

Strategy & Resources Committee **Thursday, 30th November, 2023 at 7.30 pm** **Council Chamber - Council Offices**

Agenda

The agenda for this meeting is set out below.

Members of the Strategy & Resources Committee

Councillor Chris Langton (Chair)	Councillor Mike Crane (Vice-Chair)
Councillor Bryan Black	Councillor Robin Bloore
Councillor Chris Botten	Councillor Michael Cooper
Councillor Peter Damesick	Councillor Jeffrey Gray
Councillor Liam Hammond	Councillor Alun Jones
Councillor Jeremy Pursehouse	Councillor Catherine Sayer

Substitute Members

Councillor Martin Allen	Councillor Matthew Groves
Councillor Anna Jones	Councillor Colin White

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 the 28th September 2023 (Pages 5 - 14)

To confirm as a correct record

4. To deal with any questions submitted under Standing Order 30

Questions must be sent via email or in writing to Democratic Services by 5pm on 28th November 2023 and comply with all other aspects of Standing Order 30 of the Council's Constitution.

5. Chief Officer Sub-Committee - 30th November 2023 - Director of Resources post (Verbal Report)

6. Quarter 2 2023/24 Budget Monitoring - Strategy & Resources Committee (Pages 15 - 44)

7. Quarter 2 2023/24 Key Performance Indicators - Strategy & Resources Committee (Pages 45 - 66)

8. 2024/25 draft budget and Future Tandridge Programme update (Pages 67 - 162)

9. Emergency Planning and Business Continuity – The Council's plans and response arrangements (Pages 163 - 196)

10. Wellbeing Prescription Service – Future Plans (Pages 197 - 208)

11. Review of Standing Orders (Pages 209 - 250)

12. Timetable of Meetings for 2024/25 (Pages 251 - 256)

13. Investment Sub-Committee - 3rd November 2023 (Pages 257 - 268)

14. Any urgent business

Continued ...

15. To consider passing the following resolution to exclude the press and public:

RESOLVED – that members of the press and public be excluded from the meeting for agenda item 16 under Section 100A (4) of the Local Government Act 1972 (as amended) on the grounds that:

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

16. Proposed New Shop Letting at Quadrant House (Pages 269 - 278)

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TANDRIDGE DISTRICT COUNCIL

STRATEGY & RESOURCES COMMITTEE

Minutes and report to Council of the meeting of the Committee held in the Council Chamber - Council Offices on the 28 September 2023 at 7:30pm.

PRESENT: Councillors Langton (Chair), Crane (Vice-Chair), Black, Bloore, Botten, Cooper, Damesick, Gray, Hammond, Anna Jones (Substitute) (In place of Alun Jones), Pursehouse and Sayer

ALSO PRESENT: Councillors Chris Farr, Sue Farr and Nicholas White

APOLOGIES FOR ABSENCE: Councillor Alun Jones

128. MINUTES OF THE MEETING HELD ON THE 29TH JUNE 2023

These minutes were confirmed and signed as a correct record.

129. DECLARATIONS OF INTEREST

Councillors Pursehouse and Bloore declared non-pecuniary interests in agenda item 9 (Review of policy for granting rental subsidies to community organisations utilising Council owned land – Minute 134). This was on the basis of their connections with once such organisation, i.e. the Blanchman's Farm Nature Reserve Committee, of which Councillor Pursehouse was Chairman, and Councillor Bloore was the Council's representative.

130. QUARTER 1 2023/24 BUDGET MONITORING - STRATEGY & RESOURCES COMMITTEE

An analysis of forecast expenditure against the Council's overall revenue budget of £11,935K as at the end of June 2023 (Month 3) was presented. When the budget was set in February 2023, £230K was held in 'corporate items' pending a staff pay award. Given that a pay award for 2023/24 had since been approved, a proposed virement of the £230K to the four policy committee budgets was recommended.

A £250K revenue overspend was forecast, split between the policy committees as follows:

- Housing (General Fund): £15K
- Planning Policy: £197K
- Strategy & Resources: £38K

While contingencies totalling £921K meant that a balanced outturn was still expected, the report emphasised the need for mitigating actions to continue, especially in light of unquantified risks such as planning appeal costs and the impact of financial pressures on existing suppliers. This message was reinforced by Members during the debate.

It was confirmed that the Department for Levelling Up, Housing and Communities (DLUHC) had declined the Council's request to use £500K of capital receipts from the sale of Redstone House as part of a strategy to build General Fund reserves. DLUHC had cited the Council's improved financial position as the reason for refusal. However, Officers would maintain contact with DLUHC officials to keep them apprised of the Council's financial situation. The Committee expressed disappointment at DLUHC's decision but was pleased that the Council's efforts to manage its budget pressures had been recognised. The Chief Finance Officer explained the alternative options for utilising the £500K, predominantly avoiding borrowing to improve planned debt repayment costs.

The report confirmed that the capital programme was forecasting £8,827K of net slippage and a £36K underspend. A breakdown of the total slippage (into 2024/25) by committee was provided. This followed a phasing review to identify how much was deliverable in 2023/24. A quarter 1 update regarding 'actuals' against the Council's prudential indicators for 2023/24 was also submitted. This reflected a new requirement (of the Chartered Institute of Public Finance and Accountancy's Prudential and Treasury Management Codes) that such monitoring be reported quarterly. The Investment Sub-Committee would have otherwise received Prudential Indicator updates but was not scheduled to meet until November, by which time the quarter 1 update would be superseded.

Various other matters were discussed in response to the report, including:

- the risks and uncertainties associated with the impact of cost inflation upon key construction contracts, including reference to measures taken to increase resilience for the Council house building programme
- the rationale for recharging legal services costs to other departments where appropriate
- the basis for doubling the 2022/23 provision for planning appeal costs (by £132k for 2023/24)
- appreciation of the contributions made by the finance team and others to the effective management of the Council's finances, despite the significant challenges facing the Council and the wider Local Government sector.

R E S O L V E D – that:

- A. it be noted that the Department for Levelling Up, Housing and Communities has refused the Council's application to use capital receipts as part of a strategy to build reserves resilience;
- B. the forecast revenue and capital budgets positions as at Quarter 1 / M3 (June) 2023 and the Q1 Prudential Indicator update be noted;
- C. a pay award virement of £231K between corporate items and the Strategy & Resources, Community Services, Housing and Planning Policy Committees, as set out in section 3 of the report, be approved; and
- D. the reprofiling of the capital budget set out in section 21 and Appendix A of the report be approved.

131. QUARTER 1 2023/24 KEY PERFORMANCE INDICATORS - STRATEGY & RESOURCES COMMITTEE

An analysis of performance against the Committee's key indicators for the first quarter (April to June 2023) for 2023/24 was presented along with 'committee' and 'corporate' risk registers. Particular attention was drawn to indicators SR5 and SR7 which the report deemed the most likely to impact on the Council's performance:

- *“SR5: The number of working days / shifts lost due to sickness absence (long and short-term) is off target by 2.46 days. This is an improvement since the last quarter. The target is 7.1 days. The overall trend is down, for the same quarter last year sickness absence was 11.36%.”*

Discussion included the breakdown of the types of sickness (e.g. that musculoskeletal conditions were not necessarily attributable to the working environment) and that the target may need to be reassessed in light of national trends.

- *“SR7: Staff turnover is just off target at 15.9%, compared to 14.5% in the last quarter. The target is 15%. The overall trend is down, for the same quarter last year turnover was 17.6%.”*

The fact that 44% of leavers didn't give a specific reason for their departures during exit interviews was questioned. It was confirmed that such interviews were not conducted by line managers. The intention to focus efforts on recruiting permanent staff to the development management and planning policy teams was discussed.

Members asserted that indicator SR10 (% of calls answered within 60 seconds by Customer Services: 44.03% for Q1 against a target of 80%) also impacted upon performance, especially in light of the target never being achieved and the fact that 88% of responders to the recent residents' survey *“usually contact the Council by phone”*. The Chief Executive confirmed the need to address the matter, including via benchmarking against other authorities and a detailed analysis of why the target is being missed and if / how it could eventually be met. The intention for longer term solutions to be delivered via the digital transformation programme in respect of SR10 was acknowledged.

Discussion also focused on item S8 (delivery of the One Public Estate programme) within the Committee's risk register. A range of views were expressed, most of which supported the Council's ongoing participation.

RESOLVED – that the most critical Quarter 1 2023-2024 performance indicators and corporate risks be noted.

ACTION:

Action	Responsible Person	Deadline
<p>Detailed analysis to be undertaken and circulated to S&R Committee members regarding KPI SR10, including:</p> <ul style="list-style-type: none"> • why performance is consistently off-target • identification of average call waiting times • other relevant contextual information • whether the target is realistic (informed by benchmarking against other Councils) and, if so, what measures are likely to be necessary to achieve the target, including whether staffing resources could be allocated more flexibly to cover periods of peak demand. 	David Ford	

132. FUTURE TANDRIDGE PROGRAMME UPDATE

A report was submitted which included:

- (i) progress to date in delivering the service reviews, with RAG risk ratings for achieving the £1.7m savings target (all necessary actions had now been taken to deliver savings of £856K; further potential savings of £192K were marked as green; £546K as amber; with £26K for Regulatory Services now considered to be unachievable)
- (ii) an update on the senior management restructure, including a recent decision to review staffing requirements for the planning policy and development management teams
- (iii) an update on the Grounds Maintenance options appraisal process as previously provided to the Community Services and Housing Committees (i.e. pursuit of a hybrid approach with a combination of in-house and outsourced work based on contract lot structures)
- (iv) a progress update for digital transformation (including the procurement of Salesforce licences; Project Initiation Document sign off; appointments of an implementation partner / telephony provider; and provision of a resource for redesigning the website)
- (v) a progress update on the activities underway in Revenues & Benefits (including a shared service approach with Reigate & Banstead Borough Council and internal measures to improve performance and efficiency and to reduce the backlog of cases)
- (vi) financial context – an update on the approach to the 2024/25 budget process and planning of 2024/25 savings.

The Chief Executive updated the Committee regarding the emerging senior management restructure; progress towards the formulation of a new corporate plan; the review of the staff appraisal system and development of a 'one team' ethos; and the intention to apply the principles of the Grounds Maintenance options appraisal process across other business areas as part of the new commissioning model.

The Chief Finance Officer commented further on (iv) to (vi) above, including reference to the Member briefing about the 2024/25 draft budget on 31st October and an explanation of the initial £90K being sought to cover 12 months of programme management to support the next phase of organisational change. The remainder of the transformation resource would be subject to further justification to the Committee as and when required.

The following matters were raised by Members during the debate:

- compliments for way in which the Grounds Maintenance options appraisal process had been handled
- the need to identify realistic budget / savings plans for 2025/26 and 2026/27 if possible, in light of potential Local Government finance settlements and other factors (it was confirmed that estimated saving requirements up to 2026/27 for different scenarios were due to be included in the budget report to the Committee's next meeting)
- the need to pursue commercial opportunities for generating additional income
- whether the amber risk rating for delivering the objectives of the 'customer services' service review should be upgraded (the Chief Finance Officer agreed to reassess the current RAG rating as part of a review of the customer service team's staffing requirements)
- the importance of retaining the 'wellbeing prescription' and 'domestic violence prevention (IRIS)' programmes.

RESOLVED – that:

In respect of the wider Future Tandridge Programme (FTP):

1. the progress being made on the FTP be noted
2. the progress in delivering the service reviews and 2023/24 savings be noted
3. the progress made on Revenues & Benefits shared service planning be noted

In respect of the 2024/25 budget process and FTP resourcing:

4. the progress being made on the approach to developing the 2024/25 savings plan be noted
5. the forecast against the FTP delivery budget be noted
6. the £90k initial resources required to develop the 2024/25 savings plan and organisational change required over the medium-term, as set out in section 8.1 of the report, be approved.

ACTION:

Action	Responsible Person	Deadline
The risk rating for delivering the objectives of the 'customer services' service review (currently amber) be reassessed.	Mark Hak-Sanders	For the Q2 update to Committee – 30/11/2023

133. HOUSEHOLD SUPPORT GRANT - PHASE 4

The Government had launched a fourth phase of the Household Support Fund to provide financial support to vulnerable households. Whereas previous allocations had spanned six months over a summer or winter period, Phase 4 covered the whole of 2023/24, with Councils having discretion about when to release the funding. As with previous phases, initial allocations had been made to Unitaries and Counties. Surrey County Council had distributed £3.8m of its £10.6m allocation to Boroughs and Districts (a reduced share compared to previous years) £316K of which had been distributed to TDC to meet local requirements.

A report on the Phase 4 Tandridge scheme was submitted regarding decisions taken to date and the plans for the winter months. Following consultation with Group Leaders, it had been agreed to run the scheme in two rounds:

- Round 1 was launched on 18th September, following advertisements on-line and in the CR3 magazine and its sister publications. This round had since been suspended as the applications to date would fully utilise the £105K provision (one-third of TDC's allocation) if approved.
- Round 2 to be launched on 11th December using multiple advertising channels, to run until the remaining £211K is fully utilised.

Officers were liaising with community groups, such as CAB and the Westway, to raise awareness of the scheme. The existing eligibility framework would be used again for administering Phase 4.

The following changes to the Tandridge scheme compared to previous phases were highlighted:

- provision to allow funding to be distributed through other organisations, i.e. charity, voluntary or third sector groups should they meet the aims and audit requirements of the programme (decisions on funding such groups will be taken by the Chief Finance Officer in consultation with Group Leaders and will likely be an option if the budget is not fully utilised via direct applications)
- increase in grants from £100 to £150 for households without children and from £300 to £350 for households with children, to recognise the impact of inflation since the first phase was launched.

The report also advised that the costs of running all four phases of the scheme will fully be covered by a proportionate administrative deduction.

During the debate, the Chief Finance Officer was asked if it would be possible to provide information regarding the number of successful applications for Tandridge Household Support funding to date. The CFO was also asked to ensure that Parish Councils were aware of the scheme.

RESOLVED – that:

- A. the launch (on 18th September 2023) of the first round of Household Support Grant (Phase 4) be noted; and
- B. the launch of the second round of Household Support Grant (Phase 4) be approved.

ACTIONS:

Action	Responsible Person	Deadline
Data be circulated to S&R Committee members regarding the number of successful applications for Tandridge Household Support funding to date.	Mark Hak-Sanders	13/10/2023
Ensure that Parish Councils are engaged on the HSF scheme	Mark Hak-Sanders	31/10/2023 – in preparation for round 2

134. REVIEW OF POLICY FOR GRANTING RENTAL SUBSIDIES TO COMMUNITY ORGANISATIONS

In accordance with a decision at the previous meeting, officers had reviewed the policy for awarding rental subsidies to community organisations leasing Council owned assets. The review had concluded that, while the original framework for assessing subsidy applications was still largely satisfactory, the following clause represented an unreasonable risk for community groups and should be removed:

“In normal circumstances, any rent subsidy grant awarded should be tapered in order to encourage organisations to become more self-sufficient, with rent review periods generally set between 6-9 years”

It was recommended that the rental burden be removed entirely in lieu of full repairs and maintenance obligations being placed upon tenants, to be reflected within the terms of ten-year leases to future successful applicants. The report also proposed that tenants wishing to redevelop community premises be assisted with longer periods of tenure to help facilitate funding applications. Notwithstanding this, the Committee considered that the new policy should reflect the longer-term horizons of local nature reserves by guaranteeing 25-year lease periods. Councillor Bloore, seconded by Councillor Hammond, moved an additional recommendation to that effect. Upon being put to the vote, the amendment was carried.

Members were also invited to consider whether it was still appropriate for the Committee to retain its current role for determining rent subsidy applications. Councillor Pursehouse, seconded by Councillor Bloore, proposed that authority be delegated to the Chief Finance Officer (CFO), in consultation with the Community Grants Working Group, to determine future applications, with the Committee's involvement being limited to applications referred by the CFO in exceptional circumstances. Upon being put to the vote, the motion was carried.

RESOLVED – that:

- A. all future rental grants to be at 100% subsidy, with the following conditions:
- the tenant is to take over full responsibility for repairs, maintenance and insurance cost at the property, including sports pitches and grounds
 - for nature reserves leasing Council owned land, lease terms of 25 years will be provided
 - for other organisations, lease terms of 10 years will be provided (outside the security of tenure provisions of the Landlord & Tenant Act 1954) but where the tenant wishes to redevelop the property, and the funding source requires a longer lease, then the lease length will be extended in accordance with funding requirements; and
- B. authority be delegated to the Chief Finance Officer, in consultation with the Community Grants Working Group, to determine future applications in accordance with the new policy, with the Chief Finance Officer having discretion to refer applications to the Committee in exceptional circumstances.

In accordance with Standing Order 25(3), Councillor Pursehouse wished it recorded that he abstained from voting regarding Recommendation A above.

135. CROYDON ROAD, CATERHAM REDEVELOPMENT – AWARD OF CONTRACT

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 involved 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 outweighed the public interest in disclosing the information.

Public realm improvement works to Croydon Road, Caterham were scheduled to commence in January 2024. The Council had previously committed £950K of CIL funding towards the scheme, with contributions from other sources totalling £1.5M. Information was provided to the Committee about the contractor selection process and Surrey County Council's requirement (as highway authority) for a security bond. Delegations to appropriate Chief Officers were sought in order to facilitate the project.

In repose to questions from Members, Officers:

- clarified the total budget for the project; and

- explained that the security bond would be paid as a cash deposit and, assuming it would be repaid in full, would not require budgetary provision.

RESOLVED – that:

- A. authority be delegated to the to the Chief Finance Officer to:
 - (i) award the construction contract to the provider of the most economically advantageous tender
 - (ii) pay a security bond to Surrey County Council in accordance with the Council's obligations as the developer of the project;
- B. authority be delegated to the Chief Finance Officer, in conjunction with the Head of Legal, to negotiate and enter into an agreement with Surrey County Council under Section 278 of the Highways Act 1980 for the implementation of a scheme of highway improvements associated with the Croydon Road development, as detailed within the report.

Rising 9.46 pm

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Quarter 2 2023/24 Budget Monitoring - Strategy & Resources Committee

Strategy & Resources Committee Thursday, 30 November 2023

Report of: Chief Finance Officer (Section 151)

Purpose: To note the 2023/24 Quarter 2 / Month 6 (September) financial position of the Committee and the Council overall, and take associated decisions.

Publication status: Unrestricted

Wards affected: All

Executive summary:

This report presents the 2023/24 Quarter 2 / Month 6 (September) financial position for both revenue and capital budgets for the Committee and the Council overall.

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 notes the forecast revenue and capital budgets positions as at Quarter 2 /M6 (September) 2023.

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 emerging budget for 2024/25.

Updates to the other three Policy Committees were submitted during November 2023.

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

Introduction and background

1. The 2023/24 Strategy & Resources Committee Revenue budget was approved at £6,080k by Full Council on 9th February 2023, excluding the distribution of a budget for the approved pay award.
2. When the overall budget was set, a £230k budget was held in Corporate Items pending the approved pay award. Following the approved pay award and associated approved virement (budget transfer) for 2023/24 the budget for the Strategy & Resources Committee increased by £108k to £6,187k (after rounding).
3. The Council's overall budget stands at £11,935k, unchanged from the budget approved by Council on the 9th February 2023.
4. The 2023/24 Strategy & Resources Committee Capital Budget was approved at £1,822k by Council on 9th February 2023 having been considered by S&R Committee on the 31st January 2023.
5. This was adjusted to £917k by:
 - £295k of Digital Transformation Budget approved by Strategy & Resources on 30th March 2023.
 - £1,217k of carry-forwards from 22/23 approved by Strategy & Resources on 29th June 2023.
 - (£2,417k) rephasing of schemes to future financial years approved by Strategy & Resources on the 28th September.

6. The overall Capital Programme was set at £19,212k by Council on 9th February 2023. The budget adjusted to £19,793k as follows:
 - £295k of Digital Transformation Budget approved by Strategy & Resources on 30th March 2023.
 - £9,149k of carry-forwards from 2022/23 approved by Strategy & Resources on 29th June 2023.
 - Revisions to the phasing of schemes of (£8,864k) approved by Committee on the 29th September.

This report sets out the current forecast against the £19,793k revised budget.

Revenue Headlines

7. The key headline at M6 / September is a forecast revenue overspend of £361k for the Council overall before corporate contingencies of £921k. Section 18, below and Page 4 of Appendix A sets out the available contingencies. In light of the contingencies, a balanced outturn is expected, i.e. with no need to call on general reserves.
8. Irrespective of contingencies, further work is needed to mitigate the position. Finance are working with Heads of Service on specific mitigations, including:
 - A review of inflation allocations in the 2023/24 budget. Because a prudent approach was taken to inflation, opportunities to renew contracts and licences at a lower rate than expected may result in improvements as the year progresses. This includes the electricity and gas contract which could generate further underspends, depending on the severity of weather and fuel costs over the winter.
 - Commercial discussions and negotiations with suppliers to identify savings where possible.
 - Close monitoring of expected income across the Council to ensure it is performing in line with expectations.
 - Reviewing whether there are opportunities to reduce discretionary spend where to do so would not impact on residents or the future sustainability of the Council.

Whilst more wide-reaching mitigations could be explored, the contingency does give confidence to continue with discretionary spend knowing that the overall budget position will not (based on current forecasts) require a reduction in General Fund reserves.

9. Despite this, significant risk remains around inflation, temporary accommodation costs and planning appeals that need to be managed. Further details of the variance are included in Appendix A and below.

10. Savings delivery remains on-track with £1,196k of the £1,654k savings target rated achieved or green for delivery. £272k of the savings target is currently rated as amber and this is expected to be achieved over the course of the year. A further £186k is rated either red or unachievable. Full information on the delivery of the savings programme is provided in the Future Tandridge Programme report to this Committee meeting.
11. The following sections set out the £361k forecast overspend by Committee. Further detail is included in Appendix A.

Community Services - £59k underspend

12. At Month 6 a full-year revenue underspend of £59k is forecast. The change from Month 3 is an improvement of £59k. The main reasons for the changes are set out below:
 - (£48k) Salaries – underspend due to £12k vacancies in Waste Services and £38k underspend in Handyman Services. The Handyman Service is being realigned with the Housing contract for Disabled Facility Grant and Aids and Adaption. The contract is currently being re-tendered and will include the Handyman Service in the new contract from April 2024. In the current financial year the existing contract has been extended to include the Handyman Service. It should be noted that in outsourcing the Handyman Service there is a net saving to Community Services Committee of £16k. This consists of £38k salary saving, offset by £22k of contract costs.
 - (£19k) Leisure & Community Services Grants - due to a contingency budget no longer needed.
 - (£31k) Environmental Services - £26k saving for 1FTE post being vacant. The team expect that this post will be filled shortly. £5k for additional premises licences income.
 - (£17k) Waste Services - £27k additional savings from Bring Banks service ceasing. Additional £7k revenue from sale of wheelie bins. Offset by £11k additional garden waste administration charges, £4k additional costs of collection of medical waste and £2k other small variances.
 - £15k Cesspool Services – £27k less income forecasted offset by £12k savings in disposal costs.
 - £27k All Operational Services – £7k less income from sales of scrap metal. Additional £22k increase in Handyman Service costs from changing delivery model from in-house to outsource (offset by salary savings above).

Housing General Fund - £24k overspend

13. At Month 6 a full-year revenue overspend of £24k is forecast. The change from Month 3 is a deterioration of £9k. The main reasons for the changes are set out below:
- **£15k Meadowside Mobile Homes** – No change from M3, reassessment for increased costs for planned repairs and tree works.
 - **£9k Private Sector Enabling** – change £9k from M3, due to £10k additional work through the Home Improvement Agency contract (offset by reductions in the costs in Community Services) and £3k additional costs of employees provided by Mole Valley Partnership, offset by £4k release of underspend on housing renovation grants.
14. Alongside the known variance on Meadowside, risks are being managed within the budget, particularly in respect of Homelessness which is very sensitive to changes in temporary accommodation costs. Spend to-date is in line with expectations, but a small increase in numbers can have a significant impact on the budget. Temporary Accommodation costs can also have a knock-on impact on Housing Benefit (although a specific Housing Benefit reserve exists to reduce general fund impact).

Planning Policy Committee - £419k overspend

15. At Month 6 a full-year revenue overspend of £419k is forecast. The change from Month 3 is a deterioration of £222k. The main reasons for the changes are set out below:
- **£93k Planning Application and Advice overspend** Change: £97k from M3, negative variance at year end predicted based upon the following:
 - £222k overspend on salaries (M3 £86k over) due to reliance on contract staff for longer than originally anticipated. £42k overspend on running costs (M3 £47k over) related mainly to third party external consultant advice including retail impact assessments and highways matters.
 - (£171k) surplus (M3 £136k surplus) on planning application fee and expected planning performance agreement income. It is expected that the budget will be supported by income from some major sites where planning applications are anticipated, as well as future fee increases.
 - **£133k Enforcement overspend** Change: £122k from M3, predicted. £144k salary overspend (£21k over in M3) due to reliance on contract staff offset by one-off lower running costs (M3 £10k under) and a small amount of income.
 - **£130k Appeals overspend** Change: (£2k) from M3, due to a change in the forecast Appeals provision, based on doubling the 2022/23 provision, and application of the prior provision where associated expenditure is realised in year.

- **£52k Gatwick DCO overspend** Change: £25k from M3, associated with consultant commission for bespoke assessment of air quality and noise impacts on Tandridge arising from Gatwick Airport Northern Runway project. Approved by Planning Policy Committee in March and Sept 2023.
- **£11k Land Charges and Street Naming & Numbering overspend.** Change: (£20k) from M3. Land Charges income worse than budget caused by transient external pressures of rising inflation and high interest rates. Officers will closely monitor search numbers/income whilst delivering new initiatives to improve and promote the service. Includes an expected Government grant of £20k to facilitate Land Charges LLC1 data migration to Central Government

Strategy & Resources – £108k underspend

16. At Month 6 a full-year revenue underspend of £108k is forecast. The change from Month 3 is an improvement of £146k. The main reasons for the changes are set out below:

- **£38k Legal Services overspend** at year end. No change from M3. Variance primarily due to £19k vacancy factor not being delivered and £19k gap in income generation. Legal Services Team are looking at possibility of recharges to other funds (e.g. HRA / Capital) to cover shortfalls, and reviewing other options which are in their infancy, for mitigating the overspend. At the same time Legal officers are responding to an increase in demand for completing work in-house which has reduced opportunities for delivering work to third parties.
- **(£88k) Information Technology favourable variance** at year end. Change (£88k) from M3 based upon one off favourable variances in corporate software, department software, telephony and network maintenance due to (i) delays to the implementation of more expensive software provided for in the budget (ii) one-off licence fee and software expenditure funded by grants, and (iii) realisation of the benefits of contracts agreed for greater than one year suppressing inflation impacts for the Council.
- **(£30k) Human Resources favourable variance** at year end. Change: (£25k) from M3 due to staff vacancies.
- **£11k Customer Services overspend** at year end. Change: £11k from M3. £10k Primarily due to vacancy factor not predicted to be realised, and one-off overspend due to staff savings linked to digital tools delivery timescales. Staff savings are still expected but delayed until 2024/25 when the benefits of the digitisation strategy is expected. £1k other minor variances. Mitigation sought from (i) changing culture around use of postage and any other underspends across the budget although these are likely to be minimal.
- **(£14k) Policy and Communications underspend** at year end Change: (£14k) from M3, due to ongoing salary underspend from revised restructure of combined team following outcome of FTP programme.
- **(£25k) Office Services underspend** at year end Change : (£25k) from M3, due to one off utility underspend.

Corporate Items

£85k Net overspend: no change since M3.

17. £85k Management Restructuring: Variance due to a portion of the management structure saving being reinvested into Planning. Performance against interest receivable is likely to exceed budget and it is assumed that any surplus will be transferred to reserve, subject to discussion with and approval by Investment Sub-Committee and Strategy & Resources.

Available contingencies

18. Offsetting the deficit identified are contingencies as follows:
 - £371k base budget contingency (£445k total contingency less £74k set aside for cost-of-living pressures)
 - £550k set aside in 2022/23 outturn
 - Totalling £921k – a balanced outcome is therefore deemed to be achievable.

However, it is of key importance that mitigating actions continue. Whilst contingencies appear adequate at this point in the year, the Council faces risks which cannot be quantified, including planning appeals and the impact of financial pressures on existing suppliers, which will need to be managed and monitored closely. This includes specific, live examples which are commercially sensitive but where the potential financial risk could be significant.

Capital Programme Update

19. Overall the Capital Programme is forecasting £1,237k of net slippage at M6/September 2023. A net of £1,135k of this relates to the General Fund and CIL schemes, and £102k in the Housing Revenue Account. This is the aggregate of a number of increases and decreases, further details of which are reported in Appendix A.
20. Phasing for future years is being updated as part of the finalisation of the 2024/25 Budget and Medium-Term Financial Strategy.

Key implications

Comments of the Chief Finance Officer

21. 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

22. 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.
23. 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 Quarter 2 /M6 (September) 2023 Financial Report and supporting data

Background papers

- 2023/24 Quarter 1 Budget Monitoring - Strategy & Resources Committee 28 September 2023
- 2023/24 final budget and MTFS - Strategy and Resources Committee 31st January 2023
- 2022/23 Budget – Outturn Report – Strategy and Resources Committee 29th June 2023

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

Quarter 2 - 2023/24 Finance Update Report

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Mark Hak-Sanders
Chief Finance Officer (S151)

November 2023

Contents

- Executive Summary
- Revenue Summary
- Saving Plans Update
- Capital Position

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- Revenue Position - Committee Detail
- Financial Risks and Opportunities
- Capital Position - Committee Detail

Executive Summary - Month 6 (September 2023)

Revenue Forecast at M6 Q2

	Forecast Qtr 2 £k	Annual Budget £k	Outturn Variance £k
Community Services	4,554	4,613	(59)
Housing General Fund	737	713	24
Planning Policy	1,757	1,338	419
Strategy & Resources	6,079	6,187	(108)
Corporate Items	(831)	(916)	85
General Fund- Services	12,296	11,935	361
Central Funding	(11,935)	(11,935)	0
General Fund	361	0	361

Overall, at M6 Q2, the Council is forecasting a net £361k overspend, containable within contingencies to deliver a balanced outturn

- Community Services: £59k underspend – 1.3% of committee budget
- Housing General Fund: £24k overspend – 3.4% of committee budget
- Planning Policy: £419k overspend – 31.3% of committee budget
- Strategy & Resources: £108k underspend – 1.7% of committee budget
- Corporate Items: £85k overspend – 9.3% of committee budget

M6 headlines are set out on the next slide, with full details in the Annex

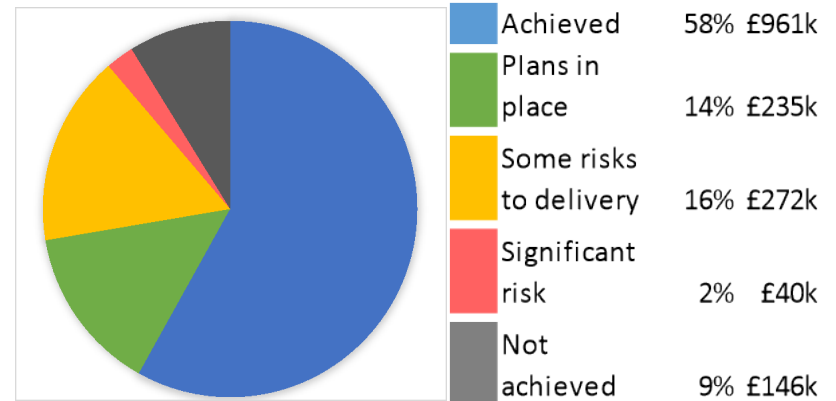
Capital Programme Forecast at M6 Q2

Net Forecast Underspend £1.2m

	Annual Budget 2023-24 £k	Forecast M6 2023/24 £k	Variance M6 2023/24 £k
Community Services	1,740	1,084	(656)
Housing General Fund	503	420	(83)
Strategy & Resources	917	917	0
Planning Policy	500	104	(396)
General Fund	3,660	2,525	(1,135)
Housing Revenue Account	16,133	16,031	(102)
Total	19,793	18,556	(1,237)

Further detail is set out on Slide 6

Savings Plan at M6 Q2 - £1.65m



Unachievable amount is due to a shortfall in Community Services – Regulatory Services (£26k), Resources – IT (£35k) and Senior Management restructure savings (£85k)

Revenue Summary by Committee M6-Q2

2022/23 Outturn £k	Forecast Qtr 2 £k	Annual Budget £k	Outturn Variance £k	Change from Qtr 1 £k	One-off events £k	Ongoing Pressures £k
4,156 Community Services	4,554	4,613	(59)	(59)	(62)	3
462 Housing General Fund	737	713	24	9	0	24
1,259 Planning Policy	1,757	1,338	419	222	189	230
5,952 Strategy & Resources	6,079	6,187	(108)	(146)	(113)	5
(589) Corporate Items	(831)	(916)	85	85	0	85
11,240 General Fund- Services	12,296	11,935	361	111	14	347
(11,351) Central Funding	(11,935)	(11,935)	0	0	0	0
(111) General Fund	361	0	361	111	14	347

Available contingencies

Offsetting the forecast deficit identified are contingencies as follows:

- £371k base budget contingency (£445k total contingency less £74k set aside for cost-of-living pressures)
- £550k set aside in 2022/23 outturn

Totalling £921k – a balanced outcome is therefore deemed to be achievable

Key Messages:

Committees are projecting a full year **£361k overspend in Q2**.

- **Community Services: £59k underspend** – Change (£59k) from Q1. M6 underspend due mainly to a change in the Handyman Service (realigning with Housing team contract for DFG and Aids and Adaptions) which has led to a net saving to CS of (£16k). Additionally, (£31k) savings in Environmental Services from vacant posts and improved licence income.
- **Housing General Fund: £24k overspend** – Change (£9k) from Q1. M6 Overspend due mainly to £15k Meadowside additional costs of surveying the site and £10k due to additional work through the Home Improvement Agency contract (offset by reductions in the costs in Community Services)
- **Planning Policy: £419k overspend** – Change £222k from Q1. Overspend is mainly due to enforcement: £133k, due to reliance on contract staff, appeals provisions £130k, planning applications and advice: £93k, mainly due to overspend on salaries - £222k, offset by forecast increase in planning applications fees - (£171k).
- **Strategy and Resources: £108k underspend** – Change (£111k) from Q1 – mainly due to (£88k) Information Technology, one-off favourable variances in corporate & department software, telephony and network maintenance, £38k Legal Services, £19k vacancy factor not being delivered and £19k gap in income generation, (£30k) in HR due to staff turnover and (£25k) one-off utility underspend.
- **Corporate Items: £85k overspend** Change £85k from Q1: Variance due to a portion of the management structure saving being reinvested into Planning.

Whilst at Q2, an overspend of £361k is forecast, there are significant risks and opportunities that will need to be managed as the year progresses. There is a particular risk to the planning appeals and homelessness budgets which may cause volatility later in the year.

Saving Plans Delivery

Summary and Projection



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Commentary

Total plan of £1.65m - forecasting c£1.5m (91%) delivery

Black

- £26k in Regulatory Services is now marked as unachievable in 2023/24, due to a change in the management leads at TDC and MVDC and the subsequent need for a reset on the savings proposed. This is likely to be offset by other savings within Regulatory Services to achieve a balanced budget, but the longer-term change is still required and will be pursued in 2024/25. The Deputy Chief Executive is actively discussing savings in this area with counterparts at MVDC.
- £35k in IT, marked as unachievable in 2023/24, due to savings being reprofiled into late 2023/24 with full-year effect in 2024/25.
- £85k variance due to a portion of the management structure saving being reinvested into Planning.

Further details for each saving can be found in the Nov 2023 FTP- S&R Overall Report.

Delivery by Committee

Committee	Target	Complete	Green	Amber	Red	Black
Community Srvcs	388	198	148	17	0	26
Housing GF	210	60	0	150	0	0
Planning	70	50	20	0	0	0
S&R	844	511	68	105	40	120
Corporate Items	142	142	0	0	0	0
Total	1,654	961	235	272	40	146

Key:

- Black** – Savings target will not be met this year
- Red** – Significant risks to delivery, delivery plan yet to be agreed
- Amber** – Some risks to delivery, or detailed delivery plan still in development
- Green** – Clear plans, realistic timescales
- Blue** – Savings delivered

Capital Summary by Committee M6-Q2

	Annual Budget 2023-24	Forecast M6 2023/24	Variance M6 2023/24	Variance Overspend/ (Underspend)	Variance Acceleration/ (Slippage)	Change from M3
	£k	£k	£k	£k	£k	£k
Community Services	1,740	1,084	(656)	0	(656)	(656)
Housing General Fund	503	420	(83)	0	(83)	(83)
Strategy & Resources	917	917	0	0	0	0
Planning Policy	500	104	(396)	0	(396)	(396)
General Fund	3,660	2,525	(1,135)	0	(1,135)	(1,135)
Housing Revenue Account	16,133	16,031	(102)	0	(102)	(102)
Total	19,793	18,556	(1,237)	0	(1,237)	(1,237)

Capital – Net Variance: £1,237k slippage mainly due to:

- **Community Services: Net Slippage of £656k** across various capital schemes, significant areas as noted below (require re-profiling into 2024/25) :-
 - Parks, Playgrounds and Open Spaces - (£581k)
 - Community infrastructure and assets - (£150k)
 - Waste and Recycling - £75k spend accelerated from 2024/25, adjustment to previous reprofiling
- **Housing General Fund: £83k less than budget:** Slippage, surplus capital grant, reprofiled into 2024/25.
- **Planning Policy – Community Infrastructure Levy: £396k less than budget.** Slippage, surplus reprofiled into 2024/25.
- **Housing Revenue Account : £102k less than budget:** Slippage mainly on Aids and Adaption capital scheme, surplus capital grant, reprofiled into 2024/25.

Additional Information

Debt as at 30th September 2023

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

- Red – deteriorates by over 10% against target;
- Amber – deteriorates by less than 10% against target
- Green – improves against target

Sundry Debt, HBOP and HRA:

Type	Q4 21/22	Q4 22/23	Q1 23/24	Q2 23/24	Outcome
Sundry Debts	£282k	£249k	£227k	£322k	R
HBOP	£1,144k	£1342k	£1259k	£1074k	G
HRA	£444k	£525k	£565k	£748k	R

Debt in general has increased given cost of living impacting on residents and tenants prioritising which bills to pay. The debt recovery team continues to work with debtors to help manage outstanding bills.

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

Collection Fund (2022/23 used as pre-Covid baseline)

	Monthly			YTD				YTD
	A	M	J	Qtr 1	J	A	S	Qtr 2
Business Rates 19/20	15.2%	8.8%	8.9%	33.0%	8.3%	10.3%	8.9%	60.5%
Business Rates 22/23	14.7%	7.6%	8.5%	30.8%	13.4%	9.8%	8.3%	62.3%
Business Rates 23/24	16.3%	8.4%	7.3%	32.0%	8.6%	10.8%	7.9%	59.3%
Outcome	G	G	R	G	R	G	A	A
Council Tax (19/20)	17.3%	9.2%	9.3%	35.8%	9.2%	9.1%	9.5%	63.6%
Council Tax (22/23)	16.6%	9.3%	9.0%	34.9%	8.9%	8.8%	9.1%	61.7%
Council Tax (23/24)	16.5%	9.1%	8.9%	34.5%	9.1%	8.9%	9.0%	61.5%
Outcome	A	A	A	A	G	G	A	A

Additional Information (2)

Vacancy Factor – Q2 Update

Area	Posts	FTE	Staff	Vacancies	%	Temps	%	Total	%	Previous	Difference
Communities	63	60.5	51.5	9	85%	3	5%	54.5	90%	92%	-2%
Planning	58	56.1	39.5	17	70%	14	25%	53.5	95%	93%	2%
Housing	50	49.6	43.6	6	88%	2	4%	45.6	92%	97%	-5%
Strategy & Resources	122	111.2	88.2	23	79%	9	8%	97.2	87%	84%	4%
Total	293	277.4	222.8	55	80%	28	10%	250.8	90%	89%	1%

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ANNEX

DETAILED REVENUE AND CAPITAL

- M6 Forecast – Committee Detail (slides 10 to 15)
- Financial Risks and Opportunities (slide 16 - 17)
- M6 Capital Budget – Committee Detail (slide 18 - 22)

Revenue Commentary- Community Services

2022/23	Forecast	Annual	Outturn	Change	One-off	Ongoing
Outturn	Qtr 2	Budget	Variance	from Qtr 1	events	Pressures
£k	£k	£k	£k	£k	£k	£k
1,206 Salaries	1,250	1,298	(48)	(48)	(10)	(38)
(31) Car Parking-On Street	0	0	0	0		
30 Car Parking-Off Street	41	40	1	1		1
(19) Hackney Carriage/Private Hire	(19)	(19)	0	0		
201 Leisure & Community Grants	241	260	(19)	(19)		(19)
290 Environmental Services	280	311	(31)	(31)	(31)	
2,245 Waste Services	2,308	2,325	(17)	(17)	(17)	
(36) Cesspool Services	(44)	(59)	15	15		15
(199) All Operational Services	(103)	(130)	27	27		27
400 Parks and Open Spaces	585	582	3	3		3
69 Streets & Public Conveniences	15	5	10	10	(4)	14
0 Other Variances less than £10k	0	0	0	0		
156 Community Services	4,554	4,613	(59)	(59)	(62)	3

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Community Services: (£59k) Underspend – Change (£59k) from M3, mainly due to :-

- **(£48k) Salaries underspend** - Change (£48k) from M3, due to £10k overachieved vacancy factor in Waste Services and £38k underspend in Handyman Services (offset in Ops Services by £22k new contract costs), as service being realigned with the Housing contract for DFG and Aids and Adaptions. (Note Handyman Service delivery model change has led to a net saving to CS of £16k).
- **£1k Car Parking Off-street** – Change £1k from M3, due to reduced income in car parks excluding Ellice Road.
- **(£19k) Leisure & Community Grants** – Change (£19k) from M3, due to savings on a contingency budget no longer needed.
- **(£31k) Environmental Services** – Change (£31k) from M3 due to (£26k) saving for 1 FTE vacant, expected to fill in October / November 2023 and (£5k) additional income from premises licences.
- **(£17k) Waste Services underspend**, - Change (£17k) from M3, due to (£27k) savings from Bring Banks, (£7k) wheelie bins sales offset by additional costs of £11k for garden waste admin, £4k collection of medical waste and £2k other small variances.
- **£15k Cesspool Services** – Change £15k from M3, due to income down by £27k offset by £12k savings in disposal costs.
- **£27k All Operational Services** – Change £27k from M3, due to £7k reduced quantities of scrap metal income, £22k increase in costs - Handyman changes in services delivery from in-house to outsourcing model, offset by (£2k) increased cemetery fees.
- **£3k Parks & Open Spaces** – Change £3k from M3, due to (£1k) savings from NNDR no longer due on toilets, offset by £4k unachievable budget for rent and wayleaves.
- **£10k Streets & Public Conveniences underspend**, - Change £10k from M3, due to £4k savings on water charges offset by additional £10k costs of repair of sweeper and £4k unachievable third-party income.

Revenue Commentary – Housing General Fund

2022/23 Outturn £k	Forecast Qtr 2 £k	Annual Budget £k	Outturn Variance £k	Change from Qtr 1 £k	One-off events £k	Ongoing Pressures £k
601 Salaries	865	865	0	0		
(141) Meadowside Mobile Homes	(109)	(124)	15	0		15
50 Westway	0	0	0	0		
75 Private Sector Enabling	91	82	9	9		9
(84) Housing of the Homeless	(179)	(179)	0	0		
51 Other Housing Renewal Functions	12	12	0	0		
0 Syrian & Afghan Refugees	25	25	0	0		
(45) Ukraine Placements	0	0	0	0		
4 Redstone House	0	0	0	0		
(69) Housing Benefits	31	31	0	0		
21 Other variances less than £10k	1	1	0	0		
462 Housing General Fund	737	713	24	9	0	24

Housing General Fund overspend £24k – Change £9k from M3, mainly due to :-

- **£15k Meadowside Mobile Homes** – No change from M3, reassessment for increased costs for planned repairs and tree works.
- **£9k Private Sector Enabling – change £9k from M3**, due to £10k additional work through the Home Improvement Agency contract (offset by reductions in the costs in Community Services) and £3k additional costs of employees provided by Mole Valley Partnership, offset by £4k release of underspend on housing renovation grants.

Alongside the known variance on Meadowside, risks are being managed within the budget, particularly in respect of Homelessness which is very sensitive to changes in temporary accommodation costs. Spend to-date is in line with expectations, but a small increase in numbers can have a significant impact on the budget. Temporary Accommodation costs can also have a knock-on impact on Housing Benefit (although a reserve exists to mitigate the impact on the latter).

Revenue Commentary – Planning Policy Committee

2022/23		Forecast Annual	Outturn	Change	One-off	Ongoing	
Outturn		Qtr 2	Budget	Variance	from Qtr 1	events	Pressures
£k		£k	£k	£k	£k	£k	£k
409	Planning Applications & Advice	484	391	93	97	4	89
324	Planning Strategy & Policy Guidance	332	332	0	0		
259	Enforcement	372	239	133	122	133	
	Appeals	210	80	130	(2)		130
95	Tree Preservation & Advice	100	100	0	0		
-	Community Infrastructure Levy (CIL)	2	2	0	0		
182	Local Development Plan - Evidence	178	178	0	0		
2	Gatwick Airport DCO	52	0	52	25	52	
(11)	Land Charges and Street Naming	27	16	11	(20)		11
1,259	Planning	1,757	1,338	419	222	189	230

Note – the forecast currently assumes that the budgets for the local plan and other planning policy team matters are spent in full in 2023/24 or remain ringfenced to the local plan if not.

This ensures that funding approved for such matters is retained to meet uncertain future costs and not used to offset overspends elsewhere in the budget.

Planning Policy Committee overspend £419k. Change: £222k from M3. The variance mainly comprises of:

- **£93k Planning Application and Advice overspend** Change: £97k from M3, negative variance at year end predicted based upon the following:
 - £222k overspend on salaries (M3 £86k over) due to reliance on contract staff for longer than originally anticipated. £42k overspend on running costs (M3 £47k over) related mainly to third party external consultant advice including retail impact assessments and highways matters.
 - (£171k) surplus (M3 £136k surplus) on planning application fee and expected planning performance agreement income. It is expected that the budget will be supported by income from some major sites where planning applications are anticipated, as well as future fee increases.
- **£133k Enforcement overspend** Change: £122k from M3, predicted. £144k salary overspend (£21k over in M3) due to reliance on contract staff offset by one-off lower running costs (M3 £10k under) and a small amount of income.
- **£130k Appeals overspend** Change: (£2k) from M3, due to a change in the forecast Appeals provision, based on doubling the 2022/23 provision, and application of the prior provision where associated expenditure is realised in year.
- **£52k Gatwick DCO overspend** Change: £25k from M3, associated with consultant commission for bespoke assessment of air quality and noise impacts on Tandridge arising from Gatwick Airport Northern Runway project. Approved by Planning Policy Committee in March and Sept 2023.
- **£11k Land Charges and Street Naming & Numbering overspend.** Change: (£20k) from M3. Land Charges income worse than budget caused by transient external pressures of rising inflation and high interest rates. Officers will closely monitor search numbers/income whilst delivering new initiatives to improve and promote the service. Includes an expected Government grant of £20k to facilitate Land Charges LLC1 data migration to Central Government.

