

## 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 31 January 2023 at 7:30pm.

**PRESENT:** Councillors Langton (Chair), Crane (Vice-Chair), B.Black, Botten, Caulcott, Cooper, S.Farr, Groves (Substitute) (In place of Bloore), Jones, Pursehouse and Sayer (Substitute) (In place of Gillman)

**ALSO PRESENT:** Councillors Allen, C.Farr and N.White

**APOLOGIES FOR ABSENCE:** Councillors Bloore, Gillman and Hammond

#### 224. ALISON BOOTE

Councillor Sayer paid tribute to Alison Boote (Executive Head of Communities) who had left the Council earlier in the day. Councillor Sayer thanked Alison for her professionalism and dedication to the job which had made her such a highly valued member of staff. All those present joined Councillor Sayer in a round of applause for Alison.

#### 225. MINUTES OF THE MEETING HELD ON THE 1ST DECEMBER 2022

These minutes were confirmed and signed as a correct record.

#### 226. INVESTMENT SUB-COMMITTEE - 20TH JANUARY 2023

**RESOLVED** – that the minutes of this meeting, attached at Appendix A, be received.

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

**RECOMMENDED** – that, in respect of Item 4 of the Sub-Committee's minutes, the Capital, Investment and Treasury Management Strategy for 2023/24 be approved.

#### 227. WELLBEING PRESCRIPTION CONTRACT 23-24

The Wellbeing Prescription service allowed GPs and other local services to refer residents to a trained adviser to help improve their health and wellbeing. The service was funded by grants from the Surrey Heartlands Integrated Care System (ICS) and covered the Tandridge and Reigate & Banstead council areas. The current contract between the Council (as the employing authority) and the ICS was due to expire at the end of March 2023.

A report was presented with additional information about the service, including performance monitoring and example cases, and a proposal to extend the current contract for a further year. This confirmed that all costs, including the estimated support cost budget for 2023/24 (£161,000) would be funded from a reserve of prior years' accumulated underspends of ICS

grants, with no cost implications for the Council's General Fund. Contracts for 2024/25 and beyond would require grants to cover 100% of support costs (e.g. for HR, IT support, office services and finance functions) as well as the direct costs of staffing, equipment, training and specialist software etc. It was also envisaged that the next contract term will be for a minimum of three years.

Members conveyed their appreciation of Officers' efforts to ensure that the continuation of this valued service would not impact on the Council's budgets. However, the need for a more robust performance monitoring regime was acknowledged, including measures to assess the impact of the service upon initial reasons for referral. Officers also explained ongoing efforts to make the service as accessible as possible and confirmed that future provision was not dependent upon the continued availability of specific physical venues.

**RESOLVED** – that:

- A. the extension of a one-year contract with Surrey Heartlands Integrated Care Partnership, until 31st March 2024 be agreed; and
- B. the future work of the wellbeing prescription service be supported to develop an East Surrey Place Social Prescribing development plan, including Primary Care, District and Boroughs, health and social care providers (this will then inform a new contract proposal to be implemented from April 2024).

## **228. STRATEGY & RESOURCES COMMITTEE – 2023/24 DRAFT GENERAL FUND BUDGET AND MEDIUM TERM FINANCIAL STRATEGY**

A proposed draft 2023/24 revenue budget and capital programme for services falling under the remit of the committee, together with a revenue budget for corporate items, was presented. The Chief Finance Officer highlighted the principles on which the Council's budget had been based, including avoiding the use of General Fund reserves, and a strategy to:

- grow contingency, given that there is no guarantee that the increased funding for 2023/24 will be repeated in future years; and
- allocate unused contingency to increase reserves

The report confirmed that the £1.1m savings target for the Committee's services and corporate items represented approximately 18% of the Council's net budget, which reflected a desire to target savings towards support services wherever possible and maintain the delivery of front-line services to residents.

Discussion focused on the £230k provision for a staff pay award. While that sum would enable a 3% salary increase for all staff, it was explained that the Chief Executive (in consultation with Staff Conference) had discretion to apply variable percentage increases according to grades, subject to the total cost being contained within the £230k budget.

The following issues were clarified in response to issues raised during the debate:

- Heads of Service had been leading service reviews and had proposed the budgeted savings, having assessed the need to maintain the quality of key services

- it was hoped that customer services costs could be reduced by more residents 'self-serving' via digital channels (however, some Members expressed concern at the prospect of disadvantaging those without internet access or who did not wish to engage via the Council's website)
- robust governance processes were in place to monitor the risks of savings targets not being delivered
- there was a need to be clear (not least to staff) about what the Council was seeking to achieve as a result of the proposed transformation plans, hence the intention to develop a corporate plan (in consultation with stakeholders) to inform both future service planning and a new staff appraisal regime which rewarded good performance
- the setting of fees and charges sat within policy committees' powers 'to resolve', although those already agreed by the Community Services, Housing and Planning Policy Committees, along with those approved by Strategy & Resources, would be included in the Council Book for the 9<sup>th</sup> February Full Council meeting (as appendices to the respective minutes) and could then be debated
- a review of legal services was currently underway, partly to assess whether an appropriate balance was being struck between expenditure on specialist external legal advice and the provision of services (by the Council's legal team) to third parties - the outcome of the service review would be reported to the Committee
- the under-recovery of court costs in 2022/23 (expected outturn of £86,000 against a budget of £139,770) may reflect a reduction of court cases caused by the pandemic, but the Chief Finance Officer would investigate this further.

**ACTION:**

Action	Responsible Person	Deadline
Clarification regarding the reason for the under recovery of court costs in 2022/23 against budget	Mark Hak-Sanders	17 February 2023

**RESOLVED** – that:

- the Strategy & Resources Committee's proposed revenue budget for 2023/24 of £6.080m, as shown in Appendices B and C (taking account of the pressures and savings) be agreed and it be noted that further allocations will be made to distribute an amount equal to the agreed Council pay award, subject to approval at Full Council;
- the fees and charges for the Strategy & Resources Committee, as set out in Appendix D, be agreed;
- the Strategy & Resources Committee's final capital programme for 2023/24, in the sum of £1.822m for 2023/24, as shown in Appendix E, be agreed;

- D. the 'Corporate items draft revenue budget' for 2023/24 of £0.685m, as shown in Appendices B and C be agreed, while noting that the amount set aside for a pay award is £230k, the equivalent of a 3% increase, and will ultimately be distributed to committee budgets; and
- E. the subjective revenue budgets in Appendix C, showing movements from 2022/23 to 2023/24 and an estimated movement to 2024/25, be noted.

## **229. FINAL BUDGET 2023/24 AND MEDIUM-TERM FINANCIAL STRATEGY INCLUDING FUTURE TANDRIDGE PROGRAMME UPDATE**

A report was presented with a proposed Council-wide budget for 2023/24 and Medium-Term Financial Strategy to 2024/25. This followed consideration by the other policy committees of their respective elements of the budget and included:

- progress to date in delivering service reviews as part of the Future Tandridge Programme, with updates on key developments since the draft budget was considered by the Committee on the 1st December 2022
- proposals on the level of Council Tax (the precept) to be set by the Council
- the Council's 'Section 25' report, providing confirmation on the robustness of estimates and the adequacy of reserves
- a Future Tandridge Programme Risk Register.

The Chair thanked officers and Members for their work in developing a complex but deliverable budget in the face of considerable cost and funding pressures.

The issue of fees and charges was raised again in the context of whether the increases determined by the other policy committees were equitable. Officers reiterated that the Council Book for the 9<sup>th</sup> February Full Council meeting would contain all four schedules of the charges (i.e. one for each policy committee).

The proposed 'budget accountability statement' was well received, although Members also identified the need for a transparent scheme of delegation to define the upper limits of amounts which budget managers were authorised to sign off. It was confirmed that this matter would be reported to the Committee in due course as part of a review of Financial Regulations.

Attention was drawn to the fact that the Disabled Facility Grants reserve had grown during 2021/22 and had not been drawn upon during 2022/23. The Chief Finance Officer agreed to discuss this matter with the Head of Housing.

A discussion took place regarding income from car parking charges and, specifically, the intention to introduce a new payment system for the Ellice Road car park in Oxted. The Chief Finance Officer also confirmed that the budget line for on-street parking had been removed following a decision by Surrey County Council to deliver the service (for which they have responsibility) through a county-wide contract. The Chief Finance Officer undertook to discuss the arrangements for off-street parking with the Head of Service and clarify to committee

members. He would also investigate the way in which on-street parking charges were agreed now that Surrey County Council's Local Committees had been abolished.

**ACTIONS:**

	<b>Action</b>	<b>Responsible Person</b>	<b>Deadlines</b>
1.	Provide clarification regarding the increase in Disabled Facilities Grant Reserve.	Mark Hak-Sanders / James Devonshire	TBA
2.	Provide clarification on the arrangements for off-street parking with the Head of Service and clarify to committee members.	Mark Hak-Sanders / Simon Mander	TBA
3.	Investigate the way in which on-street parking charges were agreed now that Surrey County Council's Local Committees had been abolished.	Mark Hak-Sanders / Simon Mander	TBA

**COUNCIL DECISIONS**

*(subject to ratification by Council)*

**RECOMMENDED** – that:

- A. it be noted that, for the purpose of section 52ZB of the Local Government Finance Act 1992, the Council formally determines that the increase in Council Tax is not such as to trigger a referendum (i.e. not greater than the higher of £5 or 2.99%);
- B. it be noted that the Local Council Tax Support Scheme is unchanged for financial year 2023/24;
- C. the Parish Councils' precept requirements for 2023/24 at Appendix F be noted;
- D. it be noted that unavoidable external risks are mitigated through the retention of a general contingency of £0.445m per annum, increased by £327k from 2022/23 (held within the contingency is £74k, generated by the ability to raise Council Tax by 2.99% / £6.90 rather than the previous £5 limit, earmarked as a Cost of Living Fund, to ensure that the Council has an allocation to help residents in need with targeted support as required);
- E. the financial strategy to build the General Fund Reserves using unused contingency be noted, together with the fact that, prior to a decision from DLUHC on the capital dispensation, the General Fund balance at 31st March 2024 is projected to stand at to £2.8m (Appendix G);
- F. the net revenue budget requirement be set at £11.935million (net cost of services after service specific government grants) for 2023/24 (Appendices H and I) subject to confirmation of the Final Local Government Financial Settlement;

- G. the final budget envelopes for each Committee, including the allocation of pressures and savings targets for 2023/24, at Appendices H and I be approved;
- H. the £40.4 million proposed three-year Capital Programme (comprising £7.1m General Fund, £1.2m Community Infrastructure Levy (CIL) and £32.1m Housing Revenue Account (HRA)) of which £19.2 million Capital Budget is for 2023/24 (Appendix J) be approved;
- I. the Flexible Use of Capital Receipts Strategy for 2023/24 to meet the statutory guidelines for the use of such receipts to fund transformation (Appendix K) be approved;
- J. the total Council Tax Requirement be set at £9.3 million for 2023/24 (this is based on a Council Tax increase of 2.99% to cover core Council services (Appendix L));
- K. Tandridge District Council sets its precept for Band D Council Tax at £237.88, which represents a 2.99% uplift. (This is a total rise of £0.13p a week from the 2022/23 precept of £230.98. A full list of bands is as follows:

Valuation Band	Annual Amount (£)
A	158.59
B	185.02
C	211.45
D	237.88
E	290.74
F	343.60
G	396.47
H	475.76

## 230. PAY POLICY STATEMENT 2023/24

The Localism Act 2011 required Councils to publish annual pay policy statements. A proposed 2023/24 statement for Tandridge was submitted. The Chief Executive provided context on the proposals to link pay progression to performance and achievement of objectives in future.

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

**RECOMMENDED** – that the Pay Policy Statement, as attached at Appendix M, be adopted.

## 231. TIMETABLE OF MEETINGS FOR 2023/24

A proposed timetable of meetings for 2023/24 was submitted.

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

**RECOMMENDED** – that, notwithstanding the scope for additional meetings to be convened in consultation with relevant committee chairs, the 2023/24 timetable of meetings, attached at Appendix N, be agreed.

## 232. OUTSIDE BODY APPOINTMENTS - GATWICK AND HIGH WEALD AONB

The Committee addressed the need for the Council to make appointments to the outside body positions made vacant by the resignation of former Councillor Liz Lockwood, namely the three Gatwick consultative forums and the High Weald Area of Outstanding Natural Beauty Joint Advisory Committee.

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

**RECOMMENDED** – that the following appointments be made for the remainder of the current municipal year to fill the vacancies arising from the resignation of former Councillor Liz Lockwood:

<b>Outside Body</b>	<b>Councillor</b>
Gatwick Airport Consultative Committee	Mick Gillman Sub: Nicholas White
Gatwick – Noise & Track Monitoring Advisory Group (NaTMAG)	Mick Gillman
Gatwick Airport Noise Management Board (EXECUTIVE)	Mick Gillman
Gatwick Airport Noise Management Board (Community Forum)	Mick Gillman
High Weald Area of Outstanding Natural Beauty Joint Advisory Committee	Charlotte Swann

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## TANDRIDGE DISTRICT COUNCIL

### INVESTMENT SUB 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 20 January 2023 at 7:30pm.

**PRESENT:** Councillors Booth, Cooper, Crane (In place of Langton), C.Farr and Jones

**IN ATTENDANCE (Virtually):** David Green (Arlingclose Limited)  
Hayley Woollard (in-house Treasury Management Team)

**APOLOGIES FOR ABSENCE:** Councillors Botten, Langton and Hammond

#### 1. ELECTION OF CHAIR FOR THE MEETING

Councillor Chris Farr was elected Chair of the meeting in the absence of Councillor Langton.

