

Community Services Committee

Tuesday, 19th September, 2023 at 7.30 pm

Council Chamber, Council Offices, Station Road East, Oxted

Agenda

The agenda for this meeting is set out below.

Members of the Community Services Committee

| | |
|--------------------------------|------------------------------------|
| Councillor Jackie Wren (Chair) | Councillor Deb Shiner (Vice-Chair) |
| Councillor Helen Bilton | Councillor Bryan Black |
| Councillor Mike Crane | Councillor David Lee |
| Councillor Carole North | Councillor Taylor O'Driscoll |
| Councillor Anna Patel | Councillor Chris Pinard |
| Councillor Lewis Sharp | Councillor Helena Windsor |

Substitute Members

| | |
|--------------------------|-----------------------------|
| Councillor Jenny Gaffney | Councillor Katie Montgomery |
| Councillor Judy Moore | Councillor Lesley Steeds |

If a member of the Committee is unable to attend the meeting, they should notify Democratic Services. If a Member of the Council, who is not a member of the Committee, would like to attend the meeting, please let Democratic Services know by no later than noon on the day of the meeting.

If any clarification about any item of business is needed, contact should be made with officers before the meeting. Reports contain authors' names and contact details.

David Ford

Chief Executive

Information for the public



This meeting will be held in the Council Chamber, Council Offices, Oxted and the public are welcome to attend. Doors for the Council Offices will open 15 minutes before the start of the meeting.



The meeting will also be broadcast online at tinyurl.com/webcastTDC. In attending this meeting, you are accepting that you may be filmed and consent to the live stream being broadcast online and available for others to view.



Information about the terms of reference and membership of this Committee are available in the Council's Constitution available from tinyurl.com/howTDCisrun. The website also provides copies of agendas, reports and minutes.



Details of reports that will be considered at upcoming Committee meetings are published on the Council's Committee Forward Plan. You can view the latest plan at tinyurl.com/TDCforwardplan.

AGENDA

1. Apologies for absence (if any)

2. Declarations of interest

All Members present are required to declare, at this point in the meeting or as soon as possible thereafter:

- (i) any Disclosable Pecuniary Interests (DPIs) and / or
- (ii) other interests arising under the Code of Conduct

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

3. Minutes of the meeting held on 15 June 2023 (Pages 3 - 16)

To confirm as a correct record.

4. To deal with questions submitted under Standing Order 30

Questions must be sent via email or in writing to Democratic Services by 5pm on 15 September 2023 and comply with all other aspects of Standing Order 30 of the Council's Constitution.

5. Future Tandridge Programme Community Services - Grounds Maintenance Options Appraisal Outcome (Pages 17 - 28)

6. Grant Allocations 2023/24: Voluntary Sector and Tandridge Together Community Lottery (Pages 29 - 48)

7. Quarter 1 2023/24 Key Performance Indicators - Community Services Committee (Pages 49 - 54)

8. Quarter 1 2023/24 Budget Monitoring - Community Services Committee (Pages 55 - 66)

9. Any other business which, in the opinion of the Chair, should be considered as a matter of urgency

To consider any other item(s) which, in the opinion of the Chair, should be considered as a matter of urgency – Local Government Act 1972, Section 100B(4)(b).

TANDRIDGE DISTRICT COUNCIL

COMMUNITY SERVICES 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 15 June 2023 at 7:30pm.

PRESENT: Councillors Wren (Chair), Shiner (Vice-Chair), Bilton, Black, Crane, Lee, North, Patel, Pinard and Windsor

PRESENT (Virtually): Councillor Sharp

ALSO PRESENT: Councillors Moore, Allen, Chris Farr, Sue Farr, Gray and Sayer

ALSO PRESENT (Virtually): Councillor Evans

APOLOGIES FOR ABSENCE: Councillor O'Driscoll

25. MINUTES OF THE MEETING HELD ON 9 MARCH 2023

The minutes were confirmed and signed as a correct record.

26. MINUTES OF THE MEETING HELD ON 25 MAY 2023

The minutes were confirmed and signed as a correct record.

27. TO DEAL WITH QUESTIONS SUBMITTED UNDER STANDING ORDER 30

One question had been submitted by Councillor Bilton. The question and response is provided at Appendix A to these minutes.

28. ELECTRIC VEHICLE CHARGING

The Committee received a report seeking approval for the Council to enter into a contract to deliver electric vehicle (EV) charging infrastructure. This followed officer discussions with Surrey County Council and other District and Borough Councils about the delivery of EV charging points across the county.

A contract had been signed between Surrey County Council and Connected Kerb Ltd to deliver publicly accessible on-street charging point infrastructure across Surrey. The District Council had been invited to enter into a 15-year contract with Connected Kerb to allow EV charging points to be installed in its car parks and other suitable Council owned land. This would allow the Council to benefit from economies of scale provided by the overall contract with Surrey County Council. The Council would be a member of the Operations Board and Strategic Management Board overseeing the contract. The Council could, alternatively, seek another supplier but there were limited resources to deliver this type of project.

It was explained that:

- it was not clear yet how many charging points would be installed as this would depend on the existing power network.
- Officers would work with Connected Kerb to agree the design and locations of the chargers.
- funding would be available for two years from the Government. Following that, an administration fee would be payable to Surrey which would be agreed by the Strategic Management Board.
- Connected Kerb built accessibility into its projects and aimed to make one in five chargers fully accessible. It had worked with organisations to refine the design of its network and accessible bays.

During the debate, Members asked several questions and Officers responded by explaining that:

- the contract would allow other public sector organisations within Tandridge to have access to the same terms and conditions.
- Connected Kerb would maintain the chargers and ensure they were fit for purpose.
- the contract would ensure less profitable sites would be included, with more commercial sites subsidising the less lucrative sites.
- there would be mixed designs between slower and faster chargers, but it would not be possible at this stage to identify the costs charged to users.
- there would be a further round of consultation to consider the most appropriate locations. This would include dialogue with other tiers of local government.
- the contract included a break point at years 5 and 10 where installation of new chargers or removal of existing chargers could be considered.
- the Chief Finance Officer was seeking clarification from Surrey County Council on the likely exposure from the risk that the administration fee, chargeable after two years, may exceed income. Negotiations on the contract would include liaising with other Districts and Boroughs in Surrey.

RESOLVED – that the Council enters into a contract with Connected Kerb Ltd to deliver electric vehicle charging infrastructure in its car parks and any other suitable council owned land, on terms acceptable to the Head of Legal Services and the Chief Finance Officer.

29. RESULT OF THE CONSULTATION ON APPOINTING A STAND FOR HACKNEY CARRIAGES AT STATION ROAD EAST, OXTED

The Committee was asked to consider the comments received during the consultation period to determine the appointment of a stand for Hackney carriages on the public highway at the

proposed site on Station Road Easy, Oxted. This followed Committee approval of the consultation advert at the meeting of the Committee on 17 January 2023.

Seven comments were received, five against and two in favour. It was explained that Surrey County Council had already approved the rearrangement of the area following consultation in February 2022. The District Council was able to appoint the stand and could take action if a vehicle other than a Hackney Carriage were to use it.

The Committee noted the opposition of the appointment of the stand by the Oxted Business Improvement District, who had suggested an alternative parking arrangement.

Councillor Shiner proposed, and Councillor Black seconded, the following motion:

That the decision to appoint a stand for Hackney Carriages be deferred whilst Surrey County Council are requested to consider the alternative proposal from the Business Improvement District to introduce herringbone parking in the area.

This motion was passed. The Chair explained that the appointment of the stand must be agreed or rejected during the meeting. The Committee considered a motion to reject the proposal to appoint the stand for further consideration by the Licensing team and Surrey County Council.

RESOLVED – that the proposed appointment of the proposed Hackney carriage stand be rejected because the Business Improvement District had an objection and had come up with an alternative that should be considered.

30. HACKNEY CARRIAGE AND PRIVATE HIRE TRADES LICENSING POLICY - CONSULTATION

A report was submitted recommending the approval of a draft Hackney Carriage and Private Hire Trades Licensing Policy for consultation. This report followed the publication of the Statutory Taxi and Private Hire Vehicle Standards by the Department for Transport in July 2020, which required all Licensing Authorities to review their Licensing Policy in respect of Hackney Carriage and Private Hire licensing.

The new policy would incorporate additional requirements within the standards. The Department for Transport had stated that the Council must merge all existing policies into one policy to provide clarity and guidance to members of the trade and the public. The policy had to be subject to consultation in order to ensure views had been taken into account.

Officers explained that:

- the policy would be subject to review every five years. It would incorporate several new considerations that Licensing Authorities must take into account as outlined in paragraph 7 of the report.
- as a result of the Shared Service with Mole Valley District Council, the intention was to implement the same policy for both councils.
- the consultation would run for 12 weeks.
- licence holders would receive a three year licence, regardless of when in the year they applied for it.

RESOLVED – that the revised draft Licensing Policy for Hackney Carriage and Private Hire be approved for consultation seeking the views of the licensed Hackney Carriage and Private Hire trade and relevant stakeholders.

31. REVIEW OF DOG WALKING POLICY

The Committee considered a report seeking approval to undertake a six-week public consultation on the introduction of a Public Spaces Protection Order (PSPO) for the control of dogs. This followed the tragic death of a dog walker at Caterham Viewpoint in January 2023.

Once implemented, a PSPO would impose legally enforceable restrictions on certain activities. Any breaches of the PSPO would be enforced by the issuance of a £100 Fixed Penalty Notice.

Hayley Herbert-Hamilton, the owner and founder of a pet care business, addressed the Committee (as permitted under Standing Order 31). Hayley explained that the vast majority of dog walkers operated safely and responsibly. However, the licence scheme did not offer dog walkers anything in return and it was important that arrangements did not pass the buck to other local authorities. The issue was not the number of dogs being walked, but ensuring that people operated safely in line with their experience.

Hayley suggested that a licence should be something to be desired by dog walkers. This could be achieved by licenced walkers being added to a Tandridge list of recommended walkers and being provided with an armband and vehicle sticker, and the introduction of a star rating system. Raising awareness of the requirements for dog walkers and dog owners looking for walkers was imperative, as was an opportunity to report poor practice to the Council for follow up.

During the debate, Members made the following comments:

- The consultation must be wider than the four points in the report and ensure experts are given the opportunity to respond.
- There was a risk that new requirements would make dog walking financial unviable and could lead to good dog walkers being put out of business.

In response, Officers confirmed:

- The consultation would allow people to give their opinions freely. There would be some specific questions about dog friendly areas.
- Officers would seek legal advice on whether a PSPO would cover other land owners. They would also consider the geographical extent of a PSPO.
- The consultation would seek views on all dogs being kept on leads in specific open spaces.

