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To: MEMBERS OF THE STRATEGY & RESOURCES COMMITTEE
Councillors Langton (Chair), Crane (Vice-Chair), B.Black, Bloore, Botten, Caulcott, Cooper, Gillman, S.Farr, Hammond, Jones and Pursehouse

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Substitute Councillors: Allen, Gray, Groves and Sayer

C.C. All Other Members of the Council

21 September 2022

Dear Sir/Madam

STRATEGY & RESOURCES COMMITTEE THURSDAY, 29TH SEPTEMBER, 2022 AT 7.30 PM

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,

David Ford
Chief Executive

AGENDA

- 1. Apologies for absence (if any)**
- 2. 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 her staff prior to the meeting.

- 3. Minutes of the meeting held on the 30th June 2022** (Pages 3 - 28)
To confirm as a correct record
- 4. Minutes of the meeting held on the 10th August 2022** (Pages 29 - 30)
To confirm as a correct record

5. **To deal with any questions submitted under Standing Order 30**
6. **Quarter 1 2022/23 Budget Monitoring** (Pages 31 - 56)
7. **Strategy and Resources Committee – Future Tandridge Programme update - September 2022** (Pages 57 - 104)
8. **Rental Grant Subsidy Applications** (Pages 105 - 206)
9. **County Deal Working Group** (Pages 207 - 210)
To note the minutes of the meeting held on the 9th August 2022 and to receive an update from the Chair of the Working Group about any subsequent developments.
10. **Any urgent business**
To consider any other item(s) which, in the opinion of the Chair, should be considered as a matter of urgency – Local Government Act 1972, Section 100B(4)(b).

TANDRIDGE DISTRICT COUNCIL

STRATEGY & RESOURCES COMMITTEE

Minutes and report to Council of the meeting of the Committee held in the Council Chamber, Council Offices, Station Road East, Oxted on the 30th June 2022 at 7.30pm.

PRESENT: Councillors Langton (Chair), Crane (Vice-Chair), Caulcott, Cooper, Gillman, S.Farr, Gray (substitute in place of Botten), Hammond, Jones, Pursehouse and Sayer (substitute in place of B.Black)

ALSO PRESENT: Councillors Allen, Lockwood and N.White

ALSO PRESENT (Virtually): Councillors C.Farr, Gaffney and Moore

APOLOGIES FOR ABSENCE: Councillors B.Black, Bloore and Botten

55. MINUTES OF THE MEETING HELD ON THE 7TH APRIL 2022

These were confirmed and signed as a correct record.

56. MINUTES OF THE MEETING HELD ON THE 26TH MAY 2022

These were confirmed and signed as a correct record.

57. QUESTIONS SUBMITTED UNDER STANDING ORDER 30

Questions had been submitted by Councillors Cooper and Allen. The questions and responses are attached at Appendix A.

58. INVESTMENT SUB-COMMITTEE - 17TH JUNE 2022

It was confirmed that the schedule of 'Market Value of Long Term Investments', as appended to the minutes within the agenda pack, should have been titled 'as at 31/03/22' and not '31/12/21'.

RESOLVED – that the minutes of the Investment Sub-Committee meeting on the 17th June 2022, attached at Appendix B (and amended with the correct title for Annex B, i.e. 'Market Value of Long Term Investments as at 31/03/2022') be received.

59. 2021/22 BUDGET OUTTURN

The Committee considered a report regarding the Council's 2021/22 outturn position in respect of its revenue budget and capital programme.

The delivery of the 2021/22 budget had been interrupted early in the financial year by the identification of a c.£920k (8%) deficit arising from the accounting treatment for pensions, as subsequently reported to Members and investigated by Grant Thornton. The budget was then rebalanced without the £800K transfer to reserves as originally intended. As well as delivering the budget, the Council had been undertaking the Finance Transformation Programme which included the findings of the Grant Thornton review. Despite these challenges, the outturn report had been produced six months earlier than for 2020/21 and with a significantly lower variance to budget, i.e.:

- a surplus of £458k against the revenue budget comprising:
 - a net underspend of £239k relating to one-off events
 - a net underspend of £573k relating to staffing costs; offset by
 - net overspends totalling £355k (already factored into the 2022/23 budget)
- an underspend of £10.5m against the £24.1m capital programme comprising:
 - slippage of £10.4m, proposed to be carried forward (38%);
 - slippage not proposed to be carried forward of £0.3m (1%);
 - a new project of £0.5m; and
 - an underspend of £0.2m.

The report recommended that the revenue surplus be transferred to reserves. Approval of the proposed £10.4m capital programme slippage was also sought.

In response to Members' questions, the Committee was advised that:

- as well as being legally compliant, reserves had to be sustainable over the medium term to mitigate against risks - the previous trajectory of diminishing reserves could have increased the prospects of having to issue a 'Section 114' notice
- the Council was awaiting a response to its application to Government for permission to use capital receipts to bolster reserves
- the most significant risk regarding the capital programme was whether the schemes could be delivered in 2022/23 as opposed to the budgets being exceeded as a result of inflation – the intended outputs from capital schemes would be reviewed and projects may need to be rescoped to manage inflation within scheme budgets
- the quality of services remained a priority
- there was no recruitment freeze, i.e. the £200,000 vacancy factor in the 2022/23 budget represented savings arising from the time lag between staff leaving the Council and their replacements taking up post
- not all of the Housing Benefits budget could be reclaimed from Government
- there was unlikely to be any further funding to offset outstanding Covid related deficits.

RESOLVED – that:

- A. the Council's revenue and capital outturn positions for the year be noted;
- B. the following transfers to reserves from the revenue outturn position be approved:
 - £117k unused contingency and £200k additional contingency to mitigate against financial uncertainties/risks in the medium-term and to support budget resilience, especially due to the impact of inflation
 - £75k to support the Future Tandridge Programme, subject to further approval by this Committee
 - £50k to support Phase 1 of the Debt Management Review
 - £16k residual underspend to the General Fund
- C. capital carry forwards of £10.4m from 2021/22 to future years be approved, subject a full review of the extent to which the capital programme is deliverable, including these carry forwards.

60. 2022/23 BUDGET – TRANCHE 3 SAVINGS AND FUTURE TANDRIDGE PROGRAMME UPDATE

A report was presented which updated the Committee about the current status and next steps for the Future Tandridge Programme (FTP). This included the results of the initial cycle of service reviews and proposed savings of £450,000 (the third and final tranche of savings associated with the 2022/23 budget) i.e.:

- £325,000 in respect of services delivered by this Committee; and
- £125,000 to be achieved through a management restructure.

The actions required to deliver the £325,000 savings in 2022/23 were detailed in Appendix A to the report.

The report provided an overview of the FTP and details about the service review process to date, including Key Lines of Enquiry and initial observations about the scope for improving the delivery of services. The emerging 'direction of travel' was for Tandridge to become a 'commissioning Council', details of which would be presented as part of a future business case.

The report reiterated that, while the FTP should be led and owned by Tandridge, expert support and external challenge was still required to design and deliver changes. The estimated investment required to deliver Phase 1 (mobilisation and design, from February to July) had been approved by the Committee on 1st February. The funding for Phase 1 would allow the completion of the service reviews by the end of July within the approved budget. However, while the budget for Phase 2 (delivery of identified savings) was due to be submitted to the Committee's next meeting on 30th September, initial work on that phase would have to commence beforehand to maintain momentum and develop detailed delivery plans. £50,000 was therefore required to bridge the FTP during August and September, pending consideration of the full Phase 2 business case at the next meeting.

The debate focused on the desire to maintain the delivery of priority services and the need for key staff to be capable of operating a new 'commissioning model'. It was acknowledged that the £450,000 Tranche 3 savings target was a tactical means of achieving a balanced budget for 2022/23 but that more radical, strategic measures would be required to ensure sustainability in the years ahead. The Chief Executive considered that the key principle of the FTP was to design and target resources according to established needs and to monitor progress within a robust performance management regime. Other aspects of the debate included:

- the need to assess the impact on the 'front line' before considering the any reductions to support services
- the future approach to funding IT services and the rationale for transferring development costs from revenue to capital
- the view that the provision of services to meet residents' needs was more important than preserving the Council in its present form
- Councillors had an important role to play in the change process.

RESOLVED – that:

- A. the £450,000 savings allocated to the Committee from corporate items, set out in paragraph 2.1, Table 1 and Appendix A to the report, be approved and authority be delegated to the Chief Executive to proceed with actions required to deliver them;
- B. the £50,000 bridge funding investment, required by the Future Tandridge Programme to progress the delivery of the £450,000 savings identified in the report and to develop full business cases in September, be approved;
- C. the new redundancy policy, set out in Section 9 and Appendix D to the report, necessary to give clarity on the arrangements for redundancies resulting from the service reviews and a constrained financial position, be noted;
- D. authority be delegated to the Chief Executive, in consultation with the Chair and Vice Chair of the Committee, to agree the final redundancy policy wording, following engagement and feedback from the workforce through the Staff Conference; and
- E. the progress to date in delivering the Future Tandridge Programme and direction of travel for the service reviews be noted.

61. 2023/24 BUDGET SETTING PROCESS

A suggested process for setting the 2023/24 budget, including indicative timescales, was presented. This was in the context of the continued uncertainty and expected constraints upon Local Government funding, along with risks and opportunities that need to be explored. The accompanying report also referred to the interdependency between the budget setting process and the Future Tandridge Programme (FTP) (Minute 60 refers).

The Medium Term Financial Strategy (MTFS), as presented to Full Council on the 10th February 2022, anticipated a funding gap of £874k for 2023/24. The report provided early illustrations of updated scenarios of savings requirements for 2023/24, namely 'pessimistic' (£1,494k); 'optimistic' (£314k) and 'neutral' (£887k). All three scenarios reflected the escalating rate of inflation and made alternative assumptions about the delivery of the budgeted £713k savings target. The optimistic scenario assumed that the Department for Levelling Up, Housing and Communities (DLUHC) will approve the use of capital receipts to bolster General Fund reserves, in which case the full £433k of reserves growth in the MTFS would not be necessary.

Each scenario would be refined as the budget process developed. Government funding was unlikely to be confirmed before the Local Government Finance Settlement in December 2022 and, in the meantime, the Local Government sector (including Tandridge) would lobby DLUHC for additional funding to meet the impact of high inflation on the cost of delivering services. The additional savings required, to be delivered through the Future Tandridge programme, was likely to range between £0.3m and £1.5m, with a neutral estimate of £0.9m.

The report proposed the following suggested timeline for setting the 2023/24 budget:

Time Period / Date	Activity / Milestone
July – Sept 2022	Initial estimates of pressures and savings developed, alongside Future Tandridge Programme business cases Review of fees and charges Review of staff allocations and charges to Housing Revenue Account
August – Sept 2022	Engagement with Members on 2023/24 initial pressures, savings and fees & charges
Sept 2022	Committee Cycle – Future Tandridge Programme business cases and initial pressures and savings
Oct – Nov 2022	Engagement with Members on 2023/24 draft budget
1 st Dec 2022	2023/24 draft budget and capital programme, including tax base to S&R
Dec 2022	Expected publication of Local Government Finance Settlement – finalisation of funding estimates
Dec 2022 to Jan 2023	Engagement with Members on 2023/24 final budget Engagement with residents and business rate payers on 2023/24 budget
Jan 2023	Committee Cycle – 2023/24 final budget, capital programme and Medium Term Financial Strategy
31 st Jan 2023	2023/24 final budget, capital programme and Medium Term Financial Strategy to S&R Committee
9 th Feb 2023	2023/24 final budget, capital programme and Medium Term Financial Strategy to Council

The merits of modelling the impact of more severe budgetary constraints than the 'pessimistic scenario' within the report were discussed.

The Chair reflected that the service review process within the FTP programme had established good practices in terms of challenging the status quo and proving catalysts for change.

RESOLVED – that the proposed process and timescale for setting the 2023/24 budget and Medium Term Financial Strategy, and the financial context in which it will be prepared, be noted.

62. DEBT MANAGEMENT REVIEW

A report was presented which provided a position statement for the following four debt categories as at 31st March 2022:

- sundry debt
- Housing Benefits overpayments
- Housing Revenue Account
- Collection Fund (Council Tax and Business Rates).

The report demonstrated that:

- all except sundry debt is increasing
- all four debt streams have increasing, or stagnated debts aged over 1 year
- collectability is reducing.

On the 6th July 2021, the Committee had approved a £50K budget to transform the exchequer function in respect of debt management. The report provided an update about the progress of that project and recommended that a Debt Improvement Plan be implemented in two phases.

A further £50k expenditure in Phase 1 of the Debt Improvement Plan would involve the temporary recruitment of a legal and an accounts receivable officer. These two posts would, initially, be funded from the revenue budget surplus from 2021/22 (Recommendation B of Minute 59 refers) but this outlay was expected to be recouped 'in-year' via debt repayments.

Arising from the debate, Members were informed that very few debts had been written off as part of the review process. The way in which debt is accounted for was explained, together with the prospect of increasing the rate of ongoing debt recovery which would have a permanent, positive revenue impact.

Clarification was sought regarding the existence of a formal write off policy.

RESOLVED – that:

- A. the current debt position (paragraph 1 and Appendix A to the report) be noted;
- B. Phase 1 of the proposed Debt Improvement Plan be approved to tackle the debt position, providing an initial resource (up to £50k) to:
 - prioritise outstanding sundry debt recovery and straightforward recovery in other areas
 - provide assurance that further recovery action across all debt types is likely to be self-funded
 - address the immediate capacity to review outstanding debt and continue the implementation of more robust debt collection processes across the services;
- C. it be noted that a decision to proceed with Phase 2 (if required and subject to the outcome of Phase 1) will be reported to a subsequent meeting of the Committee to:
 - provide a further time-limited resource to tackle the outstanding debt across the other debt streams, focussing on recovery where appropriate and to constrain any write-offs; and
 - engage in an opportunity under consideration to increase collection of Council Tax and Business Rates, with the possibility of a mechanism to share the gain equitably with the County Council
- D. the proposed Debt Improvement Plan, performance indicators, project risks, and critical success factors (performance metrics in Appendix B to the report) be noted.

ACTION:

		Officer responsible for ensuring completion	Deadline
1	The existence (or otherwise) of a formal debt write-off policy be confirmed to members of the Committee	Mark Hak-Sanders (Chief Finance Officer)	15.07.22

63. HOUSEHOLD SUPPORT FUND - CONFIRMATION OF DECISION TAKEN UNDER URGENCY POWERS (STANDING ORDER 35)

The report before the Committee explained that the Government (DWP) had relaunched the Household Support Fund to provide financial support to vulnerable households during the summer. The distribution criteria had changed since the last scheme and at least one-third of the allocation was required to reach those of pensionable age.

Initial allocations were to Unitary and County Councils. Surrey County Council had, in turn, distributed £2.45m to Boroughs and Districts, including £219,188 to Tandridge, i.e.:

- £156,335 to support those aged over 65; and
- £62,853 for other age groups.

The scheme allowed for reasonable administration costs to be deducted from the amount available for grant allocations. It was confirmed that:

- the administration costs for Tandridge were anticipated to be £5,662; and
- the new scheme would be publicised on the Council's website in the next few days and a fresh application process would begin.

The Chief Executive had exercised the urgency provisions of Standing Order 35 to approve criteria for the scheme, namely to reuse the previous Tandridge Household Support Scheme Local Eligibility Framework.

RESOLVED – that the decision taken under urgency powers in accordance with Standing Order 35 to approve the Tandridge Household Support Scheme Local Eligibility Framework be ratified.

64. STRATEGY AND RESOURCES QUARTER 4 2021/22 PERFORMANCE REPORT

The Committee was presented with an analysis of progress against its key performance indicators, together with updated risk registers, for the fourth quarter of 2021/22. The report highlighted the three most critical KPIs in terms of impact on income and performance, namely:

- SR1: percentage of council tax collected (below target due to limited recovery processes being run during the installation of Northgate, although collection rates were still competitive compared to neighbouring councils).
- SR2: percentage of business rates due for the financial year which were received by the Council (commentary as per SR1 above)
- SR6: staff turnover (this had increased slightly in the last three months, although fairly stable over the last six months - reasons given by staff for leaving included new opportunities, personal reasons and work/life balance).

Members reiterated previous concerns that actions to mitigate risk were not being refreshed on a regular basis.

RESOLVED – that the Committee's most critical performance and risk indicators be noted.

65. COUNTY DEAL INITIATIVE - MEMBER WORKING GROUP

The establishment of a Working Group was suggested as a mechanism for engaging Members (from all four political groups) in the Council's dialogue with Surrey County Council regarding the preparation of a County Deal proposal to the Government. This followed a briefing from Councillor Tim Oliver (Leader of Surrey County Council) to TDC Members on 25th May 2022.

Councillor Sayer provided additional context from her perspective as Leader. She explained that, originally, SCC had sought suggestions by 27th June regarding powers which should be devolved to Districts and Boroughs. SCC had since lifted that deadline, but was still seeking ideas, as soon as possible, about what powers they would like as part of County Deal.

Clarification was sought that the Group's deliberations would be reported back to the Committee. This was confirmed, and an additional resolution (to Recommendations A to D of the report) was agreed.

RESOLVED – that:

- A. a County Deal Working Group be established to consider:
 - (i) how this Council's views should be reflected in the submission to Government (by Surrey County Council) of a proposed 'County Deal for Surrey'
 - (ii) in more general terms, the scope for more effective District / County working relationships aimed at improving the quality of services
- B. the Group comprise eight Councillors with the following political representation:
 - Independents and OLRG Alliance x 3
 - Liberal Democrat x 2
 - Conservative x 2
 - Independent Group x 1
- C. Group Leaders to advise the Democratic Services team of their nominees at the earliest opportunity with a view to the Group meeting before the end of July 2022;
- D. authority be delegated to the Chief Executive, in consultation with the Chair of the Working Group, to make representations to Surrey County Council in connection with its (SCC's) process for developing a 'Surrey Deal' proposal to government; and
- E. the Group's deliberations be reported back to the Committee.

66. RESULTS OF THE CONSULTATION ON THE COUNCIL'S ELECTION CYCLE

Following previous consideration of this matter at the Committee's meeting on 7th April 2022, a public consultation had taken place about whether to:

- (i) change the election cycle to whole Council elections every four years from 2024; or
- (ii) retain the current scheme of elections by thirds.

The consultation ran from 9th May until 17th June and prompted 214 responses, with 106 (51.21%) in favour of a move to an all-out electoral system and 101 (48.79%) against. A report was submitted with further details about the consultation feedback and other information, including financial implications and suggested arguments in support of the respective options.

The Committee was invited to recommend which of the two options should be pursued. The report confirmed that Authorities could only change their electoral cycles at an extraordinary meeting of Full Council, and where at least two-thirds of those present vote in favour (Local Government & Public Involvement in Health Act 2007 - Sections 31 to 54).

Councillor Caulcott, seconded by Councillor Jones, proposed that the matter be referred to Full Council to decide, without further discussion. Upon being put to the vote, the motion was lost.

Councillor Pursehouse, seconded by the Chair, proposed that:

"It be recommended to Full Council that a scheme of whole Council elections every 4 years from 2024 be adopted, with a strong recommendation to the Boundary Commission that our smaller settlements retain their Councillors, and this matter be considered at an extraordinary meeting of Full Council on 21st July 2022 to commence immediately after the ordinary Council meeting on the same day"

Upon being put to the vote, the motion was lost.

Councillor Crane, seconded by Councillor Cooper, proposed that the current scheme of elections by thirds be retained. Upon being put to the vote, the motion was carried.

COUNCIL DECISION (subject to ratification by Council)

RECOMMENDED – that the current scheme of elections by thirds be retained.

Rising 10.20 pm

Strategy & Resources Committee 30.06.22 – Standing Order 30 Questions

Questions from Councillor Cooper

1. TDC have been employing Surrey County Council staff to overhaul the finance area at Tandridge Council during the financial year 2021/2022, continuing into the financial year 2022/2023. Therefore, please could you tell me:
- a) How much money was paid to SCC, by TDC, to cover the services provided in the year 2021/2022 and what items in the TDC budget (stating the amount agreed at S&R) covered these payments.

Response from the Chief Finance Officer:

In 2021/22, the payments to Surrey County Council for the Tandridge Finance Transformation Programme were as follows:

- *For the transformation programme itself and the improvement plan, which includes 'exchequer improvement', payments totalled £37k. This was funded from the one-off £80k approved by the Committee on 6th July 2021.*
 - *£159k under the Joint Working Agreement for the provision of a Section 151 officer, a Senior Finance Business Partner and other officers. This was part of the finance budget for 2021/22 of £906k, which was £9k underspent at outturn – that budget was confirmed by the Committee on 1st February 2022.*
- b) **How much money has so far been paid to SCC, by TDC, to cover the services provided so far this year, 2022/2023, and, again, what items in the TDC budget (stating the amount agreed at S&R) covered these payments. Also, what further payments TDC are expecting to make to cover further work, carried out this financial year, by SCC.**

Response from the Chief Finance Officer:

So far in 2022/23, no payments have been made in respect of the Tandridge Finance Transformation programme but expected costs are:

- *Up to £10k for the continued investment in Exchequer Services prior to the recruitment of the permanent Exchequer Services manager who started on 23rd May. This will be funded from the balance of the £80k approved on 6th July 2021.*
- *The Tandridge Finance Transformation Programme closes at the end of June (to be reported to the Audit & Scrutiny Committee on 5th July). However, a continuous improvement plan for Finance across the Council will continue beyond the life of the Programme and may require further use of the £80k approved investment.*
- *£190,000 to cover the Joint Working Agreement as approved by the Committee on 1st February 2022. This will be funded from the [£1,019k] budget for Finance as approved by Committee on 7th April.*

- Finance are consulting Group Leaders to increase the JWA amount by £70k for 2022/23 to allow SCC to help Tandridge fill a vacant post in the TDC structure on a fixed-term basis. This would be offset by a reduction in directly employed staff costs.

Regarding the 2022/23 budget, the report for item 8 on this evening's agenda (Tranche 3 Savings and Future Tandridge Programme Update) proposes a £16k saving for Finance.

Supplementary question from Councillor Cooper:

**How do these figures relate to the table on page 60 of the agenda pack?
[Agenda Item 8 – 2022/23 budget – Tranche 3 Savings and Future Tandridge Programme Update – Section 6 , “FTP – Delivery and Resources”]**

Response from the Chief Finance Officer:

The analysis on page 60 is for the wider Future Tandridge Programme. My response [to the original question] was in respect of the Finance Transformation Programme. There are additional costs regarding the Council-wide Future Tandridge Programme, but I understood they were beyond the scope of the question. I can provide that additional information separately. [The Chief Executive added that the costings for the Future Tandridge Programme had been submitted to the Committee at previous meetings, but they can be shared again].

- 2. The total cost of the TDC Legal Services Department, including salaries (including support staff), office accommodation, equipment etc. for the last financial year 2021/2022, and the projected cost for the current financial year, 2022/2023.**

Response from the Chief Finance Officer:

- *By way of an explanatory note, the Council only budgets for the direct cost of each service and does not apportion the cost of office accommodation on a service-by-service basis. The following response reconciles to budgets approved by this Committee for Legal Services.*

- **Budget 21/22:**

On 2nd February 2021, the Committee recommended the 2021/22 Revenue Budget to Council. That was subsequently amended by the Committee on 1st February 2022 to reflect a line-by-line budget review including the re-distribution of the Case Officers team budget to service areas. The final 2021/22 budget for Legal Services (including procurement) was £531,000.

- **Outturn 21/22:**

The outturn for Legal Services (including Procurement) was £493,000.

- Variance to Budget 21/22

There was a £37,000 surplus in the Legal budget, of which staffing accounted for £23,000.

- *The 2022/23 budget was approved at Full Council in February, with a subsequent amendment to reflect the distribution of pressures and savings held corporately.*

- Tranche 2 Budget 22/23

On the 7th of April 2022, the Committee approved a budget of £575,000 for Legal Services' Tranche 2 Budget (including Procurement).

- Tranche 3 Budget 22/23

This evening (30th June 2022) S&R are asked to approve a Legal Services budget (including Procurement) of £532,000.

- Forecast 22/23

The current Legal Services forecast is that it will be the same as the Tranche 3 budget (i.e. £532,000)

Supplementary question from Councillor Cooper:

So these costs are something like 5% to 6% of the total budget?

Response from the Chief Finance Officer:

In net terms, yes

- 3. There has been some concern about excessive use of external legal consultants, to supply legal advice/support, by the TDC Legal Department. Please could you tell me:**

- a) How much money was paid to external legal consultants, by TDC, to pay for their services in the year 2021/2022 and what items in the TDC budget (stating the amount agreed by full Council) covered these payments.**

Response from the Chief Finance Officer:

- Outturn 2021/22

In descending order of cost, expenditure on external legal consultants in 21/22 was incurred by the following services:

		Total Actuals £'s	Budget £'s	Variance £'s
1	<i>Planning</i>	50k		
2	<i>HR Standards Investigation</i>	17k		
3	<i>Legal Department</i>	13k		
4	<i>Estates Management</i>	12k		
5	<i>Other Services</i>	9k		
6	<i>Local Plan</i>	6k		
7	<i>Rent Collection & Accounting</i>	6k		
8	<i>Democratic Services</i>	3k		
9	<i>HR employment matter</i>	2k		
	Total Expenditure	118k	92k	26k

- Budget 21/22

The Council wide 2021/22 budget for external Legal expenditure was £92k.

- Variance to Budget 21/22

Council wide external Legal expenditure in 2021/22 exceeded budget by £26k.

- *Commensurate underspends were identified in advance of expenditure incurred, where necessary, to ensure the Council's net expenditure remained within the approved budget envelope.*

- *The types of expenditure included in the above includes:*

- *Legal Counsel expenditure*
- *Planning Appeals and Planning Counsel advice (e.g. Crematoria advice)*
- *HR standards investigation*
- *HR employment matters*
- *Local Plan inspection fees*
- *HM Land Registry*
- *HM Court Fees*
- *Advertising Planning Applications in local media*

Supplementary question from Councillor Cooper:

So we could be spending in the region of £700,000 on legal costs if we add expenditure on external advice to the in-house budget?

Response from the Chief Finance Officer:

The external fees quoted above include £13k already quoted within the legal services budget. The total cost of Legal Service across the Council would be c.£650,000 based on 2021/22 actuals.

- b) How much money has been paid to external legal consultants, by TDC, to pay for their services so far this year, 2022/2023, and, again, what items in the TDC budget (stating the amount agreed by full Council) covered these payments. Also, what further payments TDC are expecting to make to cover further work, carried out by external legal consultants, this financial year.

Response from the Chief Finance Officer:

The response is based on month 1 and month 2 (22/23) actuals. In descending order of cost, external legal related expenditure in April and May 2022/23 was incurred by the following services:

		M1 and M2 22/23 Actuals £'s	Full Year Budget £'s	Variance £'s
1	HR Employment Matter	6k		
2	Planning	4k		
3	Other Services	3k		
4	Rent Collection & Accounting	1k		
5	Legal Department	1k		
	Total Expenditure	17k	95k	(79k)

- Budget 22/23

The Council wide full year 2022/23 budget for external Legal expenditure is £95,080.

- Variance to Budget 22/23

External Council-wide Legal expenditure to the end of May 2022 leaves headroom of £78,576.

Supplementary question from Councillor Cooper:

Will the budget be sufficient?

Response from the Chief Finance Officer:

The legal budget is partly reactive in nature, so outturn is difficult to predict with certainty.

4. When TDC looks to employ agencies to carry out works/supply services, it is usual to enter a tender process to ensure that TDC do not pay over the odds for such work. Therefore, please could you tell me:

a) Which legal firms were used, by TDC, in the year 2021/22 and the areas they dealt and why it was necessary in each case.

Response from the Chief Finance Officer:

- *In 21/22 the Council used firms of solicitors and chambers of the Surrey Panel, where the Council has secured discounted rates. The Surrey Panel is an appointed panel which undertook a procurement exercise to secure best value rates for the Council in advance of Legal Services being employed through them.*

The following legal suppliers were associated with the most significant spend in 21/22:

- o *The Planning Inspectorate (supply of Local Plan Inspector Fees)*
- o *HM Courts and Tribunals Service (supply of HM court fees)*
- o *Bevan Brittan (HR employment related matters)*
- o *HM Land Registry (HM Land Registry fees)*
- o *Wilkin Chapman LLP (Standards Investigation)*

The Council used these external suppliers as it is standard practice to instruct Counsel for judicial reviews and planning appeals and enquiries. With regards to matters that have an employment element, there is no internal legal specialist who can deal with such matters and therefore, they are outsourced.

b) Which legal firms have been used, by TDC, so far this year, 2022/2023, and, again, the areas they dealt with and, again, why it was necessary in each case.

Response from the Chief Finance Officer:

The following legal suppliers are associated with the most significant spend to date in 22/23, for the same reasons:

- o *HM Courts and Tribunals Service (supply of HM court fees),*
- o *Bevan Brittan (HR employment related matters),*
- o *HM Land Registry (HM Land Registry fees).*

Supplementary question from Councillor Cooper:

Should we be addressing the fact that there are no internal legal specialists for certain areas – should we be looking at that?

Response from the Chief Executive

There is an inevitable reactionary element to having to seek external specialist legal advice. However, more generally, as picked up by the Future Tandridge Programme's review of legal services, we need to do what we can to manage down demand and address the root causes for having to seek such advice, and therefore reduce costs.

Questions from Councillor Allen

1. **At the Council Meeting on Thursday 10th February 2022, I asked a question about paragraph 14.2 of the Debt Management policy which states that:**

“Aged debt profiles for review by the Executive Leadership Team will be provided monthly. Similar debt profiling reports will be provided to Council Members on no less than a quarterly basis. Monthly, or if necessary, more frequent reports will be provided to the Finance Business Partners.”

My question was:

Could I please be advised when, over the last 12 months, a “similar debt profiling report was provided to council members on (no less than) a quarterly basis”?

Can it be confirmed that this is now being done?

Response from the Chief Finance Officer:

The debt management review paper on this evening’s agenda sets out a comprehensive position at the end of the 21/22 financial year across all types of debt. We will use that position as a baseline for quarterly reporting to this committee thereafter. The paper also sets out KPIs that we will use as the basis of that reporting. So, the 21/22 report outturn position and Quarter 1 for 22/23 will come back to this committee in September.

2. **At the Council Meeting on Thursday 10th February 2022, I also asked when, over the last 24 months, a discretionary payment to Chief Officers on their ceasing to hold office or to be employed by this authority was authorised by the Strategy and Resources Committee. It came to light that this procedure had not been adhered to and the decision was being wrongly made at the Chief Officer Sub-Committee meetings.**

I have noted that, at Annual Council on 26th May, this Council has changed the format for the future and that COSC will authorise such payments. However, as yet, I have not seen the matter of the discretionary payments coming before this committee to authorise those back payments so as to meet our own rules and obligations and to prove full governance has been retrospectively been put in place.

Can I be advised when this will be done?

Response from the Chief Executive:

Decisions and payments have been made. Some of these agreements were subject to confidentiality clauses so I am taking advice about what we can present and, procedurally, how we deal with that to tidy up governance issues. If we need to bring something back to this Committee we will bring it back to the next meeting.

TANDRIDGE DISTRICT COUNCIL**INVESTMENT SUB COMMITTEE**

Minutes of the meeting of the Sub-Committee held in the Council Chamber, Council Offices, Station Road East, Oxted on the 17th June 2022 at 10.00am.

PRESENT: Councillors Booth, Cooper, C.Farr (substitute in place of Crane), Hammond, Jones and Langton

PRESENT (Virtually): Councillor Caulcott (substitute in place of Botten)

IN ATTENDANCE (Virtually): David Green (Arlingclose Limited)

APOLOGIES FOR ABSENCE: Councillors Botten and Crane

1. ELECTION OF CHAIR FOR THE REMAINDER OF 2022/23

Councillor Langton was elected Chair of the Sub-Committee for the remainder of 2022/23.

2. MINUTES OF THE MEETING HELD ON THE 5TH NOVEMBER 2021

These minutes were approved and signed as a correct record.

3. MINUTES OF THE MEETING HELD ON THE 21ST JANUARY 2022

These minutes were approved and signed as a correct record.

4. SUMMARY INVESTMENT AND BORROWING POSITION AT 31ST MARCH 2022

The Sub-Committee was presented with a summary of the Council's investment and borrowing position as per Annex A. The report set out the final position for financial year 2021/22, together with an update and accompanying scenario planning on the future of the Council's long-term investments. This reflected the recommendation from the previous meeting to retain investments in the following four funds until the Government decides whether to extend the current 'statutory override' (of usual accounting practice) which prevents gains and losses in capital values from impacting on the revenue budget:

- (i) CCLA (diversification fund)
- (ii) CCLA (property fund)
- (iii) Schrodgers bond fund
- (iv) UBS multi-asset fund

The accompanying report advised that the Council's contract for expert Treasury Management advice with Link Group had terminated on 30th April 2022 and a new contract had been entered into with Arlingclose.

In response to Members' questions, it was confirmed that:

- the rate of interest charged on loans from the Public Works Loan Board was fixed until maturity
- a debt profile of the various loans taken out by the Council, together with associated maturity dates, could be provided
- the swings in the value of short term investments held in money market funds over the course of the year, and since the last report, reflected a fluctuating cash position, e.g. due to Government funded grant schemes which the Council was required to administer
- quoted yield rates are based on current asset values, a presentation that should be reviewed.

The report also confirmed that the current statutory override would remain until 31st March 2023 and that the Government is expected to consult shortly before deciding whether to renew it. It was hoped that a decision would be made in time to inform the 2023/24 budget setting process. In the meantime, the Council's investment options, according to whether the override would continue, had been scoped in accordance with Annex C.

In the event of the override being removed, Arlingclose had advised that disinvesting from funds (i), (iii) and (iv) should not present difficulties. While this was not necessarily the case for the CCLA property fund, there did not appear to be any appetite among other authorities to withdraw and the Council was advised to maintain its investment.

A discussion took place regarding the redemption proceeds from Funding Circle loans. This related to the meeting on 24th January 2020 when the Sub-Committee agreed to disinvest from Funding Circle, with the redemption proceeds being invested elsewhere within the Council's treasury portfolio, namely 25% to each of the funds at (i) to (iv) above. However, in light of the challenges imposed by the pandemic, redeemed Funding Circle proceeds had, instead, been used ever since to support the Council's cashflow. Following a suggestion from Councillor Jones, it was agreed that this matter be reviewed at the Sub-Committee's next meeting.

RESOLVED – that:

- A. the Council's investment and borrowing position at 31st March 2022, as set out in Annexes A and B, be noted;
- B. the scenario planning work underway to prepare for decisions expected from Government on the future of the statutory override be noted; and
- C. the use of the redeemed proceeds from Funding Circle be reviewed at the Sub-Committee's next scheduled meeting on 4th November 2022, including an analysis of the potential sum available in light of the Council's cash flow requirements and debt profiles.

5. PROPERTY INVESTMENT UPDATE

The Sub-Committee resolved to move into 'Part 2' for this item in accordance with Paragraph 3 (information relating to financial or business affairs) of Part 1 of Schedule 12A of the Local Government Act 1972.

A verbal update was given about the following commercial investment properties owned by the Council and its subsidiary company, Gryllus properties:

TDC properties:

- Linden House, Caterham on the Hill (the existing tenant was in the process of renewing their lease, the terms of which were discussed)
- Redstone House, South Nutfield (the property was being marketed for sale – Members were informed of progress)
- Quadrant House, Caterham Valley (the refurbishment scheme was now scheduled for completion by the end of September - the marketing process for letting the vacant units was underway - issues regarding rent arrears were discussed).

Gryllus properties:

- Castlefield House, Reigate
- 80-84 Station Road East, Oxted
- 30-32 Week Street, Maidstone (Members were informed about expressions of interest from prospective new tenants. It was agreed that options regarding this asset should be presented to the next scheduled meeting on 4th November 2022).

RESOLVED - that an options analysis regarding the future of 30-32 Week Street, Maidstone be presented to the Sub-Committee on 4th November 2022 to enable Members to assess the relative financial merits of selling, letting or leaving the building unoccupied for a limited period.

