

To: MEMBERS OF THE STRATEGY & RESOURCES COMMITTEE
Councillors Elias (Chair) M.Cooper (Vice-Chair),
Botten, Bourne, Caulcott, D.Cooper, Davies, Duck, Jecks,
Langton, Lee, Milton, and N.White.

for any enquiries, please contact:
customerservices@tandridge.gov.uk
01883 722000

Substitute Councillors: Bloore, Lockwood and Orrick.

c.c. All Other Members of the Council.

24th January 2020

Dear Sir/Madam,

STRATEGY & RESOURCES COMMITTEE
MONDAY, 3RD FEBRUARY 2020 AT 7.30 P.M.

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

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

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

Yours faithfully,



Elaine Jackson
Acting Chief Executive

AGENDA

1. **MINUTES OF THE MEETING HELD ON THE 23RD JANUARY 2020** (copy enclosed)
2. **APOLOGIES FOR ABSENCE** (if any)
3. **DECLARATIONS OF INTEREST** – All Members present are required to declare, at this point in the meeting or as soon as possible thereafter:
 - (i) any Disclosable Pecuniary Interests (DPIs) and / or
 - (ii) other interests arising under the Code of Conduct

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

continued...

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Tel: 01883 722000 - Monday-Thursday 8.30-5pm, Friday 8.30-4.30pm - Dx: 39359OXTED

4. **TO DEAL WITH QUESTIONS SUBMITTED UNDER STANDING ORDER NO. 29(2)**
5. **STRATEGY & RESOURCES COMMITTEE PERFORMANCE & RISKS – QUARTER 3 PROGRESS REPORT** (page 3 and Appendix A)
6. **COUNCIL BUDGET MONITORING 2019/20** (page 11 and Appendices A to C)
7. **INVESTMENT SUB-COMMITTEE** (to receive the minutes of the meeting held on 24th January 2020 – separate copy refers - and to consider approving the recommendations within)
8. **COUNCIL TAX 2020/21 AND REVENUE BUDGET SETTING (to follow)**
9. **CAPITAL EXPENDITURE INVESTMENT PROGRAMME 2020-23** (page 22 and Appendices A to E)
10. **PAY POLICY STATEMENT 2020/21** (page 33 and Appendices A and B)
11. **COUNCIL IMPROVEMENT PLAN – UPDATE** (page 48)
12. **REVIEW OF POLLING PLACES – WARLINGHAM WEST AND WESTWAY WARDS** (page 52 and Appendixes A and B)
13. **ANY OTHER BUSINESS WHICH THE CHAIRMAN IS OF THE OPINION SHOULD BE CONSIDERED AT THE MEETING AS A MATTER OF URGENCY**

REPORT TO THE STRATEGY & RESOURCES COMMITTEE – 3RD FEBRUARY 2020 AGENDA ITEM 5	
STRATEGY & RESOURCES COMMITTEE PERFORMANCE & RISKS (FORMERLY DELIVERY PLAN) 2019/20 – QUARTER 3 PROGRESS REPORT	
Report of:	William Mace - Policy, Projects & Performance Specialist wmace@tandridge.gov.uk - 01883 732840
CMT Lead Director	Elaine Jackson - Acting Chief Executive - EJackson@tandridge.gov.uk 01883 732717
Purpose of report:	To report progress against the Committee's KPIs for the third quarter of 2019/20, together with the associated risk analysis. .
Publication status:	Unrestricted
Recommendations:	That performance against the Committee's KPIs for the third quarter of 2019/20, together with the associated risk analysis, be noted.
Appendices:	None
Background papers defined by the Local Government (Access to Information) Act 1985	None

1. Background

- 1.1. Our Corporate Strategy provides a framework for us to deliver our vision for the district which is to be “aspirational for our people, our place and ourselves”. This vision encompasses the Council’s role in relation to Tandridge residents and business, its crucial responsibility in relation to the district’s physical environment (natural and built) and also says something about the kind of organisation we want to be.
- 1.2. The Corporate Strategy is comprised of key corporate objectives and priorities which are reviewed annually by the Council Administration, Strategy and Resources Committee and then agreed by Council. These Objectives and Priorities reflect a number of factors including key issues for residents, available resources, statutory requirements and demand for services.
- 1.3. The key corporate objectives for 2019/20 are:
 - Providing high quality, customer focused services.
 - Making a difference in our community by supporting those who need it 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.
- 1.4. 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.
- 1.5. Progress against the Delivery Plan is reported to each Policy Committee quarterly. The Overview and Scrutiny Committee also receives Quarterly updates regarding the progress of the Delivery Plans.
- 1.6. On the 28th November 2019 the committee resolved "that the Strategy & Resources Committee Delivery Plan be referred to the Council Improvement Working Group for consideration as to which parts should be retained." This preceded an update the Committee received on the work of the Corporate Improvement Working Group. The Working Group had confirmed the necessity for a Strategic Plan to set out the vision for the council and to let residents know what they can expect. Work is now underway to engage with members, staff and stakeholders to draft a plan which will be brought to the June meeting of this Committee. The plan will include key measures by which progress will be monitored. Once the plan is adopted by the Council, regular reports will be brought to members to enable them to review both performance against the plan and management of strategic risks.
- 1.7. As a consequence of 1.6, the projects section of this report has been omitted, whilst performance and risk data are provided in Sections 2 and 3 below.

2. Quarter 3 Performance

- 2.1. 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.
- 2.2. Please note, there is currently a review of the Council's performance monitoring framework, which Committee will be kept abreast of.

Code	Indicator	Q3 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				
KPI 1	Percentage of Council Tax collected	90.80%	80%	98.7%	Declined (91.6%)	98.6%	Higher	On Target
KPI 2	The percentage of non-domestic rates due for the financial year which were received by the Council	86.15%	75%	98.6%	Declined (88.25%)	99.0%	Higher	On Target
KPI 3A	Days taken to process Housing Benefit/Council Tax Benefit new claims	27.28	30	30	N/A New Indicator	N/A	Lower	On Target
KPI 3B	Days taken to process Housing Benefit/Council Tax change events	12	12	12	N/A New Indicator	N/A	Lower	On Target
KPI 4	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>	7.4	N/A	7.1	N/A	7.1	Lower	Off Target
KPI 5	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>	2.6	N/A	7.1	N/A	7.1	Lower	On Target
KPI 6	Staff turnover <i>This figure reflects performance over the previous 12 months.</i>	25.65%	N/A	10-15%	N/A	14.6%	Lower	Off Target
KPI 7	The percentage of calls answered within 60 seconds by Customer Services	66.4%	75%	80%	N/A	N/A	Higher	Off Target

3. Commentary on indicators with performance below and/or off target

KPI 4 - The number of working days/shifts lost due to sickness absence (long and short term)

This period saw an increase by approx. 0.8 days, which has pushed this KPI marginally off target. The data highlights that there was a rise/peak to 0.83 days lost per employee in October 2019, which then reduced to 0.73 in November and then 0.67 in December. As these figures suggest a decreasing trend towards target, it is felt that a short-term response from the HR Team is not necessary. Yet the 12-month rolling figure, like-on-like to 2018, has increased by 1.7 days, which may warrant further investigation at the end of Q4 2019-20. HR Specialists continue to monitor and review sickness absences, carrying out sickness review meetings alongside managers in line with the policy.

KPI 6 – Staff Turnover

The figure has improved by approximately 0.5% on Q2. Yet the commentary from Q2 still applies in Q3, in that the key reason for missing target is due to redundancies and resignations which have a long-term impact on this KPI due to the fact it is measured across a 12-month period. With regard to resignations in Q3, new opportunities and career enhancement was cited as the primary reason for leaving. Arguably this may imply an emerging trend, and therefore addressing this issue will be a key priority for the HR Team's organisational development plans moving into 2020-21. HR are, at present, offering exit interview dates as soon after receipt of resignation as possible, rather than the week of departure as was the previous practice. It is hoped that this approach will assist retention rates and reduce turnover.

KPI 7 - The percentage of calls answered within 60 seconds by Customer Services

This indicator measures the overall service level across all the teams. Whilst the target was missed for Q3, it improved from the previous quarter. The overall average speed of answer for the Quarter was 1 minute 5 seconds.

The period saw an increased number of calls (18.2% increase from the same period last year). The increase was due to the new wheeled bin roll out and the General Election. The number of emails received into customer services decreased by 4% for the quarter however the team processed 5356 customer cases, compared to 1822 the previous quarter.

4. 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. Please note that the table is ordered according to RAG rating, not Risk ID number.

Risk ID		Likelihood	Impact	Score	Controls/Mitigation
Risk 2	Failure to achieve effective organisational change	3	4	12 (Red)	<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.
Risk 10	Data Protection breach	3	4	12 (Red)	<ul style="list-style-type: none"> - Information governance review in progress. - Data protection policy in place. Training provided to staff.

Risk ID		Likelihood	Impact	Score	Controls/Mitigation
					- New Customer First processes are designed to be compliant.
Risk 11	Non-compliance by the Council with health and safety regulations.	3	4	12 (Red)	- An audit is in progress. - A training plan being drafted, which includes reviewing and re-writing corporate policies; and will identify a new senior Officer.
Risk 14	Non-compliance by the Council with all other statutory obligations	3	4	12 (Red)	- A training plan being drafted, which includes reviewing and re-writing corporate policies; and will identify a new senior Officer.
Risk 1	Failure to remain financially sustainable	2	5	10 (Amber)	- 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.
Risk 9	Non-compliance by Members with Code of Conduct	3	3	9 (Amber)	- Training provided to Members on code of conduct and Member – Staff protocol. - New Member - Staff protocol in place.
Risk 13	Failure of website	3	3	9 (Amber)	- Website is externally hosted, regularly backed up and monitored. - Regular security updates applied. Service level agreements in place for any outages.
Risk 3	Impact on services due to Surrey County Council (SCC) transformation programme	3	3	9 (Amber)	- Regular engagement with SCC transformation officers to identify issues likely to impact Tandridge residents. - Regular reporting to Corporate Management Team and Committee.
Risk 5	Negative impact on services due to Brexit	3	3	9 (Amber)	- Officers continuing to monitor situation and government advice closely. - Brexit response strategy being prepared.
Risk 6	Failure to deliver regeneration schemes	3	3	9 (Amber)	- Detailed risk management for each project or programme.

Risk ID		Likelihood	Impact	Score	Controls/Mitigation
					<ul style="list-style-type: none"> - Effective community and stakeholder engagement mechanisms. - External support able to be commissioned to support delivery when required. - External funding secured to support delivery.
Risk 4	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.
Risk 15	Failure of financial controls	2	4	8 (Amber)	<ul style="list-style-type: none"> - New controls are in place. - A review is currently underway by internal audit.
Risk 7	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.
Risk 12	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.

5. Commentary on risks which have been added, removed or amended

Risk 3

Minor amendment to wording, removal of “negative” in ‘Risk’.

Risk 7

Minor amendment to wording, removal of “by government” in ‘Controls/Mitigation’.

Risk 8

Risk removed: “Provision of negligent or flawed legal advice” and following risk numbers reordered. In view of the retraction and review of this committee’s corporate delivery plan, at the request of Members, this risk is no longer viewed as pertinent for the remainder of the municipal year.

Risk 9

Minor amendments to words in ‘Risk’ and ‘Controls/Mitigations’ fields.

Risk 10

Changed from Amber to Red. Likelihood increased by 1 in light of organisation-wide information governance review currently underway.

Risk 11

Revised to highlight health & safety as a key element of corporate risk monitoring. Rated as RED as a current review of this area of work is currently underway.

Risk 14

Added. It was felt that it would be prudent to highlight this as a key element of corporate risk monitoring. Rated as RED as a current review of this area of work is currently underway.

Risk 15

Added. It was felt that regular reviews via the current risk framework is necessary. Rated as Amber as new mitigations are in place and a review is currently underway by internal audit.

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				

6. Financial / risk implications

6.1. None in addition to any mentioned above.

7. Legal implications

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

8. Equality impacts

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

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

9. Data Protection impacts

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

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

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

REPORT TO THE STRATEGY AND RESOURCES COMMITTEE - 3RD FEBRUARY 2020 - AGENDA ITEM 6	
COUNCIL BUDGET MONITORING 2019/20	
Report of:	Elaine Jackson – Acting Chief Executive, Director of Resources ejackson@tandridge.gov.uk Grant Miles – Interim Chief Financial Officer (Section 151) – gmiles@tandridge.gov.uk
Purpose of Report:	To report upon monitoring of the Council’s budget for the period 1 st April 2019 to the 31 st December 2019 – Period 9
Publication status:	Unrestricted
Recommendations:	That: A. the position Council considers the Council’s overall financial position; and B. the programme of management action continues to reduce the forecast overspend by the end of the financial year.
Appendices	A: Revenue Budget monitoring report for the period 1 st April 2019 to the 31 st December 2019: A(i) Council (General Fund) revenue monitoring report (page 17) A(ii) Housing Revenue Account revenue monitoring report (page 18) B: Council Capital monitoring report for the period 1 st April 2019 to the 31 st December 2019 (page 19)
Background papers*	None

*defined by the Local Government (Access to Information) Act 1985

1. Background

- 1.1 This report provides information on spending compared to the approved budget for the Strategy and Resources Committee and of the overall forecast financial position of the Council at the end of the financial year.
- 1.2 This report, highlighting any significant variances. The aim of this process is to provide regular and consistent information for each Committee on monitoring of income and expenditure within the relevant General Fund (GF), Housing Revenue Account (HRA) and Capital budgets.
- 1.3 The Strategy & Resources Committee will receive a summary of each Committee’s key highlights grouped together to provide a Council-wide perspective, along with details of any overspends referred to it by other Policy Committees.