Revenue Commentary – Strategy and Resources

Strategy & Resources net underspend of (£108k): Change (£146k) improvement from M3, mainly due to:

- **£38k Legal Services overspend at year end.**

No change from M3. Variance primarily due to £19k vacancy factor not being delivered and £19k gap in income generation. Legal Services Team are looking at possibility of recharges to other funds (e.g. OHRA / Capital) to cover shortfalls, and reviewing other options

which are in their infancy, for mitigating the overspend. At the same time Legal officers are responding to an increase in demand for completing work in-house which has reduced opportunities for delivering work to third parties.

- **(£88k) Information Technology favourable variance at year end.** Change (£88k) from M3 based upon one off favourable variances in corporate software, department software, telephony and network maintenance due to (i) delays to the implementation of more expensive software provided for in the budget (ii) one-off licence fee and software expenditure funded by grants, and (iii) realisation of the benefits of contracts agreed for greater than one year suppressing inflation impacts for the Council.
- **(£30k) Human resources favourable variance at year end.** Change: (£25k) from M3 due to staff vacancies.
- **£11k Customer Services overspend at year end.** Change: £11k from M3. £10k Primarily due to vacancy factor not predicted to be realised, and one-off overspend due to staff savings linked to digital tools delivery timescales. Staff savings are still expected but delayed until 2024/25 when the benefits of the digitisation strategy is expected. £1k other minor variances. Mitigation sought from (i) changing culture around use of postage and any other underspends across the budget although these are likely to be minimal.
- **(£14k) Policy and Communications underspend at year end** Change: (£14k) from M3, due to ongoing salary underspend from revised restructure of combined team following outcome of FTP programme.
- **(£25k) Office Services underspend at year end** Change: (£25k) from M3, due to one off utility underspend.

2022/23	Forecast	Annual	Outturn	Change	One-off	Ongoing
Outturn	Qtr 2	Budget	Variance	from Qtr 1	events	Pressure
£k	£k	£k	£k	£k	£k	£k
398 Legal Services	495	457	38	0	19	19
595 Democratic Services	587	587	0	0		
1,117 Information Technology	1,313	1,401	(88)	(88)	(88)	
359 Human Resources	325	355	(30)	(30)	(30)	
587 Customer Services	464	453	11	11	11	
341 Policy and Communications	397	411	(14)	(14)		(14)
158 Emergency Planning & Community Safety	340	340	0	0		
284 Office Services	357	382	(25)	(25)	(25)	
138 Asset Management	152	152	0	0		
291 Leadership Team	243	243	0	0		
1,066 Financial Services	1,032	1,032	0	0		
455 Revenues and Benefits	374	374	0	0		
166 Communities Executive Projects	0	0	0	0		
5,953 General Fund	6,079	6,187	(108)	(146)	(113)	5
-1 Wellbeing Prescription	0	0	0	0		
5,952 Strategy & Resources	6,079	6,187	(108)	(146)	(113)	5

Revenue Commentary - Corporate Items

2022/23	Forecast	Annual	Outturn	Change	One-off	Ongoing
Outturn	Qtr 2	Budget	Variance	from Qtr 1	events	Pressures
£k	£k	£k	£k	£k	£k	£k
1,163 Interest Payable	1,163	1,163	0	0		
(1,495) Interest Receivable & Investment Income	(1,495)	(1,495)	0	0		
(745) Property Income	(777)	(777)	0	0		
(2,048) Non GF Support recharges & Bank charges	(2,498)	(2,498)	0	0		
1,161 Minimum Revenue Provision (MRP)	1,179	1,179	0	0		
1,488 Pension - Actuarial top up, Added Years, & Compensation	1,485	1,485	0	0		
(42) Write Offs and Bad Debt Provision	22	22	0	0		
(201) Cost of Collection	(270)	(270)	0	0		
116 Contingency	445	445	0	0		
15 Contributions to / (Drawdown from) Earmarked Reserves	0	0	0	0		
0 Management structure saving held corporately	(85)	(170)	85	85		85
589) Corporate Items	(831)	(916)	85	85	0	85

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Corporate Items - £85k Net overspend: no change since M3.

- £85k Management Restructuring : Variance due to a portion of the management structure saving being reinvested into Planning.

Performance against interest receivable is likely to exceed budget and it is assumed that any surplus will be transferred to reserve, subject to discussion with and approval by Investment Sub-Committee and Strategy & Resources.

Revenue Commentary – Housing Revenue Account

2022/23 Outturn £k	Forecast Qtr 2 £k	Annual Budget £k	Outturn Variance £k	Change from Qtr 1 £k	One-off events £k	Ongoing Pressures £k
2,302 Salaries	2,179	2,149	30	30		30
1,027 Services Costs	1,947	1,865	82	22		82
1,542 Corporate Support Service	1,574	1,572	2	2		2
2,457 Repairs and Maintenance	3,636	3,636	0	0		
1,616 Interest Changes on Loan	2,045	2,045	0	0		
(14,528) Rental Income Dwellings	(15,973)	(15,973)	0	0		
(263) Rental Income Garages	(385)	(385)	0	0		
(359) Other Income	(153)	(136)	(17)	(17)		(17)
(6,205) Total Revenue Movement before Tfr to Reserves	(5,130)	(5,227)	97	37	0	97
6,205 Transfer to Reserves	5,227	5,227	0	0		
0 HRA	97	0	97	37	0	97

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Housing Revenue Account - £97k net overspend – Change £37k from M3, mainly due to :-

- **£30k Salary Costs** – Change £30k from M3, due to additional reinvestment in the Building Surveyors team to cover Health and Safety and other priority areas.
- **£82k Service Costs** – Change £22k from M3, due to releasing (£5k) consultancy budget no longer required offset by £9k increase costs of voids for Council Tax and £28k new fraud contract with R&B. Projected £60k increased costs on Orchard MRI Housing Management Software linked to upgrading to a new hosted version.
- **£2k Corporate Support Services** – Change £2k from M3, due to the HRA 30-year plan advisor contract increasing support to the Housing Development team.
- **(£17k) Other Income** - Change (£17k) from M3, due to increase in income from private house lease extensions.

Revenue Risks

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

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
Community Services	Trees - Throughout the District Ash dieback continues to be a potential risk. Also trees near railway lines will cost more to manage as specialist contractors have to be engaged and also potentially railway line closure, speed restrictions and H&S issues may become a bigger issue.	Ensuring tree management is programmed to be flexible enough to allow any arising risks to be dealt with in a timely basis.	
Housing Page 38	Demand for Social accommodation is on the rise with lack of availability of LA's being able to house families and individuals. The use of Bed and Breakfast accommodation is on the rise not only in Tandridge but throughout the UK.	Keeping a watching brief on the costs Tandridge are incurring. The government have released additional grant of £154k in 2023/24 to help with the additional costs and also Tandridge hold funds within the Homelessness reserve which we expected will cover any additional costs.	
Planning	The need for externalising work may increase now that the Local Plan has been found unsound with more appeals requiring external legal output.	Monitor and report, taking commensurate actions where opportunities arise	
Planning	Unexpected fall of in planning application fee income, driven by the national economic situation	Monitor and report, taking commensurate actions where opportunities arise	
Resources	Escalating external legal costs related to specialist employee matters are a possible cost pressure within HR.	Officers are looking at reviewing options to economically and effectively source ad-hoc advice on complex / sensitive employment matters.	
Resources	External employment market is buoyant for professional Legal staff. Any further reduction of staff is a risk to service provision	Outsourcing of Legal work would reduce the legal compliance risks to the Council, but increase cost pressures	
Resources	Council continues to seek tenants for available Council office space to increase rent income.	The Council has extended the security hours related to the offices to further develop interest in the rental.	
Corporate Items	Possibility of higher empty properties due to business revaluating workspaces and impact on investment / property income (above current forecast)	Asset Manager will review all opportunities to maximise investments and market all opportunities (for finding new tenants).	£0-100k

Revenue Opportunities

These opportunities have not been included in the budget monitoring position

Committee	Outline of Opportunity	Any blockers to achievability	Range Max - Min £k
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
Resources	IRIS contribution reduction. The Surrey Police managed Identification and Referral to Improve Safety ("IRIS") programme is a training and support programme which enables GPs to identify patients affected by domestic violence and abuse and refer them to specialist services. The Council contributes funding to this programme	Council is exploring options to seek alternative funding for the IRIS programme.	£0-19k
Corporate Items	Improved temporary lending rates due to Bank base rate increases (affects Interest Receivable)	BoE decisions and investment market reaction	£0-£200k

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Capital Budget – Community Services

Service	Annual Budget 2023-24 £k	Forecast M6 2023/24 £k	Variance M6 2023/24 £k	Nature of Variance	
				Variance Overspend/ (Underspend) £k	Variance Acceleration/ (Slippage) £k

Community Services					
Waste and Recycling	19	93	75	0	75
Parks, Playgrounds and Open Spaces	1,086	505	(581)	0	(581)
Community infrastructure and assets	635	485	(150)	0	(150)
Total Community Services	1,740	1,084	(656)	0	(656)

Page 40 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 reported during the September 2023 Committee cycle.

At Q1, approved at the S&R Committee in September 2023, the total capital requirement for 2023/24 was re-set at £1,740k, with £337k carried forward into 2024/25.

- At Q2, the total capital forecast is £1,084k. The variance of (£656k) is due to below:-
 - £75k – Acceleration for Waste Bins. Further work has established the previous reprofiling was too restrictive.
 - (£581k). Slippage on Parks, Playgrounds and Open Spaces. All of the slippage amounts sums removed are to be reprofiled into 2024/25. The slippages are broken down into schemes below-
 - (£434k) - Childrens Playgrounds.
 - (£105k) - Park Pavilions.
 - (£42k) - Playground Match Funding.
 - (£150k) Slippage on Community Infrastructure and assets, all relates to Public Conveniences.
- It should be noted that there are plans to recruit an interim resource to help with managing the capital spend particular in Playgrounds and Public Conveniences.
- Spend across the Committee's schemes is c.£122k (11%) at Q2.

Capital Budget – Housing General Fund

Service	Annual Budget 2023-24 £k	Forecast M6 2023/24 £k	Variance M6 2023/24 £k	Nature of Variance	
				Variance Overspend/ (Underspend) £k	Variance Acceleration/ (Slippage) £k

Housing General Fund					
Disabled Facilities Grants	503	420	(83)	0	(83)
Total Housing General Fund	503	420	(83)	0	(83)

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- The Capital Budget was approved by Full Council on 9th February 2023 at £503k.
- The request for Capital carry forwards of £139k 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.

At Q1, approved in the S&R Committee in September 23, the total capital requirement for 2023/24 was re-set at £503k with £139k carried forward into 2024/25.

At Q2, the total Capital Forecast for HGF is £420k, with a slippage of (£83k), mainly due to surplus capital grant, reprofiled into 2024/25.

- Spend across the Committee’s schemes is c.£37k (9%) at M6 however with many projects in the pipeline to start this financial year the capital programme is on track to achieve the forecasted spend.

Capital Budget – Planning Policy Committee (CIL)

Service	Annual Budget 2023-24 £k	Forecast M6 2023/24 £k	Variance M6 2023/24 £k	Nature of Variance	
				Variance Overspend/ (Underspend) £k	Variance Acceleration/ (Slippage) £k

Planning Policy					
Capital contributions to third parties from CIL	500	104	(396)	0	(396)
Total Planning Policy	500	104	(396)	0	(396)

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- The Capital Budget was approved by Full Council on 9th February 2023 at £500k.
- The request for Capital carry forwards of £2,108k from 2022/23 was approved in the S&R Committee on 29th June 2023.
- The total available budget for 2023/24 was therefore £2,608k.
- Due to match funding and project delivery delays, £2,108k slippage in the projected scheme expenditure was requested to be carried forward to 2024/25. This is normal practice with grant allocations. This was approved in the S&R committee on 28th September 2023.
- The budget 2023/24 now stands at £500k.
- The budget has been reviewed for deliverability at M6 with a forecast variance - slippage of (£396k)

Capital Budget – Strategy and Resources

Service	Annual Budget 2023-24 £k	Forecast M6 2023/24 £k	Variance M6 2023/24 £k	Nature of Variance	
				Variance Overspend/ (Underspend) £k	Variance Acceleration/ (Slippage) £k

Strategy & Resources					
Croydon Road Regeneration	50	50	0	0	0
Quadrant House Solar Panels & Suite Refurb	150	150	0	0	0
Council Offices Buildings	39	39	0	0	0
Digital FTP	295	295	0	0	0
GF IT - Hardware/Infrastructure	383	383	0	0	0
Total Strategy & Resources	917	917	0	0	0

- The Capital Budget for S&R was approved by Full Council on 9th February 2023 at £1,822k.
- The request for Capital carry forwards of £1,217k from 2022/23 was approved in the S&R Committee on 29th June 2023, with a revised phasing reported during the September 2023 committee cycle.
- During the year, £295k was approved as an addition for the Digital project in Future Tandridge Programme.
- The total available budget for 2023/24 was therefore £3,334k.
- At Q1, approved in the S&R Committee in September 23, the total capital requirement for 2023/24 was re-set at £917k with a carry forward of £2,417k into 2024/25.
- The budget has been reviewed for deliverability at M6 and at present it is deemed to be deliverable with no further forecast variance
- Spend across the Committee’s schemes is c.£92k (10%) at Q2.

Capital Budget – Housing Revenue Account

Service	Annual Budget 2023-24 £k	Forecast M6 2023/24 £k	Variance M6 2023/24 £k	Nature of Variance	
				Variance Overspend/ (Underspend) £k	Variance Acceleration/ (Slippage) £k

Housing Revenue Account					
Council House Building	11,244	11,330	86	0	86
Improvements to Housing Stock	4,648	4,461	(187)	0	(187)
HRA IT - Hardware/Infrastructure	241	241	0	0	0
Total Housing Revenue Account	16,133	16,031	(102)	0	(102)

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- The Capital Budget was approved by Full Council on 9th February 2023 at £15,398k.
- The request for Capital carry forwards of £4,597k from 2022/23 was approved in the S&R Committee on 29th June 2023, with a revised phasing reported during the September 2023 committee cycle.
- At Q1, approved in the S&R Committee in September 23, the total capital requirement for 2023/24 was re-set at £16,133k with £3,862k carried forwards to 2024/25.
- At Q2, the total Capital Forecast for HGF is £16,031k, with a Slippage Variance of (£102k), mainly due from
 - Council House Building – acceleration £86k.
 - Adaptations for the Disabled – slippage (£187k).
- Spend across the Committee's schemes is c.£4,512k (28%) at M6 although will accelerate as stalled schemes at Uplands and Bronzeoak are re-started and the LAHF purchases are completed.

Quarter 2 2023/2024 Key Performance Indicators - Strategy & Resources Committee

Strategy & Resources Committee - Thursday 30 November 2023

Report of: Head of Policy and Communications

Purpose: For information

Publication status: Open

Wards affected: All

Executive summary:

This report's appendices contain data about the committee's key performance indicators (KPIs) for quarter 2 2023-2024 and the risk registers 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 Giuseppina Valenza, Head of Policy & Communications
gvalenza@tandridge.gov.uk

Recommendation to committee:

To review and note the Quarter 2 2023-2024 performance indicators, as well as committee and corporate risks.

Reason for recommendation:

To support the committee to monitor and manage its performance.

Introduction and background

1. The performance management framework supports the Council's strategic priorities by monitoring performance against key outcomes in the corporate and service plans. Performance data is presented to the Extended Management Team each quarter for discussion.
2. Performance and risk register reports are presented to policy committees each quarter. This committee also receives the Corporate Risk Register. Please see Appendix A for the quarter 2 performance indicators, Appendix B for the Strategy and Resources Committee Risk Register and Appendix C for the Corporate Risk Register.

Performance indicators

3. Two KPIs did not meet their target for the quarter, SR5 and SR10. The full list is available in Appendix A.
4. SR5: The number of working days / shifts lost due to sickness absence (long and short-term) is off target by 1.14 days. This is an improvement since the last quarter. The target is 7.1 days. The overall trend is down, for the same quarter last year sickness absence was 11.8%.
5. Long term absence is anything over 20 continuous working days (ie more than four weeks). Short term is any sickness less than 20 days. The number of staff on long term sick leave during this quarter was 18, of which 5 have left the Council.
6. SR10: The percentage of calls answered within 60 seconds by Customer Services, was off target by 31.84% at 48.16%. The target is 80%. This was a slight improvement on the previous quarter. While more staff have now been recruited to replace those who have moved to other teams, training new staff takes time and can also impact response rates.
7. During quarter 2, the average time to answer a call varied from three to five minutes, with a call handling time of under four minutes. Call handling is the actual length of the call. At the end of each call there is a wrap up time allowed for the team to make notes, update cases, send e-mails etc. The abandonment rate varied from just under 20% to 30% and is measured after seven seconds. In most cases callers often abandon calls just before they are likely to be answered. More detail about calls is provided in the table below:

Quarter 2 2023	July	August	September
Number of calls	2989	3113	2780
Number of calls answered	2104	2201	2250
Average speed of answer (mins)	5.32	5.18	3.15
Average delay to abandon (mins)	5.22	5.42	4.53
Average call handling time (mins)	3.19	3.32	3.32
Calls abandoned after seven seconds	885 (30%)	912 (29%)	530 (19%)

8. The Customer Services team does not just answer calls, the team is responsible for dealing with visitors to the reception area, managing the post service, responding to cases submitted by e-mail or the website, as well as dealing with other administration tasks.
9. SR8: Staff turnover is at its lowest level since 2021, at 10.6%, compared to 15.9% in the last quarter. The target is 15%.

Risk registers

10. Details about any red risks on the committee risk register or Corporate Risk Register are highlighted in this report.
11. There are no red risks on the committee register. Please see Appendix B for details of all risks.
12. There are five red risks on the Corporate Risk Register. These are:
 - P1: Implications of draft Tandridge Local plan 2033 being found unsound by the Inspector.
 - P2: Lack of five year housing land supply, including gypsy and traveller land
 - P3: Lack of capacity in planning team and issues with IT systems negatively impacts performance and delivery of service, such as determining applications within statutory timeframes and providing governmental statistical returns.
 - H1: Council fails to deliver the target number of properties in the Council House Building Programme, due to poor performance of the contractor, planning delays, unplanned costs, availability of materials and utility providers.
 - CS3: Delays in monitoring council owned trees and impact of Ash dieback creates greater risk of tree falls.
13. Appendix C has details of actions taken and being taken to mitigate against these risks, as well as details about all the corporate risks.

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, including risks, 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 contains no proposals that would disadvantage any minority groups.

Climate change

This report contains no proposals that would impact on the Council's commitment to climate change.

Appendices

Appendix A: Performance indicators

Appendix B: Strategy and Resources Risk Register

Appendix C: Corporate Risk Register

Background papers

None

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

Appendix A – Strategy & Resources Performance Indicators Q2 2023-2024

SR1: Percentage of council tax collected

Jan-Mar 2022	April-June 2022	July-Sept 2022	Oct-Dec 2022	Jan-Mar 2023	April-June 2023	July-Sept 2023	Q2 target 49.32%
97.40%	34.90%	61.7%	88.7%%	96.80%	34.50%	61.5%	Met

SR2: The percentage of non-domestic (business) rates collected

Jan-Mar 2022	April-June 2022	July-Sept 2022	Oct-Dec 2022	Jan-Mar 2023	April-June 2023	July-Sept 2023	Q2 target 48.26%
95.2%	30.80%	62.30%	83.60%	97%	32%	59.3%	Met

SR3: Days taken to process Housing Benefit/Council Tax Benefit new claims

Jan-Mar 2022	April-June 2022	July-Sept 2022	Oct-Dec 2022	Jan-Mar 2023	April-June 2023	July-Sept 2023	Target 30 days
28	69.20 (to 42 in June)	39.3	56	31	25	28	Met

SR4: Days taken to process Housing Benefit/Council Tax change events

Jan-Mar 2022	April-June 2022	July-Sept 2022	Oct-Dec 2022	Jan-Mar 2023	April-June 2023	July-Sept 2023	Target 12 days
20	40.09 (10 days in June)	11.6	9.66	5	6.33	11.6	Met

SR5: The number of working days/shifts lost due to sickness absence (long and short term, rolling 12 month figures)

Jan-Mar 2022	April-June 2022	July-Sept 2022	Oct-Dec 2022	Jan-Mar 2023	April-June 2023	July-Sept 2023	Target 7.1 days
10.51	11.36	11.8	11.36	10.67	9.56	8.24	Not Met

Comments

Long term absence is anything over 20 continuous working days (ie more than four weeks). Short term is any sickness less than 20 days. During this quarter 18 staff were on long term sick leave, of which 5 have left the Council. Where possible, staff are supported to return to work, where this is not possible, their exit is managed sensitively.

39% of absences are attributed to musculoskeletal conditions, 10% to mental health concerns and 6% to Covid related absences. The remaining 45% are related to various reasons ranging from cold/flu, sickness/diarrhoea, headache, migraine, skin disorders, neurological conditions, gynaecological, genitourinary, gastro-intestinal, eye problems, ear, nose and throat (ENT), respiratory problems and cancer.

Musculoskeletal covers a wide range of conditions relating to or denoting the musculature and skeleton together. This includes acute soft tissue injury, ankylosing spondylitis, arthritis, back (cervical, thoracic, lumbar) pain/injury, chronic soft tissue conditions, dislocations, fibromyalgia, broken/fractured bones, gout, investigations (X- ray, MRI), ligament/tendon injury/surgery, polymyalgia, prolapsed disc, repetitive strain disorders/RSI, tendonitis, tenosynovitis etc. This can also include accidents and injuries, as well as planned surgery eg, knee/hip replacement.

10 absences related to musculoskeletal issues were considered work related. This made up 26% of all absences due to musculoskeletal conditions. These were all reported by staff in Operations, Streets and Recycling and Waste. Regular risk assessments are carried out at the Depot and staff are referred to occupational health (OH) where necessary, including for Hand Arm Vibration risk assessments. Office based staff regularly complete online risk assessments which cover working in an office environment, manual handling, health and safety and home working. Where an issue is identified, staff may be assessed by a specialist company to identify whether a different type of chair or desk is needed. Other aids include special keyboards and mice.

Of the 10% of mental health cases, 2 staff considered their condition was work related. The Council provides a range of mental health support for staff to support health and wellbeing. This includes mental health first aiders, Employee Assistance programme, stress risk assessments and referral to OH where necessary.

SR6: The number of working days/shifts lost due to sickness absence (short term only 20 days or less, rolling 12 month figures)

Jan-Mar 2022	April-June 2022	July-Sept 2022	Oct-Dec 2022	Jan-Mar 2023	April-June 2023	July-Sept 2023	Target 4.1 days
3.96	4.09	4.42	4.17	3.8	3.61	3.5	Met

SR7: Staff turnover (rolling 12 month figures)

Jan-Mar 2022	April-June 2022	July-Sept 2022	Oct-Dec 2022	Jan-Mar 2023	April-June 2023	July-Sept 2023	Target 15%
15.9%	17.60%	17.10%	14.70%	14.50%	15.90%	10.6%	Met

SR8: Staff turnover by team (data only)

Oct-Dec 2022	Jan-Mar 2023	April-June 2023	July-Sept 2023	12 month rolling total by team
<ul style="list-style-type: none"> Housing 1 Planning 1 Operations 1 Transformation and Business Support 1 Wellbeing 1 	<ul style="list-style-type: none"> Planning, Planning Policy 4 Transformation and Business Support 1 Legal 1 Policy and Communications 1 Assets 1 	<ul style="list-style-type: none"> Wellbeing 1 Legal 1 Customer Services 1 Democratic services 1 SBCP: 2 Operations 1 Housing 2 Planning 1 	<ul style="list-style-type: none"> Operations 1 Planning 1 	<ul style="list-style-type: none"> Planning 7 Operations 4 Housing 3 Transformation and Business Support 2 Wellbeing 2 Legal 2 Policy and Communications 1 Assets 1 Customer Services 1 Democratic services 1 SBCP 1

SR9: New starters by team (data only)

Oct-Dec 2022	Jan – Mar 2023	April-June 2023	July-Sept 2023	12 month rolling total by team
<ul style="list-style-type: none"> Legal 1 Planning 1 Democratic Services 1 Communities & Partnerships 1 	<ul style="list-style-type: none"> Operations 2 Planning 3 Chief Executives 1 Transformation and Business Support 1 	<ul style="list-style-type: none"> Wellbeing 1 Finance 1 Legal 2 Planning 1 	<ul style="list-style-type: none"> Housing 1 Policy & Communications 1 Customer Services 3 Finance 2 Revenues & Benefits 1 Legal 1 Planning 2 	<ul style="list-style-type: none"> Planning 7 Legal 4 Customer Services 3 Finance 3 Operations 2 Housing 1 Transformation and Business Support 1 Wellbeing 1 Policy and Communications 1 Democratic services 1 Communities & Partnerships 1 Chief Executives 1 Revenues & Benefits 1

SR10: The percentage of calls answered within 60 seconds by Customer Services

Jan-Mar 2022	April-June 2022	July-Sept 2022	Oct-Dec 2022	Jan-Mar 2023	April – June 2023	July-Sept 2023	Target 80%
55%	54.7%	39.70%	58.00%	55.60%	44.03%	48.16%	Not Met

There has been a slight improvement in this quarter as more staff have been recruited to replace those who have moved to other teams. Training new staff takes time and impacts response rates. There is one vacancy in the team.

During quarter 2, 8,882 calls were handled, with the average time to answer a call varying from three to five minutes and a call handling time of under four minutes. Call handling is the actual length of the call. At the end of each call there is a wrap up time allowed for the team to make notes, update cases, send e-mails etc. The abandonment rate varied from just under 20% to 30% and is measured after seven seconds. During this quarter the average time it took for someone to abandon a call was under six minutes.

The Customer Services team does not just answer calls, the team is responsible for dealing with visitors to the reception area, managing the post service, responding to cases submitted by e-mail or the website, as well as dealing with other administration tasks.

From September, the benefits and council tax teams stopped taking calls in the afternoon to give the teams time to process claims, answer council tax and business rates enquiries and complete training, when needed. The teams deal with calls between 9am and 12pm and the council tax phonenumber is closed. This means the Customer Services Team may have received additional calls and visitors who would normally be dealt with by these teams.

SR11: Number of complaints received (data only)

Jan-Mar 2022	April-June 2022	July-Sept 2022	Oct-Dec 2022	Jan-March 2023	April-June 2023	July-Sept 2023
30	27	30	30	15	21	29

SR12: Number of Freedom of Information requests (FOIs) received (data only)

Jan-Mar 2022	April-June 2022	July-Sept 2022	Oct-Dec 2022	Jan–March 2023	April-June 2023	July-Sept 2023
159	147	130	108	226	209	210

Strategy and Resources Risk Register

Ref:	Risk cause and event	Risk consequences	Risk owner	L	I	RAG	Mitigating actions and responsibility	Status update	On corporate risk register
SR1	Inability of Council to make savings as identified in the Medium Term Financial Strategy and to delivered a balanced outturn for 2023/2024 and 2024/2025,	<p>Negative impact on the Council's budget.</p> <p>Council exhausts reserves to balance the budget.</p> <p>Reduce services / resources.</p> <p>Section 114 notice required to be issued by Chief Finance Officer leading to cessation of non-essential spend and essential service provision at minimal level.</p> <p>Reputational damage.</p>	Chief Finance Officer (CFO) & S151 Mark Hak-Sanders	2	4	8	<p>Savings are managed through the Future Tandridge Programme Governance, of which the Chief Executive is Senior Reporting Officer. Savings are also included in regular financial monitoring. Actions in place:</p> <ul style="list-style-type: none"> - Robust budget monitoring and if appropriate, corrective action to ensure spending in line with the budget. - Range of actions (savings and other budget improvement measures) to address current and future financial environment to inform future business and budget planning - Fortnightly Programme and Benefits Delivery Board meetings of EMT chaired by the CFO. - Weekly EMT or MT meeting as escalation point. - Programme Team provides oversight on delivery including action tracking and risk register updates. - Specific governance arrangements for key savings areas. - Named owners for all savings and risks. - Fully allocated savings plan for 2023/2024. - Increased contingency held in the 2023/2024 budget. - Detailed savings planning for 2024/2025. 	<p>At outturn, 94% of savings for 2022/2023 were achieved. The Council completed the year with a small 1% surplus on budget.</p> <p>The 2023/2024 savings plan was approved by Council on 9 February at £1.7m. Delivery is tracked monthly and reported to each Strategy and Resources and Audit and Scrutiny. Currently 11% (£186k) is RAG rated Red or Black, with 16% (£272k) rated amber. This profile is typical at this point in the year and the amber value is under continual review.</p> <p>A savings realisation audit for 2022/2023 gave 'substantial' assurance and the audit will be repeated in 2023/2024.</p> <p>Budget planning for 2024/25 is under way with the expectation of presenting a balanced draft budget in November, with further refinement to take place in advance of the January Committee cycle.</p>	Yes
SR2	Failure to process Housing Benefits in line with targets	<p>Failure of statutory duty.</p> <p>Reduced / delayed support to recipients.</p> <p>Reputational damage.</p> <p>Reduction in administration grant fund.</p>	Chief Finance Officer & S151 Mark Hak-Sanders	3	3	9	<p>New revenues and benefits system in place, with appropriate oversight and risk management in place.</p> <p>Established working protocols.</p> <p>Team resourcing closely monitored and issues reported.</p> <p>Performance monitoring in place.</p>	Restructure of Revenues and Benefits launched 17 January 2023 with clear role profiles for Revenues and Benefits. Joint working with neighbouring authorities being explored. Performance reports produced regularly.	No
SR3	Failure to collect revenue income (eg council tax, business rates, rental) in line with our targets	<p>Failure of statutory duty.</p> <p>Reduced cash flow and impact on budget.</p>	Chief Finance Officer & S151 Mark Hak-Sanders	1	4	4	<p>Established working protocols.</p> <p>Team resourcing closely monitored and issues reported to Extended Management Team.</p> <p>Performance monitoring in place.</p> <p>Project in place to improve recovery rates.</p> <p>Collaborative working with other Surrey authorities.</p>	Income is still impacted by the after effects of Covid-19 and cost of living. Both remain volatile as a result of continuing impact of the economy. Budgets are based on prudent estimates to avoid financial shocks.	No

SR4	Failure to meet rental income targets due to market difficulties of renting out council assets and current business tenants not able to make rent payments.	Increased risk of tenants (private and public) struggling to meet rental obligations. Reduced cash flow and impact on budget. Continued economic uncertainty creating increase in interest rates and inflationary pressures such as energy, workforce costs, supply chain pressures and invasion of Ukraine. Changes in ways of doing business, such as online shopping and increased potential of working from home – less office space needed. Increased vacancies following expiring contracts / insolvencies.	Chief Finance Officer & S151 Mark Hak-Sanders	3	3	9	Close contact with tenants and clear understanding of their cashflow issues. Offering short-term rent free periods and deferred payment schemes for previously strong tenants. Proactive, rational and flexible approach to rents negotiations. Proactively seek new lettings and maximising income from existing assets. Good understanding of the local property market and national movement across all sectors. Positive relationship with private tenants. Proactive relationship with council tenants around debt. Proactive engagement with all tenants identified to be at risk (factors include covenant deterioration, payment history and business sector) Proactively seeking rent deposits and/or guarantors where possible for new lettings	Mitigations are ongoing.	Yes
SR5	Council is subject to a cybersecurity attack	Data breach. Impact on delivery of services Reputational damage.	Chief Finance Officer (CFO) & S151 Mark Hak-Sanders	2	4	8	Cyber Essentials certification in place. - Access to systems and data strictly controlled and data held securely to ensure it is only available as permitted and not at risk of loss or compromise Regular testing of the ICT security perimeter (firewalls), monitoring for new vulnerabilities of systems and a cycle of ensuring all system versions are up to date is in place. - Regular patching cycle of server and desktop infrastructure and also monthly review of security systems (Proxy server, firewalls, switches, backup software, HCI software) Council information governance, which includes cyber security elements, is reviewed quarterly and formally assessed annually. Information governance Board in place. The IT Acceptable Use Policy (AUP) updated with relevant guidance and information on cyber security risks Scheduled cyber security test exercises. IT staff undertake courses and webinars to keep abreast of emerging trends in cyber security	This is a risk we tolerate because even with the most robust measures it is impossible to fully mitigate against an attack. The team is working with DLUHC to review all procedures and has received funding to support the work.	Yes
SR6	Loss of some ICT systems and data due to disaster recovery solution not being in place	Inability to recover IT services if a potential disaster occurred, severely impacting delivery of most Council business Recovery of IT systems ineffective. Data loss.	Chief Finance Officer (CFO) & S151 Mark Hak-Sanders	1	4	4	Ongoing journey towards cloud based IT systems Laptops for all staff which enables a work from anywhere environment	A disaster recovery system and process is now in place.	No

SR7	Inability to deliver UKSPF according to agreed timescales as a result of lack of clear vision for its use and lack of project management capacity.	Priorities not delivered, grant needing to be returned to Government, reputational damage and lost potential for infrastructure investment.	Chief Finance Officer (CFO) & S151 Mark Hak-Sanders	2	3	6	C2C LEP commissioned to help develop our approach in line with expected governance. Action plan drawn up and agreed by Community Services. Actions starting to be being delivered.	TDC lead is currently interim adding to this risk. Members of the working group have been nominated.	No
SR8	Inability to deliver One Public Estate (OPE) according to agreed timescales as a result of lack of project management capacity and unclear expectations of funding body.	Priorities not delivered, grant needing to be returned to Government, reputational damage and lost potential for infrastructure investment.	Chief Finance Officer (CFO) & S151 Mark Hak-Sanders	2	3	6	Ongoing discussions with Surrey County Council /OPE and partners on expected outcome. Meetings with funding body to be clear on expectations. Tender issued. Actions underway Project plan being created, resourcing requirement to be discussed. Tender will be assessed in November.	Tender returns have been received and are being assessed in November.	No
SR9	Delivering climate change action plan in set timescales.	Delays to reducing operational carbon emissions in line with the 2030 ambition. Negative impact on reputation - Council declared a climate change emergency in 2020. Increased likelihood of flooding impacting properties Extreme weather (heat and cold) impacting vulnerable residents Extreme weather having a greater impact on the day to day delivery of services Detrimental impact on the local environment	Head of Policy and Communications Giuseppina Valenza	3	3	9	Agree to tolerate residual risk as programme is not one of the Council's critical / statutory services. Work underway to co-ordinate and drive forward climate change mitigation activities. Officers involved in various county wide working groups to maintain knowledge and awareness of current activities. EV charging project has been agreed subject to financial and legal sign off. Well rehearsed plans to manage severe weather impact in place.	Services are working to mitigate climate change. Review and cco-ordination of activity underway. Developing new action plan and co-ordinated approach to mitigation.	Yes

SR10	Organisational capacity to deliver is impacted	<p>If the organisation does not have capacity to deliver services this has implications for statutory services and could lead to service failure.</p> <p>Capacity problems increase turnover and absence and adversely affect wellbeing and productivity levels.</p> <p>Creates impact on service levels and increasing financial cost to the Council.</p> <p>Issues with significant gap between demands on employees and what they can realistically deliver.</p> <p>This can impact:</p> <ul style="list-style-type: none"> • Ability to recruit and retain talented staff • Effective prioritisation of key workstreams • Ability to respond to additional priorities • Managing public expectations of service delivery 	Chief Executive David Ford	3	3	9	<p>Efficient and effective recruitment and retention processes with targeted HR support and advice provided to hiring managers in place.</p> <p>Actions being embedded: Annual service and budget planning process aligned with the capacity of the organisation. Review of recruitment process. Use of skills matrix to identify gaps. Employing apprentices to grow own talent. Training and development of middle managers. Wider cultural change programme underway</p> <p>Actions to be taken Development of People Plan.</p>	<p>The Council must ensure it has the capacity to achieve the priorities in the Corporate Plan and to ensure the effective delivery of services.</p> <p>Future Tandridge Programme has reduced the size of some teams, which has an impact on capacity.</p> <p>Digital project will impact all staff and require support and engagement from all teams if it is to be successful.</p> <p>The likelihood score has increased due to the difficulty recruiting a Human Resources Organisational Development specialist, whose focus would be to lead, drive and deliver the actions detailed. The Council is working with Reigate and Banstead to recruit to that post. Some of the actions are being delivered, for example there are internal working groups reviewing recruitment. Training and development is being offered to middle managers.</p> <p>While recruitment is underway to various posts, until those posts are filled the likelihood rating remains high. Recruitment is difficult in some areas.</p>	Yes
1	Data Protection / Information Governance policies and procedures not in place	<p>Need to make sure personal data is secure and an individual's right to privacy is protected.</p> <p>If we fail to effectively act on and embed standards and procedures that enable us to do this, this could lead to distress and harm for data subjects as well as a loss of public trust and financial penalties to the organisation.</p> <p>This risk is informed by a number of issues, including:</p> <ul style="list-style-type: none"> • Potential data protection breaches, misuse of private information, breaches of European Convention of Human Rights (Article 8) and breaches of confidence enabling access to confidential data • Loss of data, including as a result of malicious cyber security attacks 	Head of Legal Lidia Harrison	2	1	3	<p>Data Protection Policy in place and regularly updated</p> <ul style="list-style-type: none"> - Data Protection training and updates for new and existing staff - Councillor training on responsibilities under appropriate Code of Conduct for new and existing Members - Information Asset Register in place - Records Retention Policy in place and implemented - Data sharing protocols in place and implemented - Data Protection procedures in place to for all new projects and processes - Software systems evaluated for GDPR compliance - Policy in place for compliant use of email by staff/councillors and document management arrangements - Statutory Data Protection Officer and Deputy in place - Data security threats (eg through phishing) addressed 		No

SR12	Corporate Health and Safety policies and procedures not in place	<p>Failing to have good Health and Safety arrangements in place, could lead to loss of service and / or preventable accidents to and ill health of staff, contractors, public or others.</p> <p>This risk is informed by a number of factors, including:</p> <ul style="list-style-type: none"> • Compliance with Health and Safety at Work Act • Continuing to reduce the risk of COVID-19 transmission • Civil Duty • Moral and Public Duty 	Head of Environment Simon Mander	2	3	6	<p>Corporate Health and Safety Policy, arrangements and procedures in place</p> <ul style="list-style-type: none"> - Regular reviews of health and safety arrangements by Health and Safety consultant - Health and Safety action plan in place - Employee induction includes focus on Health and Safety and all employees provided with Health and Safety Guidance with guidance. This includes effective communication and engagement with Staff Hub, Health and Safety Group, and use of external Health and Safety advice - Lone working procedure in place - Fire risk assessments in place for relevant Council properties - Arrangements with partner organisations/contractors to ensure appropriate Health and Safety requirements are in place - IOSH Health and Safety training undertaken. 	Work to improve health and safety is ongoing.	Yes
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Risk matrix

Poor Likely Possible Unlikely Page 57	Very Likely	4	4	8	12	16
	Likely	3	3	6	9	12
	Possible	2	2	4	6	8
	Unlikely	1	1	2	3	4
			1	2	3	4
		Low	Medium	High	Very High	
		Impact				

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Corporate Risk Register

Ref:	Risk cause and event	Risk consequences	Risk Owner	L	I	RAG	Mitigating actions and responsibility	Status update
SR1	Inability of Council to make savings as identified in the Medium Term Financial Strategy and to delivered a balanced outturn for 2023/2024 and 2024/2025,	<p>Negative impact on the Council's budget.</p> <p>Council exhausts reserves to balance the budget.</p> <p>Reduce services / resources.</p> <p>Section 114 notice required to be issued by Chief Finance Officer leading to cessation of non-essential spend and essential service provision at minimal level.</p> <p>Reputational damage.</p>	Chief Finance Officer (CFO) & S151 Mark Hak-Sanders	2	4	8	<p>Savings are managed through the Future Tandridge Programme Governance, of which the Chief Executive is Senior Reporting Officer. Savings are also included in regular financial monitoring. Actions in place:</p> <ul style="list-style-type: none"> - Robust budget monitoring and if appropriate, corrective action to ensure spending in line with the budget. - Range of actions (savings and other budget improvement measures) to address current and future financial environment to inform future business and budget planning - Fortnightly Programme and Benefits Delivery Board meetings of EMT chaired by the CFO. - Weekly EMT or MT meeting as escalation point. - Programme Team provides oversight on delivery including action tracking and risk register updates. - Specific governance arrangements for key savings areas. - Named owners for all savings and risks. - Fully allocated savings plan for 2023/2024. - Increased contingency held in the 2023/2024 budget. - Detailed savings planning for 2024/2025. 	<p>At outturn, 94% of savings for 2022/2023 were achieved. The Council completed the year with a small 1% surplus on budget.</p> <p>The 2023/2024 savings plan was approved by Council on 9 February at £1.7m. Delivery is tracked monthly and reported to each Strategy and Resources and Audit and Scrutiny. Currently 11% (£186k) is RAG rated Red or Black, with 16% (£272k) rated amber. This profile is typical at this point in the year and the amber value is under continual review.</p> <p>A savings realisation audit for 2022/2023 gave 'substantial' assurance and the audit will be repeated in 2023/2024.</p> <p>Budget planning for 2024/25 is under way with the expectation of presenting a balanced draft budget in November, with further refinement to take place in advance of the January Committee cycle.</p>
SR4	Failure to meet rental income targets due to market difficulties of renting out council assets and current business tenants not able to make rent payments.	<p>Increased risk of tenants (private and public) struggling to meet rental obligations.</p> <p>Reduced cash flow and impact on budget.</p> <p>Continued economic uncertainty creating increase in interest rates and inflationary pressures such as energy, workforce costs, supply chain pressures and invasion of Ukraine.</p> <p>Changes in ways of doing business, such as online shopping and increased potential of working from home – less office space needed.</p> <p>Increased vacancies following expiring contracts / insolvencies.</p>	Chief Finance Officer & S151 Mark Hak-Sanders	3	3	9	<p>Close contact with tenants and clear understanding of their cashflow issues.</p> <p>Offering short-term rent free periods and deferred payment schemes for previously strong tenants.</p> <p>Proactive, rational and flexible approach to rents negotiations.</p> <p>Proactively seek new lettings and maximising income from existing assets.</p> <p>Good understanding of the local property market and national movement across all sectors.</p> <p>Positive relationship with private tenants.</p> <p>Proactive relationship with council tenants around debt.</p> <p>Proactive engagement with all tenants identified to be at risk (factors include covenant deterioration, payment history and business sector)</p> <p>Proactively seeking rent deposits and/or guarantors where possible for new lettings</p>	Mitigations are ongoing.