Rising 11.04 am

Investment	Investment Amount 31/03/21 £	Net Asset Value 31/03/22 £	Yield Rate Note 1 %	Actual Return 2021/22 £
<u>Non - Specified (Financial Investments)- Long Term (over 12 mths)</u>				
CCLA Property Fund	4,000,000	4,888,056	3.25	158,867
Schroders Bond Fund	3,000,000	2,775,151	4.63	128,455
UBS Multi Asset Fund	3,000,000	2,639,592	4.57	120,654
CCLA Diversification Fund	2,000,000	2,046,513	2.39	48,871
Funding Circle	863,160	391,191	-	87,136
Sub Total Non-specified (Financial Investments)	12,863,160	12,740,503		543,983
<u>Non - Specified (Non-Financial Investments)- Long Term (over 12 mths)</u>				
Gryllus Property Company Loan - Maidstone	2,394,000	2,394,000	5.81	139,023
Freedom Leisure- Loan (TLP)	674,857	481,140	5.50	42,631
Freedom Leisure- Loan (de Stafford)	496,571	372,431	7.58	37,600
Gryllus Property Company Loan - 80-84 Station Rd East	1,012,500	1,012,500	5.43	54,979
Gryllus Property Company Loan - Castlefield	11,664,000	11,664,000	6.10	711,504
Gryllus Property Company Share Capital Note 2	5,251,500	5,251,500	-	-
Sub Total Non-specified (Non-Financial Investments)	21,493,429	21,175,572		985,737
Total Non-Specified Investments	34,356,589	33,916,075		1,529,720
<u>Specified Investments-Short Term (less than 12 mths)</u>				
Notice Accounts	4,000,000	1,995,487	0.19	3,826
Money Market Funds	3,250,000	13,260,000	0.05	7,775
Total Specified Investments	7,250,000	15,255,487		11,601
Total Non- Specified and Specified Investments	41,606,589	49,171,562		1,541,321
Total Investment Income Budget 2021/22				1,515,700
Over/(under) budget				25,621

Borrowing	Loan Amount	Interest	Actual Cost 2021/22
	£	%	£
General Fund Borrowing			
Gryllus Loan	3,420,000	2.46	84,132
Freedom Leisure Loan	2,225,000	2.45	54,513
Village Health Club	938,678	2.38	22,341
Linden House	4,175,000	2.69	112,308
Linden House	254,000	2.42	6,147
Quadrant House	15,340,000	2.41	369,694
Quadrant House	800,000	2.28	18,240
Gryllus - 80-84 Station Road	724,400	2.28	16,516
Gryllus - Castlefield	15,549,000	2.91	452,476
Sub Total General Fund Borrowing	43,426,078		1,136,366
Total GF PWLB Budget 2021/22			1,137,000
Over/(under) budget			(634)
HRA Borrowing			
Public Works Loan Board	58,839,000	2.70	1,632,098
Sub Total HRA Borrowing	58,839,000		1,632,098
Total HRA PWLB Budget 2021/22			1,662,500
Over/(under) budget			(30,402)
Total Borrowing	102,265,078		2,768,464
Total Budget 2021/22			2,799,500
Total Over/(under) budget			(31,036)

Notes:

1. Yield Rate - forecast return divided by net asset value.
2. Gryllus share capital comprises of equity shares arising from loans granted - no dividend will be paid in the current year

Market Value of Long Term Investments at 31/03/2022

Annex B

	2016/17	2017/18	2018/19	2019/20	2020/21
Carrying Value	Carrying Value 31.3.2017	Carrying Value 31.3.2018	Carrying Value 31.3.2019	Carrying Value 31.03.2020	Carrying Value 31.03.2021
	£	£	£	£	£
CCLA Property Fund	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Schroders Bond Fund	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
UBS Multi Asset Fund	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
CCLA Diversification Fund	n/a	2,000,000	2,000,000	2,000,000	2,000,000
Total	10,000,000	12,000,000	12,000,000	12,000,000	12,000,000

2021/22
Carrying Value 31.03.2022
£
4,000,000
3,000,000
3,000,000
2,000,000
12,000,000

	2016/17	2017/18	2018/19	2019/20	2020/21
Market Value	Market Value 31.3.2017	Market Value 31.3.2018	Market Value 31.3.2019	Market Value 31.03.2020	Market Value 31.03.2021
	£	£	£	£	£
CCLA Property Fund(mid-market value)	4,082,986	4,276,854	4,276,005	4,188,063	4,158,183
Schroders Bond Fund	2,963,563	2,912,837	2,865,130	2,539,938	2,908,911
UBS Multi Asset Fund	3,018,705	2,918,160	2,868,479	2,520,713	2,777,398
CCLA Diversification Fund(indicative market value)	n/a	1,921,257	1,982,167	1,804,193	1,955,874
Total	10,065,254	12,029,108	11,991,781	11,052,907	11,800,366

2021/22
Market Value 31.03.2022
£
4,888,056
2,775,151
2,639,592
2,046,513
12,349,313

	2016/17	2017/18	2018/19	2019/20	2020/21
Surplus/(Deficit)	Surplus/ (Deficit) 31.3.2017	Surplus/ (Deficit) 31.3.2018	Surplus/ (Deficit) 31.3.2019	Surplus/ (Deficit) 31.03.2020	Surplus/ (Deficit) 31.03.2021
	£	£	£	£	
CCLA Property Fund	82,986	276,854	276,005	188,063	158,183
Schroders Bond Fund	(36,437)	(87,163)	(134,870)	(460,062)	(91,089)
UBS Multi Asset Fund	18,705	(81,840)	(131,521)	(479,287)	(222,602)
CCLA Diversification Fund	n/a	(78,743)	(17,833)	(195,807)	(44,126)
Total	65,254	29,108	(8,219)	(947,093)	(199,634)

2021/22
Surplus/ (Deficit) 31.03.2022
888,056
(224,849)
(360,408)
46,513
349,313

Gross Revenue Yield	Yield	Yield	Yield	Yield	Yield	Yield	Yield	Yield	Yield	Yield	Yield
	2016/17	2016/17	2017/18	2017/18	2018/19	2018/19	2019/20	2019/20	2020/21	2020/21	2020/21
	£	%	£	%	£	%	£	%	£	%	£
CCLA Property Fund	164,434	4.03%	193,758	4.53%	183,989	4.30%	185,240	4.42%	179,910	4.33%	
Schroders Bond Fund	127,340	4.30%	105,413	3.62%	120,508	4.21%	124,418	4.90%	125,529	4.32%	
UBS Multi Asset Fund	100,600	3.33%	146,788	5.03%	116,513	4.06%	137,531	5.46%	140,171	5.05%	
CCLA Diversification Fund	n/a	n/a	62,732	3.27%	67,030	3.38%	66,284	3.67%	62,069	3.17%	
Total	392,375		508,691		488,040		513,473		507,679		

Full Year outturn at 31.03.2022	
Yield 2021/22	Yield 2021/22
£	%
158,867	3.25%
128,455	4.63%
120,654	4.57%
48,871	2.39%
456,847	

Surplus/(Deficit)- Capital Value	Surplus/ (Deficit)	Surplus/ (Deficit)	Surplus/ (Deficit)	Surplus/ (Deficit)	Surplus/ (Deficit)	Surplus/ (Deficit)	Surplus/ (Deficit)	Surplus/ (Deficit)	Surplus/ (Deficit)	Surplus/ (Deficit)
	2016/17	2016/17	2017/18	2017/18	2018/19	2018/19	2019/20	2019/20	2020/21	2020/21
	£	%	£	%	£	%	£	%	£	%
CCLA Property Fund	(92,996)	-2.28%	193,868	4.53%	(849)	-0.02%	(87,942)	-2.10%	(29,880)	-0.72%
Schroders Bond Fund	16,634	0.56%	(50,726)	-1.74%	(47,707)	-1.67%	(325,192)	-12.80%	368,973	12.68%
UBS Multi Asset Fund	36,559	1.21%	(100,545)	-3.45%	(49,681)	-1.73%	(347,766)	-13.80%	256,685	9.24%
CCLA Diversification Fund	n/a	n/a	(78,743)	-4.10%	60,910	3.07%	(177,974)	-9.86%	151,682	7.76%
Total	(39,803)		(36,146)		(37,327)		(938,874)		747,460	

Full Year outturn at 31.03.2022	
Surplus/ (Deficit) 2021/22	Surplus/ (Deficit) 2021/22
£	%
729,873	14.93%
(133,760)	-4.82%
(137,805)	-5.22%
90,639	4.43%
548,946	

Net Yield	Net Yield	Net Yield	Net Yield	Net Yield	Net Yield	Net Yield	Net Yield	Net Yield	Net Yield	Net Yield
	2016/17	2016/17	2017/18	2017/18	2018/19	2018/19	2019/20	2019/20	2020/21	2020/21
	£	%	£	%	£	%	£	%	£	%
CCLA Property Fund	71,438	1.75%	387,626	9.06%	183,140	4.28%	97,298	2.32%	150,030	3.61%
Schroders Bond Fund	143,974	4.86%	54,687	1.88%	72,801	2.54%	(200,774)	-7.90%	494,503	17.00%
UBS Multi Asset Fund	137,159	4.54%	46,243	1.58%	66,832	2.33%	(210,235)	-8.34%	396,856	14.29%
CCLA Diversification Fund	n/a	n/a	(16,011)	-0.83%	127,940	6.45%	(111,690)	-6.19%	213,751	10.93%
Total	352,572		472,545		450,713		(425,401)		1,255,139	

Full Year outturn at 31.03.2022	
Net Yield 2021/22	Net Yield 2021/22
£	%
888,740	18.18%
(5,305)	-0.19%
(17,152)	-0.65%
139,510	6.82%
1,005,794	

Peer to Peer Investment Funding Circle	2016/17	2016/17	2017/18	2017/18	2018/19	2018/19	2019/20	2019/20	2020/21	2020/21
	£	%	£	%	£	%	£	%	£	%
Carrying Value	2,003,355		2,075,341		2,056,664		1,831,028		863,160	
Interest Paid by Borrowers	181,892		181,014		184,654		193,170		127,982	
Less FC Service fee	(19,121)		(19,668)		(19,729)		(19,611)		(12,462)	
Promotions/Transfer payment							470		0	
Bad Debts	(58,163)		(61,288)		(111,152)		(127,649)		(80,881)	
Recoveries	8,219		14,780		27,428		30,253		42,431	
Net Yield	112,827	5.63%	114,838	5.53%	81,201	3.95%	76,634	4.19%	77,070	8.93%*
Provisions for future losses	0		0		(10,000)					

31.03.22	
2021/22	2021/22
£	%
391,191	
66,749	
(6,279)	
0	
(36,103)	
62,769	
87,136	13.89%

*Funding Circle Net yield December 2021 - as principal has been withdrawn throughout the year this has been calculated as net earnings against the average of the opening and closing value. Note there was a large recovery received in June 2021 (£38,494) which has inflated this yield. Excluding this recovery the yield would be 6.4%

**Scoping of investment options, according to whether or not
the 'statutory override' will continue**

Scenario	Override continued	Override removed
Outline	General Fund continues to be insulated from gains and losses in fair value. The gain / loss on the asset would have a General Fund impact if the investment was withdrawn at greater than or lower than the initial investment.	General Fund is no longer insulated from gains and losses in fair value. The change in value at 31 st March each year would be part of the Council's General Fund outturn against budget.
Potential responses	<ul style="list-style-type: none"> • Maintain the current portfolio of investments if they still demonstrate strong in-year yield; or • Disinvest in current funds and then re-invest in funds that offer the strongest in-year yield but set aside surpluses into a reserve to manage volatility in funds that would be felt if the Council needed to disinvest from the asset; or • Reduce the investment portfolio in overall size. 	<ul style="list-style-type: none"> • Maintain investment in the funds, and manage the year-to-year volatility through reserves; or • Disinvest in current funds and reinvest in funds that offer the best combination of asset value security and in-year yield; i.e. total return; or • Sell the investments and move into lower yielding deposits, causing a budget pressure; or • Sell the investments and move into higher risk alternatives where the override is not required; or • Reduce the investment portfolio in overall size
Preferred response	<ul style="list-style-type: none"> • The portfolio of funds should be kept under review to maximise in-year yield whilst providing adequate long-term security of Council investments; • An element of in-year yield could be credited to a reserve to guard against falls in value upon disinvestment – a target level of reserve for this purpose would be developed in consultation with Arlingclose 	<ul style="list-style-type: none"> • When a decision is made by Government, funds currently below their market value should be withdrawn when their capital value recovers to at least the amount invested, or if it becomes clear that their value will not be recovered further; • Losses in these funds would currently be covered by the gain in CCLA Property;

Scenario	Override continued	Override removed
	<ul style="list-style-type: none"> The appropriate overall value of investments will continued to be gauged against cash requirements and the differential in interest rates on new borrowing and investment return 	<ul style="list-style-type: none"> Cash should then be reinvested in funds that offer the best total return (i.e. the combination of in-year yield and capital value) An element of in-year surpluses should be held in reserves to cover future volatility of funds – a target level of reserve for this purpose would be developed in consultation with Arlingclose The appropriate overall value of investments will continued to be gauged against cash requirements and the differential in interest rates on new borrowing and investment return
Risks	The continuation of the override may be time-limited, or the prevailing financial position of the Council may require disinvestment from funds, potentially at a loss. The statutory override does not protect the General Fund in the event of disinvestment.	In-year volatility in the market value of investments may impact the delivery of the General Fund Budget.
Mitigations	<p>Although the risks differ in timing, ultimately the General Fund would bear the risk of falls in the value of investments. The potential mitigations are the same in both scenarios.</p> <p>An element of surpluses should be credited to a specific reserve in order to manage the risk that losses in investment values will ultimately be a General Fund impact (either each year if the override is discontinued or on disinvestment if it is not).</p> <p>The reserve may require a level of up-front funding. It is proposed that this is achieved through either a) from in-year surpluses in investment income (if achievable) or; b) a contribution from the General Fund at a level to be determined through the 2023/24 budget process and in consultation with Arlingclose.</p> <p>Any losses could also be mitigated by recognising the gain from a stronger-performing investment.</p>	

TANDRIDGE DISTRICT COUNCIL

STRATEGY & RESOURCES COMMITTEE

Minutes and report to Council of the special meeting of the Committee held in the Council Chamber, Council Offices, Station Road East, Oxted on the 10th August 2022 at 7:30pm.

PRESENT: Councillors Langton (Chair), B.Black, Bloore, Botten, Cooper, Gillman, S.Farr, Hammond, Jones and Sayer (substitute in place of Crane)

PRESENT (Virtually): Councillor Caulcott

ALSO PRESENT: Councillors Blackwell, C.Farr and Lockwood

APOLOGIES FOR ABSENCE: Councillors Crane and Pursehouse

99. CONFIDENTIAL STAFFING MATTER

The Committee resolved to consider this matter following the exclusion of the press and public in accordance with Section 100A (4) of the Local Government Act 1972 (as amended) on the grounds that:

- (i) the item involved the likely disclosure of exempt information as defined in Paragraph 1 (information relating to an individual) of Part 1 of Schedule 12A to the Act; and
- (ii) the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

RESOLVED – that:

- A. determination of the staffing matter be deferred; and
- B. the Council's redundancy policy be reviewed, with a report being submitted to the Committee's meeting on the 1st December 2022.

Rising 9.20 pm

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Quarter 1 2022/23 Budget Monitoring

Strategy & Resources Committee Thursday, 29 September 2022

Report of: Mark Hak-Sanders - Chief Finance Officer (Section 151)

Purpose: To note the 2022/23 Quarter 1 / Month 3 (June) financial position of the Committee and take associated decisions.

Publication status: Unrestricted

Wards affected: All

Executive summary:

This report presents the 2022/23 Quarter 1 / Month 3 (June) financial position of both Revenue and Capital for the Committee and the consolidated picture for the Council.

This report supports the Council's priorities of:

Building a better Council/ Creating the homes, infrastructure and environment we need / supporting economic recovery in Tandridge/ Becoming a greener, more sustainable District.

Contact officer Mark Hak-Sanders Chief Finance Officer (S151)
mhaksanders@tandridge.gov.uk

Recommendations to Committee:

That the Committee:

- A. approves the virement of £270k between Corporate Items and Strategy & Resources, set out in section 3 and Slide 13 of Appendix A;
- B. approves a £450 one-off payment to staff on the lowest grades of the Council's pay structure, set out in section 15 and funded from £50k of the 2021/22 outturn surplus and £10k from the HRA;
- C. notes the forecast Revenue and Capital budgets positions as at Quarter 1 / M3 (June) 2022.

Reason for recommendations:

The Council has a duty to ensure that its expenditure does not exceed resources available. The medium-term financial outlook remains uncertain and so the Council must continue to take steps towards growing its financial resilience, including building reserves to a sustainable level.

It is essential, as a matter of prudence that the financial position continues to be closely monitored. In particular, Members must satisfy themselves that sufficient mechanisms are in place to ensure both that the revenue budget is delivered, and that any new expenditure is contained within the available resources.

Finance have committed to bringing quarterly financial monitoring updates to each committee to ensure that all Members are aware of the financial position of the services within their remit, as context for decisions needed to mitigate any variance to budget and as background to the emerging budget for 2023/24.

Updates to the other three Policy Committees were submitted during September 2022, however Community Services Committee and Housing Committee were postponed until after Strategy & Resources.

This report, along with Appendix A, presents the detail for Strategy & Resources and the consolidated position.

Introduction and background

- 1 The 2022/23 Strategy & Resources Committee Revenue budget was approved at £6,401k on 7th April 2022, including the distribution of budget for staffing increments and vacancy factor (known as the Tranche 2 budget).
- 2 This was reduced by £450k upon the approval of Tranche 3 savings by the committee on the 30th June 2022 to £5,951k.
- 3 On review of the Revenues and Benefits budget, it has been determined that £270k of income items held within Strategy & Resources sits better within Corporate Items as part of collection fund management. This report recommends a virement (budget transfer) between the two budgets to action this change. This brings the S&R budget to £6,222k.
- 4 The Council's overall budget stands at £11,351k, unchanged from the budget approved by Council on the 10th February 2022.
- 5 The 2022/23 Strategy & Resources Capital Budget was approved at £1,784k by Council on 10th February 2022 having been considered by S&R Committee on the 1st February 2022.
- 6 This was increased to £4,841k by carry-forwards from 2021/22 approved by S&R Committee on 30th June 2022.
- 7 The overall Capital Programme budget stands at £25,242k, as approved by S&R Committee on 30th June 2022.

Revenue Headlines

- 8 The key headline at M3 is a forecast revenue overspend of £573k for the Council overall before corporate mitigations. Of this, £244k sits in the Strategy & Resources budget and £5k in the Corporate Items budget. Further details are included in Appendix A and below. The overspend relates to:

Community Services - £200k overspend, due to:

- A £200k pressure in Waste Services. This is due to the impact of inflation on contract indexation. The pressure is deemed to be ongoing (i.e. it will continue to impact the budget in 2023/24) but mitigations are being explored within the Committee's budgets.
- The likely impact of inflation on the 2022/23 budget was highlighted in the Council's 2021/22 outturn position, as reported to S&R Committee on 30th June. A specific corporate provision of £200k has been set aside to deal with it, but this should only be applied if mitigations within the committee are exhausted.

Planning Policy Committee - £124k overspend, due to:

- Greater than expected spend on counsel on resulting from the decision to serve injunctions rather than enforcement notices;
- Salaries due to a continuing heavy dependence on contract staff in the first quarter of the financial year;
- Greater than anticipated on external consultant advice and late invoice from SCC historic build for fees due in 2021/22;
- Offset by planning application fee income being better than expected income in the first 3 months.

The service is endeavouring to take mitigating action by transitioning from contract to permanent staff; greater dependence on injunctions to deter planning breaches and reduce cost of appeals.

Strategy & Resources - £244k overspend, due to:

- £144k - Office Services - reduced income recovery from Council office rentals;
- £47k - Information Technology – overspend due to software and telephone usage and vacancy factor not yet identified. Rising salaries and inflation within the technology sector is leading to IT service providers increasing their prices and licence/contract costs on renewal, resulting in overspends in the IT budget. The Future Tandridge Programme is exploring mitigating actions through the Digital workstream, including a review of existing IT contracts;
- £33k - Legal Services – overspend due to vacancy factor not yet identified, and staff turnover resulting in employee cost variances;

- £16k - Democratic Services overspend – Elections overspend driven by a combination of statutory annual canvas and electoral registration expenses, as well as estimated costs in preparation for the ward boundary review. Officers are reviewing to determine if these can be absorbed elsewhere, or if an ongoing adjustment to the budget is required; and
- £4k minor other variances.

Corporate Items - £5k overspend, due to:

- £120k - Investment Properties - Quadrant House has a new tenant target which remains to be met;
- £69k shortfall in cost of collection funding from Government (Business Rates) which is based on the value of business rates and is not sufficient to meet the budget;
- £12k shortfall in expected General Fund recharge income;
- £25k minor other variances;
- This is offset by:
 - £200k Government new burdens grant carried over from 2021/22
 - £21k due to higher bank base rates – short term interest receivable has increased by £21k.

Services within the Committee are endeavouring to take mitigating actions by:

- exploring options for increasing Council Office rental income by delivering office space that is attractive to potential leaseholders (which may require investment)
- seeking to obtain value for money in a buoyant external Legal staff market
- reviewing supplier contracts.

9 It is important to show the overspend in gross terms, to set out the level of remediation required to balance to expectations. However, slide 4 of Appendix A sets out potential mitigations through the following planned contingencies:

- £100k – reserve contribution held within the 2022/23 budget
- £117k - general contingencies within the 2022/23 budget
- £317k – set aside to meet known 2022/23 risks as part of 2021/22 outturn, less £50k used for the £450 cost of living support proposal

These total £484k, before calling on the underlying General Fund balance. The shortfall in property rental income could also be met from the Income Equalisation reserve, totalling £215k, should it be deemed necessary.

- 10 A balanced outturn on the General Fund is therefore deemed to be achievable. However, it is vital that mitigating actions are pursued to preserve the contingencies for 2023/24 and beyond.

Capital Programme Update

- 11 At M3, overall the Capital Programme is forecasting £60k of slippage in the Housing General Fund. Other variances within the HRA individual budget lines have been reported, but are net nil overall.

Other Updates

Capital dispensation

- 12 In January 2022, the Council requested a capital dispensation from DLUHC to initially replenish General Fund Reserves and secure flexibility for a further amount to fund transformation.
- 13 The Council received notification on Wednesday 31st August that Government has refused the application. The refusal was based on the Government's "assessment of the Council's overall financial position, including our current level of reserves, and the steps currently underway in the Council to meet the identified budget pressure." In the meantime, sector-wide flexibility to use capital receipts to fund transformation programmes has been extended, so plans to fund the Future Tandridge Programme are not at risk.
- 14 The CFO met with DLUHC representatives on 1st September to discuss. The conclusion of the conversation is that, whilst Government recognise that the Council needs to address its reserves position, they see capital dispensation as a last resort, and do not deem that we are in that position. The Government welcomes ongoing dialogue, particularly if the financial challenges facing us escalate. The Council will consider a further request should funding for 2023/24 be insufficient to meet emerging risks.

Cost of Living Proposal

- 15 The Council did not award a pay increase for 2022/23. This decision was based on an extremely challenging financial position, which persists at Q1. However, the cost of living has escalated significantly since that decision was taken and management recognise the impact this has on staff.

- 16 Therefore, as a means of providing support, it is proposed that a £450 one-off payment is made to those on grades TC1 to TA2, covering approximately 45% of the workforce, on salaries up to £30,000 (full time equivalent). The payment will be made pro-rata to hours worked and start date and subject to usual deductions. Whilst targeting this at staff on the lower pay grades is an imprecise measure of need, it is deemed to be the most effective means of supporting staff who need it most. Alternative measures, such as a blanket award, would be unaffordable, or dilute the amount available to staff on lower grades.
- 17 It is anticipated that £225 would be paid in October, with a further £225 in January (both pro-rata to hours worked and start date). Paying in two instalments reduces the administrative burden by comparison to making monthly payments. The second payment would be adjusted for officers who have left the Council in the meantime.
- 18 The payment will cost the General Fund c.£50k and the Housing Revenue Account c.£10k. Whilst the Council's forecast for 2022/23 is currently in deficit, planned mitigations give us confidence (at this stage) that a balanced outturn can be achieved. Nevertheless, the surplus from 2021/22's outturn position provides a secure source of funding for the payment. It is therefore proposed that the £50k General Fund element is met from the 2021/22 outturn surplus. The contingencies detailed in section 9 have been adjusted for this. The Housing Revenue Account element would be charged to the HRA by default and, at this stage in the financial year, the assumption would be that the amount can be accommodated within budget.

Key implications

Comments of the Chief Finance Officer

The Section 151 Officer confirms the financial information presented in this report has been based on reasonable working assumptions taking into account all material, financial and business issues and risks. The key financial implications at this stage are captured in the body of the report.

Comments of the Head of Legal Services

It is essential, as a matter of prudence, that the financial position of services continues to be closely monitored. In particular, Members must satisfy themselves that sufficient mechanisms are in place to ensure both that savings are delivered and that new expenditure is contained within the available resources. Accordingly, any proposals put forward must identify the realistic measures and mechanisms to produce those savings.

Under S28 of the Local Government Act 2003, a local authority must review its budget calculations from time to time during the financial year and take appropriate action if there is any deterioration in its budget. This report satisfies this statutory requirement.

Equality

There are no equality implications associated with this report.

Climate change

There are no significant environmental / sustainability implications associated with this report.

Appendices

Appendix A – M3 (June) 2022 financial report and supporting data.

Background papers

- Strategy & Resources Committee 2022/23 Draft Budget and Medium-Term Financial Strategy (MTFS) – 1st February 2022
- 2022/23 final budget and 2023/24 MTFS - Strategy & Resources Committee - 1st February 2022
- Strategy & Resources Committee - 2022/23 Budget – Tranche 2 Pressure and Savings Distribution -7th April 2022
- 2021/22 Budget – Outturn Report – Strategy and Resources Committee 30th June 2022

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Month 3 (June 22) Financial Report

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Mark Hak-Sanders
Chief Finance Officer (S151)

22nd August 2022

Contents

- Executive Summary
- Revenue Summary
- Saving Plans Update
- Capital Position
- Additional Information
- **Annex**
 - Revenue Position - Committee Detail
 - Revenue – Budget Tracker
 - Financial Risks

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Executive Summary - Month 3 (June 2022)

Revenue Forecast M3

	Forecast at M03 £k	Annual Budget £k	Outturn Variance £k
Community Services	4,251	4,051	200
Housing General Fund	476	476	0
Planning Policy	1,328	1,204	124
Strategy & Resources	6,466	6,222	244
Corporate Items	(596)	(601)	5
General Fund - Services	11,924	11,351	573
Central Funding	(11,351)	(11,351)	0
General Fund	573	0	573

Overall at M3 the Council is forecasting a £573k overspend:

- Community Services: £200k overspend – 4.9% of committee budget
- Housing General Fund: balanced
- Planning Policy: £124k additional costs – 10.3% of committee budget
- Resources £244k overspend – 3.9% of committee budget
- Corporate Items: net £5k overspend

M3 headlines are set out on the next slide, with full detail in the Annex

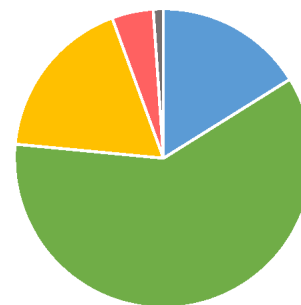
Capital Programme Forecast M3

	M3 Outturn Forecast £'000	Budget * £'000	Forecast variance £'000
Community Services	1,839	1,839	0
Housing General Fund	400	460	(60)
Strategy & Resources	4,841	4,841	0
Planning Policy (CIL)	2,146	2,146	0
General Fund	9,226	9,286	(60)
Housing Revenue Account	15,956	15,956	0
Total	25,182	25,242	(60)

*Budget approved by S&R Committee on 30th June 2022, consisting of £16.2m original budget and £9m carry forwards from 2021/22.

At Q1, £60k slippage is forecast against the Housing General Fund Budget. Further detail is set out on Slide 6.

Savings Plan at M3 £1.1m



Achieved	16%	£179k
Plans in Place	60%	£671k
At Risk of achievement	18%	£199k
Doubtful	5%	£50k
Not Achieved	1%	£12k

The not achievable is due to shortfall in intra authority recharges (£12k);

Due to the dependency to find new tenants for the Oxted Offices the saving of £50k is doubtful

Revenue Summary by Committee M3

2021/22 Outturn £k	Forecast at M03 £k	Annual Budget £k	Outturn Variance £k	One-off events £k	Ongoing Pressures £k
3,762	4,251	4,051	200	0	200
458	476	476	0	0	0
1,332	1,328	1,204	124	2	122
5,748	6,466	6,222	244	2	242
(463)	(596)	(601)	5	(80)	84
10,837	11,924	11,351	573	(76)	648
(11,295)	(11,351)	(11,351)	0	0	0
(458)	573	0	573	(76)	648

Mitigation through contingencies

Offsetting the deficit identified are contingencies as follows:

- £100k – Planned reserve contribution
- £117k - General contingencies within the 2022/23 budget
- £317k – Set aside to meet known 2022/23 risks at 2021/22 outturn, less £50k used for £450 cost of living support

Totalling £484k – a balanced outcome is therefore deemed to be achievable

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Key Message: Committees are projecting a full year £573k deficit, mainly relating to:

Community Services: overspend £200k – £200k indicative pressure in Waste services due contractual commitments to inflation and labour costs indexation (value to be confirmed)

Housing Services: Balanced with Housing Benefit pressures offset by more effective use of the Homelessness grant to meet existing cover staff costs

Planning Policy: overspend £124k - £122k Planning Application service currently heavily reliant on contract staff (£178k) and external counsel (£45k) offset by increased planning income (-£103k)

Resources: overspend £244k- £144k overspend due to the potential for expiring leases, and uncertainty on renewal impact on rental income; £54k staffing; £30k software and telephone usage and £16k due to Boundary Review and additional Dem Services costs

Note: Of the £244k overspend, £36k relates to vacancy factor which should materialise over the course of the year through staff turnover

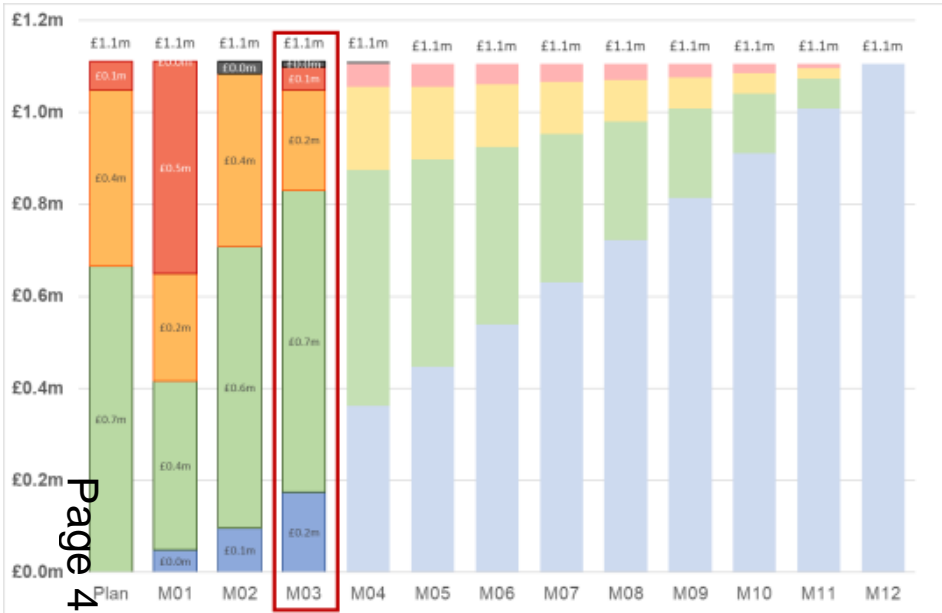
Corporate Items: net overspend £5k

One-off: Investment Properties - Quadrant House has a new tenant target of £120k which remains to be met. Offset by £200k Government grant received in 2021/22 to alleviate the cost of Covid-19 impacts on workload, not needed in the 2021/22 outturn position.

Ongoing: Cost of collection funding from Government (Council Tax and Business Rates) is based on the value of business rates and is not sufficient to meet the budget. (£69k) plus a shortfall of £12k shortfall in expected General Fund recharges.

Saving Plans Delivery

Summary and Projection



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Mitigations

£50k Town Hall income saving: The service is taking mitigating action to identify new tenants and renew existing where possible. Two marketing agents are employed, adaptations are under consideration and, and the Council is extending the security hours related to the offices for tenants to further develop interest.

£219k Amber savings: Predominantly relates to Tranche 3 savings (agreed by S&R committee on 30th June 2022). At Q3 these were deemed amber but plans set out at 30th June committee will result in them being regraded to green on next review.

Delivery by Committee

Committee	Target	Blue Achieved	Green	Amber	Red	Black - BAU Full Year Forecast
		£k	£k	£k	£k	£k
Community Services	177	39	118	20	0	0
Housing GF	80	20	60	0	0	0
Planning	0	0	0	0	0	0
Resources	717	88	396	184	50	0
Corporate items	137	27	82	15	0	12
TOTAL	1,111	174	656	219	50	12

Commentary

Total plan of £1.1m - forecasting c£1.1m (99%) delivery

- £12k (c1%) unachievable (Black);
 - shortfall in intra authority recharges (£12k)
 There is a risk to programme delivery from:
- £50k (5%) doubtful (Red); due to dependency to find new tenants for the Town Hall saving
- £219k is rated amber, predominantly in S&R

Key:
Black – Under target
Red – No Plan, unrealistic timescales and/or Consultation assessment required
Amber – Deliverable but no agreed plan, uncertain timescale and Consultations required
Green – Clear plans, Realistic Timescale & Consultation complete
Blue – Delivered / Achieved

Capital Summary by Committee

	M3 Outturn		Forecast variance £'000	Overspend / (Underspend) £'000	(Slippage) £'000
	Forecast	Budget *			
	£'000	£'000			
Community Services	1,839	1,839	0		
Housing General Fund	400	460	(60)		(60)
Strategy & Resources	4,841	4,841	0		
Planning Policy (CIL)	2,146	2,146	0		
General Fund	9,226	9,286	(60)	0	(60)
Housing Revenue Account	15,956	15,956	0		
Total	25,182	25,242	(60)	0	(60)

*Budget approved by S&R Committee on 30th June 2022, consisting of £16.2m original budget and £9m carry forwards from 2021/22.

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- At Q1 a net variance of £60k (reduced spend) is forecast in the Housing General Fund.
- Further variances were reported within the Housing Revenue Account Capital Budget, at this point assumed to be net nil overall.
- The detail for each committee has been reported to individual meetings. The S&R programme is included on Slide 17.

Additional Information

Reporting Steps:

Finalisation & Sign off

- Pack distributed to Extended Management Team

Committee meeting

- 8 Sept - Community Services – Postponed, but papers issued
- 15 Sept – Housing – Postponed but papers issued
- 22 Sept – Planning Policy
- 29 Sept – Strategy & Resources

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Recommendation to Committees:

Community Services, & Planning Policy

- Note the financial position

Housing

- Note the financial position
- Receive HRA Outturn and M3 Position separately

Strategy & Resources

- Note the financial position
- Approve the Virements from Corporate Items and Resources

Debt as at 30 June 2022

Update to set out the direction of travel for debt recovery. Direction of travel has been RAG rated as follows;

Red – deteriorates by over 10% against target;

Amber – deteriorates by less than 10% against target

Green – improves against target

Sundry Debt, HBOP and HRA:

Type	Q4 21/22	Q1 22/23	Outcome
Sundry Debts	£282k	£275k	G
HBOP	£1,144k	£1,126k	G
HRA	£444k	£551k	R

Note debts older than six months for HRA and Sundry but one year for HBOP

HRA: Within this position is current and former tenants debt. Current tenants debt has fallen by 7% over the last three months (£254k Q1: £274k 21/22). However former tenants has nearly doubled (£297k Q1: £170k 21/22)

Collection Fund (2019/20 used as pre-Covid baseline):

	Monthly			Cumulated
	A	M	J	Q1
Business Rates (19/20)	15.2%	8.8%	8.9%	33.0%
Business Rates (22/23)	14.7%	7.6%	8.5%	30.8%
Outcome	A	R	A	A
	A	M	J	
Council Tax (19/20)	17.3%	9.2%	9.3%	35.8%
Council Tax (22/23)	16.6%	9.3%	9.0%	34.9%
Outcome	A	G	A	A

ANNEX

DETAILED REVENUE AND CAPITAL

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- M3 Forecast – Committee Detail (slides 9 to 12)
- Budget Virements Summary (slide 13)
- Financial Risks and Opportunities (slide 14 - 16)

Revenue Commentary Communities

2021/22 Outturn £k	Forecast at M03 £k	Annual Budget £k	Outturn Variance £k	One-off events £k	Ongoing Pressures £k
1,255 Salaries	1,309	1,309	0		
(34) Car Parking-On Street	(14)	(14)	0		
28 Car Parking-Off Street	(18)	(18)	0		
(15) Hackney Carriage/Private Hire	(19)	(19)	0		
208 Leisure & Community Grants	260	260	0		
248 Environmental Services	273	273	0		
1,960 Waste Services	2,180	1,980	200		200
(69) Cesspool Services	(109)	(109)	0		
(266) All Operational Services	(153)	(153)	0		
405 Parks and Open Spaces	537	537	0		
42 Streets & Public Conveniences	5	5	0		
3,762 Community Services	4,251	4,051	200	0	200

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Communities Services overspend £200k due to:

- £200k Waste Services due to potential contract indexation and labour costs inflation. This is deemed to be ongoing but mitigations are being explored within the Committee

Revenue Commentary Housing and Planning:

2021/22 Outturn £k	Forecast at M03 £k	Annual Budget £k	Outturn Variance £k	One-off events £k	Ongoing Pressures £k
509 Salaries	527	527	0		
(131) Meadowside Mobile Homes	(134)	(134)	0		
69 Westway	50	50	0		
34 Private Sector Enabling	82	82	0		
(186) Housing of the Homeless	(141)	(61)	(80)		(80)
55 Other Housing Renewal Functions	55	55	0		
15 Syrian & Afghan Refugees	25	25	0		
Ukraine Placements	0	0	0		
(22) Redstone House	0	0	0		
113 Housing Benefits	11	(69)	80		80
1 Other variances less than £10k	1	1	0		
458 Housing General Fund	476	476	0	0	0

General Fund, balanced

- Housing Benefit currently assumes that expenditure is matched by the Government, however this is not the case.
- In prior years (inc 2021/22) the shortfall in Government support has been offset by applying Homelessness grant to legitimate costs elsewhere in the committee
- This forecast reflects the assumption that one will offset the other, however further refinement is needed
- The 2023/24 budget will be updated to reflect a realistic position

Planning Policy overspend £124k

The variance is comprised of:

- Greater than expected spend on counsel on resulting from the decision to serve injunctions rather than enforcement notices
- Salaries due to a continuing heavy dependence on contract staff in the first quarter of the financial year
- Greater than anticipated on external consultant advice and late invoice from SCC historic build for fees due in 2021/22
- Offset by planning application fee income being better than expected income in the first 3 months

The service is endeavouring to take mitigating action by transitioning from contract to permanent staff; greater dependence on injunctions to deter planning breaches and reduce cost of appeals

2021/22 Outturn £k	Forecast at M03 £k	Annual Budget £k	Outturn Variance £k	One-off events £k	Ongoing Pressures £k
816 Planning Applications & Advice	457	335	122	0	122
294 Planning Strategy & Policy Guidance	315	316	(0)	(0)	0
50 Enforcement	272	276	(4)	(4)	0
(2) Tree Preservation & Advice	95	95	(0)	(0)	0
0 Community Infrastructure Levy (CIL)	0	0	0	0	0
174 Local Development Plan - Evidence	182	182	0	0	0
Gatwick Airport DCO	2	0	2	2	0
9 Transfer to/from Neighbourhood Plan Reserve	8	8	(0)	(0)	0
(10) Land Charges and Street Naming	(4)	(8)	4	4	0
1,332 Planning	1,328	1,204	124	2	122

Revenue Commentary – Strategy and Resources

2021/22 Outturn £k	Forecast at M03 £k	Annual Budget £k	Outturn Variance £k	One-off events £k	Ongoing Pressures £k
493 Legal Services	499	466	33		33
579 Democratic Services	571	555	16		16
1,396 Information Technology	1,285	1,238	47		47
367 Human Resources	396	408	(12)	(12)	
612 Customer Services	657	652	5	5	
391 Communications	325	322	3	3	
150 Emergency Planning & Community Safety	243	241	2		2
281 Office Services	427	283	144		144
160 Asset Management	140	138	3	2	
277 Leadership Team	294	294	0		
897 Financial Services	1,062	1,062	(0)		
65 Revenues and Benefits	482	482	(0)	(1)	
78 Communities Executive Projects	85	80	5	5	0
5,748 General Fund	6,466	6,222	244	2	242
0 Wellbeing Prescription	0	0	0		
5,748 Strategy & Resources	6,466	6,222	244	2	242

Strategy & Resources overspend £244k mainly due to:

Ongoing Pressures:

- £144k Office Services - reduced income recovery from Council office rentals. The service has a savings target of £50k for new tenants compounded by expiring leases and non-renewal. The service is taking mitigating action to identify new tenants and renew existing where possible
- £47k Information Technology – overspend due to £30k for Software and Telephone usage and £17k vacancy factor
- £33k Legal Services – overspend due to £19k vacancy factor, and staff turnover resulting in employee cost variances
- £16k Democratic Services overspend – Elections overspend driven by a combination of statutory annual canvas and registration of electors expenses (printing, postage, door to door canvassing), as well as estimated costs in preparation for the ward boundary review. Mitigation sought by reviewing suppliers contracts for improved value for money and seeking commensurate savings

Revenue Commentary Corporate Items

2021/22 Outturn £k	Forecast at M3 £k	Annual Budget £k	Outturn Variance £k	One off events £k	Ongoing pressures £k
1,153 Interest Payable	1,162	1,163	(1)	(1)	
(1,533) Interest Receivable & Investment Income	(1,516)	(1,495)	(21)		(21)
(475) Property Income	(603)	(745)	142	118	24
(1,854) Non GF Support recharges & Bank charges	(2,054)	(2,071)	17	5	12
845 Minimum Revenue Provision (MRP)	1,179	1,179	0		
1,379 Pension - Actuarial top up, Added Years, & Compensation	1,484	1,485	(1)	(2)	
(73) Write Offs and Bad Debt Provision	22	22	(0)		
Cost of Collection	(201)	(270)	69		69
Contingency	116	116	(0)		
(56) Contributions to / (Drawdown from) Earmarked Reserves	(285)	(85)	(200)	(200)	
Covid-19	0	0	0		
Transformation	0	0	0		
T2 & T3 Saving	0	(0)	0		
(613) General Fund	(696)	(701)	5	(80)	85
Contribution to General Fund Balances	100	100	0		
(613) Corporate Items	(596)	(601)	5	(80)	85

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Corporate Items overspend £5k; mainly due to:

One-off:

Investment Properties - Quadrant House has a new tenant target of £120k which remains to be met. Offset by £200k Government new burdens grant carried over from 2021/22

Ongoing:

£69k shortfall in cost of collection funding from Government (Business Rates) which is based on the value of business rates and is not sufficient to meet the budget. (£69k)

£12k shortfall in expected General Fund recharge income

Due to higher Bank Bases rate – short term interest receivable has increased by £21k

Note: Transformation will be funded from Capital Receipts and any residual or new Covid-19 impact will be funded from Covid-19 reserve

Revenue Position – Budget Tracker

	Mar S&R Budget Paper	Virement				Updated Budget
		T3 Saving	S&R Internal Alignment	Cost of Collection	Adjustments	
Community Services	4,051,007	0	0	0	0	4,051,007
Housing General Fund	476,000	0	0	0	0	476,000
Planning	1,203,980	0	0	0	0	1,203,980
Strategy & Resources	6,401,640	(450,000)	0	269,970	(180,030)	6,221,610
Corporate Items	(781,000)	450,000	0	(269,970)	180,030	(600,970)
Net Budget	11,351,627	0	0	0	0	11,351,627