The Chair, Councillor Wren, seconded by Councillor Lee, proposed that recommendation B be amended to: “*The proposals for Dog Control (as outlined in the report and other matters as agreed by the Chair) be approved for inclusion in the consultation.*”

RESOLVED – that:

- A) A six-week period of public consultation on the Draft Public Spaces Protection Order be undertaken.
- B) The proposals for Dog Control (as outlined in the report and other matters as agreed by the Chair) be approved for inclusion in the consultation.
- C) A further report be presented to a future meeting of the Community Services Committee detailing the results of the consultation exercise and recommending the introduction of a PSPO at the earliest possible date.

In accordance with Standing Order 25(3), Councillor North wished it recorded that she voted against the resolutions.

32. UK SHARED PROSPERITY FUND UPDATE

The Committee received a report outlining the proposed approach to allocating the Government's UK Shared Prosperity Fund (UKSPF). The UKSPF, which totalled £1m of funding for Tandridge, would play a key role in providing investment in the Council's Open Space Strategy. The Strategy, approved in 2021, outlined 249 projects and programmes totalling £4.7m of expenditure. Work had been undertaken prioritising these projects through a scoring matrix to ensure the £1m UKSPF funding would have the highest impact. The report contained a shortlist of projects which were recommended for approval due to their low cost and high score. It was noted that line 20 (arts projects and statues) was to be removed. It was necessary to approve these projects at this stage to ensure the Council met the funding profile of the UKSPF.

Officers also recommended the establishment of a Member Working Group to consider and recommend the allocation of funding to future projects to the Committee. It was proposed that the Working Group would take account of geographical balance, and would be made up of 4 Resident's Alliance Members, 2 Liberal Democrat Members, 2 Conservative Members and 1 Independent Group Member.

Members made the following comments during the debate:

- The extra resource used to fund the Open Space Strategy was welcome. It was noted that the mechanism for funding it through the UKSPF meant differences in priorities to those set out in the Strategy.
- Parish Councils should be involved in decision making Officers agreed to consider the mechanism of engaging them via the Working Group.

Officers confirmed the Working Group would be given a copy of the full list, which had been published as a background paper to the report.

RESOLVED – that:

- A) the programme of projects for expenditure under the Tandridge UKSPF programme at Annex A to the report (excluding line 20), be approved.
- B) a Member Working Group to discuss and approve the further programme of projects to commit full expenditure of the Council's UKSPF Allocation, be formed.
- C) next steps and further reporting to this Committee, be noted.

33. 2022/23 BUDGET OUTTURN - COMMUNITY SERVICES

The Committee received a report outlining the full-year outturn of the Committee's 2022/23 Revenue and Capital budgets.

The full-year Revenue outturn was a net spend of £4,156k against the budget of £4,051k. There was a full-year overspend of £105k. The key area of revenue variance was the Waste service which was overspent by £243k as a result of the impact of inflation on the contract. There was also a shortfall in expected income of £167k and offsetting underspends of £238k. Full-year savings of £157k were delivered, against a target of £177k, with the remaining £20k target expected to be delivered in 2023/24.

The Capital Outturn spend was £579k against the budget of £1,839k, an underspend of £1,260k. This was due to a number of schemes being put on hold until service reviews had been concluded.

The Council's overall 2022/23 position, a total surplus of £595k, would be reported to the June meeting of the Strategy & Resources Committee.

In response to a question from Councillor Lee, it was confirmed that Key Performance Indicators would be reported quarterly at future meetings of the Committee alongside budget monitoring. Work was being done to ensure there was an evidence based approach to performance.

RESOLVED – that the Committee's Revenue and Capital Outturn positions as at Quarter 4 / M12 (March) 2023 be noted.

In accordance with Standing Order 25(3), Councillors Bilton, Lee and Patel wished it recorded that they voted against the resolution.

34. CONSIDERATION OF MOTION PRESENTED TO COUNCIL BY COUNCILLOR O'DRISCOLL

The Committee received a report following a motion brought by Councillor O'Driscoll to the meeting of Full Council on 9 February 2023. The motion sought Council commitment to *“support local sports clubs across Tandridge by highlighting grants available to them and providing advice on how to apply for grants.”*

The Council did not have a dedicated resource available to assist clubs to apply for grants. However, it did work in partnership across a number of workstreams and systems to support the community and voluntary sector. The report highlighted a number of ways the Council did that through its rental grant subsidy policy, the Tandridge Together Community Fund and partnership working with Active Surrey and Tandridge Voluntary Action.

RESOLVED – that all local sports clubs across the District be signposted to the Tandridge Community Lottery and Tandridge Voluntary Action who can provide advice on how to apply for grants.

35. PROPOSED TRANSFER OF FUNCTIONS TO THE LICENSING COMMITTEE

The Committee received a report recommending arrangements to enable the Council's licensing functions to be administered through a single Licensing Committee. The Licensing Committee would act as the appropriate statutory committee to deal with relevant licensing matters. Responsibility for several functions of the Committee would pass to the Licensing Committee as set out in the report.

The Committee would retain responsibility for the provision of taxi ranks, fees and fares for taxis and setting fees for various types of licences. It would also retain responsibility for the conclusion of the Hackney Carriage and Private Hire Trades Licensing Policy.

COUNCIL DECISION

(subject to ratification by Council)

RECOMMENDED – that subject to the current review of hackney carriage and private hire trades licensing policy being completed by the Community Services Committee, the following amendments be made to the scheme of delegation to Committees (Part E of the Council's constitution) so that responsibility for all licensing functions is undertaken by a single Licensing Committee and its Sub-Committee:

Community Services Committee

a) removal of the following clause (vi) within its terms of reference:

Determination of licence applications for hackney carriage / private hire vehicles; animal welfare; pollution control; house to house and street collection licences; street trading; scrap metal dealing; sex establishments and other premises requiring licences /registration/ permits for purposes other than alcohol, entertainment or gambling.

b) Abolition of the Regulatory Sub-Committee (which has previously been constituted to undertake any licensing hearings in connection with (a) above).

Licensing Committee

New Terms of Reference to be in accordance with Appendix B to these minutes.

36. SUPPORT FOR FREEDOM LEISURE

The press and public were excluded from this item in accordance with Section 100A (4) of the Local Government Act 1972 (as amended) on the grounds that:

- i) the item involves the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Act; and
- ii) the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

The Committee received an update on the Leisure Partnership Agreement with Freedom Leisure by way of a report and presentation.

RESOLVED – that:

- A) the contents of the presentation be noted; and
- B) Officers prepare a draft leisure strategy with agreed outcomes in partnership with Freedom Leisure for consideration at a future meeting of this Committee.

Rising 10.19 pm

Appendix A

Community Services Committee – 15 June 2023

Agenda Item 5 – Question submitted under Standing Order 30

Question from Councillor Bilton

Councillors in Caterham are receiving regular complaints from both residents and hirers of Queens Park about the new grass cutting schedule.

Put simply, 4 weekly cuts are not frequent enough. I understand we are trialling longer intervals, but so far feedback from all users is that this is insufficient. Hirers are of the opinion that the facility they are paying to hire is not fit for purpose most of the time and being asked to pay over and above their hire fee for the facility to become fit for purpose is wholly unreasonable. I have to say I agree with them.

Over and above this, we are no longer providing safe space for our residents, particularly those with small children. It's bad enough that the play park equipment is closed until the summer holidays, but families are now not even able to kick a ball about for fear of their children treading in something unpleasant, or standing on broken glass or cans, that can't be seen because the grass is too long.

At what point do we accept that the trial is failing and reinstate fortnightly grass cutting?

Response from the Deputy Chief Executive

We are aware of several groups who use Queens Park, however none actually hire and pay to use the park.

The street cleaning team have been out to Queens Park on a daily basis, and there have had no concerns raised by them or to them of broken glass and cans on the grass. The Park was mown earlier this week. I would encourage residents and Councillors to notify us of any issues as soon as possible, so that we can get teams out to assess and clear directly. This can be done through [Tandridge.gov.uk](https://www.tandridge.gov.uk) under 'Report' or through calling Customer Services.

We very much appreciate families' frustration with the play area being closed and thank residents for their patience.

Due to age, the playground bark is deemed unfit for purpose as a safety surface under the playground units within Queens Park, Mint Walk, Whyteleafe Rec, and Jenners Field and a programme of work has been set up, so the old playground bark is being replaced. We have now completed the procurement and appointed a company to progress.

As agreed by this committee, we have made provision to do additional grass cuts or provide some flexibility in the schedule when requested by hirers. We have responded to a couple of requests to date, for example Bushy Croft Playing Field (in old Oxted) was mown a week earlier than normal for a football tournament. And the Colin Anderson Playing Field (in Dormansland) in which the contractor mowed the field and the grounds staff cleared the excess grass laying on the field.

In terms of the length of the trial, we need to continue this for the grass cutting season, so that we can measure the full impact over that timescale.

Appendix A

Supplementary question from Councillor Bilton

In terms of the bark, should this not have been replaced in advance as we would have known the age of it?

Have the additional cuts that have been requested been paid for by those who have requested them or are they just an additional cut?

Response from the Deputy Chief Executive

The additional cuts are where hirers have requested it because it has stopped them playing sport. It is not an additional fee on top of their hire fee.

Lessons have been learnt in terms of playgrounds and in the autumn we will be looking more strategically at all our play areas to understand the works that need to be undertaken on them.

LICENSING COMMITTEE *(proposed new text in bold italics)*

1. TERMS OF REFERENCE

- 1.1 To be responsible for exercising regulatory and policy functions under the relevant legislation concerning the determination of licence applications, as and when necessary, relating to the following activities:
- (i) Alcohol and regulated entertainment
 - (ii) ***Other activities under the jurisdiction of the Council as the licensing authority, including those in connection with hackney carriage / private hire vehicle operations; gambling and racing licence applications; animal welfare; pollution control; house to house and street collection licences; street trading; scrap metal dealing; sex establishments and other premises requiring licences.***
- 1.2 ***The Committee shall act as the statutory committee under the Licensing Act 2003 (Section 6) when dealing with licensing policy matters in connection with 1.1(i) above. As such, the Committee shall comprise between 10 and 15 members.***
- 1.3 ***The Committee shall act as an 'ordinary committee of the Council' as defined by the Local Government Act 1972 (Section 101) when dealing with licensing policy matters in connection with 1.1(ii) above. As such, the Committee shall also be subject to the political balance requirements of the Local Government & Housing Act 1989.***

2. TO RECOMMEND

- (i) New policies or changes in licensing policy.
- (ii) Changes to the Committee's Terms of Reference.
- (iii) Other matters under the Committee's jurisdiction which, by virtue of statutory provision, must be determined by full Council.