APPENDIX C – Corporate Risk Register

SR5	Council is subject to a cybersecurity attack	Data breach. Impact on delivery of services Reputational damage.	Chief Finance Officer & S151 Mark Hak-Sanders	2	4	8	<p>Cyber Essentials certification in place.</p> <ul style="list-style-type: none"> - Access to systems and data strictly controlled and data held securely to ensure it is only available as permitted and not at risk of loss or compromise Regular testing of the ICT security perimeter (firewalls), monitoring for new vulnerabilities of systems and a cycle of ensuring all system versions are up to date is in place. - Regular patching cycle of server and desktop infrastructure and also monthly review of security systems (Proxy server, firewalls, switches, backup software, HCI software) Council information governance, which includes cyber security elements, is reviewed quarterly and formally assessed annually. Information governance Board in place. The IT Acceptable Use Policy (AUP) updated with relevant guidance and information on cyber security risks <p>Scheduled cyber security test exercises. IT staff undertake courses and webinars to keep abreast of emerging trends in cyber security</p>	<p>This is a risk we tolerate because even with the most robust measures it is impossible to fully mitigate against an attack.</p> <p>The team is working with DLUCH to review all procedures and has received funding to support the work.</p>
SR9	Delivering climate change action plan in set timescales.	Delays to reducing operational carbon emissions in line with the 2030 ambition. Negative impact on reputation - Council declared a climate change emergency in 2020. Increased likelihood of flooding impacting properties Extreme weather (heat and cold) impacting vulnerable residents Extreme weather having a greater impact on the day to day delivery of services Detrimental impact on the local environment	Head of Policy and Communications Giuseppina Valenza	3	3	9	<p>Agree to tolerate residual risk as programme is not one of the Council's critical / statutory services.</p> <p>Work underway to co-ordinate and drive forward climate change mitigation activities.</p> <p>Officers involved in various county wide working groups to maintain knowledge and awareness of current activities.</p> <p>EV charging project has been agreed subject to financial and legal sign off.</p> <p>Well rehearsed plans to manage severe weather impact in place.</p>	<p>Services are working to mitigate climate change.</p> <p>Review and co-ordination of activity underway.</p> <p>Developing new action plan and co-ordinated approach to mitigation.</p>

APPENDIX C – Corporate Risk Register

SR10	Organisational capacity to deliver is impacted	<p>If the organisation does not have capacity to deliver services this has implications for statutory services and could lead to service failure. Capacity problems increase turnover and absence and adversely affect wellbeing and productivity levels. Creates impact on service levels and increasing financial cost to the Council. Issues with significant gap between demands on employees and what they can realistically deliver. This can impact:</p> <ul style="list-style-type: none"> • Ability to recruit and retain talented staff • Effective prioritisation of key workstreams • Ability to respond to additional priorities • Managing public expectations of service delivery 	Chief Executive David Ford	3	3	9	<p>Efficient and effective recruitment and retention processes with targeted HR support and advice provided to hiring managers in place.</p> <p>Actions being embedded: Annual service and budget planning process aligned with the capacity of the organisation. Review of recruitment process. Use of skills matrix to identify gaps. Employing apprentices to grow own talent. Training and development of middle managers. Wider cultural change programme underway</p> <p>Actions to be taken Development of People Plan.</p>	<p>The Council must ensure it has the capacity to achieve the priorities in the Corporate Plan and to ensure the effective delivery of services.</p> <p>Future Tandridge Programme has reduced the size of some teams, which has had an impact on capacity.</p> <p>Digital project will impact all staff and require support and engagement from all teams if it is to be successful.</p> <p>The likelihood score has increased due to the difficulty recruiting a Human Resources Organisational Development specialist, whose focus would be to lead, drive and deliver the actions detailed. The Council is working with Reigate and Banstead to recruit to that post. Some of the actions are being delivered, for example there are internal working groups reviewing recruitment. Training and development is being offered to middle managers.</p> <p>While recruitment is underway to various posts, until those posts are filled the likelihood rating remains high. Recruitment is difficult in some areas.</p>
SR12	Corporate Health and Safety policies and procedures not in place	<p>Failing to have good Health and Safety arrangements in place, could lead to loss of service and / or preventable accidents to and ill health of staff, contractors, public or others.</p> <p>This risk is informed by a number of factors, including:</p> <ul style="list-style-type: none"> • Compliance with Health and Safety at Work Act • Continuing to reduce the risk of COVID-19 transmission • Civil Duty • Moral and Public Duty 	Head of Operations Simon Mander	2	3	6	<p>Corporate Health and Safety Policy, arrangements and procedures in place</p> <ul style="list-style-type: none"> - Regular reviews of health and safety arrangements by Health and Safety consultant - Health and Safety action plan in place - Employee induction includes focus on Health and Safety and all employees provided with Health and Safety Guidance with guidance. This includes effective communication and engagement with Staff Hub. Health and Safety Group, and use of external Health and Safety advice - Lone working procedure in place - Fire risk assessments in place for relevant Council properties - Arrangements with partner organisations/contractors to ensure appropriate Health and Safety requirements are in place - IOSH Health and Safety training undertaken. 	<p>Work to improve health and safety is ongoing.</p>

APPENDIX C – Corporate Risk Register

P1	Implications of draft Tandridge Local plan 2033 being found unsound by the Inspector	<p>Financial cost to the Council in potentially having to defend inappropriate planning applications at appeal. Risk of development coming forward in uncontrolled ad hoc manner resulting in poor quality development and inadequate infrastructure</p> <p>Additional pressures on DM and policy teams and ability to adequately resource. Additional costs associated with developing a new district wide plan. Potential significant delay in bringing forward new district wide plan as a result of Government slowness in introducing changes to the planning system. Inability to benefit from the use of transitional arrangements for plan making as a result.</p>	Chief Planning Officer Helen Murch	4	4	16	<p>Prepare strategy and work programmes to mitigate impacts of plan being found unsound. Continue to work with partners and statutory bodies where appropriate. Prepare key pieces of evidence to support Development Management Team and policy functions and the future preparation of a new local plan. Continue to assess CIL bids to help support infrastructure delivery. Development of consistent language to be used in DM reports addressing policy weighting and approach to speculative Green belt applications. Updating and publication of Interim Housing Position Statement</p>	<p>Full Council has asked the Inspector to write his final report. Currently expected to be in receipt of this in early 2024. Work on understanding future work programmes commenced. Some initial evidence base updating on former draft allocation sites being undertaken. Existing adopted policies continuing to be used to protect against speculative applications in the Green Belt and defend against poor development in the Green Belt and other locations. Planning applications will continue to be assessed against the adopted development plan.</p>
P2	Lack of five year housing land supply, including gypsy and traveller land	<p>Financial cost to the Council in potentially having to defend inappropriate planning applications at appeal. Increase in pressure to identify and support sites to accommodate traveller and show people sites outside of plan making. Inability to demonstrate compliance with Equalities Act regarding provision for travellers and show people Increased risk from the NPPF presumption in favour of sustainable development.</p>	Chief Planning Officer Helen Murch	4	4	16	<p>Undertake Call for sites and update Brownfield Register and Housing and Economic Land Availability Assessment (HELAA). Prepare updated Housing Position Statement. Consultants commissioned to advise on status of former draft site allocations, housing supply and potential future strategy. Prepare AMR Prepare/adopt a robust housing trajectory, Update Gypsy and Travellers Accommodation Assessment Assess planning applications against the adopted development plan. Continue to robustly defend appeals.</p>	<p>Work programming and staff recruitment being undertaken to enable resourcing of mitigating actions. Initial work on updating of TAA commenced.</p>

APPENDIX C – Corporate Risk Register

<p>P3</p>	<p>Lack of capacity in planning team and issues with IT systems negatively impacts performance and delivery of service, such as determining applications within statutory timeframes and providing governmental statistical returns.</p>	<p>Inappropriate use of officer time with focus having to be on minimising workload to cope, rather than on ensure quality outcomes in terms of service and placemaking. Inability to provide non-statutory services which are valued because of prioritisation of providing statutory services. Negative impact on staff health and wellbeing, often resulting in high staff churn. Potential risks of costs claims, complaints and legal challenges. Inappropriate use of officer time with focus having to be on minimising workload to cope, rather than on ensure quality outcomes in terms of service and placemaking. Inability to provide non-statutory services which are valued because of prioritisation of providing statutory services. Negative impact on staff health and wellbeing, often resulting in high staff churn. Potential risks of costs claims, complaints and legal challenges. Reputational damage. Increase in complaints and FOIs adding further pressure to officer time required to respond/investigate. Reputational damage. Increase in complaints and FOIs adding further pressure to officer time required to respond/investigate.</p>	<p>Chief Planning Officer, Helen Murch</p>	<p>4</p>	<p>4</p>	<p>16</p>	<p>Retain, develop and nurture talent of current staff. Reduce reliance on temporary staff to develop a more stable team. Review recruitment practices and approaches, including recruiting and training apprentices and graduates. Recruit staff were there are specialist skills gap Seek additional funding from government to address gaps in staff and expertise Commission external review of IT systems in Planning</p>	<p>There is a national shortage of planning staff and recruitment of permanent planning staff remains a challenge for all councils. This is a risk the Council has to tolerate, but developing more innovative ways to recruit and retain staff should lead to a more stable team and less reliance on temporary staff. There are several vacancies in the current team structure which are being recruited to.</p>
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APPENDIX C – Corporate Risk Register

<p>H1</p>	<p>Council fails to deliver the target number of properties in the Council House Building Programme, due to poor performance of the contractor, planning delays, unplanned costs, availability of materials and utility providers</p>	<p>Inability to meet local housing need and increase in number of households living in unsatisfactory housing conditions. Increase in homelessness and related costs. Failure to meet statutory homelessness duties. Negative impact on resident wellbeing. Negative publicity and reputational damage.</p>	<p>Lead Housing Development Specialist Nicola Cresswell</p>	<p>3</p>	<p>4</p>	<p>12</p>	<p>Active management of contracts via monthly contractor meetings and day to day contact with the project team. Appointment of an Employers Agent to manage the contractor on behalf of the Council. Programme includes work to minimise inevitable delays resulting from manufacturing delays, material shortages, sub-contract labour being temporarily shut down. Use of alternative materials to overcome supply shortages, different designs and different finishes and use of materials that are readily obtainable. Early liaison with utility providers by the contractor and the use of mature approved drainage plans within contract documentation. New homes development programme to increase supply of permanent rented family housing where feasible. Deliver actions within the Housing Strategy which include improving sheltered housing to encourage downsizing, moving tenants on from family accommodation, supporting Registered Providers to reduce rents and development and implementation of an Empty Homes strategy. Maximise opportunities to release land for development. Increase use of private sector housing to meet temporary accommodation demand and prevent homelessness. Monthly monitoring of supply and demand for affordable housing. Extend the buy-back programme into 23/24 Utilised preferential grant rates available in the LAHF programme to increase stock of family sized housing. 6 properties purchased to date (1 x 5b, 4 x 3b and 1 x 2b). Secured preferential grant rates through round 2 of the LAHF to purchase a further 6 x 2/3 bed homes before the end of March 2024. Achieved Investment Partner status with Homes England to allow for grant funding to subsidise the building programme. £1,020,000 of grant funding secured for Uplands, Warlingham. Individual applications for grant funding ongoing, with Rochester Gardens and Foxacre now submitted. Appointment of temporary project manager to assist with capacity issues and allow acceleration of the programme.</p>	<p>Contracts at both Uplands and Bronzoak in voluntary liquidation following reports of financial difficulties. Uplands has a new contractor appointed and now in possession of the site. Preparation work ongoing for imminent re-start. Handovers now expected in both December (3 bed houses) and March (2 bed flats) Financial assistance package approved by HC for the contractor at the Caterham on the Hill schemes. Schemes now progressing well and no current indication of cash flow problems. New homes programme seeing an increase in build costs due to material and energy price rises - and the construction industry being energy intensive. Officers pursuing open market land purchases. Completed on purchase of land in Caterham to deliver 16 affordable homes for rent. Negotiations continue on 2 further land purchases for approx 23 and 13 homes. LAHF property purchases (x7) on target to complete by November 2023. LAHF R2 property purchases on target to complete by end of March 2024. Application for IP status successful. Individual applications for grant funding are ongoing.</p>
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Page 65	CS3	Delays in monitoring council owned trees and impact of Ash dieback creates greater risk of tree falls	Risk to life if procedures are not followed. Reputation of the Council if there are any injuries or fatalities. Legal implications if Council does not meet statutory obligations under the Civil Contingencies act. Financial implications due to damage to property / persons.	Head of Operations Simon Mander	3	4	12	The Council has a qualified tree officer. The Council has a Tree Management Plan which sets out which sets out the inspection regime according to high, medium, and low criteria depending on where the trees are situated. There is a planned monitoring schedule for site inspections based on their risk score. Actions to take The Council needs to produce woodland management plans and manage the ash dieback removal project.	The Council has struggled with the continuous employment of a Tree Officer, which has led to fewer inspections, resulting in a backlog of inspections. This has been challenging to catch up on. Currently there are 22 high risk sites overdue their inspection. Officers will complete this as soon as is feasibly possible. The planned three yearly HRA tree inspection programme has been delivered. Work to commission woodland management consultants to produce the woodland management for the woodland estate will continue.
	CS5	Failure of Freedom Leisure Contract	Loss of leisure facilities in the district and impact on residents' wellbeing Financial implications as two sites are owned by the Council. Reputational risk if Council seen as unsupportive. Increase in complaints to the Council from residents. Negative impact in Partnership working with Health and Community stakeholders	Head of Communities and Partnerships Julie Porter	3	3	9	A review of the current contract and financial position was carried out by an independent consultant. The findings were presented at the Community Services Committee in June 2023. A bid was submitted via Sports England for the Swimming Pool support fund to assist with the financial pressures due to the increase in energy costs. The decision will be announced in October 2023.	Energy prices have reduced slightly and cost mitigations have taken place on both sites. Regular meetings continue with Freedom Leisure. It was agreed that a Leisure/Wellbeing strategy would be worked on in Partnership with Freedom Leisure and Active Surrey over the next 6 months. The Government will be launching Phase 2 of the Swimming Pool Support fund in September 23. This is an opportunity for local authorities to apply for capital funding for investment in energy measures for pools and leisure centres to reduce future operating costs and make facilities more sustainable.

Risk matrix

Likelihood	Very Likely	4	4	8	12	16
	Likely	3	3	6	9	12
	Possible	2	2	4	6	8
	Unlikely	1	1	2	3	4
			1	2	3	4
			Low	Medium	High	Very High
Impact						

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2024/25 draft budget and Future Tandrige Programme Update

Strategy and Resources Committee

Thursday 30 November 2023

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

Purpose: For decision

Publication status: Unrestricted

Wards affected: All

Executive Summary:

This report sets out a Draft Budget for 2024/25, accompanied by an update on the Future Tandrige Programme (FTP).

The Draft Budget for 2024/25 and the Medium-Term Financial Strategy (MTFS) is brought to this Committee to inform councillors of the current budget position for the Council. The final version will be approved by Full Council on 8 February 2024. Details of the current budget gap, budget pressures and savings proposals are identified in this report. Whilst the budget is balanced at this draft stage, this position may change as pressures and savings are refined over the course of December.

The report will discuss the national and local context of the budget setting process, organisational and Committee updates, aligned to the financial strategy and give details of the budget assumptions and principles.

It provides:

- The budgetary context, in terms of the timetable to deliver the budget and an update on the likely financial position and scale of savings required.
- A Draft Budget, for use as the basis consideration by policy Committees in January and ultimately by Full Council in February.
- An update of progress in Operations and Waste since the update to the Community Service Committee in September.
- An update on the Digital / Customer Service Transformation and the work being carried out to deliver the scope in the business case approved in June 2023.

- An update on commercial activities being developed.
- An update on the Corporate Plan.
- Next steps on Future Tandridge Programme following consideration / approvals along with the lead-in to the final budget to be approved by Full Council on 8 February 2024.

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

Contact officer: David Ford – Chief Executive dford@tandridge.gov.uk
Mark Hak-Sanders – Chief Finance Officer (Section 151)
mhaksanders@tandridge.gov.uk

Recommendations to Committee:

In respect of the Draft Budget, that Committee:

- A. Approves the Draft Budget for 2024/25 and Medium-Term Financial Strategy to 2026/27, set out in Appendix A. This will form the basis of reports to each Policy Committee in January.
- B. Approves the following elements to form the basis of the budgets to be finalised during the January Committee cycle:
 - The Budget Pressures (set out in section 6 and Appendix B)
 - The overall savings plan (set out in section 7 and Appendix B), noting that further consideration may be required pending the Local Government Finance Settlement or if any further budget pressures emerge.
- C. Approves the gross Council Tax Base for 2024/25, determined at 39,603.3 after taking account of the Council's agreed Council Tax Support Scheme and the net Council Tax Base for 2024/25 is determined at 39,128.0 after adjustment by 1.2% to allow for irrecoverable amounts, appeals and property base changes. Refer to Section 8 of Appendix A and Appendix G.

In respect of the wider Future Tandridge Programme, that Committee:

- D. Notes the progress to date on:
 - Developing a Commercial strategy and activities to support commercial opportunities.
 - Developing an approach to commissioning and continuous improvement.
 - Delivering the Future Tandridge Programme, the direction of travel for the Service Reviews and associated savings targets for 2023/24 included in Appendix C and section 4.
-

Reason for recommendations:

As a public body, the Council is required to set a balanced and deliverable budget and to demonstrate value for money in all its services, while operating in an uncertain and restrained financial environment.

The Council is legally obliged to set a balanced budget for 2024/25 which will include details of the proposed savings and pressures. It is good practice to present a Draft Budget in advance to set out progress, outline the scale of the challenge and the work needed over the next two months to finalise the budget.

This report builds on the papers presented to Council on 9th February 2023 and to this Committee on 29th June 2023 and 28th September 2023.

The Future Tandridge Programme, service reviews and the commissioning and continuous improvement programme are the mechanism for delivering value for money, providing assurance that services are specified to deliver to an agreed quality within available funding.

1. Introduction

- 1.1. This covering report sets out an update on the Budget Setting timetable for 2024/25. The Draft Budget 2024/25 and Medium-Term Financial Strategy to 2026/27 is set out in Appendix A and supporting documents. The covering report also provides the regular update to Committee on progress in delivering the Future Tandridge Programme.

2. Budget timetable update

- 2.1 The 2024/25 Budget Process will culminate on the 8 February 2024, when Council is scheduled to discuss and approve the budget and MTFs. The Constitution determines that the Strategy & Resources Committee (S&R) "shall consider the aggregate of all Committee estimates and, after making such amendments as it thinks fit, submit the aggregate estimates to the Council for approval, together with recommendations as to the Council Tax to be levied for General Fund expenditure." For 2024/25, S&R is scheduled for the 30 January 2024. An indicative timetable leading up to that point was set out in June, including plans to engage with the other Policy Committees. Progress to date is set out below.

Time Period / Date	Activity / Milestone	Progress
29 June 2023	2024/25 Budget Process Report to S&R Committee	Complete
July – September 2023	Initial estimates of Pressures and Savings developed: Review of fees and charges Review of commercial opportunities Early digital gains Commissioning benefits and associated savings Savings from service reviews	Complete: A process has been identified to review fees and charges, commercial opportunities are long listed, and initial savings plans have been developed.
August – September 2023	Engagement with Members on 2024/25 initial Pressures, Savings, Fees and Charges	Complete. Fees and charges will be subject to consultation in December
September 2023	Committee Cycle – FTP update and progress on identifying 2024/25 savings	Complete
October – November 2023	Engagement with Members on 2024/25 Draft Budget	Complete: this phase of informal engagement consisted of a review of proposals by MRG and a budget briefing to all Members on the 31 st October
30 November 2023	2024/25 Draft Budget and Capital Programme, including Tax Base to S&R	This report
December 2023	Expected publication of Local Government Finance Settlement – finalisation of funding estimates, finalisation of pressures and savings.	
December 2023 to January 2024	Engagement with Members on 2024/25 Final Budget including Fees & Charges Engagement with residents and Business Rate payers on 2024/25 Budget	
January 2024	Committee Cycle – 2024/25 Final Budget, Capital Programme and Medium-Term Financial Strategy	

Time Period / Date	Activity / Milestone	Progress
30 January 2024	2024/25 Final Budget, Capital Programme and Medium-Term Financial Strategy to S&R Committee	
8 February 2024	2024/25 Final Budget, Capital Programme and Medium-Term Financial Strategy to Council	

3. Content of the Draft Budget

The Draft Budget 2024/25 and Medium-Term Financial Strategy to 2026/27 is set out as Appendix A. It includes the following sections:

1. Introduction
2. Strategic context
3. Committee overviews
4. Budget principles
5. Revenue budget headlines
6. Budget pressures
7. Savings
8. Funding
9. Reserves Update and Financial Resilience
10. Draft Capital Programme
11. Medium Term Financial Strategy Update
12. 2023/24 Financial Performance
13. Next steps

4. Future Tandrige Programme

- 4.1 This section of the report updates the Committee on the Future Tandrige Plan.

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

This identified two broad phases:

Phase 1 - mobilisation and design – c6 months

Phase 2 – delivery – c12 months

Phase 2 of the programme was approved by the Strategy and Resources Committee on 29th September 2022 with funding of resources required to deliver the approved programme objectives.

Phase 2 – approach to delivery

Through the delivery phase, the governance and workstream structure for the programme has been shaped as follows, with Member engagement and consultation throughout.

The development of the leadership and organisational development workstreams will continue to be overseen through the **Target Operating Model (TOM) Development Group** along with the overall development of the operating model. This group will be chaired by the Chief Executive and will, in set the guiding principles for the development of the FTP.

As change projects are approved for delivery these will be overseen by the **Programme and Benefits Delivery Board** which is chaired by the Chief Finance Officer.

- 4.2 Below is a brief recap on the 5 workstreams that will form the Programme structure through Delivery:

Leadership

- Senior Management restructure – building a new senior management team equipped to lead and deliver the Future Tandrige Programme and its outcomes.
- Corporate Plan – the development of a new corporate vision and a new Corporate Plan to guide the Council from 2024.

Organisational and Workforce change

- Implementing leaner management and service structures to deliver the new operating model.
- Creation of a workstream that delivers the staffing savings as determined by the service reviews.
- Developing a consolidated People Plan to support the delivery of the FTP.

Operations Transformation

- A project team in place to deliver the recommendations set out in the business case approved in September 2022

Digital and Customer Services Transformation

- A project team established to take forward the recommendations in the Digital and Customer Services transformation project, to deliver the contents of the business case approved in June 2023.

Service Improvement Plans Delivery

- A workstream overseeing the delivery of the remaining service improvement plans and their associated savings.

Further funding to continue Phase 2 was approved in June 2022 and September 2022. This will enable delivery of the Digital and Operations Transformations and the forecasted savings for 2023/24. An update against the total funding for the delivery phase of £500k is provided in Appendix F. This is unchanged from the previous report to Committee. Work is now in progress to develop the plans to deliver the savings identified in the draft budget report for 2024/25.

4.3 Summary of Service Reviews

A summary of savings overview for 2023/24 and review of each service review is included in Appendix C.

4.4 Senior Management restructure

On the 13 September 2023, the Chief Executive launched a senior management restructure, consultation completed on 20th October. The new structure will take effect from 1 December and will be communicated to Councillors.

Over a two-year period, a management structure saving of £450k was identified as part of the Future Tandridge Programme and £170k was to be delivered from the current phase.

Along with delivering the savings, the purpose of the restructure is to provide the Council with a stable and balanced senior management team focussed on the delivery of priorities. Management resource is directed towards services that are visible to residents.

The main changes are summarised as follows:

- Creation of Director of Resources post and new directorate to bring together responsibility for corporate resources – Finance, Exchequer, Revenues and Benefits, IT, Human Resources, Customer Services, Assets and Regeneration. Within the directorate, the creation of a new post – Head of Assets and Regeneration
- Deletion of Head of Transformation and Business Support post
- Creation of Transformation Programme Director post (funded from the Future Tandridge Programme for 12-24 months) to work with the senior leadership team to deliver the Council’s approach to transformation, including leading strategic change programmes including the Future Tandridge Programme and directing the digital transformation programme and consequent requirements of organisational change.

As reported to the last committee meeting, the Chief Planning Officer is progressing with the recruitment of senior posts to significantly strengthen the overall planning service.

4.5 Commercial activities update

A Commercial Strategy is being drafted which will provide Heads of Service and staff with a suitably formalised structure to guide their strategy on commercialisation.

Three key areas will be explored during development of the commercial strategy:

- The way that current services to residents are monitored and evaluated to ensure continuous delivery of business as usual is integrated into the commercial strategy
- How current pipeline income generating ideas will be developed
- How new income generating services will be identified and developed

The commercial strategy will be developed by EMT, and key officers. Members will then be consulted on key areas of the strategy, in particular their appetite for risk and their view on the emerging opportunities.

In the meantime, the Council is mobilising to take advantage of more immediate and obvious opportunities (such as in Revenues and Benefits).

4.6 Commissioning and continuous improvement

As part of embedding continuous improvement into all services in the Council a commissioning and continuous improvement cycle is now being developed by a group of senior officers. This cycle will be used to guide officers through the steps required to review and improve a service, from initial analysis, through specifications for the service, options appraisal and implementation of the selected delivery model. The cycle also covers the review process, managing contracts and internal services and monitoring the performance of services against their objectives. Improvement activities will be reviewed for lessons learned to help improve the Council's approach.

Particularly where services are outsourced, organisations risk losing expertise in the subject matter area, eroding the capacity to successfully manage the contract. Steps are underway to develop an intelligent client model at the Council, to ensure there is a consistent approach to contract and supplier management, whether internally or externally provided. An intelligent client model ensures that the Council has the capacity to oversee contractors (or internal departments) effectively to manage the delivery of work – providing assurance that it is delivered to an acceptable standard, timescale and cost, in line with the terms of the contract.

Continuous Improvement - Training and adoption across the Council

Training will be required to develop officers, firstly EMT, then Key Officer Forum and other officers. All Heads of Service will be responsible for ensuring the approach is embedded and operating correctly in their service areas. Key officers have already been enrolled in Contract Management training provided by the Government Commercial Function.

Building the skills internally to manage contracts and relationships with external suppliers will be vital to enable scrutiny and challenge to ensure the best possible outcomes to service delivery.

Officers are now developing documents and tools and will be agreeing the timetable to roll out the approach across the Council.

4.7 Service review delivery updates

Delivery Risk Overview

The table below sets out progress towards delivering the 2023/24 savings target of £1.7m.

		September	November			Variance
RAG status	RAG rating determination	Total Sept 2023 £000	Staff savings 23/24 £000	Non-Staff savings 23/24 £000	Total Nov 23/24 £000	Movement Sept to Nov £000
	Savings delivered	£856	£553	£408	£961	£105
	Clear plans, realistic timescales	£192	£68	£167	£235	£43
	Some risks to delivery or detailed delivery plan still in development	£545	£0	£272	£272	(£273)
	Significant risks to delivery, delivery plan yet to be agreed	£35	£16	£24	£40	(£5)
	Savings target will not be met this year	£26	£120	£26	£146	£120
	Totals	£1,654	£757	£897	£1,654	£0

This review shows that £961k of savings are marked as complete, i.e. all necessary actions have been taken in order to deliver the saving. This includes £85k of savings achieved as part of the senior management restructure.

A further £235k is marked as green, this relates to delivery of improvements relating to the Southern Building Control Partnership, ongoing work to develop a shared service with RBBC to deliver Revenues and Benefits to other local authorities, along with an element of savings expected in Customer Services.

£26k in Regulatory Services is now marked as unachievable in 2023/24, due to a change in the management leads at Tandridge District Council and Mole Valley District Council and the subsequent need for a reset on the savings proposed. This is likely to be offset by other savings within Regulatory Services to achieve a balanced budget, but the longer-term change is still required and will be pursued in 2024/25. The Deputy Chief Executive is actively discussing savings in this area with counterparts at Mole Valley District Council.

£35k in IT is also marked as unachievable in 2023/2024, with the saving being rephased into 2024/25.

£85k of Senior Management restructure savings has been marked as unachievable for 2023/24 due to a portion of the management structure saving being reinvested into Planning.

The Red element of £40k relates to the remainder of savings planned in Customer Services and Legal savings of £24k which are now being reviewed and plans may need to be revised.

The Amber element of £272k reflects the risks to delivery of savings planned over the remainder of the year. This consists of the following, with further detail in Appendix C:

- £16.5k in Operations and Localities which is marked as amber while the recommendations of Committee on the 9th March are in the process of being fully implemented.
- £150k saving from better utilisation of the Homelessness Grant Funding, where certainty will increase over the course of the year as homelessness levels are tracked.
- £70k of Assets and FM savings, which are partly dependent on increased lettings at the Council Offices, Oxted and Quadrant House in Caterham and transfer of responsibility for maintenance to leaseholders. Although plans are in place for this, certainty will only come with additional lettings. A reserve exists to mitigate this risk.
- £50k in Revenues and Benefits – marked as amber as relies on working with external partners with plans being developed in detail.
- Smaller amounts across the remaining reviews, mainly linked to Phase 3 staffing savings which will become green when the consultation is launched.

Confidence in delivering the amber savings will grow as the year progresses. A summary of progress for each of the service reviews is included in Appendix C, along with a RAG assessment of current confidence in delivery of target savings and the quality and depth of the review undertaken.

4.8 Programme Outcomes Progress Table

To deliver the benefits outlined in the Future Tandrige programme, the key outcomes have been identified and a number of workstreams defined with responsibility for delivering these outcomes. Below is a table that details the key outcomes defined for the programme, the progress made so far to deliver these outcomes and future deliverables and their respective milestones.

Workstream	Owner	Outcome	Deliverable	Progress to date	Next steps	Changes
Vision and strategy	D Ford G Valenza TOMDG	Approved Corporate Plan. Service planning and delivery embedded, linked to Corporate Plan	Corporate plan	Stakeholder meetings, Member workshop, resident surveys and documenting of emerging themes Jun23	Draft plan for review – Jan 2024 Feb 2024 – align plan with service plans and objectives Launch new plan = July 2024	
Leadership	D Ford TOMDG	Fewer, more capable managers. Structure clearly linked to Corporate Plan.	Clear Senior Management Structure to deliver Council priorities	Phase 1 – December 2022	Phase 2 – Consultation launched September 2023 Implementation 1st December 2023	
Commissioning /Continuous improvement	D Ford M Hak-Sanders TOMDG	All internal and external services operate to clear specifications with performance metrics which are actively managed, developed and improved Commissioning structure fully in place and operational	Continuous improvement including commissioning process and business partnering	Continuous improvement approach drafted including Principles proposed Guides, templates and processes defined – July – present	Ongoing analysis of shared service opportunities (market analysis data) – Sept-Dec 2023 Skills and capabilities analysis – Oct 2023 Business partnering approach being drafted– beginning Dec 2023 Key officer Training – Jan 2024 Timetable in place – Nov 2023 Training and behaviours rollout – beginning Jan 2024	Define roles and governance- Jan 2024 EMT
Support services	D Ford EMT TOMDG	Service Plans identify needs in advance. Resources are directly linked to requirements. Business Partnering is the norm.	Business partnering across all support services.	Continuous improvement approach drafted, business partnering will be a part of the delivery model improve phase. Business Partnering embedded for Finance	Part of the continuous improvement rollout Dec 2023 onwards	

4.8 Programme Outcomes Progress Table

Workstream	Owner	Outcome	Deliverable	Progress to date	Next steps	Changes
FTP Phase 2 - Service reviews	M Hak-Sanders Prog Delivery & benefits board	New Target Operating Model	Continuous improvement approach including commissioning best practice Develop intelligent client skills and capabilities	Service improvements implemented as reported in Appendix B	Further service review improvements – March 2024	
Operations Transformation	T Pearson-Rose Prog Delivery & benefits board	Delivering operations, localities and Waste in the most cost effective and best way for our residents as detailed in the business case approved in September 2022	GM Options appraisal Waste review Long term strategic plan for playgrounds, pavilions and toilets	Grounds maintenance options appraisal – options finalised and taken to committee for approval – September 23	Grounds Maintenance Market engagement complete – outcomes being assessed Delivery model timetable for October 2024 onwards in development. Street Cleansing/HRA – review in progress	
Digital & Customer transformation	M Hak-Sanders Prog Delivery & benefits board	Resident / customer self-service / online access. Integrated systems across key functions such as Planning, Housing and Customer Services	Website redesign My account resident self-service including Planning, Housing and Customer service functions Integrated internal council line of business systems ChatBot for residents Upgraded telephony system	Business case approved – March 2023 Digital project manager in place – April 2023 Implementation partner selected – August 2023 - Telephony solution selected – August 2023 - Licences agreed with Salesforce – August 2023 - Implementation partner engaged – Sep 23	Upgraded Telephony system – Jan/Feb 2024 MyAccount – June 2024 Chatbot for residents – Sep 2024 Integrated internal Council line of business systems using Mulesoft - TBC Internal Testing and user acceptance testing. Out of scope dependency items – data cleansing, chatbot scripts, website refresh - planning in progress	Telephony go-live moved from Dec23 to Feb24

4.8 Programme Outcomes Progress Table

Workstream	Owner	Outcome	Deliverable	Progress to date	Next steps	Changes
Organisational design	Mark Hak-Sanders TOMDG	Smaller, more agile organisation. Capabilities are defined, invested and developed. Talent is identified and developed	People plan Skills matrix Job description review	Appraisals for all staff – March 2023 EMT behaviours now in place and cascaded to staff as part of appraisal process – March 2023 JDs reviewed in each success restructure.	Engage Org Design resource. through shared role with RBBC Skills matrix in development with Key Officer Forum	
Culture	D Ford EMT TOMDG	'One team' Council. Pay and reward linked to performance. Modern, agile ways of working	Develop pay and reward scheme – integrated into appraisal process Performance management - Training and development Staff forum set-up	Key officer forum in place – April 2023 Staff forum in place – July 2023	Pay and reward scheme – Mar 2024 Performance management - Training and development.	
Process and Data	Lead to be identified	More routine processes are simpler and automated. Data is used to drive insight and improvement.	Data insights strategy Service specifications for all services Data usage across services	Reviewing service specifications as part of Continuous improvement process.	Data insights strategy – tbc Service specification data as part of continuous improvement approach – date tbc Develop customer experience and insight data – date tbc	

This table will be regularly updated to reflect progress and provided in future Strategy and Resources Committee papers.

5. Committee updates

5.1 Strategy and Resources Committee and corporate updates

Digital Transformation

The technical foundations for the Digital Transformation workstream are currently being laid, with the assistance of our implementation partner (technical experts); the team are installing the core elements as detailed in the approved Digital Business case. Concurrently, we are preparing for Member engagement on design elements and strategies to help shape the final implementation. The Digital Transformation programme is managed as a series of smaller projects/deliverables each with its own set of suppliers and stakeholders. A notable addition to the original Digital Transformation business case has been the inclusion of the telephony upgrade project.

As a result of the business analysis and readiness assessments carried out in the planning phases of the Digital Transformation programme, several out-of-scope dependencies were identified, and projects have commenced with the relevant service areas and forums to address these. A key example of this is data cleansing to reduce the risk of duplicate resident or business records.

A Digital Transformation Risk Register and RAID log have been set up to ensure adequate risk management, this has been done in accordance with the approved Project Initiation Document and following the usual FTP Governance. Risks are reviewed on a fortnightly basis by the Digital project board at the project board meetings that are now led by the Digital project lead.

The Digital Transformation programme is currently tracking in line with the high-level delivery schedule and budgets.

Since the update provided in the September 2023 Strategy & Resource Committee paper, the following progress has been made in the Digital workstream:

- MuleSoft API engine has been installed and set up/configuration is in progress
- Chatbot design and user experience sessions are in progress with Customer Services and Policy and Communications, a functional demo environment is expected soon
- External website design consultants have been conducting analysis and identifying key areas for improvement

- MyTandridge Account technical architecture and data structures have been designed at high level and are being built out in test salesforce environment
- Replacement telephony solution is being designed and built to our specifications by supplier
- Telephony training is being designed and scheduled
- Recruitment of technical business analyst resource
- Engagement strategy; a final draft will be circulated to the Project board for review and feedback ahead of being shared with Members for review
- Communications plan has been compiled

The main focus for the coming months will be to deliver the replacement telephony solution and progress the technical MVP builds to an early, demonstratable, Minimum Viable Product (MVP) stage for feedback and development, including with Members. A proposed timetable for Member engagement has been drafted and shared with the Member Reference Group.

5.2 Community Services and Housing Committee updates

Grounds Maintenance

Work is now progressing on developing specifications and reviewing the market, in advance of the implementation of a new delivery model in preparation for go-live in October 2024.

To support delivery of Grounds Maintenance and other 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.

Developing the intelligent client model will require resourcing in the next phase of transformation investment.

Work is in progress on a review of the HRA delivery model, to understand the delivery model and future shape of the service. An update will be provided in future Committee papers.

5.3 Housing

Voids/Housing repairs

The Voids & Housing Repairs project has been initiated and will follow the continuous improvement approach. A Project Initiation Document to identify scope, resources and begin writing system specifications is being drafted with project team identified and regular project meetings now scheduled.

5.4 FTP Risk update

As part of the governance on the Future Tandridge programme, all programme and project level risks are recorded in a risk register. Programme risks are reviewed and updated regularly. Fortnightly meetings are also in place with the EMT stakeholders to review progress and discuss and agree mitigating actions against risks to delivery highlighted by the EMT.

Key projects maintain their project level risks in project RAID logs, where risks, actions, issues and decisions are logged.

The latest programme risk register can be found in Appendix H.

6. Comments of the Chief Finance Officer (S151)

With no real clarity on Government funding over the medium-term, our working assumption is that financial resources will continue to be constrained. This places an onus on the Council to continue to consider issues of financial sustainability as a priority in order to ensure stable provision of services in the medium-term.

It is a legal obligation that the Council sets a balanced budget for 2024/25. This relies on the identification of sufficient savings to meet spending pressures and any funding reductions. Drawing on already low General Fund reserves to cover a shortfall in savings is not a sustainable option and would only be used as an absolute last resort. The Council needs to build, rather than draw on reserves to safeguard its medium-term financial stability.

The Section 151 Officer confirms that the 2024/25 Draft Budget and MTFS is based on reasonable assumptions, taking into account all known material, financial and business issues and risks and is confident that if the principles and recommendations set out in this report are adopted that a balanced budget can be set for 2024/25.

7. Comments of the Head of Legal Services

At this stage, the purpose of the report in terms of the draft Budget is to raise awareness. The budget remains fluid and subject to on-going iteration. As set out in the recommendations, each Committee with budgetary responsibility will receive its budget for consideration in January 2024.

However, the budget is based on assumptions about the future which are more volatile than usual in the current economic climate. The main risks are that planned efficiency savings may not be achieved and expenditure not contained within approved budgets due to the impact of rising inflation and constraints on suppliers.

This report also sets out details of savings proposals, from the large to smaller but still significant savings. It appears that no stone is being left unturned when identifying savings to be able to close the financial gap and balance the books.

The Council is likely to emerge from this process with fewer employees and a requirement to be clear about what it can and cannot do in the future. It should be noted that the Council needs to deliver certain services as a statutory requirement and has limited scope to influence how these services are delivered.

The Council therefore faces challenges in managing the financial risks and in delivering a balanced budget over the MTFS period. Both the MTFS and the FTP will have to continue to undertake robust monitoring and will need to remain flexible to respond to changing circumstances.

8. Equality

- 8.1. The Council has specific responsibilities under the Equality Act 2010 and Public Sector Equality Duty. Part of this is to ensure that the potential effects of decisions on those protected by the equalities legislation are considered prior to any decision being made.
- 8.2. Section 149 of the Equality Act 2010, provides that a public authority must, in the exercise of its functions, have due regard to the need to:
 - eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the EA;
 - advance equality of opportunity between persons who share a relevant protected characteristic (as defined by the EA) and persons who do not share it;

- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 8.3. The three parts of the duty applies to the following nine protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status apply to the first part of the duty.
- 8.4. 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.
- 8.5. Officers will review proposed budget changes against the initial equalities screening tool prior to finalisation.

9. Climate Change implications

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

10. Background papers

- Strategy & Resources Committee - June 2023 – [Future Tandridge programme and 2024/25 budget setting process](#)
- Strategy & Resources Committee - September 2023 – [Future Tandridge programme](#)

Appendices:

Appendix A – Draft Budget report

Appendix B – Budget Pressures and Savings

Appendix C – Summary of Service Review updates

Appendix D – FTP Programme highlight report – October 2023

Appendix E – FTP Programme roadmap

Appendix F – Programme Resource forecast

Appendix G – Council Tax Base

Appendix H - FTP Risk Register

Appendix I - Glossary

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Appendix A

Draft Budget 2024/25 and Medium-Term Financial Strategy to 2026/27

1. Introduction

- 1.1 The Draft Budget for 2024/25 and Medium-Term Financial Strategy to 2026/27 sets out the strategic context for the Council, an overview of the Committees and then the key elements of the 2024/25 budget, including:
 - Budget Pressures
 - Savings Plans
 - Funding Projections
 - Reserves and Resilience
 - The Capital Programme
 - The Medium-Term Outlook
- 1.2 Although not mandatory, it is good practice to produce a draft budget in order to provide financial context for the policy Committee budgets to be determined in January. Although a significant amount of further work is required, the Draft Budget represents a staging point in the process and a reference point for the finalisation of plans.
- 1.3 In overall terms, good progress has been made to identify and brief Members on savings plans since the September Committee cycle. The overall savings plan remains largely unchanged but further detail is provided on each saving line. Briefings have taken place to ensure that Members are aware of the contents of the savings plan. The Draft Budget provides a solid base to go into the final stage of budget setting, despite continued uncertainty over funding and inflation, as set out in the remainder of this document.
- 1.4 The Council's overall approach is to deliver credible plans to balance its own budget and continue the progress towards financial security. This should be achieved without the use of reserves as a short-term fix for ongoing pressures. However, reserves remain low by comparison to similar authorities and efforts will be made to remedy this over the medium-term.
- 1.5 Earlier reports to the Committee identified a savings target of £750k for 2024/25, based on an allowance for service budget pressures of £500k. Whilst savings of £586k of savings have been identified to-date, service budget pressures have been contained at £360k. The shortfall of £164k against the £750k savings target has therefore been offset by this reduction in identified pressures of £140k and a small improvement in funding assumptions. This provides a balanced overall position at this Draft Budget stage.

- 1.6 However, work to identify further savings or other opportunities to improve the budget position will continue. This is particularly important because a detailed review of the Planning Policy Committee budget (as set out in sections 3.28 to 3.31 below), currently underway, is likely to require an increase to the Committee's budget to ensure that it is set at an appropriate and sustainable level in future.

2. Strategic Context

2.1 New Corporate Plan 2024-2028

The Council's current Strategic Plan expires in 2024. Having a corporate vision and plan is an essential element of the of the Future Tandridge Programme. Successful Councils use them to clearly articulate their priorities to a range of audiences, including residents and external stakeholders, they also support bids for external funding.

From 2024, the new Corporate Plan will be aligned to the budget setting process. Annual reviews of the plan's objectives will coincide with budget setting and service planning, which will in turn inform staff appraisals. This year's budget has been built around the existing objectives of the Committees, with emerging priorities in mind.

The development of the new Corporate Plan is underway, Workshops have been held with councillors, staff and external stakeholders to consider emerging themes and help identify priorities. The Residents' Survey 2023 also included questions designed to inform the plan.

A first draft of the Corporate Plan is to be discussed with Councillors in December before consultation with stakeholders. The plan will align with future budget setting.

Annual service planning has been re-introduced, with all services producing a plan to set out priorities for 2023/2024, underpinned by resourcing considerations and key performance indicators. These plans have been discussed and agreed at Extended Management Team (EMT). These plans have helped identify staff objectives in appraisals, which were also re-established.

From 2024, the adopted Corporate Plan will help inform service plans, which in turn will inform manager and staff appraisals.

3. Committee Overviews

- 3.1 This section provides a high-level overview of the activities, challenges and opportunities for each Committee. It is intended to provide brief context to the budget pressures and savings set out in the draft budget, for the benefit of external readers who may be unfamiliar with the Committees' work.

Community Services

- 3.2 The Community Services Committee is the Council's largest service Committee in terms of spend and is responsible for the Council's policies in respect of Leisure, Community grants, Community Safety Environmental Health, Licensing, Waste and Amenity Management.
- 3.3 The Committee is pursuing the following key developments for 2024/25
- Work with Freedom Leisure to design a Leisure/Wellbeing Strategy
 - Work with partners and community groups to identify youth provision opportunities to improve the districts anti-social behaviour hot spots.
 - Continue to support the response to the Ukraine crisis through community engagement and support to guests Develop an anti-social behaviour strategy to enhance reporting and monitoring of cases.
 - Adoption of the *SEP (Surrey Environmental Partnership) 2025 - A partnership approach to waste prevention and recycling* document
 - Commissioning the delivery of the grounds maintenance for parks / opens spaces and housing sites
 - Continuing the playground refurbishment / replacement scheme
 - Developing a strategic approach to deal with Ash die back across the district.
- 3.4 The key risks identified in 2024/25 include:
- Inflationary pressure on external contracts,
 - Tree management including Ash die back disease,
 - Under-recovery of income from car parking and cesspool emptying,
 - Monitoring and managing the impact of inflationary and other costs pressures on external contractors delivering services on behalf the Council
 - The increase in Domestic Homicide reviews cases which will put pressure (which cannot be quantified at this stage) on resources and budgets.
- 3.5 Significant pressures include:
- The under-recovery of income from car parking has continued since the pandemic and it is considered that this is likely to be a longer-term structural change linked to changes in behaviour and reductions in travel.
 - Inflation has a significant impact on the costs of external contracts where they can increase their charge annually based on inflationary pressures. The Council has little influence on these external forces and as such this does represent a significant risk going forward.
 - Ash die-back and general management of trees is a risk area for the Council both in terms of health and safety and financially as more work will need to be carried on the Council's trees and woodlands. A more strategic approach to managing Ash die-back will be developed.

- 3.6 There are several significant capital programmes that will need to be delivered in 2024/25 including:
- Playground refurbishment and replacement; and
 - Public conveniences.

During 2023, an options appraisal has been carried out by officers on Grounds Maintenance services provision, to determine the most suitable method of delivering these services to residents. During the remainder of 2023/24, market engagement, services specifications and procurement activities will progress, working towards agreeing a delivery model and contract for November 2024 onwards.

Housing Committee

- 3.7 The Housing Committee is responsible for formulating and reviewing the Council's policies for the management including repair, maintenance, improvements, sale, acquisition, allocation and control of all the Council's housing stock. In addition, the Housing Committee has the vital role of looking at the private sector housing conditions including standards of condition and the provision of a housing advisory service to prevent homelessness within the district.
- 3.8 As part of the FTP several key lines of enquiry were identified and have since been completed. Most prominent is ensuring appropriate use of Government Homelessness Prevention Grant to offset legitimate service expenditure. This action was completed in 2023/24 and with grant fund expenditure now under continuous review. A second action was the introduction of a new housing structure and ensuring compliance with new and upcoming legislation. A new staff structure has been in place since February 2023 with changes to some roles to ensure compliance with ever changing statutory regulation and increasing consumer standards. In addition to this, a Tenant and Leaseholder Engagement Strategy has been approved with actions continuing to be completed on both the Housing, and Homelessness and Rough Sleeping strategies. Processes for aids and adaptations in both Council owned and private sector housing have been streamlined and are now delivered through the Housing Improvement Agency Millbrook Care Ltd. Other actions such as review of IT systems within the service, income maximisation and the feasibility review of Meadowside Park are either in progress or due to commence in Q4 of 2023/24.
- 3.9 In addition to this work, a review of the delivery of responsive repairs and void maintenance in Council owned homes is currently underway. The aim of this review is to review the existing delivery model and consider alternative future delivery models. This is with the aim of improving value for money, performance and resident satisfaction. This project is scheduled to complete mid 2024/25.

- 3.10 Mindful of the Council's responsibilities in respect of climate change, work is commencing to ensure costings for future efficiencies through 'retrofitting' existing stock or demolition and redevelopment of stock that is uneconomical to maintain is being completed. This complements the move towards a future carbon zero position. Two bids for government grant funding have been unsuccessful, one a sole application and the second made via a Surrey consortium. An application for round three is now being drawn up with support of external consultants to support our bid.
- 3.11 Other activity in 2023/24 included the tendering of a new contract to deliver the Disabled Facilities Grants and adaptations to Council housing through a Home Improvement Agency. This again has been completed and a contract award has been made with a contract start date of 1 April 2024.
- 3.12 Ongoing resilience of the Council's Housing Service is vital to be able to support our ongoing programme to provide a direct supply of new Council owned homes. Construction materials and labour costs have risen significantly as the industry suffers from the cumulative effect of Covid-19, Brexit and the war in Ukraine. The housing programme is still subject to delay as a result of market conditions and a previous lack of resources within the development team. The original council house building programme commenced in 2015 and consisted of 142 units. There have been 86 completions to date including 10 buybacks. There are 4 remaining schemes onsite. Two are due to complete this year, and two in early 2024/25.
- 3.13 The need for affordable homes continues to grow in the district. The Council seeks to develop and extend the programme of Council house building in the next year alongside working with Housing Associations to improve the flow of supply. The buy-back programme has been a success, and a further extension of the scheme has been agreed. The continued supply of Council owned homes to meet the growing demand will require the Council to pursue opportunities for open market land purchase as well as developing on existing land. 'Buy backs' of Council properties are also progressing.
- 3.14 In addition to the current house building programme work is ongoing to complete on 7 purchases under the LAHF scheme before 30th November 2023. 6 purchases have completed with the final purchase due to complete by the end of the month. Officers are now in the process of securing 6 more properties under the LAHF round 2 following this Committee's approval in September. Two properties are already under offer with viewings ongoing.
- 3.15 The Council's Investment Partner application has been approved by Homes England along with the first grant bid – for the Uplands scheme for the sum of £1,020,000. Grant bids have also recently been submitted for the schemes at Caterham on the Hill.

- 3.16 The Housing team carries out extensive support work for all residents of Tandridge not just Council tenants. Housing Needs are assessed, the Council's Housing and Homelessness strategies are being progressed, Disabled Facilities Grants are administered, and a handyperson service is provided via the Home Improvement Agency. Administration of Housing Benefit is brought to the Housing Committee. Much of the work is governed and dictated by legislation, with considerable statutory returns required throughout the year.
- 3.17 The Housing Department continues to seek opportunities for shared services with neighbouring authorities. 2023/24 saw the continuation of the Syrian Refugee, Afghan Relocation and Homes for Ukraine Schemes. Joint working between internal teams and partnership working with colleagues from neighbouring authorities has led to the success of the implementation and ongoing management of these schemes. This work will continue into and most likely beyond 2024/25. Joint working relationships have been established with Reigate and Banstead Borough Council in relation to fraud management within the housing service. This service allows investigation of housing register and homelessness applications, housing benefit fraud and the investigation of all Right to Buy applications.

Planning Policy Committee

- 3.18 The Planning function is a key statutory function of the Council. The Planning Policy Committee is responsible for influencing and controlling development and use of land throughout the District in its role as Local Planning Authority. This includes:
- The preparation, adoption and review of all statutory Development Plans;
 - Administration of Building Control regulations;
 - All transport and infrastructure related issues;
 - Allocation of Community Infrastructure Levy (CIL); and
 - Co-operation and liaison with agencies outside the Council in respect of conservation, heritage, economic development and other planning related issues.
- 3.19 On 19 October 2023, Full Council asked the Inspector to write his final report on the emerging Local Plan and bring the Examination to a close. The Council has been advised that the Inspector will find the emerging local Plan unsound in his report. The remaining Local Plan funding will be treated as ringfenced for policy matters whilst the future spending need on preparing a new local plan and for other policy related workstreams is established. Any amounts not spent this financial year will be preserved for future use.
- 3.20 The Planning Transformation started in 2021 and has continued into 2023. Development Management are actively seeking to move towards having a full-time complement of staff with significantly reduced reliance on contract staff. This should reduce budgetary pressures moving forward into the 2024/25 financial year. Changes are also being progressed in working practices to improve efficiency and to allow staff more time to work on processing and determining planning applications.