- **There have been 3 virements since the beginning of the year**
- The 2021/22 revenue budget was approved by Council on 13th February 2021, at **£11.351m**
- As part of the March S&R paper (Column 1 above), the Tranche 2 amounts for vacancy factor and increments were distributed
- Since then, the following changes have been made;
 - £0.450m – distributing the Tranche 3 savings (Back Office and Management restructure) across Resources
 - £0.270m – reassignment from Revenues & Benefits of cost of collection funding that sits better with Corporate Items, along with other Collection Fund technical items
 - The above totalling £0.180m in the adjustments column

Revenue Risks (1)

These risks have not been included in the budget monitoring position unless otherwise stated

Committee	Outline of Risk	Mitigation	Range Max - Min £k	Likely Financial Risk £k
Community Services	Inflationary impact on waste contract may vary from amount indicated in forecast depending on final calculation of inflationary pressures. An indicative value of £200k has been included in the forecast.	Regular meetings continue to discuss progression of the new contract and will review issues as they arise	£100k- £300k	
Community Services	Trees Programme Budget may not be enough for 2022/23. Budget provided last year was not used as work has to be co-ordinated with Network Rail with associated restrictions on access and cost. Work still has to be completed - last years estimated cost £45k	Programme of works being established to ensure programme is kept to within Budget. However TDC has a high density of trees which have ash dieback and processionary moth issue. Also lack of adequate tree management has put more stress on what work must be completed. Also looking at accessing outside funding to help with tree management programmes	£45k	£45k
Housing	Rising inflation may induce greater unemployment and straining housing demands	Reviewing reasons for strain on the housing demands and allocating relevant New Burden grants	£0k- £120k	£60k
Housing	Higher unemployment directly linked to high risk of rent defaults	Reviewing reasons for strain on the housing demands and allocating relevant New Burden grants	£0-£100K	£40k
Planning	Local Plan business case roadmap unforeseen costs and alternatives required	Additional costs would be offset within the Local Plan reserve in the first instance		
Planning	Escalating external legal costs related to the need to employ specialist Planning related solicitors are a possible cost pressure within Planning service.	Monitor and report, taking commensurate actions where opportunities arise		
Planning	Unexpected fall of in planning application fee income, driven by the national economic situation	Monitor and report, taking commensurate actions where opportunities arise		
Planning	Although the Council's decision to serve injunctions, rather than enforcement notices, drives the need for external specialist Counsel costs, it does have a long term benefit for the Council.	Use of injunctions, results in a long term saving through deterrent effect on other individuals wanting to breach planning control and overall reduction in cost of planning appeals		
Planning	Gatwick Airport Development Consent Order. Gatwick Airport has set out its proposal to bring its existing northern runway into regular use, alongside its main runway, as set out in its masterplan. The Council will incur specialist consultant advice to respond to each stage of the consultation process.	Value for money will be achieved by working with other Councils to secure the most effective, efficient and economical services to deliver the Councils responses to the consultation.	£68k - £48k	£58k

Revenue Risks (2)

These risks have not been included in the budget monitoring position unless otherwise stated

Committee	Outline of Risk	Mitigation	Range Max - Min £k	Likely Financial Risk £k
Resources	Escalating external legal costs related to specialist employee matters are a possible cost pressure within HR.	Risks to be partially mitigated by looking at options for refreshing training with officer on Council policies	£18k - £28k	
Resources	External employment market is buoyant for professional Legal staff. Any further reduction of staff is a risk to service provision	Outsourcing of Legal work would reduce the legal compliance risks to the Council, but increase cost pressures. Service Plan delivery is occurring through reviewing the approach to fulfilling demand for Legal Service, getting best value for money from the internal team, and considering when external advice is appropriate. The Council is exploring the potential to centralise all Legal Budgets enabling greater control on when external advice is required.		
Resources	The statutory duty domestic homicide case review is a new cost risk for the Council. One case review would be a cost pressure to the Council of approx. £20k	Council is spreading risk by participating in a Surrey scheme to mitigate the singular cost risk to the Council.		
Resources	Council continues to seek tenants for available Council office space to increase rent income.	Two marketing agents are employed, and the Council has extended the security hours related to the offices to further develop interest in the rental. Further details are set out on the Savings Plan monitoring page.		
Corporate Items	Greater possibility of higher empty properties due to business revaluating workspaces and impact on investment / property income (above current forecast)	Asset Manager review all opportunities to maximise investments and market all opportunities (for finding new tenants). Adaptions to will be considered if appropriate to attracting tennants, subject to demonstration of an appropriate return on investment.		£100k
Overall risks				£245k

Revenue Opportunities

These opportunities have not been included in the budget monitoring position

Committee	Outline of Opportunity	Any blockers to achievability	Range Max - Min £k	Likely Financial Opportunity £k
Housing	Homelessness Grant may present additional opportunities to offset	Ongoing review of legitimate use of homelessness grant will be required. Economic situation may lead to increased strain on the budget	£0-£30k	(£15k)
Resources	Rental income at Oxted offices may improve from forecast	Investment may be needed to deliver office space that is attractive to potential leaseholders	£0-£90k	(£45k)
Corporate Items	Improved temporary lending rates due to Bank base rate increases (affects Interest Receivable)	BoE decisions and investment market reaction	£0-£40k	(£20k)
Overall Opportunities			-	(£80k)

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Capital Budget – Strategy and Resources

Scheme Name	Original Budget	Carry Forward	Budget including Carry Forwards	Forecast at M3	Forecast Variance M3
	2022/23	from 2021/22	2022/23	2022/23	2022/23
	£	£	£	£	£
Land/Asset Development	181,000	0	181,000	181,000	0
Quadrant House Refurb	0	2,628,100	2,628,100	2,628,100	0
Croydon Road Regeneration	1,325,000	114,700	1,439,700	1,439,700	0
A22 Cycleway	0	0	0	0	0
Council Offices	50,000	0	50,000	50,000	0
IT - Hardware/Infrastructure/Projects	228,000	314,400	542,400	542,400	0
IT - Hardware/Infrastructure/Projects			0		0
Total Capital Programme	1,784,000	3,057,200	4,841,200	4,841,200	0

- The Capital Budget was approved by Full Council on 2nd February 2022 at £1.784m.
- This was supplemented by £3.057m of carry forwards from 2021/22 as part of the outturn report to S&R on 30th June 2022
- The total budget for 2022/23 is therefore £4.841m
- The budget has been reviewed for deliverability at Q1 and at present it is deemed to be deliverable
- Spend across the Committee's schemes is c.£1.2m (25%) at Q1.

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Future Tandrige Programme Update Strategy & Resources Committee Thursday, 29th September 2022

Report of: Chief Executive and Chief Finance Officer (S151)

Purpose: For decision

Publication status: Unrestricted

Wards affected: All

Executive Summary:

This report sets out an update on the Future Tandrige Programme ('FTP'). It provides:

- The budgetary context, in terms of the timetable to deliver the budget and an update on the likely financial position and scale of savings required
- Progress to date in delivering Service Reviews, with updates on all service areas currently in scope
- The direction of travel for becoming a Commissioning Council
- The direction of travel for our digital transformation
- An expected resourcing plan for the delivery phase of the FTP
- Next steps on FTP following consideration / approvals along with the lead-in to the final budget to be approved by Council in February 2023.

This report supports the Council's priority of: Building a better Council.

Contact officer: David Ford – Chief Executive dford@tandrige.gov.uk
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Recommendations to Committee:

That S&R Committee:

1. Notes the progress to date on delivering the Future Tandridge Programme, the direction of travel for the Service Reviews and associated savings targets included in Appendix C.
2. Notes that Officers will continue to update their business cases where these are required to achieve the target savings and will bring these for Committee approval where necessary over the coming months.
3. Approves the £500,000 resource investment from capital receipts required for the Future Tandridge Programme set out in Appendix I to move the programme into delivery, including the delivery of the target savings of £1.7m identified in this report.

Reasons for recommendations:

This report builds on the papers presented to Council on 10th February 2022 and to this Committee on 30th June 2022. As a public body, the Council is required to set a balanced and deliverable budget and to demonstrate value for money in all its services, whilst operating in an uncertain and restrained financial environment.

The Future Tandridge Programme and Service Reviews are the mechanism for delivering value for money, providing assurance that services are specified to deliver to an agreed quality within available funding.

1. Introduction

- 1.1. On 30th June 2022, the Committee considered two reports; one setting out the 2023/24 Budget Setting Process and a connected report setting out an update on the Future Tandridge Programme. This report updates the Committee on the Future Tandridge Plan, dovetailing into the 2023/24 budget process.

2. **Budget Timetable Update**

2.1. The table below is an updated extract of the budget setting timetable, with comments on completion status.

Time Period / Date	Activity / Milestone	Progress
30th June 2022	2023/24 Budget Process Report to S&R Committee	Complete
July – September 2022	Initial estimates of pressures and savings developed, alongside each service area’s business case. Review of fees and charges Review of staff allocations and charges to Housing Revenue Account	Initial estimates complete Fees and charges review to commence Staff allocations review complete
August – September 2022	Engagement with Members on 2023/24 initial pressures, savings, fees and charges	This report sets out initial pressures and savings. Workshop on 20 th September 2022. Fees and charges review to commence.
September 2022	Committee Cycle – Service Business Cases and initial pressures and savings	Committee cycle underway – Communities and Housing Committees postponed to October
October – November 2022	Engagement with Members on 2023/24 Draft Budget	Draft Budget to S&R on the 1 st December.
1st December 2022	2023/24 Draft Budget and Capital Programme, including Tax Base to S&R	Further Business Cases and updates on specific savings will come back through subsequent Committee cycles along with the emerging budget.
December 2022	Expected publication of Local Government Finance Settlement – finalisation of funding estimates	
December 2022 to January 2023	Engagement with Members on 2023/24 Final Budget Engagement with residents and Business Rate payers on 2023/24 Budget	
January 2023	Committee Cycle – 2023/24 Final Budget, Capital Programme and Medium-Term Financial Strategy	
31st January 2023	2023/24 Final Budget, Capital Programme and Medium-Term Financial Strategy to S&R Committee	
9th February 2023	2023/24 Final Budget, Capital Programme and Medium-Term Financial Strategy to Council	

2.2. Inflation, fees and charges are emerging as key issues. The two are linked, because the Council’s budget is impacted by inflation in contract costs (which are often unavoidable) and also inflation in fees and charges raised by the Council, which Members will need to approve as part of the budget process.

2.3. Given the acute increase in inflation, but also uncertainty on the range of potential high points (between 13% and 18%), discrete projects to review inflation and set out proposed fees and charges are planned and will feature in the Draft Budget.

3. **Financial Overview**

3.1. In June, three budget scenarios for 2023/24 were presented to Committee; Pessimistic, Optimistic and Neutral. These scenarios presented a range of potential targets for 2023/24 savings based on the assumptions made at the time. Previously, the Bank of England expected inflation to peak at 10% (BoE Monetary Policy Report May 2022); this has now increased to an expected peak of 13% (BoE Monetary Policy Report August 2022). Other commentators have predicted a rise of up to 18%, however this predated Government announcements on freezing energy prices.

3.2. In addition to the general rate of inflation, discussions with our energy provider have indicated that a 100% increase in energy costs is likely to occur in 2023/24. This will be kept under continual review as the budget emerges and options to limit its impact will be explored.

3.3. Therefore general inflation and energy costs have added significant pressure to all three scenarios, increasing the projected allowance for inflation by £200k in each case. The neutral scenario would now indicate a savings target of £1.7m. The service reviews and management structure changes are currently based on achieving this target.

3.4. The emerging economic position would appear to make the pessimistic scenario more likely, or at least more credible. Officers are planning to identify savings that go beyond the £1.7m; developing a reserve list of measures that Members may need to consider in the January committee cycle. To achieve a balanced budget in the pessimistic scenario, would require a further £500k beyond the £1.7m.

3.5. The table below compares the scenarios presented on 30th June, with a refreshed position based on current assumptions. This is a precursor to the Draft Budget, planned for 1st December Committee.

2023/24 Indicative Budget					
	Full Council (February 2022) £m	Indictive Refreshed Position (Optimistic) £m	Indictive Refreshed Position (Pessimistic) £m	Indictive Refreshed Position (Neutral) £m	Comments
Opening Budget	11.351	11.351	11.351	11.351	
Indicative Pressures	1.280	1.600	1.900	1.700	Increased expectation of inflationary impact
Net Budget	12.631	12.951	13.251	13.051	
Indicative Funding	11.044	11.624	11.044	11.351	Plausible range of potential funding
Gap - i.e. Savings to be delivered	(1.587)	(1.327)	(2.207)	(1.700)	
30th June S&R update	(1.587)	(1.127)	(2.007)	(1.500)	
Increase	0.000	(0.200)	(0.200)	(0.200)	

3.6. The £1.7m of indicative pressures in the neutral scenario primarily includes:

Pressure	Indicative Value £m	Comment
Allowance for a pay award and staffing increments	0.300	Proposals for a pay award will be developed with Members alongside the budget process.
Allowance for inflation	0.600	Full inflation review commenced in September alongside review of fees and charges.
Capital Programme Financing Costs	0.200	Assumes that the planned level of borrowing takes place in 2022/23. A review of the Capital Programme is planned. This may be mitigated by using the Redstone receipt to reduce borrowing costs.
Pension Triennial Valuation	0.100	Awaiting further information from the Pension Fund on the extent to which contributions may need to increase.
Service Pressures	0.400	Including £300k for Housing Benefit and HRA recharge reviews, with a further allowance for indicative service pressures to be refined in October.
Contribution to sustainable reserves and contingency	0.100	DLUHC have refused our application to use the Redstone receipt to move reserves toward a more sustainable level. Alternate uses for the capital receipt balance are under consideration, however a modest addition to contingency is likely to be required to mitigate risks in the delivery of savings and to ensure the Council continues to recover its depleted reserves position. Further consideration of the reserves position will be set out in the Draft Budget.
Total	1.700	

3.7. The savings table in Section 6 sets out the expected composition of a £1.7m savings plan to meet the neutral scenario, subject to Member approval of the business cases and investment required to deliver.

3.8. Due to inflationary pressures and the risk to delivery of some of the savings identified for 2023/24, work has started on a reserve list of areas for potential savings for further investigation that would be required to meet the £2.2m savings target indicated by the pessimistic scenario.

3.9. This reserve list will involve more challenging areas that have not been considered through the service reviews (for example car parking, waste collection, fees and charges) and is likely to require difficult choices to be made, including potential service reductions. The development of this list will form part of the budget process with options brought back for consideration by Members in December and January for approval.

4. FTP - Background

4.1. The overall aims of the FTP programme are to transform the operating model for the Council, to create a smaller, more strategic, agile and responsive organisation, with resources targeted at Council priorities and which is underpinned by a more business-like approach to the way that the Council operates.

- 4.2. The longer-term objectives of the FTP need to be balanced with the pressure to move forward quickly to deliver savings required in 2022/23, and to meet the financial challenge that the Council faces in 2023/24 and beyond.

The programme approach was set out in the report to the Strategy and Resources Committee on 1st February 2022.

This identified two broad phases:

Phase 1 - mobilisation and design – c6 months

Phase 2 – delivery – c12 months

The programme is now reaching the end of Phase 1. The total investment in delivering Phase 1 was £250k, which has been funded from capital receipts under national flexibilities to use receipts for transformation.

Included later in this report is a forecast of the programme resources required to deliver Phase 2 of the programme, which includes the delivery of c£1.7m of savings in 2023/24.

4.3. **Critical Success Factors**

At the start of the programme, Critical Success Factors were identified (included as Appendix A). These will form the basis for assessing the overall success of the programme during the delivery phase.

4.4. **Phase 1**

During Phase 1, the programme was structured into 4 workstreams:

Leadership

- Senior Management restructure – building a new senior management team equipped to lead and deliver the Future Tandridge Programme and its outcomes.
- Strategic Plan – the development of a new corporate vision and a new Strategic Plan to guide the Council from 2023/24.

Organisational and Workforce development

- Implementing leaner management and service structures to deliver the new operating model.
- Supporting the delivery of the Service Reviews and reductions in staffing levels emerging from them.
- Developing a consolidated People plan to support the delivery of the FTP.

Service review and redesign

- A prioritised, consistent and rigorous review of all services which fundamentally challenges how and why we provide services including the demand for these services, the most appropriate delivery model, performance, cost and value for money.
- A focus on identifying outcomes which support the development of the longer-term operating model balanced against the need to identify short term opportunities to deliver savings in 22/23 and 23/24.

Finance and benefit delivery

- The Tandridge Finance Transformation (TFT) programme was formally closed at the end of June 2022 and responsibility for benefit delivery moved under the FTP Programme and Benefits Delivery Board (see section under Governance below).
- It is worth noting that the TFT programme has been shortlisted for the 2022 Public Finance Awards under the category of 'Aligned Service Delivery' in recognition of the partnership working between the Surrey and Tandridge finance teams.

5. Phase 1 key findings

- 5.1. During Phase 1 there has been a strong focus on the Service Reviews (Workstream 2) because of their importance in shaping the direction of the delivery phase and identifying savings necessary to meet the budget pressures in 2022/23 and 2023/24.
- 5.2. In undertaking these reviews, as reported to the Committee previously, key themes have emerged which, taken together, will inform the objectives for the delivery phase of the programme and the development of the future operating model for the Council.
- 5.3. A summary of these key findings is included in Appendix B, along with a high-level view of the changes which will form part of the delivery phase of the programme.
- 5.4. **Becoming a Commissioning Council**
Foremost amongst these is a desire for the Council to move towards a commissioning model. It is evident that up to now the Council has taken an ad-hoc approach to commissioned services with many service areas suffering from the lack of a clear specification for services, performance standards, data and/or metrics, and a lack of the skills necessary to undertake commissioning effectively.
- 5.5. Going forward it will need to adopt a more rigorous approach to defining service objectives, service specifications, assessing the most appropriate delivery model (including outsourcing, delivering internally or delivering in partnership), and establishing clear performance metrics which are actively managed, developed and improved, whether services are provided externally or internally.
- 5.6. Whilst this does not mean outsourcing every service, in the current context it is likely to lead to more services being provided by third parties, coupled with a stronger focus on assessing and managing within what the Council can afford.
- 5.7. Moving to this model will be a key objective through the delivery phase of the FTP. This change is not something that will be achieved overnight and in order to support this change to a commissioning-led approach, the Senior Management team and Heads of Service will need to adapt to a new way of working, to support the shift to a commissioning function.

5.8. In addition, the Council will need to bring in new skills and external support as well as to invest in the development of the skills and capabilities of existing managers and staff in areas such as:

- client and contract management to drive performance and value from existing and new contracts and shared service arrangements.
- building evidence & knowledge
- specifying outcomes and/or services required
- developing influential partnerships and relationships with other partners and service providers to deliver outcomes.

This will form a key element of the delivery phase of the programme, both through the development of a new operating model and a strengthening of the management structure and the resources available within the Council to develop a focus on commissioning and contract management as a core skill.

5.9. **Vision, Strategy and Policy**

At a strategic level, becoming a Commissioning Council means being clearer on the needs and requirements of residents and service users and evaluating carefully what the contribution of the Council should be (alongside that of other partners), within the resources it has available.

5.10. It is evident that the current Strategic Plan does not effectively drive service priorities and objectives and is not owned and embedded in the organisation. Coupled with the absence of an effective policy function, this serves to create a strategic 'gap' between the Council's overall aims and the way in which this is delivered.

5.11. The approach to developing a new Strategic Plan and the associated policy function is currently under review and will need to be addressed as part of the delivery phase of the programme.

5.12. **Management Structure**

Interim changes have been made to the structure which have delivered savings of £125k in 2022/23. During the delivery phase of the programme, as the Council moves to adopting the commissioning model, there will be a requirement for a further senior management restructure both to strengthen the skills and capabilities available to the Council and to achieve the savings identified for delivery in 2023/24.

5.13. **Organisation and Workforce development**

Formative progress has been made on organisational and workforce development during Phase 1. This can be expected to accelerate through the delivery phase of the programme.

The existing Strategic Plan has been used to link the Council stated objectives, service plans and individual staff objectives. Service areas have created service plans using these, alongside current priorities, to set individual objectives to ensure that employees are contributing to delivery of the Council's strategic goals. This will form part of the performance management framework being implemented across the Council.

6. Summary of Service Reviews

- 6.1. A summary of progress for each of the service reviews is included as Appendix C, along with a RAG assessment of current confidence in delivery of target savings and the quality and depth of the review undertaken.
- 6.2. This overview is split between those reviews which come under the Housing and Community Services Committees and those which are the responsibility of the Strategy & Resources Committee.
- 6.3. The table below summarises the overall expectation of savings for the Future Tandridge Programme, setting out total savings to be delivered over the current and following financial years, along with a high-level indication of the target saving as a % of the 2022/23 net budget before savings.

Service Area	Original Budget (Before Savings) £000	Total Saving 2022/23 to 2023/24 £000	% Saving	2022/23 Savings Target £000	2023/24 Savings Target £000
Ops and Localities	1,348	311	23%	72	239
Waste	2,284	184	8%	111	73
SBCP	0	100			100
Regulatory	277	67	24%	16	51
Community Partnerships*	418	100	24%	50	50
Housing Statutory*	378	20	5%	20	0
Subtotal before External Funding	4,705	781	17%	269	512
Housing Statutory - External Funding		210		10	200
Communities and Housing in Current Scope	4,705	991	21%	279	712
Asset Management	596	223	37%	111	112
Comms	310	123	40%	76	47
IT	1,317	173	13%	138	35
Customer Services	636	173	27%	45	128
Human Resources	382	104	27%	39	65
Democratic Services	569	15	3%	7	8
Legal	477	67	14%	43	24
Revs & Benefits	535	142	27%	42	100
Finance	914	41	4%	41	0
Management Structure	1,555	450	29%	125	325
S&R Services & Management in Current Scope	7,291	1,510	21%	667	844
Corporate	(343)	283		165	118
Total in Current Scope	11,653	2,784	24%	1,111	1,674
Outside Current Scope (e.g. Planning & Parking)	809		0%		
Grand Total	12,462	2,784	22%	1,111	1,674

*The budget for the Westway contribution is held in the Housing Committee, but is being managed through the Community Partnerships review

6.4. The programme has aimed to prioritise savings in S&R services and through the management structure, with the larger percentage savings in those areas. The saving planned within the Housing General Fund Committee is predominantly through making more efficient use of external funding and not directly related to service delivery; although structures will be reviewed within the existing budget to ensure that they are robust, resilient and efficient.

6.5. Detailed business cases have been developed and shared with Committee members for those services areas which fall under the Community Services and Housing Committees. These will be considered by those Committees at the rearranged meetings following the Queen's funeral.

Key recommendations from the business cases include:

6.6. **Housing**

A new structure and service improvement plan is being developed for the Housing Landlord Service with a clear direction of travel.

6.7. This will have a focus on the need to collect meaningful, comparable data to ensure an accurate options appraisal can be undertaken in 12 months' time, alongside a strong focus on resident engagement in accordance with the new Renters Reform Bill and the Social Housing Regulation Bill.

6.8. **Community Services**

A twin track approach for Operational Services leading to a decision on the future delivery model for the service:

1. Internal Improvement programme - to initiate an internal improvement programme to deliver better service outcomes, achieve savings and mitigate operational risks and issues. This will include the redesign of Operational Services, the development of service specifications and associated performance metrics, improvement in technology and an interim restructure of services.

2. Market readiness preparation – to undertake early market engagement to assess the market readiness and appetite to deliver Operational Services, in whole or in part.

6.9. **Strategy and Resources Committee**

A summary of those services which fall under this Committee is set out in the table below, along with target savings identified for delivery in 2023/24 and options under consideration for future delivery models.

Service	Head of Service	Target Savings (000's)	Savings confidence	Operating model review	Delivery model options under consideration	Staff savings	Depth of Service Review
Back Office / Enabling							
Assets and FM	Alison Boote	£112		Y	In house / work with delivery partners	Y	
Communications	Giuseppina Valenza	£47		Y	Reshaped in house short term / Potential outsource	Y	
Digital and IT Cross Cutting	Mel Thompson / Vicky Barrett	£35		N	In house BAU / change delivery external / outsource	N	
Customer Services	Mel Thompson	£128		Y	Transformed In house	Y	
Human Resources	Aretha Pitkin	£65		Y	Reshaped in house model / shared service / outsource	Y	
Democratic Services	Alex Berry	£8		Y	In house model	Y	
Legal	Lidia Harrison	£24		N	In house / as-is model	N	
Revs and Bens	Mark Hak-Sanders	£100		Y	Shared Service / hybrid	Y	

6.10. The savings are RAG rated according to the depth of the review and confidence in delivery. The RAG rating will be kept under review and will ultimately inform consideration of the level of contingency required to support the 2023/24 budget, and decisions on whether further measures are required to assure a balanced position.

6.11. Appendix C includes a single page summary of progress for each of these service areas. Actions and milestones necessary to deliver these savings have also been identified and will form part of the plan for the delivery phase.

The Committee are asked to consider the direction of travel and the associated savings for these services. Further analysis is required in some areas and, where necessary, business cases will be brought back to a subsequent committee for approval.

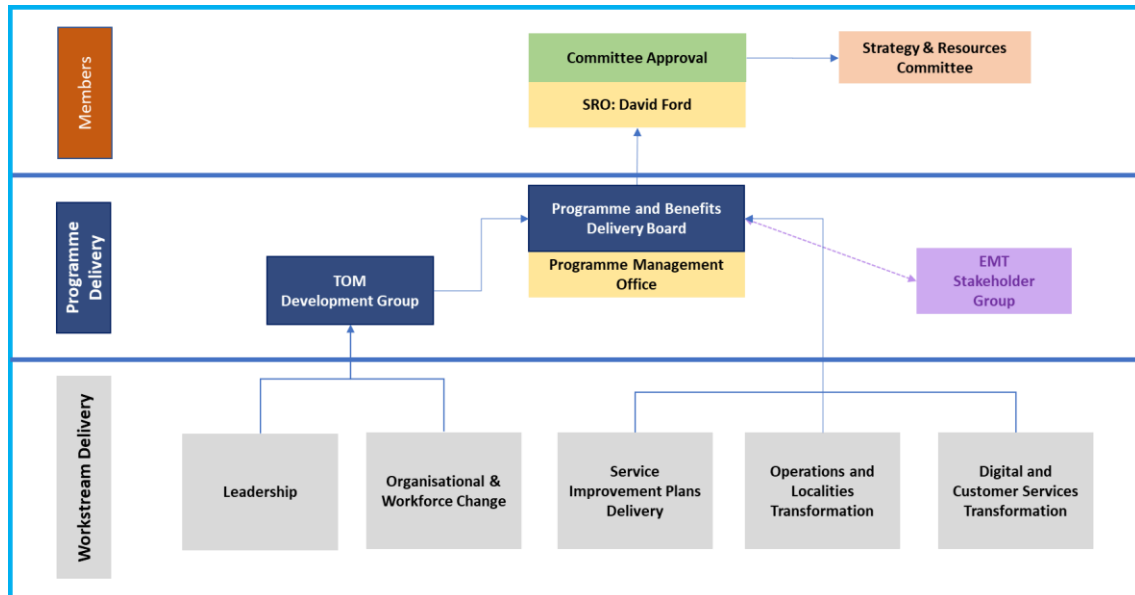
6.12. Detailed business cases with specific recommendations are underway. These will be shared with senior members and brought to this Committee for approval in time to ensure that savings identified can be delivered.

The first of these will be business cases for Assets and FM and Communications. Work is also underway to develop the business case for Digital and Customer Services Transformation which provides a strong opportunity to transform the resident experience and customer services function through investment in digital technology as presented to the All-member briefing on 20th September. This business case, including the required investment and benefits, will be brought for approval to the Committee on 1st December.

7. **Phase 2 – approach to delivery**

- 7.1. Through the delivery phase, the governance and workstream structure for the programme will be reshaped as set out below.

Governance



- 7.2. Overall Member oversight of the FTP and the impact on the financial position of the Council will continue to be through this Committee. Wider Member engagement will be undertaken on specific topics and regular progress updates provided to all Members.
- 7.3. The development of the leadership and organisational development workstreams will continue to be overseen through the **Target Operating Model (TOM) Development Group** along with the overall development of the operating model. This group will be chaired by the Chief Executive and will, in effect, be the guiding team for the development of the FTP.
- 7.4. As change projects are approved for delivery these will be overseen by the **Programme and Benefits Delivery Board** which will be chaired by the Chief Finance Officer. Further details on the governance model and terms of reference for these groups is included in Appendix D.

Going forward there will be 5 workstreams as follows:

- Leadership

This will continue as set out in Section 4 above.

- Organisational and Workforce change

This will continue as set out in Section 4 above.

- Operations and Localities Transformation

A project team will be established to delivery the recommendations set out in the report to Community Services Committee.

- Digital and Customer Services Transformation

A project team will be established to take forward the further development of the Digital and Customer Services transformation project, leading to a full business case for consideration and approval at the Committee on 1st December.

- Service Improvement Plans Delivery

A workstream will be established to oversee the delivery of the remaining service improvement plans and their associated savings.

7.5. **Risk**

Risk will continue to be managed in a consistent way across the FTP through the programme management office (PMO) and reported and managed through the relevant Board.

Further details on the approach to managing risk and the current programme level risks is included in Appendix E. Audit & Scrutiny committee will focus in more detail on the arrangements for identifying and managing risks in the FTP.

7.6. **Change Control**

It is inevitable that changes will be required to the scope of the programme through the delivery phase. These need to be carefully managed to ensure that changes are properly assessed to understand their impact on the successful delivery of the programme. A change control process has been established to manage changes through programme delivery.

7.7. **Programme Delivery - Resourcing**

Where possible opportunities are being given to current staff to be part of the programme team helping to develop and deliver the programme. It is also recognised that there are gaps in skills and capacity in some specialist areas required to deliver the programme successfully and that this will continue to need an investment in expert support and to deliver the changes identified through the programme.

7.8. The estimated investment in programme resources required to deliver Phase 2 (from October 2023) is detailed in Appendix I, totalling £500,000. This is a one-off investment for approximately 12 months to support delivery of the workstreams set out in section 7.4.

An overview of the function of each role is included in the table. Some of these roles will provide leadership and support to the programme as a whole as set out below:

Role	Function	Est cost
Programme Management	Operational oversight of the programme through design, options appraisal to delivery. Interface with key sponsors – P/T support from SCC	£30,000
Programme Management Office (PMO)	Maintain overview of progress and ensure consistency in approach, documentation, reporting. Interface with sponsors – full time secondment from SCC.	£52,000
Project administration	Admin support through programme / project delivery - attached to PMO – backfill for internal TDC provision	£20,000
Business Analysis	Detailed data, performance and benchmarks, especially during design and options appraisal stages. (see Note) – external recruitment	£65,000
HR advisory	Expert HR advice/support on revisions to working practices, employment terms and staff changes - external support	£25,000
Project delivery Management	Manage detailed development and delivery of individual projects - c1.5 FTE mix of internal resources and external recruitment	£75,000
Subject matter expertise (SME)	Support with expert external knowledge through design, options appraisal - external	£30,000

It is recommended that the Business Analysis role becomes a permanent part of the Council establishment beyond this initial 12-month period to provide ongoing commissioning capacity and support to the Council. This has been built into the financial assumptions for 2023/24 and will be considered as part of the budget approval.

Additional roles are required to support the delivery of specific workstreams as set out below:

Org Development / Change Management	Support Organisation and Workforce change workstream through delivery, including staff and stakeholder engagement – external recruitment	£75,000
Operational Services	Drive delivery of improvement plan and market readiness assessment and outsource (subject to approval) – external support	£100,000

7.9. A further business case setting out resourcing to deliver the Council's aspirations for digital transformation is being developed and will be brought to committee when complete.

- 7.10. In addition to the investment in programme delivery, there will also be exit costs associated with the management restructure and the wider organisational changes. Costs vary significantly according to an individual's salary, length of service and age and so cannot be easily quantified in advance. However, expectations for this phase are for costs not to exceed £650,000. Redundancies are approved on a case-by-case basis including an analysis of the cost to the Council and comparison to the associated savings. This cost is based on assessment of the average redundancy cost, aligned with the service reviews that may have an impact on staffing (i.e. excluding those which relate to better use of funding, or income generation).
- 7.11. The investment required will be funded under the national flexibilities to use capital receipts to fund transformative projects that reduce or contain the cost to the Council's revenue budget. Non-statutory redundancy costs cannot be funded by capital receipts. £75,000 was set aside in the 2021/22 outturn report to cover eventualities such as this however further resource may be required as redundancies are identified.

8. Next Steps

- 8.1. Subject to any comments from this Committee on the recommendations included within Appendix C for each service area, Officers will continue to update their delivery plans for the improvements and savings identified. Where appropriate and necessary, revised business cases will be brought to a future Committee for review.
- 8.2. Following approval of the Programme Delivery Resources budget (Appendix I), existing programme roles will be confirmed and recruitment to vacant roles will commence.
- 8.3. The reserve list of savings required to bridge the gap between the neutral and pessimistic cases will be further developed and an update to the Committee provided in December as part of the budget process. The budget process will continue as set out in section 2.1

9. Comments of the Chief Finance Officer (s151)

- 9.1. As set out in section 3, the emerging budget position appears to be extremely challenging, particularly as it is being developed with no indication from Government on likely funding levels for 2023/24.
- 9.2. It is imperative that the Council has robust plans to deliver on a range of potential savings requirements, the final value of which will become clearer after Government funding announcements, expected in December.
- 9.3. The Council should ensure that the investment in the FTP is sufficient to assure successful delivery, whilst looking to make best use of limited resources, primarily funded through one-off capital receipts.
- 9.4. Ongoing investment in savings delivery and improvement of services is likely to be required for 2024/25 and beyond as the Council pursues continuing improvement of its services with constrained Government funding. Further capital receipt funding is likely to be required to meet the cost of that investment. Identifying assets which have the potential to generate a capital receipt will be a theme of the Assets and FM review, weighed up against potential alternate uses for each asset.

9.5. This report and its counterparts on the agenda for Community Services and Housing Committee is a milestone in terms of setting out progress on the Future Tandridge Programme and the likely savings plan. The Draft Budget, scheduled for December Committee will provide further detail on the financial position, including a review of spending pressures, reserves and funding projections.

10. Comments of the Head of Legal Services

This report updates the Committee on the progress of the transformation programme and the associated savings proposals. The financial forecasts will be incorporated in the Medium Term Financial strategy. Legal advice and support will be provided as and when required. Work will progress on delivery of the FTP as set out in this report under the auspices of this Committee and the TOM Development group. The FTP will involve the appointment of various consultants to assist with the programme and, therefore, it will be important to ensure that each appointment complies with the Council's procurement and commissioning rules and ensure that appropriate terms and conditions are agreed with each consultant prior to commencement of work.

11. Equality

11.1. The Council has specific responsibilities under the Equality Act 2010 and Public Sector Equality Duty. Part of this is to ensure that the potential effects of decisions on those protected by the equalities legislation are considered prior to any decision being made.

11.2. Section 149 of the Equality Act 2010, provides that a public authority must, in the exercise of its functions, have due regard to the need to:

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the EA;
- advance equality of opportunity between persons who share a relevant protected characteristic (as defined by the EA) and persons who do not share it;
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

11.3. The three parts of the duty applies to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status apply to the first part of the duty.

11.4. Members should have due regard to the public-sector equality duty when making their decisions. The equalities duties are continuing duties they are not duties to secure a particular outcome.

11.5. The Officers have reviewed their budget changes against the initial equalities screening tool. This has highlighted and concluded that all of savings within the 2022/23 budget will not have any direct effect on residents or service delivery (such as removal of vacant posts, renegotiation of contracts and Reserve adjustments).

11.6. The outcome of this is that the budgetary changes have no negative or positive impact on protected characteristics and residents. However, the Council will continually monitor the effect of the Budget-setting process and decision-making by using equality impact assessments.

12. Climate Change implications

12.1. There are no direct impacts on environmental aspects in this budget report. Climate change implications will be assessed as part of any changes to Service provision through a business case process.

