employer was located in Caterham Valley)
- Councillor Parker (member of the advisory board of the Hurst Green Children's Centre and chair of Oxted Parish Council).

## 276. FUTURE HIGH STREETS FUND

This £675 million fund (for Local Authorities) formed part of the Government's programme for supporting town centre regeneration schemes in areas facing significant challenges and in need of transformation. A report was submitted explaining the two phases of the application process for the first round of funding, namely:

- Phase 1: expressions of interest (setting out the need for funding, the nature of the challenge and the future vision for the town centre) the deadline for which was 22<sup>nd</sup> March 2019.
- Phase 2: for those Authorities progressing from phase 1, revenue funding was available to work up project proposals with allocations based on project plans and business cases.

The report explained that, while both Caterham and Oxted met the eligibility criteria, the Caterham Masterplan and One Public Estate initiatives aligned more closely with the fund's objectives. The Chief Executive apologised for the fact that Ward Councillors had not been consulted about the prospective bid.

**RESOLVED** – that an expression of interest for 'Future High Street' funding for Caterham town centre be submitted.

## 277. POLICY AND PROCEDURE FOR THE COUNCIL'S USE OF COVERT SURVEILLANCE UNDER THE REGULATION OF INVESTIGATORY POWERS ACT 2000 (RIPA)

The above Act provided the legal framework for governing the use of covert surveillance by public bodies. It sought to ensure that authorities exercised their surveillance powers proportionately and only when necessary. The Investigatory Powers Commissioner's Office (IPCO) had inspected TDC in November 2018 and had recommended certain measures for achieving best practice. The Council's RIPA policy had been reviewed accordingly, a revised draft of which was presented to the Committee for adoption.

During the debate, it was suggested that the Council should consider using covert surveillance more often to identify the culprits of fly tipping. The possibility of the Council's RIPA policy being included within the Member development programme was also discussed.

**RESOLVED** – that

- A. the revised policy and procedure for dealing with the requirements of the Regulation of Investigatory Powers Act 2000 (as attached to the report) be adopted;
- B. a report be received on an annual basis on the use of RIPA powers and whether the policy remains fit for purpose.

## 278. WHOLE COUNCIL BUDGET MONITORING – 2018/19 PERIOD 10

A 'whole Council budget monitoring report' was presented, which detailed the cumulative position up to the end of January 2019. Year-end variances for the General Fund, Housing Revenue Account and capital programme budgets were forecast as per the summary at **Appendix B**. Members welcomed the success of the Council's investment strategies in generating income (in excess of budgets) from property acquisitions and treasury management activities.

**RESOLVED** – that the financial reporting data relating to budgetary control for the Council be noted.

## 279. CORPORATE DELIVERY PLAN – 2019/20

The Committee addressed the need to set the Council's corporate objectives for 2019/20. A corporate delivery plan, comprising projects, programmes and performance indicators in pursuit of those objectives, was also presented. The respective elements of the plan had recently been considered by the Community Services, Housing and Planning Policy Committees.

The report before the Committee proposed that the existing six key corporate objectives remained relevant for 2019/20 and, therefore, should be retained. A minor amendment was suggested for the second corporate objective, namely:

*“making a difference in our community by supporting those who need #  
support most”*

**RESOLVED** – that

A. the following objectives for 2019/20 be agreed:

- providing high quality, customer focused services
- making a difference in our community by supporting those who need support most
- creating a thriving economy while protecting the local environment
- working in partnership with the community and other public services to create opportunities for all
- improving the quality of our residents' lives, including by enabling access to decent and affordable homes
- being a proactive, flexible learning environment.

B. the Delivery Plan for 2019/20, attached at **Appendix C**, in respect of the projects, performance indicators and risks for which the Committee is responsible, be agreed.

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

**280. MEMBERS' ALLOWANCES SCHEME FOR 2019/20**

Arising from decisions made at the 27<sup>th</sup> September 2018 meeting, the Committee considered a proposed allowances scheme for 2019/20 in light of the outcome of a Councillors' time and workload evaluation exercise and the views of the two current members of the Independent Remuneration Panel (IRP). The IRP members concluded that there appeared 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 IRP members supported the proposed scheme set out in **Appendix D**. This mirrored the 2018/19 scheme but with basic and special responsibility allowances being increased by 2.5% in line with the staff pay award.