- 3.21 The pre-application service is bringing in additional income as part of the overall budget for the Committee. There is potential for Planning Performance Agreements to also provide additional income streams.
- 3.22 The Land Charges service is undergoing a digital transformation which is being funded by Government Grant.
- 3.23 The administration of the Building Regulations is delivered by the Council as the host of a shared service in partnership with Reigate and Banstead Borough and Mole Valley District Councils under the name Southern Building Control Partnership (SBCP) A draft budget has been prepared and presented to the SBCP Board which consists of a Member and Senior officer from each member authority.
- 3.24 The partnership member authorities require that the partnership sets a balanced budget which ensures that its costs are covered by income from its chargeable services. The draft for 2024/25 includes items based a revised staff structure and the completion of an IT project to upgrade the partnership's Salesforce platform and bring the IT support under Tandridge's team.
- 3.25 There is no change in the level of support service recharges paid to the Council in respect of its role as host authority.
- 3.26 Following a revision in the Inter Authority Agreement and a review of application numbers, Tandridge District Council's share in the partnership has been reduced from 35% to 31%. The Council holds a ringfenced reserve to meet any deficit that may arise.
- 3.27 For 2024/25, because of the ongoing Planning Transformation programme and uncertainty in costs required for future planning policy work, the Committee has not been required to identify efficiencies to close the budget gap, however the following pressures are included:
- A - £80k- The Council is increasing the specific allowance in the budget to fund the expected increased cost of planning appeals arising from the lack of 5 year housing land supply and developments with the emerging Local Plan. Previously these costs have been absorbed into the service budget;
 - Land Charges Income Pressure - £22k - Local Authorities generate income from third parties for providing Land Charges information (eg LLC1 information). Going forwards Central Government will provide LLC1 information to third parties. There will a loss of income to TDC.
- 3.28 The Planning Policy Committee is overspending by £419k in the current financial year. Elements of this (for example on appeals provision and land charges income reduction), are already reflected in the 2024/25 draft budget.

- 3.29 However, the Chief Planning Officer is working with the Planning Service, the Chief Executive, Deputy Chief Executive, Section 151 Officer and Finance to establish a realistic and workable budget for the Committee. This is likely to result in additional budget pressures that go beyond those set out in the Draft Budget.
- 3.30 In order to reflect these properly in the final budget papers in January, there will be a process of Member consultation in December. This will commence with the Chair and Vice Chair of the Planning Policy, Planning and Strategy & Resources Committees, followed by Member Reference Group and ultimately all Members through the Committee process.
- 3.31 The S151 Officer will set out a funding strategy to meet any pressures, which may require additional savings for other Committees that go beyond those set out. The indicative savings target for 2024/25 was £750k, so some movement from the £586k set out in Appendix B was expected as part of the original planning assumptions, as reported to Strategy & Resources Committee in June and September.

Strategy and Resources Committee

- 3.32 The Strategy and Resources Committee's primary purpose is to enable and support frontline services with resource functions including Legal, Information Technology, Finance, Human Resources, Customer Services, Policy and Communications.
- 3.33 There are a small number of statutory services delivered in the Committee including Democratic Services, Emergency Planning and Revenues and Benefits and some discretionary services including Wellbeing Prescription and Asset Management.
- 3.34 The Committee is also responsible for the Corporate Items section of the budget which supports the whole Council. These include:
- Ensuring support costs are charged to ring-fenced business areas (HRA, Southern Building Control Partnership, Gryllus Ltd, Wellbeing Prescription, CIL and Land Charges).
 - Managing investments and borrowing, including interest receivable, interest payable and investment property income.
 - Setting aside the appropriate revenue provision when investing in capital assets.
 - Reviewing pension fund performance against the pension funding position to assess the primary (part of salaries budgets) and secondary rate of contributions to cover the cost of new benefits.
 - Accounting for the bank charges, bad debt provision movements/write-offs on sundry debts, and movements in reserves and contingency.
- 3.35 The budgetary position for the current financial year shows that Strategy and Resources support costs are forecast to underspend by £108k.

- 3.36 Corporate Items is forecasting a net shortfall of £85k at outturn. Even though this is a small variance, there are significant corporate pressures for 2024/25 as detailed in Appendix B.
- 3.37 Services within the Committee aim to realise better customer experience and efficiency through digital innovation, subject to an ongoing project to transform the Council's digital capability. This is intended to help deliver a step change in the effectiveness of our services and to improve the support we provide to other policy Committees. Delivering this programme, with a focus on our responsiveness to customer needs will be one of the key priorities into 2024/25.
- 3.38 As part of the Future Tandridge Programme, the Committee is continuing to pursue improvements to the delivery of its services and savings to the revenue budget. 2024/25 will see savings of £343k for this Committee, or approximately 59% of the total savings plan. This reflects a continuing desire to target savings toward support services wherever possible and maintain delivery of services to residents.

4. Budget principles

- 4.1 The Council continues to ensure that the budget setting process adheres to the following guiding principles, unchanged from those used successfully in 2023/24:
- A balanced revenue budget with the use of General Fund Reserves avoided in anything but unforeseen circumstances that cannot be met from contingencies or reduced spend elsewhere;
 - Maintaining and ideally building the contingency to provide further medium-term financial resilience and to mitigate risk;
 - Supporting and enabling the Council to fund the Future Tandridge Programme and associated improvements to its services;
 - Continuing to explore options to build resilience of General Fund Reserves;
 - Completing the Future Tandridge Programme within available resources, delivering services with appropriately set budgets;
 - Producing evidence-based savings plans which are owned/delivered, tracked, monitored and reported monthly; and
 - Ensuring that managers are accountable for their budgets.

4.2 The principles more specifically relating to setting sustainable medium-term budgets are:

- Developing multi-year plans, integrated with capital investment across the Council;
- Application of a budget envelope approach with a model to determine a consistent and transparent application of funding reductions to Committee budget envelopes, backed by formal reporting to Committee;
- Envelopes validated annually based on realistic assumptions;
- Evidence bases used to underpin savings proposals and investments;
- Assurance that all savings, pressures and growth are managed within budget envelopes to ensure accountability for implementation;
- Pay and contract inflation allocated to Service budgets to be managed within budget envelopes; and
- A corporate contingency held centrally to mitigate risk.

5. Revenue budget headlines

5.1 The Draft Budget is published approximately one month before the release of the Local Government Finance Settlement (expected towards the end of December), which brings some clarity to the level of funding for the coming financial year. Given the economic turmoil in recent months and the expected need to significantly reduce public sector spending, the Draft Budget has been prepared with a material level of uncertainty on the level of funding.

5.2 With that in mind, the Draft Budget has been built around a neutral scenario, as previously reported to this Committee, which assumes that reductions in Government funding are offset by an increase in Council Tax income and potentially through locally generated increases in business rates, including gains achieved by pooling with other authorities, leading to a small increase in funding overall. The report provides more details on each of these funding elements.

5.3 Assuming funding remains as per the Draft Budget in overall terms, any new pressures (required increases in the Council's budget) must be offset by a plan to make savings, or generate more income, by an equal amount. The level of budget pressures therefore determines the level of savings required.

- 5.4 There is a risk that funding will be insufficient to meet the current indicative budget, meaning that further savings may be required. This will be subject to consultation with Members in December and may ultimately require formal consideration by Committees and full Council in January and February of 2024.

Overall budget position

- 5.5 The overall budget position at this Draft Budget stage is balanced. Any further pressures identified as budget position is finalised will require further savings to offset. The overall summary is set out in Table 1, below.

Table 1 – Overall Budget Movements for 2024/25 to 2026/27

	2024/25 £000	2025/26 £000	2026/27 £000	Total £000
Brought forward budget	11,935	12,459	13,724	
<u>Movements</u>				
Total Pressures	1,110	1,265	1,285	3,660
Total Savings	(586)	0	0	(586)
Net Increase / Decrease	524	1,265	1,285	3,074
Indicative Budget Requirement	12,459	13,724	15,009	

The indicative net Budget Requirement is £12.459m. The projected funding to meet this is set out in Section 8.

6. Budget pressures

- 6.1 Total pressures are as follows, with further detail in Appendix B. Note that £750k of the corporate pressures are temporarily held on behalf of other Committees (including inflation allocations and pay provision).

Table 2 – Summary of pressures for 2024/25 to 2026/27
Pressures

Committee	Pressure			
	2024/25 £000	2025/26 £000	2026/27 £000	Total £000
Community Services	14	0	0	14
Housing GF	0	0	0	0
Planning Policy	102	0	0	102
Strategy & Resources	159	0	0	159
Total Service Pressures	275	0	0	275
Corporate Items - Service Pressures	85	500	500	1,085
Subtotal Service Spending Pressures	360	500	500	1,360
Corporate Items - Pressures held for other Committees (Pay award & inflation)	750	765	785	2,300
Corporate Items - Corporate Costs	0	0	0	0
Total Pressures	1,110	1,265	1,285	3,660

2024/25 Service Pressures - c£0.4m, including:

- **£333k Service demand changes** – notably £80k for Planning appeals, £85k for Planning management, £88k for audit fees, and £71k to recruit a Commercial Finance Business Partner.
- **£27k Loss of Income** – consisting of £22k Land Charges income, and £5k of recycling credits.

2024/25 Corporate Pressures – c£0.75m:

- **£333k Inflation** – A centrally held allowance to cover the net inflation on contract costs, offset by an expectation that some fees and charges will increase. Fees and charges increases will be subject to discussion with councillors and approval by Committee. The underlying assumption on inflation is based on 5% (down from 11% at the equivalent point in 2022) - based on recent CPI, however there are a number of areas where contracts are subject to their own inflation pressures which have been factored into the total.
- **£417k Pay, Pensions and Increments** – This allows for a future discussion with members on the appropriate level of pay award for 2024/25, which should be held after the Local Government Finance Settlement, when affordability constraints are clearer.

7. Savings

- 7.1 The 2024/25 savings plan has been designed to deliver tactical savings whilst the Council finalises the implementation of key elements of the Future Tandridge Programme, including the Digital Programme, the renewed Grounds Maintenance services, key commissioning reviews (including Voids and Housing Repairs) and the People Plan. Savings have not been identified beyond 2024/25 as yet, but will be required to close the Medium-Term budget gap as projected in section 11. A Transformation Programme Director resource is currently out to recruitment to work with the Council to shape and deliver its future plans within available resources.

The table below summarises the savings currently identified for 2024/25 by Committee and by category. Full detail of the savings plan is set out in Appendix B. 59% of the savings target is allocated to Strategy & Resources as part of a strategy to ensure that front-line services are protected from savings wherever possible. The savings in Community Services and Housing are delivered without service impact, relating mainly to increased income, centralisation of contingencies or applying Government grant to fund existing spend. There are no savings in Planning Policy Committee. An initial savings target for the year of £750k was communicated to Committee in June and September. Further savings may be required to meet any final budget pressures emerging in December.

Table 3 – Summary Savings for 2024/25

Committee	2024/25 £000
Community Services	(208)
Housing GF	(35)
Planning Policy	0
Strategy & Resources	(205)
Corporate Items	(138)
Total Savings	(586)

Saving type	2024/25 £000
Review funding levels	(186)
Commercial opportunities	(126)
Process reviews and early digital gains	(83)
Full year effect of FTP savings	(22)
Commissioning	(169)
Total Savings	(586)

8. Funding

8.1 The table, below, sets out a summary of projected funding for 2024/25, amounting to £12.459m. The table also shows the increase from previous years. This funding projection represents a neutral scenario but there is some degree of uncertainty until the Local Government Finance Settlement is released. It is considered unlikely that there will be major changes to the Government's funding distribution in the lead up to a General Election and in the absence of a fundamental review of the funding distribution methodology. The £524k increase projected for 2024/25 is consistent with the scale of increase (£584k) seen last year.

Table 4 – Summary Funding for 2024/25

	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Change £000	Comments
Council Tax Precept	8,690	8,937	9,255	9,586	331	Band D rate at 2.99%
Business Rates, Levy and Funding Guarantee	1,459	1,633	2,369	2,720	351	Includes 3% funding guarantee
Other Grant Funding	1,178	785	416	57	(359)	Removal of New Homes Bonus Assumed
Funding before collection fund	11,327	11,355	12,039	12,363	324	
Collection Fund	(32)	(5)	(104)	96	200	The Council holds a reserve to accumulate prior-year surpluses on business rate funding which can be released to manage the volatility in funding.
Total Funding	11,295	11,351	11,935	12,459	524	

Council Tax - £9.586m

8.2 A detailed update on the Council Tax Base is provided in Appendix G – this is subject to a recommendation for Committee to approve as the basis for budget setting in 2024/25. The tax base has increased by 0.57% from 38,904.9 Band D equivalent properties to 39,128.0 Band D equivalent properties.

8.3 Council Tax income is assumed to increase by £331k to £9,586k. This is based on the following increases:

- Council Tax for 2023/24: £9.255m
- Tax Base Growth (confirmed): £0.053m
- 2.99% increase (subject to approval in February 2024): £0.278m
- **Total: £9.586m**

Table 5: Council Tax collection performance over the last four years. 2019/20 is provided as a comparator, being the last year before Covid-19 began to impact.

	April %	September %	March %
2019/20	17.3	63.6	98.2
2020/21	16.4	61.8	97.3
2021/22	16.9	63.6	97.4
2022/23*	16.6	61.7	96.8
2023/24	16.5	61.5	

*This shortfall, linked to cost of living pressures, was anticipated and the actual amount collected was in line with budget.

- 8.4 Collectability rates are still lower than pre-Covid years. This reflects both the residual impact of Covid-19 and the subsequent effect of cost-of-living pressures.
- 8.5 Given that 2023/24 performance is broadly in line with 2022/23 (the last full year), the intention is to maintain the estimated overall collectability rate of 98.8%, subject to a budgeted deficit as set out in section 8.6. However due to the ongoing impact of inflation and cost-of-living pressures, this will need to be carefully managed during the year.
- 8.6 Based on the above, the assumed collection fund deficit for 2024/25 is **£0.1m**, again consistent with previous years. Whilst the 2022/23 collection rate may suggest a larger deficit, in reality, Council Tax generated in 2022/23 was equivalent to the amount expected in the budget. Because the budget is set based on the actual tax base in October, the shortfall in collection performance is offset by a subsequent growth in tax-base during the year.
- 8.7 The collection fund deficit is also offset in 2024/25 by a proposed **£0.2m** release from a collection fund smoothing reserve, which in total stands at £1.1m. This is a prudent release of surpluses collected in previous years, including business rate pooling gain. The reserve is held to even-out business rates and council tax performance (reflected in the Collection Fund) across financial years and allay the risks of economic downturn.

Council Tax discounts and exemptions

- 8.8 There are no changes to any of the discounts, premiums and exemptions to Council tax for 2024/25.

Business Rates and Funding Guarantee - £2.72m

8.9 Business Rates funding is a headline term incorporating several separate elements:

- **Directly retained Business Rates income** - Local businesses pay Business Rates net of reliefs and discounts directly to TDC (**expected c£20.5m for 2024/25**). This is adjusted as follows:
 - o **Retention:** The amount retained after Surrey County Council (10%) and Central Government (50%) are allocated their shares. The remaining 40% - **c£8.2m** - is allocated to the Council;
 - o **Reliefs:** Nationally set Business Rate reliefs subsidised by Central Government through Section 31 grants - This refers to Section 31 of the Local Government Act 2003 which enables Government to reimburse Local Authorities for the cost of subsidising Business Rates eg: Retail Reliefs. For the Council S31 grants equate to approximately **£2.9m**;
 - o **Tariff and Levy:** A tariff is then applied because the Council generates more funding than Central Government calculate we require (**c£9.1m**)
 - o **Funding Guarantee £0.7m**– a Government intervention to ensure that Core Spending Power increased by a minimum of 3% in 2023/24 (assumed to continue)
 - o Leaving an amount of funding for Council services equal to the **c£2.7m**.

- 8.10 £2.7m of overall Business Rates funding represents a net increase of £0.4m on the 2023/24 projection. This increase is based largely on the total of core business rates and S31 grants, at £11.3m against the 2023/24 estimate £10.9m. Within that increase:
- o S31 grant projections have increased from £3.1m to £3.2m,
 - o Underlying rates increasing from £7.8m to £8.2m.

These changes are based on the Council's Government Return for business rates (NNDR1) for 2023/24.

The 2024/25 total rates have also been validated against advice provided by LG Futures, external Local Government funding advisors, in an update provided on 5th September 2023. The projections are based on an assumptions of 2024/25 income that will continue to be refined as the budget is finalised.

The Council took part in the Surrey business rates pool in 2021/22 and 2023/24. Pooling membership is based on the best overall outcome for Surrey authorities and varies from one year to the next. The pooling gain from 2021/22 has yet to be finalised and 2023/24 is in progress. When confirmed, any gains will mitigate funding risks in the budget.

Grant Funding

- 8.11 The Draft Budget for 2024/25 has been formulated on the basis that grant funding reduces to a residual £57k for the services grant, where no change has been assumed from 2023/24. It is assumed that other grants including New Homes Bonus will cease:

Table 6: Grant funding projections

	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Change £000	Comments
New Homes Bonus	341	618	359	0	(359)	Assumed will cease
Services Grant	0	102	57	57	0	Assumed no change for 2024/25
Covid-19 Grant Funding	498	0	0	0	0	One off for 2021/22
Lower Tier Grant	340	65	0	0	0	Removed after 2022/23
	1,178	785	416	57	(359)	

9. Reserves Update and the Office for Local Government (Oflog) resilience statistics

- 9.1 General Fund Reserves in the 2023/24 budget were set at £2.8m. Although 2022/23 was completed with a surplus of £111k, this was set aside as additional contingency for potential spending pressures in 2023/24. Depending on the 2023/24 outturn position, elements of the £921k contingency may be added to General Fund Reserves.
- 9.1 As part of the 2023/24 budget setting process, the Council resubmitted its request to DLUHC for a capitalisation direction to fund the transformation programme and replenish reserves. This was to be funded by the anticipated sale of the Redstone building.
- 9.2 As reported to Committee in September, on the 12th September 2023, Government wrote to the Chief Executive and the Leader of the Council to confirm that the Council's request had not been approved, citing the Council's improved financial position. The letter concluded as follows:

"The department recognises and commends the Council's efforts to grip and manage its budget pressures, and the successful steps taken to deliver the transformation and savings programme in 2022/23 and in 2023/24. Should the Council have concerns about its ability to manage its budget in future, the offer from the department to speak to councils in this situation remains open."

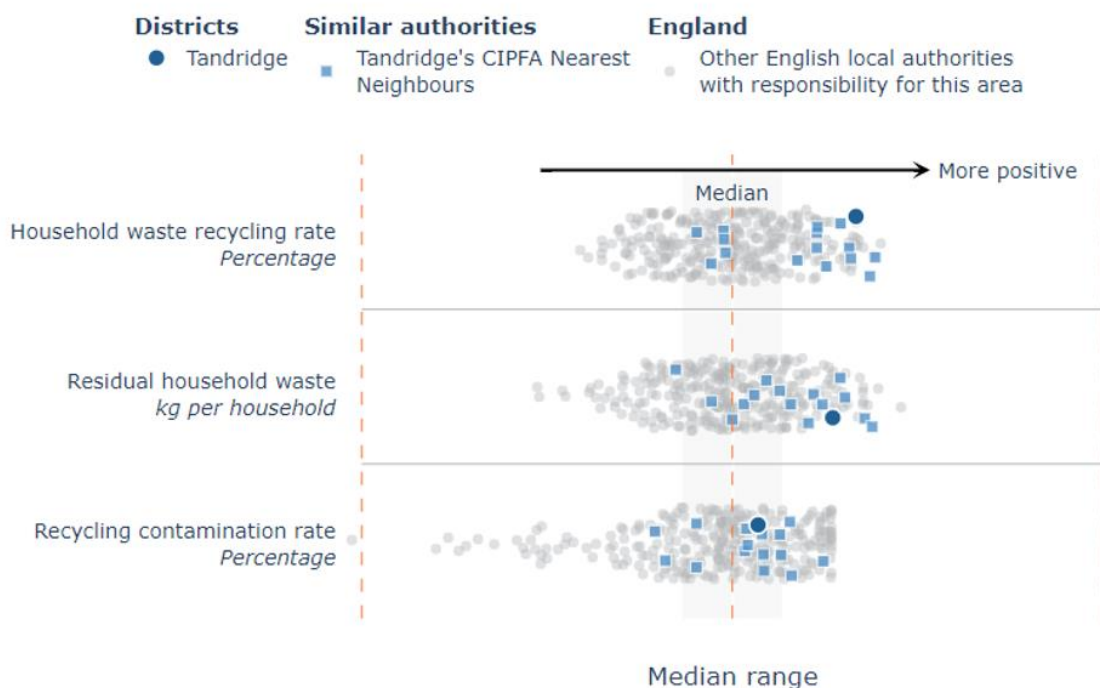
- 9.3 In the meantime, sector-wide flexibility to use capital receipts to fund transformation programmes remain in place, so plans to fund the Future Tandrige Programme remain as previous set out.
- 9.4 The Office for Local Government (Oflog) was launched on 4th July 2023 and with the intention of providing authoritative and accessible data about the performance of Councils.
- 9.5 At present, the data collated covers four areas,
- Adult skills
 - Adult social care
 - Finance.
 - Waste

The latter two are the ones that are relevant to a district council such as Tandrige.

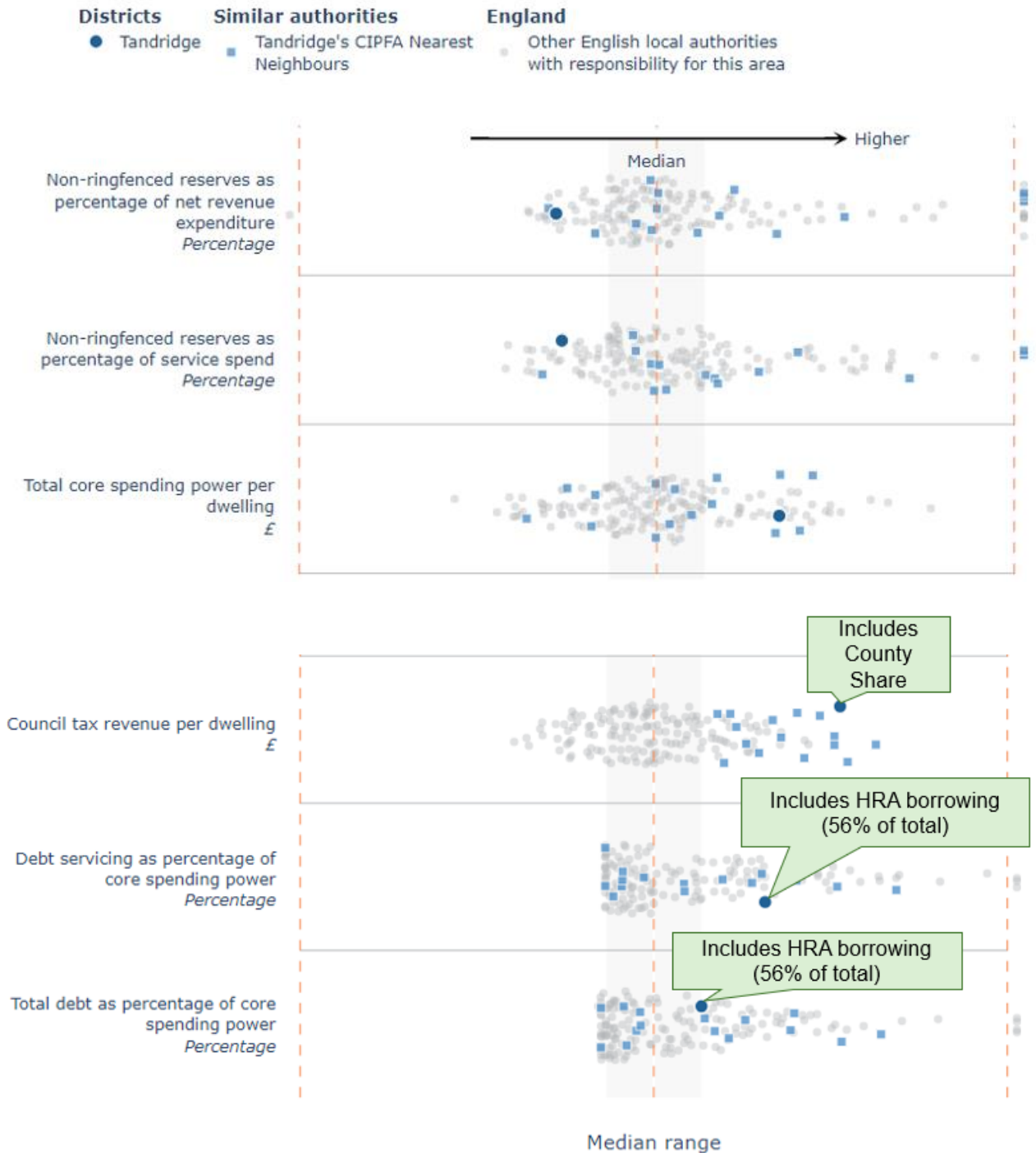
Data for the Oflog indicators is taken from the same source as that used for CIPFA Resilience Index and so it is proposed to refer to these Government endorsed statistics in future, although they are problematic (as set out below).

Below are Oflog graphs that demonstrate TDC performance against similar authorities. It can be seen that TDC performs strongly for Waste metrics:

Waste Metrics



Finance Metrics – Similar Authorities



9.6 As can be seen in the Finance charts above, the Council has low levels of reserves by comparison to similar authorities, but in other respects is not an outlier. This reconfirms earlier analysis in the CIPFA Resilience Index.

- 9.7 The Council has a relatively high Core Spending Power by comparison to other similar authorities. The fact that we are deemed by Government to be relatively well funded should be seen as a warning sign for future Government funding reviews.
- 9.8 The remaining indicators are problematic. They are included here for completeness as they feature prominently in the published Oflog data. As an example, the Council Tax revenue per dwelling figure which is high for TDC, includes the County and Police precept which make up 88% of the total. This indicator, therefore, does not accurately reflect the Council Tax levels that TDC can influence.
- 9.9 The two debt indicators are set out above exactly as published by Oflog. This is included for completeness but ignores the fact that 56% of our total borrowing is HRA related. Officers from the Council along with other authorities with HRAs are lobbying Oflog to review this presentation to make it comparable with non-HRA authorities.
- 9.10 Officers will undertake a review of reserves and contingencies as part of finalising the budget proposals. A full breakdown of reserves is reported to Strategy & Resources Committee each January. There is no intention to reduce the General Fund balance as part of these budget proposals. Growth of the reserve will depend on the extent to which the 2023/24 contingency of £921k remains unused.
- 9.11 The base-budget contingency of £445k currently remains unchanged as part of these draft budget proposals. It is recommended to retain a substantial contingency to guard against unforeseen spending pressures.

10 Draft Capital Programme 2024/25 to 2026/27

- 10.1 This section of the report provides an update on the development of the Council's Capital Programme for 2024/25 to 2026/27, taking into account work that has been carried out by officers in recent weeks. Further work is being undertaken to review proposed allocations in advance of presenting a Final Budget Report, ensuring finalised costs of borrowing are included in the Revenue budget as part of the Final Budget Report in February 2024. The Capital Programme is developed following a review of spending need to deliver on the Council's objectives and key priorities. Members will be consulted where new proposals, if any, require further detailed business cases to support their affordability, deliverability and need.
- 10.2 The Capital Programme sets out our expenditure plans and how we will pay for them over a three-year period. The current three-year Capital Programme was approved by Council in February 2023. The Capital Programme has been refreshed as part of developing the Draft Budget but officers are undertaking further work to refine this before the Final Budget is presented.

- 10.3 The Capital Programme is funded from a combination of external and internal resources. External funding is mainly in the form of Central Government grants and Community Infrastructure Levy (CIL). Internal funding takes the form of locally raised funds such as borrowing and capital receipts, as well as contributions from revenue budgets. There are significant constraints on the availability of internal funds, particularly capital receipts, which are finite in nature and depend upon identifying surplus assets for sale or disposal.
- 10.4 Councils are permitted to borrow to fund capital expenditure, as long as that borrowing is deemed affordable, prudent and sustainable. Borrowing to fund the Capital Programme has an impact on the revenue budget in the form of interest payments and Minimum Revenue Provision (MRP) payments. The more that is borrowed to fund the Capital Programme, the greater the impact on the revenue budget. MRP is the minimum amount which the Council must charge to its revenue budget each year, to set aside a provision for repaying both external borrowing (loans) and internal borrowing. This is an annual revenue expense in the Council's budget. The cost of MRP to the 2024/25 budget is estimated to be £0.9m, pending confirmation of final borrowing figures for 2023/24. The MRP cost for 2024/25 is likely to be less than originally assumed, however the budget has been retained to offset income risk in the Council's investment properties.
- 10.5 The Council's current MRP policy was approved by Council in February 2023. The annual charge is currently calculated using the annuity method, where MRP is the principal element for the year of the annuity required to repay borrowing over the asset's useful life. The policy for 2024/25 will be included as part of the Final Budget report.
- 10.6 All borrowing for capital schemes takes place within agreed prudential limits which establishes a benchmark for affordability and sustainability. A range of indicators are maintained to demonstrate this. These indicators are maintained within the Council's Capital, Investment and Treasury Management Strategy and are monitored and reported to the Investment Sub Committee and Council on a regular basis. The Capital, Investment and Treasury Management Strategy demonstrates how the borrowing requirement will be managed. This strategy will be set out as part of the Final Budget papers in February 2024.

The table below shows the draft three-year General Fund Capital Programme and how it is planned to be funded for 2024/25 to 2026/27.

Table 7: Summary Capital Programme

	2024/25 £000	2025/26 £000	2026/27 £000	Total Programme £000
Planning	2,849	-	-	2,849
Community Services	1,400	1,079	718	3,196
Housing General Fund	643	505	515	1,662
Strategy & Resources	2,892	170	26	3,087
Total Capital Programme	7,783	1,753	1,258	10,794

	2024/25 £000	2025/26 £000	2026/27 £000	Total Programme £000
External Funding/Grants	2,323	880	515	3,718
Community Infrastructure Levy	3,799	0	0	3,799
Capital Receipts	0	0	0	0
Borrowing	1,661	873	743	3,277
Total Capital Programme	7,783	1,753	1,258	10,794

Community Services

10.7 The proposed three-year Capital Programme 2024/25 to 2026/27 for Community Services is £3.2m. The schemes comprise of:

- UK Shared Prosperity Fund – Delivery of Open Space Strategy - £0.8m;
- Garden Waste, Recycling, Food Waste and Refuse bins - £0.6m;
- Public Conveniences - £0.5m
- Children’s Playground Improvements - £0.4m;
- Vehicle Replacement Programme - £0.4m;
- Parks, Pavilions and Open Spaces - £0.4m;
- Car Park Equipment Replacement Programme - £0.1m; and
- Projects collectively below £0.1m: Replacement litter bins, Land Drainage Works, Plant and Machinery Replacement Programme, Roads and Pathways.

Housing General Fund

10.8 The proposed three-year Capital Programme 2024/25 to 2026/27 for the Housing General Fund is £1.7m. This is the Disabled Facilities Grants (DFG) programme which is funded from DFG.

Strategy and Resources

10.9 The proposed three-year Capital Programme 2024/25 to 2026/27 for Strategy and Resources is £3.1m. The schemes comprise of:

- Croydon Road Regeneration - £2.3m
- IT Hardware and Infrastructure Projects - £0.6m; and
- Quadrant House works - £0.2m

Planning Policy (Community Infrastructure Levy)

10.10 The proposed three-year Capital Programme 2024/25 to 2026/27 for Planning Policy is £2.9m. This is made up of grants and contributions to third parties for capital projects and are funded from CIL. The phasing of expected contributions is to be reviewed and is unlikely to fall entirely in 2024/25.

Housing Revenue Account

10.11 The draft HRA Capital Programme is funded from the following sources, as shown in the table below:

Table 8 – HRA Capital Programme

	2024/25 £000	2025/26 £000	2026/27 £000	Total Programme £000
HRA	16,593	3,945	3,832	24,370
HRA Capital Receipts/Reserves	7,788	3,945	3,832	15,565
Borrowing	8,805	0	0	8,805
Total HRA Funding	16,593	3,945	3,832	24,370

10.12 The proposed three-year Capital Programme 2024/25 to 2026/27 for the Housing Revenue Account is £24.4m. This is made up of:

- Council House Building Programme - £13m;
- Improvements to Housing Stock - £11.3m; and
- IT Hardware and Infrastructure Projects - £0.1m.

10.13 The HRA will fund its Capital Programme from capital receipts, reserves and borrowing. The HRA has three separate reserves it can draw upon; the New Build Reserve, Repairs Reserve and Major Repairs Reserve. The HRA is also able to use retained receipts from Right-to-Buy sales to fund part of the expenditure on building new HRA stock. The HRA can also borrow to fund its Capital Programme using the rental income to cover the cost of interest and principal repayment. There is no requirement for the HRA to make MRP payments.

10.14 In general, uncertainty remains over the economic backdrop. Inflation remains at extremely high levels and a continued upward trend will drive up costs of scheme delivery. Uncertainty on the path of interest rates continues, though the Council's Treasury Management advisors Arlingclose project rate cuts in the second half of 2024. Any further increases in rates would create further pressure on revenue financing costs that the Council would need to manage.

11 **Medium Term Financial Strategy**

11.1 After presenting two-year Medium Term Financial Strategies in recent years in light of volatile funding and the impact of Covid-19, 2024/25's Draft Budget sees a return to a three-year outlook, in-line with best practice.

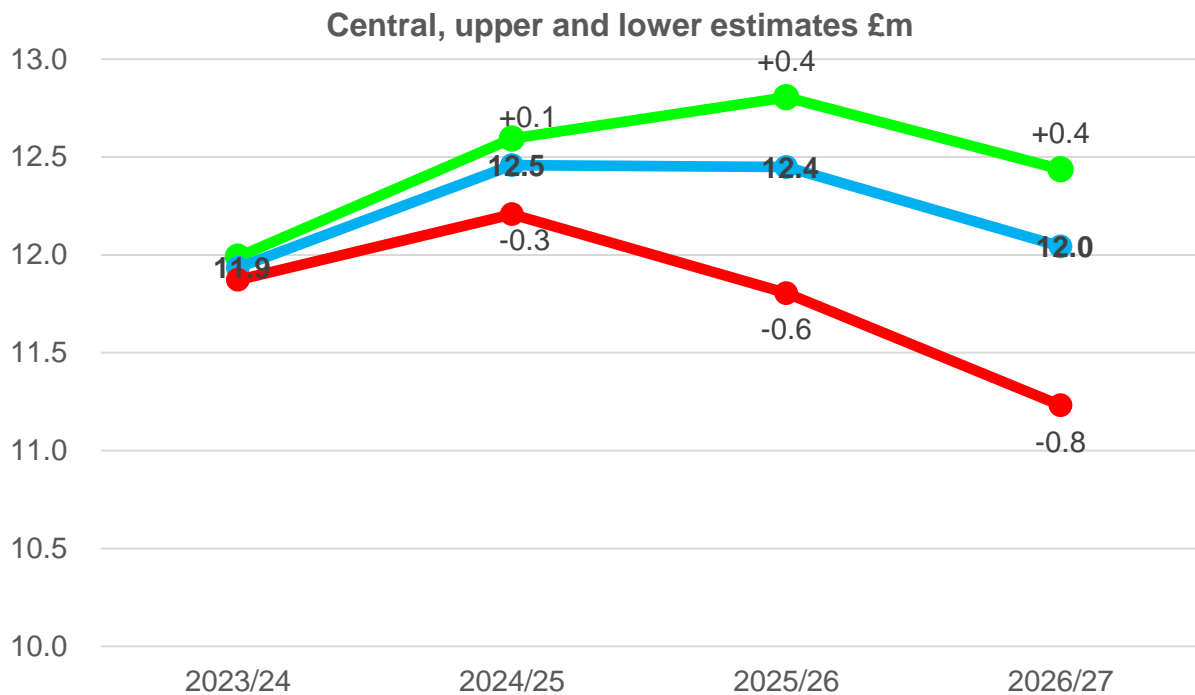
11.2 Section 8 sets out the 2024/25 funding position in detail. It is anticipated that funding will stay broadly flat into 2025/26, with fundamental review of Government funding commencing in 2026/27. This is based on an increase in Tax Base, a 2.99% increase in the Band D rate, offset by further reductions to Government funding through the Business Rates system.

11.3 The outlook for 2025/26 and 2026/27 assumes further cost pressures (corporate and service) of £1.3m, including inflation, allowance for a further pay award and a £0.5m allowance for service pressures yet to be quantified. Assuming funding does remain flat for 2025/26, a £1.3m savings programme would therefore be required. Funding reductions projected at £0.4m in 2026/27 could see a further savings programme of £1.7m, totalling £3.0m over two years. This level of savings would require a further fundamental review of the Council's finances, and a Transformation Programme Director is being recruited to work with Management Team to determine our approach. The potential medium-term gap is summarised in the table, below:

Table 9 – Medium Term Budget Gaps

	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	Comments
Brought forward budget	11,351	11,935	12,459	13,724	
Pressures	2,238	1,110	1,265	1,285	See Table 2 in section 6
Identified Savings	(1,654)	(586)	0	0	See Table 3 in section 7
Projected Spending Requirement	11,935	12,459	13,724	15,009	
Funding	(11,935)	(12,459)	(12,459)	(12,059)	
Gap	0	0	1,265	2,950	

The table, below, shows scenarios for funding change over the medium-term. It is possible that 2026/27 funding will not reduce by the amount expected, but much will depend on Government policy following the next general election.



11.4 The Council’s strategy will be to continue to pursue savings to deliver a sound and balanced budget, rather than rely on reserves. In light of the significant economic challenges affecting the operating environment, particularly inflation and a suppression of income from fees and charges, the aspiration should be to avoid depleting reserves further and grow where possible.

11.5 Further development of the Medium-Term Financial Strategy will take place as part of the work to prepare the Final Budget.

12. 2023/24 Financial Performance

12.1 **Revenue Performance as at Month 6 (September):** An £11.935m General Fund expenditure budget was approved in February 2023.

12.2 Against this revised budget, the forecast as at M6 (September) is £12.296m; a forecast deficit of £361k. This is set out below in summary form, with full details on the Q2 Budget Monitoring report. The ongoing effect of these pressures have been built into this draft budget where analysis deems them to have a 2024/25 impact that cannot be addressed within existing budgets.

12.3 Further work is necessary, as set out above, to ensure the Planning Policy Committee’s budget is set at an appropriate level.

Table 10: Month 6 Financial 2023/24 Performance

2022/23 Outturn £k	Forecast Qtr 2 £k	Annual Budget £k	Outturn Variance £k	Change from Qtr 1 £k	One-off events £k	Ongoing Pressures £k
4,156 Community Services	4,554	4,613	(59)	(59)	(62)	3
462 Housing General Fund	737	713	24	9	0	24
1,259 Planning Policy	1,757	1,338	419	222	189	230
5,952 Strategy & Resources	6,079	6,187	(108)	(146)	(113)	5
(589) Corporate Items	(831)	(916)	85	85	0	85
11,240 General Fund- Services	12,296	11,935	361	111	14	347
(11,351) Central Funding	(11,935)	(11,935)	0	0	0	0
(111) General Fund	361	0	361	111	14	347

13. Next Steps

- 13.1 Subject to any comments from this Committee on the updates for each service area, Officers will continue to develop and deliver their plans for the savings identified.
- 13.2 Further review of pressures, savings and funding will continue as the budget is finalised.
- 13.3 The budget process will continue as set out in the covering report.

APPENDIX B - OVERALL PRESSURES & SAVINGS

	2024/25 £000	2025/26 £000	2026/27 £000	Total £000
Brought forward budget	11,935	12,459	13,724	

Movements

Pressures

Committee	Pressure			
	2024/25 £000	2025/26 £000	2026/27 £000	Total £000
Community Services	14	0	0	14
Housing GF	0	0	0	0
Planning Policy	102	0	0	102
Strategy & Resources	159	0	0	159
Total Service Pressures	275	0	0	275
Corporate Items - Service Pressures	85	500	500	1,085
Subtotal Service Spending Pressures	360	500	500	1,360
Corporate Items - Pressures held for other Committees (Pay award & inflation)	750	765	785	2,300
Corporate Items - Corporate Costs	0	0	0	0
Total Pressures	1,110	1,265	1,285	3,660

Savings

Committee	Saving			
	2024/25 £000	2025/26 £000	2026/27 £000	Total £000
Community Services	(208)	0		(208)
Housing GF	(35)	0		(35)
Planning Policy	0	0		0
Strategy & Resources	(205)	0		(205)
Corporate Items	(138)	0		(138)
Total Savings	(586)	0	0	(586)

Net Increase / Decrease	524	1,265	1,285	3,074
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Indicative Budget Requirement	12,459	13,724	15,009
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COMMUNITY SERVICES

	2024/25 £000	2025/26 £000	2026/27 £000	Total £000
Brought forward budget	4,613	4,419	4,419	

Virements (Budget adjustments between committees)

		Virement			
Theme	Description	2024/25 £000	2025/26 £000	2026/27 £000	Total £000
					0
Total Virements		0	0	0	0

Pressures

		Pressure			
Theme	Description	2024/25 £000	2025/26 £000	2026/27 £000	Total £000
Income Pressures	Expected reduction in recycling credits	5			5
Service Pressures	Off-street parking enforcement - exploring options with RBBC	9			9
Total Pressures		14	0	0	14

Savings

		Saving			
Theme	Description	2024/25 £000	2025/26 £000	2026/27 £000	Total £000
Review funding levels	Funding IRIS Domestic Abuse training programme from external Domestic Abuse grant until an alternate funding stream is secure	(19)			(19)
Review funding levels	Remove unallocated community grant budget - allowing the Committee to fund community grants at the 2023/24 level.	(40)			(40)
Commercial opportunities	Garden Waste - Inflationary increase	(70)			(70)
Review funding levels	Current year inflation lower than anticipated	(59)			(59)
Review funding levels	Centralisation of contingency for encampment remedial works.	(20)			(20)
Total Savings		(208)	0	0	(208)

Net movement for Committee budget	(194)	0	0	(194)
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Indicative Budget Requirement	4,419	4,419	4,419	
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HOUSING GENERAL FUND

	2024/25 £000	2025/26 £000	2026/27 £000	Total £000
Brought forward budget	713	678	678	

Savings

Theme	Description	Saving			Total £000
		2024/25 £000	2025/26 £000	2026/27 £000	
Review funding levels	Better utilisation of Homes for Ukraine funding to cover full costs	(20)			(20)
Review funding levels	The Committee's budget for Syrian refugees will not be required as the scheme comes to an end in 2023/24	(15)			(15)
Total Savings		(35)	0	0	(35)

Net movement for Committee budget	(35)	0	0	(35)
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Indicative Budget Requirement	678	678		
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PLANNING POLICY

		2024/25 £000	2025/26 £000	2026/27 £000	Total £000
Brought forward budget		1,338	1,440		
Pressures		Pressures			
Theme	Description	2024/25 £000	2025/26 £000	2026/27 £000	Total £000
Income Pressures	Further reductions in Land Charge income as a result of Government changes	22			22
Service Pressures	Increasing the appeals budget to provide additional contingency. This is based on doubling the current budget, and will be subject to continual scenario planning.	80			80
Total Pressures		102	0	0	102
Net movement for Committee budget		102	0	0	102
Indicative Budget Requirement		1,440	1,440	0	

STRATEGY AND RESOURCES

	2024/25 £000	2025/26 £000	2026/27 £000	Total £000
Brought forward budget	6,187	6,141	6,141	

Virements (Budget adjustments between committees)

Theme	Description	Virement			
		2024/25 £000	2025/26 £000	2026/27 £000	Total £000
Total Virements		0	0	0	0

Pressures

Theme	Description	Pressure			
		2024/25 £000	2025/26 £000	2026/27 £000	Total £000
Service Pressures	Additional, unavoidable external audit fees caused by enhanced Financial Reporting Council requirements and market pressures on the Public Sector Audit Appointments contract, and Housing Benefit Audit assurance work.	88			88
Service Pressures	Appointment of a Commercial Finance Business Partner to support the Council's emerging commercial strategy, maximise fees and charges and to robustly support services with external contractual relationships.	71			71
Total Pressures		159	0	0	159

Savings

Theme	Description	Saving			
		2024/25 £000	2025/26 £000	2026/27 £000	Total £000
Commercial Opportunities	Additional rental income at Quadrant House and Oxted Council Offices, based on a achieving an additional lease at a similar value to recent lettings.	(56)			(56)
Full year effect of FTP savings	Ongoing salary and running cost savings in Communications following a previous restructure.	(22)			(22)
Process reviews and early digital gains	Process reviews across Resources services including Finance, Exchequer and HR	(83)			(83)
Commissioning	Reconfiguration of IT support following software upgrades transferring to cloud-based solutions	(19)			(19)
Commissioning	Full year effect of savings made through the Revenues and Benefits Joint Working Agreement, including commercial opportunities.	(25)			(25)
Total Savings		(205)	0	0	(205)

Net movement for Committee budget	(46)	0	0	(46)
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Indicative Budget Requirement	6,141	6,141	6,141	
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CORPORATE ITEMS

	2024/25 £000	2025/26 £000	2026/27 £000	Total £000
Brought forward budget	(916)	(219)	1,046	

Virements (Budget adjustments between committees)

Theme	Description	Virement			
		2024/25 £000	2025/26 £000	2026/27 £000	Total £000
Total Virements		0	0	0	0

Pressures

Theme	Description	Pressure			
		2024/25 £000	2025/26 £000	2026/27 £000	Total £000
Service Pressures	2023/24 Management Structure Saving reinvested in Planning. (The budget for this saving was held corporately)	85			85
Service Pressures	Placeholder for future service pressures (assumed to be c.£500k per year)		500	500	1,000
Corporate Items - Service Pressures		85	500	500	1,085
Inflation	Inflation on contracts and utilities - this pressure assumes CPI inflation of c.5% for 2024/25, but is reviewed on a contract-by-contract basis.	333	340	350	1,023
Staff costs	Pressure covers a staff pay award to be negotiated, staff increments and unavoidable pension costs.	417	425	435	1,277
Corporate Items - Pressures held for other Committees		750	765	785	2,300
					0
					0
Corporate Items - Corporate Costs		0	0	0	0
Total Pressures		835	1,265	1,285	3,385