Appendices

Appendix A – Critical Success Factors

Appendix B – Overview of key findings and delivery objectives

Appendix C – Summary of Service Review updates

Appendix D – Governance

Appendix E – Risk management

Appendix F – Programme Delivery Resources

Appendix G – Glossary of Terms

Background papers

- Strategy & Resources Committee 1st February 2022
- [2022/23 final budget and 2023/24 MTFS](#)
- Strategy & Resources Committee 1st February 2022
- [Future Tandridge Programme](#)
- Strategy & Resources Committee 7th April 2022
- [Budget – Tranche 2 Pressure and Savings Distribution](#)
- Strategy & Resources Committee 30th June 2022
- Community Services Committee 8th September 2022 (Postponed)
- Housing Committee 15th September 2022 (Postponed)

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Appendix A – Critical Success Factors



Financial

An overall reduction in net budget of 15% by 23-24 over 18 months
An overall reduction in expenditure on 'Enabling and Back Office' functions of 15-20% by 23-24
A higher proportion of the budget is spent on 'front-line' services and the Councils priorities



Residents and Service Users

Service Users are involved in the redesign of services
Resident and Service User feedback and insight is used to drive service improvement
Residents and Service Users are directed to use the least cost channel to access Council services



Services

Service Delivery models are assessed & service delivery is undertaken by the most appropriate means
Service performance is measured, benchmarked and actively managed
Service levels are set at an appropriate level which is aligned to Council priorities



Staff

The Council has a smaller directly employed workforce
Managers and staff are engaged and accountable for their performance
Staff feel valued and motivated and understand the values and behaviours expected of them

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Appendix B – Overview of key findings and delivery objectives

Key Outcomes	Initial findings	Future Transition Stage	End Stage
Vision and Strategy	<ul style="list-style-type: none"> Strategic plan is 'on the shelf' and not linked to service plans so no clear method of delivery 	<ul style="list-style-type: none"> Development of new Strategic Plan underway Service Plans in place with links to strategic objectives 	<ul style="list-style-type: none"> Approved Strategic Plan Service Planning and Delivery embedded, linked to Strategic Plan
Management	<ul style="list-style-type: none"> 'Top heavy' with too many HOS roles Ad hoc / no clear rationale or link to service delivery 	<ul style="list-style-type: none"> DCX in post, driving commissioning approach Lead role for Commissioning and Contract management recruited Commissioning support function in place 	<ul style="list-style-type: none"> Fewer more capable managers Structure clearly linked to Organisational strategy Commissioning structure fully in place & operational
Digital	<ul style="list-style-type: none"> Website lacks customer self service functionality Multiple standalone systems Salesforce not being used to full potential 	<ul style="list-style-type: none"> Redesign of TDC website completed Customer self service key functions on 'MyAccount' Prioritised technology development plan 	<ul style="list-style-type: none"> Full resident / customer self service / online access Integrated systems across key functions such as Planning, Housing and Customer Services
Customer Front End	<ul style="list-style-type: none"> Poorly defined customer front end Lack of data / metrics / Customer strategy Calls / contacts routinely double handled 	<ul style="list-style-type: none"> Channel shift to online self-serve underway Chatbot and telephony solutions in place Customer journeys simplified, fewer handoffs 	<ul style="list-style-type: none"> Customer can self service most functions online Access issues fully mitigated Slick customer front end with minimal handoffs
Commissioned Services External	<ul style="list-style-type: none"> Ad hoc overall approach to commissioned services Some areas poorly specified Many areas lack performance data / metrics 	<ul style="list-style-type: none"> Operations improvement plan & tender in delivery Intelligent client function redesigned Service improvement plans in delivery 	<ul style="list-style-type: none"> All external services operate to clear specifications, with performance metrics which are actively managed, developed and improved
Commissioned Services Internal	<ul style="list-style-type: none"> Ad hoc overall approach to commissioned services Some areas poorly specified Many areas lack performance data / metrics 	<ul style="list-style-type: none"> Services operating to clearly specified requirements Performance data / metrics in place Service improvement plans in delivery 	<ul style="list-style-type: none"> All internal services operate to clear specifications, with performance metrics which are actively managed, developed and improved
Support Services	<ul style="list-style-type: none"> Back office functions 'babysitting' front line services Day to day firefighting at expense of added value Lacking a 'business partnering' ethos 	<ul style="list-style-type: none"> Service requirements identified Business Partnering agreements underway Greater focus on added value support 	<ul style="list-style-type: none"> Service plans identify needs in advance Resources are directly linked to requirements Business Partnering is the norm
People	<ul style="list-style-type: none"> Job roles & responsibilities poorly defined Lines of accountability blurred in some areas Lack of any coherent people plan 	<ul style="list-style-type: none"> EMT - accountability framework in place Commissioning training underway for managers People Development plan in place 	<ul style="list-style-type: none"> Smaller, more agile organisation Capabilities are defined, invested in and developed Talent is identified & developed
Process & Data	<ul style="list-style-type: none"> Too much organisation effort in inefficient processes Many processes don't add value Data not valued or managed 	<ul style="list-style-type: none"> Simplified internal business processes Automation of routine – e.g print & mail functions Data is managed centrally in a structured way 	<ul style="list-style-type: none"> Most routine processes are simpler and automated Date is used to drive insight and improvement
Culture	<ul style="list-style-type: none"> Lack of shared ownership / common purpose Performance not measured or managed Inconsistent values and behaviours 	<ul style="list-style-type: none"> A developing sense of common purpose Performance appraisals in place for all staff Values and behaviours framework in place 	<ul style="list-style-type: none"> 'One team' Council Pay and reward linked to performance Modern, agile ways of working

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Service Review Overview – Housing and Communities Committees

Service	Head of Service	Target Savings (000's)	Savings confidence	Operating model review	Delivery model options under consideration	Staff savings	Depth of Service Review
Services provided externally (in whole or in part)							
Operations and Localities incl Waste	Simon Mander	£312		Y	Waste - outsourced Operations – outsource model being explored	Y	
Building Control	Cliff Thurlow	£100		Y	Shared Service / Arms length	N	
Regulatory Services	Alison Boote	£51		N	Shared Service	N	
Services provided internally							
Community Partnerships	Julie Porter	£50		Y	In house	N	
Housing HRA	James Devonshire	Separately funded		Y	In house (options review in 12 months)	Y	
Housing Statutory	James Devonshire	£200		Y	Reshaped in house model	Y	

Service Review: Operations, Localities including Waste		Report Date: 16th September 2022		Overall RAG status		Amber		
Lead Officer:		Simon Mander		Committee:		Community Services		
Summary of Current Status:				Critical areas of focus (High priority KLOEs)				
<p>The approach to undertaking the review was approved by the Communities Committee in June 2022 and include:</p> <p>Consider an integrated structure across Operations and Localities including Waste</p> <p>Consider different service delivery models including inhouse, arms length or full/partial outsourcing</p> <p>Review key services in Operations:</p> <ul style="list-style-type: none"> Grounds Maintenance and Street Cleansing Housing Repairs and Maintenance Vehicle Maintenance <p>Identify any further opportunities for savings in Waste services.</p> <p>Managers have been engaged in the service review process. Views from staff will be sought through the Improvement Plan. Data collection has been extremely difficult and across Operations there is a lack of service data in terms of specifications, operational data and key outcomes being achieved.</p>				<ul style="list-style-type: none"> • Based on the benchmarking of performance and analysis of the Value for Money of the current service delivery arrangements, consider the potential improvement opportunities and how these could best be delivered including redesigning the target operating model, structure and options for future delivery arrangements, direct (in-house) or through contractual arrangements or a phased approach. • Soft market test future delivery arrangements determining the packaging and timing for any services to be delivered through contractual arrangements, taking account of market conditions. • A further consideration is the delivery model for Housing Repairs and Maintenance and how commissioning and operational delivery could best support value for money and improved services to tenants. • Following on from above, develop a new target operating model for the integrated Locality and Operational Services. • Improvement opportunities and inflation risk mitigation in Waste services. 				
Recommendations / Improvement areas included in the business case				Key risks				
<ul style="list-style-type: none"> • Redesign and new target operating model for all services in scope and develop specifications and performance measures, which will increase value for money and realise savings. • Once the Target Operating model has been developed for each of the above services, develop an organisational design for the integration of Locality Services and Operational Services. The outcome of this work will then be included in the Business Case. • Develop potential delivery model options including inhouse, developing a local supply chain and/or partial or full outsourcing of services following internal improvements being made. Soft market test planned October to December. • Review Waste contract to identify opportunities and options to offset inflationary pressures. 				<ul style="list-style-type: none"> • The accuracy of the data from the GM contracts / DSO work is not robust, e.g. they lack clarity in relation to frequency, metrics etc. NB Street Cleansing data is of better quality. As such, some assumptions will need to be taken on the data in order for the review to be completed in a timely manner. Ultimately, quantity/specification information will need to be gathered in the longer term. • Market appetite for a “StreetScene” contract could mean that anticipated savings may not be achieved. Internal capacity and capability to deliver level of change required is a risk. • Inflationary pressure on waste contract 				
Savings identified for 2023/2024				2023/24	2024/25	Assumptions		RAG
Waste: Increase Garden Waste charges				£23k	£0k			
Waste: Bring sites				£50k	£0k			
Operations TOM redesign and remodelling, Integrated Model and potential outsource				£239k	£75k			

Service Review: Building Control		Report Date: 16th September 2022		Overall RAG status			Amber/Red	
Lead Officer:		Angela Hughes		Committee:		Planning Policy		
Summary of Current Status:				Critical areas of focus (High priority KLOEs)				
<p>Workstreams underway for all four high level KLOE and SBCP Board has been briefed by the Chief Finance Officer</p> <ul style="list-style-type: none"> Support Service Recharges Alternative delivery model / review of productivity, costs and commercial income by LABC IT Delivery (Resilience) IT Role (Resilience) <p>Meetings planned with LABC and discussions in progress with TDC IT.</p>				<ul style="list-style-type: none"> Review of Support Service Recharges – To ensure that the host authority is appropriately remunerated for its services. Alternative Service Delivery Models – To evaluate the potential benefits arising by adapting an alternative trading model, exploring productivity gains and additional income opportunity Future IT Delivery – To evaluate the options for providing the IT provision for the partnership Future IT role – Based on future IT delivery model, what are the requirements for an IT role within the partnership. 				
Recommendations / Improvement areas included in the business case				Key risks				
<ul style="list-style-type: none"> Support Service Recharges - ensure that host authority is suitably remunerated for its services Alternative delivery model - explore other models for efficiencies and savings IT Delivery and IT Role - look at how the TDC Salesforce could be utilised <p>The identified savings will come from the key lines of enquiry but have yet to be allocated to individual areas.</p>				<p>There is a risk that member authorities may not accept further increases in Support Service Recharges</p> <p>Building Safety Bill – there is a risk that this may not be the right time to change delivery model?</p> <p>There is a risk due to the challenging labour market</p> <p>Risk of capacity in the team due to resignations</p> <p>Impact of other service reviews –IT. To deliver IT savings in 23/24 budget work needs to start soon, otherwise the partnership will need to work with existing supplier to ensure that it is keeping pace with changes required under new legislation.</p>				
Savings identified for 2023/2024				2023/24	2024/25	Assumptions		RAG
Support Service Recharge				£75k - £100k		Member and partner approval required.		
<p>IT arrangements for SBCP (Linked to hosting charge, above)</p> <p>Early discussion with TDC IT has identified potential savings for partnership and benefits for TDC. Savings arise from reduced licence costs and reducing business support team by 1FTE from May 23.</p>						<p>Split resource across SBCP & TDC</p> <p>Review IT costs in support service recharge</p> <p>Investment split across 22/23 & 23/24 financial year</p> <p>TDC resource required (But SBCP would finance FTE required)</p>		
External review into operating model and opportunities to drive value for all partners from SBCP						<p>To commission external advice from PeopleToo and LABC within timescales.</p> <p>Meetings required with LABC to follow up opportunities</p>		

Service Review: Regulatory Services		Report Date: 16th September 2022		Overall RAG status		Amber		
Lead Officer:		Alison Boote		Committee:		Community Services		
Summary of Current Status:				Critical areas of focus (High priority KLOEs)				
<p>Standardisation – Maintaining separate budgets was a previous decision made by the council. Unlike SBCP the Environmental Health Partnership does not have a dedicated website. Both of these areas are being reviewed to create a coherent, standard service model.</p> <p>Productivity – investigating what can and can't be standardised – Taxis – immediate savings, but also brings in income, S. 46 Burials . Could be a heavy resource, but also depends on Operational Services review, DFGs – Also covered in Housing Statutory – indications are that it is most cost effective to retain and capitalise the salaries, as there are benefits to our own housing stock – which Mole Valley do not have. Animal Warden already progressed</p> <p>Risk based approach – exploring the potential for this approach to inspections</p> <p>Commercial opportunities are being investigated. PeopleToo are arranging a presentation by Wakefield BC. Looking at potential to expand the partnership with other Councils.</p> <p>Digital – New portal for licensing applications and payments going live shortly. However Mole Valley and TDC have different versions of Adelante.</p>				<ul style="list-style-type: none"> • Further standardisation of approach between the two Councils including policy convergence to create a single operating model • Look at potential productivity improvements and bring consistency of make or buy decisions – eg taxis, burials, animal warden • Exploring a risk based approach to environmental Health inspections, educating businesses and managing risk and link to training/commercial opportunities • Commercial Opportunities • Use of Digital and online portal 				
Recommendations / Improvement areas included in the business case				Key risks				
<p>Standardisation of approach for the two Councils</p> <p>Productivity Improvements</p> <p>Risk Based approach to inspections & Commercial opportunities</p> <p>Digital improvements</p> <p>£15k of savings are still to be identified</p>				<p>Potential risk to the continuation of the relationship with Mole Valley , continued political support is needed from both parties to pus improvements through.</p> <p>May be reputational risks to changing services to local taxi businesses</p>				
Savings identified for 2023/2024				2023/24	2024/25	Assumptions		RAG
Standardisation of approach will save updating two websites and will bring better clarity and reporting of overall budget. Digital Improvements				£10k	£5k	Agreement between both Councils. Any costs can be capitalised for the new website build		
Productivity Improvements				£16k	£0k	Political support, EH officer released to other activities		
Risk based approach to inspections and commercial				£0k	£5k	Investigating risk based approach. The expansion will depend on political will as already extended to believed interpretation of statutory limits		

Service Review: Communities and Partnerships		Report Date: 16th September 22		Overall RAG status		Amber		
Lead Officer:		Julie Porter		Committee:		Community Services		
Summary of Current Status:				Critical areas of focus (High priority KLOEs)				
<ul style="list-style-type: none"> Alternative funding sources for the IRIS programme – Countywide initiative to deliver the IRIS programme to all GPs in Surrey. In progress but a longer-term goal. Following a Surrey wide Domestic Abuse Health interventions meeting Surrey have decided to delay this project. TDC will still progress this at a local level but a longer-term goal. Wellbeing Prescription Contract - Modeling of 3 options taken place and presented to commissioners. Longer term proposal discussed. Need to look at contingency for a 1-year plan. Mental health Investment fund being investigated. Costs of hosting service should be reviewed and recovered with agreement of the CCG Partnership work with R&BBC to support community intervention through NHS non-recurrent funding. Project plan drafted. Job description to be signed off for October launch Review of TDC community/voluntary grants and lottery administration with a report going to Community Services Committee in October. Investigate alternative solutions for delivery of a community lottery. 				<ul style="list-style-type: none"> IRIS Programme – Domestic Abuse Intervention programme to improve health professionals awareness Wellbeing prescription contract Grants and Lottery administration Partnership Working with R&BBC to deliver East Surry Place Communities and Prevention objectives and projects Partnership working with SCC Emergency Management team to deliver statutory EP training and testing exercises. Review of Anti Social Behaviour Model across the Council to look at resourcing, monitoring, reporting and benchmark models with other local authorities 				
Recommendations / Improvement areas included in the business case				Key risks				
<ul style="list-style-type: none"> Lottery administration, Voluntary sector grant funds to be reviewed. Automation and resource to be identified to ensure SLA's are monitored and funds are spent correctly. Anti-social behaviour - Enforcement, Problem Solving, evidence gathering, prevention and awareness and victim support and guidance needs to be mapped across the authority and a new process agreed Review of statutory services (must, should, could do approach) to identify areas of opportunity for partnership working or efficiency gains. 				<ul style="list-style-type: none"> ASB is high profile and impacts on residents quality of life across the district. With no overall ASB officer or reporting the council is not able to tackle low level or carry out basic intervention. That TDC are not meeting their statutory duty under the Crime and Administration of grants and the lottery funds if not resourced properly. Communities will not be in a position to receive vital grants. The lottery may have to be stopped if not properly resourced Failure to meet the Council's responsibilities with regards to Emergency Planning, Community Safety and Safeguarding due to lack of resources and resilience with such a small team. No savings are planned in this area, but resilience to be reviewed 				
Savings identified for 2023/2024				2023/24	2024/25	Assumptions		RAG
Reduce Westway Funding.				£50k		Saving assumed for 2023/24 in the January 2022 S&R Budget and MTFs paper. Westway support to be discussed		
Countywide delivery of IRIS Programme could lead to reduction in TDC's financial contribution to Domestic Abuse training for GP's across East Surrey.						SCC gain agreement that this should be a countywide programme. Alternative funding could be sourced through health teams across East Surrey		

Service Review: Housing Landlord Service (HRA)		Report Date: 16th September 2022		Overall RAG status			Green	
Lead Officer:		James Devonshire		Committee:		Housing		
Summary of Current Status:				Critical areas of focus (High priority KLOEs)				
<ul style="list-style-type: none"> Discussions have begun with Millbrook regarding integrating in house aids and adaptations work with DFG contract. This will free up surveyor time to help support the work in compliance within HRA and corporate assets. Orchard Health Check nearing completion. Report from Orchard expected mid September 2022 with costings. Structure to be reviewed in September for estates and housing management Review of salary and corporate recharge apportionment now completed. Allocated savings to be kept under review due to impact on General Fund. Options appraisal now concluded on future management model of housing stock. Recommendation to remain in house for a further 12 months to allow collation of data and benchmark approved by TOM group. 				<ul style="list-style-type: none"> Continue to review salary apportionments and corporate recharges. TOM group to confirm proposed new structure for the housing management service. Continue to review options for future IT systems in accordance with Council wide digital strategy. Review and implement changes to processes to ensure compliance with incoming legislation. Re-design processes to ensure income maximisation. 				
Recommendations / Improvement areas included in the business case				Key risks				
<ul style="list-style-type: none"> DFG and aids and adaptations work proposal confirmed by TOM Group. Consider costs of Orchard improvements vs other platforms such as Salesforce. Interim structure to be implemented to ensure compliance, increase revenue and ensure customer satisfaction. Implement service improvement plan from housing management factoring in resident engagement, data collection and co-designed policies and processes. 				<ul style="list-style-type: none"> Apportionment work concludes that costs are to be transferred from HRA to HGF. Inability to deliver statutory services and comply with incoming regulations due to reduced staff force. Inability to collect and benchmark data due to poor systems reporting. 				
Savings identified for 2023/2024 - NOTE THESE ARE NOT GENERAL FUND SAVINGS				2023/24	2024/25	Assumptions		RAG
Salary and corporate apportionment review				£150k		This is under continuous review due to the potential financial impact on the General Fund. Outcomes from Council wide service reviews will also impact on this figure.		
Implementation of revised housing management structure.				£100k		Vacant posts no longer required to be recruited to. Assumed agreement from TOM group.		

Service Review: Housing Statutory		Report Date: 16th September 2022		Overall RAG status			Green	
Lead Officer:		James Devonshire		Committee:	Housing			
Summary of Current Status:				Critical areas of focus (High priority KLOEs)				
<p>Discussions have begun with Millbrook regarding integrating in house aids and adaptations work with DFG contract. This will free up surveyor time to help support the work in compliance within HRA and corporate assets.</p> <p>Orchard Health Check nearing completion. Report from Orchard expected mid September 2022 with costings.</p> <p>Structure to be reviewed in September for estates and housing management</p> <p>Review of salary and corporate recharge apportionment now completed. Allocated savings to be kept under review due to impact on General Fund.</p> <p>Options appraisal now concluded on future management model of housing stock. Recommendation to remain in house for a further 12 months to allow collation of data and benchmark approved by TOM group.</p>				<p>Continue to review salary apportionments and corporate recharges.</p> <p>TOM group to confirm proposed new structure for the housing management service.</p> <p>Continue to review options for future IT systems in accordance with Council wide digital strategy.</p> <p>Review and implement changes to processes to ensure compliance with incoming legislation.</p> <p>Re-design processes to ensure income maximisation.</p>				
Recommendations / Improvement areas included in the business case				Key risks				
<p>DFG and aids and adaptations work proposal confirmed by TOM Group.</p> <p>Consider costs of Orchard improvements vs other platforms such as salesforce.</p> <p>Interim structure to be implemented to ensure compliance, increase revenue and ensure customer satisfaction.</p> <p>Implement service improvement plan from housing management factoring in resident engagement, data collection and co-designed policies and processes.</p>				<p>Apportionment work concludes that costs are to be transferred from HRA to HGF.</p> <p>Inability to deliver statutory services and comply with incoming regulations due to reduced staff force.</p> <p>Inability to collect and benchmark data due to poor systems reporting.</p>				
Savings identified for 2023/2024				2023/24	2024/25	Assumptions		RAG
Salary and corporate apportionment review				£400		This is under continuous review due to the potential financial impact on the General Fund. Outcomes from Council wide service reviews will also impact on this figure.		
Implementation of revised housing management structure.				£100		Vacant posts no longer required to be recruited to. Assumed agreement from TOM group.		

Service Review Overview – Strategy and Resources Committee

Service	Head of Service	Target Savings (000's)	Savings confidence	Operating model review	Delivery model options under consideration	Staff savings	Depth of Service Review
Back Office / Enabling							
Assets and FM	Alison Boote	£112		Y	In house / work with delivery partners	Y	
Communications	Giuseppina Valenza	£47		Y	Reshaped in house short term / Potential outsource	Y	
Digital and IT Cross Cutting	Mel Thompson / Vicky Barrett	£35		N	In house BAU / change delivery external / outsource	N	
Customer Services	Mel Thompson	£128		Y	Transformed In house	Y	
Human Resources	Aretha Pitkin	£65		Y	Reshaped in house model / shared service / outsource	Y	
Democratic Services	Alex Berry	£8		Y	In house model	Y	
Legal	Lidia Harrison	£24		N	In house / as-is model	N	
Revs and Bens	Mark Hak-Sanders	£100		Y	Shared Service / hybrid	Y	

Service Review: Assets and FM		Report Date: 16th September 2022		Overall RAG status			Amber/Red		
Lead Officer:		Alison Boote			Committee:	Strategy & Resources			
Summary of Current Status:					Critical areas of focus (High priority KLOEs)				
<ul style="list-style-type: none"> Consideration of a fully integrated Property Service has commenced with all roles and responsibilities being identified across all areas – of Asset Management, Facilities, Community Surveyors, Projects and Housing Development. The identification of all property related spend has started including looking at where compliance efficiencies can be made. The c. 140 properties are being reviewed and to be split into those held for different purposes – Socio economic, Investment or regeneration. Socio economic – eg Sports Pavilions, community centres, library and museum. Investment – Gryllus and TDC. Regeneration – Quadrant House. This review will consider opportunities to increase income , biodiversity net gain opportunities in our natural capital, refurbishment for additional income or to realise capital by disposal of surplus assets. 					<ul style="list-style-type: none"> Integrated property Service – determining appropriate level of resource, and all roles and responsibilities across all areas Centralisation of all property asset related budgets Review all building related compliance Baseline all property related spend across all assets and benchmark performance Review commercial opportunities in all assets 				
Recommendations / Improvement areas included in the business case					Key risks				
<ul style="list-style-type: none"> Property roles and responsibilities and integrated Property Service to include compliance in one rather than three areas. Facilities may merge with Building Surveyors to create one technical and support team Split of property portfolio into socio economic, investment and operational Assess these against commercial potential and current TDC needs, including whether changing TDC usage could release commercially viable assets. Review and provide timelines and the continuation of market analysis to determine what the market appetite is for increasing the renting out of existing TDC owned offices including the council offices. Make decisions on the future of the assets and market either for rental or sale if necessary in accordance with financial Regulations and the Commercial Investment Strategy. 					<ul style="list-style-type: none"> Reputational risks with properties vacancies Political appetite to transfer costs to voluntary groups – need to capture and minimise costs Commercial property market is challenging which impacts on our rental income Investment may be necessary to prepare the town hall offices for tenants 				
Savings identified for 2023/2024					2023/24	2024/25	Assumptions		RAG
Integrated property Service. Centralisation of cost budgets and savings through compliance economies of scale					£42k		Councillors support and understand changes Work capacity with Budget holders and Finance Support from Finance		
Letting of space within Council offices					£50k		Capital costs required for longer access and alterations and cost benefit analysis required		
Cost savings through transfer of responsibilities					£20k		Councillor support for some payment by voluntary groups and charities		

Service Review: Communications		Report Date: 16th September 2022		Overall RAG status			Green	
Lead Officer:		Giuseppina Valenza		Committee:		Strategy and Resources		
Summary of Current Status:				Critical areas of focus (High priority KLOEs)				
<p>A specification to provide a reduced communications service was developed to be provided by a smaller team in-house or an external supplier. The service reviews explored these two options to evaluate which would provide the best value for money for the Council and still maintain a good standard of communications service.</p> <p>In the short term a reshaped in house Communications service will deliver immediate savings and allow the Council to maintain more control to shape the Communications function. This will also allow time for the service to review the expected outcomes in consultation with Members.</p> <p>Once those outcomes are defined and agreed, a further assessment of the potential benefits of moving to an outsource or blended model will be undertaken.</p>				<p>Option 1:</p> <ul style="list-style-type: none"> Identify core/essential communication activities, agree reduced service specification. Draw up plans to move work back to other teams including support/training. Reshape the service to deliver essential communications work. Agree new structure and review staffing. Interview staff for roles where necessary and/or agree redundancy or redeployment. <p>Option 2:</p> <ul style="list-style-type: none"> Draw up specification for reduced service but a redesigned outcome based model for comms service. Test market for outsourcing based on reduced specification but seeking outcomes based approach to comms based on Council priorities. Approach two councils and two private companies for indicative quote. Agree staff redundancy, redeployment or TUPE. 				
Recommendations / Improvement areas included in the business case				Key risks				
<ul style="list-style-type: none"> Reduced communications service specification, delivered by a smaller team offers savings and best value for money at this stage. Already being actioned due to vacancies. Outsourcing the service would not provide the level of savings in the short term due to the lead in period. As the Council moves to commissioning and agreed outcomes for the service are defined, a further assessment will be undertaken. Possible further savings in printing and postage costs if move to paperless committees and when printing contract is up for review 2025. Scope of a consolidated policy function to be explored / agreed. 				<ul style="list-style-type: none"> Loss of consistency of approach, control and rigour over communications - impact reputation, quality, branding. Reduction in quality, output of messages and less dialogue - increase in more contact from customers. Impact on website content quality - accessibility issues. Less resilience in service and no capacity to manage work outside agreed plans. Weak/poor internal communications could lead to staff not knowing what is going on, not feeling part of or committed to the organisation and dissatisfied in their work. Impact on service. Mitigated by Heads of Service taking more responsibility to brief their staff. New intranet may not be developed. If outsourced on outcomes basis, need to define and monitor delivery. 				
Savings identified for 2023/2024				2023/24	2024/25	Assumptions		RAG
Staffing reductions of two posts.				£47k				
Printing saving if no paper agendas.					£9k			

Service Review: Digital / IT		Report Date: 16th September 2022		Overall RAG status			Green
Lead Officer:		Mel Thompson		Committee:	Strategy and Resources		
Summary of Current Status:				Critical areas of focus (High priority KLOEs)			
<p>Areas within scope for review are:</p> <ul style="list-style-type: none"> • Chatbots • Live agent • Engagement cloud • Community cloud • Line of business software applications including Housing Management System • Implementation of solution to integrate data from key applications across the estate <ul style="list-style-type: none"> • Working with Microsoft to establish feasibility of on premise estate migration to the cloud • Telephony to cloud solution project currently assessing solution options • Viability assessment in progress to determine if TDC Salesforce org (and Microsoft Tenancy) could be used by Building Control • Service delivery model for BAU and Development and team structure review agreed 				<ul style="list-style-type: none"> • Area of focus in coming weeks will be to assess potential return on investment of Salesforce proposals and alternatives as well as potential build and implementation strategies. • Microsoft need to complete a technical evaluation of our existing estate to define our cloud needs. We need to identify exactly how much running our estate on premise is costing and will cost over the next 4 years (including hardware replacement). • Telephony strategy needs defining in order to ensure the solution design meets the existing and future needs of the organisation (this needs to align to the IT & Digital Strategy), this is being done in partnership with Farrpoint Consulting. • Discussions being held with Payment solution providers to assess if it will be possible to migrate to a single cloud-based solution (rather than existing 2 on premise). • TDC to liaise with Guildford BC to assess potential successes/challenges of Salesforce options • Financial assessment of whether provision of SBCP IT by TDC would be mutually beneficial 			
Recommendations / Improvement areas included in the business case				Key risks			
<p>New operating model with team split into BAU and development provides saving by moving non-BAU resource cost out of revenue.</p> <p>BAU – a further external review to be undertaken on the operation of IT systems and contracts across Council services to ensure best performance and value for money.</p> <p>Digital - outline of digital direction and potential to be shared with Members; Full Business case that details the future model and the ROI to follow to Committee in December.</p>				<ul style="list-style-type: none"> • Salesforce and Microsoft are being heavily relied upon for business value analysis (TDC do not have the capacity/skills to do this work). • Need to bring independent commercial analysis and IT expertise to support development of the business case, being mindful of likely optimism bias in business cases produced by external organisations. 			
Savings identified for 2023/2024				2023/24	2024/25	Assumptions	RAG
New operating model with team split into BAU and development provides saving by moving non-BAU resource cost out of revenue.				£35k			
Business case to follow setting out the return on investment				£tbc			

Service Review: Customer Services		Report Date: 16th September 2022		Overall RAG status		Green		
Lead Officer:		Mel Thompson		Committee:		Strategy and Resources		
Summary of Current Status:				Critical areas of focus (High priority KLOEs)				
<ul style="list-style-type: none"> Staffing reduced by 1 FTE in 22/23 Key telephone KPIs not being met by CS and R&B – to be addressed through process review and automation Planning & Housing not responding to customers therefore an increase in call backs Work transferring to the team from Comms Team carrying out admin tasks that should be transferred to other areas Poor telephony provision 				<ul style="list-style-type: none"> Work to continue with they hybrid mail suppliers, early indications are of £10k savings pa. Continue progressing the NDA for HGS to scope options for outsourcing/revised delivery model for customer services, workshop will then follow Work within the digital workstream – chatbots, live agent chat, website redesign, engagement cloud, further integration New indexing redaction process for Planning Mapping workflow and changes to R&B scanning and indexing 				
Recommendations / Improvement areas included in the business case				Key risks				
<ul style="list-style-type: none"> Drive down demand on the phones by channel shift – linked to the digital workstream Remove some communication channels Outsource the outgoing print/mail function Removal of admin regarding licensing and parking 				<ul style="list-style-type: none"> 50% of savings are dependent on the digital implementation Reduced staff could lead to longer wait time on the phones Office opening hours may have to be reduced in the short term Planning resist the change in internal procedures Capacity for change and IT delivery 				
Savings identified for 2023/2024				2023/24	2024/25	Assumptions		RAG
Restructure of the team to reflect channel shift and reduction in volumes				£93k	£32k	Channel shift, Chatbots Website redesign, Automation between systems Telephony solution in place		Yellow
Outsource the outgoing mail, printing and postage solution				£10k	£10k	All outgoing mail to be sent via a third party, could potentially include council tax billing		Green
Scanning and indexing (Customer services and Planning)				Tbc	Tbc	Automation in place for scanning & indexing		Green
Full year effect of staffing savings made in 2022/23				£25k	Tbc	Reduces customer contact, improves efficiency within the service, automates workload across the council		Green

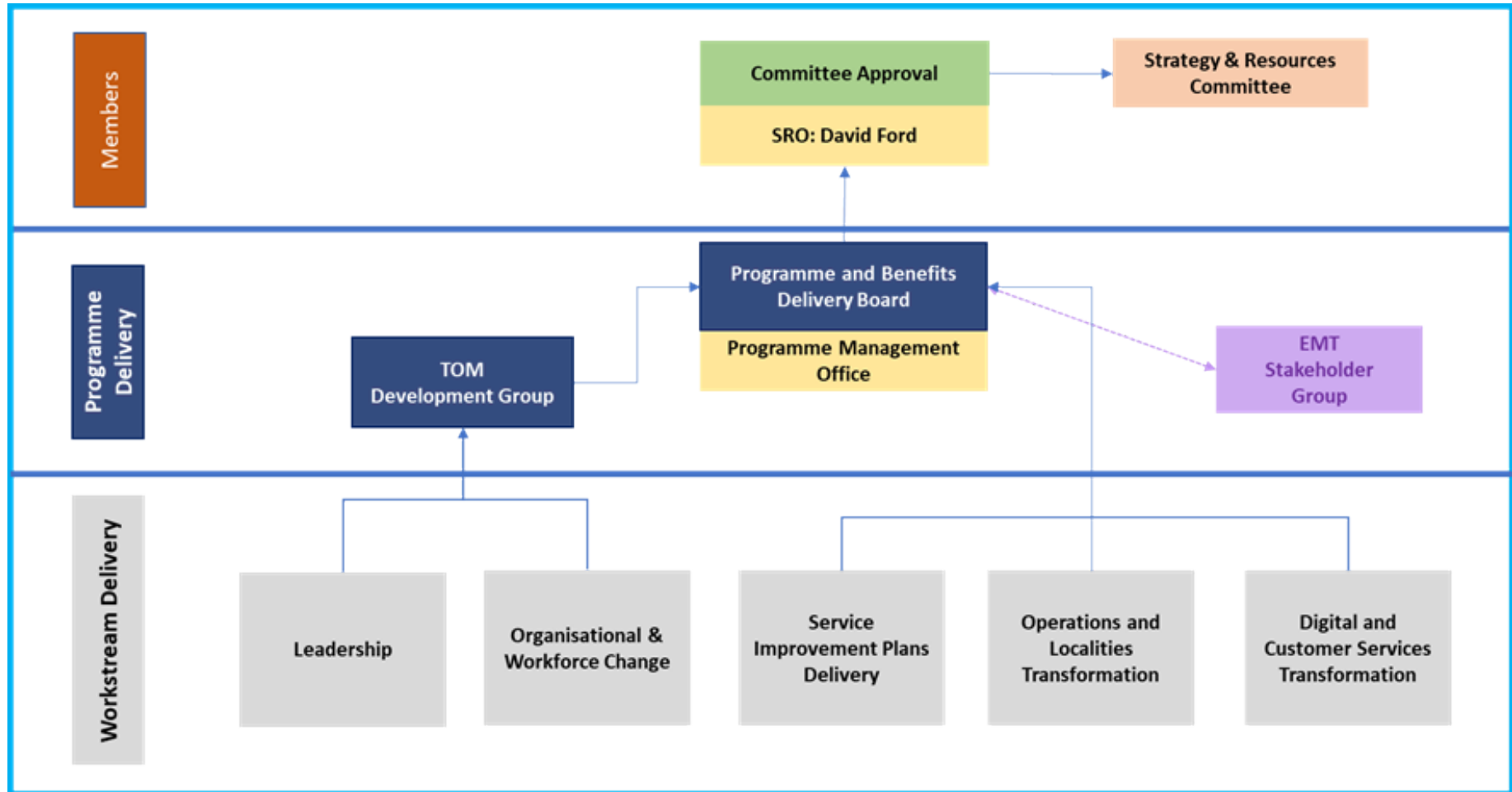
Service Review: Human Resources		Report Date: 16th September 2022		Overall RAG status			Green	
Lead Officer:		Aretha Pitkin		Committee:	Strategy and Resources			
Summary of Current Status:				Critical areas of focus (High priority KLOEs)				
<p>The current HR Service provides a very traditional function. Many tasks are undertaken by HR that have evolved into Management responsibilities in the more contemporary HR models. In order to provide an up to date, efficient function and meet the objectives set out in the Future Tandridge Programme we need to modify the current HR Function model.</p> <p>This will involve transferring some key activities currently being undertaken around absence, capability, disciplinary and grievance to service areas, up to the formal stages. Key focus would be on strategic HR, including strategic workforce planning for the organisation, a streamlined recruitment process. Steps have already been taken to review the recruitment process through workshops with both the end user and HR service. A plan is in the early stages to map out transitioning of some tasks to the service areas in line with more contemporary models.</p> <p>Consideration being given to the potential for sharing some HR functions with other Councils and the potential value that external providers could bring to a new more strategic HR service.</p>				<p>A more streamlined recruitment process, utilizing automation tools and digital, including transferring some activities to service areas.</p> <p>New starters and managers take more of lead with on-boarding process.</p> <p>Senior HR professionals working more strategically, focused on high level processes including HR analytics.</p> <p>HR only involved at formal stage meetings for employee relation issues. This includes attendance, capability, disciplinary and grievance cases.</p> <p>Identified savings come from assumed reduction in the Case work area, with a continuation of those savings.</p> <p>Formative discussions to test appetite for sharing HR functions with other Councils.</p> <p>A review of areas where external providers could add value to a more strategic HR service.</p>				
Recommendations / Improvement areas included in the business case				Key risks				
<p>The overall goal is to move to a more strategic improved HR service. Recommendations include:</p> <ul style="list-style-type: none"> • Increased automation in HR processes • Increased employee engagement via staff surveys, • Higher skilled, self -serving workforce around HR/OD space • More compliant HR service/Statutory & constitutional obligations Less ET's/Claims • Better use of Digital/tech to enhance the HR function & key metrics KPI's • Regular staff survey/Improved HR service • Reduce overheads/3rd party spend, evidence this in budget <p>In parallel with these improvements, consideration be given to the value that a shared service and/or external provider could bring to a more strategic HR service.</p>				<ul style="list-style-type: none"> • Changes may lead to a reduction in internal knowledge-Ensure robust policies and procedures are in place. • Work related stress may increase due to change and uncertainty • Skills required for new HR model may not be at sufficient level, both in HR and wider workforce . • Initial response from workforce due to removal of some of the 3rd party functions- Benenden Health and Bupa/Cashplan (savings absorbed as recouped from staff) • Introduction of more digital HR service will require transition phase and time 				
Savings identified for 2023/2024				2023/24	2024/25	Assumptions		RAG
Staffing (HR CO) 6 months Training budget saving due to in house OD expertise				£40k	£20k	23/24-Staffing-40k including on costs, part year effect Q3&4. Full year effect in 24/5 23/24 Reduction in OD budget £20k		
Full year effect of staffing savings made in 2022/23				£25k	£0k	Post is now vacant so this saving has been delivered 19k remaining HR CO post saving realised.		

Service Review: Democratic Services		Report Date: 16th September 2022		Overall RAG status			Green/Amber
Lead Officer:		Lidia Harrison		Committee:		Strategy and Resources	
Summary of Current Status:				Critical areas of focus (High priority KLOEs)			
<ul style="list-style-type: none"> Costs of printing have been estimated (£9k). Members are being asked their opinion on moving to paperless. It would cost c£8k to provide devices to members to access paperless reports. Recruitment is underway for a replacement of a key member of staff at SCP31 Recruitment to the Independent Remuneration Panel (IRP), which reviews member allowances, will begin shortly. Reorganisation of Registers to reflect new Polling Districts in accordance with changes that may be implemented by the Local Government Boundary Commission for England. Could offer potential savings if there is a reduction in number of Councillors. To reduce the content of the reports, thereby reducing need for detailed Legal and Finance comments where possible. 				<ul style="list-style-type: none"> Gather information regarding costs of printing committee papers and scope potential IT requirements Develop a longer term plan for replacement of key member of staff retiring in October Review of Member allowances with support from finance to provide options of levels of savings Set up workshop to review the operational governance of committees Review the number of committee cycles. 			
Recommendations / Improvement areas included in the business case				Key risks			
<ul style="list-style-type: none"> Moving to paperless agendas. Discussions with EMT on the operational governance of committees. To issue Councillors with tablets to allow secure access and management of the Councillor's email account; access to committee agendas (including confidential agendas electronically); and generally assist in the conduct of Councillor duties 				<ul style="list-style-type: none"> Much of the KLOEs are subject to additional approval. For example, Councillors will have the final vote on their allowances based on report of the IRP and the Boundary Commission will determine councillor numbers. The IRP could recommend that Councillor allowances are increased. Resilience at all levels in the team. Potential to explore at case officer level alongside Legal. Discussions are needed with EMT around the operational governance of committees. 			
Savings identified for 2023/2024				2023/24	2024/25	Assumptions	RAG
Paperless agendas.					£0k (Budget in Comms)	Members will need to receive alternative access to agendas and reports, and training on any new device.	
Recruitment to replace key member of staff at a lower grade.				£8k		The recruitment process will be successful	
Changes to members allowances or reduction in the number of councillors.					£24k	That both these areas will be supported by members. A reduction of 6 members would result in savings of £24k.	

Service Review: Legal		Report Date: 16th September 2022		Overall RAG status		Amber		
Lead Officer:		Lidia Harrison		Committee:		Strategy and Resources		
Summary of Current Status:				Critical areas of focus (High priority KLOEs)				
<ul style="list-style-type: none"> Review of volumes and trends of the work streams coming into Legal being analysed. Agreement has been reached that the FOI admin work will be transferred to Legal Services. The transfer date yet to be agreed. An Away Day for Democratic Services and Legal Services has taken place and work has begun on identifying tasks/work streams that need to be re-allocated to other service areas. Looking at potential to centralise all legal budgets enabling the Head of Legal to have control of the external legal budget for all service departments, achieving best VfM 				<p>Manage demand from internal client services and improve processes. Some tasks currently delivered by Legal Services are being reassigned to other departments.</p> <p>Review volume of work generated primarily by Planning and Housing and look to address the root cause of this demand and reduce the volume through improved service improvements.</p> <p>Greater control would prevent individual departments from seeking legal external advice</p>				
Recommendations / Improvement areas included in the business case				Key risks				
<ul style="list-style-type: none"> Reduce work from internal services areas where possible. To work out which documents and processes to automate. For instance, to institute simple processes for officers to follow for straight forward contract renewals with suppliers or lease renewals with third parties. To establish a knowledge management system with content on standard legal advice that Officers can refer to as part of their routine activities. Reduce the 'helpdesk' type requests that legal services are inundated with, thereby allowing the lawyers to focus on the more business critical aspects of their job. Review existing staff structure in relation to the case types and volumes generated internally. Look into what work, if any can be externalised. Explore potential for buying in external legal support form other LAs and private company options. 				<ul style="list-style-type: none"> Additional income from supporting other authorities may reduce as the FOI administration passes to Legal Services in late October / November. This is being transferred without any additional resources. Saving target may not be reached. It is becoming more frequent that individual teams require significant legal input, say to support a Local Plan or Planning Inquiry, a major contract or a housing prosecution. Fewer legal specialists in post will mean that this work would be externalised. Internal clients receive the benefits of being able to access a greater breadth of experience and skills across the wider Legal team that may not have been available internally before and that would previously have been bought in from external solicitors at a high cost. There is a risk with reducing the team and increasing external support that the Council would be unable to control it's legal spend in the same way that it would do under current arrangements. 				
Savings identified for 2023/2024				2023/24	2024/25	Assumptions		RAG
Through reviewing the approach to fulfilling demand for Legal, getting best value from the internal team and considering when external advice is appropriate				£24k	£0k	Full year effect of staffing savings made in 2022/23		
To monitor performance and continuously drive improvement in Legal Services, making best use of technology, commissioning effectively and ensuring practices and processes are efficient and effective.				£0k	£0k	To ensure Legal Services meets its income generating.		