**RECOMMENDED** – that the Members' Allowance Scheme for 2019/20, as attached at Appendix D, be adopted.

Rising: 9.09 pm

**Updated options to mitigate the impact SCC's decision  
to remodel the current children's centre service**

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

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**

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**

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.

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. 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 one 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.

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.

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.

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**

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.

APPENDIX 'B'

APPENDIX 'B'

2018/19 Whole Council Budget Monitoring - 1<sup>st</sup> April to the 31<sup>st</sup> January 2019

Projected year-end variances for the General Fund, Housing Revenue Account and Capital Programme budgets

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)
<b>Committee</b>			
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
<b>Committee Total</b>	<b>10,854,100</b>	<b>436,627</b>	<b>311,100</b>
<b>Corporate Items / Reserves</b>			
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
<b>Corporate Items / Reserves Total</b>	<b>(872,200)</b>	<b>(116,800)</b>	<b>(123,100)</b>
<b>Funding</b>			
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
<b>Funding Total</b>	<b>(9,981,900)</b>	<b>0</b>	<b>0</b>
<b>NET GENERAL FUND POSITION</b>	<b>0</b>	<b>319,827</b>	<b>188,000</b>

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)
<b>General Fund Capital Total</b>	<b>79,229,200</b>	<b>(4,406,900)</b>	<b>(55,643,150)</b>
<b>Housing Revenue Account Capital Total</b>	<b>11,335,800</b>	<b>(527,845)</b>	<b>(1,610,000)</b>

APPENDIX 'C'

APPENDIX 'C'



# Corporate Delivery Plan

## 2019/2020

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## About the Corporate Delivery Plan

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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.

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

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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.

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## 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.



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### 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 Tandridge One Public Estate Programme to regenerate Caterham and North Tandridge.

#### 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 Tandridge Public Service Plan setting out options for better public services and use of public assets in North Tandridge.
- 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 Tandridge One Public Estate Public Service Plan completed (Spring 2019)
- Completion of Rose & Young site redevelopment (Winter 2020)



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## 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.



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## 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



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### 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.



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### 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)



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### **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)



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## 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	
<b>PL1a</b>	Processing of major planning applications as measured against targets	91.3%	60.0%	60.0%	Higher	This target continues to reflect government standards.
<b>PL1b</b>	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.
<b>PL2</b>	Processing of minor planning applications as measured against targets	N/A	65%	65%	Higher	This target continues to reflect government standards.
<b>PL3</b>	Processing of other planning applications as measured against targets	92.4%	80%	80%	Higher	This target continues to reflect government standards.
<b>PL3b</b>	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.
<b>PL3</b>	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%
<b>PL4a</b>	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.
<b>P4b</b>	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.
<b>PL4c</b>	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.
<b>PL5</b>	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.
<b>PL6</b>	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.
<b>PL7</b>	Processing of building control applications within statutory timescales	95.0%	95.0%	95.0%	Higher	This is considered to remain an appropriate target.
<b>PL8</b>	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	<b>Failure to remain financially sustainable</b>	2	5	<b>10 (Amber)</b>	<ul style="list-style-type: none"> <li>• Mechanisms in place to acquire and develop assets and drive new sources of income (e.g. Council owned companies, Property Investment Fund, Development Fund).</li> <li>• Regimes to monitor the effectiveness of investment strategies, including oversight by company directors and reports to Finance and Strategy &amp; Resources Committees.</li> <li>• Medium Term Financial Strategy identifying new sources of income and areas of efficiency.</li> </ul>
SR2	<b>Failure to achieve effective organisational change</b>	3	3	<b>9 (Amber)</b>	<ul style="list-style-type: none"> <li>• Dedicated staff in place to manage change programme.</li> <li>• Recruitment / selection criteria to seek staff with required skills, attitudes and approaches.</li> <li>• Measures to support staff throughout the change process.</li> <li>• Adequate budget available to support acquisition and implementation of IT.</li> </ul>
SR3	<b>Negative impact on services due to Surrey County Council (SCC) transformation programme</b>	3	3	<b>9 (Amber)</b>	<ul style="list-style-type: none"> <li>• Regular engagement with SCC transformation officers to identify issues likely to impact Tandridge residents.</li> <li>• Regular reporting to Corporate Management Team and Committee.</li> </ul>
SR4	<b>IT systems failure which could inhibit day to day function of the Council</b>	3	4	<b>12 (Red)</b>	<ul style="list-style-type: none"> <li>• Adequate budget available to support investment in IT infrastructure.</li> <li>• Sufficient staffing resources, including in-house professionals and specialist external support available when required.</li> <li>• Regular reporting to Corporate Management Team and Committee.</li> </ul>
SR5	<b>Negative impact on services due to Brexit</b>	3	3	<b>9 (Amber)</b>	<ul style="list-style-type: none"> <li>• Officers continuing to monitor situation and government advice closely.</li> <li>• Brexit response strategy being prepared.</li> </ul>