Savings

Theme	Description	Saving			
		2024/25 £000	2025/26 £000	2026/27 £000	Total £000
Commissioning	Full review how services such as Revenues and Benefits, Customer Services, Finance and HR are structured to deliver Government initiatives such as cost of living and business rate support. These initiatives have been funded externally for a number of years and additional funding for 2024/25 is likely. A new burdens reserve exists to smooth potentially volatile funding streams.	(125)			(125)
Review funding levels	Debt management costs will be subject to a small reduction if a proportion of the Warren Lane Depot site is transferred to the HRA.	(13)			(13)
Total Savings		(138)	0	0	(138)
Net movement for Committee budget		697	1,265	1,285	3,247
Indicative Budget Requirement		(219)	1,046	2,331	

S&R Committee report
FTP - Service Review update
Appendix C

November 2023

Overall assessment of savings delivery – November 2023

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		September	November			Variance
RAG status	RAG rating determination	Total Sept 2023 £000	Staff savings 23/24 £000	Non-Staff savings 23/24 £000	Total Nov 23/24 £000	Movement Sept to Nov £000
	Savings delivered	£856	£553	£408	£961	£105
	Clear plans, realistic timescales	£192	£68	£167	£235	£43
	Some risks to delivery or detailed delivery plan still in development	£545	£0	£272	£272	(£273)
	Significant risks to delivery, delivery plan yet to be agreed	£35	£16	£24	£40	(£5)
	Savings target will not be met this year	£26	£120	£26	£146	£120
	Totals	£1,654	£757	£897	£1,654	£0

*Amber rated staff savings in Assets & FM (£70k), Operations (£17k), Revs and Bens (£25k shared service)

*Black rated items relate to Regulatory Services (£26k) and IT (£35K)

Future Tandridge Programme - Service Review Highlight report

Service Review: Assets & FM		Report date: November 2023		Overall RAG status		Amber		
Lead Officer:	Mark Hak-Sanders			Committee:	Strategy & Resources			
Summary of Current Status:				Critical areas of focus				
<p>Having proposed a new structure, consultation with staff is now in complete and reporting lines have changed.</p> <p>Clear accountability and process for Health and Safety compliance management have been defined, with an internal SLA to be drawn up between the team commissioning and overseeing the work and the team undertaking it.</p> <p>Vacant roles will be recruited to, including ensuring the Development team and project management has sufficient resources, and a new permanent manager of the Assets and FM team is recruited.</p> <p>The review of assets in the General Fund for commercial opportunities, and/or running cost reduction needs to be given renewed attention.</p> <p>Work is underway to document space standards for the Oxted offices, to set out a clear strategy for the use of the car park and therefore set out how much further office space can be leased to third parties.</p> <p>The One Public Estate project for the medium-to-long term future of the site is underway</p>				<p>The next key activities are:</p> <ul style="list-style-type: none"> • Recruitment to vacant posts • Creation of a Strategic Asset Management Plan • Review of asset register for opportunities to make better use of / divest assets • Continued pursuit of commercial opportunities • Internal SLA in place for Health and Safety work 				
Key risks and Issues								
<ul style="list-style-type: none"> • Ability to recruit to vacant posts, particularly the management post, may determine that elements of the service may need to be commissioned differently • The saving from reducing maintenance exposure and/or increasing commercial opportunities from the asset portfolio has been paused and needs refreshed attention • Car parking at the Oxted offices is under pressure and a project is under way to identify alternatives • Compliance reviews may identify further investment requirements in the condition of assets 								
Source of savings for 23/24				23/24 saving	Amt delivered	RAG status	24/25 saving	Narrative
Staffing / structure review				£42k	£42K	Complete		Complete
Reduction of maintenance exposure / increased commercial opportunities from asset review				£20k		Amber		Review has been on hold whilst staffing levels resolved.
Oxted Offices / Quadrant increased rental targets				£50k		Amber		Review of parking strategy and office use by TDC staff underway by Key Officer Forum

Future Tandridge Programme - Service Review Highlight report

Service Review: Building control		Report date: November 2023		Overall RAG status		Amber	
Lead Officer:		Angela Hughes		Committee:		Planning Policy	
Summary of Current Status:				Critical areas of focus			
Second Quarter's payment made. PID awaiting signoff. SBCP IT role – recruitment in progress to replace previous role holder.				Completion of contract formalities Recruiting a replacement for SBCP IT Role			
Key risks and Issues							
New database needs to be completed in time to give notice of termination of contract to existing supplier otherwise SBCP cannot benefit from reduced IT costs. The lack of IT specialist in SBCP team is a risk for SBCP but this does not put the first quarter's payment at risk.							
Source of savings for 23/24				23/24 saving	Amt delivered	RAG status	Narrative
The £40,000 is the agreed contract cost payable to TDC by SBCP for the provision of a new Salesforce org.				£40K	£20K	Green	£20k delivered, £20k remains

Future Tandridge Programme - Service Review Highlight report

Service Review: Communications		Report date: November 2023		Overall RAG status		Green	
Lead Officer:		Giuseppina Valenza		Committee:	Strategy and Resources		
Summary of Current Status:				Critical areas of focus			
<ul style="list-style-type: none"> Service review first phase completed. 50% staff savings target set for Communications Team. Business case presented to and approved by Strategy and Resources 1 December 2022. Workshop for key stakeholders (councillors and EMT) to identify future outcomes for communications service held 10 January 2023. Communications survey carried out. Staff consultation 17 January-14 February 2023. New Policy and Communications structure in place 1 April 2023. Policy and Communications combined team and effectively five single people posts. £94K saving achieved 2022-2024 and two posts removed. 40% saving. The next stage of implementation is being aligned with the commissioning framework and timetable for services, which is currently being developed. 				<ul style="list-style-type: none"> Explore paperless committees with democratic services team in 202/2025. Review print contract in 2024. 			
Key risks and Issues							
<ul style="list-style-type: none"> Reduced communications service will impact volume of communications output and outcomes to residents Loss of consistency of approach, control and rigour over communications - impact on reputation, quality, branding. Reduction in quality, output of messages and less dialogue – may increase contact from customers. Impact on website content quality - accessibility issues. Reduced communications service will impact ability to support external and internal communications support. Weak/poor internal communications can lead to staff not knowing what is going on, not feeling part of or committed to the organisation and dissatisfied, impact on service delivery. Oflog consultation highlights the need for Council's to have strong policy and communication functions. Digital project will need a lot of communication support – internal and external, as well as website changes. 							
Source of savings for 23/24				23/24 saving	Amt delivered	RAG status	Narrative
Staffing reductions of two posts.				£47K	£47K	Complete	

Future Tandridge Programme - Service Review Highlight report

Service Review: Communities		Report date: November 2023		Overall RAG status		Amber	
Lead Officer:		Julie Porter		Committee:		Community Services	
Summary of Current Status:				Critical areas of focus			
<p>Anti-Social behaviour project progressing with draft policy awaiting sign off, IT requirements being scoped, and staff resourcing analysis collated.</p> <p>East Surrey Place neighbourhood model of care continues to develop. Joint member briefing with R&BBC councillors planned for 18.9.2023.</p> <p>Wellbeing Prescription Service future modelling project underway. Looking at potential income generation for future years.</p>				<p>Leisure contract with Freedom Leisure</p> <p>Progression of Wellbeing prescription neighbourhood model</p> <p>Anti-social behaviour and new statutory duties being introduced</p> <p>Explore alternative funding for Domestic abuse prevention programme (IRIS programme).</p>			
Key risks and Issues							
<ul style="list-style-type: none"> The Government launched a swimming pool support fund. TDC have applied for the fund which (if successful) will provide financial support to Freedom Leisure to cover increased energy costs. If unsuccessful the service within the leisure pool will continue to decline. Demand continues to increase for the Wellbeing Prescription team. A part-time administrator has now been recruited which will help to reduce wait times for clients 							
Source of savings for 23/24				23/24 saving	Amt delivered	RAG status	Narrative
Reduce Westway funding				£50k	£50k	Complete	
New model for delivering Wellbeing Prescription service across East Surrey Place				-		Amber	

Future Tandridge Programme - Service Review Highlight report

Service Review: Customer Services	Report date: November 2023	Overall RAG status	Amber
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Lead Officer:	Mark Hak-Sanders	Committee:	
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Summary of Current Status:	Critical areas of focus
<ul style="list-style-type: none"> Service plan developed and appraisals linked to plan. KOF tasked with saving £10k in postage over 23/24 – project work in progress – plan to follow Working with the digital implementation team Key stakeholders in the telephony project team 	<ul style="list-style-type: none"> Mapping and analysis of the indexing and redaction process for planning, working with the planning team Start to scope the new ways of working for the team to include career progression to try and stem the waterfall of staff leaving to work within other TDC teams

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Key Risks and Issues

- Reducing the staffing by two has increased the waiting times on the phones – no more staff savings can be made until the digital tools are implemented
- Additional to the frozen vacancies, there are 3 vacant post due to staff leaving.

Source of savings for 23/24	23/24 saving	Amt delivered	RAG status	Narrative
Reduction in postage costs	£10k		Amber	
Staff savings following the introduction of the digital tools	£40K	£24k	Red	£16k remaining
Vacancy factor	£78k	£78k	Complete	

Service Review: Democratic Services		Report Date: November 2022		Overall RAG status		Complete	
Lead Officer:		Lidia Harrison		Committee:		Strategy & Resources	
Summary of Current Status:				Critical areas of focus (High priority KLOEs)			
<p>Costs of printing have been estimated (£9k). Members were asked their opinion on moving to paperless. There was a mixed response. It would cost c£9k to provide devices to members to access paperless reports.</p> <p>Recruitment of an apprentice has been completed following the reduction in hours of a key member of staff</p> <p>Recruitment to the Independent Remuneration Panel (IRP), which reviews member allowances, was completed in September and the review is underway. Due to report to S&R and Council in December.</p> <p>Reorganisation of Registers to reflect new Polling Districts in accordance with changes that may be implemented by the Local Government Boundary Commission for England. Could offer potential savings if there is a reduction in number of Councillors.</p> <p>To reduce the content of the reports, thereby reducing need for detailed Legal and Finance comments where possible.</p>				<p>Gather information regarding costs of printing committee papers and scope potential IT requirements</p> <p>Develop a longer term plan for resourcing and improving resilience within the team</p> <p>Review of Member allowances with support from finance to provide options of levels of savings</p> <p>Set up workshop to review the operational governance of committees</p> <p>Review the number of committee cycles.</p>			
Recommendations / Improvement areas to be included in the business case				Key risks and Issues			
<ol style="list-style-type: none"> Moving to paperless agendas. Discussions with EMT on the operational governance of committees. To issue Councillors with tablets to allow secure access and management of the Councillor's email account; access to committee agendas (including confidential agendas electronically); and generally assist in the conduct of Councillor duties 				<ol style="list-style-type: none"> Much of the KLOEs are subject to additional approval. For example, Councillors will have the final vote on their allowances based on report of the IRP and the Boundary Commission will determine councillor numbers. The IRP could recommend that Councillor allowances are increased. Resilience at all levels in the team. Potential to explore at case officer level alongside Legal. Discussions are needed with EMT around the operational governance of committees. 			
Source of Savings 23/24				23/24 saving	Amt delivered	RAG status	Narrative
Member allowances freeze				£8	£8	Complete	

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Future Tandridge Programme - Service Review Highlight report

Service Review: Digital Transformation	Report date: November 2023	Overall RAG status	Green
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Lead Officer:	Lee Osborne	Committee:	
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Summary of Current Status:	Critical areas of focus
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<p>Salesforce license negotiations and procurement activities have been completed.</p> <p>Implementation Partner selection process and procurement activities have been completed.</p> <p>Telephony Vendor selection process and procurement activities have been completed.</p> <p>Website redesign has been scoped and SOW developed with external specialist.</p> <p>Project Initiation Document (PID) has been approved by project board and the project scope defined.</p>	<p>Procure services of external expert for website redesign.</p> <p>Mulesoft implementation and configuration.</p> <p>Digital engagement strategy development.</p> <p>Commencement of analysis and focus groups.</p> <p>Telephony refresh project kick off.</p>
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Key risks and Issues

- Data Cleanliness
- Lack of resource – there is a resource and skills gap for a Project Business Analyst which will be recruited to
- Resistance to change in the organisation

Source of savings for 23/24	23/24 saving	Amt delivered	RAG status	Narrative
No savings are due to be achieved by this workstream in the FY23/24				

Future Tandridge Programme - Service Review Highlight report

Service Review: IT	Report Date: November 2023	Overall RAG status	Unachievable
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Lead Officer:	Mark Hak-Sanders	Committee:	Strategy & Resources
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Summary of Current Status:	Critical areas of focus (High priority KLOEs)
<p>Working with Microsoft to establish feasibility of on premise estate migration to the cloud.</p> <p>Telephony project now part of the Digital Transformation project, due to dependencies, with forecast live date of January 2024.</p> <p>SBCP build and support proposal submitted to the Partnership for review</p> <p>Service delivery model and team structure review on hold pending outcomes of Digital Strategy assessment and Revs and Bens service review.</p>	<p>Business value and saving opportunities being calculated for Digital & Customer Services business case.</p> <p>Microsoft preparing business value report for Azure migration proposal.</p> <p>Farrpoint Consulting defining As Is and To Be requirements for telephony solution.</p>

Recommendations / Improvement areas to be included in the business case	Key risks and Issues
<p>Review IT support structure and staffing in light of recent staff turnover and look to reinforce support for key systems and prioritising cloud migration.</p>	<p>Salesforce and Microsoft are being heavily relied upon for business value analysis (TDC do not have the capacity/skills to do this work).</p>

Source of savings for 23/24	23/24 Saving	Amt delivered	RAG status	Narrative
Back office review	£35		Black	Considering joint approach for some functions with RBBC but significant risk of delivery in the current financial year. Agreed unachievable for 23/24

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Future Tandridge Programme - Service Review Highlight report

Service Review: HR	Report date: November 2023	Overall RAG status	Amber
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Lead Officer:	Mark Hak-Sanders	Committee:	Strategy & Resources
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Summary of Current Status:	Critical areas of focus
<ul style="list-style-type: none"> OD Lead role is out to recruitment Appraisal training rolled out and appraisals taking place Renewed the contract for payroll and Itrent Key Officer forum project nearly completed on induction/onboarding Continuing discussions with R&B on shared HR function 	<ul style="list-style-type: none"> Updating outstanding HR policies Developing a robust appraisal/performance review process for financial year 24/25 Car salary sacrifice scheme – legal team reviewing the T&Cs

Key Risks and Issues

- The OD Lead role has been out to recruitment for some time, the salary offered may have to increase to attract a suitable candidate. This is funded from transformation resources.

Source of savings for 23/24	23/24 saving	Amt delivered	RAG status	Narrative
Staff savings	£19k		Amber	
Staff savings, reduction in training budget	£46k	£46k	Complete	Savings combined from reduction n Training budget and the reduction in hours of one HR BP

Future Tandridge Programme - Service Review Highlight report

Service Review: Legal		Report date: November 2023		Overall RAG status		Red	
Lead Officer:		Lidia Harrison		Committee:		Strategy and Resources	
Summary of Current Status:				Critical areas of focus			
<ul style="list-style-type: none"> Ongoing discussions with Finance on how best to centralise Legal activities and spend, to enable control and management of use of external legal advice. Have mapped out several legal workflows on the case management system (IKEN) - this enables automation on certain tasks and a step towards improving efficiencies, client service, and productivity. Agreeing action plan on how to split core and non-core legal work to enable Legal Services to charge other departments for work that requires a quick turnaround or outside of the team's expertise. 				<ul style="list-style-type: none"> Greater control would prevent individual departments from seeking legal external advice To continue and create more workflows to improve processes and automation Action plan for core and non-core work to be discussed and shared with EMT 			
Key risks and Issues							
<ul style="list-style-type: none"> Additional income from supporting other authorities has reduced as the team focuses on servicing in-house clients. Saving target may not be reached. It is becoming more frequent that individual teams require significant legal input, say to support a Local Plan or Planning Inquiry, a major contract or a housing prosecution. Fewer legal specialists in post will mean that this work would need to be externalised. There is a risk with reducing the team and increasing external support that the Council would be unable to control it's legal spend in the same way that it would do under current arrangements. 							
Source of savings for 23/24				23/24 saving	Amt delivered	RAG status	Narrative
Through centralising all legal budgets				£24k		Red	Reviewing volume and source of work demand
Through splitting core legal work that the Legal team currently undertake versus non-core work and carry out an assessment to see if such work can be charged to the specific department						Amber	Work in progress

Future Tandridge Programme - Service Review Highlight report

Service Review: Statutory Housing Services		Report date: November 2023		Overall RAG status		Amber	
Lead Officer:		James Devonshire		Committee:		Housing committee	
Summary of Current Status:				Critical areas of focus			
<p>Management model implemented and Building Surveyors now reporting to Housing as per June Committee approval. Surveyors will support compliance work across all Council owned assets</p> <p>Discussions ongoing with MRI / Orchard regarding digital solutions</p> <p>Fraud partnership established with RBBC ensuring that all applications to join the housing register and homeless applications are reviewed</p> <p>Maintenance work being undertaken at Meadowside Park including trees, parking and firefighting equipment</p>				<p>Continue to develop IT services to meet statutory requirements and improve data quality across the service.</p> <p>Continue to ensure the prevention of homelessness remains a priority for the service and continue to build on measures to prevent (where possible) increasing use of Bed and breakfast.</p>			
Key risks and Issues							
<ul style="list-style-type: none"> Increased use of bed and breakfast due to lack of private sector and temporary accommodation Increasing demand on disabled facilities and aids and adaptations budgets to support independent living and reduce the need to move accommodation or use hospital beds 							
Source of savings for 23/24				23/24 saving	Delivered	RAG status	Narrative
Capitalisation of Salary budget				£60k	£60k	Complete	Action complete
Offset of Homelessness Reduction Grant				£150k		Amber	Unknown until end of financial year - Increased B&B costs may reduce sum to be offset

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Future Tandridge Programme - Service Review Highlight report

Service Review: Housing Landlord Service HRA	Report date: November 2023	Overall RAG status	Amber
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Lead Officer:	James Devonshire	Committee:	Housing Committee
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Summary of Current Status:	Critical areas of focus
<p>Management model implemented and Building Surveyors now reporting to Housing as per June Committee approval. Surveyors will support compliance work across all Council owned assets</p> <p>Housing Management options appraisal currently underway with options being considered in accordance with commissioning cycle. Recommendations to be presented to December MRG</p> <p>Migration from on premiss to MRI hosted housing management system. New Asset management functionality to be built as part of the migration.</p>	<p>Continue to develop Orchard housing management system in line with action plan and forward plan housing service IT provision in accordance with digital strategy</p> <p>Continue to keep under review salary and recharge apportionments between HRA and HGF</p>

Key risks and Issues

- Increased compliance measures following the roll out of new Tenant Satisfaction Measures
- Increase in compliance measures for Council owned stock following introduction of the Building Safety Act and increased fire prevention regulation
- Increase in neighbourhood complaints in relation to tenancy breaches

Source of savings for 23/24	23/24 saving	Amt delivered	RAG status	24/25 saving	Narrative
Salary and corporate charge apportionment	£150k	£100k	Amber		
Staff re-structure	£100k	£100k	Complete		Action complete

Future Tandridge Programme - Service Review Highlight report

Service Review: Operational Services including Waste	Report date: November 2023	Overall RAG status	Green
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Lead Officer:	Simon Mander	Committee:	Community Services
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Summary of Current Status:	Critical areas of focus
<p>GM Options appraisal complete – recommendations made to September committees. Market engagement, data collation and specifications in progress.</p> <p>Extension of GM contract to deliver current-year savings – with Finance/Legal</p> <p>HRA GM gathering data exercise complete.</p> <p>Bring recycling banks removal in progress.</p> <p>Restructure of Localities Team into Waste Management and Environmental Enforcement</p>	<p>Grounds maintenance – soft market engagement and specifications preparation, due to complete March 2024.</p> <p>Street Cleansing new operating model to be reviewed.</p>

Key risks and Issues

- Satisfaction with the GM schedule
- Review of schedule for street cleansing

Source of savings for 23/24	23/24 saving	Amt delivered	RAG status	Narrative
Removal of bring recycling banks	£50k	£50k	Complete	Minor delays due to local elections
Extension of grounds maintenance contract in lieu of savings and reduction in schedule	£42k	£42k	Complete	Need to review reduced schedule in light of feedback
Garden Waste	£23k	£23k	Complete	Minimum expected
Restructure	£34k	£34k	Complete	
Absorbing inflationary impact over 7 years (2015 – 2022) (General Fund Element)	£147.5k	£147.5k	Green	
Operations Transformation	£16.5k		Amber	

Future Tandridge Programme - Service Review Highlight report

Service Review: Regulatory Services		Report Date: November 2023		Overall RAG status		Unachievable	
Lead Officer:		Taryn Pearson-Rose		Committee:		Community Services	
Summary of Current Status:				Critical areas of focus (High priority KLOEs)			
<p>Discussions held with the partnership and further meetings planned with MVDC regarding how to take forward a review and potential savings in this service area.</p> <p>Needs replanning.</p> <p style="text-align: center;">Page 134</p>				<p>Following key lines of enquiry identified at the start of the service review:</p> <ul style="list-style-type: none"> • Further standardisation of approach between the two councils including policy convergence to create a single model • Look at potential productivity improvements and bring consistency of make or buy decisions – .e.g. taxis, burials, animal warden • Exploring a risk-based approach to environmental Health inspections, educating businesses and managing risk and link to training/commercial opportunities • Commercial Opportunities • Use of Digital and online portal 			
Recommendations / Improvement areas included in the business case				Key risks			
<p>Standardisation of approach for the two Councils</p> <p>Productivity Improvements</p> <p>Risk Based approach to inspections & Commercial opportunities</p> <p>Digital improvements</p>				<p>Continued support is needed from both Councils to push improvements through.</p> <p>Stakeholder considerations if changing services to residents or businesses.</p>			
Source of savings for 23/24				Savings 23/24	Amt delivered	RAG status	Narrative
<p>Standardisation of approach will save updating two websites and will bring better clarity and reporting of overall budget.</p> <p>Digital Improvements</p>				£10		Unachievable	Not achievable during 2023/24, however savings are now being discussed by the partnership Board for 2024/25.
<p>Productivity Improvements</p>				£16			

Future Tandridge Programme - Service Review Highlight report

Service Review: Revs & Bens		Report date: November 2023		Overall RAG status		Amber	
Lead Officer:		Mark Hak-Sanders		Committee:		Strategy and Resources	
Summary of Current Status:				Critical areas of focus			
<p>Phase 1 saving delivered and new structure in place.</p> <p>S&R approval 30.03.2023 for sharing services with RBBC in place – kick-off meeting held 3rd May. Detailed project plan developed with update to September S&R including:</p> <ul style="list-style-type: none"> - Nature of joint working agreement (i.e. S113 agreement) - Consideration of overheads and recharging mechanism - Consideration of legal vehicle needed to generate surplus for the General Fund - Early commercial opportunities being explored. <p>Debt recovery / collection increase project under way with £33k of £50k target identified through Single Person Discount Review</p>				<ul style="list-style-type: none"> - Agreeing action plan to deliver savings / surpluses through joint working with RBBC, including focusing on immediate vacancies within the service. - Focussing on increasing income through county-wide collaborative group and initiatives - Improving processes and automation, including promotion of My Account to reduce and manage backlogs 			
Key risks and Issues							
<ul style="list-style-type: none"> • Need to ensure continued alignment with partner appetite for sharing – risk of varying aspirations for the service. Managed through regular progress checks • NEC contract runs 4 years from October 2022 - this is the key channel to focus on for Revs and Bens and will be a factor in any shared service discussion to align process • Backlog reduction from Covid-19 and NEC implementation is largely complete but requires ongoing management • Need to consider most appropriate means of filling any vacancies as they fall due, with vacancies to be filled imminently by RBBC • Alignment with the Digital Business case critical to ensure common approach to customer contact for Revs and Bens 							
Source of savings for 23/24				23/24 saving	Amt delivered	RAG status	Narrative
Phase 1 restructure				£25k	£25k	Complete	
Debt recovery / collection increase				£50k	£25k	Amber	£25k has been delivered to date, remainder ongoing
Sharing with RBBC and generating surplus / delivering efficiencies				£25k		Green	Detailed project plan under development. Early gains being identified.

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Appendix D – FTP - Programme highlight report

Future Tandridge Programme Programme Highlight report – October 2023

Future Tandridge Programme			Report date: 31 st October 2023
SRO	David Ford	Delivery lead	Mark Hak-Sanders
Lifecycle Stage	Delivery	Previous month status:	AMBER
		Current month status:	AMBER

Headlines Operations Grounds Maintenance work in progress to review market conditions and develop site data and detailed specifications. Digital Transformation planning in progress with implementation partner. Wider Digital programme being scoped. Continuous improvement approach work in progress to develop tools and techniques to embed across the council. 2024/25 savings forecast finalised and included in draft budget report.

Achievements for October 2023

Operations Transformation workstream – Grounds maintenance - Work in progress in soft market engagement,
Digital/Customer services Transformation - Salesforce agreement finalised, implementation partner selected and detailed plan is being developed.
 Dependencies for Digital Transformation such as Data Cleansing and writing of knowledge articles for chatbot form part of a wider Digital programme and are now being planned with workstream leads being identified.
Void/Housing Repairs – Start of workstream to streamline services across Voids/Housing Repairs..
Savings 2023/24 – Work has continued to deliver savings across services as agreed in previous committee reports.
Savings planning 2024/25 – Proposals from EMT have now been finalised and Draft budget report was presented to MRG on 4th October. Savings and pressures are included in the draft budget report which was taken at an all-member workshop on 31st October.
Future Operating model - Development of continuous improvement and commissioning cycle with templates and guides in progress.
Commercial activities - Draft commercial strategy is in progress, with commercial priorities identified.
Member engagement: All member workshop being held on 31st October – draft budget report for review and feedback.

Focus for November 2023

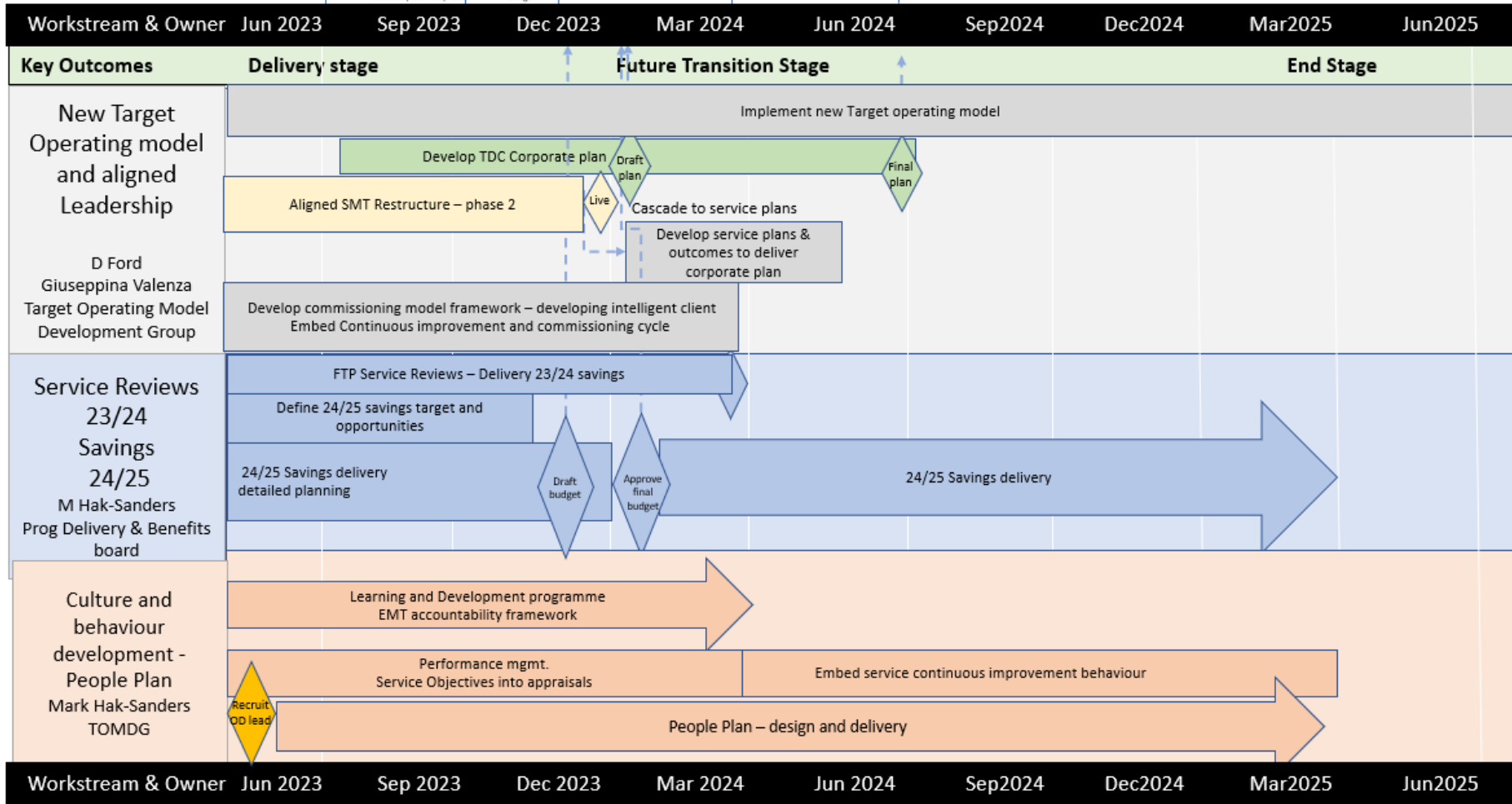
Operations Transformation – data collation and specifications being drafted through to March 2024. Planning in progress on Procurement and Legal activities.
Digital/Customer Services Transformation – Sprint planning in progress and engagement strategy being to be drafted. User workshops being held across services to collate current processes and identify areas for improvement.
Digital programme workstreams - scope being identified and detailed planning in progress.
Voids/Housing Repairs – Completion of the draft PID, finalise scope of project, timeline and resource plan to be created.
Savings 2023/24 Continuing delivery of savings as part of the £1.7m target.
Savings planning 2024/25 – Draft budget report to be included in November Strategy and Resources committee paper.
Future operating model - Piloting continuous improvement approach on Grounds maintenance and Voids/Housing repairs. Approach will be embedded across the council.
Commercial activities - Draft commercial strategy will be developed with EMT/Senior officers and an update brought to Strategy and Resources committee in January 2024. Initial meetings in progress to progress prioritised commercial activities.
Member engagement - FTP updates to Audit and Scrutiny and Strategy and Resources and committees on 28th and 30th November.

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Appendix E – Programme Roadmap

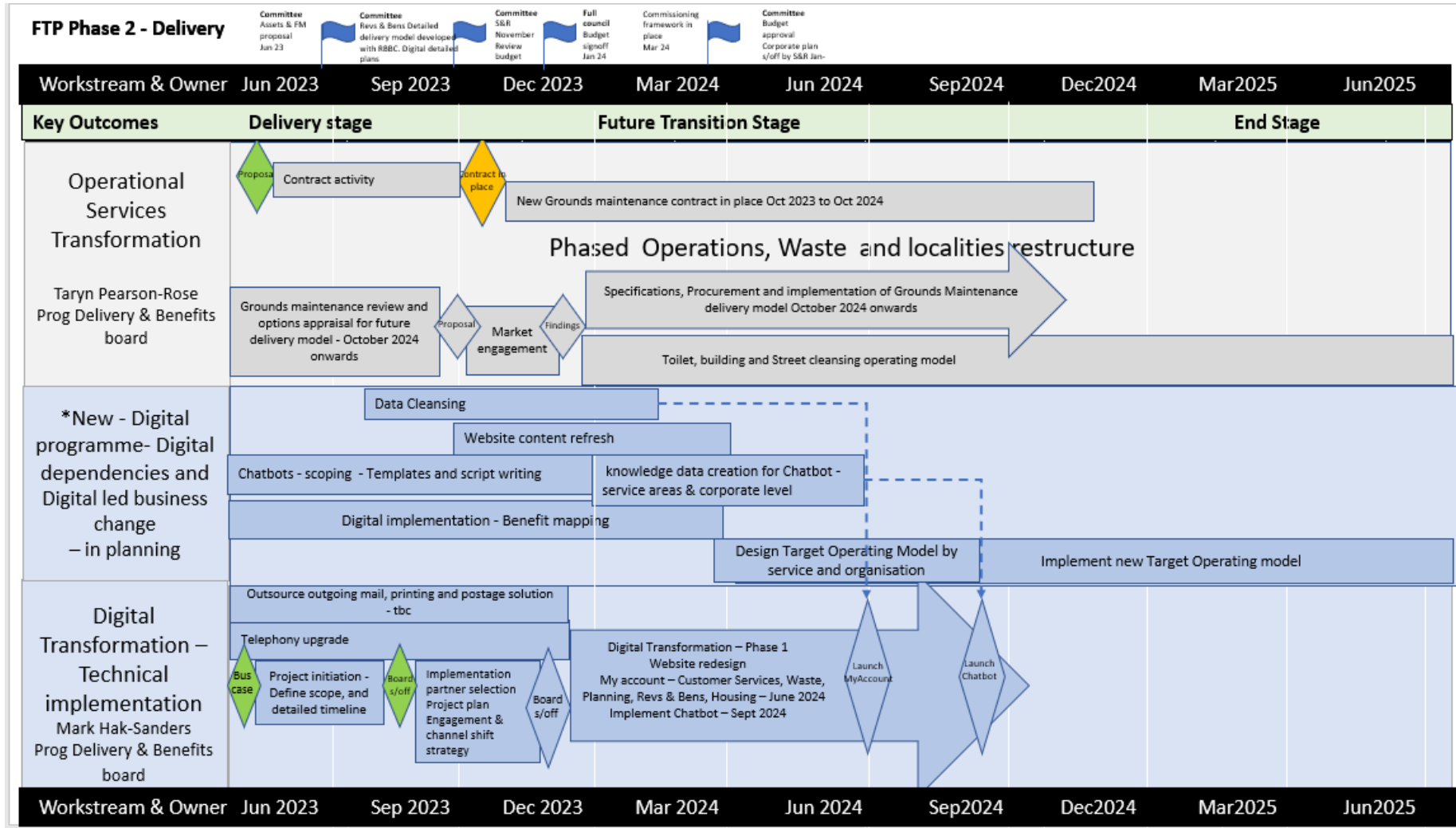
FTP Phase 2 - Delivery

Committee Assets & FM proposal Jun 23
 Committee Revs & Bens Detailed delivery model developed with RBBC. Digital detailed plans - Sep 23
 Committee S&R November Review budget
 Full council Budget signoff Jan 24
 Continuous improvement k in place Mar 24
 Committee Budget approval Corporate plan v/off by S&R Jan-24



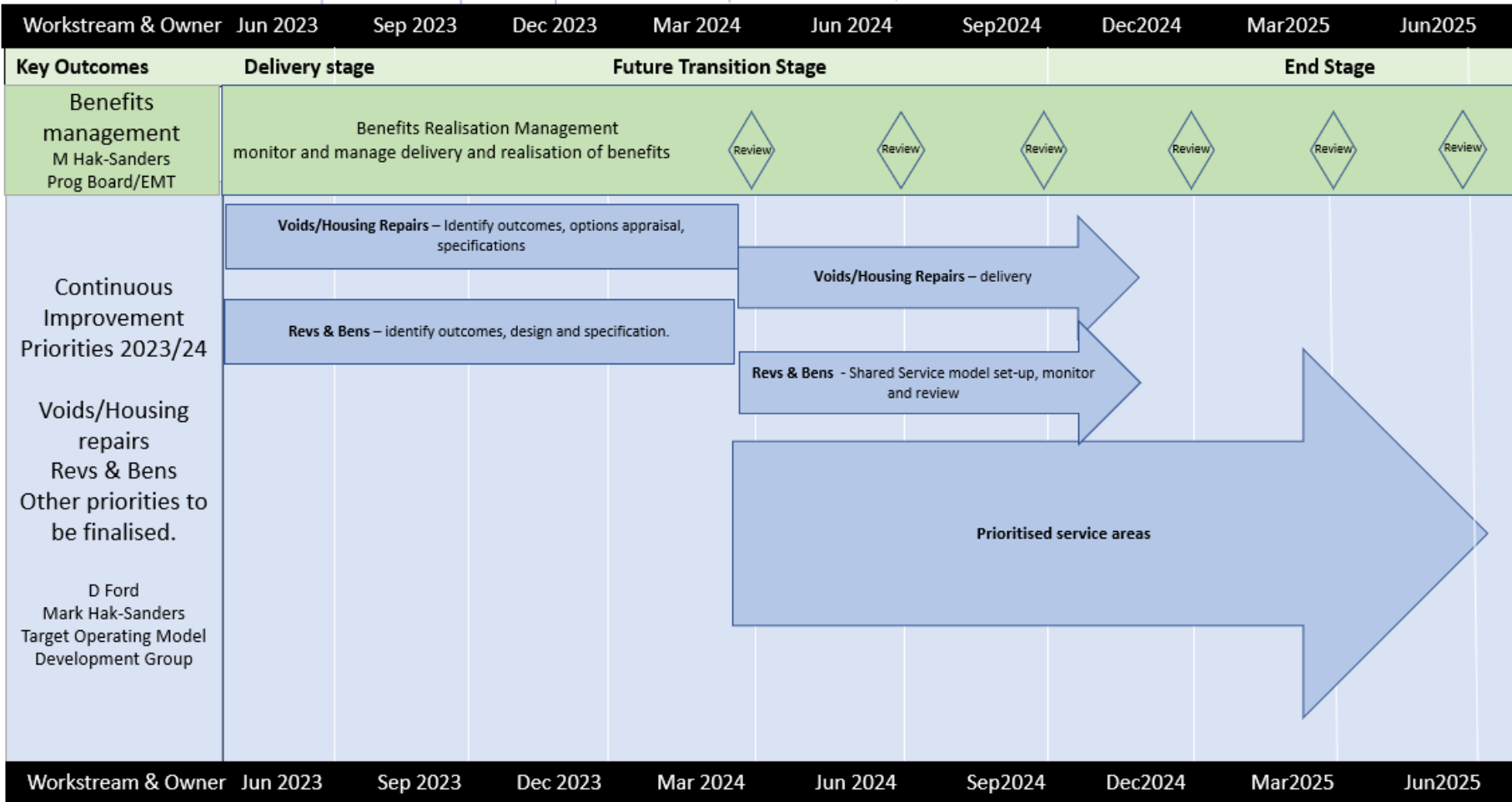
Appendix E – Programme Roadmap

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Appendix E – Programme Roadmap

FTP Phase 2 - Delivery



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Appendix F – Programme Resource forecast (unchanged from September 2023 Committee report). Spend at Q2 against the £500k budget is £330k.

Role	Function and commentary	Approved	Forecast	Variance
Programme Advisory role	Role to support the direction and delivery of the programme. Reduced by a modest amount due to availability constraints on the external project manager. As part of the next phase, dedicated TDC transformation resource is proposed.	£34,500	£27,000	-£7,500
Programme Management Office (PMO) Commissioning support	Maintain overview of progress and ensure consistency in approach, documentation, reporting and interface with sponsors. This has been delivered more efficiently by recruiting a TDC resource.	£78,000	£59,000	-£19,000
Project administration	Administrative support through programme / project delivery – attached to PMO and by service – backfill for TDC provision	£15,000	£18,915	£3,915
HR advisory	Expert HR advice/support on revisions to working practices, employment terms, etc in support of Org development workstream – external support	£20,000	£20,000	£0
Business analysis	Detailed data, performance and benchmarks, especially during design and options appraisal stages – external recruitment	£70,000	£74,593	£4,593
Org development	Support change management through delivery, with staff and stakeholder engagement – external recruitment Work to appoint to this post continues.	£37,500	£37,500	£0

Role	Function	Approved by S&R	Latest Forecast	Variance
Project delivery management	Manage delivery of individual projects – internal resource	£22,250	£32,000	£9,750
Digital investment	Delivering the implementation of the Digital workstream	£35,950	£35,950	£0
Subject matter expertise (SME)	Support with expert external knowledge through design, options appraisal delivery depending on internal resources availability – external. Note some increase to cover early commercial strategy development.	£40,250	£50,987	£10,737
Operational Services	Operational delivery management to drive improvement plan and market readiness assessment – external support. Work in this area will also form part of the next phase, as the intelligent client function linked to roll out of commissioning best practice is undertaken. Additional cost is expected for legal advice in developing contracts.	£100,000	£120,000	£20,000
Contingency	Reduced to reflect increased certainty on Programme Resourcing	£46,550	£24,055	-£22,495
Total		£500,000	£500,000	£0

Appendix G – Council Tax Base 2024/25

Introduction and background

1. The Council tax base is one element of the calculations concerned with setting the Council Tax under the Local Authorities (Calculation of Council Tax Base) (England) Regulation 2012.
2. All domestic properties within the District are banded by the Valuation Office in one of eight bands. The tax base calculation includes the estimated number of chargeable dwellings after allowing for discounts and exemptions, appeals and voids for each parish for the period to 31st March 2024. The number of chargeable properties is converted to Band D equivalents by applying the prescribed formula. The Council must set its Council Tax base and notify the precepting authorities by 31st January 2024.
3. There are various factors which have to be taken into account to arrive at the tax base for 2024/25 as set out in the table, below.