Service Review: Revs and Benefits		Report Date: 16th September 2022		Overall RAG status			Amber
Lead Officer:		Mark Hak-Sanders		Committee:	Strategy and Resources		
Summary of Current Status:				Critical areas of focus (High priority KLOEs)			
<ul style="list-style-type: none"> Shared service opportunity review underway with Reigate and Banstead Borough Council Work to deliver the 30th June S&R savings in progress - £25k part year effect / £50k full year effect: <ul style="list-style-type: none"> CFO has met with team to explain key lines of enquiry Interim Lead for Revs and Bens is now meeting with team individually to secure informal input into future of the service Structure is being drafted to secure savings; consultation launch imminent Debt Improvement plan being progressed including joint working to reduce debt across Finance, Legal and Revs and Bens Pilot to share increased Council Tax income under development with the County 				<ul style="list-style-type: none"> Develop a proposal with Reigate and Banstead Borough Council to increase shared services beyond current arrangements. Consultant support to review shared service options, benchmarked against current structure and traditional outsourcing Benchmarking of performance against other LAs to understand comparative performance Work with Finance, Legal and Exchequer team to progress Debt Improvement Plan Work with Finance and other service areas, including engagement with staff and customers, to implement most efficient and effective restructure options Comprehensive review of internal process and procedures to identify more efficient ways of working and to improve customer service. This will also include realisation of increased self and automation from new NEC system. Finalise MoU with RBBC for investigation of fraudulent claims and activity 			
Recommendations / Improvement areas included in the business case				Key risks			
<ul style="list-style-type: none"> Exploration of a shared service or other opportunities with Reigate and Banstead / or others Full year effect of imminent restructure Increase in revenue from debt recovery work / Single Person Discount review / counter fraud initiative with Reigate and Banstead Opportunities for efficiencies from self-service and channel shift in citizen portal Exploration of shared resilience in Finance / Exchequer / Revs and Bens / IT 				<ul style="list-style-type: none"> Need to cost the underlying impact of Housing Benefit to the General Fund budget that has never been acknowledged in the budget; currently offset by Homelessness grant but needs to be disaggregated Need to align with partner appetite for sharing services – risk of misalignment of aspirations NEC contract runs 4 years from October - this is the key channel to focus on for Revs and Bens and will be a factor in any shared service discussion 			
Savings identified for 2023/2024				2023/24	2024/25	Assumptions	RAG
Exploration of a shared service or other opportunities with Reigate and Banstead / or others				£25k	£0k	Assume that there is partner appetite for sharing and that efficiencies can therefore be made either in processing or resilience requirements.	
Work with Finance and Exchequer team to progress Debt Improvement Plan, and pilot opportunity with the County				£50k	£0k	Assume that increased income recovery will deliver more than cost-recovery Subject to recruitment and demonstrating that an increased level of debt recovery is sustainable	
Work with Finance and other service areas, including engagement with staff and customers, to progress most efficient and effective restructure options				£25k	£0k	Assume that £25k full year effect of June S&R saving can be realised	

Appendix D – Governance



Appendix D – Governance (continued)

TOM Development Group

Owns the design and development of the Target Operating model. The group agree the design which is then delivered in Programme Delivery. The group also reviews all change requests raised by Heads of Service as part of the change control process, ensuring that scope changes are given proper consideration including the impact on other services and the future operating model of the council.

Item	Description
Responsibilities	<ol style="list-style-type: none"> 1. Owns the overall design of the Digital and Customer Services design 2. Agrees the Design Principles that will drive Organisational changes 3. Agrees the prioritisation and sequencing of the Service Reviews 4. Sets the direction for the Service Reviews (expected outcomes, financial envelope) 5. Consider results of the Service Reviews and the business case for change 6. Identifies the organisational implications of decisions made (HR / Technology etc) 7. Considers project resources required to deliver the change 8. Makes decisions on next steps (incl recommendations for approval by Members) 9. 'Holds the ring' on the overall impact of changes in the context of Member priorities
Membership	<ul style="list-style-type: none"> • Programme Sponsor (Chair) • Programme Manager • Chief Finance Officer • Digital Transformation lead • Programme Officer • FTP Transformation SME
Frequency & Format	<p>Weekly (additional meetings will be driven by need). Face-to-face and Teams</p> <p style="text-align: right;">Duration: 1 hr</p>

Appendix D – Governance (continued)

Programme Delivery and Benefits Board

Oversees programme delivery and ensures that benefits including savings are delivered as agreed in the business case. The board monitors progress on all workstreams and tracks the budget and resource against the forecast.

Item	Description
Responsibilities	<ol style="list-style-type: none"> 1. Oversees programme delivery following approval of the business case 2. Oversees key risks and issues and takes corrective action where needed 3. Owns the delivery communication plan 4. Point of escalation and decision-making group 5. Identification and monitoring of dependencies across the programme 6. Manages programme budget and resources to support delivery of projects. 7. Identifies cross-project dependencies / where benefits are owned and realised. 8. Monitors and tracks delivery of benefits. 9. Signs off final benefits and savings as part of programme closure process
Membership	<ul style="list-style-type: none"> • Programme Sponsor (Chair) • Programme Manager • Finance lead • Change Manager/Organisation Design Lead • Digital / Customer Service Transformation lead • Operations workstream lead • Programme Officer • Benefits management lead
Frequency & Format	<p>Fortnightly during delivery planning – September- November (additional meetings will be driven by need). Face-to-face and Teams</p> <p style="text-align: right;">Duration: 1 hr</p>

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Appendix E – Risk Management approach

The programme is using a robust risk management process as set out below:



Programme risks and issues are managed in a consistent way across the FTP through the programme management office (PMO) and reported and managed through the relevant Governance Board or Committee.

The programme maintains a risk register, which is aligned to the delivery plan, against which risks are identified and mitigation documented. All risks have owners assigned, with agreed mitigation and calculated pre- and post-mitigation scores. On a regular basis, risks are assessed against the plan and potentially updated, where the mitigation or scores may have changed.

The governance in place ensures that risks identified within the programme are reviewed with owners and mitigating actions agreed and plans are put in place. where required, risks are escalated to the programme delivery board to ensure there is recognition at the right level.

This risk management process will be in place throughout the duration of the FTP programme, with risks and supporting information included in the regular programme highlight reporting and included in regular Programme and Benefit delivery board meetings for review and scrutiny.

The current FTP Risk register is included below.

Appendix E (continued) – Risk Management / FTP Risk Register

Project	Future Tandridge Programme (FTP)		Original scores			Mitigated scores			Mitigating actions	Risk owner
Topic	There is a risk that.....	Mitigation	Imj	Likelihd	Risk	Imj	Likelih	Risk		
Service Reviews	Service Reviews will not deliver the budget savings identified in 22/23	Clarity on the savings required and clear targets. Build in top down direction from the TOM Group where this is needed.	4	4	16	4	3	12	7/9 EMT have forecast their savings targets and are working towards these. detailed on the business cases/reports going to September committee and outlining the work that must continue October onwards to deliver the savings to the timelines forecast 3/8 Savings tracking and benefits board work will provide view on 22/23 Savings are being monitored regularly by Management Team and the S151 officer, with regular report to and challenge by Members	Mark Hak-Sanders
Digital	Digital and Customer Services will not deliver the changes required to achieve forecasted savings	Scope out staged requirements and delivery plan that links the two to define phased approach to delivery and the associated savings.	4	4	16	4	3	12	7/9 Business cases being created for September. Plan for both workstreams to be combined where there is overlap and to define the benefits to be achieved in Customer services from implementing the Digital changes such as self service to Customers/residents	Programme delivery Board
Resources	The Council will lose key staff that it would prefer to retain resulting in a further deficit of capability and capacity to deliver the Councils priorities.	Consider ways of retaining key staff and formulate a plan to prevent/reduce the loss of these key members of staff during the transition, this relates to the Organisational Development/change management stream of work in the FTP	3	4	12	3	3	9	7/9 - There needs to be consideration given to this area as this remains a risk that needs to be followed up and a plan agreed. 3/8 - Review at TOM EMT should formulate a plan to prevent/reduce the loss of these key staff during the transition	TOM group
Governance	Members are not sufficiently engaged and/or will not support key issues which emerge from the FTP.	Engage Committee Chairs in service review emerging proposals. Member engagement to be considered in each workstream activity in the FTP.	4	3	12	4	2	8	7/9 Early engagement with Members inc Leader & Chair / Vice Chair to hear feedback and answer questions in preparation for committee meetings. All member briefing organised 20th September in advance of the S&R meeting on 29th September to update members on proposed actions. Prog Team to engage Committee Chairs in service review emerging proposals and consider Member engagement in each workstream activity in the FTP.	Prog Team and Service Review Leads
Scope	Changes will be made outside of the TOM group which will impact on the planned changes, such as movement of functions across the council. This would potentially weaken areas of service delivery internally or in the event of outsource opportunities.	Agree and publish scope - reinforce change review group and change log. Change requests to be raised for all additional pieces of work and changes that impact on agreed scope at committee. All of these requests to be reviewed by the TOMDG to ensure the big picture is being considered when implementing any changes.	4	4	16	4	2	8	7/9 All changes now coming through the TOMDG group via change control forms to ensure impact and future model is considered as part of a proposed change. 3/8 change control approach shared, behaviour change needed. Change requests required Heads of service to consider and report impact on other services/residents. Change requests and decisions to be shared regularly with EMT. Change control documentation being shared to EMT w/c 11th July to ensure all change comes through the TOM group.	TOMDG group
Communications	Stakeholders are not engaged in or have the wrong information about the programme	Create Communications plan that aligns with needs of internal/external stakeholders. Work with Communications team at TDC to ensure messages are shared with employees and councillors. Inform and encourage managers to cascade to their teams.	3	3	9	3	2	6	7/9 Monthly meeting in place, however this area needs more focus - to enable a Comms resource to attend meetings and disseminate programme updates for the various briefings. 3/8 - share with EMT Communications plan created by TDC Comms and being driven by that team. FTP team providing communications and answering FAQs for the intranet (iHub)	Programme delivery Board

Appendix F – Programme Delivery Resource forecast

Role	Function	Est cost
Programme Management	Overall operational oversight of the programme process through design , options appraisal to delivery. Interface with key sponsors – external support from SCC	£30,000
PMO	Maintain overview of progress and ensure consistency in approach, documentation, reporting. Interface with sponsors – full time secondment from SCC	£52,000
Project administration	Administrative support through programme / project delivery - attached to PMO or provide by service – backfill for internal TDC provision	£20,000
Business Analysis	Detailed data, performance and benchmarks, especially during design and options appraisal stages (see Note 2) – external recruitment	£65,000
HR advisory	Expert HR advice/support on revisions to working practices, employment terms etc in support of Org Development workstream - external support	£25,000
Org Development / Change Management	Support change management through delivery, with staff and stakeholder engagement – external recruitment	£75,000
Project delivery Management	Manage detailed development and delivery of individual projects - c1.5 FTE mix of internal resources and external recruitment	£75,000
Subject matter expertise (SME)	Support with expert external knowledge through design, options appraisal, delivery depending on internal resources availability - external	£30,000
Operational Services	Operational delivery management to drive improvement plan and market readiness assessment – external support	£100,000
Contingency		£28,000
Total		£500,000

Notes:

(1) This £500k is a one-off, c12 month investment to deliver £1.7m savings and other changes identified.

(2) It is recommended that this role becomes a permanent part of the Council establishment beyond this initial period to provide ongoing commissioning capacity and support to the Council.

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Appendix G – Glossary of Terms

Term	Definition
Balanced Budget	Budget pressures fully offset by budget savings and funding changes.
KLOE	Key line of enquiry – areas to be explored as part of the Service Reviews
Minimum Revenue Provision	An amount of revenue budget set aside each year to repay debt on capital assets. Each year a charge is made to revenue to spread the cost of borrowing over the life of the asset and ensure that cash is set aside to repay loans when they mature.
Pressure	<p>Known budgeted expenditure increases and income reductions due to the following:</p> <ul style="list-style-type: none"> • Growth factors – e.g. demographic, inflation and/or increased demand for services; • Full year effects – to take account of changes to expenditure or income which have taken effect in-year and need to be accounted for in future years as they are of an ongoing nature, e.g. ongoing changes to car parking income due to the pandemic; and/or • Other increases in expenditure or reduction in income as a result of strategic, governance, funding or policy changes e.g. additions to the organisational structure or additional service activities undertaken and not budgeted for as they occur after the budget is set and have ongoing implications.
Saving	<p>Known budgeted expenditure reductions and income increases which result due to the following:</p> <ul style="list-style-type: none"> • Containing additional costs of Inflationary increases in contracts or pay; • Driving forward efficiencies in the provision of existing services i.e. providing services in an improved way to deliver better value for money; • The delivery of new or additional services; and/or • Optimising sources of income.
Reserves: General Fund balance	A contingency fund - money set aside for emergencies or to cover any unexpected costs that may occur during the year, such as unexpected repairs.
Reserves: Earmarked Reserves	Funds set aside by Council for a particular purpose, such as buying or repairing equipment or the maintenance of public parks or buildings or equalising over time a particular income stream.
TOMDG	Target Operating Model Development group – a governance group within the Future Tandridge Programme. This group sets the direction for the service reviews and agrees the principles that will drive the organisational change.

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Rental Grant Subsidy Applications

Strategy & Resources Committee Thursday, 29th September 2022

Report of: Executive Head of Communities

Purpose: For decision

Publication status: Open

Wards affected: Lingfield and Crowhurst, Whyteleafe

Executive summary:

- The Council has an obligation under S123 of the 1972 Local Government Act to obtain best consideration when letting or selling its land or buildings.
 - Several of the Council's assets are currently let at less than market value reflecting the wider value that their use brings to the community.
 - A Rental Grant Subsidy policy was adopted by the Council in 2015. This policy aimed to provide greater transparency regarding the extent to which the Council subsidises tenant organisations.
 - This report considers Rental Grant Subsidy applications from three tenant organisations, Caterham and Whyteleafe Tennis Club, Lingfield Nature Reserves Association and the Lingfield Sports Association.
 - The Committee should consider the applications and determine whether a rental grant subsidy will be awarded, and if so, the amount of rental grant subsidy.
-

This report supports the Council's priorities of:

Building a better Council

Creating the homes, infrastructure and environment we need

Supporting economic recovery in Tandridge

Contact officer Jason Thomas - Asset Management Specialist
jthomas1@tandridge.gov.uk –

Recommendations to Committee:

That:

- A. a rental grant subsidy of 100% be awarded to Lingfield Nature Reserves Association, subject to the conditions set out in this report;
 - B. a rental grant subsidy of 100% be awarded to Lingfield Sports Association, subject to the conditions set out in this report; and
 - C. a rental grant subsidy of 100% be awarded to Caterham and Whyteleafe Tennis Club, subject to the conditions set out in this report.
-

Reason for recommendations:

The Council's Strategic Plan acknowledges the importance of local voluntary and community organisations in supporting strong and healthy local communities. It also acknowledges the need to tackle significant financial challenges. The scale of the financial challenge is significant, and it is therefore crucial that applications for subsidies are considered very carefully, so that subsidies are given to those community organisations that bring greatest value to communities, and that assets are revenue raising where organisations do not demonstrate wider community value.

The policy guides the Council to consider whether an organisation can demonstrate that it brings significant benefits to a community, and whether or not these benefits could still be realised without the rent subsidy. Consideration must also be given to any other costs in connection with the asset, and whether these are being met by the Council as landlord, or the tenant.

As part of the Future Tandridge Programme ('FTP'), each service has undergone a robust service review to consider opportunities for service improvement, the potential for services to be delivered through a different delivery model and to identify savings needed to address the Council's significant budget gap in 2023/24. These rental grant subsidy applications are all linked to the granting of longer leases that transfer the council's current ongoing maintenance responsibilities for these assets to the community and charitable organisations. Therefore delivering revenue savings to Council budgets and shifting our relationships with these organisations.

1. Introduction and background

- 1.1 The Council has an obligation under S123 of the 1972 Local Government Act to obtain best consideration when letting or selling its land or buildings.
- 1.2 Several of the Council's assets are currently let at less than market value reflecting the wider value that their use brings to the community.

- 1.3 When considering the extent to which these applications align with the Council's Strategic Plan, it is evident that there may be conflicting priorities. Priority Outcome 1.5 of the Plan states:
- "the Council shall look for opportunities to support better health and wellbeing for local residents"*
- and specifically
- "Work with the Voluntary, Community and Faith Sectors (VCFS) to develop proposals to support community resilience in the face of a crisis, building on work during the COVID pandemic"*
- "Maximise wellbeing and opportunities for young people through development of a Youth Strategy in partnership with health and employment partners"*
- 1.4 However, Priority Outcome 1.1 is about agreeing and implementing the financial recovery plan, and states that we should
- "Explore commercial opportunities within the district"*
- 1.5 A Rental Grant Subsidy policy was adopted by the Council in 2015. This policy aimed to provide greater transparency regarding the extent to which the Council subsidises tenant organisations. The policy was intended for use at lease expiry and rent review dates.
- 1.6 The most recent applications considered by the Council were with respect to the applications for rental grant subsidy by the East Surrey Museum, Caterham Community Association and Warlingham, Sports Association on 11th January 2022. All three applicant organisations were awarded a rental grant subsidy, subject to conditions.
- 1.7 This report provides information on three further applications for rental grant subsidy, following the expiry of lease for Caterham and Whyteleafe Tennis Club. In the case of both Lingfield Nature Reserve and Lingfield Sports Association, the tenants have agreed to surrender their current leases in order to enter into longer leases, so that external funding for improvements can be sought. Officers devised a scoring matrix to assess the applications. The scoring matrix is provided in Appendix B.
- 1.8 Income and expenditure associated with the Lingfield Nature Reserve, Caterham and Whyteleafe Tennis Club and Lingfield Sports Association is part of the General Fund, specifically the Community Services budget. The impact on these budgets will be marginally positive if the recommendations are approved.

2. Caterham and Whyteleafe Tennis Club

- 2.1 The Caterham and Whyteleafe Lawn Tennis and Croquet Club had been located on a site at Stafford Road since 1891. The Tennis Club has been in its current location, which was previously the walled kitchen garden of the former Manor House, within Manor Park since the late 1940s.
- 2.2 The most recent lease for the site ran for five years until 31st March 2022 and the club continues in occupation under a Tenancy at Will pending finalisation of a new lease. Under the terms of this lease, rent had been set at £1,760 per annum, although 100% rental grant subsidy had been granted by the Rent Subsidy Grants Sub-Committee on 15th February 2017. This decision was subject to the Club paying a maintenance contribution towards the cost of grass cutting, litter clearance, annual treatment of the courts to eradicate moss, and fencing/court re-surfacing as required. This was charged at £2,929.50 in 2021/22. The actual cost to the Council, considering the Lawn Tennis Association's recommended annual maintenance sinking fund contribution of £1,200 per court, was £4,820 per annum. The Club held full responsibility for the clubhouse including statutory compliance.
- 2.3 Until 2020, the Club had operated as a private members club with dwindling membership and there were concerns about financial viability. During this lease term the Club requested financial assistance from the Council on more than one occasion.
- 2.4 The Club has a new committee and has changed focus from a purely members club to a not-for-profit, volunteer-led and community-based model. The current membership has increased from less than 20 members in 2020 to 120 members in July 2022 including juniors. The majority of members are from Caterham, Whyteleafe, Chaldon and Warlingham. The Club successfully raised funds for cleaning and repainting the courts earlier this year.
- 2.5 The focus is now on inclusivity and wellbeing, with free local 'taster' sessions, have partnered with a local coaching company to provide coaching sessions for all ages including juniors and provides targeted sessions for players with differing needs and abilities. The Club also participates in the LTA Youth Start Programme and hosted the local trials for the Surrey Youth Games (in partnership with Freedom Leisure).
- 2.6 Further information on the Tennis Club, including policies and available activities is available from <https://clubspark.lta.org.uk/CaterhamWhyteleafeTennisClub>

- 2.7 Officers are in discussion with the new committee on granting a new 15-year lease. The Club will remain responsible for the existing small clubhouse and take on all maintenance responsibilities including court repairs and maintenance. The revenue costs to the Council of maintaining these courts would include £800 for annual cleaning and moss removal, line painting every 5-7 years at a cost of £1,000 and surface colouring every 5-7 years at £5,000. Full court resurfacing is normally required every 10 years. The cost to the Council of full resurfacing and reinstatement of three courts at Felbridge Recreation ground earlier this year, cost £39,740 +VAT. Therefore the granting of this 15-year lease will create substantial revenue savings. Caterham and Whyteleafe Tennis Club successfully fundraised to cover the cost of cleaning and painting the courts and through holding a longer lease interest have plans to apply for external funds to improve and maintain the club facilities. This includes building a new clubhouse and the installation of floodlighting. These improvements should enable the Club to continue to attract more members and sustain their income. Heads of Terms have been agreed and both parties are working towards completion by October this year.
- 2.8 Officers have assessed the market rent of the premises at a guide of £1,800 p.a. This assessment was supported by comparable evidence. The Club has requested a 100% rent subsidy. Officers have scored the rental grant subsidy application at 25 out of a possible total of 28 (see Appendix 1). The recommendation is as follows:
- 2.9 That the Club be granted a 100% rent subsidy in order that it may continue to operate, but subject to the following conditions:
1. That the Club enter into a 15-year lease in order to attract external funding.
 2. That the Club take full responsibility for repairs to the entire demise including for the clubhouse, all grass cutting, litter clearance internal fencing and court maintenance.
 3. That the Club seek external grant funding and fundraise to continue to maintain the site, replace the court surface when necessary, and improve or replace the current clubhouse building.
- 2.10 The impact of this recommendation on the Council's revenue budget would be positive, since the Council would no longer be contractually liable for the court maintenance and repair costs described above. The impact on these facilities would be positive provided the Club continues to be run by enthusiastic volunteers and the Club are successful in securing external funding.

3. Lingfield Nature Reserves Association

- 3.1 The current lease from the Council for Bloomers and Jenners Fields expires in August 2027.
- 3.2 The Reserves provide a vital local amenity and resource that is supported across the community. Features include a butterfly garden, community orchard, two ponds with associated wetlands, two planted woodlands, and a variety of habitats across a total of 25 acres.
The Reserves Association has applied for £90,000 in Your Fund Surrey funding to improve accessibility by resurfacing the network of hard paths. In order to qualify for this grant, the Reserves Association must be able to demonstrate that they have a long leasehold interest in this land. Therefore, the Council is currently negotiating a new 25-year lease. The grant of this lease would enable this funding application to proceed and enable funding to be sought from other external sources.
- 3.3 As the Council is considering the grant of a 25-year lease, officers have removed the Council's annual grass cutting costs (currently £700 p.a.). Heads of Terms have been agreed, with a draft lease issued in August. Both parties are working towards completion by October this year. It is considered that the Reserves Association should be able to fund this maintenance item from other sources and therefore a saving would be made from revenue budgets.
- 3.4 Officers have assessed the market rent of the premises at a guide of £1,510 per annum. This assessment was supported by comparable evidence drawn from data compiled by the Department of Environment, Food and Rural Affairs on agricultural land rents. The Lingfield Nature Reserves Association has requested a 100% rent subsidy. Officers have scored the rental grant subsidy application at 25 out of a possible total of 28 (see Appendix 4). The recommendation is as follows:

That the Lingfield Nature Reserves Association be awarded a 100% rental grant subsidy on the following conditions:

1. That the Association enters into a 25-year lease in order to attract external funding.
 2. That the Association is fully responsible for all repair and maintenance within the demise.
 3. That the Association seeks external grant funding from non TDC sources and undertakes fundraising to achieve ongoing maintenance and improvements (e.g. footpath renewals)
- 3.5 This recommendation would reduce the ongoing maintenance contribution (currently £700 p.a.) therefore having a positive on the Council's revenue budgets.

4. Lingfield Sports Association

- 4.1 The Lingfield Sports Association consists of three current constituent clubs (Acorns AFC, Lingfield Cricket Club and Lingfield FC). Combined membership from these clubs is approximately 800. The Club has plans to change its organisational structure to allow better management of facilities and open new opportunities and partnerships. This would mean that the Association would become a Limited Liability Company, hiring spaces and services to member clubs, and increasing community use and participation.
- 4.2 Facilities are popular and well used by the current member clubs, although poor pitch drainage reduces pitch availability during the winter months, which has a detrimental effect on income. The current pavilion is of poor quality and has reached the end of its useful life.
- 4.3 The Association plans to rebuild the current pavilion to provide modern and accessible facilities that would meet the current needs of the member clubs and also enable these facilities to be opened to a far wider range of community and sports uses. The Association has also commissioned a pitch survey and obtained recommendations for improving pitch drainage. The drainage improvements are likely to cost approximately £200,000.
- 4.4 The Association is seeking external funds in the region of £700,000 in order to fund these improvements. Applications are being made to a number of potential funding bodies including Your Fund Surrey, Community Infrastructure Levy and national sports bodies.
- 4.5 In order to qualify for these external funds, the Association needs security of tenure and has requested a 25-year lease. The current lease will expire on 31st March 2025. Heads of Terms for a new 25-year lease and a simultaneous surrender of the existing lease have been agreed. The Council currently has full grounds maintenance responsibilities and is also responsible for some of the repairs and maintenance of the current pavilion building, which includes paying for statutory compliance, such as legionella testing, fire risk assessments, electrical testing and asbestos management. This costs the council an estimated £6,000 per year. The current maintenance contribution charged by the Council is £3,281.50.
- 4.6 Under the terms of the new lease, the Association has agreed to take full responsibility for all buildings and grounds within the demise. The Council will have the ability to break the new lease if the Association is not successful in securing funding to improve the premises.
- 4.7 The application for 100% rental grant subsidy is considered by the association to be essential to assist their cashflow and support their improvement plans, which are essential to continuing and expanding the sports activities at Lingfield Sports Ground.

4.8 Officers have assessed the market rent of the premises at a guide of £18,000 p.a. This assessment was supported by comparable evidence of similar local authority-owned facilities. The Club has requested a 100% rent subsidy. Officers have scored the rental grant subsidy application at 23 out of a possible total of 28 (see Appendix 8). The recommendation is as follows:

That the Lingfield Sports Association be awarded a 100% rental grant subsidy on the condition that:

1. That the Association enters into a 25-year lease in order to attract external funding.
2. That the Association is fully responsible for all repair and maintenance for buildings and the grounds within the demise.
3. That the Association seeks external grant funding from non TDC sources and undertakes fundraising to achieve ongoing maintenance and improvements.

4.9 This recommendation would remove the Council's maintenance liabilities for both the grounds and building, therefore having a positive effect on revenue budgets.

5. Summary

5.1 The table below provides a summary of recommendations. The impact on the Council's revenue budgets will be marginally positive.

Organisation	Annual Rent per Existing or Expired Lease	Annual Maintenance Contribution per Existing/ Expired Lease (2021/22)	Guide Market Rent	Subsidy Requested	Recommendation
Caterham & Whyteleafe Tennis Club	£1,760 (100% subsidy)	£2,929.50	£1,800	100%	100%
Lingfield Nature Reserves Association	Peppercorn	£0	£1,510	100%	100%
Lingfield Sports Association	£1	£3,281.50	£18,000	100%	100%

Key implications

Comments of the Chief Finance Officer

The immediate financial implication of this report is a marginal increase in income to the General Fund. There are no capital implications. The leases are intended to mitigate the Council's costs and liabilities. As part of the Future Tandridge Programme, a wider piece of work to review our overall asset portfolio to ensure it provides best value for money is under way and will be subject to member consideration.

Comments of the Head of Legal Services

The report tries to balance the concept of best value under S123 of the Local Government Act recognising with the need and basis to provide rent subsidy via a definitive application process. The process modelling is designed to obviate accusations of unfair subsidies being provided from public funds and ensure a transparent auditable system of rent to be charged. It also avoids potential challenges regarding fairness and equality of the assessment process and subsequent outcomes.

If Members chose to charge rents at market value or reduce any rent subsidy there will be implications for the organisations involved. In terms of the level of support they can provide and might result in the organisations casing to operate with the Council incurring additional cost from taking back the assets or from residents no longer receiving support.

Equality

Community organisations play a key role in supporting equality of opportunity and supporting all protected characteristics. The applications for rental grant subsidy should be considered in this context.

All of the organisations that have requested the rental grant subsidies have a strong commitment to promoting widespread involvement in sport and recreational activities within the community. They recognise the value of such activities in improving general health and wellbeing. All are committed to providing such opportunities to all sections of the community.

Climate change

All organisations are promoting outdoor recreational activities.

In the case of Lingfield Nature Reserves Association, the organisation is actively enhancing and maintaining biodiversity through managed sustainable habitats for a number of plant and animal species.

Appendices

Appendix 1 Rental Grant Subsidy Scoring Matrix – Caterham and Whyteleafe Tennis Club

Appendix 2 Application for Rental Grant Subsidy - Caterham and Whyteleafe Tennis Club

Appendix 3 Caterham and Whyteleafe Tennis Club Business Plan 2022

Appendix 4 Rental Grant Subsidy Scoring Matrix – Lingfield Nature Reserves

Appendix 5 Application for Rental Grant Subsidy - Lingfield Nature Reserves

Appendix 6 Lingfield Nature Reserves Lease Extension Business Case

Appendix 7 Lingfield Nature Reserves Accounts 2022

Appendix 8 Rental Grant Subsidy Scoring Matrix - Lingfield Sports Association

Appendix 9 Application for Rental Grant Subsidy - Lingfield Sports Association

Appendix 10 Lingfield Sports Association Accounts 2022

Appendix 11 Lingfield Sports Association - 'Building for Lingfield's Sporting Future'

Background papers

None

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Rental Grant Subsidy Scoring Matrix – Caterham and Whyteleafe Tennis Club

SCORE	4	3	2	1	0	Total	Comments
SCORING CRITERIA	Excellent/Very Good	Good	Acceptable	Marginal	Undesirable		
Intensity of use	Over 100 members or over 30 hours of use per week	Over 75 members or over 25 hours of use per week	Over 50 members or over 20 hours of use per week	Over 25 members or over 15 hours of use per week	Less than 25 members or less than 15 hours of use per week	4	86 adult and 40 junior members (August 2022)
Affordability	Free membership or free use	Membership rates or use/hire rates less than 60% of market rates and/or discounts available on grounds of financial hardship	Membership use/hire rates at less than 75% of market rates	Membership or use/hire rates at less than 90% of market rates	No discount on market equivalents	3	Adult membership £97 pa. Juniors £15-30 pa. Young adults £40 pa. Taster sessions, open days, and trial memberships available and constitution allows for reductions or fee waivers in exceptional circumstances.
Benefit to the wider community / diversity of users/extent of outreach work	Very wide variety of user groups and/or staff/volunteers carrying out outreach work. Multiple letters of support.	Wide variety of user groups and/or staff/volunteers carrying out outreach work. Several letters of support.	Some variety of user groups and/or staff volunteers carrying out outreach work. A few letters of support.	Limited variety of user groups and/or staff volunteers carrying out outreach work. One or two letters of support.	Only one user group and no outreach work	3	The club actively promotes members from a wide variety of ages and backgrounds, including dedicated sessions for older members, links with local schools and

<p>Are revenue/funding raising opportunities maximised? E.g. grant funding sought, fund-raiser events undertaken, commercial opportunities maximised where possible e.g. bar income, hire of facilities when not in use.</p>	<p>Opportunities are maximised wherever possible</p>	<p>Opportunities are often maximised</p>	<p>Opportunities are sometimes taken</p>	<p>Opportunities are occasionally taken</p>	<p>Opportunities are not taken</p>	<p>4</p>	<p>Tandridge Trust, LTA Youth Start courses and school holiday training courses.</p>
<p>To what extent do the group's activities</p>	<p>Very strong alignment with one or more</p>	<p>Strong alignment with</p>	<p>Good alignment</p>	<p>Some alignment</p>	<p>Limited or no alignment</p>	<p>4</p>	<p>The Club expects to receive over £1,000 from fundraising in the current year and have been in receipt of private donations in excess of £5,300. Received grants of £500 from Aviva Insurance and £3,000 from Surrey CC and Whyteleaf VC. Application to be made to Your Fund Surrey. Discussions with the LTA for potential loan. Security of tenure from the granting of a 15-year lease from TDC will assist with these and other future funding applications.</p>
<p>Strong alignment with Priority</p>							

align with TDC corporate priorities?	priorities or strong alignment with more than one priority	one priority or good alignment with more than one priority					Outcome 1.5 and Objectives 1,3 and 5 of the Open Space Strategy
Does the group reduce TDC revenue costs e.g. by maintaining/repairing the asset and contributing to insurance	Yes, the group take full responsibility	Yes, the group pay the majority of costs associated with the asset	The group pay some of the costs associated with the asset	The group only pay a small percentage of the costs associated with the asset	The group do not pay any of the costs associated with the asset	4	Under the terms of the lease, the Club will take on full maintenance responsibility.
Does the group have financial reserves or fundraising targets? If so, are these earmarked for improvements to the facilities including environmental performance, flood resilience and/or biodiversity?	A high percentage (75 to 100%) of reserves are earmarked for improvements	A percentage (50-75%) of reserves are earmarked for improvements	A percentage (25-50%) of reserves are earmarked for improvements	A percentage (up to 25%) of reserves are earmarked for improvements	No reserves earmarked for improvements	3	The Club is building reserves in excess of £16,000 pa. This includes a £10,000 'Covid Reserve' for unforeseen eventualities that may affect income.

Total score for Caterham & Whyteleafe Tennis Club - 25

Total possible score – 28

89%

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TANDRIDGE DISTRICT COUNCIL - APPLICATION FOR A RENTAL GRANT SUBSIDY

please complete and return this form, together with your organisation's financial accounts for the last two years (i.e. profit and loss accounts and balance sheets)

<p>Name of organisation*:</p> <p style="text-align: center;">Caterham & Whyteleafe Tennis Club</p>
<p>Description of land / property*:</p> <p>The Club premises are located at the bottom of Manor Park on the Whyteleafe/Caterham border by the Caterham railway line. It's a small, fenced and walled area (once the kitchen garden of the old Manor House) containing three painted tarmac tennis courts and an old, small club house with a toilet and kitchen area. There is electricity in the club house but no outside lights or court floodlights. The Club has installed CCTV which was recently updated.</p> <p>The Club is accessible on foot, by bike or by car via the unmade road The Avenue from Burntwood Lane, and on foot or by bike from the north, the private end of The Avenue. There is a small public car park at Burntwood Lane recycling centre and another (unsurfaced) immediately adjacent to the Club front gate. A metal barrier blocks vehicular access from the private end of The Avenue and must be kept free. The car park is public and is used frequently by dog walkers and visitors to Manor Park as well as users of C&WTC.</p>
<p>Annual market rental assessment*:</p> <p>£1,800</p>
<p>Please complete sections 1 to 5 below</p>
<p>1. Contact details</p> <p>Name: Vibeke Gibson Secretary Email: [REDACTED] [REDACTED]</p> <p>Name: Judy Blakett Contact [REDACTED] Contact email address caterhamandwhyteleafe@gmail.com</p>
<p>2. Role of the organisation / membership regime / community links</p> <p>C&WTC is a friendly and inclusive, volunteer-led, not-for-profit tennis club with a focus on improving the physical, social and mental well-being of local residents from all backgrounds.</p> <p>The Club is run by a Committee of volunteers (currently 8 people) who aim to lead with focus and positive determination to make it modern, exciting, affordable, and an</p>

uplifting and safe place for members to play and meet, whilst keeping the Club financially sustainable. All are local residents, heavily invested in tennis and the local community.

It aims to encourage anyone to play tennis, from complete beginners up to enthusiastic club players who may wish to compete at county level. Anyone is welcome regardless of ability, fitness, age, gender, religion or background, and the Club works to attract members in accordance with the LTA's mantra to 'Open Up Tennis'.

Members improve their health, become part of a friendly and vibrant community club where active involvement as a volunteer in some small way is gently encouraged. The social aspect of the club has been an important part of our success to date. The leadership team empower our participants to take control of their own welfare and we have seen individuals develop skills and confidence and have had many positive comments from our members and visiting players.

We differ from other local clubs in that we are genuinely focused on encouraging people to the Club of all ages, abilities and backgrounds. We are all about tennis as a fun, social and healthy sport, open to all our local community. Tennis is a sport that, while immensely enjoyable, can also be difficult to start where a required 'club level' makes it daunting or overwhelming. We absolutely do not require applicants to be 'assessed' in any way - all are welcomed with open arms - and we specifically encourage newbies, young and old, families and individuals, to get involved in tennis. We back this up with a variety of free social sessions through the week where the emphasis is on taking part and having fun. These (currently 7) groups are free and run by volunteers and include a group especially for beginners and 'rusties', another for females only, and another that's popular with our most senior members and those who need a gentler pace and who may only come for the coffee and socialising.

2A Please describe your organisation's objectives and how it utilises the land / buildings leased from the Council.

The purpose of Caterham & Whyteleafe Tennis Club is to provide any and all residents of the local community with the facilities, framework and opportunity to meet to play tennis and socialise. The Club's higher purpose is to provide physical, social and mental benefits to the individual participant and to the community as a whole.

The Club aims to grow tennis in the local community by making it relevant, accessible, welcoming and enjoyable. The core objective is to encourage people of all abilities, ages and backgrounds to join, play tennis and get involved with the Club's sporting and social events.

The Club is open for play when daylight allows it. As described above the Club runs several free social sessions through the week.

The Club does not currently have official opening hours, but play is possible from dawn to dusk - there are no floodlights or other outside lighting at the club house or carpark.

This year we secured the services of 'Cooper Tennis', an experienced coaching provider

with long-standing connections to the community, especially local schools. We are now able to offer junior coaching through the week during term time and kids' camps through the school summer holidays and as a result our junior section is growing, and local knowledge of the Club is widening.

Cooper Tennis continuously offer the LTA's low-cost Youth Start Programme (the Club provides free court time) and this spring CWTC cooperated with them and Freedom Leisure to host the Surrey Youth Games trials for Tandridge free of charge. We currently offer 12 weekly junior sessions for different ages/abilities, and this will change with demand.

Cooper Tennis provides a number of weekly adult coaching sessions, private coaching, and Cardio Tennis group sessions. Participants may take part without being full Club members if they wish. This makes it financially accessible and attractive to a wider audience.

Cooper Tennis in general is priced at a competitive and affordable level.

2B Is your organisation affiliated to a county / regional / national body? (if so, please give details)

C&WTC is fully affiliated to the Lawn Tennis Association and align with their mantra to 'Open Up Tennis'. We use their Safeguarding and Equal Opportunities Policies and have our public liability insurance through them. The LTA are also on hand with advice and support for their member clubs.

2C How many paid up members does your organisation have?

At the end of August 2022 we have 86 adult members and 40 junior members aged 3-18 years

2D Approximately what percentage of the paid up members live in Tandridge?

Approximately 95%.

2E Are there any restrictions to membership?

No, none.

2F Please provide details of relevant membership and hire fees and any other charges

Annual Membership Fees

Full Adult Club membership is £97. This equates to less than £9 a month so the Club is affordable, competitive and very good value as it includes unlimited use of courts and social sessions. Our Junior membership fees are very low at £15-25 for the 4-11 year olds and at £30 for 12-18 year-olds. Furthermore, we have a £40 young adult membership for 19-25 year-olds (whether in education or not) again to make membership accessible so this group of players do not drift away from their sport as they become adults.

In order to encourage parents of juniors to get involved we also have a Playing Parents membership at £30 so parents can attend the Club with their kids for some practice without having to pay for a full membership. Lastly, our Coaching & Cardio membership is also £30.

In general the Club allows new participants to try out at least one session for free and as an enticement we also offer a short £10 trial membership.

2G Are discounts available on the grounds of financial hardship?

The Club strives hard to find the balance between affordability for all, value for money and financial sustainability. Our Constitution allows us to reduce or waive fees in exceptional circumstances.

2H Are the facilities only available to members or can users 'pay on the day'?

Near future plans include a Pay & Play option which is keenly supported by the LTA and that we also see as a must going forward. This requires finance, facilities and implementation. It would lead to a much broader non-member audience and ensure better court usage and additional income. The installation of flood lights to extend hours of play would help enable these plans to move forward.

3. Access to facilities and integration with the wider community

3A When are the facilities available for use during an average week?

The Club does not currently have official opening hours, but play is possible from dawn to dusk - there are no floodlights or other outside lighting at the club house or carpark.

3B Does the organisation do anything to encourage wide ranging community use of the facilities? For example, initiatives to:

- achieve a diverse membership base (besides any membership fee concessions / hardship relief schemes referred to in 2B above); and / or
 - allow use by non-members such as community taster sessions; training / coaching development programmes; or via partnerships with local schools
- ✓ Open Day - organised and run by volunteers
 - ✓ Free Taster Sessions for potential new members
 - ✓ £10 trial membership valid for a few weeks
 - ✓ Partnerships with local schools – excellent rapport and longstanding relationships with the local schools – weekly programme at St Francis School, The Hayes School
 - ✓ Term time courses - 6 week blocks but also offering pay as you go for more flexibility / affordability
 - ✓ Links with Tandridge Trust – they organised the Surrey School Games - children came down to the club for weekly free coaching sponsored by the Tandridge Trust
 - ✓ LTA Youth Start promotion offered to children - 6 week course which includes a racket , ball - 6 week tuition , tshirt - for £25
 - ✓ Non members welcomed to try taster sessions
 - ✓ Half day holiday courses for non members and members ran throughout the summer holidays – low prices / we supply equipment / making it affordable for children to access to the Club

- ✓ Help at school fetes – the Hayes this summer
- ✓ Donate a free holiday course voucher to local schools for their annual school fetes for children to come down to the Club for a free holiday session

3C Does the organisation fulfil any wider community roles (e.g. outreach work in schools or participation in community events such as fetes and shows)?