3. DELEGATION TO THE LICENSING SUB-COMMITTEE

- (i) Determination of licence/registration applications and enforcement action ***relating to the activities defined in 1.1 above***, referred by:
- (a) any Member of the Council; or
 - (b) the Chief Executive or Deputy Chief Executive, including:
 - instances where they are minded to refuse a licence application; and
 - referrals arising from the scheme of delegation for alcohol and regulated entertainment licensing (see Annex 1 to these Terms of Reference).
- (ii) The Licensing Sub-Committee shall comprise three members drawn from the parent Committee. In the event of one or more of the three principal members being unable to attend a hearing, their places shall be filled by selecting substitutes from the Licensing Committee. (*Membership of the Licensing Committee does not preclude Members from attending a hearing as the local Ward Member and undertaking a representative role as an interested party within the meaning of the Licensing Act*).

4. DELEGATION TO OFFICERS

1. To the Chief Executive and other Management Team Members the power to implement Council/Committee policies and deal with the day to day management of services relevant to this Committee, including the discharge of all functions of the Council, except for those which are identified above as reserved for determination by the Council, Committee or Sub-Committee.
2. The Officers named in 1. above to have the power in turn to delegate to other Officers of their choice the power to deal on their behalf and in their name with any of those functions. Such delegation shall be in writing and signed by the relevant MT Member and may contain such limitations or be subject to such conditions as that Officer shall decide.
3. For the purposes of Alcohol and Entertainment licensing, delegation shall be exercised in accordance with the scheme of delegation recommended by the Secretary of State in section 182 of the Licensing Act 2003 Guidance as refined by Minute 162, 2004/05 (Licensing Committee – 25th November 2004) (see Annex 1 to these Terms of Reference on the following page) and section 154 of the Gambling Act 2005.

ANNEX '1'

ANNEX '1'

Licensing Committee Scheme of Delegation regarding alcohol and regulated entertainment licensing

The Authority will exercise and delegate functions in accordance with this table.

| Matter to be dealt with | Licensing Sub-Committee | Officers |
|---|-----------------------------------|--|
| Application for personal licence | If a Police objection | If no objection made |
| Application for personal licence with unspent convictions | All cases | |
| Application for premises licence/club premises certificate | If a relevant representation made | If no relevant representation made |
| Application for provisional statement | If a relevant representation made | If no relevant representation made |
| Application to vary premises/club premises certificate | If a relevant representation made | If no relevant representation made |
| Application to vary designated premises supervisor | If a Police objection | All other cases |
| Request to be removed as designated personal licence holder | | All cases |
| Application for transfer of premises licence | If a Police objection | All other cases |
| Application for Interim Authorities | If a Police objection | All other cases |
| Application to review premises licence/club registration certificate. | All cases | |
| Decision on whether a complaint is frivolous, vexatious etc | | All cases in consultation with Members in accordance with Standing Order 46 of Part B of the Constitution. |
| Decision to object when Local Authority is a consultee and not the relevant authority considering the application | All cases | |
| Determination of a Police representation to a temporary event notice. | All cases | |

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Future Tandridge Programme Community Services - Grounds Maintenance Options Appraisal Outcome

Community Services Committee 19th September 2023

Report of: Chief Executive

Purpose: For decision

Publication status: Unrestricted

Wards affected: All

Executive summary:

As part of the Future Tandridge Programme ('FTP'), each service has undergone a robust service review to consider opportunities for service improvement, the potential for services to be delivered through a different delivery model and to identify savings needed to address the Council's significant budget gap in 2023/24.

This report sets out an update on the recent Grounds Maintenance Options Appraisal as well as progress to-date for the services within the scope of the Community Services Committee.

This report supports the Council's priority of: Building a better Council/
Supporting economic recovery in Tandridge

Contact officer David Ford (Chief Executive)

Recommendation to Committee:

- A. To note the progress made to date and the details of the Grounds Maintenance options appraisal.
- B. To approve the lot structure approach

- C. To note that the resources required to deliver the preferred option will be recommended to Strategy & Resources Committee to approve as part of a wider Future Tandridge Programme update.

Reason for recommendation:

The grounds maintenance service has been subject to a thorough review as part of the Future Tandridge Programme, culminating in a detailed options appraisal to recommend a future delivery model.

The overriding aims of the options appraisal were to deliver:

- A robust, resilient and flexible Grounds Maintenance Service, focusing on creating a positive environment for residents across the Housing Revenue Account and General Fund assets,
- A service which performs to agreed schedules, frequencies and standards,
- A service which delivers value for money within the approved budget,
- A service that provides clear key performance indicators which can be tracked and robustly managed throughout the year, and
- A service which adopts the commissioning approach, based on clear data and evidence and which is based on the principle of continuous improvement.
- A service that has the flexibility to deal variables that arise at short notice.

Grounds maintenance is part of a wider savings target for Operations of £239k in 2023/24. Progress towards delivering this saving was set out in the Committee report of 9th March 2023. To-date, all but £16.5k of savings have been identified, largely through the minimisation of inflationary pressure on the current contract and efficiencies in the structure of the wider Operations service. Work to identify the remaining savings will continue.

Introduction and background

1. General update

1.1 Currently grounds maintenance activities are delivered through a mixed economy of provision, with the maintenance of general Council assets being outsourced and the maintenance of housing assets being undertaken in-house. Detailed below is a summary of the current performance of these arrangements:

- a) Outsourced Arrangements: these are through a local small to medium enterprise (SME), who deliver a proficient level of service with a focus on the employment of local people. The costs of the

current contractual arrangements have been benchmarked through external reviews and confirmed as offering the Council value for money. The current supplier has worked with the Council to reconfigure the service and to deliver savings. These have been incorporated into a 12-month contract extension.

b) In-house Arrangements: This is through a small team within Operational Services. A proficient level of service is being delivered though this and is compromised at times through the difficulty in recruiting staff and sickness absence.

- 1.2 The initial service review discovered several weaknesses within the current set up including poor data in areas and details of the assets to be maintained, poor specifications and light touch contract management.
- 1.3 Substantial work has been carried out to improve the data which has included producing the first mapping layer of all the grounds maintenance assets on the Council's mapping system.
- 1.4 As a result of long-term sickness in the in-house team, several vacancies have arisen and during 2023 temporary staff were bought in to cover the areas of work where the service was failing.
- 1.5 To deliver savings on the 2023/24 budget and to ensure sufficient time to deliver the future delivery model for these services, the contract with the external provider for grounds maintenance work has been extended until November 2024.

2. Grounds Maintenance Options appraisal

- 2.1 The Council needs to decide its preferred option for the future delivery of grounds maintenance activities by the end of October 2023 to then allow 12 months for the implementation of the preferred option to fit within the contract extension agreed with the current provider.
- 2.2 The purpose of the options appraisal is to determine the preferred option for the future delivery of grounds maintenance activities within the context of the Council's Medium Term Financial plan.
- 2.3 The description of the options in scope for appraisal are as follows:
 - a) **Option 1:** Tendering of all grounds maintenance activities, including the activities currently delivered in-house (Housing Revenue Account funded activities).
 - b) **Option 2:** Insourcing the current externalised services to an expanded in-house delivery team, including harmonising TUPE transferred staff onto Council standard terms and conditions of service.

- c) **Option 3:** Transferring all grounds maintenance activities delivered external and in-house into a Local Authority Trading Company (LATCO), to include some sub-contracting of activities using local small to medium enterprises.
- d) **Option 4:** Transferring all grounds maintenance activities to a shared services arrangement with a neighbouring council.

2.4 Senior Officers with the support of PeopleToo assessed each option in relation to the Council’s strategic priorities and objectives. This was against pre-set evaluation criteria and a scoring matrix for the following factors:

- Financial Considerations.
- Social Value/Community Wealth Benefit.
- Performance (ability to delivery specified service outputs).
- Legal & Contractual Considerations.
- Capability.
- Capacity.

2.5 The table below details the scoring of the quality assessment and shows the ranking of the options:

| | Option 1 Tender/Outsourced | Option 2 Insource to a DSO | Option Insource to LATCo | Option 4 Shared Service Arrangements |
|-----------------|-------------------------------|----------------------------------|--------------------------------|---|
| Score | 36 | 40 | 37 | 32 |
| Overall Ranking | 3rd | 1st | 2nd | 4th |

*Based on a maximum score of 40

3 Costing of the Options

3.1 The costing of the options has been based on the following parameters:

- a) The costings have been prepared in accordance with the format agreed with the Council and based on a set of commercial rates and assumptions rather than the Council’s own costs.
- b) The costings are based on the confirmed quantities of work by category of work as recently measured, and the frequencies for work activities agreed by Members to reduce the cost of grounds maintenance services.
- c) The costings all assume that the same level of productivity under each option from a directly comparable resource base.

3.2 The outcome of the costing of the options is summarised below with each option being ranked in accordance with the total costs:

| | | | | |
|-------|-------------------------------|-------------------------------|--------------------------------|--|
| | Option 1 Tender/Outsourced | Option 2 Insource to a DSO | Option Insource to LATCo | Option 4 Shared Service Arrangements |
| Score | 60 | 51 | 59 | 51 |
| Rank | 1 st | 3 rd equal | 2 nd | 3 rd equal |

*Based on a maximum score of 60

4 Overall Assessment of the options

4.1 This assessment has been based on bringing together the costing of the options and assessment of the options against the Council's priorities and objectives, (the quality assessment). This reflects the approach adopted by the Council regarding the procurement of other services.

4.2 The table below ranks the options considering the VFM score:

| Option | Ranking |
|---------------------------------------|---------|
| Option 1: Outsourced Service Delivery | 1 |
| Option 2: In-house Service Delivery | 3 |
| Option 3: LATCo Service Delivery | 2 |
| Option 4: Shared Service Delivery | 4 |

5 Implementation Timeframe and Costs

5.1 Outlined below is a provisional estimate of the implementation timeframe and cost for each option:

| Option | Estimated Timeframe | Projected Cost |
|---|--|--|
| Option 1 – Outsourced Service Delivery | 12 months based on Restricted Procedures | £120,000 to £150,000 for legal and profession support for the procurement exercise |
| Option 2 – In-house Service Delivery | 12 months for the transfer of staff, procurement of vehicles and machinery and preparatory work for the operational phase. | £100,000 for professional support and limited legal advice. |

| | | |
|---|--|--|
| Option 3 – LATCo Service Delivery | 12 months to set up the company, transfer of staff, procurement of vehicles and machinery and preparatory work for the operational phase. | £125,000 for professional support and limited legal support. |
| Option 4 – Shared Service Delivery | 18 months for the development of the shared service arrangements to involve extended negotiations with the partner council, transfer of staff, procurement of vehicles and machinery and preparatory work for the operational phase. | £125,000 to £140,000 for professional support and limited legal support. |

Note: The implementation costs have not been included in the modelling of the costs for each option because they are broadly similar and not part of the on-going revenue costs for the options.