Risk	Likelihood	Impact	Score	Controls/Mitigation	
SR6	<b>Failure to deliver regeneration schemes</b>	3	3	<b>9 (Amber)</b>	<ul style="list-style-type: none"> <li>Detailed risk management for each project or programme.</li> <li>Effective community and stakeholder engagement mechanisms.</li> <li>External support able to be commissioned to support delivery when required.</li> <li>External funding secured to support delivery.</li> </ul>
SR7	<b>Failure to deliver an Election</b>	1	4	<b>4 (Green)</b>	<ul style="list-style-type: none"> <li>Project plans and risk registers required to be in place and reviewed by Government.</li> </ul>
SR8	<b>Provision of negligent or flawed legal advice</b>	2	4	<b>8 (Amber)</b>	<ul style="list-style-type: none"> <li>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.</li> </ul>
SR9	<b>Failure by Members to comply with Code of Conduct</b>	3	3	<b>9 (Amber)</b>	<ul style="list-style-type: none"> <li>Compulsory training offered to Members.</li> <li>New Member and Staff protocol in place.</li> <li>Advice provided by trained Officers.</li> </ul>
SR10	<b>Data Protection breach</b>	2	4	<b>8 (Amber)</b>	<ul style="list-style-type: none"> <li>Data protection policy in place.</li> <li>Regular training provided to staff.</li> <li>New Customer First processes are designed to be compliant.</li> </ul>
SR11	<b>Non-compliance of Council-owned companies</b>	2	4	<b>8 (Amber)</b>	<ul style="list-style-type: none"> <li>Companies limited by guarantee or £1 share capital.</li> <li>Adequate governance in place.</li> </ul>
SR12	<b>Failure to conduct a DHR (Domestic Homicide Review)</b>	3	3	<b>9 (Amber)</b>	<ul style="list-style-type: none"> <li>DHR policy in place with East Surrey Community Safety Partnership oversight.</li> </ul>
SR13	<b>Failure of website</b>	3	3	<b>9 (Amber)</b>	<ul style="list-style-type: none"> <li>Website is externally hosted, regularly backed up and monitored.</li> <li>Regular security updates applied.</li> <li>Service level agreements in place for any outages.</li> </ul>