Historically the Club took part in the Caterham Carnival and was once or twice a beneficiary of that event. This year we have managed to take part in the Caterham & Whyteleafe Village street party and the Caterham on the Hill Street Party. Our coach Peter Cooper is known to the local schools and works along side them.

We are now forming a plan for the coming year's local events. We wish to help make the local events successful and participate with a stall at as many local events as possible.

We plan to engage with other local organisations/charities (for instance The Friends of Caterham Dene) to discuss the potential of offering discounted memberships.

Due to the lack of our own facilities on site we have rented the Ex-Servicemen's Club in Caterham for events and will continue to widen our relationship with them in a similar way.

4. Financial position / sustainability

4A Are financial reserves being accumulated for any particular purpose (e.g. future projects or specific contingencies)?

The accounts allow for a reserve of £1,500 annually for the resurfacing and repainting of the courts.

4B Please give details of any commercial activities on the site which generates income (e.g. bar / catering operations)

There are no commercial activities.

4C Please describe any fundraising activities undertaken by the group during a typical year

In addition to normal subscriptions the members and their friends and family contributed to the Club's fundraising with up to £600 in 2021. This year we expect up to £1,000 to be raised from social events, raffles and tennis competitions.

4D Does the organisation pursue any funding opportunities from other grant giving bodies?

Grants received to date include:

Aviva insurance Company £500

Surrey County Council & Whyteleafe village council fund £3,000

The committee members of C&W tennis have agreed to start the application process for 'Your Fund Surrey'. The committee were informed by members of Surrey County council that this is a long process and can take up to 2 years before funds may or may not be allocated to the club.

Discussions are ongoing with the LTA for a potential loan over a 10 year period.

5. Alignment with the Council's corporate priorities

5A In light of the information provided above, please explain how you think your organisation's activities align with the Council's corporate priorities/Strategic Plan (page 8 also refers).

C&W tennis club has a strategic plan in place to develop the club's facilities to provide local residence with a recreational facility fit for purpose. The facility is open to all levels of play and combines social play for children through to Veterans. Tennis coaching is available for all ages/ levels. For the more experienced players, competitive games are organised against other clubs in the local area.

To provide an improved service for the local residents and to meet the needs of the growing membership numbers, we need to install flood lights to extend the hours of play on the site. This will help to provide players with the best possible facilities.

The club is situated in secluded woodland and offers a tranquil location for residents to exercise, meet socially in the community which all helps their mental health and wellbeing.

Since lock down the club has seen an influx of members who want to improve their fitness levels, and many have commented on the enjoyment of the social interaction the club offers.

In terms of climate change, the club encourages all waste to be re-cycled where possible. This includes the small levels of kitchen waste to re-cycling our used tennis balls.

6. Required subsidy	
6A	<p>What level of subsidy do you wish to apply for as a % of the annual market rental assessment on page 1 above</p> <p>We have the support of Lead Asset Managers Kate Haacke and Jason Thomas to apply for 100% subsidy.</p>
6B	<p>What, in your opinion, would be the consequences of the Council not providing the subsidy, both for your organisation and the community at large?</p> <p>From a financial perspective the loss of the 100% subsidy would mean that the Club would not be able to dedicate enough funds to upkeep the Club to its current standards. The quality and frequency of general maintenance of courts and grounds would suffer and it would severely delay planned improvements.</p> <p>This in turn could lead to a drop in membership and a downturn in income and reduce our chances for large outside grants to fund our longterm plans for floodlights, a new club house and the further transformation to a community hub. The community at large would miss out on a modern, inclusive tennis club/social hub with accessible facilities that could be used by other organisations and would be a place to be proud of.</p>

Key Corporate Priorities for 2020/21 – 2023/24

1. **Building a better Council** – making the Council financially sustainable and providing residents with the best possible services
2. **Creating the homes, infrastructure and environment we need** – both now and in the future
3. **Supporting economic recovery in Tandridge** – from lockdown to growth that everyone benefits from
4. **Becoming a greener, more sustainable District** – tackling climate change

Please see further detail on the Council's website:

<https://www.tandridge.gov.uk/Your-council/Strategies-and-plans>

Caterham & Whyteleafe
Tennis Club Business Plan
2022



Caterham & Whyteleafe Tennis Club Committee
(May 2022 Version 1)

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The Clubs Location:

Surrounded by trees at the bottom of Manor Park on the Whyteleafe/Caterham border, you'll find a small, fenced and walled area containing three tennis courts and an old small club house. Despite the modest appearance this is the home of our modern, up-and-coming tennis club and an example of a fledgling, local community success story.

History & the Club's new vision

The history of Caterham & Whyteleafe Tennis Club stretches back to the 1800s when tennis was a pastime for the elite. In 1891 a certain O.J.Trinder founded the Caterham Lawn Tennis and Croquet Club, located in Stafford Road on a site now occupied by Asprey Court, but after WWII the Caterham & Whyteleafe Tennis Club (CWTC) moved to Manor Park, in the walled kitchen garden of the former Manor House. Here the Club thrived for several decades but eventually numbers dwindled. In the years leading up to the Covid lock-down the Club was in real danger of going bust with less than 20 members. The Club had been a members-only club led by a small committee and had leased the land from Tandridge Council at considerable cost.

Due to decades of lack of funds and investment CWTC had become neglected. Towards the end of lockdown, the Club was given a welcome government grant of £10,000 which secured its short-term survival, and with that, a new enthusiastic Club Committee took charge.

Determined to dispel any old perceptions of being 'snobbish' or 'exclusive' the Committee reformed the aims and purpose of the Club and set out a new vision for the Club's future.

We are now a friendly and inclusive, volunteer-led, not-for-profit community hub focusing on improving the physical, social and mental well-being of any local residents.

We have appointed a local groundsman, builders etc to carry out works in the club but we wish to create an exciting possibility for working with other local not-for-profit organisations in the future.

We have recently engaged with local Tandridge & Surrey County Councillors, and we understand that we are fully in line with the Vision and Strategy for the future of Tandridge and Surrey County Council where people live healthy and fulfilling lives and contribute to their community.

We hope to work with the local councillors to achieve these aims and objectives through the development of the club.

A thriving, inclusive sports club and smart-looking community hub in our locality is something anyone will value and be proud of.

Here is a link to the **CWTC Constitution** which includes our Aims & Purpose;

Clubspark.lta.org.uk/CaterhamWhyteleafeTennisClub

Here is a link to the **CWTC Safeguarding Policy & Equal Opportunities Policy**;

Clubspark.lta.org.uk/CaterhamWhyteleafeTennisClub

Club Management

CWTC is run by a Committee of volunteers who aim to lead with focus and positive determination to make it modern, exciting, affordable, and an uplifting and safe place for members to play and meet, whilst keeping the Club financially sustainable. All are local residents, heavily invested in tennis and the local community.

Here is a list of **current officers and their roles:**

David Eldridge, **Chair, Juniors**

[Redacted]

John Mottram, **Treasurer**

[Redacted]

Vibeke Gibson, **Acting Secretary, Welfare Officer, Funding, Coaching Contact**

[Redacted]

Pam White, **Veterans**

Caterham

Judy Blackett, **Membership, Networking, Council, Fundraising**

Chaldon

Christine McNiece, **Social Events, Fundraising**

Caterham

Chris Hall, **Council contact, Planning, Coaching Contact**

Whyteleafe

Bob Treadwell, **Grounds & Maintenance**

Warlingham

Caterham & Whyteleafe Tennis Club registered address:

Manor Park

The Avenue, off Burntwood Lane

Whyteleafe

CR3 0AQ

Club email:

CaterhamAndWhyteleafe@gmail.com

Website:

Clubspark.lta.org.uk/CaterhamWhyteleafeTennisClub

Facebook:

[Facebook.com/CaterhamAndWhyteleafeTennisClub/](https://www.facebook.com/CaterhamAndWhyteleafeTennisClub/)

Contact details for questions relating to this document:

CWTC

C/o Vibeke Gibson

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

Membership/Participation/Community Use

The Club aims to grow tennis in the local community by making it relevant, accessible, welcoming and enjoyable.

It aims to encourage anyone to play tennis, from complete beginners up to enthusiastic club players who may wish to compete at county level. Anyone is welcome regardless of ability, fitness, age, gender, religion or background, and the Club works to attract members in accordance with the LTA's mantra to 'Open Up Tennis'.

Members improve their health, become part of a friendly and vibrant community club where active involvement as a volunteer in some small way is gently encouraged. The social aspect of the club has been an important part of our success to date. The leadership team empower our participants to take control of their own welfare and we have seen individuals develop skills and confidence.

Last year, on the back of lockdown, we reached just over 100 members with an even split between males and females, and now, early in the current season, we have around 80 adult members and about 30 junior members spanning all ages from toddler to seniors in their 80s / 90s. Our aim in 2022/23 is to match last year's numbers and grow from there.

The majority of current members (from diverse cultural backgrounds) live in the local area of Whyteleafe, Caterham, Chaldon & Warlingham.

We differ from other local clubs in that we are genuinely focused on encouraging people to the Club of all ages, abilities and backgrounds. We are all about tennis as a fun, social and healthy sport, open to all our local community. Tennis is a sport that, while immensely enjoyable, can also be difficult to start where a required 'club level' makes it daunting or overwhelming. We absolutely do not require applicants to be 'assessed' in any way - all are welcomed with open arms - and we specifically encourage newbies, young and old, families and individuals, to get involved in tennis.

We back this up with a variety of free social sessions through the week where the emphasis is on taking part and having fun. These (currently 7) groups are free and run by volunteers and include a group especially for beginners and 'rusties', another for females only, and another that's popular with our most senior members and those who need a gentler pace and who may only come for the coffee and socialising.

Training and skills development

This year we secured the services of 'Cooper Tennis', an experienced coaching provider with long-standing connections to the community, especially local schools.

We are now able to offer junior coaching through the week and as a result our junior section is growing, and local knowledge of the Club is widening.

Cooper Tennis continuously offer the LTA's low-cost Youth Start Programme (the Club provides free court time) and this spring CWTC cooperated with them and Freedom Leisure to host the Surrey Youth Games trials for Tandridge free of charge.

We currently offer 12 weekly junior sessions for different ages/abilities, and this will change with demand.

Cooper Tennis provides a number of weekly adult coaching sessions, private coaching, and Cardio Tennis group sessions. Participants may take part without being full Club members if they wish. This makes it financially accessible and attractive to a wider audience.

Cooper Tennis in general is priced at a competitive and affordable level.

Annual Membership Fees

Full Adult Club membership is £97

This equates to less than £9 a month so the Club is affordable, competitive and very good value as it includes unlimited use of courts and social sessions.

Our Junior membership fees are very low at £15-25 for the 4-11 year olds and at £30 for 12-18 year-olds. Furthermore, we have a £40 young adult membership for 19-25 year-olds (whether in education or not) again to make membership accessible so this group of players do not drift away from their sport as they become adults.

In order to encourage parents of juniors to get involved we also have a Playing Parents membership at £30 so parents can attend the Club with their kids for some practice without having to pay for a full membership. Lastly, our Coaching & Cardio membership is also £30.

In general the Club allows new participants to try out at least one session for free and as an enticement we also offer a short £10 trial membership.

Possible future plans include a Pay & Play option. This requires finance, facilities and implementation. This would lead to a much broader non-member audience and ensure better court usage and additional income. The installation of flood lights to extend hours of play would help enable these plans to move forward.

The Club strives hard to find the balance between affordability for all, value for money and financial sustainability. Our Constitution allows us to reduce or waive fees in exceptional circumstances.

Opening hours and Accessibility

The Club is accessible on foot, by bike or by car via the unmade road, The Avenue, from Burntwood Lane and on foot or by bike from the north, the private end of The Avenue. There is a small public car park at Burntwood Lane recycling centre and another (unsurfaced) immediately adjacent to the Club front gate. A metal barrier blocks vehicular access from the private end of The Avenue and must be kept free. The car park is public and is used frequently by dog walkers and visitors to Manor Park as well as visitors to CWTC.

The Club's front gate has a code lock to enable players to access the courts without the use of a key. A similar system is in use for the club house. Inside the gate the path around the courts is paved and is wheelchair accessible for spectators - however the club house has four steps to the front door and is not wheelchair friendly. Our future plans include a completely new and modern club house that is fully accessible to all sectors of the community - in fact we wish it to be used by other local groups if possible.

The Club does not currently have official opening hours, but play is possible from dawn to dusk - there are no floodlights or other outside lighting at the club house or carpark.

Plans for the Future of C&W Tennis Club

The Club now requires major improvements to retain and increase membership, ensure maximum use of facilities and make it a viable concern for the future.

Today, a modern tennis club must have floodlighting to extend its hours of use and maximise its earning potential. This will ensure its long-term success and financial survival. We are already in the process of applying to Tandridge Council for planning permission and so far, our pre-application has been favourably received.

The following 15-year business plan aims to improve the C&W tennis club to ensure its future for the local community.

The C&W Tennis Club Development Plan:

The plan is split into stages of the club's development over the 15-year period, but the progress of the plan is dependent on securing funds from various sources namely its members, fund raising or securing the support from various grants/gifts or donations. The stage's of the plan covers the following areas;

Stage 1: Securing the 15-year lease of the club with Tandridge district council to cover the period of the business plan

Stage 2: Improving the Security of the premises

Stage 3: Painting of the court's surfaces. (Complete)

Stage 4: Installation of Flood lighting & electrical supply

Pre-planning (Approved)

Planning application (in preparation)

Stage 5: interim repairs to Ground & Courts

Stage 6: Interim repairs to existing club house

Stage 7: Draw up plans for new club house (permanent building)

Stage 8: Apply for planning permission for new club house

Stage 9: Build new club house

Stage 1: Extension of the lease.

The current lease of C&W tennis club expired on 30th April 2022. At the last AGM of the C&W tennis club, the committee took the decision to apply for a fifteen-year lease extension so we can secure the longevity of the club and execute the plans laid out in the following pages. Verbal agreement for the 15-year lease has been received from the asset manager at Tandridge council.

Stage 2: Club Security

Funds have been raised by club members to purchase and install a security camera following an incident of entry to the club grounds.

The camera is linked via mobile phone technology so committee members pick up warning messages when movement at the club is detected. Using a mobile app, committee members have the ability to view

activity within the grounds. The system has the ability to record events should evidence be required by the Police.



Stage 3: Painting of the court's surfaces.

Following local community donations plus monies raised through memberships, the committee have taken the decision to paint the courts surfaces to help protect and improve longevity of the existing surfaces. This will also improve the aesthetic appearance of the club to attract new members. This is now complete.



Stage 4: Apply for planning followed by the Installation of LED Flood lighting & electrical supply

With the membership numbers increasing the club needs to extend the hours of play on offer by installing flood lights. This will help ensure the financial viability of the club maximise the usage of the courts.

The club members play all year round and with the limited number of hours of day light during the winter months, the level of play is restricted.

To overcome these issues and provide additional court availability the C&WTC committee plan to apply for planning permission to install flood lighting for the courts. Due to the cost this process may need to be implemented in stages.



Stage 5: Interim repairs to Grounds & Courts

Repairs are required to the existing low retaining wall that sit around the court alongside the path that runs in front of the club house. The wall has never been finished and is open to the elements and will regrade over time and lead to unnecessary additional costs. A simple capping stone should be affixed to the top of the low wall.



Fencing is aging and will require replacement in the near future.

Stage 6: Interim repairs to existing club house

Interim repairs are required to the club house toilet and kitchen.

From a Health & Safety perspective, the aging hot water heaters within the club house must be replaced.

Club house heating is provided by inefficient electrical units. These need to be replaced by safer more efficient units.

Stage 7: Draw up plans for new club house (permanent building)

The current 'club hut' (shed) that is used as a club house, needs replacing with a permanent brick building for the enjoyment of all. Whilst the current fabricated building houses a toilet, small kitchen & seating area/storage space it is not big enough to house more than half a dozen members. There are no changing facilities within the 'club hut'.

During the day the current club house is also used by the resident coaches.

If rains stops play, there is not enough space inside the unit to protect the number of players & visitors from the elements should it be required. The current 'club hut' certainly does not lend itself as an area for socialising or gathering whilst waiting to play.

It is the intention of the committee to have plans drawn up for a more suitable permanent building that could possibly be used for social events by the club and potentially outside community organisations. The facility must be compliant with recent building regulations and be accessible to all members of the community.

Stage 8: Apply for planning permission for new club house

Once the plans above are drawn up by a local architect, the committee will submit these plans to the Tandridge district council planning office for approval.

Stage 9: Build new club house

Final stage is to build the new club house suitable for coaches, players, visitors and for the enjoyment of its local community, with proper changing facilities and an area for the community to socialise.



Grants & Fund raising

To undertake the above plans several applications for Grants & member fund raising activities need to take place. The following list of activities is a guide to how the club and its members are raising monies

- a) Private donations to date exceed £5,300
- b) Annual membership in 2021 raised £6,790
- c) Grant from Aviva insurance Company £500
- d) Surrey County Council & Whyteleafe village council fund £3,000
- e) Firework event £500
- f) Quiz night £750

Other initiatives requiring long term Lease before application

- I. Application for Lottery Grant
- II. Application to Whyteleafe village council
- III. Application to Tandridge together lottery
- IV. Application to sports council
- V. Approaching local business for sponsorship
- VI. Your Fund Surrey

Schedule of club development (NB: Timing is dependent on funding)

	Timing	2022	2023	2024	2025	2026	2027	2028	2029	2030
Stage 1	Lease	In Progress								
Stage 2	Security	Complete								
Stage 3	Court Painting	Complete								
Stage 4	Flood lights									
Stage 5	Court edging									
Stage 6	Interim repairs									
Stage 7	Club house plan									
Stage 8	Planning permission									
Stage 9	Build club house									
	Fund raising									

Finance Of Caterham & Whyteleafe Tennis Club

The following sheets show:

- A. Income & Expenditure Accounts for Years ended 31 December 2021, 2020, 2019
- B. Balance Sheet as at; 31 December 2021, 2020, 2019
- C. Forecast Income & Expenditure 2022, 2023, 2024
- D. Forecast Balance Sheet

Caterham and Whyteleafe Tennis Club**A. Income & Expenditure Accounts for Years ended 31 December 2021, 2020, 2019**

Note	Income	2021	2020	2019	Expenditure	2021	2020	2019
		£	£	£		£	£	£
1	Subscriptions & Fees	6,535	3,755	1,600	Rent & Rates	2,930	3,944	78
2	Event Income	595	-	55	Utilities	491	387	442
3	Donations & Grants	5,905	10,000	130	Other costs	2,007	1,399	595
					Surplus	7,607	8,025	670
		<u>13,035</u>	<u>13,755</u>	<u>1,785</u>		<u>13,035</u>	<u>13,755</u>	<u>1,785</u>

Notes

- 1 Club subscriptions and court fees, guests and tournaments
- 2 Social events and sundry sales
- 3 Includes £500 Donated by Aviva & £10,000 Covid grant

B. Balance Sheet as at 31 December 2021, 2020, 2019

	2021	2020	2019
	£	£	£
Cash at Bank	17,300	9,450	1,455
Debtors	500	-	-
	<u>17,800</u>	<u>9,450</u>	<u>1,455</u>
Creditors	743	-	30
Net Current Assets	<u>17,057</u>	<u>9,450</u>	<u>1,425</u>

Represented By:

Members Funds			
General	6207	-550	1425
From Covid Grant	10000	10000	
Reserve for Lights Fund	850	-	
	<u>17057</u>	<u>9450</u>	<u>1425</u>

C. Forecast Income & Expenditure

		INCOME AND EXPENDITURE FORECAST		
INCOME		2022	2023	2024
Note		Year	Year	Year
		1	2	3
		£	£	£
1	Membership Fees	6,725	7,216	7,677
2	Grant Income	3,000	-	-
	Hire Fees	50	50	50
	Social Event Income	1,500	1,500	1,500
	Other	-	-	-
		<u>11,275</u>	<u>8,766</u>	<u>9,227</u>
EXPENDITURE				
	Court Painting	7,020	-	-
	Building Rent	1,800	1,800	1,800
	Building Maintenance	750	800	800
	Grounds Maintenance	1,500	1,500	1,500
	Equipment Maintenance	250	350	400
	Staffing Costs	-	-	-
	Utilities	650	700	700
	Business Rates	80	100	100
3	Contribution to reserves	1,500	1,500	1,500
	Marketing Costs	300	300	300
	Miscellaneous sundry costs	200	220	230
		<u>-</u>	<u>-</u>	<u>-</u>
		<u>14,050</u>	<u>7,270</u>	<u>7,330</u>
BALANCE				
		<u>- 2,775</u>	<u>1,496</u>	<u>1,897</u>

D. Forecast Balance Sheet

BALANCE SHEET FORECAST

	As at 31.12.2021 £	As at 31.12.2022 £	As at 31.12.2023 £	As at 31.12.2024 £
Cash at Bank	17,300	16,853	18,469	20,446
Debtors	500	-	-	-
	<u>17,800</u>	<u>16,853</u>	<u>18,469</u>	<u>20,446</u>
Creditors	732	800	800	800
Net Current Assets	<u>17,068</u>	<u>16,053</u>	<u>17,669</u>	<u>19,646</u>
Represented By: Members Funds				
General Reserve	6,218	3,703	3,819	4,296
Covid Reserve	10,000	10,000	10,000	10,000
Maintenance Reserve	-	1,500	3,000	4,500
Lights Reserve	850	850	850	850
	<u>17,068</u>	<u>16,053</u>	<u>17,669</u>	<u>19,646</u>

Rental Grant Subsidy Scoring Matrix – Lingfield Nature Reserves

SCORE	4	3	2	1	0	Total	Comments
SCORING CRITERIA	Excellent/Very Good	Good	Acceptable	Marginal	Undesirable		
Intensity of use	Over 100 members or over 30 hours of use per week	Over 75 members or over 25 hours of use per week	Over 50 members or over 20 hours of use per week	Over 25 members or over 15 hours of use per week	Less than 25 members or less than 15 hours of use per week	4	Operated by volunteers, currently 58 on mailing list. It is estimated that over the last five years approximately 579 hours of volunteer time and a further 132 hours of paid contractor time have been utilised in maintaining and managing the reserves.
Affordability	Free membership or free use	Membership rates or use/hire rates less than 60% of market rates and/or discounts available on grounds of financial hardship	Membership or use/hire rates at less than 75% of market rates	Membership or use/hire rates at less than 90% of market rates	No discount on market equivalents	3	Free access.
Benefit to the wider community / diversity of users/extent of outreach work	Very wide variety of user groups and/or staff/volunteers carrying out outreach	Wide variety of user groups and/or staff/volunteers carrying out	Some variety of user groups and/or staff volunteers carrying out	Limited variety of user groups and/or staff volunteers carrying out	Only one user group and no outreach work	4	Wide community use from all ages and backgrounds. Organisations accessing tours and

Are revenue/funding raising opportunities maximised? E.g. grant funding sought,	work. Multiple letters of support.	outreach work. Several letters of support.	outreach work. A few letters of support.	outreach work. One or two letters of support.			presentations at the reserves Lingfield Horticultural Society, Dormansland "Pro Us", East Grinstead Natural History Society, Butterfly Conservation Surrey. Local groups using the reserve also include Little Chums preschool, Lingfield Primary School, Lingfield Brownies, Lingfield Rainbows, Dormansland Primary and Lingfield College. The council has received a large number of testimonials and is supported current and former councillors. The project is also supported by Claire Coutinho MP.
	Opportunities are maximised wherever possible	Opportunities are often maximised	Opportunities are sometimes taken	Opportunities are occasionally taken	Opportunities are not taken	3	There is no active fundraising although guided tours and presentations often

<p>fund-raiser events undertaken, commercial opportunities maximised where possible e.g. bar income, hire of facilities when not in use.</p>							<p>attract donations. The amount of funding, grants and donations secured by the Lingfield Nature Reserves and invested in the reserves over the last 27 years is approximately £250,000. The Nature Reserves have applied top Your Fund Surrey for £90,000 for improvements including gate and footpath accessibility, new raised beds and benches. Security of tenure from the granting of a 15-year lease from TDC will assist with these and other future funding applications.</p>
<p>To what extent do the group's activities align with TDC corporate priorities?</p>	<p>Very strong alignment with one or more priorities or strong alignment with more than one priority</p>	<p>Strong alignment with one priority or good alignment</p>	<p>Good alignment</p>	<p>Some alignment</p>	<p>Limited or no alignment</p>	<p>4</p>	<p>Strong alignment with Priority Outcome 1.5, 4.1 and Objectives 1,3 and 5</p>

Does the group reduce TDC revenue costs e.g. by maintaining/repairing the asset and contributing to insurance	Yes, the group take full responsibility	with more than one priority	The group pay some of the costs associated with the asset	The group only pay a small percentage of the costs associated with the asset	The group do not pay any of the costs associated with the asset	4	Under the terms of the lease, the Nature Reserves will take on full maintenance responsibility.
Does the group have financial reserves or fundraising targets? If so, are these earmarked for improvements to the facilities including environmental performance, flood resilience and/or biodiversity?	A high percentage (75 to 100%) of reserves are earmarked for improvements	A percentage (50-75%) of reserves are earmarked for improvements	A percentage (25-50%) of reserves are earmarked for improvements	A percentage (up to 25%) of reserves are earmarked for improvements	No reserves earmarked for improvements	3	The Reserves Association sets aside reserves for the repairs of the hardstanding footpaths, repair and replacement of benches and the maintenance of any other infrastructure each year.

Total score for Lingfield Nature Reserve - 25

Total possible score – 28

89%

TANDRIDGE DISTRICT COUNCIL - APPLICATION FOR A RENTAL GRANT SUBSIDY

please complete and return this form, together with your organisation's financial accounts for the last two years (i.e. profit and loss accounts and balance sheets)

Name of organisation*: Lingfield Nature Reserves Association	
Description of land / property*: Bloomers Field and Jenners Field, Lingfield	
Annual market rental assessment*:	
Please complete sections 1 to 5 below	
1.	Contact details
	Name: John Madden
	Position within the origination: Chairman of the Management Committee and trustee
	Contact phone number:
	Contact e-mail address:
2.	Role of the organisation / membership regime / community links
2A	Please describe your organisation's objectives and how it utilises the land / buildings leased from the Council.
	The stated aim of the Lingfield Nature Reserves is to encourage wildlife, education and amenity for the benefit of the community.
	The land has been used and managed for 25 years as a community nature reserve and has local nature reserve status.
3B	Is your organisation affiliated to a county / regional / national body? (if so, please dive details)
	Our constitution provides for representation by Lingfield Parish Council, Tandridge District Council and Surrey Wildlife trust on our management committee.
3C	How many paid up members does your organisation have?
	None. We are all volunteers.

3D	Approximately what percentage of the paid up members live in Tandridge?
Not applicable but our volunteers mostly are residents of Tandridge. We would estimate 75%.	
3E	Are there any restrictions to membership?
No/not applicable. The reserves are public open space and accessible to all.	
3F	Please provide details of relevant membership and hire fees and any other charges
None/not applicable. The reserves are public open space and accessible to all. Anyone is welcome to attend our monthly work parties at no charge. Free guided tours are offered and are open to all.	
3G	Are discounts available on the grounds of financial hardship?
Not applicable. The reserves are public open space and accessible to all. Anyone is welcome to attend our monthly work parties at no charge. Free guided tours are offered and are open to all.	
3H	Are the facilities only available to members or can users 'pay on the day'?
Not applicable. The reserves are public open space and accessible to all. Anyone is welcome to attend our monthly work parties at no charge. Free guided tours are offered and are open to all.	
3. Access to facilities and integration with the wider community	
3A	When are the facilities available for use during an average week?
The Lingfield Nature Reserves have full public access all year round and 24/7.	
3B	Does the organisation do anything to encourage wide ranging community use of the facilities? For example, initiatives to:
<ul style="list-style-type: none"> • achieve a diverse membership base (besides any membership fee concessions / hardship relief schemes referred to in 2B above); and / or • allow use by non-members such as community taster sessions; training / coaching development programmes; or via partnerships with local schools 	
We do not have a membership. The reserves are open to the public 24/7 all year round.	

Anyone is welcome to get involved and come along to our volunteer work parties usually held at least once a month and which regularly attract 15-20 people.

We encourage wide ranging community use appropriate to a nature reserve. We regularly write articles about the reserve which are published in Community News. We have a Face Book Group with 156 members. Our volunteer list stands at 58 contacts. Tandridge Volunteer Action regularly approaches us for opportunities for their volunteers on the nature reserves.

We regularly host guided tours and give presentations to interested organisations. Recent presentations have included the Lingfield Horticultural Society, Dormansland "Pro Us", East Grinstead Natural History Society, Butterfly Conservation Surrey, The Tree Council and Old Hunstanton Parish Council.

Every year we hold a National Tree Week event. These can be attended by up to 40 people of all ages. In March 2023 we plan to have a hedge laying event with the South of England Hedge Laying Society which will be raising money for charities for disadvantaged children. Pre Covid, Beacons Field was used for LingFest.

School and youth groups visit and use the reserves. Here are some examples over the past few years:

- Little Chums preschool nursery, Lingfield: regularly use the Reserves for Forest School activities (see their Facebook page <https://www.facebook.com/littlechumsforestschool/>).
- Lingfield Primary School: there have been at least 10 visits by the school for Forest School activities, including an afternoon of pond dipping and meadow sweeping at which we provided equipment and volunteers to help the children with activities.
- Lingfield Brownies: pond dipping and meadow sweeping and a nature detectives walks, both supported by Reserves volunteers.
- Lingfield Rainbows: regular annual visitors for pond dipping/meadow sweeping.
- Dormansland Primary and Lingfield College have visited on an annual basis regularly.
- 4th East Grinstead Beavers have approached us for a visit (still to be arranged)

We know that an assortment of local groups visit the LNR independently of us including mental health groups, art groups, metal detectorists and Young Epilepsy.

We currently anticipate Warlingham School using the reserves as a volunteering opportunity for 6th form students.

3C Does the organisation fulfil any wider community roles (e.g. outreach work in schools or participation in community events such as fetes and shows)?

We regularly hosted Lingfest. A list of presentations given to interested groups and organisations is given above. We hosted a tree warden event for the Tree Council in 2022 and also hosted a rose planting event for the Soroptimists. We have accepted and planted 150 trees in 2022 on behalf of Lingfield Parish Council as part of the Queen's platinum Jubilee Celebrations as well as a beacon lighting event for the same purpose. We will be representing Lingfield Nature Reserves at Clarence House, the Quaker retreat in Dormansland, in September 2022.

4. Financial position / sustainability

4A Are financial reserves being accumulated for any particular purpose (e.g. future projects or specific contingencies)?

We set aside reserves for the repairs of the hardstanding footpaths, repair and replacement of benches and the maintenance of any other infrastructure each year.

4B Please give details of any commercial activities on the site which generates income (e.g. bar / catering operations)

There are no commercial activities. We are not a business. The reserves are free.

4C Please describe any fundraising activities undertaken by the group during a typical year

We do not actively fundraise for the management of the reserves as the haycut is currently paid for by TDC and LPC while Natural England contribute to habitat management creation and management through a Higher Level Stewardship agreement. This year we are applying to the Surrey County Council Members Allocation and have an ongoing submission to Your Fund Surrey for available funds.

Our guided tours and presentations often attract donations and these go into the reserve funds.

4D Does the organisation pursue any funding opportunities from other grant giving bodies?

Over the last 26 years we have secured funding in the way of a variety of grant body donations, awards, private donations and gifts. Some of the organisations who have given the reserves donations are listed below. Many individuals have given personal donations.

• The Co-op	• Surrey Community Foundation
• Tree Council of Great Britain	• Tandridge District Council " Small Grant Scheme"
• Shell Better Britain	• Lingfield Parish Council
• British Trust of Conservation Volunteers	• Surrey Tree Warden Network
• Surrey County Council " Pride of Place"	• Lingfield Marathon Fun run
• Brogdale Fruit, Faversham, Kent.	• Local Chamber of Commerce
• Common Ground (for Community Orchard)	• Natural England
• Gatwick Airport	• Forestry Commission
• The Lottery - "Wildspace" and "Breathing Places"	• East Grinstead Natural History Society
• Woodland Trust	• Surrey Hills Fund
• County Council Members allowances	

The amount of funding, grants and donations secured by the Lingfield Nature Reserves and invested in the reserves over the last 27 years is approximately £ 250,000.

5. Alignment with the Council's corporate priorities

5A In light of the information provided above, please explain how you think your organisation's activities align with the Council's corporate priorities/Strategic Plan (page 8 also refers).

1. **Building a better Council** – making the Council financially sustainable and providing residents with the best possible services.

The reserves have invested over £250,000 in creating and maintaining its infrastructure and habitats over 27 years at no cost to the council. This success will continue.

The contribution of volunteers in maintaining and improving the reserves at no cost to the public is enormous. The total time given by volunteers at the monthly Sunday work parties alone since the reserves were created is estimated to be 9,000 person/hours. If the calculation was extended to attending meetings, organising contractors, monitoring butterflies and other wildlife, organising events, giving talks, giving guided tours, applying for funding and grants, writing reports, carrying out emergency repairs, additional maintenance and projects etc, etc it would equate to many times this amount.

We conservatively estimate that the significant effort in managing the reserves over the last five years equates to approximately 579 hours of volunteer time and a further 132 hours of

paid contractor time, the latter paid for out of funds raised by our volunteers and all provided for the benefit of the community.

2. Creating the homes, infrastructure and environment we need – both now and in the future

Having an exceptional nature reserve in the heart of Lingfield clearly improves the quality of life, provides an important safe route to school while preserving and increasing biodiversity and helping sequester carbon.

3. Supporting economic recovery in Tandridge – from lockdown to growth that everyone benefits from

While we cannot seriously suggest Lingfield Nature Reserves plays a significant part in economic recovery in Tandridge, we can see its growing reputation attracts visitors to Tandridge. It contributes to Lingfield being a very desirable place to live and potentially helps attract the talent needed for a vibrant economy to live and stay in the area. The benefits of improved connection with nature and consequent improved mental health arguably contribute to economic recovery.

4. Becoming a greener, more sustainable District – tackling climate change

The reserves, through the vision of the volunteers, have developed into a rich mosaic of habitats which are now home to all sorts of important wildlife, trees and wildflowers, a significant proportion of which are of conservation importance in Surrey and some are nationally rare.

According to the Surrey Nature Partnership, only 33 hectares of neutral grassland remain in Surrey. This is compared to 43,446 hectares of agriculturally improved grassland. The Lingfield Nature Reserves meadows are restored examples of these lost neutral grasslands and are full of abundant wildflowers.

Our 10 hectares of species rich neutral grassland is the equivalent of 30% of the Surrey total of this hugely important habitat.

According to Plantlife, the UK wildflower conservation charity,:

A report published by RSPB and WWF UK shows the immense importance of permanent grasslands and rough grazing pasture for their carbon storage – even more than our woodlands. It recommends the protection and restoration of species-rich grasslands, lowland heath and other open habitats as a priority action.

As our meadows are species rich, they are making a significant contribution to carbon storage and help fight climate change. Our efforts to make the reserves wetter by impeding drainage and digging ponds, ditches and scrapes also contribute to carbon capture.

6. Required subsidy

6A What level of subsidy do you wish to apply for as a % of the annual market rental

assessment on page 1 above

100%

6B What, in your opinion, would be the consequences of the Council not providing the subsidy, both for your organisation and the community at large?

Without the subsidy the Lingfield Nature Reserves Association would not be able to afford rent and the land would have to be handed back to TDC to maintain at their cost or do with as they feel fit. This would then jeopardise the viability of the Lingfield Parish Council land as a nature reserve as the total area would have halved and alternative use of the TDC land could affect some of the overall biodiversity. The LNRA might then consider handing that land back to LPC depending on how viable the smaller area was to manage both practically and in terms of continuing to attract enthusiastic volunteers.

The TDC land which would need to be handed back is extremely important for wildlife. It is arguably of a quality that merits SSSI status not least because of a thriving colony of great crested newts. The legal protections and biodiversity net gain implications of this well documented wealth of biodiversity may limit any alternative uses for TDC after it was handed back.

If the LNRA hand back the reserve land, TDC would have to accept that providing amenity and educational opportunities as well as opportunities to engage with nature and conservation as currently offered by the LNRA would pass to them or cease. This change would obviously be visible to the community and possibly affect the community negatively.

Ultimately the withdrawal of subsidy would jeopardise the future of the nature reserve unless TDC continued the management themselves unchanged. As a well loved amenity for the village of Lingfield and the surrounding area, the potential loss would almost certainly provoke a reaction from local residents. In times of climate change, greater awareness of the need for carbon capture and the worrying collapse of biodiversity, this might be hard to show as consistent with TDCs corporate priorities/Strategic Plan.

Key Corporate Priorities for 2020/21 – 2023/24

5. **Building a better Council** – making the Council financially sustainable and providing residents with the best possible services
6. **Creating the homes, infrastructure and environment we need** – both now and in the future
7. **Supporting economic recovery in Tandridge** – from lockdown to growth that everyone benefits from
8. **Becoming a greener, more sustainable District** – tackling climate change

Please see further detail on the Council's website:

<https://www.tandridge.gov.uk/Your-council/Strategies-and-plans>

Lingfield Nature Reserves Lease Extension Business Case

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1. Executive Summary

The Lingfield Nature Reserves have developed into an exceptional site for wildlife as can be demonstrated by applying the criteria in the *Surrey Wildlife Trust's Guidance for the Selection of Sites of Nature Conservation Importance (SNCIs) in Surrey*.

The reserves have been well managed and governed for the last 25 years by a thriving and committed group of volunteers who have adhered to the management agreements with TDC and LPC.

The management committee have applied for a grant of approximately £90,000 from Your Fund Surrey. The grant would pay for the resurfacing of the network of hard paths which provide access across the reserves and are a safe route to school for the North end of the village. An extension of the leases will be critical for the reserves to be given serious consideration for the grant of significant funds in the future.

The reserves' finances are robust. This reflects the prudent management of the volunteer committee and the remarkable energy, skill and success shown in identifying, applying for and securing funds from a wide variety of sources over the last 27 years.

The management committee and volunteers have delivered an impressive and ongoing programme of maintenance and improvements over the last 5 years. These range from safety and access activities such as repairing the bridge and handrails between Jenners and Bloomers Field to a variety of habitat creation projects such as hedge planting and the creation of ponds and wetlands.

The reserves have a committed volunteer group of around 58 individuals. Around 15 attend the monthly Sunday morning work parties. A wide range of groups, schools and organisations visit and

have used the reserves in the last year including Lingfield Primary School and the local Rainbow and Brownie groups.

These are all very strong arguments for granting a lease extension for the lands which make up the Lingfield Nature Reserves.

2. Introduction

Approximately 25 years ago some horse paddocks in Lingfield were saved from development for housing and the village decided that Lingfield Nature Reserves should be created on the two parcels of land. The fields are owned by Lingfield Parish Council and Tandridge District Council. An association with trustees which was formed specifically to manage the reserves and the fields were leased to this association. The leases are still running. The TDC lease expires in 2027 and the LPC lease expires in 2024. The Lingfield Nature Reserves have been managed by a committee of volunteers ever since in line with the provisions of a management agreement with the landowners TDC and LPC. This business case has been prepared to explain the value of the nature reserves and to support the case for the renewal of the two leases in line with a request for information from Kate Haacke of TDC.

The stated aim of the reserves is to encourage wildlife, education and amenity for the benefit of the community.