Council tax base for 2024/25							
2023/24 Band D Equivalent	Band	Total Dwellings	No of dwellings after applying discounts and premiums	Less adjustment for Council Tax Support	Chargeable Dwellings	Ratio to Band D	2024/25 Band D Equivalent
1.1	A(DR*)	-	4.8	- 0.8	4.0	5/9	2.2
414.5	A	941.0	746.3	- 113.6	632.7	6/9	421.8
1,005.7	B	2,205.0	1,840.5	- 562.8	1,277.7	7/9	993.8
3,448.4	C	5,399.0	4,679.8	- 724.2	3,955.5	8/9	3,516.0
7,396.0	D	9,053.0	8,202.8	- 704.6	7,498.2	9/9	7,498.2
8,384.9	E	7,786.0	7,089.3	- 236.4	6,852.9	11/9	8,375.7
6,479.5	F	4,914.0	4,550.0	- 72.1	4,477.9	13/9	6,468.1
9,864.7	G	6,344.0	5,982.0	- 32.1	5,949.9	15/9	9,916.6
2,382.6	H	1,280.0	1,210.3	- 4.8	1,205.5	18/9	2,410.9
	Total	37,922.0	34,305.5	- 2,451.2	31,854.3		
39,377.4	Gross Tax Base						39,603.3
- 472.5	Less adjustment for losses in collection 1.2%						- 475.2
38,904.9	Net Tax Base						39,128.0

Adjustments:

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

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

Appendix H – Risk Register

Risk	Topic	Risk description	Original score	Mitigated approach	Actions taken	Mitigation Status	Mitigated score	Owner
1	Organisation Development	The Council will lose key staff that it would prefer to retain resulting in a further deficit of capability and capacity to deliver the Councils priorities.	12	Consider ways of retaining key staff and formulate a plan to prevent/reduce the loss of these key members of staff during the transition, this relates to the Organisational Development/change management stream of work in the FTP.	Key staff identified and approach to be developed HR/EMT. Key officer forum set up and meeting regularly. EMT developing a plan to address potential loss of these key staff during the transition. KOF working with EMT on improvement projects.	In prog	9	David Ford - TOMDG

Risk	Topic	Risk description	Original score	Mitigated approach	Actions taken	Mitigation Status	Mitigated score	Owner
				Establish fast track training plans for high staff turnover areas that are due to staff progressing to other departments i.e., Customer Services. Introduce more apprenticeships and professional career grades with associated training and development plans.	Review of staff turnover and exit interview reasons for leaving.	Not started		
	Stakeholder engagement	Members are not sufficiently engaged and/or will not support key issues which emerge from the FTP.	12	Engage Committee Chairs in service review emerging proposals.	Early engagement with Leader & S&R Chair / Vice Chair to seek feedback and answer questions in preparation for Committee meetings.	Complete	8	
				Member engagement to be considered in each workstream activity in the FTP.	Prog Team to engage Committee Chairs in service review emerging proposals and consider Member engagement in each workstream activity in the FTP.	Complete		

Risk	Topic	Risk description	Original score	Mitigated approach	Actions taken	Mitigation Status	Mitigated score	Owner
				Based on the approach used in Tandridge Finance Transformation to member engagement, Identify representative group of members to be used for early engagement throughout the duration of the programme.	A Member reference Group has now been created consisting of a small group of members (agreed with the leader of the council). Since set up in October 2022, this group has attended focused briefings on specific areas of interest such as Digital/Customer services and Assets and FM and fortnightly meetings are set to continue. All member briefings will continue to be held on specific areas of interest and in advance of Committee updates where required.	Complete		
10	Scope Management	Changes such as movement of functions across the council, will be made without consultation with the TOM group which will impact on the planned changes. This would potentially weaken areas of service delivery internally or in	16	Agree and publish scope - reinforce change review group and change log. Change requests to be raised for all additional pieces of work and changes	Any proposed changes such as Team restructures are raised as Change requests by Heads of Service and reviewed by the TOMDG.	In prog	8	David Ford EMT

Risk	Topic	Risk description	Original score	Mitigated approach	Actions taken	Mitigation Status	Mitigated score	Owner
		the event of outsource opportunities.		that impact on agreed scope at Committee.				
14	Savings 2023/24	Service Reviews will not deliver the budget savings identified in 2023/24	16	Create delivery plan for each service area, whether part of the service improvement workstream, or Digital/Customers, Operations transformation and ensure that all milestones that relate to savings are clearly identified.	Delivery managers to be recruited into the Digital/Customer Services and Operational Services workstreams. Each will create and manage a plan to deliver the savings. Other service reviews will be monitored by the programme project manager and PMO.	Complete	12	Mark Hak-Sanders Prog Delivery & benefits board
				Monitor plans and milestones closely in weekly meetings and monthly highlight reports, where a risk is arising, this is escalated to the project/programme board to assess actions to mitigate.	Weekly 1-2-1 meetings with heads of service and/or delivery lead to ensure that the plan is in place and credible and is being followed and that any milestones at risk are addressed	In prog		

Risk	Topic	Risk description	Original score	Mitigated approach	Actions taken	Mitigation Status	Mitigated score	Owner
Page 15#					promptly to prevent slippage.			
				Set up programme delivery and benefits board review savings milestones and where amber/red agree mitigation and next steps and assign ownership.	Each service to create a plan, with key milestones, which is collated for the programme plan. Fortnightly EMT delivery meetings held where exceptions and risks are discussed with the objective of resolving blockers to achieve the savings.	In prog		
	Resources	Timelines will be missed if BAU issues require resolution and there is an assumption that programme resources will be used to fix the issues	15	Each service to set out savings delivery plan, including key milestones and dependencies, which will form the collated programme plan.	Service review updates and milestones have been populated by Heads of Service/Stream leads. Planning meetings are being held with heads of service to ensure information is captured consistently to enable dependencies/slippages to be trackable.	In prog	8	Mark Hak-Sanders Prog Delivery & benefits board

Risk	Topic	Risk description	Original score	Mitigated approach	Actions taken	Mitigation Status	Mitigated score	Owner
				Individual plans to be baselined within the programme and used as drivers for savings delivery by the EMT / stream leads and Finance/Benefits Programme board. All risks to delivery identified by the plan owners are escalated to the Programme delivery board.	Individual plans are to be collated at programme level. Regular EMT delivery board meetings held where all savings at risk are raised and collectively resolved.	Complete		
				All plans will include resource requirements to ensure that where BAU/external resources are required, the demand is clear. Where resources are redirected at BAU, plans will need to be adjusted to show the revised schedule. If BAU resources are not sufficiently available, backfilling of roles will need to	Key external resources are identified and secured as early as possible, for example, expert advice on Operations workstream.	Complete		

Risk	Topic	Risk description	Original score	Mitigated approach	Actions taken	Mitigation Status	Mitigated score	Owner
				be considered to free up time.				
19	People Plan	Organisation Development workstream will not progress as scoped and therefore Tandridge will not be ready for embedding the Transformed services and the new culture.	16	<p>An Organisational Development / change manager needs to be put in place to ensure new ways of working/behaviours, such as Digital/ commissioning/continuous improvement are embedded properly across the whole council. Without this, there is a risk that after the programme ends, behaviour will revert to 'old ways' and future benefits/efficiencies will not be met.</p> <p>Recruit an Organisation Development expert to create a delivery plan to embed the changes needed in behaviour to adopt</p>	<p>November 2023 Agreement internally to recruit a joint role with RBBC.</p> <p>August 2023 Recruitment is in progress but is slow, looking at an interim resource, approaching specialist agencies for this role. Recruit an organisation development and change management specialist, Plan the adoption of systems throughout the organisation, looking at the future model for services and the council.</p>	In prog	16	<p>Mark Hak-Sanders</p> <p>Prog & Benefits delivery board</p>

Risk	Topic	Risk description	Original score	Mitigated approach	Actions taken	Mitigation Status	Mitigated score	Owner
				<p>the changes being introduced across the council.</p> <p>Work required to review Target operating model for the services / organisation - consider what this looks like - part of 24/25 savings work.</p> <p>Review objectives including behaviours, ensure behaviours rolled out to all staff as well as EMT.</p> <p>Instigate KOF level - accountabilities and responsibilities?</p>				

Risk	Topic	Risk description	Original score	Mitigated approach	Actions taken	Mitigation Status	Mitigated score	Owner
20	Digital Transformation	Progress in the Digital/customer services workstream will be slow/unsuccessful which will have a detrimental effect on delivering the business case and planning and delivery of savings and benefits	16	<p>Ensure there is an achievable plan - understand resource requirements up front, monitor progress.</p> <p>Detailed plan required, with regular progress reporting against plan, with key milestones flagged and RAG rated.</p> <p>Ensure scope pinned down in PID, any potential additions to scope need consideration via change control.</p>	<p>November 2023 Review of wider Digital Transformation programme in progress to understand scope and resource requirements.</p> <p>July 2023 Dependencies have been identified, programming the planning and resourcing of these activities. Planning in progress - plan with key milestones required, Monthly highlight reporting and fortnightly project board will monitor progress, spend and risks.</p>	In prog	16	<p>Mark Hak-Sanders</p> <p>Prog & Benefits delivered board</p>
21	Digital Transformation	There will be a delay in delivering Digital Transformation due to dependencies out of scope of	16	Analysis on all dependencies to understand resources/timings	TOM review/discussion on in scope/out of scope for Digital held	In prog	16	Mark Hak-Sanders

		the project, such as data cleansing, chatbot knowledge data build		<p>etc, needed for Digital:</p> <p>Review and plan out any key dependencies not included in scope of Digital to ensure clarity on timeline from Digital lead.</p>	<p>on 19th July, further discussion 8th August.</p> <p>Confirm priorities for Digital Transformation or TDC generally at that meeting.</p> <p>Knowledge scripts required for Chatbot - Customer Services scripts to be reviewed for this purpose.</p> <p>Business Analyst to progress the data cleansing project, to understand objective, scope and create a plan.</p> <p>Revised resource requirements of Digital workstream to be reviewed with Digital PM.</p>			Prog & Benefits delivery board
23	Savings 2024/25	24/25 savings plans created by HoS will not be sufficient to achieve forecast savings if further pressures are identified.	16	Key discussions with budget owners/EMT to agree source of savings and follow up on progress and push forwards. Focus on this for the EMT FTP meetings.	<p>November 2023 - savings targets agreed and shared with MRG and an all member draft budget report workshop on 31st October.</p> <p>Savings approach split into five pillars, with</p>	In prog	12	<p>Mark Hak-Sanders</p> <p>Prog & Benefits delivery board</p>

				<p>Driven by FTP team to support, look at skillsets and external support on delivery model and commercial ideas.</p> <p>Ask key questions to push Heads of Service ideas forward.</p> <p>Identify as far as possible all potential pressures across all services.</p>	<p>heads of service to identify savings and where this fits into the five.</p> <p>Details shared in member workshops and included in September 2023 Committee papers.</p>			
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New Risks raised since last Committee paper

Risk	Topic	Risk description	Original score	Mitigated approach	Actions taken	Mitigation Status	Mitigated score	Owner
24	Operations - Grounds Maintenance	There may not be enough time to deliver the Grounds Maintenance plan. July 2024 has been agreed as a go/no-go decision point at which point costs should be clear and next steps will be agreed, however this does not leave much time for contingency/overruns and implementing of an alternative model if needed.	16	<p>Review whether any of the tasks can be run in parallel or shortened leading up to July.</p> <p>Ensure timelines provided by Operations, Legal and Procurement team are reviewed when developing the overall delivery plan.</p> <p>If costs are higher than expected, alternative approach on service specifications may need to be considered.</p>	<p>The plan has been reviewed and there are no tasks that can be run in parallel or delivered by other resources.</p> <p>Planning in progress with Legal and Procurement teams to understand timings and dependencies.</p> <p>Ensure the plan is reviewed and monitored and potential overruns/delays recognised and mitigated against as early as possible.</p>	In prog	16	<p>Taryn Pearson-Rose</p> <p>Prog & Benefits delivery board</p>

25	Resources	There is a risk that it will not be possible to recruit a Transformation director resource in the required timeframes. Without this role there is a risk that robust development, scrutiny and challenge of the next phase of organisational change over the medium-term will not be developed.	16	<p>Advertise the role in the appropriate publications, such as the MJ (Management journal) for maximum exposure.</p> <p>Ensure that the role is advertised on suitable publications such as the MJ and forums such as LinkedIn are cascaded to people's professional networks.</p>	Planning to launch on MJ early November, with three-week run for the advert.		12	Mark Hak-Sanders TOMDG
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Appendix I - Glossary of Terms

Term	Definition
Balanced Budget	Budget pressures fully offset by budget savings and funding changes.
Business Rates Levy	A 50% charge of Business Rates growth above the baseline, payable to Central Government; reduced through participation in the Business Rates Pool.
Business Rates Pool	Local authorities can join together in order to retain more growth from the Business Rates system (e.g. pay Government less of a levy against any increase in Business Rates over the Baseline). In Surrey, pool participation is dictated by the expected level of Business Rate retention. Whilst authorities can choose <i>not to</i> take part, they only qualify for inclusion if Business Rates growth indicates maximum gain for the County-area overall. TDC qualified and took part in 2021/22 and again in 2023/24.
Business Rates Tariff	The difference between Baseline funding and retained Business Rates plus s31 grants, payable to Central Government.
Collection Fund	A ring-fenced fund to collect Business Rates and Council Tax and then distribute to the billing and precepting authorities (i.e. Tandridge, Surrey County Council, Surrey Police and Crime Commissioner and Parish Councils)
Collection Fund Surplus and Deficit	The difference between the budget for Business Rate and Council Tax collection and the actuals generated. If actuals are higher than budget, they are distributed in the following financial year. If lower, they are charged in the following year. The Covid-19 deficit in 2020/21 is spread over 2021/22 to 2023/24.
Core Spending Power	The measure DLUHC uses to gauge the extent of local authorities' core revenue funding, including Council Tax and locally retained Business Rates.
KLOE	Key line of enquiry – areas to be explored as part of the Service Reviews
Lower Tier Services Grant	Lower Tier Services Grant was a new grant for 2021 to 2022, provided specifically to lower-tier authorities to support funding levels. It is assumed this grant (or more accurately funding of a broadly similar amount) will continue.
Minimum Revenue Provision	An amount of revenue budget set aside each year to repay debt on capital assets. Each year a charge is made to revenue to spread the cost of borrowing over the life of the asset and ensure that cash is set aside to repay loans when they mature.
New Homes Bonus	A grant from Government to reward local authorities for increases to the tax base. The future of NHB has been unclear for a number of years but and the draft budget assumes this will cease.

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

Emergency Planning and Business Continuity – The Council’s plans and response arrangements

Strategy & Resources Committee Thursday, 30 November 2023

Report of: Emergency Planning and Resilience Specialist

Purpose: For information

Publication status: Unrestricted

Wards affected: All

Executive summary:

- Following an audit review in September 2022 it was agreed that Emergency Planning and Business Continuity arrangements would be discussed annually (April 2023 – March 2024) to give assurance that the Council has a robust Emergency plan in place in accordance with the statutory requirements.
- The report provides an update on the Councils preparedness to respond to an emergency and outlines the progress made following the Covid 19 Pandemic. It also provides information around how Emergency Planning is delivered in partnership with the Surrey Local Resilience Forum and the programmes of work to enhance our resilience and response arrangements.

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

Contact officer Chris Hobbs Emergency Planning and Resilience Specialist
chobbs@tandridge.gov.uk

Recommendation to Committee:

That the Committee note the Council’s arrangements for responding to and planning for an emergency.

Reason for recommendation:

Local authorities have statutory duties when responding to and planning for an emergency. An annual review will provide assurance that these plans are in place and tested.

Introduction and background

What is Emergency Planning and why do we have to do it?

1. The Civil Contingencies Act 2004 sets out a framework for civil protection. It focuses on local arrangements and establishes roles and responsibilities for local responders.
2. Under the Act there are 2 Category levels of responder. Cat One are Public Services such as Police and Local Authorities, and Cat 2 are services for the public but run by agencies or private companies such as utilities and transport. As the Council is a Category 1 responder it is subject to the full set of civil protection duties, these include:
 - Assess the risk of emergencies occurring and use this to inform contingency planning.
 - Put in place emergency plans. (A list of these can be found at Appendix 'A' to the report).
 - Put in place Business Continuity Management arrangements.
 - Put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency.
 - Share information with other local responders to enhance co-ordination.
 - Co-operate with other local responders to enhance co-ordination and efficiency; and
 - Provide advice and assistance to businesses and voluntary organisations about business continuity management.

The Local Resilience Forum

3. The Council is a member of, and works collaboratively with, Surrey's Local Resilience Forum (LRF). The LRF is a multi-agency partnership made up of 55 representative agencies from local public services, including the Emergency Services, Local Authorities, NHS England, and the Environment Agency. They are all Category One Responders under the Civil Contingencies Act 2004. The LRF is also supported by Category Two Responders, such as Highways England, rail, and utility companies.
4. The Surrey LRF brings together all agencies with a significant role to play in preparing for, responding to and recovery from the effects of emergencies. It aims to plan and prepare for local incidents and large-scale emergencies.

5. Each year the Surrey LRF publishes the Surrey Community Risk Register (see paragraph 7 below). It also delivers a programme of training and exercising for partners who are involved in preparing for and responding to incidents. It publishes the Surrey Emergency Response Plan and Recovery Protocol.

Governance structure

The Structure of the Surrey LRF



- Chaired by the Chief Fire Officer
- Made up of Executive reps from all the Category 1 responders from across the LRF
- Cat 2 reps are also invited/have a right to attend
- HM Government are represented by DLUHC and the Military are represented through the Joint Regional Liaison Officer (JRLO)



- Head of Emergency Management
- Made up of senior emergency planning representatives from all the Cat 1 responders from across the LRF
- Category Two responders are also invited to attend
- Sub-group Chairs are invited to this meeting



- Established to carry out either thematic (e.g. Risk), Liaison (e.g. Local Authorities) or Task and Finish projects e.g. Mass Evacuation
- They deal with the operational detail and the production of plans, polices and other arrangements

Specific responsibilities for Tandridge

- 6.0 Whilst large scale incidents in the District are extremely rare, in fact, since the 2004 Act, the Council have not had reason to open a rest centre in response to an incident. However, the Act expects Local Authorities to be prepared to respond when required. Specifically, this means the Council have to:-
 - Have the arrangement in place to respond to major and other incidents.
 - Being prepared for a 24 hour, 7 days a week availability for a continuous 14-day event. This means having access to a group of senior officers who would be able to provide a Strategic level Response.
- 6.1 The Council would also be expected to have access to a group of Officers 24/7 for a Tactical Level Response, activating and staffing the District Emergency Centre (DEC). This would support the management of the incident (similar to the control room set up for Covid 19).

- 6.2 To mitigate both strategic and tactical requirements, Extended Management Team Members are on a weekly duty rota to be the strategic Level lead. All EMT have received in-house training and some have attended LRF specialised training. At least one EMT has attended the Multi-Agency Gold Incident Command training and it is hoped more will be trained next year.
- 6.3 The roles and responsibilities, timelines and actions around the response to an incident are documented in the corporate business continuity plan. A copy of this is attached at Appendix 'B' to this report.
- 6.4 To provide Incident Liaison Officers (ILO's) who would be expected to be available on a rota to relay information to the control room from the scene. They would be the face of the Council at the incident and liaise with tactical Police/Fire Controllers. The Council has a small group of ILO's who have been trained.
- 6.5 A centralised repository has been created and is known as the Vulnerable people reporting System (VPRS). This is a centralised repository of known vulnerable people within our District. The Council upload daily to a server at Surrey County Council. This data is then collated with other agencies' data to form one, central database. The vulnerable people identified in an incident area are given special treatment by ground teams if they need to evacuate their properties or just need special assistance if they decide to stay in their homes.
- 6.6 Operational Services may be called to assist if clean-up was required. Humanitarian assistance could be delivered by the Council's mental health first aiders, the Wellbeing Team and those Officers who have been trained in Rest Centre response.
- 6.7 Southern Building Control would advise on dangerous building and structures and have an out of hours rota.

Identified risks in Surrey.

- 7.0 In August 2023 the government published the National Risk Register with the aim of building a shared understanding and increased preparedness for potential risks facing the UK.
- 7.1 Every LRF must publish a community risk register, giving information about hazards that exist in the local area and describing the measures in place to reduce their impacts.
- 7.3 The Surrey Community Risk Register 2022 to 2023 can be downloaded. A link to this is included at the end of the report The LRF Risk Assessment working group identified nine key risks that may affect people in Surrey.
- 7.5 The table below lists the nine main risks and threats (Cyber & Terrorism) with basic headline information for the public. It also includes a brief outline of the collaborative multi-agency responses to these threats.

Risk title	Detail	Surrey LRF & TDC response
Adverse Weather	Severe weather including storms, heatwaves, low temperatures, and heavy snow can all cause significant disruptions to normal life	<p>Surrey's Local Resilience Forum partners work together to produce plans to manage the impact of severe weather events. Weather forecasts are also monitored regularly by emergency planning teams and notifications of severe weather are shared with staff and flood action groups.</p> <p>“Healthy Surrey” has seasonal advice about how best to look after your health throughout summer and winter.</p> <p>A Winter Preparedness and communications plan is reviewed by service areas in October every year.</p>
Animal Disease	Some animal diseases may be highly contagious and pass from animal to animal, causing high fatality rates, or have the possibility of infecting humans.	Surrey's Local Resilience Forum partners work with other agencies to plan for, monitor and respond to animal disease outbreaks in Surrey. Information and guidance is also available from APHA - Animal Plant Health Agency
Cyber Attack	Online fraud or attacks that target computer systems and networks unfortunately happen all too frequently. Several million cases of fraud and computer misuse nationwide are reported to the police every year. Both businesses and individuals can be targets of this form of attack.	<p>Surrey Police and Buckinghamshire and Surrey Trading Standards are working hard to educate and protect against cyber-crime. Scam and Cyber Aware webinars and training courses have proved popular and free call blockers issued and fitted for eligible residents block up to 95% of nuisance calls.</p> <p>Surrey's Local Resilience Forum partners actively monitor the risk of cyber-attacks impacting organisations, businesses and residents and have robust plans in place to combat the risk of attacks to ensure the continuation of vital services.</p> <p>Tandridge have a robust IT Policy around safe use. There are firewalls, two-factor authentication, cloud storage and a constantly evolving Disaster Recovery Plan should any incident occur.</p>

Risk title	Detail	Surrey LRF & TDC response
Drought	Long periods of abnormally low rainfall can reduce water supplies and lead to restrictions on water use for businesses and households.	Surrey's Local Resilience Forum partners work together to respond to drought in Surrey. This includes understanding where there are vulnerable people who may need more assistance in the event of a drought. We also work with the Met Office and the Environment Agency to understand the early development of drought conditions and what actions may be needed to minimise impacts.
Flooding	Large amounts of rainfall can lead to surface, groundwater and river flooding causing risk to life and damage to properties and the environment. 2013/14 saw large areas of the county underwater and each year too many homes are devastated by floodwater.	<p><u>Surrey's Local Resilience Forum</u> partners work together to produce a flood plan for the county that identifies which areas could be affected by flood water and who is most at risk. Tandridge also have a localised flood plan for the district. Prevention is key and work is ongoing across Surrey and Tandridge on projects to reduce the likelihood of flooding. Recently, working with the Environment Agency and the flood team at SCC, FREE house level protection has been delivered in Caterham on the Hill and is being delivered early next year in Smallfield to identified properties that have been flood affected.</p> <p>Both towns have flood action groups which encourage local resilience. The council deploy sandbags to the Smallfield group to self-serve when needed urgently. We will protect council owned housing stock and property as a priority. Places known to flood should make best their own provisions by buying their own sandbags.</p>
Interruptions to utilities	Disruptions to water, gas, electricity supplies and telecommunication services. Sudden loss is likely to be caused by adverse weather or damage to the infrastructure. Loss can last a few minutes or much longer and could mean inability to heat homes, run	<p>Surrey's Local Resilience Forum partners work consistently with suppliers to plan and prepare for interruptions to utility supplies. Supporting households is a vital element of this and work is ongoing with all partners to ensure that those who would be most vulnerable, such as those running vital medical equipment, would receive appropriate and timely help.</p> <p>In the event of a utility's failure, local authorities are responsible for working with the company who brings the supply to your door and health services to identify and provide support to vulnerable people who are directly affected. Pre-identified locations have been relayed to utilities where water distribution sites could be established.</p>

Risk title	Detail	Surrey LRF & TDC response
	essential medical equipment or have access to clean water.	
Pandemic	A virus or bacteria has the potential to spread quickly where there is a lack of immunity in the population. Pandemics are rare, but as we have seen recently with COVID-19, they can have devastating and wide-reaching impacts.	We learned a lot from the COVID-19 pandemic. Surrey's Local Resilience Forum partners are reviewing and updating their plans to improve local processes and will include learning from the Public Inquiry as it becomes available. The LRF work closely with UK Health Security Agency to make sure the latest learning and understanding is shared.
Terrorism	Tandridge district is a very low risk for terrorist activity but it is still important to be alert to anyone who might want to put people in danger. Public are encouraged to report anything they see or hear as something suspicious.	<p>Working with other organisations, the police protect vulnerable people from being exploited by extremists through a Home Office programme called Prevent.</p> <p>Surrey's Local Resilience Forum members and partners continually prepare and practice for a range of possible terrorist scenarios. The current terror threat level in the UK is substantial. If this escalates two more levels to critical, then "Move to Critical" plans assist us in raising levels of awareness and outline safe working practices. The Critical level is often only achieved for a short amount of time.</p>
Wildfire	Surrey has many open spaces. Unfortunately, these can be at risk of wildfires, particularly in the drier months - posing a potential danger to lives, homes, businesses and wildlife. All too often these fires begin as a	<p>Surrey Fire and Rescue Service crews work throughout the year to minimise the chance of wildfires. They regularly visit heathland sites for familiarisation, training exercises, and wildfire patrols. They also work with Forestry Land Managers and the Ministry of Defence to prepare for emergencies and with schools to warn young people of the dangers of starting fires.</p> <p>Surrey Prepared also share the messaging to encourage more considered behaviour. The annual 'Burger Off' campaign seeks to deter</p>

Risk title	Detail	Surrey LRF & TDC response
	result of human behaviour.	the use of disposable BBQs which can have had a similarly devastating effect.

Risks for the Council

- 8.0 The nine identified risks above have specific plans and mitigations. If those who are involved in the response are appropriately trained and follow a structured approach the plans can be quickly adapted to respond to a specific incident. It is vital that relationships with other agencies are maintained, and responses tested.
- 9.0 A record of all training relevant to civil protection is kept and regularly updated. EMT are regularly encouraged to attend exercises run by other agencies including a Major Long Term Power Outage exercise – that formed part of a larger National exercise. They have also all attended in-house business continuity exercises, as have members of the Key Officer Forum.
- 10.0 Communications during and after an event are vital. Our Communications Team is fundamental to our planning for and response to a major incident. In larger multi-agency responses to a major incident, a communication cell is established and the information flow to and from that cell is key in sharing vital updates with public, business, staff and councillors.
- 11.0 The Council is responsible for providing emergency accommodation in a major incident. As we no longer run our own community centres, the Westway Centre in Caterham could be used if the need arose. There is also a Memorandum of Understanding with Lingfield Park Racecourse to be able to access some space if a larger incident demanded more space. This agreement will be reviewed again in 2024.
- 12.0 Identifying small venues locally to towns and villages is key and work continues with Parish and Community groups to put local resilience plans in place.

Resource and funding

- 13.0 The Council has one FTE officer responsible for Emergency Planning and business continuity who works closely with other partner agencies and Surrey County Council to ensure collaborative working.
- 14.0 The 23/24 budget for Emergency Planning response was approx. £10,000, this includes budget for the Surrey Local Resilience Partnership contribution as well as for equipment and training.

Achievements and activity

15.0 The past 18 months has been quite a busy period with a significant number of larger scale emergency responses required by the Council as outlined below:-

- Covid 19- command structures were in place for COVID until April 2022 when the Tactical Co-ordinating Group and Strategic Co-ordinating Group finally stood down. Arrangements are in place should the need arise to re-establish a multi-agency response as part of normal emergency planning procedures.
- Operation London Bridge September 2022 – the Council’s plan for the death of the monarch, along with the LRF plan, had to be invoked on 8th September 2022 and was used to co-ordinate the response during the mourning period.
- Liaising with Surrey’s Local Resilience Forum and West Sussex County Council partners to deliver the Afghan refugee response and assisting with the delivery of Afghan Bridging Hotels. Effingham Park, Copthorne and in collaboration with the Housing team, Department of Levelling Up Housing & Communities, Home Office and other third parties to find homes across the UK for the Afghan families.
- Liaising with partners to deliver Ukrainian evacuees, both guests and hosts. Employing (through funding) and managing a Ukrainian Community Support Officer to communicate and deliver assistance to those with no or little spoken or written English skills.
- Business Continuity - “Exercise Inferno” firstly delivered to the EMT to test their understanding of the response requirements to an incident. This exercise was then modified and delivered to the Key Officers Forum.
- Severe weather response including flooding in Caterham and Smallfield. The Council was a key player in liaising with LRF partners and the parish and community groups. This involved working with Surrey County Council Flood team and the Environment Agency to deliver house level protection to flood affected properties.
- Ensure all plans including the TDC Emergency Plan, Multi Agency Flood Plans, Vulnerable People Plan, Staff Welfare in an Incident Plan, The Emergency Assistance Centre Plan and the Adverse Weather Communications Plan are regularly updated.
- Encourage Parish Councils to have their own Community Emergency Plans. The report Officer has presented at the AGM of the Surrey Association of Local Councils to raise awareness of the benefits of working together with Community groups and Parish Councils to enhance community resilience.
- The report Officer has worked as part of the Surrey County Council alert notification project. The Everbridge system is now used to notify all affected partners in an incident and to organise strategic response.

- The report Officer Chairs the Tandridge Safety Advisory Group (SAG) – imparting key advice for event organisers to encourage safe, legal and successful events across the District. SAG meetings are not held for every event. They are considered when the event is for more than 1000 people, when a partner agency has raised concerns, or if it is potentially a high-risk event.

16.0 Internal Audit findings

Southern Internal Audit Partnership carried out an internal audit in September 2022. Limited assurance was given, and several actions were identified to address the concerns. These included: -

- Providing evidence of reporting to Members and EMT on the Emergency Planning & BCP arrangements.
- The leavers process at the Council did not include a checkout process that included identifying any officers with EP /BC responsibilities.
- Although there was evidence that training had taken place, the training log was not up to date.
- A Business Continuity exercise had not taken place in the last year.

All the above actions have now been completed.

In addition, the report highlighted that some service area plans were out of date and did not reflect the current structure. All Business Continuity plans are now being reviewed for each service area and will be completed in 2024.

Emergency Planning & Business Continuity future plans

- 17.0 A key focus for the next few months will be for EMT Members to review their Business Continuity plans now that the Future Tandridge Programme is embedded, and new teams have been formed, The Emergency Planning & Resilience Specialist has established a Key Officer working group and timeline for delivering a complete refresh of Business Impact Analysis for every team. This will then form part of each service level Business Continuity Plan and feed in to the Corporate Business Continuity Plan. This will be delivered by end of March 2024.
- 18.0 Plans are being considered to deliver a rest centre exercise incorporating a multi-agency approach and to invite the wider community (including local community groups such as Smallfield Flood Action group, Parish Councils, and staff and volunteers at the Westway and Centenary Hall) to be involved. This will ensure that the Council has more robust arrangements to accommodate displaced people in an incident. This will be in conjunction with developing local community emergency plans.
- 19.0 The Covid inquiry is likely to have some significant recommendations for emergency planning and preparedness arising when further reports are published and this may well include further training of Officers.

Key implications

Comments of the Chief Finance Officer

The costs noted in the report will be contained within the set budgets.

Comments of the Head of Legal Services

As the organisation faces resourcing challenges with a reducing workforce the engagement from services and EMT in planning for emergencies and business continuity becomes more and more limited as it is not seen as an immediate risk or challenge compared to everyday activity. This could result in the Council not being able to effectively respond to an emergency affecting the District or not being able to deliver critical services in the event of disruption. Also, failure to have in place effective emergency planning or business continuity arrangements may result in the Council not meeting its statutory requirements under the Civil Contingencies Act 2004.

Equality

There are no direct equality implications from this report. However, the service focuses on delivering a response that may affect the more vulnerable in our District than others. The aim of emergency planning and through the LRF partnership is to offer assistance and care where needed. This focus on our vulnerable persons means a positive outcome for those who would normally struggle without our assistance. This is a positive impact on those very young, very old and anyone who may have mental or physical challenges.

Climate change

There are no significant environmental / sustainability implications associated with this report. However, longer term working with partners and Planning may mean increased mitigation through building and planting resilience structures to mitigate flooding.

Appendices

Appendix 'A' – List of Emergency Plans

Appendix 'B' – Corporate business continuity plan

Background papers

LGA Guidance for Councillors –

<https://www.local.gov.uk/publications/councillors-guide-civil-emergencies>

GOV.UK Guidance on Emergency Preparedness -

<https://www.gov.uk/government/publications/emergency-preparedness>

SOLACE - Local Authorities' preparedness for civil emergencies: a good practice guide for Chief Executives.

<https://www.gov.uk/government/publications/local-authorities-preparedness-for-civil-emergencies#Local%20authorities%E2%80%99%20preparedness%20for%20civil%20emergencies:%20a%20good%20practice%20guide%20for%20chief%20executives>

Surrey Community Risk register

https://www.surreycc.gov.uk/_data/assets/pdf_file/0003/317793/SLRF-Community-Risk-Register-2022-2023.pdf

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

Appendix 'A' – Timetabled list of Emergency Plans

TDC Emergency plans	Review date	Review by	Verified by
TDC Emergency Plan	October 2024	Chris Hobbs	SLRF partners
TDC Adverse weather communications plan	October 2024	Chris Hobbs	TDC Adverse weather working group
TDC Emergency Assistance Centre Plan	April 2025	Chris Hobbs	SLRF partners
TDC Multi-Agency Flood Plan pt2 Tandridge	July 2024	Chris Hobbs	SLRF partners
TDC Staff Welfare in an Emergency	June 2025	Chris Hobbs	EMT
TDC Identifying Supporting Vulnerable People in an Emergency Plan	January 2024	Chris Hobbs	SLRF partners
TDC Operation Bridges plan	April 2024	Chris Hobbs	SLRF partners & reps from the Palace
Business Continuity Plans	Review date	Review by	Verified by
Corporate Business Continuity Plan	June 2024	Chris Hobbs & EMT	EMT
Bus con plans exist for the departments and teams but are all being re-designed to recognise the new structures under the Tandridge Transformation programme.	Jan/Feb 24	All teams and EMT leads	
Some of the key Surrey Local Resilience Forum plans	Review date	Review by	Verified by
SLRF Adverse weather plan	Q3 2024	SCC staff and partners.	SLRF partners+ Met Office
SLRF Cyber resilience and response plan	October 2025	SCC staff and partners.	SLRF partners
SLRF Fuel Plan	April 2024	SCC staff and partners.	SLRF partners
SLRF Mass Evacuation plan	May 2025	SCC staff and partners.	SLRF partners
SLRF Emergency Response Plan	Nov 2025	SCC staff and partners.	SLRF partners
SLRF Emergency Assistance Centre Plan	Q1 2024	SCC staff and partners.	SLRF partners
SLRF Identifying supporting Vulnerable People in an Emergency plan	Q2 2024	SCC staff and partners.	SLRF partners
SLRF Multi-Agency Flood Plan pt 1	March 2024	SCC staff and partners.	SLRF partners
SLRF Pandemic Influenza Plan	January 2024	SCC staff and partners.	SLRF partners

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Tandridge District Council Corporate Business Continuity Plan



Corporate BC Plan V2.5 November 2023 – interim update

Title	Corporate BC plan V2.5 November 2023 interim update
Location:	SharePoint.
Version number	V2.5
Author	Emergency Planning & Resilience Specialist – Chris Hobbs
Contributing bodies	Tandridge District Council, EMT Surrey CC.
Document status	Interim update
Effective date	November 2012 – interim update November 2023
Review date	Scheduled for June 2024
Sponsor approved	Taryn Pearson-Rose - Deputy Chief Executive

This document has been published electronically ONLY.

SHAREPOINT:

You may print off a copy of this document for your records but if you do, it is your responsibility to make sure that your copy is up to date and disposed of appropriately when new versions are published.

**If you are in an Emergency Incident,
please use the action checklist on page 3.**

**Please note that the action list refers to a daytime
incident and staff have been evacuated
from the building.**

The action checklist is to be used as a prompt only.

**Please take time to consider what is being advised
and only take action if appropriate to the current
situation.**

Immediate actions to be taken in an incident

These actions assume the building has been evacuated during working hours.

If a return to normal working will not happen any time soon, the Heads of Service present or most senior people on site will form a Service Recovery Team (SRT) and co-ordinate the immediate actions.

Stage 1: Immediate action (0-30 minutes of the incident)				Who	Actioned Y/N
Ensure emergency services have been contacted - fire alarm automatically calls Fire and Rescue Service				Customer Services lead	
Liaise with Emergency Services and direct them to the problem area. Ensure Emergency Services are informed if there are any "missing" staff.				Facilities	
Ensure the Building has been made secure and no one can enter.				Facilities	
Communicate with all Tenants. Service Recovery Team contact or delegate. Please note, actions up to this point are covered by the building evacuation procedure managed by Facilities Specialist.					
TENANTS	CONTACTS	E-MAIL	PHONE		
Police		CONTENT REDACTED			
HSE					
Surrey County Council					
District Nurses					
First Community					
St Catherine					
Linaker					
IRC Care Services					
Olive Dining					
Harris IT Recruit					
Locate & review Service Level Business Continuity Plans – all Heads of Service or team leaders.					

Action	Who	Actioned Y/N
Maintain a handwritten log of actions and decisions taken.	All those involved with Service Recovery	
Invoke the Staff Welfare in an Emergency Plan: SharePoint	SRT/ HR	
Liaise with staff evacuated from building - keeping them calm and asking them to remain on site or locate to the service area's pre-designated BC assembly area.	Nominated by SRT Lead	
<p>If ITsystems are still operating, establish which staff can work from home and send them home if they have their laptops and access to transport. Ask those staff to contact their manager when they arrive home and have logged-in successfully. Consider use of mobile phones and ensure staff contact details are held before departure. Bus Con plans should have these already but check first!</p> <p>If staff are moved to an alternative location, notify the SRT Coordinator and Customer Services team and give lead contact details.</p>	Managers	
Send text message to all staff to advise of the situation. This will ensure that staff who are due into the office or already working from home have been appraised of the situation. Giuseppina Valenza and the Communications Team can remotely access the text system.	Communications / Communities & Partnerships	
Alert and inform our satellite sites; TCS (Warren Lane Depot), TOPS office and Queens Park.	Head of Housing or SRT member	
If IT accessible, update Website with appropriate message	Communications	
Switch Customer Services Phone to Night Service and liaise with Carium (contact number [REDACTED]) to take calls.	IT or Customer Services	
<p>Message (and if appropriate a member of staff) should be placed outside the Council Offices to inform Public of the Situation and give details of an alternative location (if established).</p> <p>SRT to agree wording.</p>	Media Creation to print large format (if they can access the building and print).	
Scripts to be drafted for Customer Services Staff and Staff located outside the building.	SRT and Comms	
<p>Contact and update Members.</p> <p>Nominate Single Point of Contact to continue situation updates and answer questions.</p>	SRT Lead	
No staff to communicate with the press – refer all enquiries to the Head of Communications who will draft a generic response. Key partners should be informed of the disruption and of what steps are being taken to restore operations. This should include media statements to maintain business reputation. Comms/EP to Liaise with other LRF partners if this incident has required a Blue Light response to create an agreed joint LRF Comms message.	All staff to be made aware of press silence by SRT, Comms or Emergency Planning	

Stage 2: Next steps for services after immediate actions have been completed (between 30 minutes and 2 hours after incident). Identify in the table below who from your service will carry out the actions as appropriate.

Action	Who	Actioned Y/N
Continue to maintain a handwritten log of actions and decisions taken.	All involved with Service Recovery	
Review Service level Business Continuity plans held or online.	Service area plan owners	
Service Manager or other responsible persons continue to brief their teams on what has happened. Share a situation update.	Managers	
Determine where the recovery location will be. MoU in place with Oxted United Reform Church to use as a temporary reception area . The Church secretary (██████████) can be contacted on ██████████. Alternatives could be Queens Park Pavilion and Warren Lane Depot.	Service Recovery Team	
Determine who should attend at the recovery location.	Service Recovery Team	
Give details of alternative working, either at home or location(s) Address: Phone number: Directions: Other details i.e. car parking arrangements	Service Recovery Team	
Staff who were not in the office that day should also be contacted by their managers.	Managers	
Review services and other critical functions from the Corporate Business Impact Analysis (attached to this plan on page 6)	Service Recovery Team	
If appropriate, start to alert essential stakeholders.	Managers	
Stand down any team members not immediately needed and ask them to work from home (if possible) and await further contact (making sure your service level plan has up to date contact details).	Managers	
Inform staff of the location, timescale, working arrangements and rota etc. for the recovery work area or whether they should continue to work from home.	Managers	
Re-assess the facilities allocated to your service functions and liaise with the business areas where urgent additional requirements are needed. The Service Recovery Team will notify Extended Management Team of these requirements who will delegate tasks as appropriate as part of the Incident Response. This may include IT hardware if access to the building is still denied.	Service Recovery Team	
If Committee Meeting due to take place during disruption, contact Chair of Committee and if necessary, advise of alternative meeting venues, postponement or whether it will be held virtually.	Committees Lead	
Stage 3: Next steps. (Between 3 – 24 hrs after incident and ongoing) Continuation of response or stand down.		
Establish a “new working normal” for the duration of the recovery. Working from home should be encouraged where possible. Business Continuity plans should highlight critical functions that should be delivered first.	Managers/All staff	
If event ended and Fire Service allow access, stand down the event. Ask staff to return to normal working practice. Set up incident debrief and complete all logs .	Service Recovery Team	

Corporate Business Impact Analysis' for Critical Services

The Corporate Level Business Impact Analysis (BIA) has identified critical services of the authority. As IT plays such an important role in our business, the critical systems associated in each area are also listed.

MTPoD: Maximum Tolerable Period of Disruption - based on the assessment criteria and the Maximum Tolerable Period of Disruption, services are determined to be criticality level 1 (i.e. high), through to 5 (i.e. low). The table below shows those at the highest level of criticality and are those which need to be addressed first

RTO: Recovery Time Objective - shows an ideal and potentially achievable time to resume a service to an acceptable/workable level.

RPO: Recovery Point Objective - the amount of data that can be lost before significant harm to the business occurs. The objective is expressed as a time measurement from the loss event to the most recent preceding backup.

BUSINESS UNIT	SERVICE REQUIREMENT	Applications & systems	CRITICALITY	MTPoD	RTO	RPO
Customers Services	Customer Services interface – telephone, email and reception	Telephony, email, Salesforce, Sharepoint	1	1 hour	1 hour	2 hours
Emergency Planning	24 hour emergency response for the Council	Email, website, network drives, Sharepoint	1	1 hour	1 hour	1 day
Emergency planning	Advise the Business Continuity Management arrangements	Email, website, network drives, Sharepoint	1	1 hour	1 hour	1 day
IT	Response to application or infrastructure problems		1	1 hour	1 hour	1 hour
IT	Data back-up and recovery		1	1 hour	1 hour	1 hour
Building Control	Dangerous Structures	Arcus, Salesforce	1	1 hour	1 hour	1 day
Operational Services	Housing Maintenance. Emergency 24 hour call out	Telephony, Orchard, Sharepoint	1	1 hour	1 hour	1 day
Planning – Trees	Responding to information on dangerous trees (if necessary)	Salesforce, GIS, Sharepoint	1	1 hour	12 hours	1 day
Communications	External & Staff Communications, website, email and text	Email, website, network drives, Sharepoint	1	2 hours	1 hour	1 day
Facilities	Provision of office accommodation/ reception/ post room	Email, website, network drives, Sharepoint	1	1 day	24-48hrs	1 day
Electoral Registration	Parliamentary & Local elections #	Email, Idox, Sharepoint	1	1 day	12 hours	24-48hrs
Housing	Homelessness prevention – Emergency accommodation	Email, Arbritas, Sharepoint	1	1 day	1 day	1 day
Housing	Rent Collection	Orchard, Adelante, Sharepoint	1	1 day	1 day	1 day
Local taxes & benefits	Payment of housing benefit	Academy, Civica, EDMS, Sharepoint	1	1 day	1 day	1 day
Amenity Services	Refuse and food waste collection	Salesforce, Whitespace, Sharepoint	1	1 day	1 day	1 day
Housing	Community Alarm service (MVDC manage this service on our behalf)		1	1 hour	12 hours	1 day
Environmental Health	Investigation & testing of infectious diseases. Responding to food poisoning. (MVDC provide EH on our behalf)		1	1 day	12 hours	1 day

Dependent on the time of year - not critical all year round

Corporate Business Continuity Plan

Business as usual section

This section contains all the background information that is to be used in preparation for an incident.

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1. Introduction

The Civil Contingencies Act 2004 states that Local Authorities have a responsibility to ensure that the authority and staff within are prepared, and able to respond to business disruptions. This plan provides staff, partners and other interested parties with TDC's Corporate Business Continuity response arrangements, underpinned by supporting plans.

2. Business continuity policy

Tandridge District Council's policy:

- A Business Impact Analysis has been undertaken across all Council services. These will be reviewed by the service managers **bi-annually** as part of the performance management process.
- Activation, response and recovery procedures have been developed and reflected in the Service Level Plans which are owned and maintained by service continuity coordinators.
- BC activities are, and will be, regularly reviewed as an integral part of the performance management programme.
- BC plans will be validated through testing or activation regularly to prove they are fit for purpose and drive constant improvement.
- All staff must be aware of their BC responsibilities, trained appropriately and records kept.
- Each service unit will have a Service Continuity Coordinator to lead on Business Continuity. This will usually be the Head of service in that area, the plan owner, or an appointed deputy.

3. Plan activation

The process of activation including determining whether it is necessary to do so, is the responsibility of the Extended Management Team (EMT) Duty Officer or most senior officer available, either in the building or online.

3.1 *Activation of this plan.*

This plan will be activated by members of the EMT if there is a Corporate Level Disruption occurring or threatened. Members of the EMT will then be notified within 15 minutes of a disruption. When contacted, they may be:

- Asked to collate and provide information about how an incident or issue may have or has already impacted on services.
- Alerted that an issue has arisen, but that participation is not required at this time.
- Asked to participate in delivering a cross-service corporate response to the incident.
- Asked to attend the District Emergency Control Centre (DECC) to participate in planning the response to an incident.

3.2 Criteria determining activation: How Corporate level disruption is determined.

Corporate level disruption will be deemed to have occurred in the event of one or more of the following, and serious impact to Council services is caused as a result.

- Disruption cannot be dealt with through normal operational procedures or the implementation of a limited number of Service Area Business Continuity Plans.
- Special arrangements need to be implemented by TDC to deal with disruption.
- Existing response arrangements within a Service area are in danger of being or have been overwhelmed.
- A co-ordinated corporate response is required to deal with the disruption.
- An issue is likely to cause widespread disruption to most or all of the Council Services.
- A council site/building is rendered unavailable.
- Extreme Weather conditions.
- Significant/prolonged loss of IT/communications.

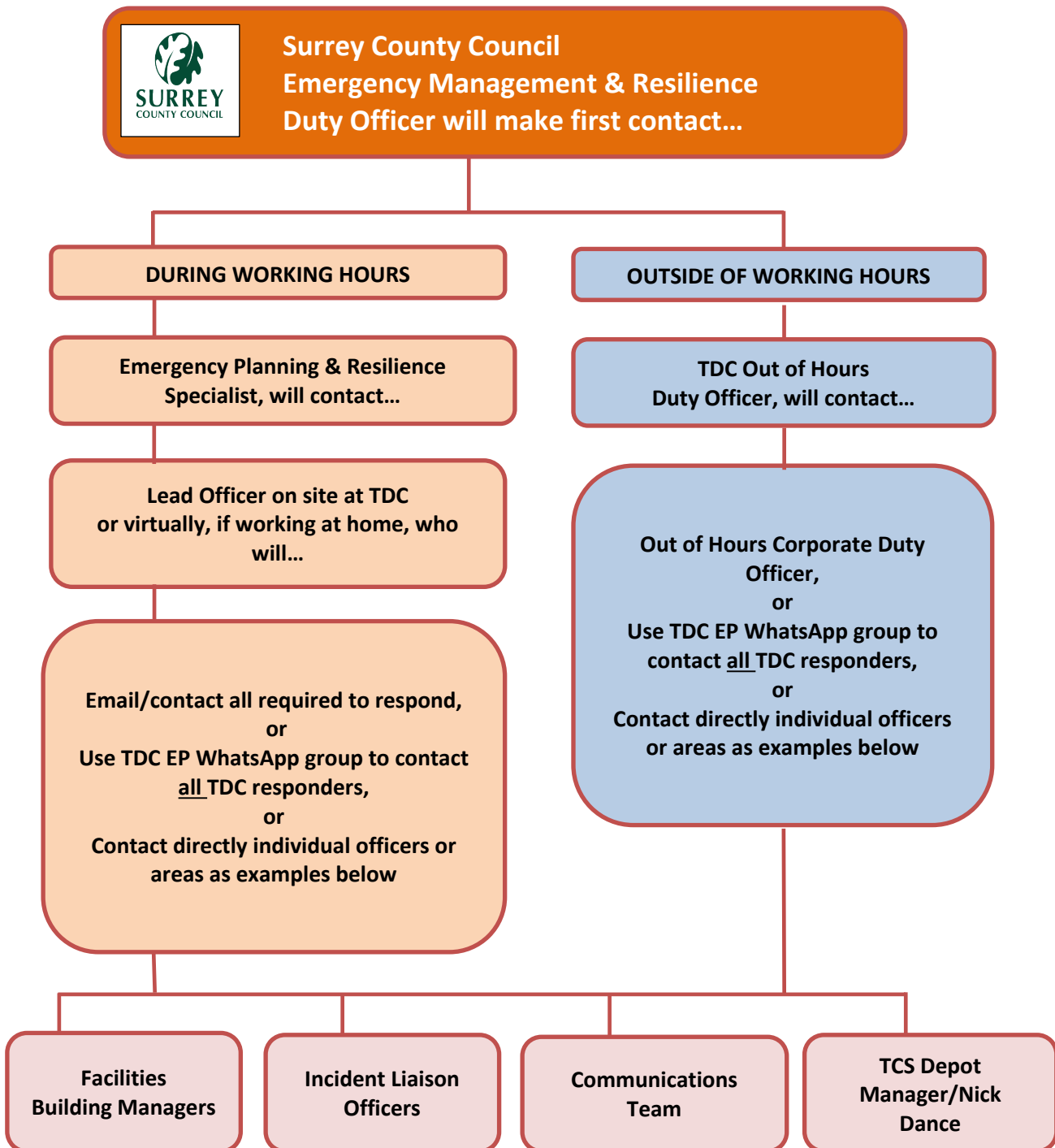
3.3 Identified Risks to major service disruption

The number of risks is non-exhaustive but could include:

Risk	Reason
Loss of workplace/premises	<ul style="list-style-type: none"> • Fire • Flood • Act of Terrorism • Unsafe Building • Extreme Weather conditions • Govt. legislation due to Pandemic (stay at home order)
Loss of staff	<ul style="list-style-type: none"> • Industrial Action • Pandemic Influenza or other disease • Extreme weather causing transport difficulties • Act of terrorism (fear of attending workplace)
Loss of IT	<ul style="list-style-type: none"> • Loss of server access • Loss of Power • Loss of telecommunications • Theft/Crime • Loss of information • Cyber attack
Loss of Communications	<ul style="list-style-type: none"> • Power Failure affecting phone exchange/server • Loss of service due to supplier issues
Loss of Postal services	<ul style="list-style-type: none"> • Industrial action • Severe Weather
Loss of utilities	<ul style="list-style-type: none"> • Loss of supply
Loss of supplies	<ul style="list-style-type: none"> • Supplier goes into receivership • Extreme weather
Loss of reputation	<ul style="list-style-type: none"> • Poor decisions
Fuel Shortage	<ul style="list-style-type: none"> • Industrial Action • Scarcity of supply • Technical problems with part of the fuel infrastructure
Financial risk	<ul style="list-style-type: none"> • Lack of sufficient budget /financial regulation

4.0 CORPORATE RESPONSE

If the incident is wider than just internal issues, it is likely that a multi-agency response could be activated by Surrey CC's Emergency management Team. In this instance, the council will be notified as below.



5.0 ROLES AND RESPONSIBILITIES

A Corporate Coordinator will be identified to coordinate the authority's response. This could be the Chief Executive, Extended Management Team Duty Officer, or the most senior Officer available at the time.

On the decision to invoke the Corporate BC plan, the Corporate Coordinator will ensure notification of appropriate senior managers and members and establish a Service Recovery Team (SRT) appropriate to the level of response required to manage the incident and start the recovery.