- 1.4 The Committee is advised that this is the third budget monitoring report of the financial year 2019/20. The variations contained within this report are based on estimates of expenditure and income as at 31st December 2019 and may change.
2. 2019/20 Revenue Budget Monitoring position for the Whole Council
- 2.1 The revenue budget forecast by Committee for the General Fund at 31/3/2020 is set out in **Appendix A(i)**. The overall forecast is that the Council's General Fund budget totalling £10,441,970 will be overspent by £1,312,203 at the year end. This forecast is based on financial information at December, the first nine months of the year.
- 2.2 **Appendix A(ii)** sets out the forecast financial position on the Council's Housing Revenue Account at 31/3/2020, and this identifies an underspend of £127,537. This forecast is based on financial information at December, the first nine months of the year.
3. Comments of the Acting Chief Finance Officer
- 3.1 An overspend has been identified across all committee budgets. The key variances are summarised below.
- 3.2 The Council's General Fund is forecasted to be overspent by £1,312,203 at the year end. Table below details the split between committees and salary and non-salary variances. The approved 2019/20 Council Budget provided for a transfer of £200,000 of the New Homes Bonus received in 2019/20 to General Fund Reserves. Therefore, the net reduction in General Fund Reserves in 2019/20 will be £1,112,203.

Committee	Salaries Overspend (£)	Non-Salaries Overspend (£)	Committee Total (£)
Strategy and Resources *	398,425	(137,200)	261,225
Planning Policy	466,000	416,750	882,750
Community Services	(85,400)	143,000	57,600
Housing General Fund	104,720	5,908	110,628
Total	883,745	428,458	1,312,203

* The overspend has been updated since reported to Strategy and Resources Committee on the 23/01/2020 for a change to treasury management income.

3.3 Explanations of the reasons for the salaries forecast overspend

Salaries Overspends – There is an overspend forecast on salaries of £883,745, this is made up of a number of elements, these are:-

- Planning Policy Committee is forecasting an overspend on salaries of £466,000. This is due to an overspend within the Case Management and Specialist Services teams which arises in relation to the delivery of Planning and Enforcement work. This results from a number of supernumerary posts which have been employed to undertake work in the planning service and support service which are impacted by an increased level of demand and shortage of staffing resources. A predicted overspend of £368,000 results from these additional posts which were not budgeted for as part of Customer First. Work has taken place to reduce the overspend in year through the recruitment of permanent posts which are currently out to advert. Budget provision has been made in the 2020/21 revenue budget to fund these permanent posts on an ongoing basis.

There are also a number of agency staff that have been employed during 2019/20 to fill permanent posts which became vacant during the implementation of Customer First. These agency posts have been necessary in order to maintain service provision. The overspend in relation to agency staff is estimated at £98,000 at the end of the financial year.

- Strategy and Resources Committee is forecasting an overspend on salaries of £398,425. This is due to an overspend upon temporary staff and interim posts needed to cover a number of key posts within Finance, Legal, IT and Resources. The overall forecast net overspend on temporary staff is £39,000.

There is an overspend in relation to a number of staff who were made redundant in the 2018/19 financial year. The budget for several posts were deleted during the implementation of Customer First in 2019/20. Some staff continued employment in order to sufficiently complete handovers beyond the year end and left in 2019/20. This resulted in additional costs and pension strain beyond that originally anticipated and resulted in a forecast overspend of £95,103.

In addition some areas identified a shortage of resources and required agency staff as supernumerary posts to cover this shortage also a number of supernumerary posts resulting in an overspend of £264,322.

- Housing General Fund Committee is forecasting an overspend on salaries of £104,720. This is due to a further sum of £86,000 for additional costs for redundancies of which £34,000 for pension strain and £52,000 for former staff at the Douglas Brunton. The costs for the redundancies and pension strain were not quantified until December.

Vacancy drag that has not been achieved on the Douglas Brunton Centre £10,000

Two Case Worker posts that are supernumerary £11,000.

This is offset by a slight underspend on other staff of £2,280 leaving an adverse variance of £104,720.

- Community Services Committee is forecasting an underspend on salaries of £85,400. This is due to a forecasted underspend of £49,000 on the Depot staffing budgets which relates to unfilled vacancies.

A forecasted underspend of £50,400 on the Waste and Recycling staffing budget which again relates to vacancies.

A forecasted underspend of £14,000 relates to other minor variances.

3.4 Explanations of the reasons for the non-salaries forecast overspend

A summary of non-salary overspends can be found in Appendix A (i). Significant variances have been detailed below:

- Overspend on Planning Applications £676,600 - Planning Policy Committee
The Council has received invoices from Wates and Abbey Developments in respect of their legal costs arising from the appeal against the Council's decision on the Felbridge junction. Prudently the Council has provided in full for the amount invoiced, after deducting VAT. The details of the amount claimed by developers was reported to Planning Policy Committee 22nd January 2020. These costs are being reviewed by external solicitors.
There is an overspend in relation to an external contract with Terraquest of £87,000. Terraquest were appointed following Customer First to deal with the planning validation as a result of staffing shortfalls. This contract which was underperforming has been terminated and the work has been taken back in house. This was reported to members in an earlier cycle.
There is an under recovery of income on planning fees of £34,000. This is attributable to Brexit and the general economic climate.
There is an under recovery of income on Members presentations of £12,000
A proposal to reduce the budgeted income on this line has been put forward for next year.
There is a £3,600 minor overspend on various headings including subscriptions, equipment and advertising.
- Overspend on Operational Services £109,100 – Community Services Committee
There is a forecast overspend on Tandridge Commercial Services of £109,100, this arises following the centralisation of call centre staff as part of Customer First and will mean that Tandridge Commercial Services may lose the recovery of overheads previously charged as part of the overall service costs. Officers will be carrying out an in-depth review of overhead recoveries to ensure that these costs are apportioned accurately between services.

- Underspend on Enforcement (£63,000) – Planning Policy Committee

This arises because of a successful bid for additional grant funding from the MHCLG to enable improvements to be made to the Planning Enforcement service. Additional income has been received from fees for a Planning Enforcement notice.

- Underspend on Treasury Income (£80,000) – Strategy and Resources

This variance arises from additional investment returns of £95,900 on the loan to Gryllus due to the purchase of Castlefields which was acquired in late December 2019.

The overspend on treasury income for 2019/20 of £15,900 was reported to Strategy & Resources Committee on 23/01/2020 which arose from reduced investment return for the Council's investment with Funding Circle. However, the purchase of Castlefields was processed via Gryllus in January and this additional investment will give rise to additional treasury income of £95,900.

- Corporate Items (£106,800) – Strategy and Resources Committee

This arises from additional New Homes Bonus of £86,000 and additional Benefits administration grant of £20,800

- Underspend on the Local Plan (£195,00) – Planning Policy Committee

The current spend on the Local Plan has been reviewed and it is estimated that there will be an underspend of (£195,000) on this budget at the end of this financial year.

4. 2019/20 Capital Budget Monitoring Position

- 4.1 The capital budget for the whole Council for 2019/20 totals (£152,905,120) and is forecast to be underspent by (£75,231,617) at the year end. The position on each scheme is detailed in **Appendix B** including details of spend to December, the forecast spend at year end and current progress on each scheme.

5. Financial / Risk Implications

- 5.1 At the current time a net overspend of £1.312m, for the Council is forecast due to the reasons highlighted above. The overspend will require to be funded from the Council's reserves at the end of the financial year.

6. Legal Implications

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

7. Equality Impacts

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

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

8. Data Protection Impacts

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

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

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

Forecast Council Financial Position at year 31/3/2020

KEY GENERAL FUND REVENUE VARIANCES	Annual Budget 2019/20 (£)	Forecast Variance at year end (31/3/2020) (£)
<u>Strategy and Resources Committee</u>		
Salaries	5,010,883	398,425
Treasury Income	(975,900)	(80,000)
Printing and Postage	179,800	(24,800)
Other Variances less than £10k	(1,184,900)	74,400
Corporate Items	(2,151,702)	(106,800)
Resources Total *	878,181	261,225
<u>Planning Policy</u>		
Salaries	1,052,749	466,000
Planning Application and Advice	(82,300)	676,600
Enforcement	149,400	(63,000)
Local Plan	835,400	(195,000)
Other net items of less than £10,000	227,600	(1,850)
Planning Policy Total *	2,182,849	882,750
<u>Community Services Committee</u>		
Salaries	1,872,926	(85,400)
Tandridge Commercial Services	(219,965)	109,100
Tree Works	50,000	10,000
Other Variances less than £10k	4,792,719	23,900
Community Services Total	6,495,680	57,600
<u>Housing - General Fund</u>		
Salaries	843,960	104,720
Douglas Brunton Centre	33,800	32,397
Benefits Administration	2,500	(24,745)
Other net items of less than £10,000	5,000	(1,744)
Housing General Fund Total	885,260	110,628
Council General Fund Position at 31/3/2020	10,441,970	1,312,203

Forecast HRA Financial Position at year 31/3/2020

KEY HRA REVENUE VARIANCES	Annual Budget 2019/20	Forecast Variance at year end (Dec)
Salaries	1,663,815	156,703
Services costs	828,013	(46,327)
Corporate Support Services- Internal Recharges	1,408,478	0
Repairs and Maintenance	2,651,310	(175,180)
Interest Charges payable on HRA Loan(net)	1,757,315	(79,200)
Rental Income from Council Dwellings	(14,043,060)	(33,344)
Garages	(322,830)	53,749
Other Income	(275,676)	(3,938)
Revenue Contribution to fundng of HRA capital expenditure	1,320,597	0
Other Variances less than £10k	5,012,038	0
Housing- HRA Position at 31/3/20	0	(127,537)

Capital Budget Monitoring at 31/12/2019

Scheme Name	Annual Budget 2019/20	Budget YTD	Actual YTD	Variance YTD	Forecast Variance 19/20 at 31/12/2019	Scheme Total Budget (incl slippage) 2019/20-2021/22	Forecast Total Scheme Variance	Budget Manager	People Place Resources
Community Services									
Vehicle Fleet Renewals	59,900	49,917	0	(49,917)	(59,900)	139,900	0	Nic Martlew	Place
Car Parking	58,200	48,500	30,000	(18,500)	(28,200)	88,200	0	Nic Martlew	Place
Ellice Road Car park	4,325,100	3,604,250	29,335	(3,574,915)	(4,225,100)	4,325,100	(4,225,100)	Grant Miles	Place
Childrens Playground Equipment	116,600	97,167	87,767	(9,400)	0	266,600	0	Nic Martlew	Place
Purchase of Waste Collection Vehicles	3,500,000	2,916,667	0	(2,916,667)	(3,490,000)	3,500,000	(700,000)	Simon Mander	Place
Land Drainage Capital Works	10,000	8,333	5,000	(3,333)	0	30,000	0	Nic Martlew	Place
Park, Pavilions & Open Spaces	188,400	157,000	13,421	(143,579)	(163,400)	388,400	(88,400)	Nic Martlew	Place
Playground Improvements Match Funding Pot	50,000	41,667	0	(41,667)	(50,000)	50,000	0	Nic Martlew	Place
Waste & Recycling Contract Equipment	600,000	500,000	567,734	67,734	0	600,000	0	Simon Mander	Place
Litter Bins	20,000	16,667	0	(16,667)	0	24,000	0	Nic Martlew	Place
Garden Waste Bins	96,000	80,000	0	(80,000)	(96,000)	126,000	0	Simon Mander	Place
Public Conveniences Capital Works	275,000	229,167	0	(229,167)	(275,000)	550,000	0	Nic Martlew	Place
Roads & Paths St Marys Church	20,000	16,667	12,445	(4,222)	(7,555)	20,000	0	Nic Martlew	Place
Plant, Furniture & Equipment (GF)	8,000	6,667	0	(6,667)	0	24,000	0	Nic Martlew	Place
Total-Community Services	9,327,200	7,772,667	745,702	(7,026,965)	(8,395,155)	10,132,200	(5,013,500)		
Housing General Fund									
Social Housing Grants	274,400	228,667	0	(228,667)	(274,400)	474,400	(274,400)	Peter Trowbridge	Resources
Disabled Facilities Grants Mandatory	439,100	365,917	142,688	(223,228)	(239,100)	1,291,100	0	Jane Ellis	People
Total-Housing GF	713,500	594,583	142,688	(451,895)	(513,500)	1,765,500	(274,400)		
Resources Committee									
Property Development Fund	130,374,900	108,645,750	30,690,465	(77,955,285)	(64,374,900)	195,375,000	0	Alison Boote	Resources
Land/Asset Development	153,000	114,750	97,405	(17,345)	0	153,000	0	Alison Boote	Resources
Council Offices Buildings	182,320	151,933	19,250	(132,683)	(132,320)	282,300	(100,000)	Alison Boote	Resources
Customer First / IT	150,000	125,000	142,208	17,208	0	350,000	0	Mel Thompson	Resources
Total-Resources	130,860,220	109,037,433	30,949,328	(78,088,105)	(64,507,220)	196,160,300	(100,000)		
Housing Revenue Account									
Council House Building	8,345,600	6,954,667	2,692,113	(4,262,554)	(1,626,300)	24,832,900	0	Peter Trowbridge	Resources
Structural Works	755,000	630,000	671,686	41,686	(10,000)	2,030,000	0	Robert Preedy	Place
Modernisation & Improvements	654,000	545,000	464,372	(80,628)	0	1,845,900	0	Robert Preedy	Place
Energy Efficiency Works	393,000	327,500	200,985	(126,515)	(33,000)	1,322,000	0	Robert Preedy	Place
Internal Service Renewals	628,000	523,333	536,391	13,058	(3,000)	1,693,000	0	Robert Preedy	Place
Works to Void Properties	490,000	408,333	64,952	(343,381)	(90,000)	1,335,000	0	Robert Preedy	Place
Health & Safety	175,000	145,833	30,355	(115,479)	(8,442)	550,000	0	Robert Preedy	Place
Adaptations for the Disabled	232,500	193,750	173,715	(20,035)	0	682,500	0	Robert Preedy	Place
Essential Structural Works	175,000	145,833	91,273	(54,560)	(35,000)	435,000	0	Robert Preedy	Place
Communal Services	75,000	70,000	25,156	(44,844)	(10,000)	235,000	0	Robert Preedy	Place
Housing Management Software	81,100	67,583	3,916	(63,667)	0	121,100	0	Mel Thompson	People
Total-HRA	12,004,200	10,011,833	4,954,914	(5,056,919)	(1,815,742)	35,082,400	0		
Total 2019/20 Capital Programme	152,905,120	127,416,517	36,792,632	(90,623,885)	(75,231,617)	243,140,400	(5,387,900)		

