

THE DISTRICT COUNCIL OF TANDRIDGE

STRATEGY & RESOURCES COMMITTEE

Minutes and report to Council of the meeting of the Committee held in the Council Chamber, Council Offices, Station Road East, Oxted on the 25th July 2019.

PRESENT: Councillors Elias (Chair), M. Cooper (Vice Chair), Botten, Caulcott, D.Cooper, Duck, Jecks, Langton, Lee, Lockwood (sub) and Milton.

ALSO PRESENT: Councillors Allen, Black, Bloore, Connolly, Farr, Fitzgerald, Harwood, Pursehouse, Ridge, Stamp, Steeds, Swann, Vickers, C.White and Wren.

APOLOGIES FOR ABSENCE: Councillors Bourne, Davies and N.White.

IN ATTENDANCE: Ben Sheriff (Deloitte LLP) for Minute 85.

84. MINUTES

Subject to the amendment made by Full Council in respect of Minute 29 (regarding the 'Regen Oxted' project and the issue of parking provision within the town) the minutes of the meeting held on the 13th July 2019 were confirmed and signed by the Chair.

In accordance with Standing Order 24(3), Councillor Lockwood wished it to be recorded that she voted against the minutes being confirmed as an accurate record.

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

85. FINAL ACCOUNTS 2018/19

The Council was required to approve the audited statement of accounts for 2018/19 by the 31st July 2019. This function was delegated to the Committee within the council's constitution.

The Chief Finance Officer confirmed that the Council had complied with its statutory obligation to prepare draft accounts for external audit (by Deloitte LLP) by the 31st May 2019. There were still minor matters to resolve in response to the audit, as explained within Deloitte's 'update report' which had been circulated to members on the 24th July 2019. The aforementioned draft accounts had been amended in light of the auditors' comments and distributed to the committee as per the summary at **Appendix A**.

A draft annual governance statement and management representation letter to Deloitte LLP in connection with the audit were also submitted.

Ben Sheriff presented Deloitte's report which concluded that, "*we have not identified any matters to date that, subject to resolution of outstanding matters ... would affect our ability to issue an unmodified ("unqualified") opinion on the accounts and value for money arrangements.*" Both Ben Sheriff and the Chief Finance Officer responded to Members' questions. The main issues arising from this discussion were:

- there would be no immediate consequences if the 2018/19 accounts were not published by the 31st July 2019, although an explanatory statement would have to be published (the Chief Finance Officer hoped that this statutory deadline would still be met);
- future commercial property acquisitions would be audited to test compliance with procedures defined in investment policies;
- any land acquisitions under compulsory purchase powers to facilitate the South Godstone Garden Community would be treated as a separate capital scheme (distinct from commercial property investments referred to on page 11 of the auditors' report) although Deloitte may wish to scrutinise any such non-standard activity for adherence to governance and risk management regimes;
- the scope for more robust IT controls within the council was being pursued to address issues raised by Deloitte;
- an explanation of the potential pension liability following a recent supreme court ruling (the McCloud judgement) as referred to within **Appendix A**.

In order to comply with the requirement to publish final accounts by the end of the month, the Chair proposed the following amendment to recommendation A of the Chief Finance Officer's covering report:

“ the Council's audited Statement of Accounts 2018-19 be approved *current position with regard to the statement of accounts 2018/19 be noted and authority be delegated to the Council's Section 151 Officer, in consultation with the Leader of the Council, to give final approval to those accounts*”

This was seconded by Councillor M.Cooper. Upon being put to the vote, the amendment was agreed.

RESOLVED – that:

- the current position with regard to the statement of accounts 2018/19 be noted and authority be delegated to the Council's Section 151 Officer, in consultation with the Leader of the Council, to give final approval to those accounts;
- the Annual Governance Statement be approved;
- the external auditors' report be noted; and
- the management representation letter be noted.

86. COMMITTEE DELIVERY PLAN 2019/20 – QUARTER 1 MONITORING

A report was presented regarding progress against the Committee's 2019/20 delivery plan. The Chief Executive announced corrections to the 2018/19 outturn column of the table in the performance section of the plan. She also advised that, regarding performance indicator SR6 (staff turnover), the second sentence regarding the first quarter figures in the supporting commentary should be withdrawn and that the position would be clarified within the Delivery Plan report to the 26th September 2019 meeting.