## Planning Policy

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

Risk	Likelihood	Impact	Score	Controls/Mitigation	
PP3	<b>Inability to meet expectations in respect of neighbourhood plans</b>	3	4	<b>12 (Red)</b>	<ul style="list-style-type: none"> <li>• Increase dedicated neighbourhood plan support resource</li> <li>• Prepare guidance notes for neighbourhood plan groups</li> <li>• Discuss resourcing requirements and timetables with neighbourhood planning groups at the start of the process and review at all subsequent stages.</li> </ul>
PP4	<b>Failure to determine a Planning application within the statutory period</b>	2	4	<b>8 (Amber)</b>	<ul style="list-style-type: none"> <li>• New processes being developed as part of Customer First process to improve efficiency of service.</li> <li>• Customer First model provides additional resource to support this process.</li> <li>• This area of work is closely monitored.</li> </ul>
PP5	<b>Unable to recruit planning staff</b>	3	4	<b>12 (Red)</b>	<ul style="list-style-type: none"> <li>• Direct and indirect recruitment processes in place.</li> <li>• Use contractors when necessary.</li> </ul>
PP6	<b>Failure to correctly determine a planning application</b>	2	4	<b>8 (Amber)</b>	<ul style="list-style-type: none"> <li>• Maintain cross checking of reports and decision notices</li> <li>• Maintain specialist (legal and regulatory) input in decision taking.</li> </ul>
PP7	<b>Failure to defend a reason for refusal</b>	3	3	<b>9 (Amber)</b>	<ul style="list-style-type: none"> <li>• Maintain case work continuity.</li> <li>• Monitor effectiveness of policies</li> <li>• This area of work is closely monitored.</li> </ul>
PP8	<b>Failure to take appropriate action in response to an alleged breach of planning control</b>	2	3	<b>6 (Green)</b>	<ul style="list-style-type: none"> <li>• New processes being developed as part of Customer First process to improve efficiency of service with a high degree of case management.</li> <li>• Customer First model provides additional resource to support this process.</li> </ul>
PP9	<b>Failure of Building Control service</b>	3	3	<b>9 (Amber)</b>	<ul style="list-style-type: none"> <li>• Ongoing budget monitoring</li> <li>• Monitoring of competitors</li> <li>• Work with LABC to market service</li> <li>• Business development officer role in place to attract new business</li> </ul>
PP10	<b>Failure to determine a Building Control application within the statutory period</b>	2	4	<b>8 (Amber)</b>	<ul style="list-style-type: none"> <li>• Highly trained staff able to work flexibly on different tasks</li> </ul>

## Housing

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

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

## **Community Services**

Risk		Likelihood	Impact	Score	Controls/Mitigation
CS1	<b>Sustained inability to collect residents waste due to failure of waste contractor</b>	1	4	<b>4 (Green)</b>	<ul style="list-style-type: none"> <li>Due diligence on procurement process</li> <li>Financial bond within contract</li> </ul>
CS2	<b>Failure to procure waste contract</b>	1	4	<b>4 (Green)</b>	<ul style="list-style-type: none"> <li>External procurement and legal expertise</li> <li>Extension to current contract possible</li> </ul>
CS3	<b>Injury suffered by failure to adequately maintain our parks and open spaces in a safe, clean and appropriate manner (inc. equipment)</b>	3	2	<b>6 (Green)</b>	<ul style="list-style-type: none"> <li>Weekly play equipment inspections</li> <li>Regular Inspections</li> <li>Regular litter-picking and bin emptying</li> <li>Trained locality team officers/surveyors will be able to react faster as required</li> <li>Enhanced resident reporting and case management procedures</li> <li>Capital programme review</li> </ul>
CS4	<b>Injury or loss of building due to failure of compliance and maintenance</b>	3	3	<b>9 (Amber)</b>	<ul style="list-style-type: none"> <li>Trained locality team officers/surveyors will be able to react faster as required</li> <li>Regular inspection and maintenance</li> <li>Enhanced resident reporting and case management procedures</li> <li>Capital programme review</li> </ul>
CS5	<b>Inability to resource and respond to a major environmental health incident</b>	2	3	<b>6 (Green)</b>	<ul style="list-style-type: none"> <li>Maintain development of Environmental Health partnership with Mole Valley DC to provide resilience</li> </ul>
CS6	<b>Sustained fuel shortage (nationwide)</b>	1	4	<b>4 (Green)</b>	<ul style="list-style-type: none"> <li>Monitor and review situation</li> <li>Maintain capacity at depot to store fuel</li> </ul>

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

## 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				

**APPENDIX 'D'**

**APPENDIX 'D'**

**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 15<sup>th</sup> day of each month or the nearest working day prior to the 15<sup>th</sup> 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:

<b>Member</b>	<b>Amount for 2019/20 £</b>
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:

	<b>Rate per mile:</b>
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.