#### 2. MINUTES OF THE MEETING HELD ON THE 4TH NOVEMBER 2022

These minutes were approved and signed as a correct record.

#### 3. SUMMARY INVESTMENT AND BORROWING POSITION AT 31ST DECEMBER 2022

The investment analysis at Appendices A and B was presented. This confirmed that, as at 31<sup>st</sup> December 2022:

- total long term financial investments (over 12 months) amounted to £10.9 million (a reduction of £643k since 30<sup>th</sup> September 2022 arising from a fall in the capital value of the CCLA Property Fund due to prevailing market conditions)
- short term investments (less than 12 months) amounted to £22.8 million (an increase of £6.2 million since 30<sup>th</sup> September 2022 due to increased balances invested in money market funds)
- the Council held £21 million in non-financial investments, comprising capital loans to specific service providers and limited companies (a reduction of £79k since 30<sup>th</sup> September 2022, representing the value of loan repayments from Freedom Leisure)
- the total amount of Public Works Loan Board loans was £102.3 million, comprising £43.4 million General Fund loans and £58.9 million Housing Revenue Account loans (unchanged from 30<sup>th</sup> September 2022).

Investment income for 2022/23 was forecast to be £433k over budget due to higher interest rates on the balances held in money market funds. Deployment of that surplus, which had not been factored into the General Fund revenue budget, would be considered by the Strategy & Resources Committee in due course.

It was confirmed that, following the consultation exercise referred to at the previous meeting, the Government had extended the 'IFRS 9 statutory override' until March 2025. Consequently, the General Fund would continue to be insulated from gains and losses in the capital value of investments. The Chief Finance Officer confirmed the need for a strategy to be in place before March 2025 for dealing with 'fair value' investment fund losses in the event of the override ceasing to apply thereafter.

The Chartered Institute of Public Finance and Accountancy's Prudential and Treasury Management Codes required authorities to self-regulate the affordability, prudence and sustainability of their capital expenditure and borrowing plans. In that respect, updated estimates and limits for the Council's Prudential Indicators were also presented.

**RESOLVED** – that the following be noted:

- A. the Council's investment and borrowing position at 31st December 2022, as set out in Appendices A and B;
- B. the outcome of the IFRS 9 statutory override; and
- C. the updated estimates and limits in the Council's Prudential Indicators set out in Appendix C to the report (and included within the Capital, Investment and Treasury Management Strategy referred to in item 4 below).

#### **4. CAPITAL, INVESTMENT AND TREASURY MANAGEMENT STRATEGY**

This updated strategy sought to provide a framework for delivering the Council's capital programme. It summarised how the Council's capital expenditure plans (as agreed by the respective policy committees) were to be financed, along with the governance arrangements for managing the programme. It included:

- an 'Annual Minimum Revenue Provision policy statement' which defined how the revenue budget would be used to repay capital borrowing
- a treasury management strategy statement regarding the management of the Council's cash flows, borrowing, investments and the approach to risk
- an investment property strategy statement.

New content within the treasury management strategy included the ability for the Housing Revenue Account to borrow surplus cash from the General Fund as opposed to the Public Works Loan Board (PWLB). Information had also been added about the 'liability benchmark' which compared the amount of current borrowing with that needed to fund the capital programme over the longer term. This measure indicated that borrowing from external sources may be required within the next two years.

In response to Members' questions, the Chief Finance Officer:

- explained the intention to avoid borrowing in advance of need and to seek advice from Arlingclose about how to manage 'in-year' cash surpluses more effectively (the advantages of:
  - participating in the inter-authority lending market; and
  - continuing to make short term investments in managed 'money market funds'
 were highlighted in this respect)
- acknowledged that the future presentation of capital expenditure plans could be enhanced by including funding source breakdowns for each scheme, i.e. the respective external sources, together with the proportion of the total cost to be financed by the Council in accordance with the treasury management strategy
- confirmed that borrowing from the PWLB was still relatively unconditional, provided levels were within previously declared overall borrowing forecasts and that borrowing would be used to fund capital projects, and not used to fund investment solely intended to generate a financial return
- explained the difference between General Fund reserves and cash balances
- confirmed that a further application would be made to the Department for Levelling Up, Housing and Communities seeking permission to use capital receipts to bolster General Fund reserves (i.e. for 2023/24).

***RECOMMENDED*** – that the Capital Investment and Treasury Management Strategy 2023-24, as at Appendix 1 to the report, be approved, subject to ratification by Full Council.

## 5. INVESTMENT PROPERTY 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.

Latest information was circulated about the commercial investment properties owned by the Council and its subsidiary company, Gryllus properties. The properties concerned were:

### **TDC properties:**

#### **Quadrant House, Caterham Valley**

Details of recent lettings were provided, together with an update on the ongoing work to arrive at the final capital cost for the refurbishment works. Progress regarding the marketing of vacant units and prospective future use types were also discussed.

#### **Village Health Club, Caterham on the Hill**

Options for the future use of the building were discussed.

**Gryllus properties:****30-32 Week Street, Maidstone**

The temporary tenant would vacate in February 2023. Prospective arrangements for the subsequent use of the building were discussed.

**Castlefield House, Reigate**

The next critical timeline was the rent review due on 25th March 2024. The current intentions of the existing tenant were noted.

**80-84 Station Road East, Oxted**

The current lease would expire on 17th September 2023.

Rising 11.32 am

Investment	Investment Amount 31/03/22 £	Net Asset Value 31/12/22 £	Yield Rate Note 1 %	Forecast Return 2022/23 £
<b><u>Non - Specified (Financial Investments)- Long Term (over 12 mths)</u></b>				
CCLA Property Fund	4,888,056	4,098,139	4.23	173,184
Schroders Bond Fund	2,775,151	2,550,808	5.75	146,567
UBS Multi Asset Fund	2,639,592	2,203,110	7.14	157,323
CCLA Diversification Fund	2,046,513	1,856,251	3.29	61,150
Funding Circle (Note 2)	391,191	236,668	-	-
<b>Sub Total Non-specified (Financial Investments)</b>	<b>12,740,503</b>	<b>10,944,976</b>		<b>538,224</b>
<b><u>Non - Specified (Non-Financial Investments)- Long Term (over 12 mths)</u></b>				
Gryllus Property Company Loan - Maidstone	2,394,000	2,394,000	5.81	139,023
Freedom Leisure- Loan (TLP)	481,140	435,857	5.50	31,963
Freedom Leisure- Loan (de Stafford)	372,431	279,321	7.58	28,230
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	-	-
<b>Sub Total Non-specified (Non-Financial Investments)</b>	<b>21,175,571</b>	<b>21,037,179</b>		<b>965,699</b>
<b>Total Non-Specified Investments</b>	<b>33,916,074</b>	<b>31,982,155</b>		<b>1,503,922</b>
<b><u>Specified Investments-Short Term (less than 12 mths)</u></b>				
Notice Accounts	1,995,487	1,991,685	1.75	34,800
Money Market Funds	13,260,000	20,800,000	1.88	390,000
<b>Total Specified Investments</b>	<b>15,255,487</b>	<b>22,791,685</b>		<b>424,800</b>
<b>Total Non- Specified and Specified Investments</b>	<b>49,171,561</b>	<b>54,773,840</b>		<b>1,928,723</b>
<b>Total Investment Income Budget 2022/23</b>				1,495,700
<b>Over/(under) budget</b>				<b>433,023</b>

<b>Borrowing</b>	<b>Loan Amount</b>	<b>Interest</b>	<b>Forecast Cost 2022/23</b>
	<b>£</b>	<b>%</b>	<b>£</b>
<b>General Fund Borrowing</b>			
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
<b>Sub Total General Fund Borrowing</b>	<b>43,426,078</b>		<b>1,136,366</b>
<b>Total GF PWLB Budget 2022/23 Over/(under) budget</b>			<b>1,137,000 (634)</b>
<b>HRA Borrowing</b>			
Public Works Loan Board	58,839,000	2.70	1,640,708
<b>Sub Total HRA Borrowing</b>	<b>58,839,000</b>		<b>1,640,708</b>
<b>Total HRA PWLB Budget 2022/23 Over/(under) budget</b>			<b>1,639,600 1,108</b>
<b>Total Borrowing</b>	<b>102,265,078</b>		<b>2,777,074</b>
<b>Total Budget 2022/23</b>			<b>2,776,600</b>
<b>Total Over/(under) budget</b>			<b>474</b>

**Notes:**

1. Yield Rate - forecast return divided by net asset value. Arlingclose have advised that this is the standard approach, which allows for comparison of the current return to alternative investment options.
2. Return from Funding Circle investment has not been forecast as this is dependent upon information that is still to be received.

## Market Value of Long Term Investments at 31/12/2022

## Appendix B

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Carrying Value	Carrying Value 31.3.2018	Carrying Value 31.3.2019	Carrying Value 31.03.2020	Carrying Value 31.03.2021	Carrying Value 31.03.2022	Carrying Value 31.12.2022
	£	£	£	£	£	£
CCLA Property Fund	4,000,000	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	3,000,000
UBS Multi Asset Fund	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
CCLA Diversification Fund	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
<b>Total</b>	<b>12,000,000</b>	<b>12,000,000</b>	<b>12,000,000</b>	<b>12,000,000</b>	<b>12,000,000</b>	<b>12,000,000</b>

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Market Value	Market Value 31.3.2018	Market Value 31.3.2019	Market Value 31.03.2020	Market Value 31.03.2021	Market Value 31.03.2022	Market Value 31.12.2022
	£	£	£	£	£	£
CCLA Property Fund(mid-market value)	4,276,854	4,276,005	4,188,063	4,158,183	4,888,056	4,098,139
Schroders Bond Fund	2,912,837	2,865,130	2,539,938	2,908,911	2,775,151	2,550,808
UBS Multi Asset Fund	2,918,160	2,868,479	2,520,713	2,777,398	2,639,592	2,203,110
CCLA Diversification Fund(indicative market value)	1,921,257	1,982,167	1,804,193	1,955,874	2,046,513	1,856,251
<b>Total</b>	<b>12,029,108</b>	<b>11,991,781</b>	<b>11,052,907</b>	<b>11,800,366</b>	<b>12,349,312</b>	<b>10,708,308</b>

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Surplus/(Deficit)	Surplus/ (Deficit) 31.3.2018	Surplus/ (Deficit) 31.3.2019	Surplus/ (Deficit) 31.03.2020	Surplus/ (Deficit) 31.03.2021	Surplus/ (Deficit) 31.03.2022	Surplus/ (Deficit) 31.12.2022
	£	£	£	£		
CCLA Property Fund	276,854	276,005	188,063	158,183	888,056	98,139
Schroders Bond Fund	(87,163)	(134,870)	(460,062)	(91,089)	(224,849)	(449,192)
UBS Multi Asset Fund	(81,840)	(131,521)	(479,287)	(222,602)	(360,408)	(796,890)
CCLA Diversification Fund	(78,743)	(17,833)	(195,807)	(44,126)	46,513	(143,749)
<b>Total</b>	<b>29,108</b>	<b>(8,219)</b>	<b>(947,093)</b>	<b>(199,634)</b>	<b>349,312</b>	<b>(1,291,692)</b>

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Gross Revenue Yield	Yield	Yield	Yield	Yield	Yield	Yield	Yield	Yield	Yield	Yield
	2017/18	2017/18	2018/19	2018/19	2019/20	2019/20	2020/21	2020/21	2021/22	2021/22
	£	%	£	%	£	%	£	%	£	%
CCLA Property Fund	193,758	4.53%	183,989	4.30%	185,240	4.42%	179,910	4.33%	158,867	3.25%
Schroders Bond Fund	105,413	3.62%	120,508	4.21%	124,418	4.90%	125,529	4.32%	128,455	4.63%
UBS Multi Asset Fund	146,788	5.03%	116,513	4.06%	137,531	5.46%	140,171	5.05%	120,654	4.57%
CCLA Diversification Fund	62,732	3.27%	67,030	3.38%	66,284	3.67%	62,069	3.17%	48,871	2.39%
<b>Total</b>	<b>508,691</b>		<b>488,040</b>		<b>513,473</b>		<b>507,679</b>		<b>456,847</b>	

Full Year forecast at 31.12.22	
Yield	Yield
2022/23	2022/23
£	%
173,184	4.23%
146,567	5.75%
157,323	7.14%
61,150	3.29%
<b>538,224</b>	

Surplus/(Deficit)- Capital Value	Surplus/ (Deficit)	Surplus/ (Deficit)	Surplus/ (Deficit)	Surplus/ (Deficit)	Surplus/ (Deficit)	Surplus/ (Deficit)	Surplus/ (Deficit)	Surplus/ (Deficit)	Surplus/ (Deficit)	Surplus/ (Deficit)
	2017/18	2017/18	2018/19	2018/19	2019/20	2019/20	2020/21	2020/21	2021/22	2021/22
	£	%	£	%	£	%	£	%	£	%
CCLA Property Fund	193,868	4.53%	(849)	-0.02%	(87,942)	-2.10%	(29,880)	-0.72%	729,873	14.93%
Schroders Bond Fund	(50,726)	-1.74%	(47,707)	-1.67%	(325,192)	-12.80%	368,973	12.68%	(133,760)	-4.82%
UBS Multi Asset Fund	(100,545)	-3.45%	(49,681)	-1.73%	(347,766)	-13.80%	256,685	9.24%	(137,806)	-5.22%
CCLA Diversification Fund	-78,743	n/a	60,910	3.07%	(177,974)	-9.86%	151,681	7.76%	90,639	4.43%
<b>Total</b>	<b>(36,146)</b>		<b>(37,327)</b>		<b>(938,874)</b>		<b>747,459</b>		<b>548,946</b>	