In response to a member question, the Chief Executive explained that the predominance of amber risk ratings reflected the high impact consequences of risks being realised, even though the likelihood of such scenarios was relatively low.

Discussion focused on the 'Economic Proposition' project and, in particular, the commitment to engaging with Gatwick Airport regarding its expansion plans. It was acknowledged that there could be both negative environmental impacts upon the District and some economic gains. Members commented on the need for positive engagement with both Gatwick and Heathrow airports' development proposals and the idea of convening a member working group for this purpose was floated.

In response to the debate, the Chief Executive agreed that some of the work in connection with the North Tandridge One Public Estate (NTOPE) service plan could be put on hold but considered that the collective NTOPE project should be retained.

RESOLVED – that performance against the agreed Strategy & Resources Committee Delivery Plan for the first quarter of 2019/20, as attached at **Appendix 'B'** (including corrections to the version published with the agenda) be noted.

87. WORKING WITH SURREY COUNTY COUNCIL

A report was submitted which updated Members on current joint working arrangements with Surrey County Council (SCC), along with options for future developments. This included reference to:

- SCC's draft strategy document, "*Surrey's 2050 Place Ambition our approach to place leadership, infrastructure and good growth*" which focused on long term opportunities for growth to benefit local communities and emphasised the importance of effective partnership working between SCC, districts and boroughs, local enterprise partnerships and the health sector. It identified eight strategic opportunity areas, including the proposed South Godstone Garden Community and the M23-Gatwick corridor;
- the possibility of delivering library services via wider ranging community hub projects;
- a collaborative initiative to enhance the provision of disabled adaptation services throughout Surrey; and
- the Surrey Next programme, driven by Surrey Leaders and Chief Executives, examining the scope for more county services to be devolved to districts and, possibly, parishes.

The report acknowledged members' desire for a strategic approach to the devolution of county services, so that the cumulative impact of initiatives could be assessed. The report therefore recommended that, for Tandridge, business cases should be established to demonstrate how improvements in quality and efficiency would arise.

The Committee welcomed the report and reflected on the County Council's constructive approach. Notwithstanding the benefits to residents of services being delivered at more local levels, members emphasised the importance of new arrangements being financially sustainable for Tandridge and for services to meet proven demand.

Caution was expressed regarding the capacity of Parish Councils to assume responsibility for the delivery of services. Clarification was also sought regarding reference to Lambs Business Park (South Godstone) in the 'Surrey's 2050 Place Ambition' document (the Surrey Waste Local Plan 2019-2033, which included the allocation of Lambs as a waste management

facility, had been submitted to the Secretary of State and would be the subject of a public examination in the autumn).

The perceived disadvantages of the current two-tier local government structure in Surrey were highlighted during the debate. However, Members welcomed the objectives of the report, given the likelihood of the present structure remaining in place for the foreseeable future.

RESOLVED – that:

- A. it be agreed in principle that, where appropriate, services should be delivered as closely as possible to local people and, therefore, that Tandridge should work closely with Surrey County Council to determine which of those functions for which they (SCC) are responsible could be delivered on their behalf; and
- B. any proposals in relation to specific services should be the subject of a business case to be considered by this Committee before any such arrangements are agreed.

88. DESCRIPTIONS OF COUNCILLORS IN COUNCIL PUBLICITY

Some members had expressed the view that councillors should be described according to their membership of political groups on the council. This was opposed by members of the Oxted & Limpsfield Residents' Association (OLRG) Independents Alliance who wished to retain the descriptions they had used when standing for election (i.e. 'OLRG' or 'Independent' without reference to membership of the political group they had joined since being elected). Officers had sought to broker an agreement, but it had not been possible to reach a consensus. A report was therefore submitted, inviting the committee to select one of the following options:

- (i) no reference should be made at all to the political group to which the relevant councillor belongs; or
- (ii) Councillors are described only by reference to the political group they have joined, regardless of the way in which they were described on the ballot paper when standing for election to the Council; or
- (iii) Councillors are described only by reference to the description used on the ballot paper when standing for election to the Council; or
- (iv) Councillors are described by reference both to the political group which they have given notice they wish to be part of and to the description used on the ballot paper when standing for election to the Council.