- 5.2 In terms of the projected costs the HRA would contribute to these costs based on the % value of the cost of the services.
- 5.3 The report recommends an approach that includes elements of in-house and outsourced provision. On this basis, the cost is likely to be similar to Option 1, at £120 - £150k. Of this, approximately 35% (up to £53k) will be borne by the Housing Revenue Account with the remainder (up to £97k) to factored into the Future Tandridge Programme implementation costs, and ultimately funded from existing capital receipts. The implementation cost will form part of the wider programme update to Strategy & Resources committee.

6 Considerations

- 6.1 The options appraisal showed that outsourcing was the preferred option followed by LATCo (Local authority trading company), in-house and finally a shared service. However, this is desk top exercise and there are other factors to consider when looking at the results as detailed below.
- 6.3 The market for grounds maintenance has consolidated in recent years, both in terms of the offering and availability of contracts and the number of companies which are actively tendering.
- 6.4 There is a trend for councils to return services in-house as contracts end, especially those which were tendered in the period of competitive bids and low indexation.
- 6.5 The emerging view is that there are significant risks in putting the whole service out as there would likely not be market appetite for this work and could leave the Council in a single bidder situation. Retaining an element in-house also provides a greater degree of flexibility and preserves the opportunity to share the service with other councils in future.

6.6 However, the other options also have some issues that are detailed below:

- In house – one of the major concerns about bringing the whole service in-house are the financial implications of either employing transferred contractor staff on Council terms and condition or to have to recruit more operatives on these conditions. The issue is the impact of the Local Government Pension Scheme (LGPS).
- LATCO – whilst the LGPS impact is reduced for transferring or new staff the incumbent operatives would still be on the Council conditions. Therefore, any immediate LGPS savings would not be realised. There could also be issues with managing a two-tier workforce. In addition, there are the costs for the setup and running of the LATCO, such as Human Resources, Finance and legal implications.
- Shared Services – there is limited interest from other local authorities. Then there is the complication of finding an authority who is interested and can work to our timescales which means that this option is not feasible at this stage.

6.7 There are pros and cons with each option and there is concern about the market appetite for a full procurement. The recommended approach is to implement a hybrid option of in-house, and outsourced work based on logical lot structures. This approach does lead itself to being developed into a shared service or LATCO should the opportunity arise in the future. This approach does allow the flexibility to react to immediate service issues and to future budgetary changes.

6.8 Whilst this is structurally similar to the current approach, there will be some key differences, including:

- An intelligent client approach (set out in section 8 below), ensuring the Council has the resources in place to actively manage the work undertaken, whether that is in-house or external, to ensure that value for money is achieved, standards are met and there is no duplication of effort.
- A data-driven approach to ensure that the correct assets are maintained to the correct standard.
- A more commercial approach taken, where all spend is properly assessed against budget before being approved.
- A continuous improvement approach where feedback is actively built into an ongoing development plan.

6.9 The intention is for there to be no additional LGPS cost as a result of the recommended approach, so the in-house element will need to be delivered within the existing staffing cost budgets.

6.10 The opportunity will be taken to review the budgeting arrangements for the service to ensure that there are clear lines of accountability and budget management for the Housing Revenue Account and the General Fund.

7 Lot Structure Approach

7.1 As part of the data improvement piece of work and analysis of the work the view is that the work is split into areas of specific activity rather than geographical approach.

7.2 The following lot approach is recommended:

| Service | Delivery Option |
|---|------------------------|
| Housing Grounds Maintenance including Hedge Cutting | In House |
| Parks And Open Spaces Maintenance including Sportsgrounds and specialist work | Outsource |
| Cemetery Maintenance and Grave Digging | Outsource |
| Associated Grounds Maintenance Work | Outsource / In house |
| Playground Inspections and Maintenance | Outsource/In House |
| Arboriculture | Outsource |

7.3 There will be the opportunity for a provider to tender for more than one lot and therefore, we could end up with a single provider or several smaller ones, this would allow the Council to benefit from a positive response from the market but also mitigate the risks of a low interest.

8 Staffing

8.1 Currently there are 3 vacancies within the Housing Grounds Maintenance team.

8.2 These positions have been kept open during the Future Tandridge Programme work as at that time the service delivery was unknown.

8.3 Depending on market appetite for the Lots there could be an impact on the 3 staff working on General Funded Open Spaces work. However, by keeping the vacancies open there is the opportunity to transfer staff between the two functions.

9 Next steps

9.1 To support delivery of grounds maintenance and other operations services, an intelligent client model will be set up at Tandridge, this will provide the following regardless of delivery models:

- Strong contract and supplier management
- Mutually agreed service objectives and expected outcomes
- Clearly defined service specifications and expected outcomes
- Trust and good working relationship
- SMART Key Performance Indicators built into the service
- Regular performance reviews
- Actively monitoring work whether internal or externally delivered
- Expectation of check and challenge with supplier
- All above form part of the commissioning and continuous approach being developed by officers.

9.3 Subject to approval regarding the lot approach further market testing will be carried out to assess the market appetite for the suggested way forward. An update report will be taken to the November Committee including a detailed procurement timetable and project plan.

9.4 Work will also comment on setting out the various specifications, developing the key performance indicators and investigating cloud-based monitoring systems.

Key implications

Comments of the Chief Finance Officer

Grounds maintenance is part of a wider savings target of £239k for Operations. Progress against this was set out in detail to Community Services Committee on the 9th March 2023.

The proposals set out in this report are based on the principle of adhering to the approved budget for the service, continuing to deliver value for money and strengthening the commercial, contractual and budget management arrangements.

Whilst there are weaknesses in the Council's current approach, external review of the current contractual arrangements demonstrate that they deliver good value for money overall. The proposal to re-design the service based on the lot structure, building on the principles of strong commissioning and an intelligent client model should ensure that the service continues to deliver value for money in a more robust and evidenced manner.

The implementation costs will be reviewed and managed as part of the wider FTP resourcing, to be reported to Strategy & Resources Committee on the 28th September 2023.

Comments of the Head of Legal Services

Members have to make difficult decisions on where to focus the Council's resources. They need to be confident that the Council is providing the right services in the right way and investing or disinvesting appropriately. This report has set out a range of options for delivering the ground maintenance service and the opportunities for improvement and change and has also assessed the merits of these options. A robust options appraisal process helps provide assurance to Members and the public that these decisions are being made on a sound basis and by considering all the relevant information.

Some aspects of the legal and procurement issues are described in the report. A greater level of detail may be required subject to the decision Members take. In the event of an external partner taking over the grounds staff, any transferring employees would be protected under the Transfer of Undertakings (Protection of Employment) (TUPE) regulations.

Equality

- 12.1 The Council has specific responsibilities under the Equality Act 2010 and Public Sector Equality Duty. Part of this is to ensure that the potential effects of decisions on those protected by the equality's legislation are considered prior to any decision being made.
- 12.2 Section 149 of the Equality Act 2010, provides that a public authority must, in the exercise of its functions, have due regard to the need to:
 - eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the EA;
 - advance equality of opportunity between persons who share a relevant protected characteristic (as defined by the Equality Act) and persons who do not share it;
 - foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 12.3 The three parts of the duty applies to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex, and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.
- 12.4 Members should have due regard to the public-sector equality duty when making their decisions. The equalities duties are continuing duties they are not duties to secure a particular outcome.
- 12.5 Officers will continue to monitor the impact of proposals and undertake an Equality Impact Assessment where this is found to be appropriate.

Climate change

- 13.1 Reducing the number of grass and hedge cuts will help increase the biodiversity of the areas. Less frequent or intensive cutting will enable bees, butterflies, and other such wildlife to take up residence.

Background papers

2022/23 overall S&R paper – 30th June 2022

Future Tandridge Programme Community Services - Service Review Update
Community Services Committee - 18 October 2022

Community Services Committee - Future Tandridge Programme Update - March
2023 – 9th March 2023

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Grant Allocations 2023/24: Voluntary Sector and Tandridge Together Community Lottery

Community Services Committee Tuesday, 19 September 2023

Report of: Head of Communities and Partnerships

Purpose: For decision

Publication status: Open

Wards affected: All

Executive summary:

- In 2023/24 the Council committed to spend £249,143 on community and voluntary organisations from its grants budget (£221,348 from Community grants & £27,795 from Community Lottery Fund). This report is brought to Committee to note the level of funding for 2023/24.
- It is also asked to consider the timescales, process and criteria for the allocations for the Tandridge Together community fund for 2023/2024.
- It outlines the grants currently provided to local organisations from the Committee's budget and highlights the contributions these voluntary sector organisations play in delivering services to residents.
- The report also summaries the Member/Officer Panel which was established to manage and administer the grants budget and scoring matrix that was introduced in December 2022 to assess the suitability of the grants.
- It is proposed that the current process for allocating the Tandridge Lottery Community grants continues and that the Tandridge Health & Wellbeing Board assess applications and recommend funding allocations. It is felt that this Board is best placed to provide a robust and objective assessment process for applications.
- The small grants are allocated from the Tandridge Together Community Fund (TTCF) which is, in turn, funded by sales of tickets in the Tandridge

Together Lottery. It is therefore important for the Committee to also monitor the progress of the lottery to ensure that there are adequate funds in the TTCF for future small grant allocations.

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

Contact officer Julie Porter Head of Communities and Partnerships
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Recommendation to Committee:

For the allocation of voluntary grants in 2023/24:

- A. The current levels of funding allocations for the grants for 2023/24 be noted.

For the allocation of Tandridge Lottery Community grants 2023/24 the following recommendations be approved:

- B. the application process to follow the timetable set out in paragraph 19.
- C. the overall total budget for small grants to be determined in December 2023 based on the money in the Tandridge Together Community Fund. This will be a minimum of £20,000, with any shortfall being met from the Council's future budgets.
- D. the criteria for assessing grant applications for the 2023/2024 process be as per Appendix B; and
- E. the award of grants to be considered by a sub-group of the Tandridge Health & Wellbeing Board before being taken to the full Board in January 2024 to agree a formal recommendation. The recommendations will be submitted to the Deputy Chief Executive for formal agreement.