Full Year forecast at 31.12.22	
Surplus/ (Deficit)	Surplus/ (Deficit)
2022/23	2022/23
£	%
(789,917)	-19.28%
(224,343)	-8.79%
(436,482)	-19.81%
(190,262)	-10.25%
<b>(1,641,004)</b>	

Net Yield	Net Yield	Net Yield	Net Yield	Net Yield	Net Yield	Net Yield	Net Yield	Net Yield	Net Yield	Net Yield
	2017/18	2017/18	2018/19	2018/19	2019/20	2019/20	2020/21	2020/21	2021/22	2021/22
	£	%	£	%	£	%	£	%	£	%
CCLA Property Fund	387,626	9.06%	183,140	4.28%	97,298	2.32%	150,030	3.61%	888,740	18.18%
Schroders Bond Fund	54,687	1.88%	72,801	2.54%	(200,774)	-7.90%	494,502	17.00%	(5,305)	-0.19%
UBS Multi Asset Fund	46,243	1.58%	66,832	2.33%	(210,235)	-8.34%	396,856	14.29%	(17,152)	-0.65%
CCLA Diversification Fund	n/a	n/a	127,940	6.45%	(111,690)	-6.19%	213,750	10.93%	139,510	6.82%
<b>Total</b>	<b>488,556</b>		<b>450,713</b>		<b>(425,401)</b>		<b>1,255,138</b>		<b>1,005,793</b>	

Full Year forecast at 31.12.22	
Net Yield	Net Yield
2022/23	2022/23
£	%
(616,733)	-15.05%
(77,776)	-3.05%
(279,159)	-12.67%
(129,112)	-6.96%
<b>(1,102,780)</b>	



Peer to Peer Investment Note 1** Funding Circle	2017/18	2017/18	2018/19	2018/19	2019/20	2019/20	2020/21	2020/21	2021/22	2021/22	2022/23 '31.12.22	
	£	%	£	%	£	%	£	%	£	%	£	%
Carrying Value	<b>2,075,341</b>		<b>2,056,664</b>		<b>1,831,028</b>		<b>863,160</b>		<b>391,191</b>		<b>236,668</b>	
Interest Paid by Borrowers	181,014		184,654		193,170		127,982		66,749			
Less FC Service fee	(19,668)		(19,729)		(19,611)		(12,462)		(6,279)			
Promotions/Transfer payment			-		470		0		0			
Bad Debts	(61,288)		(111,152)		(127,649)		(80,881)		(36,103)			
Recoveries	14,780		27,428		30,253		42,431		62,769			
<b>Net Yield</b>	<b>114,838</b>	<b>5.53%</b>	<b>81,201</b>	<b>3.95%</b>	<b>76,633</b>	<b>4.19%</b>	<b>77,070</b>	<b>8.93%</b>	<b>87,136</b>	<b>13.89%</b>	<b>0</b>	<b>0.00%</b>
<b>Provisions for future losses</b>	<b>0</b>		<b>(10,000)</b>									

**Notes:**

1. Funding Circle yield has not been forecast for 2022/23 as this is dependent upon information that is still to be received.

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## Appendix B(i) – Summary of Pressures and Savings – Strategy & Resources Services

	2023/24 £000	2024/25 £000	Total £000
<b>Brought forward budget</b>	<b>6,222</b>	<b>6,080</b>	

### **Virements (Budget adjustments between committees)**

Theme	Description	Virement		
		2023/24 £000	2024/25 £000	Total £000
Budget sustainability	Review of Housing Revenue Account staffing	7		7
<b>Total Virements</b>		<b>7</b>	<b>0</b>	<b>7</b>

### **Pressures**

Theme	Description	Pressure		
		2023/24 £000	2024/25 £000	Total £000
Inflation	Inflation on contract costs based on 11% CPI except where contractual obligations require an alternate rate, offset by inflation on income budgets	413	207	620
Staff costs	Staffing incremental progression, offset by a reduction in the employers national insurance rate. This does not include an allowance for a pay award, which will be held corporately until approved by Strategy & Resources committee and full Council	33	49	82
Service demands	TDC Elections Funding - Budget Review	20	0	20
Service demands	Move from no designated Health and Safety provision in TDC to shared H&S role with Elmbridge BC	25		25
<b>Total Pressures</b>		<b>491</b>	<b>256</b>	<b>747</b>

### **Savings**

Theme	Description	Saving		
		2023/24 £000	2024/25 £000	Total £000
FTP Service Review	Customer Services	(128)	0	(128)
FTP Service Review	Human Resources	(65)	0	(65)
FTP Service Review	IT	(35)	0	(35)
FTP Service Review	Revs & Benefits	(100)		(100)
FTP Service Review	Democratic Services	(8)		(8)
FTP Service Review	Asset Management	(79)	0	(79)
FTP Service Review	Comms	(47)	0	(47)
FTP Service Review	Legal	(24)	0	(24)
FTP Service Review	Management Restructure	(155)	0	(155)
<b>Total Savings</b>		<b>(641)</b>	<b>0</b>	<b>(641)</b>

<b>Net movement for committee budget</b>	<b>(142)</b>	<b>256</b>	<b>113</b>
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<b>Indicative Budget Requirement</b>	<b>6,080</b>	<b>6,335</b>
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## Appendix B(ii) – Summary of Pressures and Savings – Corporate Items

	2023/24 £000	2024/25 £000	Total £000
<b>Brought forward budget</b>	(602)	(685)	

### **Virements (Budget adjustments between committees)**

Theme	Description	Virement		
		2023/24 £000	2024/25 £000	Total £000
Budget sustainability	Review of Housing Revenue Account corporate allocations	(375)		(375)
<b>Total Virements</b>		<b>(375)</b>	<b>0</b>	<b>(375)</b>

### **Pressures**

Theme	Description	Pressure		
		2023/24 £000	2024/25 £000	Total £000
Corporate items	Minimum Revenue Provision - increase to fund 2022/23 capital programme	188	0	188
Corporate items	Assume the use of Redstone Receipt to offset MRP	(188)	0	(188)
Corporate items	Review Housing Revenue Account and General Fund	150	0	150
Reserves	Contingency & Reserves	327	0	327
<b>Corporate Items - subtotal</b>		<b>477</b>	<b>0</b>	<b>477</b>
<b>Pressures held on behalf of other committees</b>				
Staff Costs	Staffing pay award - allowance pending approval of the distribution mechanism, with an indicative value for 2024/25 planning purposes	230	237	467
Service Demands	Assumption of service pressures in 2024/25	0	600	600
<b>Pressures held on behalf of other committees - subtotal</b>		<b>230</b>	<b>837</b>	<b>1,067</b>
<b>Total Pressures</b>		<b>707</b>	<b>837</b>	<b>1,544</b>

### **Savings**

Theme	Description	Saving		
		2023/24 £000	2024/25 £000	Total £000
FTP - Management Structure	Management restructure	(170)	0	(170)
Fees and Charges	Increase in Investment Property Income	(33)		(33)
Corporate Recharges	Annual review of all recharges to and from the General Fund	(142)	0	(142)
Corporate Recharges	Southern Building Control Hosting, IT Development and cost sharing	(70)	0	(70)
<b>Total Savings</b>		<b>(415)</b>	<b>0</b>	<b>(415)</b>
<b>Net movement for committee budget</b>		<b>(83)</b>	<b>837</b>	<b>753</b>
<b>Indicative Budget Requirement</b>		<b>(685)</b>	<b>151</b>	

## Appendix C(i) – Subjective Detailed Budget Analysis – Strategy and Resources

Service	2022/23 Current Budget £k	2023/24 Proposed Budgets			Total £k	Movement Year-on- year £k	Estimate for 2024/25 £k
		Pay £k	Non-Pay £k	Income £k			
Legal Services	465	516	24	(75)	464	(0)	472
Human Resources	408	205	169	(25)	349	(60)	351
Management Team	283	147	94	0	241	(42)	245
Information Technology	1,238	372	1,019	(4)	1,387	149	1,485
Democratic Services	555	208	352	0	561	6	573
Communications and Policy	443	329	63	0	392	(52)	394
Financial Services	1,062	839	179	0	1,018	(44)	1,023
Corporate Landlord	500	146	720	(339)	528	28	640
Revenues & Benefit Services	482	415	54	(108)	361	(121)	370
Customer Services	568	351	96	0	447	(121)	447
Emergency Planning & Community Safety	217	244	88	0	332	115	336
Wellbeing Prescription	0	403	115	(518)	0	0	0
<b>Strategy &amp; Resources</b>	<b>6,222</b>	<b>4,174</b>	<b>2,974</b>	<b>(1,068)</b>	<b>6,080</b>	<b>(141)</b>	<b>6,335</b>

## Appendix C(ii) – Subjective Detailed Budget Analysis – Corporate Items

Service	2022/23 Current Budget £k	2023/24 Proposed Budgets			Total £k	Movement Year-on- year £k	Estimate for 2024/25 £k
		Pay £k	Non-Pay £k	Income £k			
Interest Payable	1,163	0	1,163	0	1,163	0	1,163
Interest Receivable & Investment Inc	(1,495)	0	0	(1,495)	(1,495)	0	(1,495)
Property Income	(745)	0	0	(777)	(777)	(33)	(777)
Support Recharges & Bank Charges	(2,071)	0	0	(2,497)	(2,497)	(425)	(2,497)
Minimum Revenue Provision (MRP)	1,179	0	1,179	0	1,179	0	1,179
Pension - Actuarial top up, Added Ye	1,485	1,485	0	0	1,485	0	1,485
Write Offs and Bad Debt Provision	22	0	22	0	22	0	22
Cost of Collection	(270)	0	0	(270)	(270)	0	(270)
Contingency	117	0	445	0	445	327	445
Contributions to / (from) Reserves	15	0	0	0	0	(15)	0
Management structure saving	0	(170)	0	0	(170)	(170)	(170)
Pay award held for other committees	0	230	0	0	230	230	467
Indication of future years pressures	0	0	0	0	0	0	600
<b>Corporate Items</b>	<b>(601)</b>	<b>1,545</b>	<b>2,809</b>	<b>(5,039)</b>	<b>(685)</b>	<b>(86)</b>	<b>151</b>

# Appendix D

## Fees and Charges - Strategy & Resources 2023/24

Fees and Charges	Statutory / Discretionary	Current Charges 2022/23	Proposed Charges 2023/24	Proposed Variance (inc. rounding)	Proposed Actual % Increase 2023/24 (inc. rounding)	Budgeted Income 2022/23	Expected Out-turn 2022/23 (based on 6mth data)	Proposed Budget 2023/24
		£ Inc VAT	£ Inc VAT	£	%	£	£	£
<b>Legal Charges (Per Hour) *</b>								
Head of Legal & Monitoring Officer	Discretionary	280.00	294.00	14.00	5.0%			
Deputy Head of Legal	Discretionary	272.00	286.00	14.00	5.1%			
Principal Solicitor, Assistant Solicitor, Senior Lawyer (Per Hour)	Discretionary	264.00	278.00	14.00	5.3%			
Clerical Assistant, Legal Assistant (Per Hour)	Discretionary	196.00	206.00	10.00	5.1%			
Legal Assistant / Interns/ Case Officers	Discretionary	108.00	114.00	6.00	5.6%			
Support Officer / Apprentices	Discretionary	54.00	57.00	3.00	5.6%			
Drafting a simple licence	Discretionary	547.00	575.00	28.00	5.1%			
Drafting a simple wayleave agreement/ lease	Discretionary	1,310.00	1,376.00	66.00	5.0%			
Renewal of simple licence	Discretionary	328.00	345.00	17.00	5.2%			
Renewal of simple wayleave agreement/ lease	Discretionary	765.00	804.00	39.00	5.1%			
Right to Buy; Request for a management pack	Discretionary	219.00	230.00	11.00	5.0%			
Lease Notice	Discretionary	108.00	114.00	6.00	5.6%			
<small>*Note - Charities/ Community Groups may be eligible for a 50% discount on legal fees</small>								
<b>Total Budgeted Income - Legal Charges</b>						<b>62,000</b>	<b>73,213</b>	<b>76,874</b>
<b>Court Costs (subject to confirmation from courts)</b>								
Council Tax Summons Charges	Discretionary	62.50	62.50	0.00	0.0%			
Council Tax Liability Order	Discretionary	30.00	30.00	0.00	0.0%			
NDR Summons Charges	Discretionary	102.50	102.50	0.00	0.0%			
NDR Liability Order	Discretionary	20.00	20.00	0.00	0.0%			
<b>Total Budgeted Income - Court Costs</b>						<b>139,770</b>	<b>86,000</b>	<b>86,000</b>
<b>Total Budgeted Income - Strategy &amp; Resources</b>						<b>201,770</b>	<b>159,213</b>	<b>162,874</b>

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## Appendix E – Strategy & Resources Capital Programme