The report described the current composition of the Council and confirmed that neither the constitution nor the law prescribed the way in which councillors should be described in publicity literature. It also explained the distinction between a political party and a political group, together with the legal consequences of forming the latter (e.g. entitlement to a proportionate allocation of seats on committees and the potential entitlement to special responsibility allowances).

Upon introducing the report, the Chief Executive advised that a Counsel's opinion had been commissioned regarding the legalities of the options listed above. The opinion was that option (i) was of very doubtful legality; option (iii) was also doubtful; but options (ii) and (iv) were lawful.

In response to a Member question, the Chief Executive stated that this Committee's terms of reference allowed it to make the decision on this matter as it is responsible for civic and constitutional matters. She agreed to confirm the precise paragraph numbers later.

Various contrasting views were put forward during the debate, including:

- the report was politically motivated and an attempt to split the OLRGIA; its members wished to protect their respective identities and there had been insufficient time for them to respond to the draft report which had been circulated to Group Leaders the day before publication; the Group had requested that the seeking of QC advice be aborted and that the cost and time being consumed by the matter was disproportionate and of little relevance to residents; OLRG became a registered political party only in order for its name and logo to appear on ballot papers; OLRGIA councillors elected as independents had joined the Group to secure places on committees but put residents in their wards first;
- there was no intention to split the OLRGIA (this would only occur if its members chose to form two separate groups); it was necessary to give residents clear information about councillors' political allegiances; there were previous examples of such allegiances changing following elections, thereby discrediting option (iii); option (iv) would be confusing and anomalous; only option (ii) made sense; OLRGIA operated as a political group and residents should be informed of the situation; members of other political groups also acted in the best interests of their wards' residents; all members should be bound by a spirit of public service with a duty to be transparent and to respect legal opinions.

Councillor Lockwood, seconded by Councillor Langton, moved that all councillors should be able to choose the way in which they were described in council publicity, including the political groups of which they were members if they so wished. Upon being put to the vote, the amendment was lost.

The Chair, seconded by Councillor M.Cooper, moved that option (ii) above should be selected. Upon being put to the vote, this motion was carried.

RESOLVED – that:

- A. Councillors be described only by reference to the political group they have joined, regardless of the way in which they were described on the ballot paper when standing for election to the Council; and
- B. Officers be authorised to implement A above in all relevant council publicity, including the website.

In accordance with Standing Order 24(3), Councillors Langton and Lockwood wished it recorded that they voted against A and B above.

89. EXCLUSION OF THE PUBLIC

RESOLVED – that members of the press and public be excluded from the meeting for the consideration of Item 11 of the agenda (covered by Minute 90 below) under Paragraph 1 of Schedule 12A to the Local Government Act 1972, namely “*information relating to any individual*”.

90. APPOINTMENT PROCESS FOR THE STRATEGIC DIRECTOR OF RESOURCES AND THE HEAD OF LEGAL SERVICES (MONITORING OFFICER)

The Committee considered proposals regarding the need to make permanent appointments to these two posts.

A view was expressed that the Head of Legal Services (Monitoring Officer) post should be advertised externally. This was not put to the vote and the Chief Executive explained the rationale for the recommendation to advertise the post internally with suitable applicants to be interviewed by the Chief Officer Sub-Committee.

Arising from a member suggestion, the Chief Executive agreed to submit a future report to the committee (following discussion with the Chair) about the merits of appointing an individual from outside the authority to act, in an independent capacity, in the role of Deputy Monitoring Officer for investigating member level disputes.

RESOLVED – that

- A. the post of Head of Legal Services, who acts as the Council's Monitoring Officer, be advertised internally and that any suitable applicants should be interviewed for the post by the Chief Officer Sub-Committee which has delegated authority to appoint the successful candidate; and
- B. the interim Strategic Director of Resources be appointed on a permanent basis without the need for a further process, bearing in mind her participation in the external recruitment process for the post in January this year.