Since the reserves were set up an infrastructure of paths, benches, hard standings, roads, planters, arbours and a field shelter were constructed. A mosaic of habitats has also been created including a butterfly garden, a community orchard, five ponds and associated wetlands, two planted woodlands, areas of scrub, ditches, bunds, scrapes, banks, rubble mounds, habitat piles, several hedges and areas of meadow restoration within the overall 25 acres of the reserves. All this was done through funds and donations secured by the management committee and supplemented by considerable community volunteer time and effort all at no cost to the community.

After 27 years, the reserves have gone far beyond establishment and are now maturing and developing and are an outstanding example of what can be achieved for wildlife by volunteer groups. They are arguably a template for what could be achieved elsewhere in Tandridge.

3. The exceptional wildlife found on the LNR

This section of the business case explains the value of the biodiversity recorded on the reserves.

The reserves lie in the heart of the village on its North West side accessible from various village streets. To the North and West lies open country and assortment of fields and large gardens which are what remains of the old Lingfield Common.

As explained above, a great deal of effort has been put into creating a mosaic for different habitats on the reserves and with the specific aim of creating opportunities to maximise the number of species present. There is a strategy of maintaining dynamism in these habitats through management actions such as varying the mowing regime, hedge laying, creating scrapes, coppicing etc. This is ongoing.

Species rich grasslands found on the LNR are a rare and important habitat

According to the Royal Botanic Gardens Kew, the UK has lost 97% of its flower rich grasslands since WW2. According to the Surrey Nature Partnership, only 33 hectares of neutral grassland remain in Surrey. This is compared to 43,446 hectares of agriculturally improved grassland. Can you imagine what this represents in terms of loss of wildflowers, insects, birds, ecosystems and places of unique beauty? The Lingfield Nature Reserves meadows are restored examples of these lost neutral grasslands and are full of abundant wildflowers.

The LNR is 10 hectares of species rich neutral grassland which, through innovative and informed management intervention, continue to develop an increasingly diverse and abundant flora. ***That is the equivalent of 30% of the Surrey total of this hugely important habitat.***

According to Plantlife, the UK wildflower conservation charity,:

A report published this week by RSPB and WWF UK shows the immense importance of permanent grasslands and rough grazing pasture for their carbon storage – even more than our woodlands. It recommends the protection and restoration of species-rich grasslands, lowland heath and other open habitats as a priority action.

As our meadows are species rich, they are making a **significant contribution to carbon storage** and help fight climate change. Our efforts to make the reserves wetter by impeding drainage and digging ponds, ditches and scrapes also contribute to carbon capture.

By area, neutral grassland is by far the main habitat type on the reserves. After twenty five years of consistent mowing and hay removal augmented by the creation of areas of bare subsoil then seeding and planting appropriate native plants, they are now low fertility, species rich meadows and the management committee have been surprised and delighted by the transformation.

The fields are covered in abundant birds foot trefoil, one of the most important herbs for butterflies both as a caterpillar food plant and nectar source. Equally abundant is the deliberately introduced yellow rattle which suppresses grasses and opens up the sward for other wildflowers to thrive. We have discovered that the rare Surrey priority moth, the grass rivulet, is present on the reserves. Yellow rattle, which we introduced and established, is its food plant.

Other notable species of plant are present or have been introduced including quaking grass, betony, devils bit scabious and, the rare in Surrey, corky fruited water dropwort. All of these are doing well and spreading. The improving species richness of the grasslands is illustrated by the status of common spotted orchids on the reserve. They were originally introduced by spreading locally collected seed on the bare sides of newly dug ditches. In 2017 we counted 50 flower spikes mainly in the areas originally seeded. In 2021 we counted 446 flower spikes, a close to tenfold increase. The orchids are now found widely across the fields.

The most important points to make about our grasslands is that they are of conservation importance in Surrey and they are making a contribution towards fighting climate change which the equivalent area of improved agricultural fields or even woodland in the surrounding countryside is incapable of doing to the same extent.

Butterflies

The variety of habitats found on the LNR is reflected on the impressive list of butterflies recorded which now includes over 30 species. That exceeds the number found in the whole of Northern

Ireland. This is exceptional for a reserve that has no special conservation status. What is more remarkable is that many butterfly species on the reserves are bucking national trends and increasing. In 2021, Butterfly Conservation held their largest ever Garden Butterfly Count. Their results showed, once again, widespread declines nationally. We have been monitoring butterflies in the reserves for 20 years and recording the data as part of the UK Butterfly Monitoring Scheme. Our results show that last year was our best ever year and the increases in certain species over time such as common blue and small heath can be seen to have begun when we began to prioritise the creation of flower rich habitat roughly ten years ago. We are proud to say that these and many other notable and rare species such as brown hairstreak, dingy skipper and white letter hairstreak are present and seem to be stable if not doing well. Our butterfly garden, which was subject to a make-over in the last couple of years is now a wonderful place to observe many species of butterfly enjoying the large range of available nectar sources and is a reliable spot to see brown hairstreak butterflies in late Summer.

Trees

The LNR contains most of the species native tree found in the UK many of which were planted especially to attract wildlife. Among these are more unusual trees like wild service and black poplar while the orchard includes walnut, medlar, mulberry, quince, the Lingfield Forge apple and mistletoe. For historic reasons we also have some interesting exotics including a fine specimen of giant redwood or wellingtonia

Birds

The LNR is a wonderful place to see birds. It attracts species that are still common but that are declining worryingly like starlings, house sparrows, song thrushes, swifts, swallows and house martins but it is also home to birds that are now uncommon like bullfinch, common and lesser whitethroat, linnets and yellowhammer. It is exceptional for raptors and it is not unusual to see kestrel, buzzard, sparrowhawk and red kite in the space of twenty minutes and hobbies visit. We have been told that barn owls are sometimes seen. We know they are present locally. Ravens now regularly fly over. Kingfishers, grey herons and little egrets visit the ponds. Almost anything can turn up and stone chat, meadow pipit, reed warbler, spotted flycatcher and even a nightingale have been recorded.

Mammals

We do not know very much about the mammals on the reserve but hedgehogs and foxes have been recorded, there are badger setts within a mile or two, deer have been reported. Fallow and roe are common locally. Signs of bank voles have been spotted. What is very obvious is the thriving population of moles which suggests a healthy subterranean invertebrate fauna but is also key to the increasing plant and insect diversity as they are responsible for creating so much bare soil. In some areas this could be as much as 50% in a m² and creates wonderful basking areas for insects and places to germinate for plants like yellow rattle.

Reptiles and amphibians

Night surveys show amphibians and even reptiles are widespread. At least one species is usually present in almost every water body even the small unfenced ones affected by daily dog traffic. Great crested newts breed and in 2021, thirty eight adults were counted in one pond alone. They are almost certainly present in numbers which justify the reserve being considered for Site of Special

Scientific Interest status. Smooth newts are extremely common, frogs breed and are found all over the reserves and toads are present in the ponds and ditches.

Grass snakes have also been seen in all parts of the reserves. Baby snakes have been recorded in the past. Viviparous lizards are present but although elusive. We suspect the colony is stable and they have been recorded in two separate parts of the reserves. Slow worms have been reported. We have heard accounts of recent adder sightings very close to the reserve but, due to the frequent confusion with grass snakes, we await undeniable evidence.

Dragonflies and damselflies

We have recorded 15 species of odonata on the reserves and several species have been seen egg laying in our various water bodies. We believe this level of diversity is significant and of conservation importance. The latest species to be added to the reserve list is the emerald damselfly which was first recorded in 2021. White legged damselflies are seen locally and are very likely present.

Other wildlife

Needless to say, all sorts of other wildlife occurs on the reserves but our limited expertise means there is a lot we are yet to discover. This Summer we attempted a bioblitz and recorded various insects including a 14 spot lady bird. Grasshoppers and crickets abound and roesells bush crickets are present. Wasp spiders are a recent colonist. The extensive bare soil on the reserves especially the vertical faces of banks, are home to solitary bees and their colonies can be observed in many locations. We do not know which species are present unfortunately. Unidentified leeches have been found in some of the ditches and the ponds are home to many different aquatic beetles including great diving beetles. There are fish in the scout hut ponds. Some were unauthorised and unwelcome introductions including goldfish etc but there are also native species such as roach and sticklebacks which could have arrived naturally.

Important species are listed in Appendix A

To further illustrate how exceptional the Lingfield Nature Reserves have become for wildlife, we have included lists of species of conservation interest in Surrey that have been recorded on the reserves in Appendix A. These species have been selected using guidance given by Surrey Wildlife Trust in their document dated May 2008 and entitled ***Guidance for the Selection of Sites of Nature Conservation Importance (SNCIs) in Surrey.***

4. The LNR and how they are governed and managed

The Lingfield Nature Reserves Association is governed by the association constitution and the management agreement with Lingfield Parish Council. All management on the reserves is undertaken by the management committee in accordance with these documents and the lease with TDC.

In accordance with the association constitution the Lingfield Nature Reserves are managed by a committee currently comprising

1. Nominated Representatives

Surrey County Council	-	Lesley Steeds
Lingfield Parish Council	-	Liz Lockwood
Tandridge District Council	-	Mark Ridge
Local Schools Representative	-	Stephanie Dickson

2. Co-opted Members: John Madden, Anne Richards, Sue Macdonald, Finella Gray and Richard Stephens.
3. Officers for the year 2021/22: John Madden (Chairman), Sue Macdonald (Treasurer), Stephanie Dickson (Secretary).

The committee meets formally four times a year. The committee is reviewed annually and officers are appointed or reappointed as necessary. The certified accounts for the year and a report of the activities on the reserve are provided to the Lingfield Parish Council annually. The quarterly meetings are minuted and approved. The treasurer approves all expenditure, ensures annual budgeting and that expenditure is managed to budget. A finance report is provided to the full committee and discussed at each quarterly meeting.

The practical management of the reserves is reviewed on an ongoing basis as it is the principal activity of the committee and the volunteers. An example of the plan is included in the appendices.

5. Our Your Fund Surrey Application

We are unable to include our Your Fund Surrey Application in its entirety as it was completed on line SCC's online system and we are unable to extract our data. We have included below extracts from our records of the pertinent content. The references are to the question numbers in their online submission numbering system. This link takes you to their website where our project is listed.

[Your Fund Surrey for community projects - Surrey County Council \(surreycc.gov.uk\)](https://www.surreycc.gov.uk)

12. Describe your project in no more than 500 words, please using bullet points if necessary. Your summary should include: o What the asset is such as the name of the building(s), name of land, type of machine. o What you plan to do with the asset

Our project would take place on 25 acres (11 ha) of land in the middle of the village of Lingfield turning it into a more thriving Local Nature Reserve. Plain, grassy paddocks, that were surrounded by barbed wire are being turned into wildflower meadowlands, a traditional orchard, ponds with wetlands, ditches, thickets, copses, butterfly garden, quiet garden, planted and restored hedges, planted hedgerow trees and a fruiting hedge. One objective is to provide a wide, hardstanding pedestrian route through the site with two new kissing gate entrances to give full public access at all times. It connects the village, amenities and primary school with other parts of the village and is an off-roads, which are narrow and congested, route to school. The area covered would be 2,550 sq.m. We aim to provide a safe, green and peaceful site for all, including disadvantaged, a place for rest, recreation, education, enjoyment and shelter. The meadowlands would be visible from the pedestrian path along with other habitats and the ponds. Entrances from the long hardstanding path into the Butterfly Garden and Quiet Garden are via two muddy, deep scoops. Our project would build up and make a wide, flat access, suitable for buggies and wheelchairs and a safer path for all the community and volunteers, especially those with ambulatory difficulties. Another objective is to provide an interpretation board illustrating wild flowers and explain how we are increasing sustainable biodiversity for the benefit of community and wildlife. New blossom tree circles are also planned, visible from the path. This is another part of this capital project that will be beneficial for wildlife and planted in National Tree Week in November 2021. The species would be Common Hawthorn and Midland Hawthorn (*Crataegus Monogyna* and *Laevigata*) with sweet-scented white

and occasionally pink flowers; Wild Cherry (*Prunus Avium*), which is a large tree, 10 — 30 m. high with white blossoms as the leaves open; other *Prunus* trees with open flowers for bees and other pollinators. Crab apple varieties also with open flowers. All trees would provide food for the community and wildlife with colourful berries in the autumn. The "circles" would vary in size; 3 trees, 5 trees, 13 trees, the latter around the outside of our amenity field and around 4 young oaks growing in the field centre. Benches: new resting places for visitors in an open position. A raised bed in the centre bed Of the Butterfly Garden: this would be filled with free draining soil suitable for plants attractive to bees and lepidoptery such as lavender and scabious. With a bench nearby, the community would enjoy the flowers and wildlife. Our plan is also to do some reprofiling of our main oxbow pond using a local contractor and coppicing some surrounding trees to allow more light into the pond and wetland

13. How will your project make a difference to your community?

Our project will give an improved full public access, to both able-bodied or disadvantaged, through kissing gate entrances and a hardstanding path surface suitable for buggies and wheelchairs. New drainage beside the path will decrease mud migrating to the path from the meadows. This path criss-crosses The Lingfield Nature Reserves and would make it a safe, off-road walking route to school and village amenities and from the centre of the village to other populated areas of our community. New benches will make suitable resting or meeting places in beautiful surroundings with long views to The North Downs. Better access to the Nature Reserve will improve the opportunity to visit a safe refuge and help to avoid isolation and loneliness by seeing and meeting other people. This project will give greater opportunities to volunteer and do something worthwhile for themselves and the wider community. It will give employment to local and surrounding area contractors It will increase enjoyment and sightings of wildlife as the meadowlands, orchard, wetland and ponds, woodland and Other habitats become more attractive and diverse. This will be achieved with a new raised bed in The Butterfly Garden, the new interpretation board, volunteers planting trees to give blossom for nectar in the Spring, berries in the Autumn for wildlife and community food and attractive leaf colours Access and enjoyment will also be increased through our volunteer-led work parties with marginalised people; from the school nearby for neurologically impaired children and young adults called Young Epilepsy. Also, from a local Mental Health Group of adults facing rehabilitation into society after hospitalisation following abuse and exclusion. After the pandemic we can recommence our educational visits for schoolchildren. Our local Lingfield primary school, opposite The Reserves, has 20% children with some disability or who are marginalised. This includes children coming from a permanent travellers and circus people's settlement in our area. There are only two local Nature Reserves in this part of Surrey (the other is in Woldingham) and, with this project, more visitors from the wider community can take advantage of this special place. It has good transport links to the site and two parking bays for disadvantaged use. With improved access a " Walking for Health " and a " Mums with Buggies" group can expand their numbers and increase their enjoyment

The list below is the detail of the sums applied for in our submission to the Your Fund Surrey.

SURREY “YOUR FUND” Environmental project application

March 2021

Title of project

ENVIRONMENTAL PROJECT BENEFITTING THE COMMUNITY WITH NEW HABITATS AND IMPROVED ACCESS AND ENJOYMENT FOR ALL

<u>Paths.....</u>	<u>£80,000</u>
<u>Kissing gates/contractor.....</u>	<u>£ 1,750</u>
<u>Benches/Tree “ Blossom” circles.....</u>	<u>£ 1,900</u>
<u>Raised beds in Butterfly Garden with chalk soil filling.....</u>	<u>£2,200</u>
<u>Restoration /profiling of wildlife pond/wetland. Contractor £</u>	<u>500</u>
<u>Wildflower Interpretation board.....</u>	<u>£3,500</u>
<u>Trees near path with benches. Nectar/wildlife food.....</u>	<u>£1,1 00</u>
	<u>TOTAL £90,950</u>

6. Three years accounts and how the reserves are funded

Three years certified accounts for the reserve can be found below in Appendix C.

How the Lingfield Nature reserves are funded

This is a description of the historical funding over 27 years from start of The Reserves in 1994. We have been very successful in obtaining funding and this success continues today.

English Nature (later Natural England/Defra and now payments through the Rural Payments Agency) declared the site as a Local Nature Reserve 26 years ago due to its environmental importance and have provided us with funding since the reserves were first established.

All capital projects since 1994 have been funded by awards and grants from various bodies. There are no outstanding debts, loans or retrospective funding required.

English Nature Funding

The reserves are subject to a Natural England Countryside Stewardship Agreement and an Entry Level plus Higher Level Stewardship agreement.

The funding received annually is variable according to 1) payments made for giving educational access visits 2) additional payments for capital projects e.g. hedgelaying, coppicing 3) Special projects e.g. creating scrapes (for water catchment) 4) planting tree copses or thickets.

Regular funding of £1600 is received annually for: the maintenance of lowland meadows (wild flower meadows); planting and maintenance of hedgerows for wildlife; maintenance of all ponds and scrapes for aquatic and amphibian life. This is now paid by the Rural Payments Agency, RPA.

Lingfield Parish Council

LPC pay a contribution Of £1500 annually towards the maintenance of disadvantaged access on the reserves. The work comprises keeping the hardstanding path system free from invading grass, maintaining the kissing gate access points and scraping mud and debris from the granite topping hard track from Vicarage Road towards the Community Orchard and around the "lollipop" track beside the allotments.

LPC pay £120 towards the insurance premium for public liability to The Zurich.

Mowing of the grass paths in Beacon Field, the Wild Flower Meadow and Community Orchard is paid for by LPC. This cost varies according to dryness/wetness of the Summer season.

The cost of any remedial work needed on boundary trees in existence before 1994 is met by LPC.

A contribution is received from LPC towards our annual cut, bale and clearing of hay from our meadows (vital in reducing soil fertility and encouraging wild flowers within the species-rich habitats).

Tandridge District Council

TDC provide a mowing grant of £700 per annum to be set against the cost of the annual hay cut, bale and clear of the meadows.

Other funding over 26 years

Over the last 26 years we have secured funding in the way of a variety of grant body donations, awards, private donations and gifts. Some of the organisations who have given the reserves donations are listed below. Many individuals have given personal donations.

• The Co-op	• Surrey Community Foundation
• Tree Council of Great Britain	• Tandridge District Council " Small Grant Scheme"
• Shell Better Britain	• Lingfield Parish Council
• British Trust of Conservation Volunteers	• Surrey Tree Warden Network
• Surrey County Council " Pride of Place"	• Lingfield Marathon Fun run
• Brogdale Fruit, Faversham, Kent.	• Local Chamber of Commerce

<ul style="list-style-type: none"> • Common Ground (for Community Orchard) 	<ul style="list-style-type: none"> • Natural England
<ul style="list-style-type: none"> • Gatwick Airport 	<ul style="list-style-type: none"> • Forestry Commission
<ul style="list-style-type: none"> • The Lottery - "Wildspace" and "Breathing Places" 	<ul style="list-style-type: none"> • East Grinstead Natural History Society
<ul style="list-style-type: none"> • Woodland Trust 	<ul style="list-style-type: none"> • Surrey Hills Fund
<ul style="list-style-type: none"> • County Council Members allowances 	

The amount of funding, grants and donations secured by the Lingfield Nature Reserves and invested in the reserves over the last 27 years is approximately £ 250,000.

7. Work undertaken in the last 5 years

Every year routine work takes place such as the cut and bale of the hay in the meadows, the cutting of selected hedges in line with our Higher Level Stewardship Agreement, the mowing of grass paths on LPC land, targeted scrub and sapling control, weeding and tidying in the butterfly garden and keeping vegetation clear of the reserve paths. These tasks have continued over the last five years.

Over 24 specific activities or projects have been undertaken by volunteers and, in some cases, contractors in the last 5 years to encourage and increase biodiversity but also to maintain good access and improve safety. A list of these projects is given in **Appendix D**.

We conservatively estimate that this significant effort in managing the reserves over the last five years equates to approximately **579 hours of volunteer time** and a further **132 hours of paid contractor time** all provided for the benefit of the community.

8. Volunteers, visitors, groups using the LNR

The contribution of volunteers in maintaining and improving the reserves at no cost to the public is enormous. The total time given by volunteers at the monthly Sunday work parties alone since the reserves were created is estimated to be 9,000 person/hours. If the calculation was extended to attending meetings, organising contractors, monitoring butterflies and other wildlife, organising events, giving talks, giving guided tours, applying for funding and grants, writing reports, carrying out emergency repairs, additional maintenance and projects etc, etc it would equate to many times this amount.

Apart from mowing the fields which is paid for by the councils, all other activities are paid for through grants and donations. These are secured through the dedication, hard work and skill of the volunteers. The cost of maintenance works to the hard paths to date alone is at least £30,000 in addition to the original capital cost, the benefit of which the community has enjoyed at no charge. The hard paths are a safe route to school used every day by many families from the North end of the village to reach Lingfield Primary School.

There are 58 contacts on our volunteer work party mailing list. We estimate about 25 form the core of people that turn up regularly for work parties (this includes all members of the committee). Over 40 people attended the National Tree Week hedge planting in 2020 (6/12/20) and over 30 for the National Tree Week tree planting this year (28/11/21). The average attendance is probably 12 to 15 volunteers at the monthly work parties.

Our recent school and youth group visits have obviously been impacted by the restrictions of the pandemic, but here are some key users over the past couple of years:

- Little Chums preschool nursery, Lingfield: regularly use the Reserves for Forest School activities (see their Facebook page <https://www.facebook.com/littlechumsforestschool/>).
- Lingfield Primary School: during 2018/19 there were at least 10 visits by the school for Forest School activities, including an afternoon of pond dipping and meadow sweeping on 9/7/19 at which we provided equipment and volunteers to help the children with activities. I am in contact with Wendy Tuvey at the school and hope that they will be able to resume more activities on the Reserves soon.
- Lingfield Brownies: pond dipping and meadow sweeping on 6/7/21 and a nature detectives walk on 14/9/21, both supported by Reserves volunteers.
- Lingfield Rainbows: regular annual visitors who last visited for pond dipping/meadow sweeping on 9/7/19.
- Dormansland Primary and Lingfield College have visited on an annual basis regularly in the past but this has been impacted by the pandemic for the last couple of years and staff changes at the schools. I will contact them in the new year to see if they would like to visit.
- 4th East Grinstead Beavers have approached us for a visit (still to be arranged)

We know that an assortment of local groups visit the LNR independently of us including mental health groups, art groups, metal detectorists and Young Epilepsy.

In addition to the above, we held our latest moth trapping evening with Dr Julian Clark on 10/8/21. We hosted a virtual tour for the Surrey Coalition of Disabled People. We have conducted numerous guided tours for a variety of interested people from the local MP, Claire Coutinho and BBC Radio Surrey to members of the public who have contacted us wanting to learn more about the wildlife on the reserves. In the past, we have given talks about the reserves to groups such as the East Grinstead Natural History Society and including to the councillors of Tandridge District Council. More talks are planned for the future.

We currently anticipate Warlingham School using the reserves as a volunteering opportunity for 6th form students in 2022.

9. Testimonials

The testimonials received recently in support of the Lingfield Nature Reserves can be found in Appendix E.

10. Concluding comments

The management committee of the Lingfield Nature reserves would like to renew the leases for the land the reserves occupy as they are due to expire in the next few years. TDC and LPC, the landowners, want to be satisfied that this is the best use for these assets.

There are many good arguments to justify the extension of the leases. The reserves are well used and appreciated by the people of Lingfield. They are a beautiful stretch of countryside on Lingfield's doorstep, a wonderful place to walk and exercise and to experience being close to nature. In these times of heightened appreciation of good mental health, awareness of the therapeutic affect of being in green spaces, of concern about climate change and the biodiversity extinction crisis, they are a place where addressing all these issues comes together positively. A network of hard surfaced

paths which give accessibility to all and provide a safe route to school between two extremities of the village.

The reserves are maintained by a committed and passionate group of volunteers who are dedicated to improving and enhancing the reserves for wildlife and the community. They have been leading and innovative in their management interventions with remarkable results in terms of attracting wildlife. They are a group who have consistently secured funds from a variety of sources and invested them in the reserves for the benefit of the community and at no cost to LPC or TDC.

The reserves, through the vision of the volunteers, have developed into a rich mosaic of habitats which are now home to all sorts of important wildlife, trees and wildflowers, a significant proportion of which are of conservation importance in Surrey and some are nationally rare.

With the new emphasis on the delivery of public goods aimed at halting the crisis in the environment, sources of new funding for land management are emerging such as the Environment Land Management Scheme, biodiversity net gain and private companies wishing to invest in green capital. Potentially the Lingfield Nature Reserves could apply for funding from these sources to invest in the reserves for the benefit of Lingfield. This would only be possible if investors and funders are satisfied that the reserves have a long-term future.

These are all very strong arguments for granting a lease extension for the lands which make up the Lingfield Nature Reserves.

Appendix A

Species of Nature Conservation Importance for Surrey recorded regularly on the Lingfield Nature Reserves

The following lists have been compiled using a *Surrey Wildlife Trust* document dated May 2008 and entitled *Guidance for the Selection of Sites of Nature Conservation Importance (SNCIs) in Surrey*

The lists below are conservative. Many more species of plant of conservation interest are present but only in small numbers and are possibly not in permanent populations and, therefore, have not been listed. Similarly rare birds such as nightingale and spotted flycatcher have been recorded from time to time but have not been listed as they are not resident. We have not listed all red and amber species of bird here but the reserves are home to an impressive list of these species. For example house sparrows, starlings and song thrushes are commonly seen and lesser whitethroat are heard every year among others. Our lists are limited to those animal groups where we have the expertise to identify species and compile lists. Groups such as wasps, solitary bees, grasshoppers and crickets and dragon and damselflies are well represented on the reserves and may include species of nature conservation importance but we are unable to monitor them due to lack of expertise.

Plants

Species of plant typical of grassland of conservation interest in Surrey found on the LNR.

Anthoxanthum odoratum Sweet Vernal Grass

Briza media Quaking-grass

Cardamine pratensis Cuckooflower

Conopodium majus Pignut

Dactylorhiza fuchsii Common Spotted-orchid

Filipendula ulmaria Meadowsweet

Leucanthemum vulgare Oxeye Daisy

Lotus corniculatus Common Bird's-foot-trefoil

Oenanthe pimpinelloides Corky-fruited Water-dropwort

Phleum bertolonii Small Timothy

Phleum pratense Timothy

Rhinanthus minor Yellow-rattle

Rumex acetosa Common Sorrel

Stachys officinalis Betony

Stellaria graminea Lesser Stitchwort

Succisa pratensis Devil's-bit Scabious

Mammals

Noctule (*Nyctalus noctula*)

Amphibians

The reserves host “good” if not “exceptional” populations of smooth newts and great crested newts. Frogs and toads are also present. The former breed successfully and is found all over the reserves.

Reptiles

The reserves hold what are probably “good” or “exceptional” populations of grass snakes. They are found all over the reserves. Viviparous lizard and slow worms are also present. There are various unconfirmed reports of adders from locations within a few hundred meters of the reserves.

Birds

Bird species of Conservation Concern within Surrey recorded on the LNR:

Hobby, *Falco Subbuteo*

Little Egret, *Egretta garzetta*

Siskin, *Carduelis spinus*

Bird assemblages likely to be of county importance in Surrey recorded regularly on the LNR are as follows (the numbers represent weightings to reflect relative importance):

Farmland

Kestrel 2	Linnet 1
Jackdaw 1	Yellowhammer 2
Greenfinch 1	Reed bunting 1.5
Stock dove 1	Whitethroat 1
Goldfinch 1	

A score of 11 or more points is indicative of high quality habitat.

Lingfield score: 11.5

Woodland

Grey heron 2.5	Coal tit 1
Blackcap 1	Nuthatch 1
Red kite 5	Treecreeper 1
Chiffchaff 1	Green woodpecker 2
Sparrowhawk 2	Jay 1
Goldcrest 1	Great spotted woodpecker 1
Buzzard 2	Siskin 2
Hobby 4	Redpoll 3
Long-tailed tit 1	Bullfinch 1.5
Stock dove 1	

A score of 25 or more points is indicative of high quality habitat.

Lingfield score: 34

Butterflies

Butterfly species of importance within Surrey are recorded on the LNR:

Brown Hairstreak (*Thecla betulae*) Regularly recorded. Eggs found every year.

Dingy Skipper (*Erynnis tages*) A small but seemingly thriving colony exists.

White-letter Hairstreak (*Satyrrium w-album*) Present on wych elm. Discovered recently.

Small Copper (*Lycaena phlaeas*) Regularly recorded.

Brown Argus (*Aricia agestis*) Regularly recorded.

Common Blue (*Polyommatus icarus*) Regularly recorded. Increased over the last 10 years.

Small Heath (*Coenonympha pamphilus*) Appeared around 10 years ago. Now regularly recorded and increasing.

White Admiral (*Limenitis camilla*) A single record.

Purple Emperor (*Apatura iris*) A single record.

Silver-washed Fritillary (*Argynnis paphia*) Several sightings.

Moths

The following are the rarer **local** moth species recorded on the reserves. It includes two **nationally notable** species.

<i>Yponomeuta evonymella</i> Bird-cherry Ermine	<i>Roeslerstammia erxebella</i> a small ermine moth	<i>Olindia schumacherana</i> a tortrix moth
<i>Euzophera pinguis</i> a pyralid moth	<i>Tethea</i> or Poplar Lutestring	<i>Dypterygia scabriuscula</i> Bird's Wing
<i>Ligdia adustata</i> Scorched Carpet	<i>Miltochrista miniata</i> Rosy Footman	<i>Acronicta aceris</i> Sycamore
<i>Laspeyria flexula</i> Beautiful Hook-tip	<i>Comibaena bajularia</i> Blotched Emerald	<i>Pterapherapteryx sexalata</i> Small Seraphim
<i>Hyloicus pinastri</i> Pine Hawk-moth	<i>Plagodis dolabraria</i> Scorched Wing	<i>Eilema sororcula</i> Orange Footman Notable/Nb
<i>Craniophora ligustri</i> Coronet	<i>Elaphria venustula</i> Rosy Marbled Notable/Nb	<i>Nycteola revayana</i> Oak Nycteoline
<i>Idaea trigeminata</i> Treble Brown Spot	<i>Perizoma albulata</i> Grass Rivulet	<i>Ennomos erosaria</i> September Thorn

Appendix B

Management Plan

Action	Type	Reason	Agreed	Timings	Who
Cut 30% Of hedges	Annual maintenance	NE stewardship agreement	Yes	Winter	Wickingtons
Manage scrubbing banks, Bloomers	Annual maintenance	Wildflowers	Yes	Autumn	Richard & John
Mow and bale meadows	Annual maintenance	NE stewardship agreement	Yes	September	Wickingtons
Mow paths for disabled access	Annual maintenance	Disabled access	Yes	As required	Phil Edwards
Mow paths for parish council	Annual maintenance	Lease agreement	Yes	As required	Countrywide
Mow QG meadow	Annual maintenance	Wildflowers	Yes	Autumn	TBA
Plant trees in Nursery	Annual maintenance	More trees/hedges/scrub	Yes	Autumn	Volunteers
Scythe and rake Cobham Hedge ditch	Annual maintenance	Wildflowers	Yes	Winter	Richard & John
Scythe and rake Cold Harbour ditch	Annual maintenance	Wildflowers	Yes	Winter	Richard & John
Scythe and rake Derek Blade ditch	Annual maintenance	Wildflowers	Yes	Winter	Richard & John
Scythe and rake ponds	Annual maintenance	Wildflowers	Yes	Winter	Richard & John
Tidy butterfly garden	Annual maintenance		Yes	As required	Volunteers
Coppicing/pollarding Coldharbour	Cyclical maintenance	Improve habitat	Yes	Winter	Roger
Lay Bloomers hedge	Cyclical maintenance	Improve habitat	Yes	Winter	Roger
Reduce scrub around original	Cyclical maintenance	Pond shading, access	Yes	Winter	Roger
Fence ponds	Project	Keep dogs out	Yes	Completed 2020	Richard & John
Hibernaculum	Project	Reptiles, amphibians	Yes	Completed 2021	Dhani
New hedge and ditch, Bloomers Field	Project	Brown hairstreak, wildflowers, birds	Yes	Completed 2020	Contractor
Planting willows	Project	Purple emperors	Yes	Winter - ongoing	Richard & John
Seed new hedge and ditch, Bloomers	Project	Devils bit, betony, insects	Yes	Nov	John
Seeding/planting in Coldharbour	Project	Improve habitat	Yes	Winter	John
Extend hazel coppice, Coldharbour	Project	Source of hazel rods	TBA	Winter - ongoing	
Mend bridge in Jenners	Project	Safety	TBA	Completed 2021	
Bracken bashing	Annual maintenance	Bracken control	No		TBA
Clear ponds of pond weed	Annual maintenance	NE stewardship agreement	No		TBA
Coppice bank behind Scout Hut	Cyclical maintenance	Good neighbour	No		
Lay hedge along Scout Hut	Cyclical maintenance	Good neighbour	No		
Avenue of trees, Jenners	Project	Wildflowers	No		TDC
Bat hibernaculum in air raid centre	Project	Bats	No		TBA
Create nettle bed	Project	Red admiral, comma, peacock etc	No		
Meadow restoration, Jenners Triangle	Project	Wildflowers	No		Contractor
Meadow restoration, Wildflower meadow	Project	Wildflowers	No		Contractor
Remove fish	Project	NE stewardship agreement	No		
Annual tidy up	Annual maintenance	Scrub control	NA	Completed in November	Countrywide
Collect wildflower seed	Annual maintenance	Spreading wildflowers	NA	TBA	Richard & John
Rake hay from flower rich areas	Annual maintenance	Spreading wildflowers	NA	TBA	
Wildflowers in Nursery	Annual maintenance	Spread wildflowers	NA	Autumn	Leahys

Appendix C

Accounts for the three years ending 31st March 2019 – 2021

2018	LINGFIELD NATURE RESERVES RECEIPTS AND PAYMENTS ACCOUNT FOR THE YEAR ENDED 31 MARCH 2019	2019
£		£
8,453	Balance brought forward 1 April 2018	9,917
	Receipts	
2,401	Lingfield Parish Council	2117
680	Tandridge District council	700
3,259	RPA/DEFRA	1500
1,000	Wheels4U (sponsor)	0
105	Donations	45
0	Photo/calendar project	1435
3	Bank Interest	10
<u>7,448</u>		<u>5,807</u>
	Payments	
228	Insurance	234
1,358	Maintenance	984
1,197	Mowing	1,626
84	Half Hire	85
13	Trees/Plantings	0
2,756	Projects	2,008
36	Sundry Expenses	50
220	Event Expenses	462
0	Calendar printing + exps	1,170
92	Web Site	72
<u>5,984</u>		<u>6,691</u>
1,464	Net surplus (deficit) for the year	-884
<u>9,917</u>	Balance carried forward 1 April 2019	<u>9,033</u>
	Made up as follows:	
	High Interest A/C	7,420
	Current A/C	1,613
		<u>9,033</u>

The above receipts and payments account is in accordance with the books and records maintained

Peter Francis FCA

05.10.2019

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Treasurer

10.10.2019

**LINGFIELD NATURE RESERVES
RECEIPTS AND PAYMENTS ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2020**

2019 £		2020 £	£
9,917	Balance brought forward 1 April 2019		9,033
	Receipts		
2,117	Lingfield Parish Council	3,883	
700	Tandridge District council	700	
1,500	RPA/DEFRA	3463	
45	Donations	280	
1,435	Photo/calendar project	0	
10	Bank Interest	24	
<u>5,807</u>		<u>8,350</u>	
	Payments		
234	Insurance	234	
984	Maintenance	3,664	
1,626	Mowing	1,996	
85	Hall Hire	66	
0	Trees/Plantings	632	
2,008	Projects	1,737	
50	Sundry Expenses	112	
462	Event Expenses	26	
1,170	Calendar printing + exps	0	
72	Web Site	111	
<u>6,691</u>		<u>8,578</u>	
-884	Net surplus (deficit) for the year		-228
<u>9,033</u>	Balance carried forward 1 April 2020		<u>8,803</u>
	Made up as follows:		
	High Interest A/C	7,444	
	Current A/C	1,359	
		<u>8,803</u>	

The above receipts and payments account is in accordance with the books and records maintained

[Redacted Signature]

J Independent Examiner
13.10.2020

[Redacted Signature]

Treasurer
19.10.2020

**LINGFIELD NATURE RESERVES
RECEIPTS AND PAYMENTS ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2021**

2020 £		2021 £
9,033	Balance brought forward 1 April 2020	8,578
	Receipts	
3,883	Lingfield Parish Council	2,117
700	Tandridge District council	700
3,463	RPA/DEFRA	1,539
280	Donations	6,381
24	Bank Interest	4
<u>5,807</u>		<u>10,741</u>
	Payments	
234	Insurance	234
3,664	Maintenance	1,103
1,996	Mowing	2,635
66	Hall Hire	22
632	Trees/Plantings	86
1,737	Projects	2,585
112	Sundry Expenses	33
26	Event Expenses	0
111	Web Site	0
<u>8,578</u>		<u>6,698</u>
-228	Net surplus (deficit) for the year	4,043
<u><u>8,803</u></u>	Balance carried forward 1 April 2021	<u><u>12,846</u></u>
	Made up as follows:	
	High Interest A/C	7,448
	Current A/C	5,398
		<u>12,846</u>

The above receipts and payments account is in accordance with the books and records maintained



Independent Examiner



Treasurer 19/06/21

Appendix D

List of work undertaken in the last 5 years

Safety and access

- The tidying of the fallen horse chestnut in the orchard and the creation of habitat piles to encourage invertebrates and hedgehogs. Estimated volunteers hours: 8, contractor 2.
- Removal of a hanging bough in the Orchard for safety reasons. The arisings were used to create habitat piles primarily for reptiles and small mammals. Estimated contractor hours: 8.
- The bridge linking Jenners to Bloomers was reconcreted and new handrails constructed to improve safety and amenity. Estimated volunteers hours: 50.
- Three ponds were stock fenced and gated primarily to prevent excessive dog traffic but also to improve safety. The ponds have since all cleared, are now being naturally colonised by native vegetation and have attracted exceptional wildlife including little egret, great crested newts and kingfisher. Estimated volunteers hours: 4, contractor 24.
- Swales and channels were dug to drain the hard paths and reduce mud accumulation and subsequently sown with wildflowers to enhance the habitat. Estimated volunteers hours: 2, contractor 8.

Butterflies and invertebrates

- The make over of the butterfly garden by opening it up, making new paths and planting a multitude of nectar rich plants all aimed at increasing invertebrates especially butterflies. It has been a remarkable success. Estimated volunteers hours: 80, contractor 32.
- The creation of rubble and chalk beds in the butterfly and quiet gardens to allow a greater diversity of plants and to attract a wider variety of wildlife. Estimated volunteers hours: 8, contractor 8.
- Broad leaf willow thickets have been planted to attract purple emperor butterflies. Approximately 75 trees, truncheons and cuttings have been planted so far. Estimated volunteers hours: 20.
- Planting of several Dutch elm resistant elms to encourage white letter hairstreak butterflies in various parts of Bloomers Field. Estimated volunteers hours: 8.
- The planting of a border of crab apples and common pears around Coldharbour copse to attract pollinators. Estimated volunteers hours: 4.

Ponds and wetlands

- The creation of a fenced pond in the butterfly garden. It now has breeding smooth newts and is visited by frogs and grass snakes. Estimated volunteers hours: 25, contractor 8.
- The digging and fencing of a large scrape near Coldharbour gate and the sowing of the spoil with wildflowers. The resultant pond already has breeding frogs and the wildflowers attract small copper, common blue and dingy skipper butterflies. Estimated volunteers hours: 8, contractor 8.
- Creating an additional ditch and bank in Bloomers Field to retain flood water within the field and encourage wet grassland. Estimated volunteers hours: 2, contractor 8.

Hedges

- An 80 metre ditch, scrapes, bank and hedge created in Bloomers Field in 2020. The hedge was planted with hawthorn, blackthorn, alder buckthorn and spindle specifically to attract birds and brown hairstreak and brimstone butterflies. The ditches were sown with wildflowers and are now covered in betony, devils bit, corky fruited water dropwort and ox eye. Estimated volunteers hours: 80, contractor 16.
- A 40 metre flowering hedge has been planted containing trees such as Rowan, hazel, blackthorn, raspberry and common pear. Estimated volunteers hours: 30.
- Several sections of hedge have been laid by volunteers probably totalling around 100 metres in length. If undertaken by South of England Hedge Laying Society it would have cost at least £1,000. Estimated volunteers hours: 120.

Meadows

- In 2019, a 70m² meadow was created in the quiet garden. Top soil was removed, seeds sowed and plugs introduced. Despite its small size around 60 species of wild flower have been recorded in this area. Chalk was added at one end and the meadow now contains unusual calcifuge plants like field scabious, wild clary, dropwort and majoram. Estimated volunteers hours: 20, contractor 8.