COMMITTEE SCHEMES	Current Programme 2022/23 £	Estimated Programme 2023/24 £	Estimated Programme 2024/25 £	Estimated Programme 2025/26 £	Total Programme 2022-26 £
<b>Strategy &amp; Resources</b>					
<b>Current Continuing Programme</b>					
Council Offices Major Works Programme	50,000	25,000	25,000		100,000
IT - Hardware/infrastructure/Projects	542,400	155,500	257,000		954,900
Quadrant House	2,628,100	400,000	0		3,028,100
Land / Asset Development	181,000	0	0		181,000
Croydon Road Regeneration	1,439,700	0	0		1,439,700
<b>Total Current Continuing Programme</b>	<b>4,841,200</b>	<b>580,500</b>	<b>282,000</b>	<b>0</b>	<b>5,703,700</b>
<b>Revisions and New Bids</b>					
Council Offices Major Works Programme				25,000	25,000
IT - Hardware/infrastructure/Projects		91,100	92,900	94,800	278,800
Quadrant House					0
Land / Asset Development					0
Croydon Road Regeneration		1,000,000			1,000,000
Quadrant House - Solar Panels & Suite Refurb		150,000	100,000	50,000	300,000
<b>Total Revisions and New Bids</b>	<b>0</b>	<b>1,241,100</b>	<b>192,900</b>	<b>169,800</b>	<b>1,603,800</b>
<b>Proposed Programme</b>					
Council Offices Major Works Programme	50,000	25,000	25,000	25,000	125,000
IT - Hardware/infrastructure/Projects	542,400	246,600	349,900	94,800	1,233,700
Quadrant House	2,628,100	400,000	0	0	3,028,100
Land / Asset Development	181,000	0	0	0	181,000
Croydon Road Regeneration	1,439,700	1,000,000	0	0	2,439,700
Quadrant House - Solar Panels & Suite Refurb	0	150,000	100,000	50,000	300,000
<b>Total Proposed Programme</b>	<b>4,841,200</b>	<b>1,821,600</b>	<b>474,900</b>	<b>169,800</b>	<b>7,307,500</b>

## CAPITAL PROJECT SUMMARY - STRATEGY & RESOURCES

<b>Title of Scheme</b>	<b>Council Offices Major Maintenance Programme</b>
<b>Description of Scheme</b>	A 25 year planned maintenance programme to enable compliance with legislative and health and safety requirements, achieved through replacement or refurbishment of the major components of the Council Office in line with their deterioration and new compliance requirements.
<b>Key Aspects of Scheme (including benefits, contract details, key dates and reasons for revisions where applicable)</b>	This scheme will include the progression of decarbonising the Council Offices.

<b>Title of Scheme</b>	<b>IT - Hardware/Infrastructure Projects - GF</b>
<b>Description of Scheme</b>	The Customer First project envisaged significantly enhancements & development of the existing IT systems. However, Customer First was implemented before the technology solutions, in particular on line capability, were put in place. This has been one of the issues which has led to the performance and staffing issues following the implementation. Consequently, the savings expected under Customer First were removed from the budget prior to the technology being available. Additional projects outside the original scope of Customer First have been identified as essential due to failing software/hardware, system modules bought 3 years ago but not implemented and further possible savings resulting from automation.
<b>Key Aspects of Scheme (including benefits, contract details, key dates and reasons for revisions where applicable)</b>	<p>It is necessary to invest in a number of areas :-</p> <ol style="list-style-type: none"> <li>1. Disaster recovery solution</li> <li>2. Replacement cycles for laptops, desktops, servers, switches, firewalls on a cyclical basis (2021/22 onwards)</li> <li>3. Automation of book and pay</li> <li>4. Planning – end to end migration from one salesforce org to another (completed)</li> <li>5. Civica disposal module and licence to comply with GDPR</li> <li>6. Orchard – implementation of Promaster, Asset Go, DLO AND Service Charge models</li> <li>7. Replacement of outdated telephony which is not fit for purpose</li> <li>8. Northgate – cloud-based on line solution for Revenues, benefits and NNDR</li> <li>9. Replacement of Adelante and implementation of automated bank reconciliation</li> </ol> <p>An IT Strategy Board has been formed to develop the Council's IT Strategy and to agree the development and implementation of specific IT schemes to improve service delivery and reduce staffing costs if possible. The IT Strategy Board will be officer based and will report to the Council's Improvement Working Group. The commissioning of each project will be based on a detailed business case being approved by the IT Strategy Board.</p>

<b>Title of Scheme</b>	<b>Quadrant House</b>
<b>Description of Scheme</b>	Phase 1 - refurbishment of common parts (lobbies, WCs, communal kitchens, lifts, stairwells, corridors) and setup of a Business Hub. Phase 2 - refurbishment of the exterior and the vacant suites and a package of environmental improvements. Phase 2 includes improvements to the external fabric including better insulation and decoration, replacement roof coverings and fire escape route upgrades, a green wall for the Croydon Road elevation, a roof terrace for the third floor in Quadrant South, refurbishment of vacant suites to include heat pump VRF heating cooling technology (gradual phasing out of reliance on gas boilers) and, if budget allows, photovoltaic panels on the flat roof.
<b>Key Aspects of Scheme (including benefits, contract details, key dates and reasons for revisions where applicable)</b>	The works at Quadrant House will deliver a significantly improved building which will be more sustainable, both economically and environmentally and which is a key project for Caterham regeneration. The direct benefits of the works include ability to let vacant suites and generate higher rental returns as well as contribute to our carbon reduction objectives. Phase 1 (internal common parts refurbishment) took place throughout 2021. Phase 2 (living wall, roof terrace, new lifts, new escape stairs, improved wall and roof insulation, refurbishment of some vacant office suites with heat recovery AC and renewed services) commenced in autumn 2021 and is anticipated to complete in autumn 2022.

<b>Title of Scheme</b>	<b>Land/Asset Development</b>
<b>Description of Scheme</b>	Capital budget for refurbishment works as required to the property portfolio, to maximise revenue.
<b>Key Aspects of Scheme (including benefits, contract details, key dates and reasons for revisions where applicable)</b>	This scheme is to ensure that sufficient budget is available to refurbish commercial space that becomes vacant during the year, and requires modernisation in order to attract a new tenant. The office market in particular is demanding high specifications. Poor quality space is not letting. Tenants are demanding top quality space. Failure to achieve this is likely to lead to lengthy void periods and failure to generate income from lettings, which would have a significant impact on revenue budgets.

<b>Title of Scheme</b>	<b>Croydon Road Regeneration</b>
<b>Description of Scheme</b>	Improvements to the Croydon Road streetscape including provision of better amenity space such as parklets and seating, more greenery including trees and planting, improved road safety, new surfacing materials for pavements and parking areas, cycle parking and so forth.
<b>Key Aspects of Scheme (including benefits, contract details, key dates and reasons for revisions where applicable)</b>	Key benefits including: helping to revitalise the local economy, in conjunction with other investment that is going into the town; encouraging new businesses into the town and inspiring existing businesses to improve their premises; introducing greenery into the town centre, reducing street clutter, renewing materials, slowing traffic speeds, thereby improving the quality of the environment for shoppers, visitors and workers, encouraging greater wellbeing, longer dwell times and higher spend; encouraging active travel and redressing the current imbalance that favours car users over pedestrians & cyclists; attenuating excess surface water via trees and new planting thus contributing to a wider flood mitigation strategy for the town; providing a small amount of good quality public realm space e.g. parklets and some outdoor licensable space for businesses. Stage 1 highways design is complete; stage 2 highway design (detailed design) is scheduled to commence Jan 2022 and is expected to last approximately 6 months; construction is expected to last approx 6 months and timing will need to be sympathetic to the needs of the businesses i.e. may commence in early 2023 rather than late 2022. Contractor to be procured on conclusion of detailed design and achievement of highways approval to proceed. SCC placemaking and transport development planning teams to be closely involved, together with Caterham BID.
<b>Title of Scheme</b>	<b>Quadrant House Solar Panels &amp; Suite Refurbishment</b>
<b>Description of Scheme</b>	Installation of solar panels and refurbishment of remaining unrefurbished suites
<b>Key Aspects of Scheme (including benefits, contract details, key dates and reasons for revisions where applicable)</b>	<p>1) Installation of solar panels on the roof of Quadrant House. The roof was upgraded recently as part of the refurbishment. A solar array was designed but had to be omitted due to budgetary constraints. Installation of the solar array would reduce energy costs and carbon emissions, which in turn will reduce occupational costs and help to attract and retain tenants. This work could be done in 23/24 and would have an immediate benefit in reducing occupational costs and carbon emissions. Budget cost £50k which includes inflation and contingency</p> <p>2) Refurbishment of non-refurbished vacant areas to remove perimeter radiators and introduce heat recovery heating and cooling. Also, installation of partitions in 2nd floor central section to sub-divide the large suite to better suit size requirements in the local market. This work could be done in 23/24 or in 24/25. Budget cost £100,000, which includes for inflation and contingency</p> <p>3) New balustrade, waterproofing and lighting for rear walkway at retail unit level. The balustrade was due to be replaced as part of the recent refurb but had to be taken out due to budgetary constraints. Temporary repairs were made to make it safe, but a replacement is needed. The walkway also needs re-waterproofing and better lighting. Budget cost £100,000 to which waterproofing and lighting, inflation and contingency have been added. This work could be done in 23/24 or 24/25</p> <p>4) upgrade insulation to basement soffit (this would reduce heating costs for ground floor units).</p>

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## Appendix F – Parish Council Tax Precepts

2022-23 Precept £	2022/23 Band D	Parish	2023-24 Precept £	2023-24 Band D	Change in Band D	% Change	
40,320	£29.85	Bletchingley	41,000	£30.09	£0.24	0.79%	Note 5
125,440	£64.08	Burstow	133,304	£67.43	£3.35	5.22%	Note 5
108,340	£20.97	Caterham Hill	108,984	£20.97	£0.00	0.00%	Note 3
65,000	£17.12	Caterham Valley	65,000	£16.91	-£0.21	-1.26%	Note 7
32,000	£32.73	Chaldon Village	33,280	£34.09	£1.36	4.17%	Note 6
20,427	£49.46	Chelsham & Farleigh	20,246	£49.82	£0.36	0.73%	Note 2
15,600	£90.02	Crowhurst	15,600	£88.44	-£1.58	-1.76%	Note 7
55,020	£33.18	Dormansland	55,020	£33.26	£0.08	0.25%	Note 8
24,000	£20.51	Felbridge	27,000	£23.21	£2.70	13.15%	Note 6
67,634	£26.88	Godstone	73,217	£28.94	£2.06	7.65%	Note 5
29,037	£63.65	Horne	30,490	£66.46	£2.81	4.41%	Note 5
33,315	£16.23	Limpsfield	33,315	£16.20	-£0.03	-0.16%	Note 7
60,000	£30.65	Lingfield	62,400	£31.78	£1.13	3.69%	Note 5
65,690	£52.76	Nutfield	69,246	£55.16	£2.40	4.55%	Note 5
19,300	£55.84	Outwood	29,000	£83.36	£27.52	49.28%	Note 5
50,000	£9.83	Oxted	52,500	£10.18	£0.35	3.53%	Note 5
18,000	£53.49	Tandridge	22,000	£65.69	£12.20	22.81%	Note 6
55,000	£62.08	Tatsfield	59,000	£67.03	£4.95	7.97%	Note 6
-	£0.00	Titsey	-	£0.00	£0.00		Note 1
89,980	£22.42	Warlingham	96,676	£24.06	£1.64	7.32%	Note 5
50,209	£26.66	Whyteleafe Village	52,736	£27.77	£1.11	4.16%	Note 5
46,284	£38.33	Woldingham	46,284	£38.42	£0.09	0.24%	Note 8
1,070,596		Total for Parish	1,126,299				
	£27.67	Average Band D		£28.95	£1.28	4.63%	

Note for reasons of precept /Band D change:

- 1: No change
- 2: Precept decreased = Increase in Band D charged and Tax base contraction
- 3: Precept increased = Tax base growth only
- 4: Precept increased = Increase in Band D and Tax Base unchanged
- 5: Precept increased = Increase in Band D and Tax Base growth
- 6: Precept increased = Increase in Band D charged and Tax base contraction
- 7: Precept unchanged = Tax base growth resulting in Reduction in Band D
- 8: Precept unchanged = Tax Base contraction resulting in Increase in Band D

Overall, the tax base has increased generating £4.8k of extra council tax for the parishes. Increasing the band D figures generates £50.7k.

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## **Appendix G – Projected Earmarked Reserves 2021/22 to 2024/25**

The Council holds a number of Earmarked Reserves for various purposes, which are listed below:

### **General Fund essential Reserves for financial prudence:**

- i) General Fund Balance:** A reserve to cover eventualities that are not otherwise mitigated by the specific reserves as set out, below. The intention is for this reserve to be grown over the MTFS period through unused contingencies and by application to DLUHC to use capital receipts to support the balance. It is intended to be used as a last resort.