Rising: 21:52

APPENDIX A

APPENDIX A

Summary of main changes between draft and revised 2018/19 accounts

There were two main changes between the draft and revised version of the accounts as below:

1. The impact on the Pension Liability due to the impact of the McCloud Judgement and remeasurement by the actuary increased expenditure by £1,347k. This impact goes to the unusable reserves and has no impact on General Fund Balances.
2. Audit Identified the £622k of income had been included in the expenditure column when it should have been included as income. This is a presentational adjustment with no impact on the “bottom line” position.

The details of these adjustments to the main statements are detailed below:

Comprehensive Income and Expenditure Statement	Draft £'000	Final £'000	Variance £'000	Reason
Resources Expenditure	7,917	8,980	1,063	622k income moved from expenditure to the income column 441k Increase in past service cost (Pensions) as a result of the McCloud judgement
Resources Income	-2,116	-2,738	-622	622k income moved from expenditure to the income
Resources Net	5,801	6,242	441	441k Increase in past service cost (Pensions) as a result of the McCloud judgement
Cost Of Services	11,482	11,923	441	
Surplus or Deficit on Provision of Services	2,514	2,955	441	
Remeasurement of the net defined benefit liability /asset	3,077	3,983	906	Change in value of pension liability as a result of updated actuary report from McCloud reflected the performance of assets on actual results
Other Comprehensive Income	-16,963	-16,057	906	
Total Comprehensive Income and Expenditure	-14,449	-13,102	1,347	Total Impact of the McCloud judgement and actuarial update
Balance Sheet	Draft	Final	Variance	Reason
Other Long-Term Liabilities	-51,765	-53,110	-1,345	Increase in pension liability as a result of the McCloud Judgement and actuarial update
Net Assets	278,516	277,171	-1,345	
Unusable Reserves	-259,208	-257,863	1,345	Reduction in unusable reserves as a result of the McCloud Judgement and actuarial update
Total Reserves	-278,516	-277,171	1,345	

Continued

Movement in Reserves Statement	Draft	Final	Variance	Reason
General Fund Total Comprehensive Income and Expenditure	1,526	1,967	441	This is a result of the Increase in past service cost (pensions) as a result of the McCloud judgement. The movement in reserves shows there is no impact on the outturn as the impact is reversed through statutory override
Adjustments between accounting and funding Regulation	240	-201	-441	

STRATEGY & RESOURCES COMMITTEE 2019/20 DELIVERY PLAN – QUARTER 1 PROGRESS

About this Committee

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

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

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

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

The Committee also oversees a range of Council functions including:

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

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

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

The Committee has proportional representation from each of the political groups. For 2019/20, the Committee will be made up of will be 5 Conservatives, 4 OLRG Independents Alliance representatives and 4 Liberal Democrats.

Priorities

Vision

The Council's vision is to be "*aspirational for our people, our place and ourselves*". This will be fulfilled by the following corporate objectives and priorities for 2019/20:

Objectives

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

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.

SR1. SOUTH GODSTONE GARDEN COMMUNITY

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.

QUARTER 1 UPDATE:

Outcomes	Timescale	Budget	Risks
Green	Green	Green	Green

The further Avison Young delivery and land acquisition options report requested by Strategy and Resources Committee on 5th February 2019 for the Garden Community was considered by Planning Policy Committee on 25th June 2019. They resolved to delay consideration of this report by the Strategy and Resources Committee until their November meeting when it was felt there would be greater likelihood of funding from Homes England and further progression on the Local Plan examination process with the Inspector's thoughts better understood.

The project gained Homes England recognition as a Garden Community on 27th June 2019. South Godstone was one of 19 new projects approved across the country. Each project will receive £150,000 in funding to help progress the design and delivery of the Garden Community and ensure resources are available to support this. In addition, extensive support and expertise will be available from Homes England and other government agencies to help overcome any barriers which might affect the delivery of the Garden Community.

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

Outcomes	Timescale	Budget	Risks
Amber	Amber	Green	Amber

Following the acquisition of Quadrant House on 2nd April plans are progressing to provide a co-working /community business hub which will provide flexible workspace options for businesses. The hub will help businesses start up and thrive through networking events, social media forums, mentoring and business support services which will include financial and legal clinics.

It is felt that this model will offer more long-term benefits and provide the most opportunities to encourage innovation leading to future growth.