Capital Monitoring - Budget Managers Comments

Period 9 2019/20

Community Services
Vehicle Fleet Renewals
No expenditure is expected to be incurred in the current year and the budget will need to be slipped into future years.
Car Parking
A survey of all sites is conducted prior to committing budget. No further expenditure is expected in 2019/20. Resurfacing work at Woldingham & the Lesiure Centre CP which will exceed this current year's budget will be incurred in 2020/21
Ellice Road Car park
Project deferred/cancelled
Childrens Playground Equipment
This budget has been fully committed for Bushey Croft and Catlins Gardens in the current financial year
Purchase of Waste Collection Vehicles
The majority of this expenditure on the purchase of waste collection vehicles is likely to slip into 2020/21. It is anticipated that the final costs of the programme will be £2.8 million, £700,000 under budget.
Land Drainage Capital Works
This money will be spent during the winter months on flood alleviation works.
Park, Pavilions & Open Spaces
A sum of £40,000 has been committed but the Council is waiting for report/guidelines on Queens Park Pavilion cladding works before commencing the works. This expenditure will be incurred in 2020/21. It is anticipated that the budget over the 3 year period will be underspent by £88,400.
Playground Improvements Match Funding Pot
Parish Councils have been approached and waiting for bids. This expenditure will not be incurred in the current financial year, therefore will slip into 2020/21.
Waste & Recycling Contract Equipment
Expenditure to date amounts to £567,734. This budget will be spent in full during 2019/20
Litter Bins
Having completed consultation & Member Workshops a Committee paper and policy will be considered at the March Community Services Committee meeting
Garden Waste Bins
Deferral in the Biffa contract will result in garden waste bins not being purchased until 2020/21
Public Conveniences Capital Works
Having completed consultation & Member Workshops a committee paper and recommendations will be considered at the March Community Services Committee meeting. It is expected that any expenditure will be incurred in 2020/21
Roads & Paths St Marys Church
Budget committed and works have started. It is expected that approximately £7.5k of the current year's budget will be incurred in 2020/21
Plant, Furniture & Equipment (GF)
This expenditure should cover requirements over the 3 year programme for tools and equipment which are assessed during the winter and replacements will be purchased accordingly.

Housing General Fund
Social Housing Grants
No Social Housing Grant allocations at this time
Disabled Facilities Grants Mandatory
Demand for DFGs remains high and is driven by the increasing aging population in the District. There is approximately £300K of DFG demand in the system but delays have been incurred in processing this demand due to resourcing issues at Millbrook. Regular contract management meetings have been held and a robust performance improvement plan put in place. Final outturn for the year is currently estimated at £200K, with a carry forward into 20/21 of £114K, committed to adaptations that due to the lack of resource, cannot be installed and paid for within the timeframe of this financial year.

Strategy & Resources
Property Development Fund
Budget spend is dependent on suitable acquisitions being identified. Three properties have been purchased so far this year. If this scheme is under budget at the year end then It will be carried forward into future years
Land/Asset Development
This budget is for improving the commercial viability of any assets purchased by the Council. Currently the Council is refurbishing Quadrant House and any underspend will be carried forward into the following year
Council Offices Buildings
This budget covers the planned maintenance programme for the Council Offices. It is anticipated that this project will be under budget in the current financial year with the full programme to the end of 2021/22 being under budget by £100,000
Customer First / IT
Ongoing ICT development works progressing. This scheme is expected to be on budget in the current financial year

Housing Revenue Account
Council House Building
Structural Works
Demand substantially committed, with some for unforeseen demand led works
Modernisation & Improvements
Demand substantially committed, with some for unforeseen demand led works
Energy Efficiency Works
Demand substantially committed, with some for unforeseen demand led works
Internal Service Renewals
Demand substantially committed, with some for unforeseen demand led works
Works to Void Properties
Lower level of voids at this time of year requiring works
Health & Safety
Demand substantially committed, with some for unforeseen demand led works
Adaptations for the Disabled
Anticipated based on current demand
Essential Structural Works
Demand substantially committed, with some for unforeseen demand led works
Communal Services
Demand substantially committed, with some for unforeseen demand led works
Housing Management Software
Ongoing IT development works progressing

REPORT TO THE STRATEGY & RESOURCES COMMITTEE – 3RD FEBRUARY 2020 AGENDA ITEM 9	
CAPITAL EXPENDITURE INVESTMENT PROGRAMME 2020-23	
Report of:	Grantley Miles, Chief Finance Officer and Section 151 Officer (Interim) gmiles@tandridge.gov.uk
Purpose of Report :	To bring forward the Council's Capital Programme proposals for consideration and approval for the next 3 years 2020/21 to 2022/23.
Publication status:	Unrestricted.
Recommendations:	That the Committee recommends to Council that the following be approved: A. the Council's overall proposed Capital Programme covering the period 2020/21 to 2022/23 as set out in Appendix C which includes: (i) changes to schemes within the current continuing Capital Programme 2020-2023 as set out in Appendix A (ii) the addition of the new schemes to be included within the current Capital Programme as set out in Appendix B; B. the proposed financing plan for the Capital Programme as set out in Appendix D; and C. the Prudential Indicators as set out in Appendix E
Appendices:	Appendix A – Current Continuing Capital Programme (page 27) Appendix B – New Schemes proposed for addition (page 28) Appendix C – Proposed Overall Capital Programme 2020-23 (page 29) Appendix D – Proposed Capital Financing of Capital Programme (page 30) Appendix E – Prudential Indicators (page 31)
Background papers defined by the Local Government (Access to Information) Act 1985	None.

1. Background

- 1.1 The Council is required to approve the Capital Programme each year as part of its overall budget setting process. This report provides the Committee with the proposed 2020-23 Capital Programme, with details of changes to the current continuing Capital Programme and also identifies new schemes for addition into the 2020-23 Capital Programme.
- 1.2 A Members Workshop took place on the 19th November which considered all proposed capital expenditure new bids and revisions to the Capital Programme. Since the workshop the proposed Capital Programme, reflecting the views of Members expressed during the workshop, have been presented to each Policy Committee and further considered and approved by each Policy Committee at their January meetings.

2. Current Continuing Capital Programme 2019-22

- 2.1 The Current Continuing Capital Programme 2019-22 is set out below in Table 1. This shows a summary of the capital budget which was approved by Council on the 14th February 2019 and also includes any approved changes to the programme since the 14th February. It also includes slippage in approved capital schemes which has been carried forward from 2018/19. The details relating to individual schemes are set out in **Appendix A**.

Table 1 – Continuing Capital Programme (Current Approved)

Capital Programme 2019-22 Capital Expenditure	Proposed Programme 2019-20	Proposed Programme 2020-21	Proposed Programme 2021-22	Total Programme
Service Committee	£	£	£	£
Housing (HRA)*	12,004,200	17,794,300	6,808,000	36,606,500
Housing (GF)**	713,500	526,000	526,000	1,765,500
Community Services	9,327,200	555,000	250,000	10,132,200
Strategy & Resources	130,860,200	65,250,000	50,000	196,160,200
Total Capital Programme	152,905,100	84,125,300	7,634,000	244,664,400

*HRA-Housing Revenue Account

** GF- General Fund

- 2.2 As part of the 2020/21 budget process, a robust review of the Capital Programme has been undertaken by managers responsible for capital budgets and by senior management. This has identified a number of proposed changes to the existing programme. These proposed changes were considered by the Members Workshop and agreed by Policy Committees.
- 2.3 Table 2 below summarises the revised Continuing Capital Programme after the revisions and reprofiling have been made. Overall this results in a reduction in the budgets for schemes within the programme totalling £4.5m. The details relating to individual schemes after reprofiling and revisions are shown in **Appendix A**.

It should be noted that looking forward, based on previous trends it is likely that slippage may occur between years, or that projects may change depending on circumstances or funding availability, and the programme may reduce or vary over its lifespan.

Table 2 –Continuing Capital Programme- (Revised Programme)

Capital Programme 2019-22 Capital Expenditure	Proposed Programme 2019-20	Proposed Programme 2020-21	Proposed Programme 2021-22	Proposed Programme 2022-23	Total Programme
Service Committee	£	£	£	£	£
Housing (HRA)*	10,377,900	13,631,700	12,001,900	595,000	36,606,500
Housing (GF)**	439,100	526,000	526,000	0	1,491,100
Community Services	5,006,100	651,000	250,000	0	5,907,100
Strategy & Resources	66,485,300	65,250,000	64,424,900	0	196,160,200
Total Capital Programme	82,308,400	80,058,700	77,202,800	595,000	240,164,900

- 2.4 In addition to the revisions shown above, the Members' Workshop on Capital also considered a number of new capital schemes for inclusion in the 2020/21 Capital Programme. These new schemes were identified during the 2020/21 budget process by Officers and Senior Management as necessary capital investment to ensure the future delivery and quality of services. The new schemes have been considered by each Policy Committee at their meeting in January and are recommended to the Strategy and Resources Committee for approval. A summary of the new schemes recommended for inclusion within the Capital Programme by each Policy Committee are set out below in the Table 3 below. The details of individual schemes which are recommended for inclusion are set out in **Appendix B**.

Table 3 – New Schemes to be included in the Continuing Capital Programme

New Schemes proposed for inclusion in the Capital Programme 2020-23	New Schemes 2020-21	New Schemes 2021-22	New Schemes 2022-23	Total New Schemes
Service Committee	£	£	£	£
Housing (HRA)	413,500	593,000	3,841,200	4,847,700
Housing (GF)	0	0	460,000	460,000
Community Services	777,000	445,000	553,000	1,775,000
Strategy & Resources	723,600	154,800	163,400	1,041,800
Total Capital Programme	1,914,100	1,192,800	5,017,600	8,124,500

- 2.5 The proposed overall Capital Programme 2019-23, incorporating the revisions and the new capital schemes approved by Policy Committees, which is recommended for approval is set out in Table 4 below.

Table 4 – Proposed Overall Capital Programme 2020-23

New/Revisions Schemes proposed for inclusion in the Capital Programme 2020-23	Approved 2019-20	New/Revisions Schemes 2020-21	New/Revisions Schemes 2021-22	New/Revisions Schemes 2022-23	Total New/Revisions Schemes
Service Committee	£	£	£	£	£
Housing (HRA)	10,377,900	14,045,200	12,594,900	4,436,200	41,454,200
Housing (GF)	439,100	526,000	526,000	460,000	1,951,100
Community Services	5,006,100	1,428,000	695,000	553,000	7,682,100
Strategy & Resources	66,485,300	65,973,600	64,579,700	163,400	197,202,000
Total Capital Programme	82,308,400	81,972,800	78,395,600	5,612,600	248,289,400

- 2.6 A summary of the funding plan for the Council's Capital Programme is set out below in Table 5. This shows the funding which is planned to be used to fund the Council's overall 2019-2023 Capital Programme.
- 2.7 It should be noted that HRA schemes are funded from the ring-fenced revenue funds generated within the Housing Revenue Account, Housing Capital Receipts and long-term borrowing.
- 2.8 General Fund schemes have been funded principally from Long Term Borrowing with an amount funded from General Fund revenue reserves and General Fund Capital Receipts. Disabled Facilities Grant which is a ring-fenced grant has been applied to fund disability improvements.
- 2.9 There a number of schemes which are currently planned to be funded from borrowing, due to the limited availability of revenue resources and capital receipts. However the financing of capital expenditure will be kept under review. Should additional capital receipts or surplus revenue reserves be identified, which could be applied to reduce borrowing, then this will be considered.
- 2.10 Financial provision has been made within the Council's Medium Term Financial Strategy (located elsewhere on the agenda) to meet the debt financing costs Interest and debt repayments (Minimum Revenue Provision) associated with Long Term Borrowing.

Table 5 – Financing of the Capital Programme

Capital Programme 2020-23 Capital Financing	Approved Programme 2019-20	Proposed Programme 2020-21	Proposed Programme 2021-22	Proposed Programme 2022-23	Total Programme
Funding Sources	£	£	£	£	£
HRA Reserves	9,007,900	7,605,200	6,272,900	3,977,200	26,863,200
Housing Capital Receipts	1,370,000	2,426,000	1,172,000	459,000	5,427,000
Housing Developer Contrib	0	400,000	0	0	400,000
DFG Grant	439,100	426,000	426,000	460,000	1,751,100
External contributions	305,000	365,000	250,000	265,000	1,185,000
GF Capital Receipts/Reserves	390,300	163,000	20,000	10,000	583,300
Long Term Borrowing	70,796,100	70,587,600	70,254,700	441,400	212,079,800
Total Capital Programme	82,308,400	81,972,800	78,395,600	5,612,600	248,289,400

3. The Prudential Code

- 3.1 The framework established by the Prudential Code should support local strategic planning, local asset management planning and proper option appraisal.
- 3.2 The objectives of the Prudential Code are to provide a framework for local authority capital finance that will ensure that, for individual local authorities:
- capital expenditure plans are affordable;
 - all external borrowing and other long-term liabilities are within prudent and sustainable levels;
 - treasury management decisions are taken in accordance with professional good practice; and
 - there is a clear and transparent basis for taking such decisions, thereby providing a suitable level of accountability.
- 3.3 To demonstrate that the requirements of the Code have been fulfilled, the Council must produce and maintain a set of specified 'Prudential Indicators'. In setting or revising their prudential indicators, the Council is required to have regard to the following matters:
- service objectives, e.g. strategic planning for the authority;
 - stewardship of assets, e.g. asset management planning;
 - value for money, e.g. option appraisals;
 - prudence and sustainability, e.g. implications for external borrowing and whole life costing;
 - affordability, e.g. implications for Council Tax; and
 - practicality, e.g. achievability of forward plans.
- 3.4 The prudential indicators for the forthcoming and following years must be approved by Members prior to the start of the forthcoming year. The Chief Finance Officer must monitor performance against each indicator during the year.
- 3.5 The prudential indicators are there to support and record local decision making. They are not designed to be comparative performance indicators and such use is likely to be misleading and counter-productive. The indicators which require future forecasts are rolling scenarios and are not fixed for the 3 year period.