### **General Fund Earmarked Reserves for specific uses**

- ii) Budget Contingency:** Contributions from revenue put aside to cover in-year general unbudgeted pressures in services. Approved as a carry-forward in the 2021/22 outturn report.
- iii) Income Equalisation Reserve:** Set up to smooth rental income and investment interest income performance across financial years. This Reserve is being built up for use to cover any shortfall in the budget for reductions in rental income due to voids or reductions in the annual amount of investment income interest received.
- iv) Local Taxation Equalisation Reserve (previously Business Rates Equalisation Reserve):** Set up to level out Business Rates and Council tax performance (reflected in the Collection Fund) across financial years and allay the risk of erosion due to the impact of economic downturn and provide for investment in the local economy.
- v) Community Infrastructure Levy Administration Reserve:** To be spent on the administration of the levy.
- vi) Community Infrastructure Levy (CIL):** This Reserve holds the CIL funds received from developers and waiting to be spent. CIL is a charge which can be levied by local authorities on all new development in their area, including new homes, with the aim of supporting local infrastructure such as roads and transport, education, medical, sport and recreation facilities.
- vii) Section 31 (Covid-19) Grant Reserve –** Holding the balance of Covid-19 Section 31 grants to meet future collection fund account movements as the COVID-19 spreadable impact is unwound. This is a technical reserve provided to hold Government support for the impact of Covid-19 on business rates which is often received a year before the budgetary impact.
- viii) Local Plan Reserve -** Planning Reserve to support the delivery of the Local Plan and other general Planning related activities.

- ix) **Carry Forward Reserve** – An account to hold carry-forwards agreed at year-end which do not fall to General Contingency or other reserves.
- x) **Building Control Reserve:** Holds the Council’s share of accumulated surplus on fee-earning building control operations and will be used to offset expenditure in future years in accordance with statutory requirements.
- xi) **Wellbeing Prescription Reserve:** Holds the Council’s share of accumulated surplus on CCG funding and will be used to offset expenditure in future years in accordance with approvals to continue the agreement.
- xii) **New Burdens:** Government funding received to fund the cost of additional services such as Covid-19 or Cost of Living Support fund – held in reserve to mitigate changing impacts across financial years.
- xiii) **Care & Repair Reserve:** Funds put aside to cover future costs of the Care & Repair service.
- xiv) **Local Land Charges Reserve:** In line with the Lord Chancellor’s amendment to the Local Land Charges Act 1975 (command 7026) the Council sets its fees on a cost recovery basis (over a three-year cycle) with any surpluses held in an earmarked Reserve for this purpose.
- xv) **Neighbourhood Plan Reserve:** Funds put aside to help fund the cost of the Neighbourhood plan in future years.
- xvi) **Cyber Security Earmarked Reserve:** Temporarily holds the balance of external funding for Cyber Security.
- xvii) **Disabled Facility Grants (DFG) Reserve:** Holds the balance of ringfenced DFG grant that has been received in previous years but not yet spent.

#### **General Fund Reserves to finance the Capital Programme**

- xviii) **Capital Receipts Reserve:** Holds the proceeds from the disposal of land or other assets, which are restricted by statute from being used other than to fund new capital expenditure or to be set aside to finance historical capital expenditure.
- xix) **Revenue Contributions to Capital Reserve:** General Fund Revenue contributions from previous years to be used to support the future capital programme.
- xx) **Capital Grants and Contributions Reserve:** This Reserve holds grants from Central Government which have been held in Reserve as expenditure in relation to the grant has yet to be incurred.
- xxi) **TCS Renewals Fund:** Funding for future vehicle replacements.



## **Housing Revenue Account Reserves**

- xxii) HRA Working Balance:** To cover the day to day working balance requirements of the HRA.
- xxiii) HRA Major Repairs Reserve:** Established as a requirement of HRA legislation. This Reserve is used to fund capital expenditure on repairs and maintenance of the HRA housing stock.
- xxiv) HRA New Build Reserve:** Underspend from HRA revenue are held in this Reserve to help fund future expenditure on the Council House Building Programme.
- xxv) HRA Repairs Reserve:** Established to meet the cost of expenditure on major repairs and enhancement in the HRA. This Reserve is in addition to the Major Repairs Reserve and can be used to fund any unforeseen capital expenditure.
- xxvi) HRA Capital Receipts Reserve:** To hold capital receipts received from the sale of HRA land and buildings for the purpose of funding future capital expenditure.
- xxvii) Right To Buy New Provision Receipts:** To hold Right to Buy receipts that the Council has been permitted to retain provided they are spent on the provision of social housing, are spent within 5 years, and do not constitute more than 40% of the funding of the scheme being developed.

	Opening Balance 2021/22 £000	Transfers £000	Opening Balance 2022/23 £000	Transfers £000	Opening Balance 2023/24 £000	Transfers £000	Closing Balance 2023/24 £000
<b>General Fund</b>							
General Fund Balance	2,771	16	2,787	0	2,787	0	2,787
<b>Sub Total - General Fund Balance</b>	<b>2,771</b>	<b>16</b>	<b>2,787</b>	<b>0</b>	<b>2,787</b>	<b>0</b>	<b>2,787</b>
<b>General Fund Earmarked Reserves for Specific Uses</b>							
Prior-Years Budget Contingency	0	317	317	(317)	0	0	0
Income Equalisation Reserve	400	0	400	(185)	215	0	215
Local Taxation Equalisation Reserve	255	0	255	0	255	0	255
Community Infrastructure Admin	642	(71)	571	0	571	0	571
Community Infrastructure Levy	5,576	124	5,700	0	5,700	0	5,700
Section 31 (Covid-19) Grant Reserve	5,980	(2,350)	3,630	(3,630)	(0)	0	(0)
Local Plan Reserve	682	121	803	0	803	0	803
Carry Forward Reserve	52	83	135	(50)	85	(85)	0
Building Control Reserve	56	61	117	0	117	0	117
Wellbeing Prescription Reserve	0	150	150	0	150	(150)	0
New Burdens Reserve	27	342	369	(369)	0	0	0
Care & Repair Reserve	14	0	14	0	14	0	14
Local Land Charges Reserve	39	(16)	23	0	23	0	23
Neighbourhood Plan Reserve	26	0	26	0	26	0	26
Cyber Security Earmarked Reserve	0	72	72	(72)	0	0	0
Disabled Facility Grants Reserve	686	77	763	0	763	0	763
<b>Sub Total - Specific Reserves</b>	<b>14,435</b>	<b>(1,091)</b>	<b>13,344</b>	<b>(4,623)</b>	<b>8,722</b>	<b>(235)</b>	<b>8,487</b>
<b>General Fund Reserves to Finance the Capital Programme</b>							
Capital Receipts Reserve	1,337	(259)	1,078	(435)	643	70	713
Revenue Contributions to Capital	68	(5)	63	0	63	0	63
Capital Grants & Contributions	201	2,226	2,427	(2,427)	0	0	0
TCS Renewals Fund	29	(29)	(0)	0	(0)	0	(0)
<b>Sub Total - General Fund Capital</b>	<b>1,635</b>	<b>1,932</b>	<b>3,567</b>	<b>(2,862)</b>	<b>706</b>	<b>70</b>	<b>776</b>
<b>Sub Total - General Fund</b>	<b>18,841</b>	<b>858</b>	<b>19,699</b>	<b>(7,485)</b>	<b>12,214</b>	<b>(165)</b>	<b>12,049</b>
<b>Housing Revenue Account Reserves</b>							
HRA Working Balance	750	0	750	0	750	0	750
HRA Major Repairs Reserve	2,045	(2,045)	0	0	0	0	0
HRA New Build Reserve	2,831	(792)	2,039	(2,039)	(0)	0	(0)
HRA Repairs Reserve	1,141	432	1,573	256	1,829	300	2,129
HRA Capital Receipts Reserve	0	0	0	0	0	0	0
Right To Buy New Provision Receipts	2,044	(1,405)	639	(639)	0	0	0
<b>Sub Total - HRA</b>	<b>8,811</b>	<b>(3,809)</b>	<b>5,002</b>	<b>(2,422)</b>	<b>2,580</b>	<b>300</b>	<b>2,880</b>
<b>Grand Total (GF &amp; HRA)</b>	<b>27,652</b>	<b>(2,951)</b>	<b>24,701</b>	<b>(9,907)</b>	<b>14,794</b>	<b>135</b>	<b>14,929</b>

## Appendix H – Summary of Pressures and Savings

	2023/24 £000	2024/25 £000	Total £000
<b>Brought forward budget</b>	<b>4,051</b>	<b>4,560</b>	

### **Virements (Budget adjustments between committees)**

Theme	Description	Virement		
		2023/24 £000	2024/25 £000	Total £000
Budget sustainability	Review of Housing Revenue Account staffing allocations	23		23
<b>Total Virements</b>		<b>23</b>	<b>0</b>	<b>23</b>

### **Pressures**

Theme	Description	Pressure		
		2023/24 £000	2024/25 £000	Total £000
Inflation	Inflation on contract costs based on 11% CPI except where contractual obligations require an alternate rate, offset by inflation on income budgets	560	280	840
Staff costs	Staffing incremental progression, offset by a reduction in the employers national insurance rate. This does not include an allowance for a pay award, which will be held corporately until approved by Strategy & Resources committee and full Council	(12)	10	(2)
Service demands	O Licence for Depot Vehicles - This is an £800per month new requirement.	10		10
Service demands	Environmental Health Shared Service cost increases incurred by Mole Valley District Council, including staffing pressure and database running costs	60		60
Service demands	Trees - Health and Safety work including Ash Die Back	75		75
Income pressures	Cesspool income reduction	50		50
Income pressures	Parking income pressures	70		70
Income pressures	Bulky waste revenue lower than expected on introduction of the service	11		11
<b>Total Pressures</b>		<b>824</b>	<b>290</b>	<b>1,114</b>

### **Savings**

Theme	Description	Saving		
		2023/24 £000	2024/25 £000	Total £000
FTP Service Reviews	Regulatory services	(26)	(10)	(36)
	Operational and Locality Services	(239)		(239)
	Waste Services - Bring Banks	(50)		(50)
	Waste Services - Garden Waste Charges	(23)		(23)
<b>Total Savings</b>		<b>(338)</b>	<b>(10)</b>	<b>(348)</b>

<b>Net movement for committee budget</b>	<b>509</b>	<b>280</b>	<b>789</b>
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<b>Indicative Budget Requirement</b>	<b>4,560</b>	<b>4,840</b>
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## HOUSING GENERAL FUND

	2023/24 £000	2024/25 £000	Total £000
<b>Brought forward budget</b>	<b>476</b>	<b>684</b>	

### **Virements (Budget adjustments between committees)**

Theme	Description	Virement		
		2023/24 £000	2024/25 £000	Total £000
Budget sustainability	Review of Housing Revenue Account staffing allocations	345		345
<b>Total Virements</b>		<b>345</b>	<b>0</b>	<b>345</b>

### **Pressures**

Theme	Description	Pressure		
		2023/24 £000	2024/25 £000	Total £000
Staff Costs	Staffing incremental progression, offset by a reduction in the employers national insurance rate. This does not include an allowance for a pay award, which will be held corporately until approved by Strategy & Resources committee and full Council	5	9	14
Service demands	Environmental Health Shared Service cost increases	7	0	7
Income Pressures	Meadowside Mobile Homes Sales Commission (removal of one off saving from last year)	10		10
Service demands	Housing Benefit Budget Restructure	100	0	100
<b>Total Pressures</b>		<b>122</b>	<b>9</b>	<b>131</b>

### **Savings**

Theme	Description	Saving		
		2023/24 £000	2024/25 £000	Total £000
External Funding	Deploy Homelessness Funding to meet legitimate costs in Housing General Fund	(210)	0	(210)
MTFS Savings Approved Feb 2022	Communities and Partnerships - Westway Funding	(50)	0	(50)
<b>Total Savings</b>		<b>(260)</b>	<b>0</b>	<b>(260)</b>

<b>Net movement for committee budget</b>	<b>208</b>	<b>9</b>	<b>217</b>
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<b>Indicative Budget Requirement</b>	<b>684</b>	<b>693</b>
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**PLANNING POLICY**

		2023/24 £000	2024/25 £000	Total £000
<b>Brought forward budget</b>		<b>1,204</b>	<b>1,297</b>	
<b>Pressures</b>				
		Pressures		
Theme	Description	2023/24 £000	2024/25 £000	Total £000
Staff costs	Staffing incremental progression, offset by a reduction in the employers national insurance rate. This does not include an allowance for a pay award, which will be held corporately until approved by Strategy & Resources committee and full Council	23	23	46
Income Pressures	Local Authorities charge income from third parties for providing Land Charges information (eg LLC1 information). Going forwards Central Government will provide LLC1 information to third parties. There will be a loss of income to TDC	30	0	30
Service demands	Allowance for planning appeals	40	0	40
<b>Total Pressures</b>		<b>93</b>	<b>23</b>	<b>116</b>
<b>Net movement for committee budget</b>		<b>93</b>	<b>23</b>	<b>116</b>
<b>Indicative Budget Requirement</b>		<b>1,297</b>	<b>1,320</b>	

**STRATEGY AND RESOURCES**

	2023/24 £000	2024/25 £000	Total £000
<b>Brought forward budget</b>	<b>6,222</b>	<b>6,080</b>	

**Virements (Budget adjustments between committees)**

Theme	Description	Virement		
		2023/24 £000	2024/25 £000	Total £000
Budget sustainability	Review of Housing Revenue Account staffing	7		7
<b>Total Virements</b>		<b>7</b>	<b>0</b>	<b>7</b>