Reason for recommendation:

The approach for the allocation of voluntary grants worked well this year with the introduction of the panel and the scoring matrix. Officers believe the voluntary organisations provide a vital role in delivering services to residents, but the Committee is invited to consider whether:

- the allocations from the budget remain appropriate.

- If existing funding streams are reduced or withdrawn, should some recipients be considered for reduction over others.

In terms of the lottery related community grants:

- The recommended approach for the allocation of the Tandridge lottery community grants is similar to previous years. Officers believe the Tandridge Health & Wellbeing Board is well positioned to carry out an objective and thorough review of applications and to provide the Deputy Chief Executive with a clear recommendation.
- The proposed criteria have not significantly changed in the last few years; however, the addition of a youth focused project has been added to the criteria. Each year the Council receives a good number of applications from a wide range of local organisations supporting all sections of the community. This year we received applications from several new applicants and some repeat applicants.

Introduction and background

- 1 The Council has historically provided grant funding to several voluntary sector organisations. A report on funding was last taken to this Committee on the 18th October 2022 and a separate report for the Tandridge Together Community fund on the 16th June 2022.
- 2 Given the financial pressures facing the Council and the increase in demand for voluntary sector services, it is important to ensure Members are aware of the current funding provisions. This report will help inform any future review by Members and whether current funding streams should be maintained beyond the current financial year. The level of funding available for these grants will need to be considered and approved as part of the budget setting process for 2024/25.

Agreed grant allocations for 2023/24

- 3 Outlined in the table below is a summary of the current provisions for voluntary grant related expenditure within this Committee's budget for 2023/24.

| | Organisation / initiative | 23/24 | 22/23 | 21/22 | Comments |
|---|----------------------------------|--------------|--------------|--------------|---|
| 1 | East Surrey Rural Transport | £58,000 | £58,000 | £58,000 | A service level Agreement (SLA) with ES RTP is in place. This includes: |

| | Organisation / initiative | 23/24 | 22/23 | 21/22 | Comments |
|----|----------------------------------|--------------------------------|--------------------------------|-----------------------------|---|
| | Partnership (ESRTP) | | | | <ul style="list-style-type: none"> - £20,000 for the provision of a dial-a-ride service - £38,000 for the provision of a community transport advice line <p>Further information is provided in section 4.</p> |
| 2 | Tandridge Citizens Advice Bureau | £122,198 | £119,820 | £119,820 | <p>Previously individual annual service level agreements were in place for both Caterham & Warlingham Citizens Advice and Oxted Citizens Advice. They have now merged into 'Tandridge District Citizens Advice' However, the new organisation continues to operate from the SCC owned library sites in Caterham Valley and Oxted.</p> <p>These annual revenue grants have been paid for many years and had not been adjusted for inflation since 2016/17. The panel agree to increase the amount due to the increase in demand for this service.</p> <p>Further information is provided in section 5.</p> |
| 3. | Tandridge Voluntary Action | £30,000 (£22,892 +£7108) | £24,608 (17,500 +£7,108) | 23,928 £17,500 £6,428 | <p>Grant funding has been provided to TVA since 2009/10.</p> <p>Funding is provided as part of an annual partnership agreement with together with contributions from Surrey County Council and Surrey Heartlands NHS.</p> <p>The Oxted Community Hub is the name for the office and meeting room space above the Oxted library building. It is currently utilised by Citizens Advice Tandridge (for its Oxted base) and TVA.</p> <p>TDC has been paying this charge (uprated each year for inflation) since the Community Hub was established in 2010 as part of an agreement with Surrey County Council (the freeholder) and</p> |

| | Organisation / initiative | 23/24 | 22/23 | 21/22 | Comments |
|----|---|--------------|--------------|--------------|--|
| | | | | | <p>following approval by this Committee on 27th Jan 2009.</p> <p>SCC does not charge the voluntary sector tenants for rent and made a significant capital contribution to the original conversion of the premises, including the installation of a lift to ensure the CAB services are accessible to clients with disabilities.</p> <p>TVA receive this annual payment as the Head Lessee of the Community Hub, although the CAB also benefits from the arrangement as they become exempt from the service charge liability. The same could be said for any other voluntary organisation which might rent space in the Community Hub.</p> <p>Further information is provided in section 6.</p> |
| 4. | Subscription to Surrey Community Action's village hall advisory service | £0 | £2,000 | £2,000 | <p>This was an annual subscription to Surrey Community Action for access to its 'Community Buildings Advice and Guidance Service'. It helps to fund the cost of a Surrey Community Buildings Advisor.</p> <p>This service offers information, advice and guidance to community building managers. Topics include governance issues; health & safety; safeguarding; other regulatory compliance matters; access to funding; and sharing best.</p> <p>The Community Buildings Advisor also provides an 'in person' consultancy service</p> <p>TDC previously supported this subscription in lieu of direct grants to village halls which TDC made available until 2017/18 when the County-wide Community Buildings Grants Scheme was withdrawn by SCC.</p> |

| | Organisation / initiative | 23/24 | 22/23 | 21/22 | Comments |
|---|--|--------------|--------------|--------------|--|
| | | | | | <p>Take up of this service had been minimal across the District and All Community Buildings in Surrey receive free access to the Tier 1 service as this is funded by Surrey County Council. The Tier 1 service provides the following:</p> <ul style="list-style-type: none"> • Free access to ACRE village hall information sheets and template documents • Advice & guidance provided via email, phone and website • Quarterly newsletter <p>No funding was awarded this year.</p> |
| 5 | East Surrey Museum | £4,400 | £4,400 | £4,400 | <p>The building is owned by the District Council and is accounted for via the 'Housing Revenue Account' (HRA) as opposed to the 'General Fund'. The Museum has been occupying the ground floor rent free. However, on 11.01.22 the S&R Committee agreed a new 15-year lease with stepped rent of £1,500 from Year 3; £3,000 from Year 4 and rent reviews in years 5 and 10. The first floor is used as Temporary (Housing) Accommodation.</p> |
| 6 | Surrey Museums Consultative Committee subscription | £0 | £2,987 | £2,987 | <p>51% of the Museums Partnership routine funding comes from SCC. The remainder comes from the District and Boroughs each paying an annual £2987. This sum has stayed the same for eight years. The Partnership applies for grants for one off projects.</p> <p>Museums are able to apply for small grants (up to £1000) from the Partnership. And the Partnership offers museums advice on other sources of funding.</p> <p>Benefits included central ordering, volunteer recruitment and training, 'learning and engagement' projects, collection maintenance advice, support with emergency</p> |

| | Organisation / initiative | 23/24 | 22/23 | 21/22 | Comments |
|---|----------------------------------|--------------|-----------------------------------|--------------|--|
| | | | | | <p>disaster planning and support with safeguarding.</p> <p>No funding was awarded this year.</p> |
| 7 | Surrey Youth Games Awards | £0 | £6,000 (+ £3500 to Active Surrey) | £6,000 | <p>The games model involves offering 6 weeks of free activity in all of 7 selected sports for 6- 8 weeks in the lead up to the festival and celebration at the Surrey Sports Park in Guildford.</p> <p>The Games are open to all children and young people aged 6 to 16 who live or go to school in each district. On event day they represent their district by wearing a different coloured T-shirt with the name of their Borough on. For the last two years they have delivered a more targeted approach towards children from lower socio-economic groups who have less opportunities.</p> <p>£3,500 is paid annually to Active Surrey to take part and £6,000 is paid to Freedom Leisure to organise and coach a team of young athletes.</p> <p>In 2022 Tandridge engaged 42 children in the 6-weeks session and 25 Children represented the District at the event at the Surrey Sports Park.</p> <p>No funding was awarded this year Tandridge was the only District and Borough who did not participate in the programme. This decision was taken because the cost of running the programme was deemed disproportionate to the number of young people that were being reached.</p> |
| 8 | High Sheriff Awards | £750 | £500 | £500 | <p>Every year the High Sheriff Youth Awards (HSYA) provides grants (totalling over £50,000 pa) to youth charities in Surrey. This is only possible through the support provided by the Borough/District Councils, Surrey County Council</p> |

| | Organisation / initiative | 23/24 | 22/23 | 21/22 | Comments |
|---|---|-----------------|---|-----------------------------|---|
| | | | | | and the Police and Crime Commissioner (PCC) Projects include East Surrey YMCA supporting young people who are homeless, 'Emerge' who work with young people attending A&E in East Surrey and the Tandridge Friday Night project |
| 9 | Lingfield & Dormansland Meals on Wheels | £6,000 | Not funded from this budget in previous years | Not funded from this budget | Lingfield & Dormansland Meals on Wheels has been providing meals to elderly and disabled residents of the 3 parishes of Lingfield, Dormansland and Crowhurst for a period of over 30 years. Grants were stopped to Meals on Wheels groups in 2017 where there were extensive catering costs. TDC have continued to fund the mileage costs for volunteers to enable the charity to maintain the service. The Service provides meals to approx. 40 elderly and disabled people in Lingfield & Dormansland. It is run using volunteer chefs. |
| | Total | £221,348 | £221,815 | £217,635 | |

Updates from each Organisation

4 East Surrey Rural Transport Partnership (ESRTP)

- 4.1 East Surrey Rural Transport Partnership is a charity dedicated to providing transport for people who are elderly, poor or disabled, people with young children or those living in isolated areas where there is no adequate public transport.
- 4.2 A service level agreement is in place between the Council and ESRTP to run the following services in Tandridge:
- a Buses 4U demand responsive bus service funded by SCC
 - a dial a ride service in the north of the district
 - the North Tandridge Voluntary Car Scheme
 - a Taxi scheme where ESRTP cannot deliver what is requested.
- 4.3 The community transport booking and advice line is operational on weekdays from 08:30 to 17:00 and enables residents to book services or

be signposted to alternative providers if appropriate. In 2022/23 11,709 call were taken on average, 975 calls are taken per month.

4.4 In 2022-23 ESRT provided 9,622 journeys to residents of Tandridge by either Tandridge Buses 4U or our North Tandridge Dial a Ride service as well as additional journeys listed below:

- 2022-23 journeys for Tandridge Buses 4U or dial a ride 7,257
- 2022-23 Group bookings 2,145
- Tandridge Wellbeing service 220
- 2022 – 23 Voluntary Car journeys 142

4.5 Surrey County Council provide Tandridge District Council with a grant of £20,000 per annum towards the provision of community transport services. This is agreed for 2023/24 but is subject to an annual review by Surrey County Council.