The operation of this plan will be coordinated in the first instance from the Council Offices. Consideration should be given to activating the District Emergency Control Centre. The DECC will ideally be established at the Council Offices, 8 Station Road East, Oxted. In the event of the District Emergency Control Centre being excluded from use by the incident, staff will relocate to the Depot, Warren Lane, Hurst Green or can now be delivered in a virtual environment, remotely from the team members homes. If the response requirement is large enough and includes other Authorities, it may need to be coordinated from a location outside of our District.

If required, any member of the Incident Management Team should be able to set up the Emergency Control Centre following the guidance in the [Control Centre plan](#).

5.1 *The Service Recovery Team (SRT)*

The SRT will co-ordinate the Council's response to the incident, while ensuring that the council continues to meet its statutory responsibilities and maintain normal delivery of services wherever possible. It will consist of the Chief Executive, EMT, members of Key Officer Forum (Comms, Customer Services, leads from all affected areas), the Emergency Planner and anyone else this core team may deem necessary to assist the response. Roles are defined as follows in 5.2 below.

5.2 *The Corporate Coordinator*

- Will maintain a log of all his/her actions and decisions
- Heads up the Service Recovery Team (SRT)
- Will determine the need to invoke the Corporate BC plan and/or functional and specific plans
- Requests or authorises mutual aid
- Communicates appropriate information to elected Members and the Member of Parliament if appropriate
- Represents the District Council and provides the public face for the media
- Allocates resources and personnel as appropriate to the management of an emergency

5.3 *EMT will be responsible for:*

- Maintaining a log of all their actions and decisions
- Reviewing the Business Continuity plan to continue/ restore critical activities
- Allocating resources and personnel as appropriate to the management of an emergency
- Ensuring that staff resources are managed in accordance with a planned rota
- Maintaining liaison with Heads of Service over emergency response
- Coordinating and recording all financial transactions related to an emergency
- Activating specific functional plans as appropriate

5.4 *Emergency Planning & Resilience Specialist*

- Mobilising, assisting and advising the SRT in emergency situations as required.
- Ensuring all Heads of Service are notified of a situation and that their emergency arrangements are activated as necessary
- Ensure that staff resources are managed in accordance with planned rotas
- Standing down staff at the end of an incident and facilitating debriefing sessions
- Advise plan owners to update their plans with any new learning from the incident

5.5 Head of Communications

- Gathering information in relation to an emergency
- Preparing and disseminating information, after consultation with, and on behalf of the Chief Executive to the press, the public and others concerned with an emergency
- Updating the Tandridge Website and our social media pages with key information
- Responding to Social Media sites where appropriate
- Liaising with the emergency services press officers to ensure that District interests are fully represented
- In a multi-authority incident, liaising with the Surrey LRF Multi-agency Information Group to ensure a consistent message is delivered across the affected Districts and Boroughs.

6.0 SERVICE CONTINUITY COORDINATORS

Service Continuity Coordinators will be responsible for the implementation / management of their service continuity plan. They will ensure an assessment of the impact is made and that the SRT receive this information. They will coordinate resources in their service unit and those allocated to them from the SRT. Where resources have been provided by the Corporate Coordinator / SRT, reallocation to another area will require their prior approval.

7.0 FUNCTIONAL AND SPECIFIC PLANS

The Corporate Coordinator and SRT will decide on the activation of functional and specific plans depending on the incident. These functional plans are specifically the Staff Welfare in an Emergency Plan, IT disaster recovery plan and The Adverse Weather Communications plan.

In a larger event, such as a pandemic or large area incident, overarching plans from the Surrey Local Resilience Forum will also come in to play. These will be shared at the first Strategic Co-ordinating Group meeting. Please refer to the Tandridge District Council Emergency Plan.

8.0 LOGGING / RECORD KEEPING

Any service disruption may result in a legal requirement for TDC to provide evidence. Consequently, TDC may be obliged to give access to documents produced prior to, during and as a result of an incident.

Great emphasis is therefore placed on the recording and retaining a log of all key actions. A template for this is shown in Appendix B page 18. The template will normally be kept as an excel file and feed into the CRIP (Common Recognised Information Picture) at the end of the day. It would normally be completed by those working in the Control Centre. Appropriate procedures should be adopted to preserve all documentation and electronic records.

9.0 CRIP (Common Recognised Information Picture)

If the incident goes on for more than a day, then it is important to develop a CRIP. The Common Recognised Information Picture is a collated record of the current situation at the end of the business day. A template of this is included in this plan at Appendix A page 17. This can sometimes be referred to as a COP (Common Operating Picture) but essentially provides the same information.

10. STAND DOWN

The appropriate Coordinator will determine when to stand down. The timing of this decision will not necessarily reflect that of partners or suppliers involved in the response. The Heads of service will be responsible for informing their own staff directly, but consideration should be given to a wider email to all staff outlining a summary of the incident and notification on the current expectations on them to return to work and resume business as usual.

11. POST ACTIVATION DEBRIEF/PLAN REVIEW

The Corporate Coordinator in conjunction with relevant business units will consider the need for a debrief following an emergency or disruption. However, a debrief is recommended so that any learning can then be applied to plans.

12. KEY CONTACTS DIRECTORY

See TDC Emergency Response Directory or individual Service Continuity plans.

13. LIST OF FUNCTIONAL PLANS

- Available to view on Sharepoint

- Staff welfare in an Emergency plan
- IT Disaster Recovery plan (Workplace recovery)
- Control Centre Plan
- Adverse Weather Plan

14. SPECIFIC PLANS

- Available to view on Sharepoint

- TDC Emergency Plan
- Fuel Crisis
- Multi Agency Flood Plan Part 2 (Tandridge)
- Pandemic Flu Plan

15. SUGGESTED RECOVERY OPTIONS

In the event of an incident affecting the Council Offices the following recovery options have been identified for each critical service.

15.1 Chief Executives Office Services

Conduct of Parliamentary and Local elections

- These recovery options are only considered at the critical period leading up to an election.
- All systems and information for elections are backed up and stored securely. If the equipment was lost then new lap tops and printers would need to be sourced, either from stock or purchased, delivered and set-up. If stock were not available, depending on the time of the incident, it could take up to 24 hours to purchase the equipment and load the software onto the new machines. Emergency procurement procedures and regulations would have to be considered.
- The council offices are not required to host the count, so this should not be affected. However, for the count an alternative building would need to be identified if de Stafford School or Oxted School were not available. This could be a school hall or village/sports hall as long as it had access to wifi.

Provision of 24-hour emergency response for the council

To continue this critical service, the key officers can work from home if IT systems are available but coordinating any response is better served from a physical location. A District Emergency Control Centre may be established elsewhere, and officers should attend if able.

Coordinate the Council Business Continuity Management Arrangements

To continue this critical service, the key officers can work from home if IT systems are available but

coordinating any response is better served from a physical location. A District Emergency Control Centre may be established elsewhere and officers should attend if able.

15.2 Customer Services, Communication and Media Creation

Services Customer Services Interface

- Customer Services staff can work, in most capacities, from home. This may be dictated by the software needed.
- The Out of Hours call centre, Careium, could be contacted to arrange emergency response on behalf of the Council for a short period of time. This would be a limited service but should be considered in extreme circumstances.
- IT can also divert calls from any location to another line within an hour:
 - Option 1 – Divert calls to another borough Council and staff will need to be relocated to that Council to answer the calls.
 - Option 2 – Divert calls to the Depot or Bluehouse Lane Sheltered scheme communal room (need to establish how many phone lines they have going into these premises).

Front Desk

- A joint agreement is in place with 'ADAM Continuity' with Mole Valley District Council (<http://www.adam.co.uk/>). They will provide equipment and mobile accommodation (in the form of a portacabin) if there is a failure or loss of premises. However, it was agreed that due to the porta-cabin requiring connectivity a more sustainable option would be preferred:
 - Option 1 – An agreement is in place with the United Reformed Church (Blue House Lane) Oxted, to use a room to set up a Customer facing area in the event that the Oxted building is not available. The Church secretary ([REDACTED]) can be contacted on [REDACTED]
 - Option 2 – Contact local Estate Agents and Establish if there were any vacant shops/offices available in Oxted. This could be up and running within a week.
 - Option 3 – One Public Estate may give us access to the Library on Gresham Road, Oxted.
 - Option 4 – If incident did not affect whole of the office, a makeshift reception could be relocated in another part of the office.

External & Staff communications

Communications staff are able to work from home.

Media Creation

Media Creation staff can complete art and design work from home. However, the specialised printing and finishing that happens on site would have to be sourced externally. Collaboration with another District or Borough should be considered.

15.3 Information Technology

If there was a complete loss of the main Council Offices there is a backup server facility at the Depot in Warren Lane, Hurst Green.

The Mutual Resilience agreement with other Surrey authorities means we have an offsite backup at a location where, in an emergency, essential services could be restored for access on alternative premises at one of the 11 Districts and Boroughs in Surrey.

15.4 Housing Services

Community Alarm

This service is carried out by Mole Valley DC on behalf of TDC so this could continue initially without the need for office accommodation. (The Mole Valley Telecare Service Continuity Planning document should be available under the Housing Supporting documents in their service plan).

Homelessness Prevention

Officers can work from home, but consideration should be given to availability for face-to-face contact via any new designated reception area, including a desk and PC.

15.5 Building Control & Planning

Service Dangerous structures

The administrative functions could be carried out from the officer's home. On-site visits would still be expected.

Planning - Trees

The administrative functions could be carried out from the officer's home. On-site visits would still be expected.

15.6 Accounts, Exchequer, Revenues and Benefits

Accounts receivable

This function could be carried out from the officer's home.

Payment of Housing Benefit

This function could be carried out from the officer's home.

15.7 Facilities & Business Support Services

Provision of office accommodation

The administrative functions could be carried out from the officer's home. Any alternative work area would require a physical presence at the new location once identified.

15.8 Environmental Health, Amenities & TCS Services

Investigation & testing of infectious diseases & food poisoning outbreaks

The most appropriate option would be for Environmental Health to re-locate to Mole Valley District Council as a shared Service with Mole Valley. Alternatively, where possible, this function could be carried out from the officer's home.

Responding to food poisoning outbreaks

The most appropriate option would be for Environmental Health to re-locate to Mole Valley District Council as a shared Service with Mole Valley. Alternatively, where possible, this function could be carried out from the officer's home.

Building Maintenance – Emergency 24 hours call out

This function can be carried out without office accommodation.

Refuse and food waste collection

Biffa should have their own Business Continuity plan. A copy of the Biffa contract and their Business Continuity arrangements should be included in the Locality team business continuity, “additional documents” section of their continuity plan.

Street Cleaners & TCS would need to use another depot in Reigate and Banstead, Sevenoaks or the Surrey Depot in Godstone as a temporary measure for equipment etc.

Tandridge District Council Common Recognised Information Picture (CRIP)

Event: Date: Time: Author:	CRIP Number 01
Strategy	
Overarching objective:	To work together as a Council to return the District to normality
Working strategy:	<ul style="list-style-type: none"> • Minimise the risk to human life as a consequence of this event. • Provide appropriate welfare and support to those affected by the event. • Maximise the safety of staff involved in responding to these incidents. • Minimise the risk of disruption to roads and transport infrastructure. • Minimise the risk to key national infrastructure. • Maintain normal business as far as practicable. • Maintain public confidence in TDC. • Return the District to normality.

SITUATION OVERVIEW

Example: The Caterham Bourne flowing in Woldingham/Whyteleafe/Caterham has led to extensive flooding issues in Whyteleafe and Woldingham. Some houses and businesses have been affected as have road networks in the area. TDC, along with other agencies are reacting to mitigate problems.

Department/Section/ Individual	
Specific situation update:	
Welfare Issues:	
Financial position:	
Customer Services:	
Environmental Issues:	
Infrastructure Issues: E.g. transport disruption & utility issues	
Vulnerable People:	
Media Comms:	Key messages: Reassurance: Advice and guidance: Reputation management:
Weather warnings:	
Flood warnings:	
Other agency updates:	

Sample of Incident Log Sheet.

Log sheet owner:							
Event:						Date:	
Incident Log Sheet							
Sheet No.	Date	Time	From	To	Issue	Action	Completed or Outstanding

Suggested Agenda template.

Suggested item headings for first meeting.

1. Confirm initial understanding of the incident.
 - What, where, how and why it has happened.
 - Estimated longevity of incident.
 - Immediate impact on staff ability to work.
 - Run through Impact Analysis' For Critical Services.
 - Immediate impact on delivering services to the public.
2. Staff Welfare
3. Customer Services
4. Communication
 - Public
 - Members
 - Staff
5. Building Security
6. Other Agency/3rd party updates
7. Logging and Action Plan
8. Update of CRIP/COP
9. Time of next incident meeting

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Wellbeing Prescription Service – Future Plans

Strategy & Resources Committee Thursday, 30 November 2023

Report of: Julie Porter

Purpose: For decision

Publication status: Open

Wards affected: All

Executive summary:

- A detailed report about the Wellbeing Prescription service was considered in January 2023. The Committee approved a contract extension funded by Surrey Heartlands (ICB) until the end of March 2024.
- Since then, there have been several local and national policy guidance and published reports which have highlighted the importance of prevention to health and wellbeing and identified the need to proactively understand local needs across East Surrey.
- Although work has taken place there are still challenges to overcome and this will require more time. This report explains some of the developments arising from these policies and explains how the service plans to integrate within the new 'integrated Neighbourhood teams'. It is for this reason that it seeks approval to extend the current contract to March 31, 2025.

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

Contact officer Julie Porter Head of Communities and Partnerships
JPorter@tandridge.gov.uk –

Recommendation to Committee:

That an extension to the current contract with Surrey Heartlands ICB to March 31st 2025, be approved.

Reason for recommendation:

Following recommendations from the Fuller Stocktake, and the Kings Fund report which highlighted the role of district councils in driving better outcomes through integrated care systems, the aim is to work with our communities to improve health and care services in our local areas.

The service supports the Tandridge Health and Wellbeing board priorities, in particular the objectives around 'Living Well' in that people are empowered to make healthy choices, enjoy mental wellbeing throughout their lives and those with health or care concerns are supported to maintain healthy productive & fulfilling lives. It also supports the 'Age well' objective to help people live safely and independently as long as possible.

It is anticipated that there will be considerable development of all health and wellbeing services across East Surrey partner organisations and the continued delivery of the service supports the Council's strategic priority of building a better Council and highlights the role district councils can play in driving better health outcomes through integrated care systems.

Introduction and background

- 1 The benefit of Social Prescribing goes beyond simply improving the health of individuals. It recognises that people's health and wellbeing is determined mostly by a range of social, economic and environmental factors.
- 2 The Wellbeing Prescription Service seeks to address people's needs in a holistic way. By encouraging behaviour change it aims to empower people to remain independent and to take better control of their own health while at the same time making the most of their community assets.
- 3 The Wellbeing Prescription Service has been supporting both Tandridge and Reigate and Banstead residents since 2015. It allows GPs and other local services to refer residents to a trained Wellbeing Advisor who can help them improve their health and wellbeing. Residents living in East Surrey can also self-refer to the service.
- 4 The service is offered to all residents living or working across East Surrey and supports all 18 East Surrey GP Surgeries. The highest number of referrals last quarter were from Oxted Health Centre, Chaldon Road Surgery and Moat House Surgery.
- 5 In Q2 23_24 the main reasons for a referral to the service included improving emotional wellbeing (36%) and Weight Management/Healthy

Eating (34.6%), closely followed by Improving Social Contact, Remaining Independent Living (30.1%).

- 6 Support for Emotional Wellbeing has been one of the highest priority for residents. This reflects the impact of the cost-of-living crisis. The increase in referrals received for Improving Social Contact and Remaining Independent Living also highlights the needs of our increasing ageing population across East Surrey.
- 7 On average, clients are offered three appointments with an advisor, with a variety of appointment types; face to face at home, in a GP practice or public setting, via video or phone and group information services.
- 8 Over the course of 23_24 the Wellbeing Prescription Team continue to promote the service and engage with residents through Outreach and collaborative working. They have been running a number of 'Live Well, Age Well' Sessions within the local community at a variety of community centres, including Hurst Green Community Centre and at the Westway Community Centre. They continue to work closely with Freedom Leisure in Caterham and hold a Wellbeing Clinic at De Stafford Sports Centre once per month.
- 9 The Wellbeing Prescription Service is well integrated within the council. Often supporting and being the point of contact for departments such as HR, Housing and Customer Services in regard to enquires about supporting both TDC staff and residents' health and wellbeing?

Performance and Monitoring

- 10 In 22/23 the service received 3200 referrals. An increase of 365 on the previous year 21/22. In the current financial year (Q1 and Q2) the service received 1410 (compared to 1638 in the same period last year). This is a slight decrease on last year due to the fact that there have been two vacancies in the team. These vacancies have now been recruited to.
- 11 The majority of appointments in 22/23 took place via Telephone Appointment (56%) followed by Home Visits (25%)
A total of 47 Workshops took place in 22/23 with a total of 174 participants. Workshops include: Sleep, Healthy Eating, Menopause, Food & Mood and Introduction to Mental Wellbeing.
- 12 Currently as of Q3 23/24, all referrals are responded to within 5-10 working days. Residents opting for Telephone or Video Appointments are predominantly offered a first appointment within 1-2 weeks. Residents requiring a home visit are provided a first appointment within 4-6 weeks. With the need for home visits increasing, training on how to complete home visits will be given to staff who are currently not undertaking these.
- 13 The team use a software package which allows advisers to measure the range of outcomes experienced by residents referred to the service.

- 14 An outcome measure questionnaire called 'MYCaW' (Measure Yourself, Concerns and Wellbeing) helps residents to identify their main concerns. This also allows the resident to 'rate' how worried they are about each concern by using a standardised severity scale. Most recent data for 2023/2024 demonstrates that in Q1 and Q2 - (79.9% and 75.6%) recorded a reduction in severity of their 1st and 2nd concern after engaging with the Wellbeing Prescription Service. With 73.1% recording an improvement in their overall wellbeing after engaging with the service.
- 15 User feedback from the service is also positive demonstrating the wide range of interventions and touchpoints to other services that residents are able to access with support from the team.
- 16 Examples of the work of the wellbeing prescription team can be seen in Appendix 'A' to the report.

Feedback

- 17 A partner and stakeholder satisfaction survey was circulated early in Q1 2023/2024. There were a total of 24 responses from a range of different partners. 91% reported feeling well informed about the service. On a scale of 0-10, 100% scored 9 or 10 when asked the questions if they would recommend the Wellbeing Prescription Service.
- 18 Feedback from residents can be found in Appendix 'A' to the report.
- 19 Two customer satisfaction questionnaires have been created one is disseminated to clients who have just one appointment or those unable to answer long questionnaires. A second longer questionnaire is shared with clients that have completed their final follow up appointment. The survey can be completed electronically on any device and if this isn't possible, such as for house bound clients, a paper version will be left with the client with a prepaid envelope.
- 20 In quarter two 23/24 111 responses were received, 91.8% gave a promoter score of 9 out of ten.

Resource and funding

- 21 The team consists of 9.0 FTE and is overseen by the Head of Communities. The current contract is funded through the East Surrey Better Care fund. This contract is due to expire in March 2024. It is envisaged that the contract sum will remain the same as 2023/24, or with a slight uplift to cover inflation.
- 22 All direct costs of the service, including staffing, equipment, training and specialist software is covered by the Better Care funding.

- 23 On the basis that management and support costs for 24/25 are calculated on a similar basis to 23/24, the estimated support cost contribution would be £161k. This includes HR and Payroll support along with leadership team, Information technology, legal services, financial services, office services and secondary pension. These will be met from the Wellbeing reserve balance, which is from previous years underspends and savings made in the current financial year of Wellbeing grant.
- 24 As the employing authority, if the contract was not extended past 31/3/24 for any reason, the Council would need to minimize any risk for cessation costs e.g. redundancy and enhanced pension costs. A Memorandum of Understanding is in place with Reigate and Banstead Borough Council in order that they too share this responsibility. Tandridge contribution would be approx. £64,000. This contingency has been factored into the wellbeing reserve fund.

Wellbeing Prescription looking forward

- 25 The proposal for the future of the service is to integrate The Wellbeing Prescription Service within a new initiative called 'Integrated Neighbourhood Teams'.
- 26 The aim is to work with our communities to improve health and care services in our local areas. As part of this, Local Authority, NHS and voluntary sector partners are developing "Integrated Neighbourhood Teams". These teams will be made up of health and care workers, volunteers and wider partners who will work together to deliver more localised services that respond to local need of residents. By improving co-ordination between services, listening to communities, and bringing care closer to where they live, we hope to better help residents live longer, healthier, and happier lives.
- 27 Each 'neighbourhood' will have a core 'Integrated Neighbourhood Team' that will deliver a seamless service in that area. These teams may look different in different neighbourhoods to reflect the local population needs.

What Neighbourhood Teams want to achieve for residents:

28 Some of the key issues raised by our residents are:

- Multiple health issues such as poor mental health and long-term dependence on medication.
- Chronic health conditions such as diabetes and obesity
- Mobility issues
- High prevalence of smoking
- Support for families

- Access to support (Not knowing what support is available. Lack of face-to-face support)
 - assistance with complicated benefits forms and debt management.
 - Support with hoarding, decluttering and moving.
 - Cost and availability of transport
- 29 By strengthening and re/co-designing community services to meet the local community needs. The neighbourhood models will provide care and support closer to where residents live and support all their health and wellbeing needs.
- 30 The wellbeing team can support with all the above issues and by developing stronger relationships between health partners, local authorities, voluntary sector and other partners it will lead to a more joined up approach to prevention and care.
- 31 To achieve the above changes the service needs to be re-commissioned and this is not achievable with the existing timescales. It is therefore recommended that the current contract be extended for an additional year to March 2025.

Risks

- 32 With the increase in social isolation and the pressures on residents through the cost-of-living crisis the wellbeing prescription provides a life-line to many residents. The Loss of the service would have a negative impact on both Tandridge and Reigate and Banstead residents and put additional pressures on local GP's.
- 33 There would be a reputational risk if the service was withdrawn from residents and stakeholders without consultation.
- 34 The service is a partnership with a number of agencies which means it can deliver services in an integrated way. The Dementia Pathway is a recent example of this and without the service, other services to residents would be impacted.
- 35 Without the contract extension to 31 March 2025, the grant from Surrey Heartlands ICP would no longer be available to fund £70,500 of support service expenses. The Council would have to seek alternative sources of funding to ensure the support services did not become a cost to the Council.

Key implications

Comments of the Chief Finance Officer

Although significant progress has been made to improve the Council's financial position the financial environment remains challenging. The UK is experiencing the comparatively high levels of inflation, putting significant pressure on the cost of delivering our services. Coupled with continued increasing demand and fixed Government funding this requires an increased focus on financial management to ensure we can continue to deliver services within available funding.

In addition to these immediate challenges, the medium-term financial outlook beyond 2023/24 remains uncertain. With no clarity on central government funding in the medium term, our working assumption is that financial resources will continue to be constrained, as they have been for the majority of the past decade. This places an onus on the Council to continue to consider issues of financial sustainability as a priority in order to ensure stable provision of services in the medium term.

The Council has a duty to ensure its expenditure does not exceed the resources available. Wellbeing contingency reserves held by the Council provide confidence that the 1-year contract extension can be funded at this stage without a general fund pressure. Financial control is maintained in year through the budget monitoring process, whilst mitigating actions will be taken to reduce the risk of expenditure exceeding available funding. As such, the Section 151 Officer supports the recommendations.

Comments of the Head of Legal Services

The recommendation in the report is to extend the contract with a further extension period of one year. The report sets out the reasons why this extension is proposed. The rationale for agreeing a further contract extension with Surrey Heartlands now is so that:

- a. Both parties are ensured of the continuity of the service until March 2025
- b. Officers will have adequate time to understand what is required in the future (from April 2024), which delivery model is fit for purpose with other partners and to report back their findings to a future Committee meeting. Should Members be mindful to agree to the extension, Legal Services should be instructed at the earliest to agree the terms of the new Memorandum of Understanding.

Equality

The proposals within this report demonstrate a fully inclusive approach in that the service is accessible to all and addresses the needs of the more vulnerable members of the community. The service doesn't take referrals from Children

and young people under the age of 18 but will work with the families and signpost them to the support and services who work with this age group.

Climate change

This report contains no proposals that would negatively impact the Council's climate change ambitions.

Appendices

Appendix 'A' - A case study of the work the wellbeing prescription team carry out along with some client feedback.

Background papers

[NHS England » Next steps for integrating primary care: Fuller stocktake report](#)

<https://www.kingsfund.org.uk/publications/driving-better-health-outcomes-integrated-care-systems-role-district-councils>

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

Appendix 'A'

Case Study

Client: Jean **AGE:** 88

Appointment type: Home Visit

Referral Route: GP Paramedic Practitioner

Reason for Referral: Improving Emotional Wellbeing, Maintaining Independent Living & Improving Social Contact.

Circumstances: Dementia diagnosis. Son (Chris) present at appointments. Jean's social interaction was very limited, and Chris was visiting every day to help take her out, cook and clean. Chris was starting to feel the pressure of needing to visit Jean every day.

Signposted/Referrals Made:

- Dementia First Day Centre
- Westway Community Centre - Action for Carers
- Brambles Day Centre
- Crossroads
- Adult Social Care - Carers Assessment
- Provided 'Staying Steady' booklet
- Dementia UK
- Mary Frances Trust: Unpaid Adult Carers Support Group (online)
- Surrey Care Services Directory

Outcome: Jean is now attending Brambles every Monday and attends Dementia First on Tuesdays. Crossroads are due to start visiting every Thursday for 3 hours for 10 weeks. Jean also now has carers visiting twice a day to help with meal preparation. This has enabled Chris to have more free time to look after his own needs as well as continuing to support his mum. He has been given a 'Carers Grant' from the GP and is going to use this to go away for the weekend with a friend. Chris is also attending a carers support group which he is finding very helpful and has the Surrey Care Services Directory if the time comes where Jean needs any further support, such as 'live in' carers.

Partner and Customer Feedback Quotes

Partner Satisfaction Quotes:

"The service makes a huge contribution to preventing residents developing higher level health and care needs. Without that support, residents with low or moderate needs are likely to decline."

“I believe that Wellbeing is an important service for the community within Tandridge. It provides information and help that residents may not otherwise get. This is especially vital for the elderly/housebound community. A lot of our referrals into befriending come from the Wellbeing team and without it we would not be able to provide them with the human connection that they are desperately needing.”

“East Surrey cannot afford to lose this service as both patients and practices find it invaluable”.

Client Feedback Quotes:

“This service is a necessity for the community!”.

“My advisor was very attentive and clearly explained all of the options. I felt that they were informative, empathetic – exactly what I needed. Thank you for all of your support! Sometimes people just need to know what is available out there to know how they can find a way out of their situation. I am so grateful!”

“The service provided was exemplary, providing help, guidance, practical advice, and reassurance. You felt you were being listened to and understood. I would highly recommend the service provided to anyone in my circumstances. Thank you”

“I found the whole experience of this service to be most helpful, it helped me to evaluate my day to day life, putting in place lots of ways of handling stressful times. When I was offered this excellent service, I was apprehensive, but cannot thank you all enough to give me this chance to look at things in a much more positive way”.

Appendix 'A'

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Outcome:

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Review of Standing Orders

Strategy & Resources Committee Thursday, 30th November 2023

Report of: Head of Legal Services & Monitoring Officer

Purpose: For recommending to Full Council

Publication status: Open

Wards affected: All

Executive summary:

This report proposes various amendments to Standing Orders.

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

Contact officer Vince Sharp Democratic and Electoral Services Officer
vsharp@tandridge.gov.uk

Recommendations to Committee:

That the amendments to Standing Orders, as attached at Appendix B, be recommended to Full Council for adoption.

Reasons for recommendations:

The proposed amendments are intended to improve the Council's Standing Orders as a key governance tool by, in certain instances:

- addressing current anomalies
 - improving procedures and deleting others which no longer seem relevant
 - enabling clearer interpretation and application
 - removing reference to outdated practices.
-

Introduction and background

1. Standing Orders for meetings and general governance form Part B of the Council's Constitution. They include the procedural rules for conducting Full Council and Committee meetings. As such, they are an important source of reference for Chairs, other Members, Officers and residents etc participating in the Council's decision-making processes.

2. For the sake of good governance, these Standing Orders, and other parts of the Constitution, are reviewed from time to time, with suggested revisions submitted to this Committee (as the Committee responsible for constitutional matters) for subsequent ratification by Full Council.
3. The recent review has sought to ensure that the Standing Orders are read correctly and do not contain any obvious errors; that they reflect current practice; that any cross references are accurate; and that the formatting is tidy and causes no confusion.
4. The main suggested amendments are:

Standing Order No.	Summary of proposed amendments
1-14	Procedures for Council meetings - Insertion of 'FULL' before 'COUNCIL' in the heading for SOs 1 to 14 to clarify that they refer to meetings of Full Council.
6(1)	Order of business for Full Council meetings – declaration of interests to go first.
6(2)	Removal of the need to vote on Annual Policy Statements (at Annual Council meetings).
7	Proposal that the rule to prohibit the following within six months of a previous motion (unless supported by one-third of the Council's membership) shall only apply to free standing motions to Full Council under Standing Order 7: - rescission of a resolution; and - further attempts to move a previously rejected motion.
8	Clarification of the process whereby Full Council could refer a Committee resolution back to the Committee.
8, 11(3) 30	Notice of intentions to speak at Full Council and submission of SO questions to be provided to Democratic Services as opposed to the Chief Executive.
9	<i>'Remission to a Committee'</i> (within the list of motions which can be moved without notice at Full Council) to be replaced with a clearer definition, i.e. <i>'Referral of a free-standing motion (under Standing Order 7) to a Committee'</i> .
9	Edits to motions that can be moved at meetings without notice (removal of some which are now considered redundant and amendments to others to reflect plain English).

Standing Order No.	Summary of proposed amendments
11/19	Removal of provision for 2 nd Vice Chairs.
12(1)	Clarification that 'proposers' and 'seconders' do not have to be physically present in the meeting room.
13, 25	<p>Acknowledgement that Members must be physically present to vote at Full Council and Committee meetings.</p> <p>Requirement for Members requesting a recorded vote at Full Council to be physically present.</p>
14,19, 21,24 and 25	Formal acknowledgement of Working Groups with associated procedural rules.
17(5)	Acknowledgement of the ' <i>call-in process</i> ' within the listed 'Restrictions on delegated powers to Committees'.
19	Provision for a Committee to appoint another Member to preside over any urgent business at its meeting immediately after Annual Council in the event of both the newly elected Chair and Vice Chair of the Committee being absent.
22	Provision for each Political Group to appoint an additional named substitute on each Committee.
27 - 34	Procedures relating to both Council and Committees – Insertion of 'FULL' before 'COUNCIL' in the heading for SOs 27 to 34 to clarify that they refer to meetings of Full Council, as well as Committee meetings.
29	Deletion of SO 29 (' <i>Recission of preceding resolution</i> ' ... sometimes referred to as ' <i>the six-month rule</i> ') and incorporating the provisions, with clearer wording, within SO7 (<i>Free standing motions to Council</i>) instead.
30 (1)	New clause (xiv) stating that, as per current practice, questions and responses in respect of SO 30(1) shall be recorded in the minutes of the relevant meeting.
30 (2)	Acknowledgement that, during the consideration of Committee minutes at Full Council, any questions to Committee Chairs are subject to the notice requirements of SO 11(3).

Standing Order No.	Summary of proposed amendments
30 to 32	Provisions to enable virtual attendees to ask questions / make representations / or present petitions under the relevant Standing Orders.
31 (1)	<p>Clarification that, as per the Planning Protocol:</p> <ul style="list-style-type: none"> • speakers at Planning Committee meetings must pre-register with Democratic Services by 4.30pm on the day before the Committee meeting; and • where an application straddles one or more Parish boundaries, each Parish Council will be allowed to speak for three minutes.
35	Definition of 'Management Team' amended to 'Extended Management Team' to enable Heads of Service to take decisions on the grounds of urgency.
45	Removal of certain obligations for services to political groups
49	Removal of the requirement to give a printed copy of the Constitution to each newly elected Member of the Council. Subject to any future Council resolutions to the contrary, such copies will, however, continue to be made available to Members on request.

5. These amendments are explained in greater detail at Appendix A, with a full copy of the recommended new version of Standing Orders with tracked changes at Appendix B.

Conclusions

6. The Committee is invited to consider the proposed revisions to Standing Orders. In each case, the options are to accept; reject; amend; or defer a decision, pending further consideration based on a follow-up report to a future meeting.
7. The Committee may also, of course, identify additional amendments, including those regarding Standing Orders not covered within this report.

Key implications

Comments of the Chief Finance Officer

There are no financial implications arising directly from this report.

Comments of the Head of Legal Services

The Council has a responsibility to ensure that decision-making is as effective as it can be. The purpose of the review undertaken is to improve this key Council governance document and that any proposed amendments comply with best practice.

Appendices

Appendix A – a more detailed summary of proposed revisions to Standing Orders for meetings etc

Appendix B – a full copy of Standing Orders for meetings etc with proposed amendments shown with track changes.

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Summary of proposed amendments to Standing Orders for meetings (Part B of the constitution)

SO No. (current)	SO subject area	Summary of proposed change
1-14	Procedures for Council meetings	Procedures for Council meetings - insertion of 'FULL' before 'COUNCIL' in the heading for SOs 1 to 14 to clarify that they refer to meetings of the Full Council.
6(1)	Order of business for Council meetings	<p>Declaration of interests to be the first agenda item (unless an election of Chair is required). This would cover the possibility, albeit a remote one, that a Member may wish to declare an interest in:</p> <ul style="list-style-type: none"> • 'any business required by statute to be done before any other business'; or • 'to approve as a correct record and sign the minutes of the last meeting of the Council'. <p>This would mirror the order of business for committee meetings but would not prevent a Member from declaring an interest at a later stage in the meeting (e.g. if such interests only then become apparent).</p>
6(2)	Annual Policy Statement (at the Annual Council meeting)	The purpose of the Annual Policy Statement item at Annual Council is to enable the Administration (if it wishes) to present its policy objectives for the coming year and for a spokesperson from each of the other Political Groups to respond. At present, the relevant SO also states that, " <i>a vote shall be taken</i> ". However, the need for any such vote is doubtful as there is no decision to be made. It is therefore suggested that provision for a vote be removed.

SO No. (current)	SO subject area	Summary of proposed change
7	Free standing motions to Council	<p>Addition of a new sub-clause (5) which would incorporate the current Standing Order 29, "<i>Recission of preceding Council resolution</i>" which, as currently drafted, appears to lack clarity in terms of when the so called, 'six-month rule' should be applied. The suggested incorporation within SO 7 would confirm the limit of its application to free standing motions to Council (which was probably the original intention) i.e.</p> <ul style="list-style-type: none"> • where such a motion has been passed, it would not be possible for a Councillor to submit a further motion to Full-Council to rescind it within six months, unless supported by one-third of the Council's membership; and • where a free standing motion has been rejected by Full Council, it would not be possible for a Councillor to submit a further motion to Full Council to the same effect within six months, unless supported by one-third of the Council's membership.
8	Notice of amendments to free standing motions or Committee / Sub-Committee recommendations at Council	The proposed revisions seek to clarify the process whereby Full Council could refer a Committee resolution back to the Committee. It specifies that such a proposal shall be treated as an amendment to the motion <i>to receive the 'minutes and report'</i> of the associated committee meeting (such motions are typically moved and seconded at Full Council by the Chair and Vice Chair of the respective Committee). For the sake of simplicity, the cross reference to SO 12(6) would no longer attempt to duplicate the wording of 12(6) .
8, 11(3) 30	<p>Full Council - submission of notice by Members of amendments etc and intentions to speak on Committee minutes</p> <p>Submission of questions to Full Council / Committee meetings</p>	Relevant communications to be submitted to 'Democratic Services' as opposed to the Chief Executive. (Democratic Services would then inform the Chief Executive and other appropriate senior officers as a matter of course).

SO No. (current)	SO subject area	Summary of proposed change
9	Motions and amendments which may be moved without notice	<p>The existing 9(4), <i>“Remission to a Committee”</i> would be amended with clearer wording, i.e. <i>“Referral of a free-standing motion (under Standing Order 7) to a Committee”</i>.</p> <p><i>“Remission to a Committee”</i> could have been interpreted as referring a committee resolution back to the committee. The suggested revision to SO8 above would clarify that such ‘refer back’ proposals cannot be moved at Council without notice and must be submitted by 5pm on the day before.</p> <p>The following four potential motions, currently listed among those which can be moved without notice, would be deleted as their application no longer seems relevant:</p> <ul style="list-style-type: none"> • That an item of business specified in the summons has precedence • Appointment of a Committee or Members thereof, occasioned by an item mentioned in the summons to the meeting • Authorising the sealing of documents • Giving consent of the Council where the consent of the Council is required by these Standing Orders. <p>Minor amendments, with clearer wording, would be used for the following potential motions:</p> <ul style="list-style-type: none"> • replace <i>‘the question be now put’</i> with <i>‘a vote shall now be taken’</i> • replace <i>‘the debate be now adjourned’</i> with <i>‘to adjourn the debate’</i>” • replace <i>‘the Council do now adjourn’</i> with <i>‘to adjourn the meeting’</i>” • delete wording as follows, <i>‘Adoption of recommendations of Committees or officers and any consequent resolutions</i>

SO No. (current)	SO subject area	Summary of proposed change
11, 19	Vice-Chairs of Committees	It is recommended that the scope for appointing 2 nd Vice-Chairs be removed.
12 (1), 23 and 24	Proposers and seconders	<p>Clarification that proposers or seconders of motions:</p> <ul style="list-style-type: none"> • can do so via Zoom (i.e. they do not have to be physically present in the meeting room); but • must be members of the relevant Committee, Sub-Committee or Working Group.
13, 25	Voting at Council and Committee / Sub-Committee meetings	<p>Clarification of the statutory requirement for Members to be physically present in the meeting room to vote.</p> <p>Requirement for Members requesting a recorded vote at Full Council to be physically present.</p>
14, 19, 21, 24, 25	Working Groups	<p>Formal recognition of Working Groups, including their appointment by parent committees, the need to elect a Chair at the first meeting of each Municipal Year and clarification that:</p> <ul style="list-style-type: none"> • Working Groups have no decision-making powers; • Working Groups should be politically balanced; • Councillors who are not members of a Working Group would require the consent of the Chair to attend and speak at a meeting • Other procedural arrangements for Working Group meetings, if not already prescribed by the parent committee or specified elsewhere within Standing Orders, shall be at the discretion of the Chair.
17(5)	Restrictions on the delegation of powers to committees	Acknowledgement, via a new clause (iii), that committee resolutions are subject to the call-in procedure (defined in Part F of the Constitution).

SO No. (current)	SO subject area	Summary of proposed change
19	Members to preside over any urgent business at Committee meetings held immediately after the Annual Council meeting.	Provision for a Committee to appoint another Member to preside over any urgent business at the meeting immediately after Annual Council in the event of both the newly elected Chair and Vice Chair of the Committee being absent.
22	Substitutes on Committees	Provision for each Political Group to appoint an additional named substitute on each Committee, i.e. from one (as at present) to two. This is intended to reduce the likelihood of Political Groups being underrepresented (or not represented at all) at meetings.
29	Recission of preceding Council resolution	Proposed deletion and incorporation within SO 7 (free standing motions to Council) – see above.
Subsequent Standing Orders to be renumbered, subject to 'Questions at meetings' remaining as SO 30. The current SO 31 'Representations at meetings' would become SO 29. The other SOs currently numbered 32-43 would become 31-42.		
30, 31 and 32	Questions and representations at meetings	<p>Provision to enable virtual attendees to ask questions / make representations / or present petitions under the relevant Standing Orders (including the right for residents etc to join Planning Committee meetings via Zoom to make representations regarding planning applications under the public speaking arrangements). Councillors might be on-line anyway, in which case it seems unreasonable to prevent them from reading out a SO30 question when they could speak to other agenda items. This would enable 'questioners' via Zoom to also ask supplementary questions..</p> <p>New clause (xiv) under SO 30(1) stating that, as per current practice, relevant questions and responses shall be recorded in the minutes.</p> <p>Acknowledgement that, during the consideration of Committee minutes at Full Council, any questions to Committee Chairs (SO 30(2)) are subject to the notice requirements of SO 11(3) (i.e., <i>"Any Member wishing to speak on any committee minute must [give notice] ... by 5pm on the working day before the Council meeting in question).</i></p>

SO No. (current)	SO subject area	Summary of proposed change
31 (1)	Representations at Planning Committee meetings	<p>Alignments with the Planning Protocol, i.e.</p> <ul style="list-style-type: none"> • a requirement to register wishes to speak by 4.30pm on the day of the meeting • provision for representatives of more than one Parish Council to speak on applications covering two or more parish boundaries.
35	General Urgency provision	Definition of 'Management Team' amended to 'Extended Management Team' to enable Heads of Service to take decisions on the grounds of urgency.
45	Recognition of Political Groups	Proposed removal of the stated obligations to provide relevant documentation and copying facilities to political groups. These clauses date back to before the Council even had a website and when paper copies of committee papers etc were delivered by Officers to Councillors' homes, hence reference to " <i>the Council's Member despatch system</i> ".
49	Amendments and printed copies to Members	Removal of the requirement to give a printed copy of the Constitution to each newly elected Member of the Council. Subject to any future Council resolutions to the contrary, such copies will, however, continue to be made available to Members on request.

**STANDING ORDERS FOR MEETINGS AND GENERAL GOVERNANCE –
PROPOSED AMENDMENTS SHOWN WITH TRACKED CHANGES**

PROCEDURES FOR FULL COUNCIL MEETINGS

No. 1

MEETINGS OF THE COUNCIL

- (1) Subject to any subsequent legislation to the contrary, the Annual Meeting of the Council shall be held within three weeks of the District or County Council Elections to accord with the provisions of the Local Government Act 1972.
- (2) In addition to the Annual Meeting of the Council and any meetings convened by the Chair or Members of the Council (SO 1 (3) below refers), meetings for the transaction of general business shall be held in each year on dates to be determined for the ensuing year by the Council.
- (3) Five Members of the Council may call for an extraordinary meeting of the Council in accordance with the requirements of Schedule 12 to the Local Government Act 1972 (Part 1, section 3)¹.

No. 2

APPOINTMENT OF CHAIR OF THE COUNCIL

The first business to be dealt with at the Annual Meeting of the Council shall be the appointment of the Chair for the ensuing year.

No. 3

APPOINTMENT OF VICE-CHAIR OF THE COUNCIL

After the appointment of the Chair of the Council at the Annual Meeting, the next business to be dealt with shall be the appointment of a Vice-Chair for the ensuing year.

No. 4

CHAIR OF THE MEETING

Any power or duty of the Chair in relation to the conduct of a meeting may, in the absence of the Chair, be exercised by the person presiding at the meeting.

¹ LGA 1972, Schedule 12, Part 1, Section 3: “An extraordinary meeting of a principal council may be called at any time by the chairman of the council. If the chairman refuses to call an extraordinary meeting of a principal council after a requisition for that purpose, signed by five members of the council, has been presented to him, or if, without so refusing, the chairman does not call an extraordinary meeting within seven days after the requisition has been presented to him, then any five members of the council, on that refusal or on the expiration of those seven days, as the case may be, may forthwith call an extraordinary meeting of the council.”

No. 5

QUORUM OF COUNCIL

- (1) If, during any meeting of the Council, the Chair, after counting the number of Members present, declares that there is not a quorum present, (11 in normal circumstances) the meeting shall stand adjourned.
- (2) The consideration of any business not transacted shall be adjourned to a time fixed by the Chair at the time the meeting is adjourned, or if s/he does not fix a time, to the next ordinary meeting of the Council. No business shall be transacted at an adjourned meeting except the unfinished business of the original meeting.

No. 6

ORDER OF BUSINESS FOR COUNCIL MEETINGS

- (1) Except as otherwise provided by paragraph (2) of this Standing Order, the order of business at every meeting of the Council shall be:-
 - (a) To choose a person to preside if the Chair and Vice-Chair are absent.
 - (b) Declarations of Interest
 - (~~cb~~) To deal with any business required by statute to be done before any other business.
 - (~~de~~) To approve as a correct record and sign the minutes of the last meeting of the Council.
 - (~~ed~~) To deal with any business expressly required by statute to be done.
 - (~~fe~~) Chair's announcements.
 - (f) Declarations of Interest.
 - (g) To deal with questions under Standing Order No. 30, beginning with 'Questions from residents and others studying in the District' followed by 'Questions from Councillors' (not applicable to the Annual Meeting).
 - (h) To deal with petitions under Standing Order No. 31.
 - (i) To dispose of business remaining from the last meeting (if any).
 - (j) To receive and consider reports, minutes and recommendations of Committees.
 - (k) To authorise the sealing of documents.
 - (l) To consider motions in the order in which notice has been received.
 - (m) Other business, if any, specified in the summons.

Annual Policy Statement

- (2) The last business to be dealt with at the Annual Council shall be to receive from the leader(s) of the Administration (if they so wish) a policy statement covering the next municipal year. One spokesman for each of the Political Group(s) as defined by the Local Government & Housing Act 1989 not forming the Administration (if they so wish) will have the right to reply ~~and a vote shall be taken~~. No speech is to last longer than 10 minutes.

Variation of Order of Business

- (3) Business falling under items (a), (b) or (c) of paragraph (1), shall not be displaced, but the order of the remaining business may be varied by:-
- (a) the Chair at his / her discretion; or
- (b) a resolution passed on a motion (which need not be in writing) duly moved and seconded, which shall be moved and put without discussion.

No.7

NOTICE AND SCOPE OF FREE STANDING MOTIONS TO COUNCIL

- (1) Notice of every motion (other than a motion which under Standing Order No.8 may be moved without notice) shall be sent by e-mail, or submitted in writing to the Chief Executive or nominated Officer by noon at least seven clear working days prior to the next meeting of the Council.

Motions to be set out in summons

- (2) The Chief Executive shall set out in the summons for every meeting of the Council all motions of which notice has been duly given in the order of receipt unless the Member giving such a notice intimated by email or in writing when giving it, that s/he proposed to move it at some later meeting, or has since withdrawn it in writing.

Motion not moved

- (3) If a motion set out in the summons is not moved either by a Member who gave notice thereof or by some other Member on his / her behalf it shall, unless postponed by consent of the Council, be treated as withdrawn and shall not be moved without fresh notice.

Scope of motions

- (4) Every motion shall be relevant to some matter in relation to which the Council have powers or duties or which affects the District.

(5) Unless supported by one-third of the Members of the Council, it is not permissible to propose a further free-standing motion under this Standing Order:

(a) to rescind any resolution in respect of a Standing Order 7 motion passed by Full Council during the previous six months; or

(a)(b) to the same effect as a Standing Order 7 motion which has been rejected by Full Council within the previous six months

No. 8

NOTICE OF AMENDMENTS TO FREE STANDING MOTIONS OR COMMITTEE / SUB-COMMITTEE RECOMMENDATIONS AT COUNCIL

- (1) ~~Proposed amendments to a free-standing motion (submitted under Standing Order 7 above) or a Committee / Sub-Committee recommendation to Council must be sent by email, or submitted in writing to the Chief Executive or nominated Officer, by 5pm on the working day before the Council meeting in question.~~

Proposals to:

- (i) amend a free-standing motion submitted under Standing Order 7 above
- (ii) amend a Committee / Sub-Committee recommendation to Council
- (iii) refer a 'resolved item' back to a Committee (which shall be deemed an amendment to the motion to receive the 'minutes and report' of the associated Committee meeting)

... must be sent by email, or submitted in writing to Democratic Services by 5pm on the working day before the Council meeting in question.