**Pressures**

Theme	Description	Pressure		
		2023/24 £000	2024/25 £000	Total £000
Inflation	Inflation on contract costs based on 11% CPI except where contractual obligations require an alternate rate, offset by inflation on income budgets	413	207	620
Staff costs	Staffing incremental progression, offset by a reduction in the employers national insurance rate. This does not include an allowance for a pay award, which will be held corporately until approved by Strategy & Resources committee and full Council	33	49	82
Service demands	TDC Elections Funding - Budget Review	20	0	20
Service demands	Move from no designated Health and Safety provision in TDC to shared H&S role with Elmbridge BC	25		25
<b>Total Pressures</b>		<b>491</b>	<b>256</b>	<b>747</b>

**Savings**

Theme	Description	Saving		
		2023/24 £000	2024/25 £000	Total £000
FTP Service Review	Customer Services	(128)	0	(128)
FTP Service Review	Human Resources	(65)	0	(65)
FTP Service Review	IT	(35)	0	(35)
FTP Service Review	Revs & Benefits	(100)		(100)
FTP Service Review	Democratic Services	(8)		(8)
FTP Service Review	Asset Management	(79)	0	(79)
FTP Service Review	Comms	(47)	0	(47)
FTP Service Review	Legal	(24)	0	(24)
FTP Service Review	Management Restructure	(155)	0	(155)
<b>Total Savings</b>		<b>(641)</b>	<b>0</b>	<b>(641)</b>

<b>Net movement for committee budget</b>	<b>(142)</b>	<b>256</b>	<b>113</b>
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<b>Indicative Budget Requirement</b>	<b>6,080</b>	<b>6,335</b>
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**CORPORATE ITEMS**

	2023/24 £000	2024/25 £000	Total £000
<b>Brought forward budget</b>	<b>(602)</b>	<b>(685)</b>	

**Virements (Budget adjustments between committees)**

Theme	Description	Virement		
		2023/24 £000	2024/25 £000	Total £000
Budget sustainability	Review of Housing Revenue Account corporate allocations	(375)		(375)
<b>Total Virements</b>		<b>(375)</b>	<b>0</b>	<b>(375)</b>

**Pressures**

Theme	Description	Pressure		
		2023/24 £000	2024/25 £000	Total £000
Corporate items	Minimum Revenue Provision - increase to fund 2022/23 capital programme	188	0	188
Corporate items	Assume the use of Redstone Receipt to offset MRP	(188)	0	(188)
Corporate items	Review Housing Revenue Account and General Fund	150	0	150
Reserves	Contingency & Reserves	327	0	327
<b>Corporate Items - subtotal</b>		<b>477</b>	<b>0</b>	<b>477</b>
<b>Pressures held on behalf of other committees</b>				
Staff Costs	Staffing pay award - allowance pending further	230	237	467
Service Demands	Assumption of service pressures in 2024/25	0	600	600
<b>Pressures held on behalf of other committees - subtotal</b>		<b>230</b>	<b>837</b>	<b>1,067</b>
<b>Total Pressures</b>		<b>707</b>	<b>837</b>	<b>1,544</b>

**Savings**

Theme	Description	Saving		
		2023/24 £000	2024/25 £000	Total £000
FTP - Management Structure	Management restructure	(170)	0	(170)
Fees and Charges	Increase in Investment Property Income	(33)		(33)
Corporate Recharges	Annual review of all recharges to and from the General Fund	(142)	0	(142)
Corporate Recharges	Southern Building Control Hosting, IT Development and cost sharing	(70)	0	(70)
<b>Total Savings</b>		<b>(415)</b>	<b>0</b>	<b>(415)</b>
<b>Net movement for committee budget</b>		<b>(83)</b>	<b>837</b>	<b>753</b>
<b>Indicative Budget Requirement</b>		<b>(685)</b>	<b>151</b>	

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## Appendix I - Subjective Detailed Budget Analysis

Service	2022/23 Current Budget £k	2023/24 Proposed Budgets			Total £k	Movement Year-on- year £k	Estimate for 2024/25 £k
		Pay £k	Non-Pay £k	Income £k			
Car Parking-On Street	(14)	0	0	0	0	14	0
Car Parking-Off Street	(18)	0	180	(140)	40	58	34
Hackney Carriage/Private Hire	(19)	0	69	(88)	(19)	0	(19)
Leisure & Community Grants	290	0	310	(20)	290	0	290
Waste Services	2,251	262	3,615	(1,290)	2,587	336	2,789
Environmental Services	261	0	426	(127)	299	38	301
Cesspool Services	(37)	74	148	(207)	15	52	15
Operations & Locality Services	1,337	909	1,314	(875)	1,348	11	1,430
<b>Community Services</b>	<b>4,051</b>	<b>1,245</b>	<b>6,062</b>	<b>(2,747)</b>	<b>4,560</b>	<b>509</b>	<b>4,840</b>
Meadowside Mobile Homes	(131)	17	44	(168)	(107)	24	(107)
Westway	50	0	0	0	0	(50)	0
Private Sector Enabling	121	50	215	(131)	134	13	134
Housing of the Homeless	114	422	201	(421)	202	88	206
Other Housing Renewal Functions	65	(0)	12	(3)	9	(56)	9
Syrian Refugees	15	0	15	0	15	0	15
Afghan Refugees	10	0	10	0	10	0	10
Redstone House	0	0	0	0	0	0	0
Housing Benefits	231	347	18,141	(18,110)	378	147	383
Care In The Community	1	0	1	0	1	0	1
Other Variances less than £10k	0	36	0	(36)	0	0	0
Alarm Systems	0	41	0	0	41	41	41
<b>Housing General Fund</b>	<b>476</b>	<b>914</b>	<b>18,639</b>	<b>(18,869)</b>	<b>684</b>	<b>208</b>	<b>693</b>

Service	2022/23 Current Budget £k	2023/24 Proposed Budgets			Total £k	Movement Year-on- year £k	Estimate for 2024/25 £k
		Pay £k	Non-Pay £k	Income £k			
Policy Guidance	182	7	178	0	186	4	190
Enforcement	236	221	15	0	236	0	237
Planning Applications	659	1,347	85	(747)	684	25	699
Appeals	40	0	80	0	80	40	80
Tree Preservation & Advice	95	96	0	0	97	1	99
Community Infrastructure Levy	0	118	567	(685)	0	0	1
Land Charges	0	55	88	(121)	23	23	23
Street Naming & Numbering	(8)	0	0	(9)	(9)	(1)	(9)
<b>Planning</b>	<b>1,204</b>	<b>1,845</b>	<b>1,013</b>	<b>(1,562)</b>	<b>1,297</b>	<b>93</b>	<b>1,320</b>
Legal Services	465	516	24	(75)	464	(0)	472
Human Resources	408	205	169	(25)	349	(60)	351
Management Team	283	147	94	0	241	(42)	245
Information Technology	1,238	372	1,019	(4)	1,387	149	1,485
Democratic Services	555	208	352	0	561	6	573
Communications and Policy	443	329	63	0	392	(52)	394
Financial Services	1,062	839	179	0	1,018	(44)	1,023
Corporate Landlord	500	146	720	(339)	528	28	640
Revenues & Benefit Services	482	415	54	(108)	361	(121)	370
Customer Services	568	351	96	0	447	(121)	447
Emergency Planning & Community Safety	217	244	88	0	332	115	336
Wellbeing Prescription	0	403	115	(518)	0	0	0
<b>Strategy &amp; Resources</b>	<b>6,222</b>	<b>4,174</b>	<b>2,974</b>	<b>(1,068)</b>	<b>6,080</b>	<b>(141)</b>	<b>6,335</b>

Service	2022/23 Current Budget £k	2023/24 Proposed Budgets			Total £k	Movement Year-on- year £k	Estimate for 2024/25 £k
		Pay £k	Non-Pay £k	Income £k			
Interest Payable	1,163	0	1,163	0	1,163	0	1,163
Interest Receivable & Investment Inc	(1,495)	0	0	(1,495)	(1,495)	0	(1,495)
Property Income	(745)	0	0	(777)	(777)	(33)	(777)
Support Recharges & Bank Charges	(2,071)	0	0	(2,497)	(2,497)	(425)	(2,497)
Minimum Revenue Provision (MRP)	1,179	0	1,179	0	1,179	0	1,179
Pension - Actuarial top up, Added Ye	1,485	1,485	0	0	1,485	0	1,485
Write Offs and Bad Debt Provision	22	0	22	0	22	0	22
Cost of Collection	(270)	0	0	(270)	(270)	0	(270)
Contingency	117	0	445	0	445	327	445
Contributions to / (from) Reserves	15	0	0	0	0	(15)	0
Management structure saving	0	(170)	0	0	(170)	(170)	(170)
Pay award held for other committees	0	230	0	0	230	230	467
Indication of future years pressures	0	0	0	0	0	0	600
<b>Corporate Items</b>	<b>(601)</b>	<b>1,545</b>	<b>2,809</b>	<b>(5,039)</b>	<b>(685)</b>	<b>(86)</b>	<b>151</b>
<b>Council Overall</b>	<b>11,352</b>	<b>8,023</b>	<b>28,692</b>	<b>(24,779)</b>	<b>11,935</b>	<b>584</b>	<b>13,340</b>

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## Appendix J – Proposed Capital Programme

Proposed Capital Programme	2022/23	2023/24	2024/25	2025/26	Total 2022-26
<b>Housing HRA</b>					
Structural Works	870,000	830,000	838,300	855,100	3,393,400
Modernisation & Improvements	732,000	511,000	516,100	526,500	2,285,600
Energy Efficiency Works	559,500	546,000	551,500	562,500	2,219,500
Service Renewals	712,500	695,000	702,000	716,000	2,825,500
Void Works	505,000	425,000	429,300	437,900	1,797,200
Health & Safety	225,000	180,000	181,800	185,500	772,300
Adaptations for the Disabled	365,000	250,000	252,500	257,600	1,125,100
Essential Structural Works	185,000	185,000	186,900	185,000	741,900
Communal Services	30,000	30,000	30,300	30,900	121,200
Council House Building	11,516,300	11,680,100	8,949,300	163,000	32,308,700
HRA IT Hardware/infrastructure Projects	255,800	65,500	93,000	25,200	439,500
<b>TOTAL HRA</b>	<b>15,956,100</b>	<b>15,397,600</b>	<b>12,731,000</b>	<b>3,945,200</b>	<b>48,029,900</b>
<b>Housing GF</b>					
Disabled Facilities Grant	460,000	502,800	503,700	504,600	1,971,100
<b>Total- Housing GF</b>	<b>460,000</b>	<b>502,800</b>	<b>503,700</b>	<b>504,600</b>	<b>1,971,100</b>
<b>Community Services</b>					
Children's Playground Improvements	425,700	174,500	131,800	134,400	866,400
Parks, Pavilions & Open Spaces	277,800	114,500	114,500	116,800	623,600
Grange Meadow access works	250,000	0	0	0	250,000
UK Shared Prosperity Fund(Delivery of Open Space	0	250,000	375,000	375,000	1,000,000
Vehicle Fleet Renewals	376,400	122,500	115,100	117,400	731,400
Car Park Equipment/Maintenance	34,900	35,000	35,100	35,800	140,800
Public Conveniences	250,000	150,000	150,000	153,000	703,000
Litter Bins	8,300	8,400	8,500	8,700	33,900
Roads&Paths at St.Mary's Church Cemetery	0	0	7,600	0	7,600
Land Drainage	10,000	10,000	10,000	10,200	40,200
Plant & Machinery Replacement Programme	8,000	10,000	0	10,000	28,000
Garden Waste Bins	37,600	25,000	25,000	25,500	113,100
Recycling, food waste and refuse bins	109,900	90,000	90,000	91,800	381,700
Playground Improvements (Match Funding Pot)	50,000	0	0	0	50,000
<b>Total- Community Services</b>	<b>1,838,600</b>	<b>989,900</b>	<b>1,062,600</b>	<b>1,078,600</b>	<b>4,969,700</b>
<b>Resources</b>					
Council Offices Minor Works Programme	50,000	25,000	25,000	25,000	125,000
IT - Hardware/infrastructure Projects	542,400	246,600	349,900	94,800	1,233,700
Quadrant House	2,628,100	400,000	0	0	3,028,100
Land / Asset Development	181,000	0	0	0	181,000
Croydon Road Regeneration	1,439,700	1,000,000	0	0	2,439,700
Quadrant House Solar Panels and Suite refurb	0	150,000	100,000	50,000	300,000
<b>Total- Resources</b>	<b>4,841,200</b>	<b>1,821,600</b>	<b>474,900</b>	<b>169,800</b>	<b>7,307,500</b>
<b>Planning Policy</b>					
Capital Contributions from CIL	2,146,300	500,000	740,500	0	3,386,800
<b>Total-Planning Policy</b>	<b>2,146,300</b>	<b>500,000</b>	<b>740,500</b>	<b>0</b>	<b>3,386,800</b>
<b>TOTAL GENERAL FUND</b>	<b>9,286,100</b>	<b>3,814,300</b>	<b>2,781,700</b>	<b>1,753,000</b>	<b>17,635,100</b>
<b>Total Capital Programme</b>	<b>25,242,200</b>	<b>19,211,900</b>	<b>15,512,700</b>	<b>5,698,200</b>	<b>65,665,000</b>

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## **Appendix K – Flexible Use of Capital Receipts**

1. In the Spending Review 2015, the Chancellor of the Exchequer announced that to support Local Authorities in delivering more efficient and sustainable services, the Government will allow them to spend up to 100% of their capital receipts on the revenue costs of transformation projects.
2. Initially this flexibility on the use of capital receipts was limited to those received between 1 April 2016 and 31 March 2019. However, the 2018/19 Local Government Finance Settlement (LGFS) extended these flexibilities for a further three years to March 2022.
3. This flexibility was extended again on 4<sup>th</sup> April 2022 for use up to and including financial year 2024/25. The new flexibilities include a limitation that prevents receipts being used to cover discretionary element of redundancy costs; i.e. that anything beyond the statutory minimum must be covered by alternate means. The Council has a £75k reserve to cover any enhanced payments offered by the current redundancy policy, which has recently been made less generous. This reserve may require additional funding, potentially at 2022/23 outturn. An alternate would be to increase savings targets to cover the initial redundancy cost; the requirement for this will need to be kept under review.
4. To take advantage of this flexibility, Local Authorities are required to produce a strategy which discloses the individual projects that will be funded, or part funded, through flexible receipts; this must be approved by Council and must contain or reduce net revenue costs to the Council.
5. This Appendix represents the strategy, which is only required to state that the projects comply with the current conditions. The following projects are approved for 2022/23 and 2023/24, subject to further reports on detailed spending plans where previously agreed.