3.6 The Prudential Indicators

The detailed indicators are shown at **Appendix E**.

4. Financial Implications

4.1 The financial implications are set out within the body of the report.

5. Legal Implications

5.1 The Capital Programme is a key element of the Council's annual budget process and provides the capital investment required in order to enable the delivery of services.

6. Conclusion

6.1 This report provides a fully funded Capital Programme to enable the necessary Council's Capital Investment proposals to proceed facilitating the cost effective delivery of quality services for residents.

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

New Capital Schemes 2020/21

Current Continuing Capital Schemes	New Schemes 2020/21	New Schemes 2021/22	New Schemes 2022/23	Total New Schemes
Housing HRA				
Structural Works	225,000	40,000	855,000	1,120,000
Modernisation & Improvements	0	12,500	752,000	764,500
Energy Efficiency Works	93,500	189,500	679,500	962,500
Service Renewals	0	231,000	712,500	943,500
Void Works	0	5,000	425,000	430,000
Health & Safety	0	0	-95,000	-95,000
Adaptations for the Disabled	0	0	225,000	225,000
Essential Structural Works	0	0	-80,000	-80,000
Communal Services	95,000	115,000	185,000	395,000
Council House Building	0	0	182,200	182,200
Housing Management Software	0	0	0	0
Total- Housing HRA	413,500	593,000	3,841,200	4,847,700
Housing GF				
Disabled Facilities Grant	0	0	460,000	460,000
Housing Enabling - General	0	0	0	0
Total- Housing GF	0	0	460,000	460,000
Community Services	0	0	0	0
Children's Playground Improvements	190,000	75,000	165,000	430,000
Parks, Pavilions & Open Spaces	0	0	100,000	100,000
Freedom Leisure-Capital Refurbishment Loan	0	0	0	0
Vehicle Fleet Renewals	444,000	270,000	163,000	877,000
Leisure Pool & de Stafford Repairs/Renewals	0	0	0	0
Collection / Containerisation	0	0	0	0
Car Park Equipment/Maintenance	0	0	0	0
Ellice Road Car Park Decking	0	0	0	0
Public Conveniences	0	0	0	0
Litter Bins	0	0	2,000	2,000
Roads&Paths at St.Mary's Church Cemetery	0	0	0	0
Land Drainage	0	0	0	0
Plant & Machinery Replacement Programme	43,000	0	8,000	51,000
Waste Vehicles	0	0	0	0
Garden Waste Bins	0	0	15,000	15,000
Recycling, food waste and refuse bins	100,000	100,000	100,000	300,000
Playground Improvements (Match Funding Pot)	0	0	0	0
Total- Community Services	777,000	445,000	553,000	1,775,000
Resources	0	0	0	0
Council Offices Major Maintenance Programme	0	0	0	0
IT Peripherals	0	0	0	0
Commercial Acquisition Property Programme	0	0	0	0
Development Fund Programme Property	0	0	0	0
Customer First/IT	0	0	0	0
IT - Hardware/infrastructure/Care First Projects	723,600	154,800	163,400	1,041,800
Investment & Development Fund	0	0	0	0
Land / Asset Development	0	0	0	0
Total- Resources	723,600	154,800	163,400	1,041,800
Total Capital Programme	1,914,100	1,192,800	5,017,600	8,124,500

Proposed Capital Programme 2020-2023

Current Continuing Capital Schemes	Revised Continuing Programme 2019/22					Total Budget
	Current Budget 2019/20	Proposed Budget 2020/21	Proposed Budget 2021/22	Proposed Budget 2022/23	Total Budget	
Housing HRA						
Structural Works	755,000	480,000	795,000	0	0	2,030,000
Modernisation & Improvements	654,000	765,500	426,500	0	0	1,846,000
Energy Efficiency Works	393,000	448,000	481,000	0	0	1,322,000
Service Renewals	628,000	611,000	454,000	0	0	1,693,000
Void Works	490,000	425,000	420,000	0	0	1,335,000
Health & Safety	175,000	90,000	95,000	190,000	0	550,000
Adaptations for the Disabled	232,500	225,000	223,000	0	0	682,500
Essential Structural Works	175,000	60,000	60,000	140,000	0	435,000
Communal Services	75,000	90,000	70,000	0	0	235,000
Council House Building	6,719,300	10,417,200	8,955,400	265,000	0	26,356,900
Housing Management Software	81,100	20,000	20,000	0	0	121,100
Total - Housing HRA	10,377,900	13,631,700	12,001,900	595,000	0	36,606,500
Housing GF						
Disabled Facilities Grant	439,100	426,000	426,000	0	0	1,291,100
Housing Enabling - General	0	100,000	100,000	0	0	200,000
Total - Housing GF	439,100	526,000	526,000	0	0	1,491,100
Community Services						
Children's Playground Improvements	116,600	75,000	75,000	0	0	266,600
Parks, Pavilions & Open Spaces	188,400	100,000	100,000	0	0	388,400
Freedom Leisure-Capital Refurbishment Loan	0	0	0	0	0	0
Vehicle Fleet Renewals	59,900	40,000	40,000	0	0	139,900
Leisure Pool & de Stafford Repairs/Renewals	0	0	0	0	0	0
Collection / Containerisation	600,000	0	0	0	0	600,000
Car Park Equipment/Maintenance	58,200	30,000	0	0	0	88,200
Ellice Road Car Park Decking	100,000	0	0	0	0	100,000
Public Conveniences	275,000	275,000	0	0	0	550,000
Litter Bins	20,000	2,000	2,000	0	0	24,000
Roads&Paths at St.Mary's Church Cemetery	20,000	0	0	0	0	20,000
Land Drainage	10,000	10,000	10,000	0	0	30,000
Plant & Machinery Replacement Programme	8,000	8,000	8,000	0	0	24,000
Waste Vehicles	3,500,000	0	0	0	0	3,500,000
Garden Waste Bins	0	111,000	15,000	0	0	126,000
Recycling, food waste and refuse bins	0	0	0	0	0	0
Playground Improvements (Match Funding Pot)	50,000	0	0	0	0	50,000
Total - Community Services	5,006,100	651,000	250,000	0	0	5,907,100
Resources						
Council Offices Major Maintenance Programme	182,300	100,000	0	0	0	282,300
IT Peripherals	0	0	0	0	0	0
Commercial Acquisition Property Programme	0	0	0	0	0	0
Development Fund Programme Property	0	0	0	0	0	0
Customer Firsts/IT	150,000	150,000	50,000	0	0	350,000
IT - Hardware/infrastructure/Care First Projects	0	0	0	0	0	0
Investment & Development Fund	66,000,000	65,000,000	64,374,900	0	0	195,374,900
Land / Asset Development	153,000	0	0	0	0	153,000
Total - Resources	66,485,300	65,250,000	64,424,900	0	0	196,160,200
Total Capital Programme	82,308,400	80,958,700	77,202,800	595,000	0	240,164,900

Current Budget 2019/20	Proposed Budget 2020/21	Proposed Budget 2021/22	Proposed Budget 2022/23	Total Budget 2019-23
755,000	705,000	835,000	855,000	3,150,000
654,000	765,500	439,000	752,000	2,610,500
393,000	541,500	670,500	679,500	2,284,500
628,000	611,000	685,000	712,500	2,636,500
490,000	425,000	425,000	425,000	1,765,000
175,000	90,000	95,000	95,000	455,000
232,500	225,000	223,000	225,000	907,500
175,000	60,000	60,000	60,000	395,000
75,000	90,000	70,000	185,000	630,000
6,719,300	10,417,200	8,955,400	447,200	26,539,100
81,100	20,000	20,000	0	121,100
10,377,900	14,045,200	12,594,900	4,436,200	41,454,200
439,100	426,000	426,000	460,000	1,751,100
439,100	526,000	526,000	460,000	1,951,100
116,600	265,000	150,000	165,000	696,600
188,400	100,000	100,000	100,000	488,400
59,900	484,000	310,000	163,000	1,016,900
600,000	0	0	0	600,000
58,200	30,000	0	0	88,200
100,000	0	0	0	100,000
275,000	275,000	0	0	550,000
20,000	2,000	2,000	2,000	26,000
20,000	0	0	0	20,000
10,000	10,000	10,000	0	30,000
8,000	8,000	8,000	0	24,000
3,500,000	0	0	0	3,500,000
0	111,000	15,000	0	126,000
50,000	0	0	0	50,000
5,006,100	1,428,000	695,000	553,000	7,682,100
182,300	100,000	0	0	282,300
0	0	0	0	0
0	0	0	0	0
150,000	150,000	50,000	0	350,000
66,000,000	65,000,000	64,374,900	0	195,374,900
153,000	0	0	0	153,000
66,485,300	65,973,600	64,579,700	163,400	197,202,000
82,308,400	81,972,900	78,395,600	5,612,600	248,289,400

New Bids 2019/20	New Bids 2020/21	New Bids 2021/22	New Bids 2022/23	New Bids Total
0	225,000	40,000	855,000	1,120,000
0	0	0	752,000	754,500
0	93,500	189,500	679,500	962,500
0	0	231,000	712,500	943,500
0	0	5,000	425,000	430,000
0	0	0	(95,000)	(95,000)
0	0	0	225,000	225,000
0	0	0	(80,000)	(80,000)
0	95,000	115,000	185,000	395,000
0	0	0	182,200	182,200
0	0	0	0	0
0	0	0	0	0
0	413,500	593,000	3,841,200	4,847,700
0	0	0	460,000	460,000
0	0	0	0	0
0	0	0	460,000	460,000
0	190,000	75,000	165,000	430,000
0	0	0	100,000	100,000
0	0	0	0	0
0	444,000	270,000	163,000	877,000
0	0	0	0	0
0	0	0	0	0
0	0	0	2,000	2,000
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
0	43,000	0	8,000	51,000
0	0	0	0	0
0	100,000	100,000	100,000	300,000
0	0	0	0	0
0	777,000	445,000	553,000	1,775,000
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
0	723,600	154,800	163,400	1,041,800
0	0	0	0	0
0	0	0	0	0
0	1,914,100	1,192,800	5,017,600	8,124,500
0	723,600	154,800	163,400	1,041,800
0	82,308,400	81,972,900	78,395,600	248,289,400

Proposed Capital Programme 2020-2023 - Financing

Current Continuing Capital Schemes	Current Budget 2019/20	Proposed Budget 2020/21	Proposed Budget 2021/22	Proposed Budget 2022/23	Proposed Budget Total 2019-2023
Housing HRA					
Structural Works	755,000	705,000	835,000	855,000	3,150,000
Modernisation & Improvements	654,000	765,500	439,000	752,000	2,610,500
Energy Efficiency Works	393,000	541,500	670,500	679,500	2,284,500
Service Renewals	628,000	611,000	685,000	712,500	2,636,500
Void Works	490,000	425,000	425,000	425,000	1,765,000
Health & Safety	175,000	90,000	95,000	95,000	455,000
Adaptations for the Disabled	232,500	225,000	225,000	225,000	907,500
Essential Structural Works	175,000	60,000	60,000	60,000	355,000
Communal Services	75,000	185,000	185,000	185,000	630,000
Council House Building	6,719,300	10,417,200	8,955,400	447,200	26,539,100
Housing Management Software	81,100	20,000	20,000	0	121,100
Total - Housing HRA	10,377,900	14,045,200	12,594,900	4,436,200	41,454,200
Housing GF					
Disabled Facilities Grant	439,100	426,000	426,000	480,000	1,751,100
Housing Enabling - General	0	100,000	100,000	0	200,000
Total - Housing GF	439,100	526,000	526,000	480,000	1,951,100
Community Services					
Children's Playground Improvements	116,600	265,000	150,000	165,000	696,600
Parks, Pavilions & Open Spaces	188,400	100,000	100,000	100,000	488,400
Vehicle Fleet Renewals	59,900	484,000	310,000	163,000	1,016,900
Collection / Containment	600,000	0	0	0	600,000
Car Park Equipment/Maintenance	58,200	30,000	0	0	88,200
Ellice Road Car Park Decking	100,000	0	0	0	100,000
Public Conveniences	275,000	275,000	0	0	550,000
Litter Bins	20,000	2,000	2,000	2,000	26,000
Roads&Paths at St.Mary's Church Cemetery	20,000	0	0	0	20,000
Land Drainage	10,000	10,000	10,000	0	30,000
Plant & Machinery Replacement Programme	8,000	51,000	8,000	8,000	75,000
Waste Vehicles	3,500,000	0	0	0	3,500,000
Garden Waste Bins	0	111,000	15,000	15,000	141,000
Recycling, food waste and refuse bins	0	100,000	100,000	100,000	300,000
Playground Improvements (Match Funding Pot)	50,000	0	0	0	50,000
Total - Community Services	5,006,100	1,428,000	695,000	553,000	7,682,100
Resources					
Council Offices Major Maintenance Programme	182,300	100,000	0	0	282,300
Customer First/IT	150,000	150,000	50,000	0	350,000
IT - Hardware/Infrastructure/Customer First Projects	0	723,600	154,800	163,400	1,041,800
Investment & Development Fund	66,000,000	65,000,000	64,374,900	0	195,374,900
Land / Asset Development	153,000	0	0	0	153,000
Total - Resources	66,485,300	65,973,600	64,579,700	163,400	197,202,000
Total Capital Programme	82,308,400	81,972,800	78,395,600	5,612,600	248,289,400

Capital Financing	2019/20	2020/21	2021/22	2022/23	Total
HRA Reserves	9,007,900	7,605,200	6,272,900	3,977,200	26,863,200
DFG Grant	439,100	426,000	426,000	480,000	1,751,100
CIL/S106 Contributions	305,000	365,000	250,000	265,000	1,185,000
General Fund Capital Receipts/Reserves	380,300	163,000	20,000	10,000	583,300
Housing Capital Receipts	1,370,000	2,426,000	1,172,000	459,000	5,427,000
Housing Developer Contribution	70,796,100	400,000	70,254,700	441,400	400,000
Borrowing	82,308,400	81,972,800	78,395,600	5,612,600	212,079,800
Total Capital Funding	82,308,400	81,972,800	78,395,600	5,612,600	248,289,400

HRA Reserves	DFG Grant	CIL/S106 Contributions	GF Cap Receipts/Reserves	Hsg Capital Receipts	Housing Developer Contribution	Borrowing	Total Financing
3,150,000							3,150,000
2,610,500							2,610,500
2,284,500							2,284,500
2,636,500							2,636,500
1,765,000							1,765,000
455,000							455,000
907,500							907,500
355,000							355,000
630,000							630,000
11,948,100				5,227,000	400,000	8,964,000	26,539,100
121,100							121,100
26,863,200	0	0	0	5,227,000	400,000	8,964,000	41,454,200
	1,751,100						1,751,100
	200,000						200,000
0	1,751,100	0	0	200,000	0	0	1,951,100
		696,600					696,600
		488,400					488,400
						1,016,900	1,016,900
						600,000	600,000
						88,200	88,200
			100,000				100,000
						550,000	550,000
						26,000	26,000
						20,000	20,000
						30,000	30,000
						75,000	75,000
						3,500,000	3,500,000
						141,000	141,000
						300,000	300,000
0	0	1,185,000	301,000	0	0	6,196,100	7,682,100
						282,300	282,300
						350,000	350,000
						1,041,800	1,041,800
						195,374,900	195,374,900
						153,000	153,000
26,863,200	1,751,100	1,185,000	583,300	5,427,000	400,000	212,079,800	197,202,000
26,863,200	1,751,100	1,185,000	583,300	5,427,000	400,000	212,079,800	248,289,400

Indicators of Affordability

The fundamental objective in the consideration of the affordability of the Council's capital plans is to ensure that the level of investment in capital assets proposed means that the total capital investment of the authority remains within sustainable limits, and in particular to consider its impact on Council Tax. Affordability is ultimately determined by a judgement about acceptable Council Tax levels and, in the case of the Housing Revenue Account, acceptable rent levels.