4.6 ESRT have acquired funding from SCC to buy up to 6 electric minibuses for use in and around the District.

5. Citizens Advice Tandridge District

5.1 The Council provides funding for the CAB which is a local independent charity and works as part of a network of local citizens' advice with the national organisation.

5.2 The organisations' objective is to provide free, impartial, good quality, independent advice and support that is tailored to the person's circumstances and needs.

5.3 They deliver this through trained generalist and specialist volunteer advisers and paid staff in many areas including, benefits, disability rights, debt, housing, relationship breakdown, employment, immigration, consumer issues and on emerging issues such as the cost of living crisis and charitable schemes and support.

5.4 Performance is monitored by Officers on a quarterly basis and performance measures are in place which follow the standards of service set out in the National Association of Citizens Advice Bureau (NACAB) Membership Agreement and Advice Quality Standard.

5.5 There are two offices covering the District (Caterham and Oxted) and through outreach projects, they work closely with some of the most vulnerable people in the community offering them face to face, phone, remote or email advice.

5.6 **Dashboard**

- 5.7 The number of clients supported has increased by 14.2% from the same period in 2022.
- 5.8 As food and energy prices have escalated, the organisation has seen a shift to becoming a primary outlet of vouchers, grants, tokens and emergency support, with charitable support rising to number 3 in the top advice issues as opposed to number 5 last year.
- 5.9 The cost-of-living crisis has seen more clients needing help with debt problems with increases in priority debts such as fuel and council tax arrears and forecasts of more and more people being driven into negative budgets.

5.10 **Summary**

April – August 2022 - 683 clients were supported totalling 2681 issues.

April – August 2023 - 780 clients were supported with 3456 issues.

The top issues were as follows:-

- Benefits and Tax Credits
- Benefits Universal Credit
- Charitable support and food banks
- Debt
- Housing

6. Tandridge Voluntary Action

- 6.1 Tandridge Voluntary Action is the Council for Voluntary Service (CVS) for the Tandridge area. This organisation acts as the 'umbrella body' for the Tandridge voluntary sector and operates from the Oxted Community Hub. It offers various services to local voluntary groups, including matching volunteers to charity groups, funding / governance advice; training; DBS checking; networking opportunities; a monthly publication; and use of its meeting room and copying facilities. It also represents the local voluntary sector in responding to relevant consultations and attending meetings.
- 6.2 TVA also provides the Tandridge Befriending Scheme. This supports lonely or isolated people within the District by matching them with a volunteer friend.
- 6.3 A tri-partite Partnership Grant Funding Agreement is in place and renewed each April. Performance is monitored through an agreed performance scorecard and performance management system. Surrey County Council leads on collating and disseminating performance information to all partners. An annual review meeting is held with all parties.

7.0 East Surrey Museum

- 7.1 The museum was originally created to house finds from local archaeological digs, and has developed via thousands of generously donated artefacts, to present a broad view to local residents of the history and background of Tandridge area.
- 7.2 In 2022 the Museum had 2400 visitors and provided online support to individuals researching particular subjects, from their own homes to family history, from WW1 and WW2 to different occupations.
- 7.3 The charity supports work experience students, schools and retirement homes and encourages local schools to visit and receive handling boxes.
- 7.4 All staff are volunteers with no paid staff (including the Curator). There are approx. 50 volunteers of diverse ages. The roles are varied and include running activities workshops for children during the school holiday. A Newsletter is produced and circulated three times a year.
- 7.5 Talks are given to different age groups in the community on their collection. These include cubs/scouts/brownies/guides, U3A, social groups etc.

8 Lingfield and Dormansland Meals on Wheels

- 8.1 The service provides hot, freshly cooked meals, delivered every weekday to the vulnerable and elderly in the parishes of Lingfield, Dormansland and Crowhurst. It is run by a team of 110 volunteers who work at least once every four weeks. The service has been running for a period of over 30 years.
- 8.2 The charity has evolved and offers more than just a hot meal each day. The volunteers help with social isolation and help keep residents to live independently in their own home. Vulnerable residents have daily contact with a volunteer, many of which would otherwise have not social contact at all. It also offers meals to residents leaving hospital and in need of short-term support regardless of age, while they convalesce.
- 8.3 Tandridge has continued to support the charity by providing a grant every year. This contributes to the mileage costs for volunteers who carry out 15-20 miles per round twice a day.

9. High Sheriff Awards

- 9.1 The Charity was established in 1993 with the aim of making a difference to the lives of young people within the County. It receives donations from several sponsors across the County including Surrey County Council, the Police and Crime Commissioner and all 11 District and Boroughs.

- 9.2 SYA is administered and managed by a small group of volunteers who either act as Assessors to assess the applications as they are received and Trustees who, in addition to their responsibilities to maintain the objectives of the charity, form a Panel to consider the recommendations made by Assessors and, where appropriate, decide on the level of award to be made.
- 9.3 Local projects include East Surrey YMCA supporting young people who are homeless, 'Emerge' who work with young people attending A&E in East Surrey and the Tandridge Friday Night project.

10. **Member Panel**

- 10.1 At its meeting in October 2022 Members proposed that a Member/Officer Panel should be set up to consider the management and administration of the community grants budget with delegated authority given to the Deputy Chief Executive.
- 10.2 The panel met in November 2022 and produced a scoring matrix to assess suitability of the grants and allow transparency, similar to the rental grant subsidy policy which was agreed at the Strategy and Resources Committee in January 2022.
- 10.3 The panel met again in February 2023 to review the grant applications and score each one following the agreed matrix. These were then authorised and awarded to the organisations in February 2023.
- 10.4 It is envisaged that a similar process will take place this year, if agreed.

Tandridge Together Community Fund Grant Allocations

- 11.1 The Council historically provided small grants to local organisations to carry out activities which supported residents throughout the District. The total value of the small grants provided was on average £20,000 per year.
- 11.2 The Tandridge Together Lottery was launched on 22 February 2018. It was agreed at this Committee in 2018 that, as part of the Council's Medium Term Financial Strategy (MTFS), a gradual reduction in grant funding provided by the Council would be replaced by funds raised from the lottery.
- 11.3 10 pence from every ticket sale in the Tandridge Together Lottery goes into the Tandridge Together Community Fund to be allocated as small grants. People purchasing tickets for the lottery have the option to nominate a good cause to receive another 50 pence. If no good cause is chosen, then 60 pence from the £1 ticket goes into the Community Fund. Approximately one third of people do not choose a good cause.

- 11.4 The amount within the Community Fund is constantly changing and increasing as people purchase tickets. Due to this uncertainty, it was agreed at the Community Services Committee in June 2019 that the minimum amount allocated in small grants should be £20,000 with the Council making up any shortfall, if necessary, from future budgets.
- 11.5 The Tandridge Health & Wellbeing Board (THWB) began assessing applications for small grants on behalf of the Council in 2018 and at the Committee in 2018 it was agreed that the THWB should continue to assess and recommend funding allocations on an annual basis.
- 11.6 The THWB membership consists of a wide range of partners including Surrey County Council, Health, Education, the voluntary sector and leisure organisations. The Board is currently chaired by Cllr Montgomery.

Agreed grant allocations for 2022/2023

- 12 The applications for small grants opened between September and November 2022. A total of 37 applications were received from local voluntary and community organisations with applications requesting grants ranging from £300 to the maximum £2,000. The total amount requested was £65,005. This was a similar amount to the previous year.
- 13 A subgroup of the Tandridge Health & Wellbeing Board met in December 2022 to review the applications and propose grant allocations. These were subsequently reviewed and agreed at the Health & Wellbeing Board meeting in January 2023.
- 14 Whilst assessing the grant applications, consideration was given to ensure grants were given to organisations supporting residents throughout all parts of the District. This year the focus was on initiatives which supported young people and residents with disabilities and mental health challenges.
- 15 The following 20 organisations were awarded a full or partial grant. A complete list with additional information is included in Appendix A.
- Citizens Advice Tandridge District
 - Café Milk (feeding support in East Surrey)
 - Bletchingley Skills Centre
 - Tatsfield Not So Young Club
 - 1st Warlingham Scout Group
 - Stripey Stork
 - College of St Barnabas
 - Active Prospects Charity
 - Limpsfield Grange School
 - The Woodhouse Centre
 - Delight
 - The Orpheus Centre
 - The Hygiene Bank Godstone project
 - Prospero Theatre

- Head2Head Sensory Theatre
- Bloomin' Arts limited
- Make a Scene
- Sight for Surrey
- YMCA East Surrey
- East Surrey Dial-a Ride

Proposal for 2023/2024 small grant process

- 16 The criteria for the allocation of small grants was reviewed by the Tandridge Health & Wellbeing Board at their meeting on 12th July 2023. It was agreed that the current criteria (with the addition of youth provision) included in Appendix B, was comprehensive and should continue to be used.
- 17 As in previous years, it is recommended that local organisations who have been successful in previous rounds of funding will be eligible to apply again in 2023/2024 if they meet the criteria.
- 18 It is also recommended that a maximum cap of £2,000 per application continues to apply.
- 19 The timescales of previous years have worked well and so the proposed timescales for the 2023/2024 process are:
- Application forms to be made available from the end of September 2023
 - Deadline for the submission of applications end November 2023
 - Review of applications by sub-committee of Health & Wellbeing Board in December 2023
 - Recommendations referred to the Health & Wellbeing Board January 2024
 - Applications determined by Deputy Chief Executive in February 2024
 - Decisions communicated to Community Services Committee in September 2024

Update on the Tandridge Together Lottery

- 20 The Tandridge Together Lottery was launched in 2018. Tickets are £1 and there are weekly draws with a top prize of £25,000. To date there have been 2,852 winners of cash prizes including 1,277 winners of £25, 133 winners of £250, 15 winners of £2,000 and 1 winner of the £25,000 top prize.
- 21 There are currently 171 good causes signed up which is a slight decrease since the same time last year. The good causes range from school associations, Scout groups and local sports clubs to animal charities and those organisations supporting vulnerable residents.

- 22 Ticket sales remain fairly constant for the year with a slight dip around January time. We currently have just under 1,000 players purchasing over 2,000 of tickets per week.
- 23 Ticket sales have a direct correlation with the money received in the Community Fund and the number of small grants that the Council can provide.

| Financial Year | Contribution to Community Fund |
|-----------------------|---------------------------------------|
| 2018/2019 | £33,643 |
| 2019/2020 | £30,102 |
| 2020/2021 | £26,418 |
| 2021/2022 | £25,872 |
| 2022/2023 | £27,795 |

- 24 We are confident that at least £20,000 will be available in small grants for 2023/2024. The Council keeps a minimum amount of reserves in the Community Fund account to accommodate any in year funding shortfalls. Also, if the Council decided to cease operating the Tandridge Together Lottery there would be sufficient funds to balance off, and close down, the lottery.