6. The phasing between the financial years may change subject to 2022/23 outturn.

Project	Indicative cost to be met from Capital Receipts		Expected benefits for the revenue budget
	2022/23 £000	2023/24 £000	
Planning Transformation Programme	75	0	One-off costs to deliver an efficient Planning Service, as set out above. This investment will allow the service to deliver efficiencies and/or increased income to offset the ongoing costs.
Tandridge Finance Transformation	80	0	Balance of one-off costs to cover Exchequer Transformation and a refreshed approach to fees and charges.
Project	Indicative cost to be met from Capital Receipts		Expected benefits for the revenue budget
	2022/23 £000	2023/24 £000	
Future Transformation Programme – The Council-wide Transformation Programme Design Phase and Bridge Funding	250	0	Proposals to fund future transformation to deliver a leaner and more sustainable organisation will require Capital Receipt financing. The resourcing implications have been reported to Strategy & Resources throughout the year, most recently at 29 <sup>th</sup> September 2022 S&R. The amount for 2023/24 is subject to further member approval for deployment. The programme is delivering £1.7m savings for 2023/24, on top of the £1.1m total savings plan for 2022/23.
Delivery Phase	250	250	
Statutory element of redundancy costs	TBC	TBC	
Total	655 + Redundancy	250 + Redundancy	
Overall Total		905 + Redundancy	



## Appendix L – Council Tax Requirement Statement

1. Within the S&R Committee Draft Budget on 1<sup>st</sup> December 2022, the Council Tax base for 2023/24 was approved. The tax base provided is scaled to the number of Band D equivalents. The total tax base for 2023/24 is 38,904.9 properties, an increase of 0.5% from 2022/23.
2. For dwellings in those parts of its area to which a Parish precept relates as shown below:

**Table 1 – Tax Base by Parish**

Parish	2023/24 Taxbase
Bletchingley	1,362.8
Burstow	1,977.0
Caterham Hill	5,197.0
Caterham Valley	3,845.0
Chaldon Village	976.1
Chelsham & Farleigh	406.4
Crowhurst	176.4
Dormansland	1,654.1
Felbridge	1,163.4
Godstone	2,530.3
Home	458.8
Limpsfield	2,056.0
Lingfield	1,963.4
Nutfield	1,255.4
Outwood	347.9
Oxted	5,158.7
Tandridge	334.9
Tatsfield	880.2
Titsey	39.6
Warlingham	4,017.8
Whyteleafe Village	1,899.1
Woldingham	1,204.6
<b>Total for Parish</b>	<b>38,904.9</b>

3. Each year, the Council must decide if its proposed Council Tax increase is excessive, a referendum must be held in relation to that amount. Whether the proposed increase is excessive must be decided in accordance with a set of principles determined by the Secretary of State (SoS), referred to as referendum principle.

4. In December 2022 the SoS for Levelling Up, Housing and Communities, The Rt Hon Michael Gove, set a core Council Tax referendum principle of up to 2.99% or £5 if greater for lower tier authorities.
- 5. Recommendation 10: That the total Council Tax Requirement be set at £9.3 million for 2023/24. This is based on a Council tax increase of 2.99% to cover core Council services**
- 6. Recommendation 11: That Tandridge District Council set the precept for Band D Council Tax at £237.88, which represents a 2.99% uplift. This is a rise of £0.13p a week from the 2022/23 precept of £230.98.**
7. The Council Tax precept is the Council Tax requirement divided by the tax base. The Council's own purpose Council Tax requirement (excluding parish precepts) is based on an overall increase of 2.99%.

Table 2: Council Tax Requirement

	£
Gross Expenditure	36,714,474.42
Other Income	(24,779,310.00)
Budgeted Revenue Expenditure	11,935,164.42
Business Rates Income	(2,369,014.52)
Other Government Grants	(415,682.79)
Council Tax Collection Fund Balance	104,230.50
Council Tax Requirement	9,254,697.61

8. The tax base is the number of Band D equivalent properties for precepting purposes. The tax base for 2023/24 is 38,904.9.
9. The tax base for 2023/24 shows an increase of 0.5% on the 2022/23 tax base.
10. The Band D Council Tax precept for 2023/24 is calculated as follows:
 
$$£9,254,697.61 \div 38,904.9 = £237.88$$
11. The proposed increase is not considered excessive in accordance with the set of principles determined by the SoS. Band D 2023/24 £237.88 – Band D 2022/23 £230.98 = £6.90. £6.90 ÷ £230.98 = 2.99% (referendum principle up to 2.99% (£237.88) or £5, if greater).
12. The proposals result in an overall increase of £6.90 per annum, £0.13 per week, for a Band D dwelling.
13. Details of the Aggregate Council Tax and all valuation bands and Aggregate Council Tax requirements by Parish will be added to this statement for Full Council when we receive the official precept figures for the Parish Councils, Surrey Police and Crime Commissioner and Surrey County Council.

## Appendix L – Annex 1 – Council Tax Base 2023/24

[For info only - approved at S&R 1<sup>st</sup> December 2022 – included for completeness]

### Introduction and background

1. The Council tax base is one element of the calculations concerned with setting the Council Tax under the Local Authorities (Calculation of Council Tax Base) (England) Regulation 2012.
2. All domestic properties within the District are banded by the Valuation Officer in one of eight bands. The tax base calculation includes the estimated number of chargeable dwelling after allowing for discounts and exemptions, appeals and voids for each parish for the period to 31st March 2022. The number of chargeable properties is converted to Band D equivalents by applying the prescribed formula. The Council must set its Council Tax base and notify the precepting authorities by 31st January 2023.
3. There are various factors which have to be taken into account to arrive at the tax base for 2023/24.

**Table: 2023/24 Council Tax base.**

2022/23 Band D Equivalent	Band	Council tax base for 2023/24					Ratio to Band D	2023/24 Band D equivalent
		Total Dwellings	Number of dwellings after applying discounts and premiums	Less adjustment for Council Tax Support	Chargeable Dwellings			
1.1	A (DR*)		2.8	-0.8	2.0	5/9	1.1	
407.4	A	940	739.5	-117.7	621.8	6/9	414.5	
959.1	B	2,198	1,843.5	-550.5	1,293.0	7/9	1,005.7	
3,433.8	C	5,291	4,592.0	-712.6	3,879.4	8/9	3,448.4	
7,359.2	D	8,955	8,113.5	-717.5	7,396.0	9/9	7,396.0	
8,307.4	E	7,762	7,111.0	-250.6	6,860.4	11/9	8,384.9	
6,468.8	F	4,899	4,556.5	-70.7	4,485.8	13/9	6,479.5	
9,864.1	G	6,295	5,952.0	-33.2	5,918.8	15/9	9,864.7	
2,361.9	H	1,264	1,197.0	-5.7	1,191.3	18/9	2,382.6	
	Total	<b>37,604</b>	<b>34,107.8</b>	<b>-2,459.2</b>	<b>31,648.5</b>			
<b>39,162.8</b>	<b>Gross Tax base</b>						<b>39,377.5</b>	
<b>-470.0</b>	Less adjustment for losses in collection 1.2%						<b>-472.5</b>	
<b>38,692.8</b>	<b>Net Tax base</b>						<b>38,904.9</b>	

### Adjustments:

4. The Local Government Finance Act 2012 (LGFA 2012) includes a number of amendments to the LGFA 1992 which affects the calculation of the Council Tax base. These amendments gave powers to determine own discounts and set premiums in certain circumstances.

5. Section 10 of the Local Government Finance Act 2012 imposes an obligation on Billing Authorities to set up a Council Tax Reduction Scheme to replace Council Tax Benefit from 1 April 2013. The Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012 specify that the tax base must be adjusted to take account of the amount to be paid in accordance with the reduction scheme. This adjustment is shown in a separate column in on the above table.
6. In arriving at a net base, allowance must be made for irrecoverable amount, movements as a result of appeals and property base changes (new properties). For this purpose, an allowance of 1.2% is proposed.

## APPENDIX M

### TANDRIDGE DISTRICT COUNCIL - PAY POLICY STATEMENT

~~2022/23~~2023/24

(as at 27.05.22)

#### 1. Introduction

~~Under Section 112 of the Local Government Act 1972, the Council has the “power to appoint officers on such reasonable terms and conditions as the authority thinks fit”. This Pay Policy Statement (the ‘Statement’) sets out the Council’s approach to pay policy in accordance with the requirements of Section 38-43 of the Localism Act 2011 and due regard to the associated Statutory Guidance including the Supplementary Statutory Guidance issued in February 2013, and guidance issued under the Local Government Transparency Code 2015~~

~~Section 38(1) of the Localism Act 2011 requires local authorities to produce an annual pay policy statement.~~

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

~~Tandridge District Council (TDC) is required to publish an annual statement which has been approved by full Council.~~

~~Once approved by Full Council, this policy statement will come into effect on the 1st April 2023 superseding the 2022/22 Statement and will continue to be reviewed on an annual basis.~~ The information is set out under headings which have been prescribed by the Localism Act and relates to the ~~2022/23~~23/24 financial year unless otherwise stated.

#### 2. Background

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

#### 3. Definitions

For this Policy the following definitions will apply:

### 3.1 Pay

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

### 3.2 Chief Officer

- 3.2.1 For financial year 2023/24, the Council's Chief Officers are the Head of Paid Service (the Chief Executive), the Monitoring Officer, the Section 151 Officer (Chief Finance Officer) – all whom are the statutory chief officers – and one other non-statutory Officer, the Deputy Chief Executive.

~~The Council's Chief Officers are the Head of Paid Service (the Chief Executive), the Monitoring Officer, the Section 151 Officer (Chief Finance Officer) – all of whom are the statutory chief officers – and three other non-statutory officers: Executive Head of Communities; Chief Planning Officer and Executive Head of Corporate Resources~~

### 3.3 Lowest paid employees

- 3.3.1 The lowest paid staff employed under a contract of employment with the Council are employed on full time (37 hours) equivalent salaries in accordance with the minimum spinal column point currently in use within the Councils grading structure (TC2) which is set at the National Living Wage. With effect from January 1, 202~~2~~<sup>3</sup> this was £~~18,410~~<sup>19,100</sup> per annum (£9.~~90~~<sup>54</sup> per hour).
- 3.2.2 The Council also employs apprentices and trainees who are not included within the definition of lowest paid employees as they are employed under the terms and conditions and pay rates applicable to the relevant career grade scheme. All salaries of these employees are set at or above the National Minimum Wage.

## 4 Level and elements of remuneration for Chief Officers employees

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

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

- ~~If the officer is a member of the LGPS, the agreed employer's contribution (currently 17.1% of gross salary plus any other pensionable pay).~~
- All ~~other~~ employees are entitled to claim a casual mileage allowance when travelling on council business.
- ~~Access to a Cashplan scheme. Employees pay tax on this benefit.~~
- Access to an Employee Assistance Programme (EAP).

- Payment of an annual subscription to one professional institution where this has a clear benefit or is a requisite for the job. In some cases, if role specific, a maximum of two professional subscriptions may be reimbursed, at the discretion of the ~~Head of Corporate Resources~~. [Head of Service](#).

## 5 Remuneration of Chief Officers on recruitment

- 5.1 ~~TDC~~ [The Council's](#) commitment is to pay appropriately to attract and retain competent and experienced senior staff to lead the organisation.
- 5.2 ~~TDC~~ [The Council's](#) policy is to appoint at the bottom of the salary scale, or near the bottom taking into account the relevant skills and experience of the person appointed.
- 5.3 Progression through the grade, [is](#) subject to ~~satisfactory performance~~ [performance in the role and](#), is on an annual basis each April until the top of grade is reached.
- 5.4 As outlined in the Council's Constitution, Chief Officers (definition in 2.2 above refers) are appointed by the Chief Officer Sub-Committee (COSC), following recommendations from the Chief Executive, which then reports its decision to [Full](#) Council.
- 5.5 Appointments to the post of Chief Executive are made by Full Council following recommendations made by the COSC.