The ratio of financing costs to net revenue stream

This ratio shows how much of its net revenue expenditure has to be reserved for debt financing costs.

Affordability Indicator 1 – Ratio of Financing Costs to Net Revenue Stream

	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
General Fund	(1.93%)	(5.53%)	(2.10%)
HRA	13.45%	15.48%	15.77%

Estimate of the incremental impact of capital investment decisions on the Council Tax/Housing Rents

This shows the impact of capital investment decisions on Council Tax/Housing Rents.

Affordability Indicator 2 – Incremental Impact on Council Tax and Housing Rents

	2020/21 £	2021/22 £
Band D Council Tax	(12.23)	(4.74)
Average Weekly Housing Rent	15.97	16.76

Estimates and Actual Capital Expenditure

The actual capital expenditure that was incurred in 2017/18 and the estimates of capital expenditure to be incurred for the current and future years are shown below:

Affordability Indicator 3 – Estimates and Actual Capital Expenditure

	2018/19 £'000 Actual	2019/20 £'000 Estimate	2020/21 £'000 Estimate	2021/22 £'000 Estimate	2022/23 £'000 Estimate
General Fund	10,236	71,930	67,928	65,801	1,176
HRA	9,832	10,378	14,045	12,595	4,436
Total	20,068	82,308	81,973	78,396	5,612

Capital Financing Requirement

This indicator measures the authority's underlying need to borrow for a capital purpose.

Affordability Indicator 4 – Estimates and Actual Capital Financing Requirement

	2018/19 £'000 Actual	2019/20 £'000 Estimate	2020/21 £'000 Estimate	2021/22 £'000 Estimate	2022/23 £'000 Estimate
General Fund	12,485	84,415	152,343	218,144	219,320
HRA	61,308	71,686	85,731	98,326	102,762
Total	73,793	156,101	238,074	316,470	322,082
Movement in CFR	11,865	82,308	81,973	78,396	5,612

Authorised limit

In respect of any external debt, it is recommended that Members approve the following authorised limits for its total external debt for the next three financial years; these figures take account of the potential requirement of both the HRA and General Fund. There are currently no other long term liabilities such as finance leases.

The Head of Finance & S151 Officer reports that these authorised limits are consistent with the authority's current commitments and the self-financing arrangements for the HRA. The increases proposed are solely to support income generating activities and invest-to-save projects (e.g. Property investment). The costs of this borrowing will be more than met by the income streams created or the savings generated.

Affordability Indicator 5 – Authorised Limits for External Debt

	2020/21 £'000	2021/22 £'000	2022/23 £'000
Borrowing	215,000	285,000	285,000
Other Long Term Liabilities	0	0	0
Total	215,000	285,000	285,000

Operational boundary

Members are also asked to approve the following operational boundary for external debt for the same time period. The operational boundary represents a key management tool for in year monitoring by the Head of Finance & S151 Officer. Within the operational boundary, figures for borrowing and other long term liabilities are separately identified.

Affordability Indicator 6 – Operational Boundary for External Debt

	2020/21 £'000	2021/22 £'000	2022/23 £'000
Borrowing	210,000	280,000	280,000
Other Long Term Liabilities	0	0	0
Total	210,000	280,000	280,000

**REPORT TO THE STRATEGY & RESOURCES COMMITTEE – 3RD FEBRUARY 2020
AGENDA ITEM 10**

PAY POLICY STATEMENT 2020/21

Report of:	Jackie King Head of HR and Organisational Development - 01883 732875 jking@tandridge.gov.uk
Purpose of Report:	To enable the Committee to recommend a Pay Policy Statement for 2020/21.
Publication status:	Unrestricted
Recommendation:	That the Committee recommends to Council that the proposed Pay Policy Statement for 2020/21, attached at Appendix 'A', be approved.
Appendices	Appendix 'A' - proposed Pay Policy Statement for 2020/21 (page 35) Appendix 'B' – gender pay gap report 2019 (page 44)
Background papers	None (as defined by the Local Government (Access to Information) Act 1985)

1. Background

- 1.1 The Council has a statutory duty to publish an annual pay policy statement.
- 1.2 The proposed statement for 2020/21 (copy attached at **Appendix 'A'**) includes the following revisions to the 2019/20 document:
- Section 2: Addition of a 'Background' section.
- Section 3.1: Definition extended to provide more clarity.
- Section 3.2: Definition extended to provide more clarity.
- Section 3.3: Figures updated.
- Section 4: Figures and detail updated.
- Section 5: Content extended to provide more clarity.
- Section 9: Updated ratios between the mean / median average earnings and the Chief Executive's salary. Updated salary figures (and revised ratio) for the highest and lowest paid members of staff.
- Section 10: Addition of a 'Components of Employee reward package' section.
- Section 13: Updated to clarify that Chief Executive approval required.
- Section 16: Addition of an 'Equal Pay' section.
- Section 17: Addition of an 'Exit Cap and Recovery Provisions' section.

2. Legal and equality implications

- 2.1 The proposed pay policy statement would comply with sections 38 to 43 of the Localism Act 2011 which requires such statements to identify:
- the remuneration of the Council's chief officers relative to that of its lowest paid employees; and
 - the Council's policies relating to the remuneration of its chief officers.
- 2.2 The Act also requires annual pay policy statements to be ratified by full Council prior to 31st March of each preceding year.
- 2.3 As referred to in Section 15 of the policy, gender pay gap data is published on the Council's website and refreshed on an annual basis to reflect the position as at 31st March each year. The latest report, reflecting the position at 31st March 2019, is attached at **Appendix 'B'** (page 33).

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

TANDRIDGE DISTRICT COUNCIL - PAY POLICY STATEMENT 2020/21

1. Introduction

This Pay Policy Statement provides the framework for decision making on pay and, in particular, senior pay. Preparing and publishing this statement is a requirement under the Localism Act 2011.

Tandridge District Council (TDC) is required to publish an annual statement which has been approved by full Council. The information is set out under headings which have been prescribed by the Localism Act and relates to the 2020/21 financial year unless otherwise stated.

2. Background

- The Council is opted out of the terms and conditions of employment operated by the National Joint Council (NJC) for Local Government Services and has local terms and conditions of employment.
- The local pay scales cover all employees of the Council (including Chief Officers).
- As required by law, the Council auto enrolls all eligible employees into a pension scheme - the Local Government Pension Scheme (LGPS).
- Relative to most other parts of the country, the district is expensive to move to and live in.
- Competition for some specialist posts remains high nationally with our neighbouring Local Authorities competing for the same skills and experience.

3. Definitions

For this Policy the following definitions will apply:

3.1 Pay

The term 'Pay' in addition to salary includes overtime, fees, allowances, benefits in kind, increases in or enhancements to pension entitlements, merit payments, retention payments, redundancy payments, honorariums and termination payments.

3.2 Chief Officer

The Council's senior management team consists of 17 officer roles; 5 of whom are Chief Officers for the purposes of this policy statement, under the definition in the Localism Act 2011 and Local Government and Housing Act 1989:

- Head of Paid Service (Chief Executive Officer)
- Statutory Officer, Monitoring Officer (Head of Legal Services)
- Statutory Officer, Section 151 Officer (Chief Finance Officer)
- Non-Statutory Officer, reporting to Head of Paid Service (Director of People)
- Non-Statutory Officer, reporting to Head of Paid Service (Director of Place)

- Non-Statutory Officer, reporting to Head of Paid Service (Strategic Director of Resources)

3.3 Lowest paid employees

The lowest paid staff employed under a contract of employment with the Council are employed on full time (37 hours) equivalent salaries in accordance with the minimum spinal column point currently in use within the Councils grading structure (TC2) which is set at the National Living Wage. With effect from January 1, 2020 this was £17,364 per annum (£9 per hour).

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

4. Level and elements of remuneration for Chief Officers

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

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

- If the officer is a member of the LGPS, the agreed employers contribution (currently 15.9% of gross salary plus any other pensionable pay).
- A business mobility allowance which is paid in monthly instalments. The amount paid is linked to the mileage travelled whilst carrying out the council's business on a three-tier scale and is reviewed annually on a three-year rolling basis. Employees pay tax and national insurance on this allowance.
- All other employees are entitled to claim a casual mileage allowance when travelling on council business.
- Access to a Cashplan scheme. Employees pay tax on this benefit.
- Access to an Employee Assistance Programme (EAP).
- Payment of an annual subscription to one professional institution where this has a clear benefit or is a requisite for the job. In some cases, if role specific, a maximum of two professional subscriptions may be reimbursed, at the discretion of the Head of HR.

5. Remuneration of Chief Officers on recruitment

TDC commitment is to pay appropriately to attract and retain competent and experienced senior staff to lead the organisation.

TDC policy is to appoint at the bottom of the salary scale, or near the bottom taking into account the relevant skills and experience of the person appointed. Progression through the grade, subject to satisfactory performance, is on an annual basis each April until the top of grade is reached.

As outlined in the Council's Constitution, Chief Officers (definition in 2.2 above refers) are appointed by the Chief Officer Sub-Committee (COSC), following recommendations from the Chief Executive, which then reports its decision to Council.

Appointments to the post of Chief Executive are made by the Council following recommendations made by the COSC.

5. Increases and additions to remuneration for Chief Officers

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

The Council operates a pay scheme whereby Chief Officers and staff can be awarded a single increment on the salary scale each April. This is dependent on satisfactory performance throughout the year as assessed by the line manager. Once an employee reaches the top of their salary scale there is no opportunity to move into the next grade.

Other salary increases can only be given as a result of change in duties and/or responsibilities and any other circumstances which are formally submitted by the Line Manager to the 151 Officer and Head of HR for consideration. These will only be approved in line with the organisational pay policy.

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

6. The use of performance related pay for Chief Officers

Increases in pay for Chief Officers are subject to the process described in paragraph 5 above except that the Chief Executive's performance is assessed by the Leader, Deputy Leader and Chair of the Strategy and Resources Committee.

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

TDC Management of Organisational Change Policy sets out a consistent method of calculating redundancy pay which is applied to all redundant employees. The current level of enhanced redundancy pay is calculated using the statutory system with a multiplier of 1.5 and no cap on weekly earnings. The payment is intended to recompense employees for the loss of their livelihood and provide financial support whilst they seek alternative employment and may be reviewed and adjusted at any time.

Discretionary payments made to officers on **senior management grades** (SM1 and above) to which they are contractually entitled must be authorised by the Strategy and Resources Committee.

TDC Management of Organisational Change and Retirement Policies set out how we will calculate any payments made to support early retirement in the efficiency of the service. Where it is proposed to grant early retirement with no actuarial reduction in the pension payable in respect of a person on a **senior management grade**, this must be authorised by the Strategy and Resources Committee. Staff on all other grades must be authorised by the Chief Executive.

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

TDC annual pay policy statement and the pay scales for all staff are published on the Council's website where it can be easily accessed. Information about Chief Officer remuneration has been published since 2008/09 as part of the Final Statement of Accounts.

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

TDC defines the lowest paid employees as those that are on the second grade (TC2) of the pay scales. The lowest salary being paid to members of staff on the TC2 grade as at January 2020 was £17,364.

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

The Council pays all employees including Chief Officers, from the same incremental pay scale structure.

The pay multiple between the lowest paid (full time equivalent) employee and the Chief Executive is a ratio of 1:6.64.

The pay multiple between the median full time equivalent earnings and the Chief Executive is a ratio of 1:3.68 where all Council employees are taken into account.

The resulting ratios between the mean and median average earnings and the Chief Executive's salary, together with the ratio between the lowest and highest salary as at January 1, 2020 (with comparisons for the previous year) are:

	As at January 1, 2019	As at January 2, 2020
Mean Average	1: 36	1:32
Median Average	1: 4.1	1:3.68
Lowest/Highest salary	1: 7.5	1:6.64

The Lowest/Highest salary ratio of 1:6.64 is well within the maximum ratio of 1:20 identified as a maximum pay multiple in the Hutton Review of Public Sector Pay.

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

10. Components of Employee reward package

Our total reward package for all employees (including Chief Officers) includes pay, Local Government Pension Scheme employer contribution, enhanced holiday entitlement (in excess of statutory requirements), enhanced sick pay (in excess of statutory requirements), basic level healthcare scheme, eye test vouchers and agile/flexible working benefits.