Other options considered

- 25 If a sub-group of the Health & Wellbeing Board did not assess the applications, then either a group of Officers or a sub-group of the Community Services Committee would need to be established. The number of applicants, the time required to review the applications and the potential sensitive nature of the requests would make it impossible for them to be reviewed during a formal Committee Meeting.
- 26 It was felt that the Tandridge Health & Wellbeing Board was best positioned to carry out the initial review and that District Members are represented to present their views.

Key implications

Comments of the Chief Finance Officer

It should be noted that the grants noted in this report are discretionary and any reduction in the grants could contribute towards delivering a balanced budget in future. This should be set against the benefits provided by the grants and any financial and non-financial implications of reducing them. Consideration to the

level of grant funding available in future will form part of the 2024/25 budget process.

Comments of the Head of Legal Services

Although there are no legal implications arising from this report, the Council still must have regard to the Conditions and Codes of Practice which are published by the Gambling Commission.

Equality

By continuing to provide financial support to voluntary sector organisations, we are able to support the elderly and most vulnerable residents within the district. There are no proposals within this report to reduce the levels of grants provided, however this will be reviewed in the 2024/25 budget process.

Climate change

ESRTP have the main environmental impact. They have an environmental policy which states:

"East Surrey Rural Transport Partnership is committed to the reduction of pollution and will work to minimise the impact of its operations through a continuous improvement program. In particular, we will:

- *Comply with all relevant existing environmental legislation and other requirements*
- *Reduce harmful emissions wherever practicable*
- *Seek to reduce consumption of materials in our operations and promote recycling and the use of recycled goods*
- *Manage energy and water usage wisely in all our operations*
- *Incorporate environmental considerations into the procurement of goods and services"*

Appendices

Appendix 'A' - Tandridge Together Community Grants allocations for 2022/23

Appendix 'B' - Tandridge Together Community Grant Criteria 23/24

Background papers

None.

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

Appendix A: 2022/2023 allocation of small grants

| | Organisation | Amount allocated | Use of funds |
|----|--|-------------------------|--|
| 1 | Citizens Advice Tandridge District | £2,000 | <i>Training for new volunteers</i> |
| 2 | Café Milk (feeding support in East Surrey) | £2000 | <i>Breast feeding Counsellor</i> |
| 3 | Bletchingley Skills Centre | £1700 | <i>Music Therapy Tutor</i> |
| 4 | Tatsfield Not So Young Club | £300 | <i>Pay for social activities to prevent social isolation</i> |
| 5 | 1 st Warlingham Scout Group | £2000 | <i>Fund towards equipment and activities at a family camp</i> |
| 6 | Stripey Stork | £2000 | <i>Funding towards a referral co-ordinator to support the baby bank.</i> |
| 7 | College of St Barnabas | £2000 | <i>Pay for an internet café project aimed at addressing digital exclusion among older people</i> |
| 8 | Active Prospects Charity | £750 | <i>Purchase equipment such as pool table, table tennis and board games which will help support people with mental health needs</i> |
| 9 | Limpsfield Grange School | £1055 | <i>Help to fund after school sessions open to the wider community</i> |
| 10 | The Woodhouse Centre | £600 | <i>Purchase of two sewing machines for craft workshops</i> |
| 11 | Delight | £1890 | <i>Rainforest retreat arts programme</i> |
| 12 | The Orpheus Centre | £1000 | <i>Funding towards a wellbeing programme to develop students of the centre</i> |
| 13 | The Hygiene Bank Godstone project | £1500 | <i>Purchase basic hygiene essentials</i> |

| | | | |
|----|------------------------------|-------------------|--|
| 14 | Prospero Theatre | £1500 | <i>Funding towards 'Create Together' project – a drama workshop for adults with disabilities and/or mental health challenges</i> |
| 15 | Head2Head Sensory Theatre | £1500 | <i>Fund workshops for young people with learning difficulties and disabilities</i> |
| 16 | Bloomin' Arts limited | £1500 | <i>Pay towards three inclusive dance workshops in local schools and colleges</i> |
| 17 | Make a Scene | £1500 | <i>Free and assisted places for learning disabled young people and adults</i> |
| 18 | Sight for Surrey | £1000 | <i>Funding for benefits advisor to help with vision/hearing impaired clients</i> |
| 19 | YMCA East Surrey | £500 | <i>Funding towards Ramblers wellbeing walks</i> |
| 20 | East Surrey Dial-a Ride | £1500 | <i>Pay for MiDAS training & Emergency First aid training for drivers</i> |
| | | £27,795.00 | |

Appendix B:

Criteria for 2023/2024

1. Organisations must demonstrate that their activities meet one or more of the following objectives:

The provision of support or services that:

- a. support people to be able to live independently for as long as possible.
- b. support people to improve their emotional and physical health.
- c. target services at under-represented and / or seldom heard groups.
- d. effectively safeguard people from abuse, neglect, or poor treatment.
- e. reduce social isolation.
- f. help reduce reliance on alternative, higher cost state interventions.
- g. support and enable carers to carry on caring for as long as possible.
- h. Help increase youth provision across the district.

2. The Council will exclude any applications that link to:

- a. rent / lease costs.
- b. building maintenance.
- c. vehicle maintenance / running costs.

3. Organisations must be able to demonstrate the impact that their project will have in terms of number of people to benefit and the outcomes that will be achieved.

4. Organisations, must demonstrate:

- a. a genuine need for financial assistance.
- b. that they are financially sustainable.
- c. that they are fully constituted, with an equalities statement, health and safety policy and public liability insurance and bank account with two signatories.

5. The Council must not be the sole contributor towards the activity in question (i.e., funding should also be forthcoming from the organisation itself and/or other sources).

6. National charities and organisations must demonstrate that the grant will be used to support the Health & Wellbeing of residents living in Tandridge.

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Quarter 1 2023/2024 Performance Report

Community Services Committee – 19 September 2023

Report of: Head of Operations and Contracts

Purpose: For information

Publication status: Open

Wards affected: All

Executive summary:

The appendix to this report contains data on the committee's key performance indicators for quarter 1 2023-2024, to enable the committee to monitor how the Council is delivering services.

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

Contact Officer

Simon Mander, Head of Operations and Contracts, smander@tandridge.gov.uk

Recommendation to Committee:

To review and note the most critical Quarter 1 2023-2024 performance indicators for the Community Services Committee.

Reason for recommendation:

To support the committee to monitor and manage its performance.

Introduction and background

1. Performance report will be presented to this committee every quarter. Please see appendix A for the quarter 1 performance indicators.
2. The performance indicators have developed over time and the latest version monitors the key services that are provided by this committee.
3. There are several new performance indicators which currently do not have targets. Targets will be developed for these in consultation with the Chair and Vice Chair of this committee and be reported back in future reports.
4. Currently one performance indicator does not meet their target for the quarter which is the Street Cleansing.

5. It has always been challenging to meet this target for several reasons including:
 - The number of street cleansing operatives at the time the target was set has decreased,
 - Sickness has an impact on service delivery as there are less operatives to carry out the work and there is no budget to employ temporary staff to cover sickness and annual leave; and
 - There are issues with the reliability of the mechanical sweeper.
6. As members will be aware the Streets service is being reviewed as part of the Future Tandridge Programme. As part of this work there has been a review of the metrics for this service such as lengths and areas to ensure that all work is known.
7. In addition, there is a work stream underway to remodel the street cleansing services against the current standards and resources. This works has been delayed due to work on the grounds maintenance options appraisal.
8. In terms of the mechanical sweeper work has started to procure a new vehicle which will be more reliable than the current set up.
9. Despite food waste collections being on or below target this service this collection service does take a disproportional time for officers to investigate potential service failures. There are challenges with the collections by the crews as well as a misunderstanding from residents that food waste collections will take place at a different time from their other collections though on the same day.
10. A communication message has been running about the when food waste is collected, and this will be reviewed to see if it can be improved. In addition, the service will be trialling orange food waste caddies at properties that have regular collection issues. These caddies are more noticeable to the crews and will help when it comes to late Autumn time. The orange caddies will also be more prominent if a review of the vehicle CCTV is required.
11. A review of the risk register is being conducted and a new version of the registers will be made available at a future committee.

Key implications

Comments of the Chief Finance Officer

There are no direct financial implications from this report as it is presented for noting. Performance against specific KPIs may have a financial impact. Financial implications will be drawn out where relevant in the quarterly financial update report.

Comments of the Head of Legal Services

As this report is for noting, there are no direct legal implications arising from this report.

Equality

This report holds no proposals that would disadvantage any minority groups.

Climate change

This report holds no proposals that would impact on the Council's commitment to Climate Change.

Appendices

- Appendix A: Performance indicators

Background papers

None.

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

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Appendix A: Performance Indicators

| Operational services | | | |
|---|-----|---|--|
| Indicator | New | Target | Quarter 1 2023-2024 |
| | | | 1 Apr 23 - 30 June 23 |
| Number of refuse missed bins out of 100,000 collections per week (lower outturn is better) | Yes | 40 | April - 35 May - 20 June - 39 |
| Number of recycling missed bins out of 100,000 collections per week (lower outturn is better) | Yes | 40 | April - 23 May - 30 June - 32 |
| Number of food waste missed bins out of 100,000 collections per week (lower outturn is better) | Yes | 40 | April - 26 May - 31 June - 40 |
| Percentage of household waste that is sent for reuse, recycling or composting | Yes | To remain in the top 10 performers in England for recycling | 2022/23 unaudited outturn 57.8% Q1 2023/24 data not available until end of September 2023 Based on this, we are number 7 in England. |
| Percentage of roads, footpaths and public open spaces, which are TDC's responsibility which meet the environment cleanliness standard | No | 95% | April - June 92% |
| Average time to remove fly-tips (working days) | No | 2 working days | 1.5 days |
| Number of fly-tipping cases in Tandridge District per month | No | Data only | April - 74 May - 70 June - 71 |
| Number of fly tipping enforcement actions | Yes | Data only | April - 6 May - 7 June - 8 |

| | | | |
|---|-----|-----------|--|
| % of toilets open | Yes | Data only | April - 70% May - 70% June - 70% |
| % of playgrounds partially closed | Yes | Data only | April - 8% May - 8% June - 8% |
| % of playgrounds fully closed | Yes | Data only | April - 0% May - 0% June - 0% |
| Residual Household Waste per Household (Kg) | No | Data only | 2022/23 unaudited outturn 356.23kgs Q1 2023/24 data not available until end of September 2023 |

Quarter 1 2023/24 Budget Monitoring - Housing Committee

Community Services Committee Tuesday, 19 September 2023

Report of: Chief Finance Officer (Section 151)

Purpose: To note the 2023/24 Quarter 1 / Month 3 (June) financial position of the Committee and take associated decisions.