## 6 Increases and additions to remuneration for ~~Chief Officers~~ [employees](#)

- 6.1 Cost of living pay increases, for all staff, are considered annually and determined through negotiation with Staff Conference, the forum with which Management negotiates and consults with on terms and conditions of employment and other staff related matters.
- 6.2 The Council operates a pay scheme whereby Chief Officers and staff can be awarded a single increment on the salary scale each April. This is dependent on ~~satisfactory~~ [performance and achievement of objectives](#), throughout the year as assessed by the line manager. Once an employee reaches the top of their salary scale there is no opportunity to move into the next grade.
- 6.3 Other salary increases can only be given as a result of [substantial](#) ~~changes~~ in duties and/or responsibilities and any other circumstances which are formally submitted by the Line Manager to the 151 Officer and ~~Executive Head of Corporate Resources~~ [Head of Transformation & Business Support](#) for consideration. These will only be approved in line with the organisational pay policy.
- 6.4 Incremental and cost of living increases are normally paid with effect from the 1<sup>st</sup> April each year.

## 7 The use of performance related pay for Chief Officers

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

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

- 8.1 ~~TDC~~ The Council's Management of Organisational Change Policy sets out a consistent method of calculating redundancy pay which is applied to all redundant employees. The current level of enhanced redundancy pay for employees who are made redundant and are eligible to draw their LGPS pension, is calculated using the statutory system with a multiplier of 1.5 and no cap on weekly earnings. Redundant employees not eligible to draw their pension or not in the pension scheme will benefit from a multiplier of 1.5 and no cap on weekly pay. Staff employed after 1 December 2022 will receive a multiplier of 1 irrespective of whether they are able to access the LGPS pension.

The payment is intended to recompense employees for the loss of their livelihood and provide financial support whilst they seek alternative employment and may be reviewed and adjusted at any time.

- 8.2 Discretionary payments made to officers on **senior management grades** (SM1 and above) in addition to which they are contractually entitled must be authorised by the Chief Officer Sub-Committee.

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

- 8.4 Full Council reserves the right to change all discretionary elements.

## 9 The publication of and access to information relating to remuneration of Chief Officers

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

## 10 Pay multiple (ratio) between bottom and top staff

- 10.1 ~~TDC~~ The Council defines the lowest paid employees as those that are on the second grade (TC2) of the pay scales. The lowest salary being paid to members of staff on the TC2 grade as at January 2023~~2~~ was ~~£48,410~~£19,100.

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

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

- 10.4 Details of the remuneration paid to all members of the Council Leadership Management Team can be found in the Council's annual statement of accounts.

## 11 Components of Employee reward package

- 11.1 Our total reward package for all employees (including Chief Officers) includes pay, Local Government Pension Scheme employer contribution, enhanced holiday entitlement (in excess



of statutory requirements), enhanced sick pay (in excess of statutory requirements), [basic-level healthcare scheme](#), eye test vouchers and agile/flexible working benefits.

- 11.2 All employees can take advantage of several salary sacrifice schemes including [Childcare Vouchers](#) and the Cycle to Work scheme, and benefit from discounts on shopping, entertainment, and holidays through the employee benefits [schemesportal](#).

## **12 Election fees**

These are paid separately for additional duties and responsibilities. All expenditure properly incurred by a Returning Officer in running elections is to be paid by the Council in accordance with the Surrey Fees and Charges Order which is agreed annually. Any expenses paid must not exceed this scale. Elections payments for local elections are the sole responsibility of the Returning Officer and not the Council. The role of the Returning Officer is separate from his/her duties as a local government officer and is directly accountable to the courts as an independent statutory office holder. Fees properly incurred are reimbursed at national elections from central government. The Chief Executive currently acts as Returning Officer for parliamentary elections for the East Surrey constituency and Returning Officer for local elections.

## **13 Policy on employing someone who has left the Council's employment.**

- 13.1 Employees who leave the Council voluntarily without a severance payment are free to apply for jobs that are advertised at their discretion.
- 13.2 Employees who leave the Council with a redundancy payment and no enhancement and subsequently apply and are successful for a position within the Council must repay any redundancy payment, if the appointment is within a month of their termination date.
- 13.3 If the appointment start date is longer than a month the employee can return to work in the position offered but in accordance with the Redundancy Modification Orders, will lose their contractual rights to have their continuous service recognised for all purposes.
- 13.4 Employees who leave the Council with an enhanced severance package will not normally be re-employed or engaged under a contract for services for a period of two years.

## **14 Policy on employing someone who is also drawing a pension**

- 14.1 In line with our Retirement Policy we will consider requests from staff who wish to draw their pension but continue working in a reduced capacity. We would expect to see a reduction in salary through either reduced hours or responsibility which would generate at least £10,000 a year in savings.
- 14.2 Employees who leave the Council on ill-health retirement with the possibility of a return to work under the Local Government Pension Scheme Regulations or who are granted early retirement will be considered on a case by case basis depending upon the circumstances and having due regard to their termination package. The final decision on these cases will be made by the Chief Executive.

## **15 Policy on lowest paid**

- 15.1 With effect from 1<sup>st</sup> April 2015, a commitment was made by Members that all staff, excluding

apprentices and trainees, would be paid the UK National Living Wage and are therefore paid at or above the bottom point of the TC2 grade. All apprentices and trainees are paid at least the rate for 18-20-year olds under the National Minimum wage rates.

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

## **16 Gender Pay Gap data**

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

## **17 Equal Pay**

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

## **18 Equality and Diversity**

- 18.1 The council is committed to ensuring that no-one is discriminated against, disadvantaged, or given preference, particularly based on protected characteristics as defined in the Equality Act 2010.
- 18.2 This policy will be applied equally to all employees.

**APPENDIX N - PROPOSED TIMETABLE OF MEETINGS FOR 2023/24** (meetings start at 7.30pm unless otherwise indicated)

MAY 2023	JUNE 2023	JULY 2023	AUGUST 2023	SEPT 2023	OCT 2023	NOV 2023	DEC 2023
1Mon <b>BH</b>	1Thurs	1Sat	1Tues	1Fri	1Sun	1Weds	1Fri
2Tues	2Fri	2Sun	2Weds	2Sat	2Mon	2Thurs <b>P</b>	2Sat
3Weds	3Sat	3Mon	3Thurs	3Sun	3Tues	3Fri <b>ISC 10am<sup>3</sup></b>	3Sun
4Thurs <b>Elections</b>	4Sun	4Tues	4Fri	4Mon	4Weds	4Sat	4Mon
5Fri	5Mon	5Weds	5Sat	5Tues	5Thurs <b>P</b>	5Sun	5Tues
6Sat	6Tues	6Thurs <b>P</b>	6Sun	6Weds	6Fri	6Mon	6Weds
7Sun	7Weds	7Fri	7Mon	7Thurs <b>P</b>	7Sat	7Tues	7Thurs <b>P</b>
8Mon <b>BH</b>	8Thurs <b>P</b>	8Sat	8Tues	8Fri	8Sun	8Weds	8Fri
9Tues	9Fri	9Sun	9Weds	9Sat	9Mon	9Thurs <b>CS</b>	9Sat
10Weds	10Sat	10Mon	10Thurs	10Sun	10Tues	10Fri	10Sun
11Thurs	11Sun	11Tues	11Fri	11Mon	11Weds	11Sat	11Mon
12Fri	12Mon	12Weds JCC 5pm	12Sat	12Tues <b>S</b>	12Thurs	12Sun	12Tues
13Sat	13Tues	13Thurs	13Sun	13Weds	13Fri	13Mon	13Weds
14Sun	14Weds	14Fri	14Mon	14Thurs <b>CS</b>	14Sat	14Tues	14Thurs <b>C</b>
15Mon	15Thurs <b>CS</b>	15 Sat	15Tues	15Fri	15Sun	15Weds	15Fri
16Tues	16Fri <b>ISC 10am<sup>1</sup></b>	16Sun	16Weds	16Sat	16Mon	16Thurs <b>PP</b>	16Sat
17Weds	17Sat	17Mon	17Thurs	17Sun	17Tues	17Fri	17Sun
18Thurs	18Sun	18Tues	18Fri	18Mon	18Weds	18Sat	18Mon
19Fri	19Mon	19Weds	19Sat	19Tues <b>H</b>	19Thurs <b>C</b>	19Sun	19Tues
20Sat	20Tues <b>H</b>	20Thurs <b>C</b>	20Sun	20Weds	20Fri	20Mon	20Weds
21Sun	21Weds	21Fri	21Mon	21Thurs <b>PP</b>	21Sat	21Tues	21Thurs
22Mon	22Thurs <b>PP</b>	22Sat	22Tues	22Fri	22Sun	22Weds JCC 5pm	22Fri
23Tues	23Fri	23Sun	23Weds	23Sat	23Mon	23Thurs <b>H</b>	23Sat
24Weds	24 Sat	24Mon	24Thurs	24 Sun	24Tues	24Fri	24 Sun
25Thurs <b>AC</b>	25Sun	25Tues	25Fri	25Mon	25Weds	25Sat	25Mon <b>BH</b>
26Fri	26Mon	26Weds	26Sat	26Tues <b>A&amp;S<sup>10</sup></b>	26Thurs	26Sun	26Tues <b>BH</b>
27Sat	27Tues <b>A&amp;S</b>	27Thurs <b>P</b>	27Sun	27Weds	27Fri	27Mon	27Weds
28Sun	28Weds	28Fri	28Mon <b>BH</b>	28Thurs <b>S&amp;R</b>	28Sat	28Tues <b>A&amp;S</b>	28Thurs
29Mon <b>BH</b>	29Thurs <b>S&amp;R<sup>2</sup></b>	29 Sat	29Tues	29Fri	29Sun	29Weds	29Fri
30Tues	30Fri	30Sun	30Weds	30Sat	30Mon	30Thurs <b>S&amp;R<sup>4</sup></b>	30Sat
31 Weds		31Mon	31Thurs		31Tues		31Sun

JAN 2024		FEB 2024		MAR 2024		APR 2024		MAY 2024	
1 Mon	<b>BH</b>	1 Thurs	<b>P</b>	1 Fri		1 Mon	<b>BH</b>	1 Weds	
2 Tues		2 Fri		2 Sat		2 Tues		2 Thurs	<b>Elections</b>
3 Weds		3 Sat		3 Sun		3 Weds		3 Fri	
4 Thurs		4 Sun		4 Mon		4 Thurs		4 Sat	
5 Fri		5 Mon		5 Tues		5 Fri		5 Sun	
6 Sat		6 Tues	<b>A&amp;S<sup>10</sup></b>	6 Weds		6 Sat		6 Mon	<b>BH</b>
7 Sun		7 Weds		7 Thurs	<b>P</b>	7 Sun		7 Tues	
8 Mon		8 Thurs	<b>C<sup>9</sup></b>	8 Fri		8 Mon		8 Weds	
9 Tues		9 Fri		9 Sat		9 Tues		9 Thurs	
10 Weds		10 Sat		10 Sun		10 Weds		10 Fri	
11 Thurs	<b>P</b>	11 Sun		11 Mon		11 Thurs	<b>A&amp;S<sup>10</sup></b>	11 Sat	
12 Fri		12 Mon		12 Tues		12 Fri		12 Sun	
13 Sat		13 Tues		13 Weds	JCC 5pm	13 Sat		13 Mon	
14 Sun		14 Weds		14 Thurs	<b>CS<sup>8</sup></b>	14 Sun		14 Tues	
15 Mon		15 Thurs		15 Fri		15 Mon		15 Weds	
16 Tues	<b>CS<sup>5</sup></b>	16 Fri		16 Sat		16 Tues	<b>P</b>	16 Thurs	
17 Weds		17 Sat		17 Sun		17 Weds		17 Fri	
18 Thurs	<b>PP<sup>5</sup></b>	18 Sun		18 Mon		18 Thurs	<b>C</b>	18 Sat	
19 Fri	<b>ISC<sup>6</sup></b>	19 Mon		19 Tues	<b>H</b>	19 Fri		19 Sun	
20 Sat		20 Tues	<b>S</b>	20 Weds		20 Sat		20 Mon	
21 Sun		21 Weds		21 Thurs	<b>PP</b>	21 Sun		21 Tues	
22 Mon		22 Thurs		22 Fri		22 Mon		22 Weds	
23 Tues	<b>H<sup>5+</sup></b>	23 Fri		23 Sat		23 Tues		23 Thurs	<b>AC</b>
24 Weds		24 Sat		24 Sun		24 Weds		24 Fri	
25 Thurs		25 Sun		25 Mon		25 Thurs		25 Sat	
26 Fri		26 Mon		26 Tues	<b>S&amp;R</b>	26 Fri		26 Sun	
27 Sat		27 Tues		27 Weds		27 Sat		27 Mon	<b>BH</b>
28 Sun		28 Weds		28 Thurs		28 Sun		28 Tues	
29 Mon		29 Thurs		29 Fri	<b>BH</b>	29 Mon		29 Weds	
30 Tues	<b>S&amp;R<sup>7</sup></b>			30 Sat		30 Tues		30 Thurs	
31 Weds				31 Sun				31 Fri	

### KEY TO CODING

AC	Annual Council
A&S	Audit & Scrutiny Committee
BH	Bank Holiday
C	Council
CS	Community Services Committee
H	Housing Committee
ISC	Investment Sub-Committee
JCC	Joint Consultative Committee
P	Planning Committee
PP	Planning Policy Committee
S	Standards Committee
S&R	Strategy & Resources Committee

### School holidays

1 = 22/23 treasury investment outturn

2 = 22/23 budget outturn

3 = mid-year treasury investment review

4 = draft Council budget for 24/25

5 = 24/25 budget setting meetings

5+ = including housing rents

6 = capital & investment strategy

7 = to agree the S&R budget envelope and recommend Council Tax & council wide budget for 24/25

8 = community safety review

9 = to set the Council Tax & budget for 24/25

10 = provisional if required