All employees can take advantage of several salary sacrifice schemes including Childcare Vouchers and the Cycle to Work scheme, and benefit from discounts on shopping, entertainment, and holidays through the employee benefits schemes.

11. Election fees (See Annexe A)

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

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

Employees who leave the Council voluntarily without a severance payment are free to apply for jobs that are advertised at their discretion.

Employees who leave the Council with a redundancy payment and no enhancement and subsequently apply and are successful for a position within the Council must repay any redundancy payment, if the appointment is within a month of their termination date.

If the appointment start date is longer than a month the employee can return to work in the position offered but in accordance with the Redundancy Modification Orders, will lose their contractual rights to have their continuous service recognised for all purposes.

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

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

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

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

14. Policy on lowest paid

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

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

15. Gender Pay Gap data

GPG data is published on the council website and refreshed on an annual basis to reflect the position as at the 31st March each year.

16. Equal Pay

The Authority carries out an Equal Pay Audit from time to time which also helps to ensure that our pay and rewards for staff are fair and meet legislative and best practice requirements.

17. Exit Cap and Recovery Provisions

The UK Government intends to introduce Regulations that will impose a cap of £95,000 on exit payments for public sector workers. It also intends to develop regulations to enable the recovery of exit payments made to employees who leave the public sector and return within 12 months, although the timetable for these regulations is not as clear. The minimum salary to which the recovery provisions will apply is £80,000 per annum. If and when the UK Government introduces these Regulations, Council policies will be updated as appropriate to take this into account.

18. Equality and Diversity

The council is committed to ensuring that no-one is discriminated against, disadvantaged or given preference, particularly based on protected characteristics as defined in the Equality Act 2010.

This policy will be applied equally to all employees.

Part A	FEES (per Electoral Division, Ward, Parish or Parish Ward) – Maximum amounts for services as Returning Officer or County DRO Calculated by using CBZX 12 month rolling index on National Statistics website	2020/21 £
1	<p>(a) Separate County, Borough or Parish Elections:</p> <p>First 500 electorate For every additional 500 electors, or part thereof</p> <p>(b) Combined County / Borough and Parish Elections:</p> <p>First 500 electorate (in combined part of area only) For every additional 500 electors, or part thereof (in combined part of area only)</p> <p>Note: Where a combined fee is payable, that fee must be split between the areas. A total combined fee is not payable in each area.</p> <p>(c) Uncontested Election *</p> <p>* Fee applicable at by-elections for County / Borough or Parish Councillors or, at Ordinary Elections, when the election of Borough Councillors is contested but the election for the Parish or Parish Ward is uncontested.</p>	<p>32.00 16.00</p> <p>43.00 21.00</p> <p>27.00</p>
2	<p>In each contested electoral area, for services in connection with the despatch and receipt of postal ballot papers:</p> <p>For first 100 postal voters For each additional 75 postal voters or fraction thereof</p>	<p>7.00 6.00</p>
3	<p>In each contested electoral area, for services in connection with the preparation and issue of Official Poll Cards (all types - Poll/Postal Poll/Proxy Poll/ Proxy Postal Poll):</p> <p>First 2000 poll cards For every additional 250 poll cards, or fraction thereof</p>	<p>20.00 1.00</p>
4	<p>At a contested by-election the total fee payable to the Returning Officer must be at least equal to the sum of the Presiding Officer and Count Assistant fees stated at B1(a) and B4(a)(i) respectively and the amount opposite</p>	<p>90.00</p>
5	<p>Max fee for training Presiding Officers and Poll Clerks per session (min 25 people at ordinary election. One session only at by-election if training deemed at necessary). This fee to be distributed direct to the Trainer(s).</p>	<p>162.00</p>

Part B	<p>Expenses of Returning Officer or County DRO for which maximum amounts are specified</p> <p>In no case shall a charge exceed the sum actually and necessarily payable or paid by the Returning Officer or County Deputy Returning Officer. Subject thereto the MAXIMUM charges shall be as follows:</p>	
1	<p>For the Presiding Officer at each Polling Station</p> <p>(a) at separate Borough or Parish Polls (b) at combined Borough / Parish Polls</p> <p>Where at a polling place there is more than one polling station, the maximum recoverable amount in respect of one only of the presiding officers at the polling station at such a polling place is increased by</p> <p>Where a polling station is situated within the boundary of a District or Borough Council which adjoins a London Borough the fees in B1 (a) & (b) are increased by</p> <p>Max fee per session for training of Presiding Officers as necessary</p>	<p>260.00 300.00</p> <p>20.00</p> <p>40.00</p> <p>43.00</p>
2	<p>For each Poll Clerk at each Polling Station</p> <p>(a) at separate Borough or Parish Polls (b) at combined Borough / Parish Polls</p> <p>NB Where a polling station is situated within the boundary of a District or Borough Council which adjoins a London Borough the fees in B2 (a) & (b) are increased by</p> <p>Max fee per session for training of Poll Clerks as necessary</p>	<p>145.00 170.00</p> <p>40.00</p> <p>43.00</p>
3	<p>For the remuneration of persons employed in the despatch and receipt of postal ballot papers.</p> <p>(NB: If external contractors are used to prepare/despatch ballot paper packs then the total fee under this Head is to be reduced by 20%.)</p> <p>For each 100 postal ballot papers, or fraction thereof in each electoral area of the County / Borough / Parish</p>	<p>75.00</p>
4	<p>For the remuneration for persons employed in connection with the count</p> <p>(a) Counting Assistants</p> <p>(i) For the first two hours or part thereof (ii) For each additional hour or part thereof</p>	<p>52.00 14.00</p>

	<p>(b) Count Supervisors</p> <p>(i) For the first two hours or part thereof 75.00 (ii) For each additional hour or part thereof 24.00</p> <p>(c) Senior Count Supervisors</p> <p>(i) For the first two hours or part thereof 90.00 (ii) For each additional hour or part thereof 30.00</p>	
5	<p>For all Clerical and other assistance employed by the RO or DRO</p> <p>For each Electoral Division, Ward or Parish Ward:</p> <p>(a) Contested Elections: * County/Borough Councillors and Parish Councillors</p> <p>(i) Separate Polls</p> <p>First 500 electorate 35.00 For every additional 500 electorate, or part thereof 17.00</p> <p>(ii) Combined Polls (County/Borough & Parish)</p> <p>First 500 electorate (in combined part of area only) 46.00 For every additional 500 electorate, or part thereof (in combined part of area only) 23.00</p> <p>Note: Where a combined clerical fee is payable, that fee must be split between the areas. A total combined fee is not payable in each area.</p> <p>(b) Uncontested Elections * 28.00</p> <p>* Fee applicable at by-elections for County / Borough or Parish Councillors or, at Ordinary Elections, when the election of Borough Councillors is contested but the election for the Parish or Parish Ward is uncontested. The Fee is also applicable at Ordinary Elections where the Parish or Parish Ward is contested but the Borough Ward is uncontested.</p>	

Gender Pay Gap Report 2019

The law requires organisations with 250 or more employees to publish the previous year's Gender Pay Gap (GPG) information each March.

On 31 March 2019, 128 out of 253 members of our reportable workforce were women, approximately 50.54%.

TDC is committed to the principle of equal opportunities and equal treatment for all employees as defined by the Equality Act 2010. We have a clear policy of paying equally for the same or equivalent work and we evaluate job roles and pay grades as necessary to ensure a strong, fair and equitable framework for determining the pay and remuneration of employees.

Gender pay not equal pay

We are confident that our GPG does not stem from paying men and women differently for the same or equivalent work. However, the scope of this report does not cover that aspect as the GPG is a different concept to equal pay.

Equal pay is a more specific legal concept that deals with the pay differences between men and women carrying out jobs with comparable duties or value to an organisation.

A GPG does not mean that there is an equal pay problem, although it may be a trigger for further investigation about the reasons why the gap exists.

Gender Pay Gap

The GPG reveals the difference between the average (mean or median) earnings of men and women. This is expressed as a percentage of men's earnings.

- The **mean pay gap** is the difference between average hourly earnings of men and women.
- The **median pay gap** is the difference between the mid-point in the range of hourly earnings of men and women, when arranged from lowest to highest.

The figures for TDC detailed below have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

	Mean	Median
March 2019	-1.02%	4.56%

The mean gender pay gap between men and women is -1.02%, meaning that the average hourly rate of women is 1.02% higher than the average hourly rate of men for the period reported.

Hourly earnings pay gap

This data tells us that, in TDC, women earn 95p for every £1 that men earn when comparing median hourly wages. Their median hourly wage is 4.56% lower than men's.

Gender pay gap by quartile

Pay quartiles are calculated by splitting all employees in an organisation into four even groups according to their level of pay and indicating the percentage of women and men in each group.

The table below shows the proportion of male and female employees in quartile pay bands, which are calculated by dividing the workforce into four equal parts. Band A covers the lowest-paid 25% of employees (the lower quartile) and Band D covering the highest-paid 25% (the upper quartile).

Pay quartiles by gender

Band	Males	Females	Description
A	53.85%	46.15%	Includes all employees whose standard hourly rate places them at or below the lower quartile
B	38.24%	61.76%	Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median
C	45.31%	54.69%	Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile
D	57.14%	42.86%	Includes all employees whose standard hourly rate places them above the upper quartile

What are the underlying causes of TDCs gender pay gap?

Our gap, marginally in favour of female employees, reflects that a greater number occupy roles which demand a higher salary.

Across the organisation 42.4% of our male employees are under Grade TA2, compared to 37.5% of females. The mid-ranges of our pay scheme are more female dominated.

Across the UK economy, men are more likely than women to be in senior roles, while women are more likely than men to be in front-line roles at the lower end of the organisation. However, there are several departments within the Council which attract salaries on the lower end of our pay scales, which are dominated by males (such as Street Cleaning and Parks and Open Spaces).

How does Tandridge District Council's GPG compare with that of other organisations?

The vast majority of organisations have a gender pay gap, and we are pleased to say that Tandridge District Council's gap compares very favourably with that of other organisations in terms of womens pay rates.

The mean gender pay gap for the whole economy (according to the October 2019 provisional Office for National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE) figures) is 16.2%, while in the Public sector it is 15.7%. At -1.02%, Tandridge District Council's mean gender pay gap reflects a positive situation in favour of women, which is what the legislation is designed to address.

The median gender pay gap for the whole economy (according to the October 2019 ONS Annual Survey of Hours and Earnings) is 17.3% (17.9% last year), while in the Public sector it is 16.8% (19%). At 4.56% (11.03%), Tandridge District Council's median gender pay gap follows the trend and continues to be significantly lower than both that for the whole economy and that for our sector.

	Tandridge District Council	2019 ONS ASHE whole sector (provisional)	2019 ONS ASHE Public sector (provisional)
Mean gender pay gap	-1.02%	16.2%	15.7%
Median gender pay gap	4.56%	17.3%	16.8%

How does Tandridge District Council's gender pay gap compare with that of other councils?

The table below shows that, as at March 2018, TDC had the lowest overall pay gap across neighbouring Surrey councils when looking at the average hourly earnings of men and women.

	% Difference in hourly rate (Mean)
Tandridge District Council	2.7
Spelthorne Borough Council	-5
Elmbridge Borough Council	5.3
Reigate and Banstead Borough Council	-6.9
Runnymede Borough Council	7.6
Surrey Heath Borough Council	9
Guildford Borough Council	-9
Mole Valley District Council	10.6
Waverley Borough Council	14.5
Epsom and Ewell Borough Council	-15.3
Woking Borough Council	19.3

(Minus figures indicate where the gap is in favour of women).

The table below shows that Tandridge had the fourth lowest overall pay gap across neighbouring Surrey councils when looking at the mid-point in the range of hourly earnings of men and women, when arranged from lowest to highest.

	% Difference in hourly rate (Median)
Elmbridge Borough Council	-1.6
Runnymede Borough Council	-5.2
Mole Valley District Council	6.8
Tandridge District Council	11
Waverley Borough Council	11.5
Woking Borough Council	16.2
Surrey Heath Borough Council	14.7
Reigate and Banstead Borough Council	-18.9
Guildford Borough Council	-21
Spelthorne Borough Council	-21
Epsom and Ewell Borough Council	-23.3

What is Tandridge District Council doing to address its gender pay gap?

We will carry out an Equal Pay audit this year (2020) and will also undertake a review of our Job Evaluation scheme to ensure it supports a strong, fair and equitable framework for determining the pay and remuneration of our staff.

Our recruitment activities embrace and support diversity and equality and we are a Disability Confident employer. In addition, we promote and support the use of Apprentices and returners to work.

Our flexible working and family friendly policies support a healthy work life balance and we will be looking at ways to ensure our female staff have opportunities to progress to more senior roles within the organisation.

Management comment

Whilst Tandridge District Council's GPG compares very favourably with that of organisations both across the whole UK economy, within the Public sector and across Surrey District and Borough councils, this is not a subject about which we are complacent. We are committed to doing everything that we can to maintain and further reduce the gap.

The Council's Leadership team will be looking at these results further in the context of developing our new People Strategy. This Strategy and its action plan will have a strong emphasis on fairness, retention and recruitment.

I confirm that the information in this statement, as at March 31, 2019 is accurate.

Elaine Jackson
Acting Chief Executive

**REPORT TO THE STRATEGY & RESOURCES COMMITTEE – 3RD FEBRUARY 2020
AGENDA ITEM 11**

COUNCIL IMPROVEMENT PLAN UPDATE

Report of:	Elaine Jackson – Acting Chief Executive - ejackson@tandridge.gov.uk
Purpose of report:	To provide an update on progress in relation to key recovery actions for the Council.
Publication status:	Unrestricted
Recommendations:	That progress in key workstreams related to Council recovery be noted.
Appendices:	None
Background papers defined by the Local Government (Access to Information) Act 1985	None

1. Background

- 1.1 The Committee, at its meeting on 28th November 2019, received a report from the Council Improvement Working Group ('the Group') which summarised recovery actions agreed including an external review of governance and the senior leadership structure; enhanced staff engagement; a strategic plan to focus on core services (with input from staff) and the need to establish financial control without impacting on key services.