Woodlands

- The coppicing and pollarding of Coldharbour Copse and the building of dead hedges with the resulting brash to increase the woodland flora and provide cover for small mammals and birds. Estimated volunteers hours: 40.
- The sowing and planting of Coldharbour Copse with wildflowers to create a woodland flora. Foxgloves, primroses, blue bells, red campion, wood anemone, wood sage, hedge bedstraw are now establishing. Estimated volunteers hours: 4.

Miscellaneous

- The building of a reptile hibernaculum behind the scout hut ponds. Grass snakes are common in this area. Estimated volunteers hours: 20.
- The purchase and hanging of a bat hibernaculum in a large oak in Jenners Field. It is believed that at least four species of bat frequent the reserves. Estimated volunteers hours: 2, contractor 2.
- The creation and maintenance of a tree and wildflower nursery in the allotment to provide additional plants for the grasslands and woodlands. Estimated volunteers hours: 20.
- The planting of various standard trees around the reserves including small leaved limes, flowering cherry and ornamental hawthorns. Estimated volunteers hours: 16, contractor 16.
- Refelting of the popular and well used field shelter roof following vandalism. Estimated volunteers hours: 8.

Total estimated volunteers hours: **579**, contractor hours 132.

Appendix E

Testimonials

1. Louise Riley
2. Richard Leader
3. Chris and Larry Edwards
4. Celia Carter
5. Topsy Rudd
6. Roger Ohlson
7. John & Anne Ball
8. Suzanne Birch
9. Sue & Ted Quelch
10. Alan Orbell
11. Mark Ridge
12. Clive Jecks
13. Ashley Neverclift

From: Louise Riley <[REDACTED]>
Subject: Testimonial
Date: 17 December 2021 at 18:45:09 GMT
To: Lingfield Nature Reserves <enquiries@lingfieldreserves.org.uk>

Hi,

I would like Lingfield nature reserve to continue as I am a keen young conservationist and I love volunteering there when I get a chance. It is also very important in educating other young people as well as others about the importance of conserving nature. It would be a shame to lose that nature reserve as there is lots of good work being done, such as tree planting and the rise in certain species. As well as volunteering on the reserve I also love walking through it with my dog, where I meet many others who love having a beautiful local space where they can bring their pets to socialise. Lingfield nature reserve holds a special place for me and I want to continue to help out and see the benefits of conservation in my local area.

Thanks,
Louise Riley

From: Richard Leader <[REDACTED]>
Subject: Re: Testimonials
Date: 22 December 2021 at 14:04:00 GMT
To: Lingfield Nature Reserves <enquiries@lingfieldreserves.org.uk>

Dear Committee

We moved to Lingfield 15 years ago with our baby daughter, unaware of the nature reserve. We walk through the reserve and Jenner's Field on the way from our house to the village - and what a delight it was to discover for the first time!

Over the years, our children have joined in the pond dipping to discover newts and fish and invertebrates - it's something they look back on fondly and I see as important for their education and development. We have all marvelled at the changing views over the seasons, been excited to see wild animals (including the albino squirrel!) and loved seeing the wild orchids.

We've eaten the blackberries and the occasional damson and, over lockdown in particular, been so grateful for the space.

The reserve is essential for the village - I'm very thankful for the committee and volunteers for keeping it so well and to the council for allowing it to continue long into the future.

Best Regards
Richard Leader
Lingfield Common Road

From: "Chris& Larry" <[REDACTED]>
Subject: Re: Testimonials
Date: 22 December 2021 at 16:00:16 GMT
To: Lingfield Nature Reserves <enquiries@lingfieldreserves.org.uk>

no-one has any idea how this patch of land helps us all in this time of stress also before and I am sure in the future to walk your dogs or just go for a walk to clear the mind and listen to the birds its wonderful please do not take this safe haven away from us it is so important to all of us.

Mrs C Edwards

From: Celia Carter <[REDACTED]>
Subject: Re: Testimonials
Date: 22 December 2021 at 15:19:15 GMT
To: Lingfield Nature Reserves <enquiries@lingfieldreserves.org.uk>

Testimonial.

Hello,

I was very pleased to find a nature reserve in Lingfield and during the Covid pandemic it has been very useful as a safe place to meet outdoors with my family where there is a playground etc for my grandson and nature and walks for the adults. I was also pleased to find a dedicated team of volunteers looking after it and occasionally I have been able to help, which is great for exercise and safe outdoor socialising. My particular interest is mammals and by tracking I have recorded fox, mole, rabbit, squirrel and bank vole here as well a possible signs of other species. The Butterfly Garden is a mass of insects in summer and planting is being put in to encourage biodiversity. In view of climate change, biodiversity loss and issues of public exercise, mental health and covid safe outdoor socialising, this nature reserve is invaluable to the local community. Celia Carter.

17:30 (2
hours ago)

to me

Hi John

I am a local resident and user of the Lingfield Nature Reserves and I would like to provide a testimonial in support of them. As an environmental scientist, I am very appreciative of the efforts made by the management committee and the volunteers to maintain and develop the reserves for the benefit of both wildlife and the community.

The reserves contain a range of habitats, still under development, that reflect the UK Biodiversity Action Plan Priority Habitats, including lowland meadows; hedgerows; orchards and ponds, as well as species specific habitat such as a butterfly garden. Many of these habitat types are declining in the UK and are vital for supporting native wildlife. Although small, reserves of this nature offering a patchwork of connecting habitats can be valuable for providing a safe space for wildlife to overwinter and then to breed in spring and summer, and subsequently to move out and populate surrounding areas. The increased floristic diversity of the meadows and hedgerows, compared to the previous agricultural land, provide nectar and pollen for a wide range of insects, which in turn supports birds, reptiles and the wider ecosystem.

In addition to supporting wildlife, the reserves benefit our local community in a number of ways. They provide an excellent educational resource for local youth groups, for example children undertaking pond dipping and learning about aquatic life forms, with dragonfly larvae being a particular favourite. They also provide a recreational resource where we can walk or play, enjoy a bit of peace and tranquillity in the Quiet Garden, and watch the wildlife, specially the butterflies which are thriving. The community orchard provides free fresh food from a range of apple, pear, cherry and other fruit and nut trees, and we have collected windfalls to make jam. All these factors contribute to the wellness of local residents using the reserves, which is beneficial in terms of both their mental and physical health.

I feel that the Lingfield Nature Reserves are a really important asset and deserve funding to be able to carry on encouraging future generations to care for the natural world and the benefits it brings us all.

Regards

Dr Thomasine Rudd

Ex FCIWEM, MIEMA, Registered Principal EIA Practitioner

From: "Roger Ohlson" [REDACTED] >
Subject: testimonial
Date: 28 December 2021 at 11:16:11 GMT
To: "Lingfield Nature Reserves" <enquiries@lingfieldreserves.org.uk>

I have worked in the wildlife area almost since it was formed, being part of a group clearing ditches being our first job.

I have since attended many work parties planting trees and new hedges and over the years have maintained some of the corpse areas and have laid several hundred meters of hedge, some of which I planted many years ago.

Even when I am not working in the fields I regularly enjoy just walking through them, looking out to see what nature I can see. When we had a dog a few years ago it was nice to take her for a walk and meet other people in the fields and enjoy the social side as well as the exercise.

It's so nice to have a wildlife area so close to my home and I am sure that apart from the physical exercise I get, it also helps the mental side as well, and as a bonus get some bits of fruit from the orchard.

It would be a great shame and a huge loss to the whole community if the area was closed as so many people use it for a huge variety of things, and the potential loss of all the wildlife and plants that currently call it home.

Roger Ohlson

From: "John Ball" [REDACTED] >
Subject: Re: Testimonials
Date: 24 December 2021 at 09:30:27 GMT
To: "Lingfield Nature Reserves" <enquiries@lingfieldreserves.org.uk>

The nature reserve is a community resource for Lingfield and surrounding areas. A protected open space offering an amazing variety of habitats and open areas. My wife and I have been very happy to volunteer over the last 15 years or so, not just to look after this wonderful space, but for the community involvement generated as a result. The last 2 years or so, when we have been locked down on an off and on basis, have proved the value of the reserves for so many local people. A sanctuary for so many at a time of stress.

The reserve is appreciated by all ages, from children to dog walkers and others just enjoying the open areas. The community involvement is often apparent; witness the tree planting exercises in 2020 and 2021. The tree planting also helps with the national ambition to move towards zero carbon. The open spaces are also useful for community events such as the recent Lingfest.

John & Ann Ball

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

susiebirch [REDACTED] >

13:37 (9
hours ago)

to Japmadden1

To whom it may concern

Lingfield Nature Reserve has been a wonderful resource for both my husband and I and for our boys when they were young.

We have really enjoyed the orchard particularly the range of trees - mulberry, walnuts, medlars etc. I regularly make plum jam from the trees.

We have pond dipped and spotted great crested newts in the wildlife pond.

To have this on our doorstep and open for everybody had been amazing.

Many thanks
Suzanne Birch

[REDACTED]

From: "Sue Quelch" <[REDACTED]>

Subject: RE: Testimonials

Date: 29 December 2021 at 15:03:51 GMT

To: "Lingfield Nature Reserves" <enquiries@lingfieldreserves.org.uk>

Here is our testimonial:

Lingfield Nature Reserve is a wonderful asset – not only for the local community but, by being only the second village-based reserve in the country it is surely also of national importance. My husband and I certainly value it as somewhere not only to observe wildlife but also a place for mental well-being.

Over the years the diversity of species has grown to include many threatened varieties such as the great crested newt and the small heath butterfly. The reserve continues to grow and expand with may future projects on track to encourage more endangered wildlife and with the ever growing band of volunteers it also brings together the whole community.

The district should be proud to have such an asset on its doorstep.

Sue and Ted Quelch

From: Aol Mail <[REDACTED]>

Subject: Re: Testimonials

Date: 31 December 2021 at 11:22:54 GMT

To: "enquiries@lingfieldreserves.org.uk" <enquiries@lingfieldreserves.org.uk>

Reply-To: AOL Mail <[REDACTED]>

My wife and I make virtually daily use of the Lingfield Nature Reserves and we don't have a dog. The Reserves provide a vital natural space where people can walk, meet and simply enjoy the flora and fauna that make the Reserve their home. The Community Orchard is another valuable resource used by many.

The work of volunteers has done much to enhance the Reserves over recent years and it would be a tragedy for the Reserves not to be retained as such.

I hope it will remain an important part of the Lingfield community forever.

Sincerely,

Alan Orbell

Clr Mark Ridge via tandridge.onmicrosoft.com

14:33 (4
hours ago)

to me

Testimonial for Lingfield nature reserves

As a resident of Lingfield and the district councillor for the ward I live in, I would like to say what a much loved asset the reserves are to our local community and the district in general.

These reserves have matured greatly over the last 5 years, with the encouraged biodiversity creating wonderful new habitats for rarely seen species in our area, particularly our butterfly populations.

With the preservation and promotion of biodiversity being high on the agenda in every day life our reserves are a great example of what can be achieved in local communities. We have well attended work parties, which has the added benefit of educating the community and spreading the word, and with the 2021 environment act in place, which promotes biodiversity on all new developments our work is becoming ever more popular.

Lingfield residents love our reserves, and are becoming ever more proud of what we are achieving. These reserves should be protected well into the future, and I can only see that our well motivated group of volunteers will grow from strength to strength

Regards

Mark Ridge

Clive Jecks <[REDACTED]>

18:24 (28
minutes ago)

To Whom It May Concern

I am writing regarding the proposed extension of the lease for Lingfield Nature Reserve. I am a local resident, I chair the Lingfield Chamber of Commerce and am a

Parish Councillor, but my comments are personal and do not necessarily reflect the views of those bodies.

Lingfield Nature Reserve does a fantastic job for the community. They provide a peaceful area for the enjoyment of all, in an environment that allows wildlife to flourish. There are increasingly rare and interesting examples and local people are able to become more knowledgeable about nature. On any typical day, large numbers of local people benefit from the fresh air, views and individual areas such as the butterfly gardens. I fully endorse their request for an extension to their superbly managed lease.

Regards

Clive Jecks

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

From: Ashley Netherclift [mailto:[REDACTED]]
Sent: 05 January 2022 16:50
To: Anne Richards
Subject: Testimonial- Lingfield Nature Reserve

To whom it may concern

Even though I no longer live in the village I still have strong ties, being a Trustee of the Lingfield Sports Association, where I regularly coach and play cricket.

My parents lived in the heart of Lingfield behind the village pond for over 50 years. They were entwined with most organisations including the Sports Association, allotments and Church, to name a few. The Lingfield Nature reserve was always dear to their hearts, as it is to mine, where I occasionally help at work parties with my family.

I particularly like the many different trees on the reserve from the hawthorn up to the grand oaks and wellingtonia. It was for this reason that I planted on the reserve a crabapple in remembrance of my mother and an apple tree "kidds orange red" for my father.

Whether you are a child pond dipping, one of the many dog walkers or just wanting a time of quiet contemplation, the diverse nature will give you pleasure.

The Lingfield Nature reserve is a place of enjoyment for all age groups and no doubt been a haven of hope for many over the last two difficult years and will continue to be so.

Ashley Netherclift

LINGFIELD NATURE RESERVES RECEIPTS AND PAYMENTS ACCOUNT FOR THE YEAR ENDED 31 MARCH 2022		
2021 £		2022 £
8,578	Balance brought forward 1 April 2021	12,846
	Receipts	
2,117	Lingfield Parish Council	2,000
700	Tandridge District council	0
1,539	RPA/DEFRA	1,539
6,381	Donations	403
4	Bank Interest	1
0	Surrey CC	972
<u>10,741</u>		<u>4,915</u>
	Payments	
234	Insurance	234
1,103	Maintenance	1,402
2,635	Mowing	2,070
22	Hall Hire	68
86	Trees/Plantings	65
2,585	Projects	1,672
33	Sundry Expenses	80
0	Event Expenses	0
0	Web Site	72
0	Bank Charges	20
<u>6,698</u>		<u>5,683</u>
4,043	Net surplus (deficit) for the year	-768
<u>12,846</u>	Balance carried forward 1 April 2022	<u>12,078</u>
	Made up as follows:	
	High Interest A/C	7,448
	Current A/C	4,630
		<u>12,078</u>

The above receipts and payments account is in accordance with the books and records maintained



Independent examiner

3.5.2022.

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Rental Grant Subsidy Scoring Matrix -Lingfield Sports Association

SCORE	4	3	2	1	0	Total	Comments
SCORING CRITERIA	Excellent/Very Good	Good	Acceptable	Marginal	Undesirable		
Intensity of use	Over 100 members or over 30 hours of use per week	Over 75 members or over 25 hours of use per week	Over 50 members or over 20 hours of use per week	Over 25 members or over 15 hours of use per week	Less than 25 members or less than 15 hours of use per week	4	Over 700 members through the member clubs. The member clubs include: Lingfield Cricket Club Lingfield Football Club Acorns AFC Ladies Football Club (Lingfield Running Club are considering joining in 2023.)
Affordability	Free membership or free use	Membership rates or use/hire rates less than 60% of market rates and/or discounts available on grounds of financial hardship	Membership or use/hire rates at less than 75% of market rates	Membership or use/hire rates at less than 90% of market rates	No discount on market equivalents	3	Membership is mainly through the individual member clubs. Direct individual membership is levied at £10 per adult and £5 per child. Hardship discounts are treated on a case-by-case basis
Benefit to the wider community / diversity of users/extent of outreach work	Very wide variety of user groups and/or staff/volunteers carrying out outreach work. Multiple letters of support.	Wide variety of user groups and/or staff/volunteers carrying out outreach work.	Some variety of user groups and/or staff volunteers carrying out outreach work.	Limited variety of user groups and/or staff volunteers carrying out outreach work.	Only one user group and no outreach work	3	The club actively promotes members from a wide variety of ages and backgrounds. The Association is actively

		Several letters of support.	A few letters of support.	One or two letters of support.			<p>trying to attract other sports clubs in Tandridge to join the association in order to make wider use of the ground and facilities. Local schools to use the pitches as required. They are currently in discussions with Surrey Cricket Foundation to assess the suitability for disability cricket and Walking Cricket. The cricket club also participates in the Chance to Shine programme in local schools and runs All Stars cricket aimed at local children aged 4 to 7. Discussions have recently commenced with Lingfield Running Club regarding use of the facilities and hosting the Lingfield Marathon Minibus Fun Run.</p>
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<p>Are revenue/funding raising opportunities maximised? E.g. grant funding sought, fund-raiser events undertaken, commercial opportunities maximised where possible e.g. bar income, hire of facilities when not in use.</p>	<p>Opportunities are maximised wherever possible</p>	<p>Opportunities are often maximised</p>	<p>Opportunities are sometimes taken</p>	<p>Opportunities are occasionally taken</p>	<p>Opportunities are not taken</p>	<p>3</p>	<p>The Association has identified three major projects:</p> <ul style="list-style-type: none"> • installing effective pitch drainage • Improvements and possible replacement of the existing pavilion • Developing the additional open space land <p>They are actively applying for grant funding for these projects and currently have raised £10,000 sum available towards establishing these projects. The Association is applying for funds from Your Fund Surrey, CIL funding, Gatwick Area Community Trust. Security of tenure from the granting of a 15-year lease from TDC will assist with these and other future funding applications.</p>
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To what extent do the group's activities align with TDC corporate priorities?	Very strong alignment with one or more priorities or strong alignment with more than one priority	Strong alignment with one priority or good alignment with more than one priority	Good alignment	Some alignment	Limited or no alignment	3	The Association will change its operating model to provide all central services to member clubs and to be able to provide services to other organisations including commercial hires. The planned improvements will be vital to this plan.
Does the group reduce TDC revenue costs e.g. by maintaining/repairing the asset and contributing to insurance	Yes, the group take full responsibility	Yes, the group pay the majority of costs associated with the asset	The group pay some of the costs associated with the asset	The group only pay a small percentage of the costs associated with the asset	The group do not pay any of the costs associated with the asset	4	Under the terms of the lease, the Club will take on full maintenance responsibility for both the building and grounds maintenance.
Does the group have financial reserves or fundraising targets? If so, are these earmarked for improvements to the facilities including	A high percentage (75 to 100%) of reserves are earmarked for improvements	A percentage (50-75%) of reserves are earmarked for improvements	A percentage (25-50%) of reserves are earmarked for improvements	A percentage (up to 25%) of reserves are earmarked for improvements	No reserves earmarked for improvements	3	The association has raised £10,000 towards establishing the projects detailed above.

improvement of environmental performance, flood resilience and/or biodiversity?								
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Total score for Lingfield Sports Association - 23
 Total possible score – 28

82%

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TANDRIDGE DISTRICT COUNCIL - APPLICATION FOR A RENTAL GRANT SUBSIDY

please complete and return this form, together with your organisation's financial accounts for the last two years (i.e. profit and loss accounts and balance sheets)

Name of organisation*: Lingfield Sports Association
Description of land / property*: Sports ground known as Lingfield Sports Ground, Godstone Road, Lingfield.
Annual market rental assessment*: Draft assessment £54,500.
Please complete sections 1 to 5 below
<p>1. Contact details</p> <p>Name: Robert Mitchell</p> <p>Position within the origination: Chairman</p> <p>Contact phone number:</p> <p>Contact e-mail address:</p>
<p>2. Role of the organisation / membership regime / community links</p> <p>2A Please describe your organisation's objectives and how it utilises the land / buildings leased from the Council.</p> <p>A sports association aiming to provide opportunities for participation and spectating in a range of sporting activities for residents in the Lingfield and surrounding area. The sports field and associated clubhouse is primarily used for cricket and football but we hope to expand the activities for wider community use.</p> <p>The member clubs include: Lingfield Cricket Club Lingfield Football Club Acorns AFC Ladies Football Club Lingfield Running Club are considering joining in 2023.</p>

<p>3B Is your organisation affiliated to a county / regional / national body? (if so, please dive details)</p> <p>The member clubs are affiliated to their respective national sports' governing bodies (ECB and FA) through both Sussex and Surrey.</p>
<p>3C How many paid up members does your organisation have?</p> <p>Over 700 members through the member clubs.</p>
<p>3D Approximately what percentage of the paid up members live in Tandridge?</p> <p>65%. (Note that we are based on the very edge of Tandridge being only 4 miles from both the Kent and Sussex borders)</p>
<p>3E Are there any restrictions to membership?</p> <p>No. We are inclusive. None of the member clubs currently has specific opportunities for disabled sports but there are for girls, ladies, veterans and children of all backgrounds.</p>
<p>3F Please provide details of relevant membership and hire fees and any other charges</p> <p>Membership is mainly through the individual member clubs, which have a scale of fees subject to age, and whether playing or social.</p> <p>Direct individual membership is levied at £10 per adult and £5 per child.</p> <p>There are not any set hire charges. The sports field and clubhouse require considerable investment before they can be considered suitable for external hire.</p>
<p>3G Are discounts available on the grounds of financial hardship?</p> <p>Yes. These are treated on a case by case basis.</p>
<p>3H Are the facilities only available to members or can users 'pay on the day'?</p> <p>Temporary guest membership is available for spectators.</p>

3. Access to facilities and integration with the wider community

3A When are the facilities available for use during an average week?

Almost every day, but currently the ground and building are only in use when sport is taking place.

For 4 months of the year from early May to early September the ground and clubhouse is used every day for cricket. During weekdays this is primarily evenings and at weekends it is all day. During the rest of the year football takes place on 2 or 3 evenings a week and at weekends.

The running club will, hopefully, use the club on Tuesday and Wednesday evenings as well as Saturday mornings.

Once the building is refurbished it is planned to make it available more widely for greater community use.

3B Does the organisation do anything to encourage wide ranging community use of the facilities? For example, initiatives to:

- achieve a diverse membership base (besides any membership fee concessions / hardship relief schemes referred to in 2B above); and / or
- allow use by non-members such as community taster sessions; training / coaching development programmes; or via partnerships with local schools

We are actively trying to attract other sports clubs in Tandridge to join the association in order to make wider use of the ground and facilities. We do allow local schools to use it when they need, subject to pitch availability and suitability. We are in touch with Surrey Cricket Foundation to see if the site could be a venue for disability cricket and Walking Cricket.

We host and subsidise First Aid in Sports courses each year available to anyone who might need it.

The clubhouse requires refurbishment before it can be offered to the community for greater use and this is built into our current business plan

Response to 3B (continued)

3C Does the organisation fulfil any wider community roles (e.g. outreach work in schools or participation in community events such as fetes and shows)?

The cricket club works with Surrey Cricket to deliver the Chance to Shine programme in local schools and also runs All Stars cricket aimed at local children aged 4 to 7.

Discussions have recently commenced in conjunction with Lingfield Running Club to see if we could open up the ground to resurrect and host the Lingfield Marathon Minibus Fun Run.

4. Financial position / sustainability

4A Are financial reserves being accumulated for any particular purpose (e.g. future projects or specific contingencies)?

We have 3 major projects:

- install effective drainage system.
- Refurbish, extend or replace the clubhouse.
- Develop the additional open space land

We are actively applying for grant funding for these projects and have a small £10,000 sum available towards these.

4B Please give details of any commercial activities on the site which generates income (e.g. bar / catering operations)

We have a members only bar which partially contributes to the running costs of the association's member clubs.

4C Please describe any fundraising activities undertaken by the group during a typical

year

These are typically organised by the member clubs rather than the parent association.

4D Does the organisation pursue any funding opportunities from other grant giving bodies?

We are applying for funds from Your Fund Surrey, CIL funding, Gatwick Area Community Trust and will be seeking others once we have a new lease.

5. Alignment with the Council's corporate priorities

5A In light of the information provided above, please explain how you think your organisation's activities align with the Council's corporate priorities/Strategic Plan (page 8 also refers).

Under the strategy - Looking for opportunities to support better health and wellbeing for local residents, our activities can help to improve health and wellbeing.

6. Required subsidy

6A What level of subsidy do you wish to apply for as a % of the annual market rental assessment on page 1 above

100%

6B What, in your opinion, would be the consequences of the Council not providing the subsidy, both for your organisation and the community at large?

It is quite conceivable that the football clubs would not be able to continue in their existing state.

All member clubs would be forced to raise their membership fees which undoubtedly would result in those less well-off being unable to afford to play.

We could not afford to undertake the level of maintenance to the ground and building to the desired standard.

Key Corporate Priorities for 2020/21 – 2023/24

1. **Building a better Council** – making the Council financially sustainable and providing residents with the best possible services
2. **Creating the homes, infrastructure and environment we need** – both now and in the future
3. **Supporting economic recovery in Tandridge** – from lockdown to growth that everyone benefits from
4. **Becoming a greener, more sustainable District** – tackling climate change

Please see further detail on the Council's website:

<https://www.tandridge.gov.uk/Your-council/Strategies-and-plans>

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**Lingfield Sports Association final account year ending March 2022
OUTGOING COST COMPARISION YEAR ON YEAR**

2020-2021

482.05	Recycling	1180.68
3281.51	Ground Rent	3319.38
180.87	Water Rates	225.16
980.00	Cesspool emptying	3.10
227.5	Bar/TV Licence	229
880.75	Phone	899.37
200.76	Chubb Fire	194.40
2739.36	Electric	2966.92
2625.55	Insurance	1656.56
306.72	Branding	203.12
2537.44	Ground maintenance	5951.28
1410.15	Pavillion repairs	5844.52
4000.00	Machinery	0.00
246.70	Misc	0.00
0.00	Hire charged	1200.00
20099.36		23873.49

Income as of Mar 31st 2022

Cricket club	7394.96
Football club	9985.51
Sponsorship	700.00
Grants	8000.00
Acorns	1200.00
Total	27280.47

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BALANCE SHEET AS MARCH 31ST 2022

8411.64	Balance at Bank Mar 31st 2021	Balance at Bank Mar 31st 2022	11907.91
0.00	Cash in hand	Cash in hand	0.00
0.00	creditors	creditor Acorns	91.81
353.36	Debtor Football club	Debtor Football club	18.90
35.00	Debtor Cricket club	Debtor Cricket club	0
1953.49	Balance as of Mar 31st 2020	Balance as of Mar 31st 2021	8800.00
6458.15	Surplus / Deficit for the year	Surplus / Deficit for the year	3035.00
8800.00	Net account balance at 31st Mar 2021	Net account balance at 31st Mar 2022	11835.00

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Building for Lingfield's Sporting Future



Our vision is to provide everyone in our community with the opportunity to participate in sport - whether as a player, coach or spectator, now and for future generations.

Lingfield Sports Association Development

Introduction	2
Why improvements are required	3
Planned improvements	4
Financing our developments	6
Our clubs	7
Our partnership with Tandridge District Council	8

Introduction

Lingfield Sports Association and our three current constituent clubs (Acorns AFC, Lingfield CC and Lingfield FC) are seeking to extend the lease on the Godstone Road ground. This will enable us to seek significant investment to improve the ground and clubhouse, neither of which are fit for purpose at present.

Serving, at last count, 281 adult and 487 junior members, plus supporters, friends and family, the Sports Association is at the centre of village life. However, over 26 home football matches have been moved to alternative facilities in the last season alone because of flooding and pitch unavailability. More matches are lost in wetter winters.

The clubhouse requires significant investment to bring changing facilities up to acceptable standards and to create an environment suitable for additional village activities. As things stand, the clubhouse neither meets the guidelines set by the Sports Governing Bodies nor complies with fire safety recommendations.

Our members are keen to fundraise to improve drainage works and clubhouse facilities, but none of this is possible without a long-term lease extension.

Why improvements are required

The ground

The pitches have very poor drainage, leading to total waterlogging every winter. As a result matches and training need to be moved to alternative premises at considerable cost.

A 2016 FA Pitch Maintenance Programme Report stated “drainage is the single biggest issue with this ground”.

In 2020, a Surrey Cricket inspection found “for the longer term, to bring the cricket outfield and football pitches up to an acceptably usable standard will require water management”.

Despite receiving only 30% of our usual rainfall in January 2022, this season has still seen 26 home matches moved and the twice-weekly training could not take place between the end of November and early April. Note that 46 matches were cancelled on the ground in the 2015-16 season.

In addition to lost revenue from spectators and bar/catering takings, the minimum cost of hiring pitches is £161 but can reach as high as £570.

The cost of moving training to a local school has cost an additional £500 this season.

The high cost of using additional grounds when ours is unplayable leads to financial stress on the clubs when instead we could be investing in additional facilities.

The clubhouse

The clubhouse is in need of serious renovation. This is not from a cosmetic perspective but a very practical one. Other than a new roof in 2002, the building is largely unchanged since its construction in 1958.

- The current changing/shower facilities do not meet the standards set by the FA or the ECB.
- The building also failed a fire safety inspection recently.
- The kitchen is not suitable for use.
- The premises can be difficult for disabled members to use.
- With increasing use by women players and women officials, additional segregated changing facilities are required.
- It is also recommended that U18s do not change in the same area as adults.

The clubhouse sits redundant most of the week because it cannot be hired commercially or even offered freely to community groups given its poor state of repair and the lack of facilities.

Planned improvements

The ground

Full pitch drainage is required and has been scoped. This will cost a minimum of £163,000 but will allow us almost 100% use throughout the winter.

Full winter availability will enable us to bring additional sports to the club, including Walking Football for example (closest facilities are in Redhill) as well as offering greater playing and training facilities for our men's, women's and children's football teams.

In time, we plan to raise additional funds to create more sports facilities which could include a running track, tennis courts, a bowling green etc. However, our first focus will be to serve the three constituent clubs as we build financial stability.

Additional future developments will include improved parking (to ensure our success does not impact on local roads and residents).



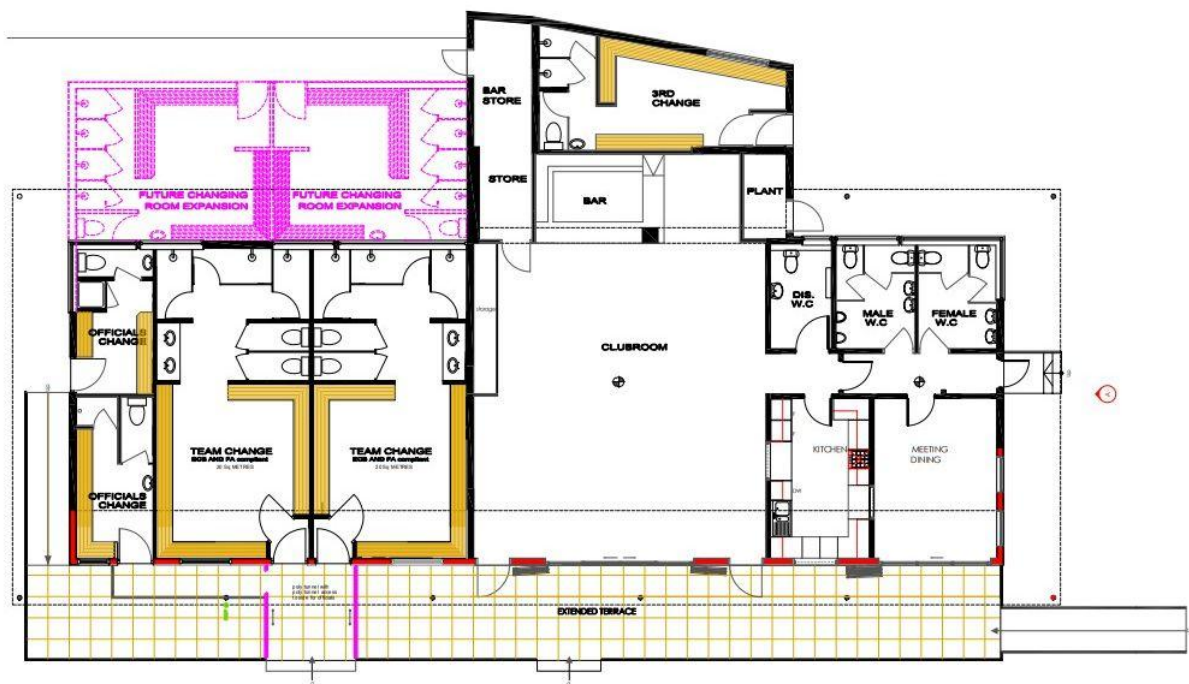
Drainage Plans

The clubhouse

Our plans for the clubhouse development will provide:

- Improved changing/showering facilities to bring us up to recommended standards.
- Common areas which can be hired and used by additional community groups.
- An upgraded kitchen which complies with food safety standards.
- Compliance with current fire safety standards.
- Better access for disabled members and spectators.
- Improved insulation and energy efficiency.

A Proposed Design from Sports Clubhouses Architects



Floor Plan

The estimated cost for this development is £478,000 plus VAT. The two additional changing rooms to the rear are estimated to cost a further £125,000 plus VAT.

Financing our developments

Lingfield Sports Association is currently working with a number of organisations to raise the finance for this project. It should be noted that most grant-awarding bodies will not be able to commit to investment while the Association has only a short period remaining on its lease.

We are currently applying to the following:

- CIL funding
- Your Fund Surrey
- Lingfield Parish Council
- Premier League Grant
- Football Foundation
- ECB County Grant Fund
- National Lottery
- BIFFA Landfill Grant
- Gatwick Airport Community Trust

Into the Future

Looking further ahead, we have two other goals:

- Rainwater Harvesting
- Extending the Playing Area into the North Field



Our clubs

Lingfield Cricket Club

Although the club badge states c1750 there is evidence of cricket being played in Lingfield further back. Indeed we have a record of Lingfield having played cricket as long ago as 1728, and an account of a match between the gentlemen of Lingfield and the gentlemen of London on 18th June 1739.

The club is a thriving one with over 200 children from 4 upwards. It provides opportunities for girls and boys equally and boasts 4 league sides as well as social cricket teams including veterans.

It is proud to be a community club with players largely drawn from the village and surrounding neighbourhood. It would seem to have been playing at the present ground for very many years.

Lingfield Football Club

The Football Club was founded in 1893 and moved to join the cricket club at Godstone Road over 60 years ago. It plays against teams from all over the South East and regularly attracts over 50 supporters to its matches.

The well-run associated junior section provides football for over 200 local children. They also run an U23 team and a veterans team.

AFC Acorns Womens' Team

Only formed in 2020, Acorns have grown impressively and run three womens' teams and one girls (U12) team.

Plans for next season include expanding both senior and junior membership even further. They are successful not only in attracting many new women players but also with their results, with the first team winning their league this season.

Lingfield Running Club

Not yet full members of the LSA, they have expressed interest in joining in 2023 assuming we can improve the clubhouse and ground facilities.

Lingfield Running Club has a friendly and sociable approach to running and currently has 200 members ranging in age from the 20s to over 70. Their members' running interests are very diverse and range from jogging for the sake of fitness to running distances ranging from fun runs through to marathons and beyond. "We cater for a wide range of abilities – hares and tortoises!"

Our partnership with Tandridge District Council

We have had a long relationship with Tandridge as tenants of the ground. We now ask that we are granted a lease long enough to allow us to recoup the investment we plan to make in the Council's property.

Our constituent clubs have 768 Tandridge residents as members at present - this could be so many more with better facilities. The health benefits we offer our members are obvious: the social inclusion, mental health and wellbeing benefits of having a vibrant Sports Association will be immeasurable for our community.

In addition to the major investment in the council-owned ground and clubhouse, we are prepared to take on responsibility for repairs and maintenance of the property on the basis of having a long-term lease of at least 25 years. We have produced budget forecasts to include generating the income necessary for this.

We look forward to continuing our endeavours in conjunction with Tandridge District Council to provide great sporting facilities.



TANDRIDGE DISTRICT COUNCIL

COUNTY DEAL WORKING GROUP

Minutes of the meeting of the Working Group held in the Lyndsay Narcisi Room on the 9th August 2022 at 3.30 pm.

PRESENT: Councillors Bloore, Cooper, C.Farr, Gray, Langton, Pursehouse and Sayer.

APOLOGIES FOR ABSENCE: Councillor Botten.

1. APPOINTMENT OF CHAIR FOR THE REMAINDER OF 2022/23

Councillor Sayer was appointed Chair of the Working Group for the remainder of the 2022/23 municipal year.

2. SCC's INVITATION TO SUBMIT PROPOSALS FOR INCLUSION WITHIN A COUNTY DEAL FOR SURREY

The Leader of Surrey County Council (SCC) (Councillor Tim Oliver) had invited Districts and Boroughs to submit proposals for potential inclusion within a 'Level 2 County Deal for Surrey' (i.e. in line with the 'Level 2' powers defined within the Levelling Up White Paper Devolution Framework, which would rely on effective partnership working between existing local authorities, with no change to the structure of local government throughout Surrey). The text of Councillor Oliver's letter of invitation is attached at Appendix A.

The minutes of the 4th July Surrey Delivery Board meeting (attended by SCC and District / Borough Leaders and Chief Executives) relating to the County Deal initiative was also circulated. These confirmed that Districts and Boroughs were "*encouraged to engage in the process and bring forward suggestions for ways in which available funds could go further across the three tiers of local government. A formal proposal for a Level 2 Plus bid would be drawn up, despite the indications from the Government [that it would not consider such bids which would involve powers beyond those set out in the Levelling Up and Regeneration Bill] as there were other areas where opportunities existed ...*"

Councillor Sayer updated the Group regarding current dialogue with other Leaders.

Members discussed what they thought Tandridge District Council (TDC) should be seeking from a County Deal, both in terms of additional powers and the retention of control and influence over other things. At this stage, as far as TDC was concerned, the Group considered that the following elements should be reflected within a proposed County Deal submission to Government:

- (i) to be devolved from Surrey County Council to TDC :
 - power to set priorities for local highways projects within an agreed proportion of the total SCC highways budget (that reflects the District's total road mileage) and to commission the implementation of the prioritised highways work from SCC
 - power to determine planning applications for developments in the District relating to land and property owned by SCC;
- (ii) TDC to be able to influence:
 - the provision and co-ordination of SCC's public transport services within the District
 - decisions regarding changes of use or development of SCC owned land and assets within the District;
- (iii) TDC to retain:
 - access to funding which is currently allocated to Local Economic Partnerships and similar bodies to distribute
 - control and authority over:
 - housing and planning functions
 - the allocation of proceeds from the Community Infrastructure Levy or successor schemes
 - on-street parking enforcement.

3. NEXT MEETING*

This was scheduled for Monday, 19th September at 4.00pm (Lyndsay Narcisi Room).

The meeting closed at 4.40 p.m.

*The meeting referred to in item 3 above was subsequently cancelled.

Text of a letter dated 28th July 2022 from Councillor Tim Oliver, Leader of Surrey County Council, to the Leaders of the eleven Surrey Districts / Boroughs

Dear Leader,

Following our discussions at the last Surrey Delivery Board about delivering a County Deal for Surrey, I would like to invite district and borough councils to put forward their proposals for consideration and inclusion under a Level 2 County Deal for Surrey. I am sure you will appreciate the need for us to base our suggested proposals on the key challenges and opportunities we face within the county, and to align with the Levelling Up White Paper and Devolution Framework.

A County Deal for Surrey will deliver devolved powers/functions and has the potential to give us greater control and influence over some of the key decisions and resources that shape our county, to the benefit of our residents, our economy, our environment and our communities and ensure that no one is left behind. Crucially, it is an opportunity for local government and key stakeholders in Surrey to come together and develop collective and collaborative approaches and solutions that utilise the additional powers/functions we secure. My sincere hope is that through this process we can forge stronger and closer partnerships and more effectively deliver on the priorities of the residents we jointly serve.

We have some time in the coming months to consider and develop our ideas about how we might use newly devolved powers/functions under a Level 2 County Deal for Surrey. We are intending to bring a report to our Cabinet on 25th October setting out our initial draft proposals for a County Deal for Surrey. Further to our previous requests of you, which I fully appreciate you have needed some time to respond to, it would be extremely helpful if you could provide us with your suggestions and thoughts on initial proposals for consideration and inclusion in a County Deal for Surrey by Monday 3rd October, which will enable us to take them into account. I would emphasise that at this stage, draft proposals will be just that, draft, and that as we look to enter into negotiations with Government, hopefully early next year, there will be opportunities to amend, refine and add to them.

I look forward to hearing from you on this critically important matter as we develop a suite of proposals that will deliver for the whole of Surrey.

Yours sincerely,

Tim Oliver

Leader of the [Surrey County] Council

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