Plans are also progressing for the refurbishment of the building. An update on the proposals was considered and the approved by the Strategy & Resources Committee in June 2019

The outcomes, timescale and risks remain amber as the availability of potential investments in the district remains a concern. We continue to investigate opportunities within the wider economic area.

The budget remains sufficient to sufficient to cover potential investment purchases and development opportunities. Several properties have been introduced by Agents and are being tracked.

SR3. CATERHAM & NORTH TANDRIDGE REGENERATION

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)

QUARTER 1 UPDATE:

Outcomes	Timescale	Budget	Risks
Amber	Amber	Green	Amber

Key areas of work under this project are progressing. Pre-feasibility work on Station Avenue/Croydon Road/Godstone Road is continuing, having been delayed due to the need for additional traffic modelling to be carried out (report due to be received in August 2019). The planning application is due to be considered by the Planning Committee in September 2019 (a number of technical issues remain under discussion). The Public Service Plan (PSP) for the North Tandridge One Public Estate programme is being completed within the context of the Surrey Transformation programme.

SR4. REGENOXTED

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

WHAT WE WILL DELIVER: A decision was taken by the Strategy and Resources Committee at its meeting on 13 June 2019 that the contract for the construction of the decked car park at Ellice Road would not proceed, and the tender would be allowed to lapse. It was also agreed that the free parking period at the Ellice Road car park would increase from 1 hour to 2 hours while the gasholder development takes place (the extended free parking will be in place until summer 2021). 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:

- 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)

QUARTER 1 UPDATE:

Outcomes	Timescale	Budget	Risks
Green	Green	Green	Green

Work is progressing at the former Gasholder Site as scheduled. Sheet Piling is proving to be less problematic than expected in terms of noise and vibration. St William recently met with the local businesses and residents to address concerns and discuss upcoming works. There have been some concerns about rising numbers of site staff, St William have confirmed that staff numbers will continue to average between 20-30 until the end of August. Bay suspensions on the high street are now in operation, St William release the suspensions at the end of the working day and at weekends. As noted above, the tender for the decked car park at Ellice Road has been allowed to lapse

SR5. ECONOMIC PROPOSITION

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.

QUARTER 1 UPDATE:

Outcomes	Timescale	Budget	Risks
Green	Green	Green	Green

Preparatory work has been taking place in connection with Gatwick Airport Ltd's developing expansion plans (increased capacity through use of second runway). Joint working with neighbouring authorities ongoing, including work to establish resources. Work ongoing with the Business Improvement Districts to progress projects in Oxted and Caterham (signage and public realm improvements respectively).

SR6. SURREY COUNTY COUNCIL TRANSFORMATION

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.

QUARTER 1 UPDATE:

Outcomes	Timescale	Budget	Risks
Green	Green	Green	Green

Engagement ongoing with SCC on key strategic projects, which are Surrey Place Ambition and Surrey Next (see separate committee paper – ‘Working with Surrey County Council’). Operational projects on the children’s centres and libraries continue to be progressed.

SR7. COMMUNITY SAFETY PROGRAMME

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.

QUARTER 1 UPDATE:

Outcomes	Timescale	Budget	Risks
Green	Green	Green	Green

The Council will be submitting an outline of the programme for Community Safety to the committee on 12 September 2019. This will include detailed information on the key priorities, actions, lead agency and desired outcomes.

SR8. CUSTOMER FIRST 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

QUARTER 1 UPDATE:

Outcomes	Timescale	Budget	Risks
Green	Green	Green	Green

The plan has been reviewed and work prioritised until end of December 2019

To date a scoping document for the customer experience and digital strategy and action plan has been drafted. The next stage will lead to the development of the strategy and action plan and it is expected this work will start after the summer. The complaints policy is being reviewed and it is anticipated a report will be brought to the next committee. The residents' survey is currently underway with the results expected to be available by October.