2. Progress update

- 2.1 This report seeks to update members on progress with key recovery workstreams underway in the Council.

2.2 **External review of governance**

The Centre for Public Scrutiny ('CfPS') has been commissioned to carry out this review. They have carried out an initial desktop review which has led them to make recommendations for further investigation and support. In summary, the areas for further in-depth review are as follows:

- The development of clear, focused organisation priorities that provide a thread between the corporate objectives and a schedule of key decisions. This will need to link with performance, finance and risk management processes and will be fed into the ongoing work to develop a strategic plan.

- Embedding cultural values associated with good governance to ensure that the right attitudes and behaviours are articulated around governance and are embedded in the organisation.
 - System changes to move towards a single system or framework of governance.
 - Principles of good governance and how these may be used to develop policy.
 - Ownership of governance.
 - Integrating good governance and corporate risk.
 - Understanding the intersection between delegated powers and roles and responsibilities.
 - Partnership working and why governance is important.
 - Developing the 2020 Annual Governance Statement.
- 2.3 The CfPS will continue their work during February, including interviews with key members and officers, and will report in March.
- 2.4 **Strategic plan**
Dates have been scheduled in February and March for members to come together to identify the Council's priorities for the next 3-5 years. Stakeholders and partners are also being invited to provide their views on how the Council provides services and what will be important to them in the future. A range of opportunities are being planned for staff to contribute to the development of the plan.
- 2.5 Work to draft the plan will continue in the coming months, using input from all of these sources in order that a draft will be ready for consideration by the new administration in May, and a final version will come to this committee in June.
- 2.6 **Workforce Review**
Engagement with the senior leadership team of officers is currently underway in order to inform the development of the new leadership model. This work is also being informed by a Decision Making Accountability (DMA) review: an organisational design tool which establishes the number of layers of management that an organisation needs to achieve its purposes most effectively.
- 2.7 In addition to the development of the leadership model some work has begun on values and behaviours. Focus groups and engagement will also be held with a view to having a fresh set of behaviours in place in March as part of the culture change programme needed in the Council.
- 2.8 Staff Engagement continues to be a key element of driving improvement and is critical to the culture shift that the Council is seeking. The work on values and behaviours will be a positive way to start to articulate the change needed and, combined with a new structure, a 'People Plan' will then be produced. Recruitment and retention, organisational development, pay and reward, employee relations and leadership are five of the main pillars which will need to form part of the People Plan along with the values and behaviours, expectation, succession planning and talent management.

2.9 The People Plan will set out the vision for the workforce, providing a much-needed focus on the people working for the Council, supporting delivery of the strategic plan.

2.10 Financial Recovery

For 2019/20, the Council has a projected overspend on staffing of £900,000. However, in preparing the budget for 2020/21, it has only been necessary to provide additional staffing funding of £463,000. This is as a result of actions to freeze and delete vacant posts as they arise and reshape the resource model. The financial recovery work will continue in 2020/21 through the development of the leadership model and other initiatives.

2.11 Work to develop the leadership model is ongoing. The view of the Local Government Association, which is supporting this work, is that a reduction in leadership costs can be achieved in whichever model the Council chooses to implement.

2.12 The specific actions that have been taken to reduce the in-year position are as follows:

- A concerted effort has been made to reduce the number of temporary staff and contractors.
- As a principle all vacancies are temporarily frozen whilst each vacancy is considered by the HR/Finance panel. Senior Leadership Team colleagues present a case for filling the vacancy and if this is not approved or a greater priority for that vacancy is identified then the resource is transferred to the place of greater need. This process will continue as good practice whether the Council is in financial balance or not.
- Some efficiencies will be achieved through IT improvements and investment. However, there is a significant piece of work to be carried out to develop the IT strategy and then test this as the most efficient way for the Council to move its approach to digitalisation forward.
- The Property Investment strategy forms part of the solution to underpin potential gaps in funding.

2.13 Officers will continue to work closely with legal, finance, HR and other colleagues to ensure that relevant implications are addressed.

3. Financial / risk implications

3.1 The current financial position of the Council in 2019/20 shows a significant overspend, of which £0.884m results from an overspend on staffing resources (paragraph 3.2 of the council budget monitoring report refers – item 6 of this agenda). The proposed budget for 2020/21 draws an additional but much smaller sum from reserves of around £0.5m in order to support essential council services in 2020/21.

3.2 Therefore it is important to note that whilst the financial recovery work has begun in 2019/20 this will need to continue throughout the 2020/21 and beyond. This is essential to restore the Council's reserves and build financial resilience.

- 3.3 As has been identified above the key elements of delivering the financial recovery of the Council will be through implementing a revised leadership model, reshaping the resource model, exercising control over recruitment and the delivery of efficiency savings through the use of IT to deliver to streamline processes and facilitate customer self- service. The Council will also need to review all expenditure to ensure that expenditure is focused on the delivery of core/statutory services and to maximise revenues.

4. Legal implications

- 4.1 There are no specific legal implications arising from this report, however, a range of improvements to governance, transparency and decision-making that colleagues in legal services will need to oversee changes in-year to ensure their long-term health and success.
- 4.2 Any review of governance arrangements will need to ensure that the recommendations are legal and adhere to processes within the Localism Act 2011 and other relevant legislation. When implementing a change in governance it is necessary to comply with the Local Government Acts. Any changes may require an update to the Council's Constitution.

5. Equality impacts

- 5.1 As each individual workstream is progressed (e.g strategic plan, workforce review) the equalities impacts for each will be considered, and actions put in place to address any potential negative impacts. These will be reported as appropriate as each workstream is progressed.

6. Data Protection impacts

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

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

7. Conclusion

- 7.1 This report provides a summary of work underway on the Council's recovery plan. Further progress updates will be brought to this committee.

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

REPORT TO THE STRATEGY & RESOURCES COMMITTEE – 3RD FEBRUARY 2020 AGENDA ITEM 12	
REVIEW OF POLLING PLACES – WARLINGHAM WEST AND WESTWAY WARDS	
Report of:	Chailey Gibb – Lead Democratic Specialist - cgibb@tandridge.gov.uk 01883 732968
CMT Lead Director	Elaine Jackson - Acting Chief Executive and Returning Officer ejackson@tandridge.gov.uk - 01883 732717
Purpose of report:	To inform Members of the outcome of investigations regarding potential alternative polling places for the Warlingham West and Westway Wards, as requested by the Committee at its 26 th September 2019 meeting.
Publication status:	Unrestricted
Recommendations:	That A. in light of the opposing views submitted to the Electoral Registration Officer, the committee is requested to make a recommendation to Council as to whether or not the Polling Place for Warlingham be relocated from the Girl Guide Hut, Westhall Road to Warlingham Library, Shelton Avenue; and B. it be recommended to Council that the Polling Place for Westway be relocated from the Caterham Community Church, Coulsdon Road to the ARC, Weston Drive.
Appendices:	Appendix 'A' – Electoral Commission's guidance for tellers (page 58) Appendix 'B' – Stakeholder representations (page 62)
Background papers defined by the Local Government (Access to Information) Act 1985	None

1. Background

- 1.1 At its meeting on the 26th September 2019, the Committee made several recommendations arising from a statutory review of polling districts and polling places throughout the district (hereafter referred to as 'review'). These were adopted by Council, including the following for the Warlingham West and Westway polling districts:
- (i) the possibility of utilising Warlingham Library (instead of the Girl Guide Hut in Westhall Road) for the Warlingham West polling district be explored; and

- (ii) a possible alternative venue for the Westway polling district (instead of the Community Church in Coulsdon Road, Caterham) be investigated.
- 1.2 Officers have since followed up the issues in (i) and (ii) above. Officers conducted an accessibility survey of the premises and an email was sent to stakeholders requesting feedback on the suitability of the alternative venues, commentaries on which are provided in sections 2 and 3 below.
- 1.3 Before considering those site-specific issues, it is worth repeating the following extract from the report to 26th September 2019 meeting:
- 1.4 *For clarification, a polling district is a geographical area within a ward, within which a polling place can be determined. A polling place is defined as a building or place within which voting takes place. The polling station is the room or area in which the voting takes place. The polling station must be within the polling place.*
- 1.5 *Electoral Commission guidance states that a polling place within a polling district must be designated so that polling stations are within easy reach of all electors from across the polling district.*
- 1.6 *The polling place must be an area within the polling district, unless special circumstances make it desirable to designate an area wholly or partly outside the district (for example, if no accessible polling place can be identified within the polling district).*
2. Polling Station for the Warlingham West Ward
- 2.1 During the review, the Tandridge Access Group submitted representations, stating that the girl guide hut in Westhall Road has unsuitable disabled access and that the Warlingham West polling place should be moved to the Methodist Church Hall. However, the Methodist Church is not located within Warlingham West and is now the designated polling place the Warlingham East polling district. The other disadvantages of the guide hut are that:
- the hut is not visible from the main road and the address does not appear on online searches (although additional measures have been taken to assist voters in locating the hall e.g. maps on poll cards / additional signage);
 - nearby parking is very limited and the track leading from Westhall Road to the hut can become congested with vehicles attempting to park close the hut;
 - the track becomes muddy and slippery after heavy rain, even more so if the ground is churned up by vehicles attempting to park;
 - although the hut has an access ramp, voters using mobility scooters would have difficulty in negotiating the track in bad weather;
 - there is insufficient space for more than one teller in the small lobby area of the hut.
- 2.2 It was previously reported that the hut was too cold. However, it's now understood that a new heating system is being installed.

- 2.3 Officers have investigated the potential use of Warlingham Library in Shelton Avenue, which is within Warlingham West. The library's management committee is content for the library to be used and on-site discussions have taken place with the volunteer co-ordinator about how the library accommodation could be made to work on polling days. The building has suitable disabled access, an area for tellers, essential facilities for staff and adequate floor space (following a reconfiguration of the book displays) for the voting process.
- 2.4 Four representations were received in response to the email to stakeholders. Two were in favour of moving to the library as long as the accessibility of the library has been assessed and found to be suitable. One response was received from a ward councillor opposing the library due to the limited parking available, congestion around the roads near the library, and the inconvenience to library users. One ward councillor did 'not see any need to change' but did not have any strong views.
- 2.5 The lack of parking near the library is a disadvantage. There are a few spaces at the front of the building (including a disabled bay) but, given the need for residents to park on the road, there is normally limited on-street parking availability along Shelton Avenue. An influx of vehicles attempting to access the polling station could cause congestion. The small public car park opposite the library could help but only a few spaces are likely to be available at any one time. However, limited parking affects both the guide hut and the library.
- 2.6 The library can be accessed by a level ramp which means that there is much better access for voters with disabilities than at the girl guide hut. The facilities for staff working at the polling station would also allow for a more comfortable working environment for staff. The lobby area of the library is also large enough to host more than one teller.
- 2.7 It is also recommended that the relocation of the polling place to the library is preferable to the option of consolidating a single polling place at the Methodist Hall for both the Warlingham East and West polling districts. The approximate electorates for both polling districts are 3600 and 2800. While the challenge of having to accommodate the combined electorate at a single polling place (and then channelling voters into their respective stations within that place) are not insurmountable, it is questionable whether the absence of a polling place in Warlingham West can be justified on grounds of 'special circumstance' as referred to in 1.6.
3. Polling Place for the Westway Ward (Caterham on the Hill)
- 3.1 The current polling place is the Caterham Community Church in Coulsdon Road. The electorate for the Westway Ward is approximately 3400. During the review, Caterham on the Hill Parish Council submitted representations stating that this location is unsuitable although the reasons were not provided. Feedback from councillors has since confirmed that its unsuitability is due to an absence of dedicated parking and the very limited capacity to accommodate tellers.

- 3.2 The issue for the tellers at this site arose three years ago when the room used as the polling station changed to enable the day nursery to operate on polling day. Prior to that, tellers could be accommodated in a corridor but the new arrangements require electors to use a different entrance which leads straight into a hall (via a small porch) which now serves as the polling station. Tellers must, therefore, sit outside. The Church has offered to assist by supplying screens to create an area for tellers just inside the hall. However, this will still mean that tellers would be sitting inside the station which would be contrary to Electoral Commission's guidance (**Appendix A**).
- 3.3 Officers have been attempting to identify an alternative polling place within Westway Ward. The following locations have been rejected after discussions with premises managers:
- Caterham Methodist Church, Coulsdon Road
 - The Chapel, Guards Avenue
 - The Officers' Mess, Guards Avenue
 - Cricket Pavilion, Guards Avenue
 - Linden House
- 3.4 However, following recent dialogue with representatives of the Caterham Community Barracks Trust, the ARC in Weston Drive has emerged as a viable alternative. The ARC consists of a number of rooms which host different activities such as soft play, gymnastics and a café. Towards the rear of the building there are two rooms which are used as workshop spaces. These rooms can be accessed by a side entrance off Weston Drive. Both rooms are a suitable size to serve as a polling station for the electorate and the side entrance opens into a corridor that would be suitable for tellers. There is a car park next to the ARC for users of the centre alongside the nearby health club and a nursery. The ARC is well known in the community and its central location would allow for many electors to be able to walk to it. Accessibility has been assessed as good for all users and there is step free access to the entrance via a suitable ramp.
- 3.5 The response received in August 2019 suggested that the polling place could be moved to the Caterham Hill Library (within the Queens Park ward). This option is possible if no suitable alternative polling places can be identified within the ward (see 1.6 above). However, this would also have implications for voters in Queens Park ward, as explained below. The approximate electorates for the two Wards are:
- Queens Park (3000)
 - Westway (3400).

Options for transferring the Westway polling place to the Queens Park ward:

3.6 Use Caterham Hill library as a combined polling place for both wards

Upon closer inspection (which also involved an experienced presiding officer who has managed this polling station) the library could, potentially, operate in such a capacity, with a Queens Park polling station at one end of the room and a Westway polling station at the other. An additional poll clerk may have to be deployed to greet voters in the porch upon entry (where the tellers also sit) and direct them through one of two doors leading to their respective stations. This arrangement may present challenges with a high turnout and could lead to queueing outside the door. The library is served by a car with approximately 10 spaces. Adjacent on street parking is also available.