Publication status: Unrestricted

Wards affected: All

Executive summary:

This report presents the 2023/24 Quarter 1 / Month 3 (June) financial position of both Revenue and Capital for the Committee.

This report supports the Council's priority of: [Building a better Council/ Creating the homes, infrastructure and environment we need / supporting economic recovery in Tandridge/ Becoming a greener, more sustainable District

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

Recommendation to Committee:

That the Committee's forecast Revenue and Capital budget positions as at Quarter 1 / M3 (June) 2023/24 be noted.

Reason for recommendation:

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

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

Finance have committed to bringing quarterly financial monitoring updates to each committee to ensure that all Members are aware of the financial position of the services within their remit, as context for decisions needed to mitigate any variance to budget and in terms of the effect on the developing budget for 2024/25.

The consolidated position for quarter 1 will be reported to Strategy & Resources Committee on the 28 September 2023.

Introduction and background

- 1 The 2023/24 Community Services revenue budget was proposed at £4,560k on 17th January 2023 and approved by Full Council on the 9th February 2023. This has since been increased by £53k to distribute an amount held corporately for the 2023/24 pay award, bringing the total budget to £4,613k.
- 2 The draft Capital Programme for 2023/24 was approved at £990k on 17th January 2023. Carry forwards of £1,087k were approved at S&R committee on 29th June 2023 to increase the available budget to £2,077k.

Key implications

- 3 At Month 3 a full-year balanced budget for the committee is forecast. It should be noted that despite forecasting to budget overall, a number of offsetting risks and opportunities are being managed within the budget, particularly:
 - Waste Inflation until inflation rates are confirmed, this could lead to a surplus or deficit against the budget.
 - Garden Waste - whilst membership remains high, there is still risk to delivering on this budget.
 - Operational Services - £16.5k savings target remains as amber, pending further work on delivering changes in service.
 - Car Parking – the impact of Surrey County Council taking on on-street parking responsibilities is uncertain at this point.
 - Cesspool – the performance of this traded service is being kept under review and may be a risk or an opportunity as the year progresses.

- 4 As agreed at the 29th June 2023 Strategy & Resources committee a review has been undertaken to ensure capital programme can be delivered in 2023/24. In doing so, the capital schemes have been reprofiled into future capital years.
- 5 Taken the above into account, the Community Service Committee Capital Budgets forecast outturn at Q1 has been reviewed. The changes are set out below:-
 - Waste and Recycling – £215k less than available budget, reducing expected spend from £234k to £19k. Slippage is due to a review of the expenditure on bins to be carried out later in the year and changes to be made to the capital expenditure profile.
 - Community Infrastructure and Assets - £122k less than available budget, reducing expected spend from £757k to £635k. The surplus capital / slippage has been reprofiled to 2024/25. Dedicated resource to deliver the capital programmes for Community Services is in the process of being recruited to ensure that available budget is used effectively.

Comments of the Chief Finance Officer

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

Comments of the Head of Legal Services

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

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

Equality

There are no equality implications associated with this report.

Climate change

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

Appendices

Appendix A – Committee’s M3 (June) 2023 Financial Report and supporting data.

Background papers

- Community Services Committee 23/24 draft budget, Medium-Term Financial Strategy and capital programme – 17th January 2023
- 2023/24 final budget, MTFS and capital programme - Strategy and Resources Committee 31st January 2023
- 2023/24 final budget, MTFS and Capital programme – Full Council 9th February 2023.
- 2023/24 Budget – Outturn Report – Strategy and Resources Committee 29th June 2023

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

Appendix A

Quarter 1 / Month 3 (June 23) Financial Report – Community Services Committee

Page 59

Mark Hak-Sanders
Chief Finance Officer (S151)

September 2023

Contents

- Revenue Budget
- Saving Plans Update
- Revenue Risks
- Revenue Opportunities
- Capital Position

Page 60

Revenue Budget - Community Services

| 2022/23 | Forecast | Annual | Outturn | One-off | Ongoing |
|------------------------------------|--------------|--------------|----------------|--------------|-----------------|
| Outturn £k | Qtr 1 £k | Budget £k | Variance £k | events £k | Pressures £k |
| 1,206 Salaries | 1,298 | 1,298 | 0 | | |
| (31) Car Parking-On Street | 0 | 0 | 0 | | |
| 30 Car Parking-Off Street | 40 | 40 | 0 | | |
| (19) Hackney Carriage/Private Hire | (19) | (19) | 0 | | |
| 201 Leisure & Community Grants | 260 | 260 | 0 | | |
| 290 Environmental Services | 311 | 311 | 0 | | |
| 2,245 Waste Services | 2,325 | 2,325 | 0 | | |
| (36) Cesspool Services | (59) | (59) | 0 | | |
| (199) All Operational Services | (130) | (130) | 0 | | |
| 400 Parks and Open Spaces | 582 | 582 | 0 | | |
| 69 Streets & Public Conveniences | 5 | 5 | 0 | | |
| 0 Other Variances less than £10k | 0 | 0 | 0 | | |
| £4,156 Community Services | 4,613 | 4,613 | 0 | 0 | 0 |

Communities Services: Balanced to budget, therefore no forecast variance at Qtr.1

Despite forecasting to budget overall, a number of offsetting risks and opportunities are being managed within the budget, particularly:

- Waste inflation – until inflation rates are confirmed, this could lead to a surplus or deficit against the budget
- Garden Waste – whilst membership remains high, there is still risk to delivering on this budget
- Operational Services - £16.5k savings target remains as amber, pending further work on delivering changes in the service
- Car Parking – the impact of Surrey County Council taking on on-street parking responsibilities is uncertain at this point
- Cesspool – the performance of this traded service is being kept under review and may be a risk or an opportunity as the year progresses.

Revenue Risks - Community Services

| Committee | Outline of Risk | Mitigation | Range Max - Min £k |
|--------------------|--|---------------------------------|--------------------------|
| Community Services | Ops and Localities net shortfall of savings from Phase 1 Tandridge Future Saving's programme | Improvements in 2023/24 outturn | £16.5k |



Revenue Opportunities - Community Services

| Committee | Outline of Opportunity | Any blockers to achievability | Range Max - Min £k |
|--------------------|--|---|--------------------------|
| Community Services | Waste and Garden waste contract indexation rate used in the Budget 2023/24 may now not be as high as anticipated. If this happened then the Council would incur less costs on both the Waste and Garden waste contracts. This has not been included in the latest forecast as there is a high degree of volatility around what may happen. | The UK inflation rates stay high and drive up the cost of living. | £0-£59k |

Savings Tracker - Community Services

| Committee | Target | Complete | Green | Amber | Red | Black |
|----------------|------------|------------|------------|-----------|----------|-----------|
| Community Svcs | 388 | 198 | 148 | 17 | 0 | 26 |
| Total | 388 | 198 | 148 | 17 | 0 | 26 |

| |
|------------------------|
| Target |
| Achieved |
| Plans in place |
| Some risks to delivery |
| Significant risk |
| Not achieved |

- The Community Services Committee budget includes a savings target of £388k.
- Of this:
 - £198k has been achieved
 - £26k has not been achieved
- The £26k (£16k+£10k) which has not been achieved relates to savings in Regularity Services improved productivity and standardisation of TDC and MV (Mole Valley) websites. The FTP reviews are still in an early stage of development and any savings are now likely to be next financial year. It is expected that the majority of the saving can be ultimately delivered.
- Detail of the 2023/24 savings plan for this committee is set out below:

| Savings Title | Total Target saving (2023/24) | Complete | Green | Amber | Red | Black |
|---|-------------------------------|------------|------------|-----------|----------|-----------|
| Ops: Redesign and remodelling | 148 | | 148 | | | |
| Ops: Redesign and remodelling, Integrated Model and potential outsource | 17 | | | 17 | | |
| Ops: Localities Restructure | 34 | 34 | | | | |
| Ops: Based on assumption of launch of new operating model | 41 | 41 | | | | |
| Coms&P/Ships: Reduce Westway funding | 50 | 50 | | | | |
| Waste: Bring sites | 50 | 50 | | | | |
| Waste: Increase Garden Waste chgs | 23 | 23 | | | | |
| Reg Svcs: Productivity Improvements | 16 | | | | | 16 |
| Reg Svcs: Std approach two websites | 10 | | | | | 10 |
| Total | 388 | 198 | 148 | 17 | 0 | 26 |

Page 64

Capital Budget - Community Services

| | Original Budget 2023/24 £k | Carry Forward from 2022/23 £k | Approved Additions £k | Original Budget incl. Carry Forwards & Additions £k | Forecast M3 2023/24 £k | Variance M3 2023/24 £k | Variance Overspend/ (Underspend) £k | Variance Acceleration /(Slippage) £k |
|--|----------------------------------|--|-----------------------------|---|---------------------------------|---------------------------------|--|---|
|--|----------------------------------|--|-----------------------------|---|---------------------------------|---------------------------------|--|---|

| Community Services | | | | | | | | |
|-------------------------------------|------------|--------------|----------|--------------|--------------|--------------|----------|--------------|
| Waste and Recycling | 123 | 110 | | 234 | 19 | (215) | 0 | (215) |
| Parks, Playgrounds and Open Spaces | 539 | 547 | | 1,086 | 1,086 | 0 | 0 | 0 |
| Community infrastructure and assets | 328 | 430 | | 757 | 635 | (122) | 0 | (122) |
| Total Community Services | 990 | 1,087 | 0 | 2,077 | 1,740 | (337) | 0 | (337) |

Page 65 The Capital Budget was approved by Full Council on 9th February 2023 at £990k.

The request for Capital carry forwards of £1,087k from 2022/23 was approved in the S&R Committee on 29th June 2023, with a revised phasing to be reported during the September 2023 committee cycle.

The total available budget for 2023/24 is therefore £2,077k.

- A review of the capital schemes and have forecast the total capital amount required for 2023/24 is £1,740k.
- The variance of (£337k) Slippage is mainly due to
 - Waste and Recycling (£215k) of slippage due to a review of the expenditure on bins to be carried out later in the year and changes to be made to the capital expenditure profile
 - Community Infrastructure and Assets (£122k) of slippage. Surplus capital - reprofiled into next year.
- Spend across the Committee's schemes is c.£64k (4%) at Q1.

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