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

Code	Indicator	Q1 2019/2020			Direction of travel (compared to same period last year)	2018-19 Outturn	Higher / lower is better	Performance against annual target
		Actual	Period target	End of year target				
SR1	Percentage of Council Tax collected	35.8%	30.5%	98.7%	Stable	98.6%	Higher	On Target
SR2	The percentage of non-domestic rates due for the financial year which were received by the Council	32.96%	30.5%	98.6%	Stable	99.0%	Higher	On Target
SR3A	Days taken to process Housing Benefit/Council Tax Benefit new claims	35.85	30	30	N/A New Indicator	N/A	Lower	Off Target
SR3B	Days taken to process Housing Benefit/Council Tax change events	9.62	12	12	N/A New Indicator	N/A	Lower	On Target
SR4	The number of working days/shifts lost due to sickness absence (long and short-term) <i>This figure reflects performance over the previous 12 months.</i>	7.05	7.1	7.1	Improved	5	Lower	On Target
SR5	The 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>	2.84	4.1	4.1	N/A New indicator	N/A	Lower	On Target
SR6	Staff turnover <i>This figure reflects performance over the previous 12 months.</i>	15.44%	10-15%	10-15%	Declined	23.5%	Lower	Off Target
SR7	The percentage of calls answered within 60 seconds by Customer Services	62.0%	75.0%	80%	New indicator	N/A	Lower	Off Target

Commentary on indicators with performance below and/or off target

SR3A 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. Due to a higher number of claims this indicator is off target. Processes are currently being reviewed and officers are now working to a specific work type i.e. new claims or existing claims and performance is forecast to improve.

SR3B 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. The target for 19/20 has been set at 12 days to reflect the introduction of the Customer First Programme and likely impact new processes will have on performance.

SR6 Staff turnover remains slightly above target on a rolling basis, however 8% of those leaving were planned leavers, i.e. through retirement, redundancy and those on fixed term appointments.

Additional Commentary

SR5 This is a new indicator which focuses on just short-term sickness absence (20 days or less), which is usually the type of absence an employer has the most control over. The target has been set to reflect national sickness absence rates. The figure for Q1 (which reflects performance over the previous 12 months) indicates that short term sickness absence rates are relatively low across the organisation.

SR7 This is a new indicator and measures the overall service level across all the teams. The target was benchmarked against other authorities but was ambitious for a new team going through a transformation process. Whilst the target was missed for Q1, it is to be expected given it was the most turbulent period of change, however overall the average speed of answer for the quarter was 1.24mins. The period also coincided with a particularly high number of calls due to the District and European elections in May and June respectively, the issuing of new Council tax bills, and communication to customers on the roll-out of new waste bins. If we compare to the previous Committee indicator regarding the percentage of abandoned calls, the figure for Q1 would have been 9.2% which would have met target of being below 10%.

Overall performance is considered acceptable and is expected to gradually improve over the course of the year. In April four new customer services advisors were recruited and trained over a six-week period, which put pressure on existing resources, and at a time where we saw increased call volumes due to two elections. The introduction of the new salesforce CRM system slowed down productivity initially but has since improved as staff become more familiar with the system.

The transition of staff between teams has also impacted on performance as functions such as Housing repairs previously carried out at the Warren Lane depot are being incorporated into the Customer Services and Case teams based at the Council offices. There is a programme of cross-training in place.

Risks

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

Risk		Likelihood	Impact	Score	Controls/Mitigation
SR1	Failure to remain financially sustainable	2	5	10 (Amber)	<ul style="list-style-type: none"> • Mechanisms in place to acquire and develop assets and drive new sources of income (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	2	3	6 (Green)	<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	2	4	8 (Amber)	<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. • Effective community and stakeholder engagement mechanisms. • External support able to be commissioned to support delivery when required. • External funding secured to support delivery.

Risk		Likelihood	Impact	Score	Controls/Mitigation
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)	1	3	3 (Green)	<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.

Commentary on risks which have been added, removed or amended

SR2 Failure to achieve effective organisational change

This has changed from amber to green, as both the likelihood and impact of the risk occurring have reduced, as the restructure continues to embed and service delivery stabilises.

SR4 IT systems failure which could inhibit day to day function of the Council

This has changed from red to amber. Whilst the impact of this risk remains scored at 4, the likelihood of such a failure occurring has reduced to 2 due to progress on upgrading IT systems.

SR12 Failure to conduct a DHR (Domestic Homicide Review)

This risk has been changed from amber to green. A review would be resourced and carried out should the need arise.

Risk matrix

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