3.7 Use the Westway Centre (formally the Douglas Brunton Centre) as a combined polling place for both wards

The issues would be broadly the same as that for 3.7 above. The centre manager has advised that the hall could be divided to serve as a double station and that Surrey Choices (the centre's tenants) could continue to operate. Other normal centre activities would have to be suspended for the day. The centre is served by a car park accessed from Chaldon Road with egress into Park Road.

3.8 Continue to use the Caterham Hill library for Queens Park ward and relocate Westway voters to the Westway Centre

The operational challenges associated with a two-warded double station would be removed. However, despite the instructions to be printed on poll clerks, some voters may be confused as to which polling station they should be visiting.

3.9 Relocate Queens Park voters to the Westway Centre with Caterham Hill library being used as the polling place for Westway ward

As per 3.9 but, perhaps, with a heightened potential for voter confusion, especially as Queens Park electors have been used to having the library as their polling station.

4. Equality impacts

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

Questions	Answer
Do the proposals within this report have the potential to disadvantage or discriminate against different groups on the community?	yes
What steps can be taken to mitigate any potential negative impact referred to above?	<p>The access facilities of any alternative polling places would need to be inspected and adjustments made to remedy any significant impediments.</p> <p>Officers have completed site visits and comprehensive accessibility surveys of the proposed new polling places.</p> <p>Furthermore, Presiding Officers and Polling Station Inspectors complete an accessibility survey of their polling places/stations at each election in order to alert the RO to any difficulties which could be remedied in the future.</p>

5. Conclusion

- 5.1 Following the Strategy & Resources meeting on 26th September, officers have looked into the accessibility of alternative polling stations in Warlingham West and Westway. This report gives the Committee an opportunity to assess the suitability of the current polling places and whether alternatives identified would be preferable for future polls.
- 5.2 The ERO recommends that the polling place for Westway is changed from the Caterham Community Church to the ARC.
- 5.3 However, in light of the opposing views submitted to the ERO regarding the Warlingham West polling place, the committee is requested to make a recommendation to Council as to whether or not the venue should be relocated from the Girl Guide Hut, Westhall Road to Warlingham Library, Shelton Avenue.

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

APPENDIX 'A'
(to Agenda Item 12)

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(to Agenda Item 12)

Electoral Guidance on the conduct of tellers in and around polling places

Introduction

- 1.1 This guidance provides advice for those involved in administering and campaigning in elections and referendums, and aims to ensure that tellers, agents, candidates and polling station staff know precisely what is and is not accepted when campaigning in and around polling places. These guidelines intend to promote appropriate standards of conduct to be maintained throughout the UK. Agents who also act as tellers are also subject to the provisions in this guidance.
- 1.2 This guidance should be read alongside any guidance issued by the Returning Officer; as they are ultimately responsible for the conduct of elections their decision is final.
- 1.3 For the purposes of this guidance:
- 'Polling place' means the building in which polling stations are located.
 - 'Polling station' is defined as the room or area within a polling place where electors cast their votes, which contains the polling booths, ballot box and Presiding Officer's table. The polling station is a self-contained area which only those allowed by law may enter. More than one polling station may be located within a polling place.

Tellers

- 1.4 Tellers are usually volunteers for candidates. They stand outside polling places and record the electoral number of electors who have voted. By identifying electors who have not voted and relaying this information to the candidate or their supporters, tellers play an important role in elections and referendums. The candidate or their supporters may then contact the voters who have not yet been to vote during polling day and encourage them to vote.
- 1.5 Tellers must not impede or interfere with the efficient and secure administration of the election and must comply with any instructions issued by the Returning Officer or Presiding Officer.
- 1.6 **Tellers have no legal status and voters have the right to refuse to give them any information.** They should not be confused with polling agents, whose appointment and rights are described in legislation. Tellers, unlike polling agents, 2 may not be admitted to the polling station in their capacity as tellers (see 'Location' below).

Tellers' activities

- 1.7 Tellers should concern themselves only with checking who is about to vote or has voted. This will involve politely asking voters for their poll card, elector number or name and address. Returning Officers may advise tellers that they may approach voters for information as they either enter or leave the polling station.
- 1.8 If asked, tellers should explain that they are activists seeking to determine who has actually voted. No impression should be given that any information provided will be used for official purposes or that they are employed by the Returning Officer.
- 1.9 Tellers should not display or distribute election material (e.g. billboards, posters, placards or pamphlets) on walls or around the polling place. Any display of such material should be brought to the attention of the Presiding Officer immediately.
- 1.10 Presiding Officers have responsibility for ensuring that electors are given an opportunity to cast their vote in a free and fair manner. Any decision regarding the location or behaviour of tellers is a matter for the Presiding Officer and Returning Officer; tellers must comply with their instructions.
- 1.11 Tellers must not attempt to induce, influence or persuade an elector how or whether to vote. Tellers cannot promote particular candidates or political parties. Their conduct must not give rise to allegations of undue influence, e.g. discussing voting intentions, party affiliations, a candidate's history, election campaigns, or undertaking any other activity particularly associated with one particular party or candidate. Any queries that relate to the electoral process must be directed to the Presiding Officer.
- 1.12 Voters must never be asked to re-enter the polling station to ascertain their elector number or retrieve a poll card. Voters are not obliged to comply with any request for information. Tellers must not press voters if their initial request for information is declined.

Numbers of tellers

- 1.13 There should be no more than one teller at a polling station for each candidate at any time. Where a polling place contains more than one polling station with separate entrances, it may be appropriate for there to be tellers at each entrance, but no more than one per candidate. Their behaviour and numbers should never be capable of being seen as intimidating in any way. Location
- 1.14 Tellers must remain outside the polling place itself; they may only enter polling stations for the lawful purpose of casting their own vote, voting as a proxy, assisting a voter with disabilities, or fulfilling duties of their appointment as a polling agent, election agent, or candidate.
- 1.15 The Presiding Officer may allow tellers to enter the polling place (e.g. stand under porticos and entrances) provided that they are outside the polling station and do not impede or obstruct the access of voters. Tellers must not be able to see or hear what is going on inside the polling station. Where a polling place consists of one room only, tellers must not under any circumstances seek or be allowed to enter that room. Tellers cannot enter the polling station under any circumstances in their capacity as tellers.

Poll cards

- 1.16 The activities of tellers are limited to the collection of elector numbers or poll cards. Poll cards left with tellers should be given to the Presiding Officer or Poll Clerk by the close of poll. Tellers must not ask polling staff to hand over poll cards that may have been left with them or in bins.
- 1.17 Tellers may use a receptacle for voters to discard their poll cards, to help them establish who has voted during their absence. Such receptacles must not obstruct voters who are entering or leaving the polling station. The contents must be returned to polling station staff after the close of poll.

Appearance

- 1.18 Tellers may wear coloured rosettes or a badge of a reasonable size, as this assists electors by making it clear that they are activists and not electoral officials. The rosette/badge may display the name of a candidate and/or an emblem or description; the rosette/badge should not bear a slogan and must not be oversized.
- 1.19 Tellers must not wear, carry or display any headwear, footwear or other apparel that carries any writing, picture or sign relating to any candidate or party apart from a rosette.

Application of this guidance

- 1.20 With regard to the collection of elector numbers from voters on the way in or out of the polling station, this guidance is intended to be amended to coincide with any guidelines or instructions provided by the Returning Officer. The Returning Officer is ultimately responsible for the conduct of an election; as such, their decision is final. Each individual Returning Officer is independent of the local authority when they are conducting the election, and everything is done under their personal responsibility.
- 1.21 The value of local agreements cannot be over-emphasised. It is recommended that the Returning Officer arranges a briefing with all agents and tellers at the earliest opportunity following the close of nominations to communicate the same message to all concerned. This will ensure that everyone is aware of the local circumstances and conducts their campaign within the same guidelines. It may pre-empt problems by discussing campaigning in and around polling places and the conduct of tellers, and reaching consensus amongst those present as to what is acceptable, especially with regard to whether to gather elector numbers as voters either enter or leave the polling station. Guidance should be distributed with nomination packs or at pre-election briefings.
- 1.22 On polling day, Returning Officers may find it helpful to provide Presiding Officers with posters to display that outline the main responsibilities of tellers. The poster could be displayed outside the polling station close to where tellers stand, serving both to self-regulate the activity of tellers and to alert voters that tellers are not official polling station staff. It could also be handed to any tellers prior to polling day to advise them of what they can and cannot do. The poster is intended to be used by the Returning Officer in conjunction with agreed local arrangements on the collection of elector numbers.

- 1.23 If in doubt about the actions of a teller, the Presiding Officer or Returning Officer should consider: 'What would a reasonable observer think?' in line with the advice of the Committee on Standards in Public Life.

Complaints

- 1.24 If a complaint is received about the conduct of tellers, the electoral administrator should contact the relevant Presiding Officer and request that the matter be dealt with and monitored by the polling station staff there. Presiding Officers have the power to keep order in the station and may require any teller who refuses to carry out their instructions to be removed.
- 1.25 If it is not possible to contact the Presiding Officer, or there are continuing difficulties with the activities of tellers or campaigners, a member of the Returning Officer's staff should visit the polling place. The member of staff should speak to the Presiding Officer before approaching the campaigners or tellers. Tellers may be reminded of this guidance, provided with a copy if necessary, and advised that it is an offence under electoral law for anyone to impede or interfere with any electors prior to their voting.
- 1.26 Tellers should be advised that if the interference persists the police will be called. The Presiding Officer should be advised of the action taken and asked to monitor the situation and report any further problems to the elections office. The agent of the party or candidate they are representing should also be informed.
- 1.27 This enables the party or candidate concerned to take action against such tellers and ensure that they are properly briefed before being allowed to act as tellers in future elections and referendums.

APPENDIX 'B'
(to Agenda Item 12)

APPENDIX 'B'
(to Agenda Item 12)

**Responses received from key stakeholders in respect of the changes in
Warlingham West and Westway**

Ward: Warlingham West

From: Tandridge Access Group
Sent: 7 August 2019

I understand that there has been a review into premises being used for voting in the Warlingham area.

Currently, the Guide hut in Westhall Road is being used for the Warlingham East ward, and I believe that you have recognised it as unsuitable for disabled access.

May I suggest that you change the venue to the large hall at the Methodist church on Limpsfield Road?

This hall is currently being used for voting in the Warlingham West ward. The hall is large enough to accommodate both wards, and is only approximately a quarter of a mile away from the Guide hut, so wouldn't affect people too adversely.

The church has ample parking, a ramp for wheelchairs, and has a disabled toilet. It also has a kitchen and plenty of toilet facilities for the staff.

From: Warlingham Parish Council
Sent: 15 January 2020

Thank you for your email.

Warlingham Parish Council has considered (at its meeting on 8 January) whether Warlingham Community Library would be suitable as a Polling Station to serve Warlingham West.

In response, Councillors feel that as long as Tandridge District Council has assessed the Library to be a suitable venue, then the Parish Council would have a preference to move the Polling Station from the Scout Hut to the Library.

**Ward Member representation:
Sent: 27 January 2020**

No strong view but parking is always an issue. I don't see any need to change the historical arrangements.

**Ward Member representation:
Sent: 27 January 2020**

This is a bad idea for the following reasons:-

1. ALL parking spaces outside the Library along Shelton Ave are 95% occupied all the time during the day and evening.
2. Shelton Ave is a culture de sacred road with only one way in and out - much congestion will arise from traffic entering and leaving bringing voters.
3. The Library will need to closed and be reconfigured for voting therefore inconveniencing users. The Guide Barn is unused during the day.
4. People parking to vote may leave their cars parked up and carry out other tasks in the village and block parking spaces for others.
5. Whilst cars stop and park along Westhay Road at the Guide Barn to vote, they do not remain for long and swiftly move on. There is little in the way of additional congestion as the traffic already waits and queues at the Green junction in both directions at the pedestrian crossing.
6. Facilities at the Guide Barn are no more than adequate, but suffice for the day. I would agree the Library has better disabled access.
7. There is parking for 4 or 5 cars within 3mtrs of the Guide Barn door, this could easily be reserved for disabled access only.
8. It works currently for Warlingham West residents - "don't change it if it isn't broken!"

**Adjoining Ward Member representation:
Sent: 7 January 2020**

I would support a move to the Library if a detailed assessment of its suitability as a polling station in terms of space, layout and accessibility shows it is better than the Guide Hut. The main problem with the Guide Hut as I see it is the parking which leads to disruption of traffic along a very busy road. The Library is in a side road where parking whilst not ideal won't cause the same disruption: it also benefits from a disabled space outside and a car park on the opposite side of Limpsfield Road.

It is important that Warlingham Parish Council is consulted on this.

Ward: Westway**From: Caterham on the Hill Parish Council****Sent: 31 August 2019**

Caterham on the Hill Parish Council requests, as part of the review of polling stations, that the Westway Polling Station be co-located with the Queens Park Polling Station at the library as it is felt that the Westway Polling Station is unsuitable.

Ward Member representation**Sent: 6 January 2020**

As one of the Westway councillors, I do feel that the present polling station is unsuitable and may be contributing to what is generally one of the lowest ward turn outs in Tandridge. It is on a busy roundabout with no parking or drop off nearby and so not easy to access especially for older or less able voters. Last but not least there is nowhere for tellers, who have had to stand outside in bitter weather particularly during autumn elections.

In general Caterham Barracks (also within the ward) would better (eg having the large Tesco car park) but I gather that CBCT have not been too keen. The new Oakhall Church, Chaldon Road borders the ward and has a large hall and car park. Both the Library and Westway Centre also have good access and parking (provided that premises bordering but not actually in the ward are allowed).

I'd also ask that we help publicise the advantages of registering for postal voting in good time, as that could improve the turn out too.

Adjoining Ward Member representation**Sent: 6 January 2020**

Personally, shouldn't the polling station be in the ward? Has to be accessible. Putting people off voting is not attractive.

I would have thought it possible to find a venue better than the current one.