- (2) Acceptance of such proposed amendments shall be at the discretion of the Chair in accordance with Standing Order 12 (6) ~~... i.e.~~

~~"An amendment shall be relevant to the motion / recommendation and shall be either to:~~

- ~~• refer the matter back to the Committee for reconsideration; or~~
- ~~• delete and/or add words~~

~~... but ... shall not have the effect of negating* the motion or recommendation before the Council.~~

- (3) Any such proposed amendments submitted after the deadline specified in (1) above shall only be put to the Council meeting at the discretion of the Chair.

No. 9

MOTIONS AND AMENDMENTS WHICH MAY BE MOVED WITHOUT NOTICE

The following motions and amendments may be moved without notice:-

- (1) Appointment of a Chair of the meeting at which the motion is made.
- (2) Motions relating to the accuracy of the minutes.
- (3) ~~That an item of business specified in the summons has precedence.~~
- (4) ~~Remission-Referral of a free-standing motion (under Standing Order 7) to a Committee~~

- (5) ~~Appointment of a Committee or Members thereof, occasioned by an item mentioned in the summons to the meeting.~~
- (6) Adoption of recommendations ~~of Committees or officers and any consequent resolutions.~~
- (7) That leave be given to withdraw a motion.
- (8) Extending the time limit for speeches.
- (9) That the Council proceed to the next business.
- (10) That ~~the question be now put~~ a vote shall now be taken.
- (11) ~~To That the debate be now~~ adjourned the debate.
- (12) ~~To That the Council do now~~ adjourn the meeting.
- (13) ~~Authorising the sealing of documents.~~
- (14) Suspending Standing Orders, in accordance with Standing Order No. 48.
- (15) A Motion under Section 100A (2) and (4) of the Local Government Act 1972 to exclude the public.
- (16) That a Member named under Standing Order No. 33(Disorderly Conduct) be not further heard or leave the meeting.
- (17) ~~Giving consent of the Council where the consent of the Council is required by these Standing Orders.~~

No. 10

MINUTES

- (1) The Chair shall put the question that the minutes of the meeting of the Council held on the ... day of..... be approved as a correct record.
- (2) No discussion shall take place upon the minutes, except upon their accuracy, and any question of their accuracy shall be raised by motion. If no such question is raised, or if it is raised then as soon as it has been disposed of, the Chair shall sign the minutes.
- (3) The minutes of the last meeting shall be approved at the next ordinary meeting.

No. 11

PRESENTATION OF COMMITTEE MINUTES AT COUNCIL

- (1) The minutes of a Committee shall be presented to the Council by the Chair of the Committee, or in the Chair's absence by:
 - the ~~1st~~ Vice-Chair; or
 - ~~a 2nd Vice-Chair (if such a post exists) if the 1st Vice-Chair is absent; or~~
 - another member of the Committee if ~~neither the 1st nor a 2nd Vice Chair~~ is also absent are present

who shall move that the minutes be received and the recommendations contained therein (if any) be adopted. Such motions must be seconded.

- (2) Unless any Members wish to speak under clauses (3) and (4) below, the Council shall receive the minutes (and adopt any recommendations as the case may be) en- bloc.
- (3) Any Member wishing to speak on any committee minute must notify ~~the Chief Executive~~ Democratic Services or nominated officer by email or in writing by 5pm on the working day before the Council meeting in question.
- (4) Any later requests to speak under (3) above shall only be determined at the discretion of the Chair.
- (5) The Chair may refuse to allow questions from Members on specific Committee minutes on the grounds that the same or similar question has already been asked during the 'questions from Councillors' agenda item.
- (6) Where discussion of any minute takes place and the minute contains recommendations, such recommendations shall be considered as ~~a~~ separate motions, and the rules of debate as contained in Standing Order No.12 shall apply, save that the motion shall be deemed to have been moved by the Chair of the relevant Committee and seconded in accordance with 11(1) above.

No. 12

RULES OF DEBATE FOR COUNCIL MEETINGS

Motions and Amendments

- (1) A motion or amendment shall not be discussed unless it has been proposed and seconded (either by Members physically present in the meeting room or on-line), and unless notice has already been given in accordance with Standing Order Nos. 7 and 8. It shall, if required by the Chair, be put in writing and handed to the Chair before it is further discussed or put to the meeting.

Secunder's Speech

- (2) A Member when seconding a motion or amendment may, if s/he then declares his / her intention to do so, reserve his / her speech until a later in the debate.

Members wishing to speak

- (3) A Member shall indicate his/ her wish to speak in the manner required by the Chair. If two or more Members indicate their wish to speak, the Chair shall call on one to do so. While a Member is speaking, the other Members shall remain silent, unless they raise a point of order or speak in personal explanation.

Content and length of speeches

- (4) A Member shall direct his / her speech to the question under discussion or to a point of order or to a personal explanation. No speech shall exceed ten minutes in the case of a mover of a motion or the Chair of a Committee in replying to a debate, and five minutes in all other cases including the mover of an amendment, except by consent of the Council.

When a Member may speak again

- (5) A Member who has spoken on any motion shall not speak again whilst it is the subject of debate, except:-
- (a) to speak once on an amendment moved by another Member;
 - (b) if the motion has been amended since s/he last spoke, to move a further amendment;
 - (c) if his / her first speech was on an amendment moved by another Member, to speak on the main issue, whether or not the amendment on which s/he spoke was carried;
 - (d) in exercise of a right of reply given by paragraph (12) or (15) of this Standing Order;
 - (e) on a point of order; and
 - (f) by way of personal explanation.

Amendments to free standing motions and Committee / Sub-Committee recommendations (subject to the notice requirements of SO 8)

- (6) An amendment shall be relevant to the motion/recommendation and shall either:-
- (a) refer a subject of debate to a Committee for consideration or reconsideration;
 - (b) leave out words;
 - (c) leave out words and insert or add others;
 - (d) insert or add words;

but such omission, insertion or addition of words shall not have the effect of negating* the motion or Committee / Sub-Committee recommendation before the Council.

*(*the term negating can include the effect of distorting a motion so that its original meaning is lost)*

- (7) Subject to (8) below, ~~Q~~only one amendment may be moved and discussed at a time and no further amendment shall be moved until the amendment under discussion has been disposed of.
- (8) The Chair may permit two or more amendments to be discussed (but not voted on) together if circumstances suggest that this course would facilitate the proper conduct of the Council's business.
- (9) If an amendment be lost, other amendments may be moved on the original motion. If an amendment be carried, the motion as amended shall take the place of the original motion and shall become the motion upon which any further amendment may be moved.

Alteration to motion

- (10) A Member may with the consent of the Council signify without discussion -
- (a) an alteration to a motion of which s/he has given notice, or
 - (b) with the further consent of his / her seconder the alteration of a motion which s/he has moved

if (in either case) the alteration is one which could be made as a valid an-amendment thereto- in accordance with Standing Order 12(6) above.

Withdrawal of motion

- (11) A motion or amendment may be withdrawn by the mover with the consent of his / her seconder and of the Council, without discussion. No Member may speak upon it after the mover has asked permission for its withdrawal, unless such permission shall have been refused.

Right of reply

- (12) The rights of reply at the close of a debate on a motion or Committee minute before any vote is as follows:-
- (a) on any motion the mover of the motion
 - (b) on any amendment the mover of the original motion

(The mover of the amendment shall have no right of reply to the debate on his / her amendment).

- (13) Members exercising a right of reply shall confine themselves to answering previous speakers, and shall not introduce any new matter.

Motions which may be moved during debate (parts (15) and (16) of this Standing Order also refer)

- (14) When a motion is under debate no other motion shall be moved except the following:-
- (a) to amend the motion
 - (b) to adjourn the meeting
 - (c) to adjourn the debate
 - (d) to proceed to the next business
 - (e) to proceed to a votethat the question be now put
 - (f) that a Member be not further heard
 - (g) by the Chair under SO33(2) (Disorderly Conduct) that a Member leave the meeting
 - (h) under Section 100A(4) of the Local Government Act 1972 to exclude the public.

Closure motions

- (15) A Member may move, without comment at the conclusion of a speech of another Member, closure motions to:

~~"that-~~

- (i) ~~the Council~~ proceed to the next business; or
- (ii) require a vote to be taken now ~~the question be now put~~; or
- (iii) ~~the debate be now adjourned~~ the debate; or
- (iv) ~~the Council do now~~ adjourn the meeting".

on the seconding of which the Chair shall proceed as follows:-

- (a) On a motion to proceed to the next business; unless in the Chair's opinion the matter before the meeting has been insufficiently discussed, the Chair shall first give the mover of the original motion a right of reply, and then put to the vote the motion to proceed to the next business;
 - (b) On a motion to proceed to a vote, ~~that the question be now put~~; unless in the Chair's opinion the matter before the meeting has been insufficiently discussed, the Chair shall first put to the ~~vote the aforesaid~~ motion to the vote ~~that the question be now put~~, and if it is passed then give the mover of the original motion his / her right of reply under paragraph 12 of this Standing Order before putting his / her motion to the vote;
 - (c) On a motion to adjourn the debate or the meeting; if in the Chair's opinion the matter before the meeting has not been sufficiently discussed and cannot reasonably be sufficiently discussed on that occasion, the Chair shall put the adjournment motion to the vote without giving the mover of the original motion his / her right of reply on that occasion.
- (16) The closure motions referred to above can only be moved once during the course of a debate.

Points of Order/Personal Explanation

- (17) A Member may indicate that s/he wishes to speak on a point of order or in personal explanation and shall be entitled to be heard ~~forthwith~~ immediately. A point of order shall relate only to an alleged breach of a standing order or statutory provision and the Member shall specify the standing order or statutory provision and the way in which s/he considers it has been broken.
- (18) A personal explanation shall be confined to some material part of a former speech by him / her which may appear to have been misunderstood in the present debate.
- (19) The ruling of the Chair on a point of order or on the admissibility of a personal explanation shall not be open to discussion.

Respect for Chair

- (20) Whenever the Chair interjects during a debate, the Council shall be silent.

No. 13

VOTING AT FULL COUNCIL MEETINGS

- (1) Subject to SO 13(6) below, the manner of voting at meetings of the Council shall be at the discretion of the Chair, to ensure that the outcome of any vote is beyond doubt. Only Members physically present in the meeting room shall be entitled to vote.
- (2) In the event of an equality of votes, the Chair shall have a casting vote.
- (3) Immediately after a vote is taken, any Member may request that the way in which s/he voted (or abstained) be recorded in the minutes.
- (4) Before a vote on any matter is taken, a Member (physically present in the meeting room) may request that details be recorded in the minutes to show how each Member voted, or whether they abstained. For this to proceed, five other Members (physically present in the meeting room) will be required to indicate their support.
- (5) In any event, at any meeting of the full Council at which a budget decision is made, the voting shall be recorded in the minutes. 'Budget decisions' for the purposes of this Standing Order shall mean any decision defined as such under the Local Authorities (Standing Orders) (England) (Amendments) Regulations 2014.
- (6) Recorded votes required under (4) and (5) above shall be conducted by an appropriate Officer calling the name of each Member present who shall thereupon state whether they are voting 'for' 'against' or whether they wish to 'abstain'. The Officer shall record the voting and inform the Chair of the result.
- (7) Where there are two persons nominated for any position to be filled by the Council, the Chair shall conduct a vote by:
 - asking Members to vote (by a show of hands) for the first nominee according to alphabetical order of surname; and
 - repeating the process for the other nominee, with the individual with the most votes being duly appointed.
- (8) Where there are three or more persons nominated for any position (or positions) to be filled by the Council, an appropriate Officer shall call the name of each Member present who shall thereupon state his / her preferred candidates. The Officer shall record the votes cast for each person nominated and shall inform the Chair of the result who will then confirm which Councillor has been appointed.

No. 14

COMMITTEES - APPOINTMENT OF

- (1) The Council shall at the Annual Meeting, appoint Policy Committees (Standing Order 15 refers) and any other Committees which it is deemed necessary to appoint (such appointments shall be confined to determining Committees' terms of reference; their size; and the allocation of seats to political groups).
- (2) ~~Full The~~ Council may, at any time, similarly appoint such other Committees as are necessary to carry out the work of the Council.

- (3) Subject to any statutory provision, ~~the~~ Full Council:-
- (i) shall not appoint any Member of a Committee to hold office later than the next Annual Meeting of the Council;
 - (ii) may, at any time, dissolve a Committee, amend a Committee's terms of reference, or alter a Committee's membership in so far as its size or allocation of seats to political groups are concerned.
- (4) Committees may, in turn, appoint Sub-Committees and Working Groups in accordance with Standing Order 21.
- (5) Subject to (6) below, the appointment of Members to committee seats shall be determined by political groups and noted by Full Council at the earliest opportunity.
- (6) Political Group Leaders may, from time to time, change their Members (including substitutes) in respect of the Committee seats allocated to their Groups by submitting written notice to the Chief Executive or nominated representative. Such changes will become effective for the next meeting of the respective Committee, provided that the required notice is received at least seven clear working days prior to the meeting in question.

COMMITTEE MEETINGS AND PROCEDURES

No. 15

COMMITTEES

- (1) The Policy Committees of the Council are:-
- Community Services Committee
 - Housing Committee
 - Planning Policy Committee
 - Strategy & Resources Committee
- (2) The Regulatory/Statutory/Other Committees of the Council are:
- Audit & Scrutiny Committee
 - Licensing Committee
 - Planning Committee
 - Standards Committee

No. 16

COMMITTEES - CONFIDENTIALITY OF PROCEEDINGS

- (1) Committee or Sub-Committee reports may be exempt from publication and shall be treated as confidential if:
 - (i) their content falls within the descriptions of exempt information in Part 1 of Schedule 12A of the Local Government Act 1972 (as amended) (reproduced in (3) below); and
 - (ii) the public interest in maintaining the exemption outweighs the public interest in disclosing the information.
- (2) Proceedings at Committee / Sub-Committee meetings shall be conducted in public (including by way of public access to webcasting and/or conferencing facilities) unless a Committee / Sub-Committee passes a resolution to exclude the press and public on the grounds referred to in (1) above (via exclusion from the physical meeting place or by terminating remote access to the meeting).
- (3) The definitions of exempt information detailed in Part 1 of Schedule 12A of the Act (referred to in (1) (i) above) are:
 1. *Information relating to any individual.*
 2. *Information which is likely to reveal the identity of an individual (including the authority holding that information).*
 3. *Information relating to the financial or business affairs of any particular person (including the authority holding that information).*
 4. *Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.*
 5. *Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.*
 6. *Information which reveals that the authority proposes -*
 - (a) *to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or*
 - (b) *to make an order or direction under any enactment*
 7. *Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.*

The following additional descriptions of exempt information also apply to meetings of Standards Committees /Standards Sub-Committees:

- 7A. *Information which is subject to any obligation of confidentiality.*
- 7B. *Information which relates in any way to matters concerning national security.*
- 7C. *Information presented to a Standards Committee, or to a Sub-Committee of a Standards Committee, set up to consider any matter under regulations 13 or 16-20 of the Standards Committee (England) Regulations 2008 or referred under section 58(1)(c) of the Local Government Act 2000.*

Qualifications:

- 8. *Information falling within paragraph 3 above is not exempt information by virtue of that paragraph if it is required to be registered under:*
 - (a) *the Companies Act 1985[3];*
 - (b) *the Friendly Societies Act 1974[4];*
 - (c) *the Friendly Societies Act 1992[5];*
 - (d) *the Industrial and Provident Societies Acts 1965 to 1978[6];*
 - (e) *the Building Societies Act 1986[7]; or*
 - (f) *the Charities Act 1993[8].*
- 9. *Information is not exempt information if it relates to proposed development for which the local planning authority may grant itself planning permission pursuant to regulation 3 of the Town and Country Planning General Regulations 1992[9].*
- 10. *Information which:*
 - (a) *falls within any of paragraphs 1 to 7 above; and*
 - (b) *is not prevented from being exempt by virtue of paragraph 8 or 9 above, is exempt information if and so long, as in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.*

No. 17

COMMITTEES' TERMS OF REFERENCE AND DELEGATION

- (1) The statutory and other powers and duties of the Council shall be delegated to its Committees and any ad hoc Committee in accordance with the terms of reference of Committees as agreed by Full Council.
- (2) The Council may, by resolution, from time to time vary a Committee's terms of reference.
- (3) Subject to any statutory provision to the contrary, and to the exclusions and limitations specified in paragraphs (4) and (5) of this Standing Order, there shall be delegated to the respective Committees all the powers and duties of the Council specified in the above mentioned terms of reference, and in any resolution of the Council making a specified reference to a Committee.

- (4) There shall be excluded from the delegation to any Committee:-
- (i) The power of raising money by tax or loan.
 - (ii) The power of incurring any expenditure or of taking any decision, which under Financial Regulations approved by the Council and operative at the time, requires the prior approval of the Council.
 - (iii) The power of taking any decision which, under Standing Orders regulating the business and proceedings of the Council or Standing Orders relating to contracts approved by the Council and operative at the time, is required to be taken by the Council.
 - (iv) The enactment, alteration or revocation of any schemes, orders, rules, regulations or byelaws made by the Council under the provisions of any Act of Parliament.
 - (v) The appointment or dismissal of the Chief Executive.
- (5) The delegation to any Committee shall be subject to the following restrictions or conditions:-
- (i) The Committee shall give effect to any resolution of the Council upon matters of principle or policy.
 - (ii) The Committee shall, where a matter
 - (a) involves, or appears likely to involve, a departure from an existing policy; or
 - (b) is a new policy

... which would impact upon available resources, direct that its decision be submitted to the Council as a recommendation.
 - (iii) Committee resolutions are subject to the call-in procedure in Part F of the Constitution.

No. 18

COMMITTEE AND SUB-COMMITTEE BUSINESS

- (1) Any Member of the Council may give notice of any item of business for consideration at any meeting of a Committee or Sub-Committee.
- (2) Items of business referred to in paragraph (1) above shall be sent by email, or given in writing to the Chief Executive or nominated Officer at least 10 clear working days before the meeting.
- (3) If notice is given of any item of business which in the opinion of the Chief Executive is, potentially illegal, improper or not within the relevant terms of reference, the Chief Executive shall submit such notice to the Chair of the Committee or Sub-Committee within whose terms of reference it falls and it shall not be accepted and placed on the agenda without that Chair's sanction. Where an item of business is not accepted, the Chief Executive shall inform the Member in writing.

No. 19

COMMITTEES - APPOINTMENT OF CHAIRS, VICE-CHAIRS, ~~AND SUB-COMMITTEES~~ AND WORKING GROUPS

- (1) At the conclusion of an Annual Meeting of the Council, each Committee shall meet to elect a Chair and ~~appoint~~ a Vice-Chair ~~(and a second Vice-Chair if Full Council so requires, in which case the posts shall be designated '1st Vice-Chair' and '2nd Vice-Chair')~~ and any Sub-Committees and Working Groups for the year. For each of these meetings, the Chair of the Council (or in his / her absence the Vice-Chair of the Council) shall preside.
- (2) If ~~other~~ any urgent business needs to be transacted at a Committee meeting immediately following Annual Council, the Chair or Vice-Chair of the Council shall vacate the Chair in favour of:
 - (i) the newly elected Chair of the ~~appropriate~~ Committee; or
 - (ii) the newly elected Vice-Chair of the appropriate Committee if the Chair of the Committee is absent; or (if two Vice-Chair have been appointed to the appropriate committee, the Member appointed to the '1st Vice-Chair' position shall preside, or, in his/her absence, the Member appointed to the '2nd Vice-Chair' position shall preside)
 - (iii) another member of the Committee, to be appointed by the Committee to take the chair for the business concerned, if both the newly elected Chair and Vice Chair are absent.
- (3) No member of the Council shall be Chair of more than one Committee.
- ~~(4) A Committee may, if required, create a 2nd Vice-Chair position during the course of a Municipal Year.~~
- ~~(54)~~ At ~~a~~ other Committee meetings, in the absence of the Chair:
 - (i) ~~the if one~~ Vice-Chair ~~has been appointed, he / she~~ shall preside; or
 - ~~(ii) if two Vice-Chairs have been appointed, the holder of the 1st Vice-Chair position shall preside or, in his / her absence, the holder of the 2nd Vice-Chair position~~
 - (iii) if the Vice-Chair ~~or both Vice-Chairs are~~ is absent, the Committee shall elect one of its other members to preside.

No. 20

COMMITTEES - SPECIAL MEETINGS

The Chair of a Committee may call a special meeting of the Committee at any time. A special meeting shall also be called on the requisition of a quarter of the whole number of the Committee (communicated by email, or given in writing to the Chief Executive or nominated Officer) but in no case shall fewer than three Members requisition a special meeting. The summons to the special meeting shall set out the business to be considered thereat, and no business other than that set out in the summons shall be considered at that meeting.

No. 21

SUB-COMMITTEES AND WORKING GROUPS

- (1) Every Committee may appoint Sub-Committees and Working Groups for purposes to be specified by the Committee. Such appointments shall be confined to determining Sub-Committees' and Working Groups' terms of reference; their size; and the allocation of seats to political groups. Subject to (3) below, the appointment of Members to Sub-Committee and Working Group seats shall be determined by Political Groups and noted by the parent Committee at the earliest opportunity.
- (2) ~~Subject to Standing Order 19(1), e~~Each Sub-Committee and Working Group shall elect a Chair at its first meeting of the Municipal Year.
- (3) Political Group Leaders may, from time to time, change their principal Members in respect of the Sub-Committee and Working Group seats allocated to their Groups by submitting written notice to the Chief Executive or nominated representative. Such changes will become effective for the next meeting of the respective Sub-Committee or Working Group, provided that, in the case of Sub-Committees, the required notice is received at least seven clear working days prior to the meeting in question.
- (4) Unlike Sub-Committees, Working Groups have no decision-making powers and can only make recommendations to their parent Committees.
- (5) Patent Committees shall endeavour to make their Working Groups politically balanced.
- (6) Other procedural arrangements for Working Group meetings, if not already prescribed by the parent Committee or specified elsewhere within the Constitution, shall be at the discretion of the Chair.

No. 22

COMMITTEES AND SUB-COMMITTEES – SUBSTITUTES AND QUORUM

- (1) Every Political Group may appoint a two named substitute Members for each Committee by submitting written notice to the Chief Executive or nominated representative (Standing Order 14(6) also refers). Such appointments, or changes to existing appointments, will become effective for the next meeting of the respective Committee, provided that the required notice is received at least 7 clear working days prior to the meeting in question.
- (2) Committees may allow for more than one substitute to be appointed (by Political Groups) to their Sub-Committees, including arrangements where a principal Member can be replaced, at any time prior to a meeting, by any Councillor serving on the parent Committee or any Councillor from the wider Council membership if deemed appropriate.
- (3) A substitute member of any Committee or Sub-Committee shall, in the absence of the appointed Member, be entitled to attend, speak and vote at the meeting. Should the appointed Member arrive during the course of the proceedings, the substitute Member, after completion of the item of business under consideration, may remain in the meeting and, subject to the consent of the Chair (Standing Order No. 24), may speak to subsequent items but shall not vote.
- (4) The quorum for Committee and Sub-Committee meetings shall be the greater of:
 - one quarter of the membership of the Committee or Sub-Committee; or
 - three Members

No. 23

STANDING ORDERS TO APPLY TO COMMITTEES AND SUB-COMMITTEES

Subject to the following exceptions, the Standing Order of the Council headed "Rules of debate for Council meetings" (Standing Order No. 12) shall, with any necessary modification, apply to Committee and Sub-Committee meetings:

- (i) Members may speak more than once during any debate;
- (ii) there be no automatic time limit for the length of speeches, although the Chairs of relevant Committee / Sub-Committee meetings may curtail the length of Councillors' speeches to no more than five minutes if they consider it to be justified, having regard to the nature of the debate; and
- (iii) proposers and seconders of motions must be members of the relevant Committee or Sub-Committee.

No. 24

ATTENDANCE OF MEMBERS AT MEETINGS OF COMMITTEES, ~~AND SUB-COMMITTEES~~ AND WORKING GROUPS OF WHICH THEY ARE NOT MEMBERS

- (1) Any Councillors may attend meetings of any Committee or Sub-Committee of which they are not members. However, in such cases, a Councillor must obtain the consent of the Chair of the meeting concerned in order to speak.
- (2) Attendance and participation at Working Group meetings by Councillors who are not members of the Working Group shall be at the discretion of the Chair.
- (32) In no circumstances shall Councillors vote or propose / second motions at meetings of ~~on~~ any matter before a Committee, ~~or~~ Sub-Committee or Working Group of which they are not members.

No. 25

VOTING AT COMMITTEES, ~~AND SUB-COMMITTEES~~ AND WORKING GROUPS

- (1) In the case of Committee and Sub-Committee meetings, only the Members (of the respective Committee / Sub-Committee) physically present in the meeting room shall be entitled to vote.
- (2) The manner of voting ~~at meetings of Committees and Sub-Committees~~ shall be at the discretion of the Chair, to ensure that the outcome of any vote is beyond doubt.
- (32) In the event of an equality of votes, the Chair shall have a casting vote.
- (43) Immediately after a vote is taken at a Committee or Sub-Committee meeting, any Member may request that the way in which s/he voted or abstained be recorded in the minutes of that meeting.

No. 26

**MOVER OF MOTION - RIGHT OF ATTENDANCE
AT MEETINGS OF COMMITTEES OR SUB-COMMITTEES**

A Member of the Council who has moved a motion which has been referred to any Committee or Sub-Committee shall:-

- (i) have notice of the meeting of the Committee or Sub-Committee at which it is proposed to consider the motion;
- (ii) have the right to attend the meeting; and
- (iii) if s/he attends, have an opportunity of explaining the motion.

**PROVISIONS RELATING TO BOTH FULL COUNCIL
AND COMMITTEES**

No. 27

ATTENDANCES AT MEETINGS

- (1) The clerk of the meeting or other appropriate officer shall record the names of every Member of the Council attending a meeting of the Council, or of any of its Committees or Sub-Committees.

No. 28

DISCLOSURE OF INTERESTS AND PARTICIPATION AT MEETINGS

Members shall:

- (1) Disclose any disclosable pecuniary interest, or other interest which the Council has decided is appropriate for disclosure, at meetings at which they are present and at which associated matters are considered;
- (2) Notify the Monitoring Officer of any interest not already registered but which is disclosed to a meeting under (1) above within 28 days of the disclosure; and
- (3) Not participate in any discussion or vote where they have a disclosable pecuniary interest in a matter and withdraw from the meeting during consideration of the matter unless a dispensation has been granted.

~~No. 29~~

~~RESCISSION OF PRECEDING RESOLUTION~~

- ~~(1) Unless a notice in pursuance of Standing Order No. 7 and bearing the names of at least one third of the Members of the Council is given it is not permissible to propose:~~
 - ~~(a) a motion to rescind any resolution passed within the preceding six months; or~~
 - ~~(b) a motion or amendment to the same effect as one which has been rejected within the preceding six months.~~

- ~~(2) When following disposal by the Council of any motion/amendment referred to in (1) above it shall not be open to any Member to propose a similar motion / amendment within a further period of six months. For the purpose of this Standing Order, the Chief Executive or the Monitoring Officer shall determine what amounts to 'same effect' or 'similar'.~~
- ~~(3) This Standing Order shall not apply to motions moved in pursuance of a recommendation of a Committee.~~

No. 30

QUESTIONS AT MEETINGS

- (1) Subject to (i) to (xiii) below, a Councillor, or a person resident, working or studying in the District, may put a question to the Leader or a Committee Chair at any meeting of the Council (other than the Annual Meeting) or to the Chair presiding at a Committee meeting on any matter in relation to which the Council / Committee has powers or duties or which affects the District:
- (i) such questions must be received by e-mail or in writing to ~~the Chief Executive or nominated Officer-~~ Democratic Services by 5pm on the second working day prior to the day of the meeting;
- (ii) the Chief Executive may, at her / his discretion, refuse to allow a question to be presented if s/he considers it to be offensive, excessively lengthy, outside the scope of this Standing Order, or on the same subject as another question or upon which a question has been answered in the previous three months;
- (iii) subject to (ii) above, questions shall be e-mailed to all Members by 6.00pm on the working day prior to the meeting and either:
- read out at the meeting by the individual concerned, either from within the physical meeting room or remotely via audio/visual conferencing facilities; or
 - the individuals concerned will be given the opportunity to pre-record their questions (such recordings to be facilitated by the Council, limited to the individual speaking to camera, without additional augmentations to promote their views) and for the recordings to be replayed at the meeting
- otherwise, such questions will be read out by the Chief Executive or nominated officer, either from within a physical meeting place or from a remote location;
- (iv) the maximum total time periods allowed for questions shall normally be as follows and can only be extended at the discretion of the Chair:
- 1 hour for Council meetings; and
 - 10 minutes for Committee meetings
- (v) the questions shall be taken in the order that they were received by ~~the Chief Executive-Democratic Services~~ or nominated Officer, subject to questions from residents and others working or studying in the District being dealt with first, followed by questions from Members;
- (vi) such questions shall be dealt with at the beginning of the relevant meeting;

- (vii) at Full Council meetings, the Chair may request that the answer be given by another Member of the Administration (e.g. if the Member to whom a question is directed is absent or if the Chair considers that, in any event, it would be more appropriate for another Member to respond);
- (viii) at Committee meetings, the Chair may request that the answer be given by another Member of the Administration or an Officer;
- (ix) at the meeting, subject to the person asking the question being present (whether 'in person' or remotely) the Chair will ask them if the response answers their concern or if they wish to ask a supplementary question (if a supplementary question is asked, it must arise from the reply given);
- (x) at Full Council meetings, the person asking the question shall be allowed to ask a second supplementary question (if a second supplementary question is asked, it must arise from the reply given to the original or first supplementary question);
- (xi) at Full Council meetings Members who respond to original questions may nominate another Member(s) to respond to supplementary questions;
- (xii) at Committee meetings, those responding to original questions may nominate another Member(s) or Officer(s) to respond to supplementary questions;
- (xiii) answers to both original and supplementary questions may take the form of:-
 - (a) a direct oral answer; or
 - (b) where the desired information is contained in a publication of the Council, a reference to that publication-;

(xiv) both the questions and responses in respect of Standing Order 30(1) shall be recorded in the minutes of the relevant Full Council or Committee meeting

- (2) Subject to the notice requirements of Standing Order 11(3), a Member of the Council may also ask the Chair of a Committee any question regarding a Committee minute which is under consideration by the Council.

REPRESENTATIONS AT MEETINGS
(other than petitions – Standing Order 32 refers)

(1) Representations at meetings of the Planning Committee

- 1.1
- an objector;
 - a representative of the relevant parish or village council; and
 - the applicant or agent

...may speak about a planning application from within the meeting room ,or remotely via audio/visual conferencing facilities, for up to three minutes each. Speakers must pre-register with Democratic Services by 4.30pm on the day before the Committee meeting.

1.2 Alternatively, such speakers will be given the opportunity to pre-record their representations (such recordings to be facilitated by the Council, limited to the individual speaking to camera, without additional augmentations to promote his or her views) and for the recordings to be replayed at the meeting. Otherwise, such representations must be submitted in writing (including via e-mail) and read out at the meeting by the Chief Executive or nominated representative, either from within a physical meeting place or from a remote location. In either case, the deadline for the receipt of such submissions shall be by noon on the working day before the meeting. The maximum time allowed for replaying or reading out each representation shall be three minutes. Such representations shall be tested for compliance with the three-minute rule and individuals will be asked to curtail their recordings if necessary.

1.3 **In either case,** if more than one objector wishes to speak or have their representation recorded or read out, a single representative will normally be asked to speak or submit representations on behalf of fellow objectors. Professional agents may act on behalf of objectors. Supplementary written submissions, visual aids, hand-outs or other material will not be allowed. Representations should not seek to introduce new information or material not previously submitted with the application. This may result in the application being deferred for further consideration or public comment.

1.4 Where there is considerable public interest in an application and a number of objectors want to speak on particular and different aspects, the Chair may allow additional speakers. In such circumstances, the applicant may be granted more time to respond at the Chair's discretion.

1.5 Where an application straddles one or more Parish boundaries, each Parish Council will be allowed to speak for three minutes.

1.6 All public speaking at the meeting is at the Chair's discretion.

1.7 The provisions of this Standing Order shall take precedence over the Planning Protocol.

(2) Representations at other Committee meetings

2.1 Members of the public and other interested parties can make representations at meetings of any Policy Committee (or Sub-Committee thereof) or the Audit & Scrutiny Committee in connection with a particular agenda item. The maximum time allowed shall be three minutes per person. Unless the agenda already makes special provision for members of the public to participate at a particular meeting, such requests must be sent by email, or submitted in writing to the Chief Executive or nominated Officer at least two working days prior to the Committee meeting in question. Acceptance of such requests, together with those received after the aforementioned deadline or at the meeting, shall be at the discretion of the Chair of the relevant meeting, having due regard to the number of contributions, the potential for repetition of the subject matter and the likely length of the meeting. Members of the public or interested parties can either:

- read out their representations at the meeting, either from within the physical meeting room, or remotely via audio/visual conferencing facilities; or
- they will be given the opportunity to pre-record their representations (such recordings to be facilitated by the council, limited to an individual speaking to camera, without additional augmentations to promote his or her views) and for the recordings to be replayed at the meeting.

Otherwise, such representations will be read out by the Chief Executive or nominated representative, either from within a physical meeting place or from a remote location. Such representations shall be tested for compliance with the three-minute rule and individuals will be asked to curtail their submissions if necessary.

No. 32

**PRESENTATION OF PETITIONS TO MEETINGS OF THE COUNCIL AND ITS COMMITTEES
(excluding the Planning and Licensing Committees)**

- (1) This Standing Order applies to the presentation of petitions at meetings of:
- (i) the Council (other than the Annual Meeting); and
 - (ii) Committees (excluding the Planning and Licensing Committees).
- (2) Such petitions must be:
- (i) confined to matters which fall under the Authority's powers or duties or which specifically affect the whole or part of the District, but must not concern individual planning applications / enforcement matters / licensing decisions, or other matters where there is a statutory right of review or appeal. (Whilst members of the public may wish to organise petitions in respect of planning and licensing issues, these will be taken into account as part of the Council's separate decision making processes. For example, petitions about planning applications can be referred to by residents when addressing the Planning Committee as part of the public speaking arrangements specifically tailored for that Committee);
 - (ii) signed by at least ten persons living, working or studying in the area;
 - (iii) submitted at least ten clear working days before the relevant meeting to the Chief Executive or nominated Officer, either via email, the Council's website (on-line format), or the delivery of a paper copy, together with notice of the intention to present it.

- (3) The Chief Executive must be satisfied that it would be appropriate for the petition to be presented (i.e. that the prayer of the petition does not exceed 300 words; does not contain offensive language; and that it otherwise complies with the requirements of this Standing Order).
- (4) Subject to (3) above, the presentation of petitions shall take place:-
- (i) at Council meetings (other than the Annual Meeting), in accordance with Standing Order 6; or
 - (ii) at Committee meetings specified in 1 (ii) above, immediately after the submission of questions by members of the public.
- (5) The presentation of a petition (to be by any one of the ten or more signatories specified in 2(ii) above or a Member of the Council) shall be in the form of a statement, limited to not more than three minutes, and shall be confined to the subject matter of the petition, indicating the number and description of the signatories, and making such further supporting remarks relevant to the petition. Spokespersons can either:
- read out their statements ~~at from within~~ the meeting, ~~from~~ either from within the physical meeting room, or remotely via audio/visual conferencing facilities; or
 - be given the opportunity to pre-record their statements and for the recordings (such recordings to be facilitated by the Council, limited to an individual speaking to camera, without additional augmentations to promote his or her views) to be replayed at the meeting.
- Otherwise, such statements will be read out by the Chief Executive or nominated officer on behalf of the spokesperson, either from within a physical meeting place or from a remote location.
- (6) Regarding petitions presented to the Council itself, the Chair of the Council:-
- (i) may, if s/he considers it convenient and conducive to the despatch of business, allow the subject matter to be dealt with at the meeting at which it is presented; or otherwise
 - (ii) shall refer the subject matter, without discussion, to the relevant Committee or Sub-Committee for consideration.
- (7) Regarding petitions presented to a Committee:-
- (i) the Chair of the Committee may, if s/he considers it convenient and conducive to the despatch of business, allow the subject matter to be dealt with at the meeting at which it is presented; or otherwise
 - (ii) the subject matter shall stand referred, without discussion, either to the next ordinary meeting of the Committee or appropriate Sub-Committee.
- (8) Petitions shall be presented in the order in which notice of them is received by the Chief Executive or nominated Officer.
- (9) Notwithstanding the provisions of this Standing Order, it is acknowledged that any person may, if s/he so wishes, present a petition to the Council out of meeting.

No. 33

DISORDERLY CONDUCT - MEMBERS

- (1) If at any meeting of the Council, a Committee, or Sub-Committee, any Member of the Council, in the opinion of the Chair misconducts him/herself by persistently disregarding the ruling of the Chair, or by behaving irregularly, improperly, or offensively, or by wilfully obstructing the business of the meeting, the Chair or any other Member may move "that the Member named be not further heard", and the motion, if seconded, shall be put and determined without further discussion.

Continuing misconduct by a named Member

- (2) If the Member named continues his / her misconduct after a motion under the foregoing paragraph has been carried, the Chair may :-

EITHER

Move "That the Member named do leave the meeting" in which case the motion shall be put and determined without seconding or discussion (if carried, the named Member shall be asked to leave the meeting

OR

Adjourn the meeting for such period, as s/he in her/his discretion considers expedient.

General disturbance

- (3) In the event of general disturbance which, in the opinion of the Chair, makes it impossible to conduct business, s/he may adjourn the meeting without question for whatever period s/he considers appropriate.

No. 34

DISTURBANCE BY THE PUBLIC

- (1) The Chair shall warn any member of the public who interrupts the proceedings at any meeting. If the individual continues the interruption, the Chair may order his / her removal from the meeting venue. In the event of general disturbance in any part of the meeting venue open to the public, the Chair shall order that part to be cleared. Similarly, in event of general disturbance from members of the public participating remotely, the Chair may order all such public access to be terminated.
- (2) The Chair may adjourn the meeting as per SO 33(3) above.

MEMBERS AND STAFF

No. 35

GENERAL URGENCY PROVISION

Notwithstanding anything in this Constitution, the Chief Executive and other Extended Management Team (EMT) members shall be authorised to take decisions on the grounds of urgency regarding matters which would otherwise be reserved for determination by a Committee or the Council. A matter can be deemed urgent if, in the reasonable opinion of the Management Team-EMT member concerned, a delay would seriously prejudice the interest of the Council or of the public and it is not practicable to convene a quorate meeting of the relevant decision-making body in sufficient time to take the decision.

The EMT Management Team member concerned shall also:

- advise and seek the views of the Political Group Leaders and the Chair of the appropriate Committee at the earliest opportunity; and
- report the matter to next scheduled meeting of the appropriate Committee.

No. 36

PECUNIARY INTERESTS OF OFFICERS

If an Officer has a direct or indirect pecuniary interest in a contract which the Council has entered into, or proposes to enter into, he /she shall make arrangements for the interest to be recorded within an electronic register maintained ~~by the Chief Executive~~ for this purpose.

No. 37

MOTIONS AFFECTING PERSONS EMPLOYED BY THE COUNCIL

If any question arises at a meeting of the Council, Committee or Sub-Committee to which Section 100A(4) of the Local Government Act 1972 applies as to the appointment, promotion, dismissal, salary, superannuation or condition of service, or as to the conduct of any person employed by the Council, such question shall not be the subject of discussion until the Council, Committee or Sub-Committee, as the case may be, has decided whether or not the power of exclusion of the public under Section 100A(4) of the Local Government Act 1972 shall be exercised.

No. 38

CANVASSING OF AND TESTIMONIALS BY MEMBERS

- (1) Canvassing of Members of the Council or any Committee of the Council directly or indirectly for any appointment under the Council may disqualify the candidate concerned for that appointment. The purport of this paragraph of this Standing Order shall be included in any form of application.
- (2) A Member of the Council shall not solicit for any person any appointment under the Council, but this shall not preclude a Member from giving a written testimonial of a candidate's ability, experience, or character for submission to the Council with an application for appointment.

- (3) A Member of the Council shall inform the Chief Executive of any Officer canvassing them directly or indirectly for any favour relating to their employment. The Chief Executive will consider the appropriate course of action to be taken against that Officer.

No. 39

APPLICANTS FOR EMPLOYMENT VACANCIES WHO ARE RELATIVES OR PARTNERS OF MEMBERS OR OFFICERS

- (1) A candidate for any appointment by the Council who is a relative or partner of anyone known to be a Member or officer of the Council shall, when making an application, disclose that relationship. A candidate who fails to disclose such a relationship may be disqualified for the appointment and, if appointed, shall be liable to dismissal without notice. If a Member or officer is a relative or partner of anyone known to be such a candidate, they must disclose this to ~~the Human Resources. -Lead Specialist.~~
- (2) The purport of this Standing Order shall be included in any form of application.

No. 40

FILLING OF VACANCIES

All vacancies, unless they are to be filled by promotion or transfer, shall be advertised on a relevant website. Consideration may be given to advertising in a relevant newspaper or a journal or an agency/consultancy as well where the best opportunity lies for reaching prospective applicants except where determined by the appropriate Committee. If, within six months of the filling of a vacancy which has been advertised, a similar vacancy occurs, one of the former applicants may be appointed.

NOTE:

- (i) The appointment of Local Authority staff generally is dealt with under Sections 112 to 119 of the Local Government Act 1972.
- (ii) The appointment of the Chief Executive and other Chief Officers are covered in Standing Order No. 41.

No. 41

APPOINTMENT OF CHIEF OFFICERS (i.e. those who will serve on the Management Team)

- (1) Where the Council proposes to appoint a Chief Officer, and it is not proposed that the appointment be made exclusively from among existing staff, the Chief Executive shall:-
- (i) draw up a statement specifying -
- (a) the duties of the post; and
 - (b) any qualifications / qualities to be sought in the person to be appointed;
- (ii) invite applications by public advertisement; and
- (iii) provide a copy of the statement referred to in paragraph (i) above to any person on request.

- (2) Where a post has been advertised as provided in paragraph 1 (ii) above, the Chief Officer Sub-Committee will interview all qualified applicants for the post or a short list of qualified applicants. Such short-listing will be undertaken by the Sub-Committee where the appointment in question is for the post of Chief Executive. For other Chief Officer appointments, short-listing will be undertaken by the Chief Executive.
- (3) Where no qualified person has applied, further applications ~~shall~~may be invited in accordance with paragraph 1 (ii).
- (4) An appointment to the post of Chief Executive shall be made by the Council.
- (5) Appointments to other Chief Officer posts will be dealt with by the Chief Officer Sub-Committee which is empowered to make an appointment and report its decision to the next meeting of the Council.

No. 42

DISCIPLINARY ACTION AGAINST CHIEF OFFICERS

- (1) Subject to (2) below, the Chief Officer Sub-Committee shall deal with disciplinary matters relating to the Chief Executive and other Chief Officers.
- (2) In accordance with the Local Authorities (Standing Orders) (England) (Amendment) Regulations 2015, any recommendation of the Sub-Committee to dismiss the Chief Executive, Monitoring Officer or the Chief Finance Officer (Section 151 Officer) must be referred to full Council following a disciplinary hearing by an independent advisory panel.
- (3) Should a Chief Officer be suspended for the purpose of investigating alleged misconduct, any such suspension shall be on full pay and terminate no later than the expiry of two months beginning on the day on which the suspension takes effect.

No. 43

INSPECTION OF LANDS, PREMISES, ETC.

Unless specifically authorised to do so by the Council or a Committee, a Member of the Council shall not issue any order respecting any works which are being carried out by or on behalf of the Council or claim by virtue of his / her Membership of the Council any right to inspect or to enter upon any lands or premises which the Council has the power or duty to inspect or enter.

No. 44

POLITICALLY RESTRICTED POSTS

The following posts have been listed in accordance with Subsection (1) of Section 2 of the Local Government and Housing Act 1989:

1. Specified Posts

Chief Executive
Deputy Chief Executive
Director of Resources
Head of Legal & Democratic Services (Monitoring Officer)
Chief Planning Officer
Head of Policy and Communications
Head of Assets and Regeneration
Transformation Programme Director
Head of Housing
Head of Environment
Head of Building Control
Head of Communities
Building Control Business Manager

2. Posts included by virtue of Subsection (3) of Section 2 of the Local Government and Housing Act 1989 (giving advice to the Authority and speaking to the press on a regular basis on behalf of the Authority):

The list of the posts concerned is currently under review.

No. 45

RECOGNITION OF POLITICAL GROUPS

Political Groups will be provided with:

- ~~(i) — The use of the Council Chamber and/or Committee Rooms in the Council Offices for the consideration of matters connected with the functions of the Local Authority.~~
- ~~(ii) — Council / Committee items and other relevant documentation via the Council's Member despatch system; and~~
- ~~(iii) — Copying facilities.~~

No. 46

REQUIREMENTS FOR OFFICERS TO CONSULT WITH MEMBERS

Throughout Financial Regulations, the Scheme of Delegation and the Planning Protocol (parts C, E and F of the Constitution) requirements for officers having to consult Members shall be interpreted as follows:

- (i) if the Council is in a state of no overall control (i.e. where no single political group or a coalition of groups has an absolute majority of seats) such consultation shall be with the Leaders, or their nominated representatives, of political groups comprising eight or more Councillors; or

- (ii) if a single political group or a coalition of groups forming the Administration has an absolute majority of seats, such consultation shall be solely with the Leader(s) of the Council or his / her / their nominated representative(s).

GENERAL MATTERS

No. 47

INTERPRETATION OF STANDING ORDERS

- (1) The ruling of the Chair as to the construction or application of any of these Standing Orders, or as to any proceedings of the Council, shall not be challenged at any meeting of the Council. The Chair may call upon the Chief Executive to give advice at Council meetings on any matter.
- (2) This Standing Order shall also apply with any necessary modification to the ruling of the Chair at any Committee or Sub-Committee meeting.

No. 48

SUSPENSION OF STANDING ORDERS

- (1) Subject to paragraph (2) of this Standing Order, any of the preceding Standing Orders (other than Standing Orders 13 (3) and (5) which are mandatory) may be suspended so far as regards any business at the meeting where its suspension is moved.
- (2) A motion to suspend Standing Orders shall not be moved without notice in Council (i.e. under Standing Order No. 9) or Committee unless there shall be present at least one-half of the whole number of the members of the Council or Committee.

No. 49

CONSTITUTION - ~~COPIES TO BE GIVEN TO MEMBERS AND~~ AMENDMENTS

- ~~(1) A printed copy of the Constitution shall be given to each newly elected Member of the Council.~~
- ~~(2)~~ Power to make significant revisions to the Constitution is reserved for the Council (including upon consideration of recommendations from the Strategy & Resources Committee (subject to other Policy Committees being able to make recommendations direct to Council about proposed changes to their Terms of Reference). Subject to the matter being reported on the Delegated Action List, minor and consequential amendments can be made by the Chief Executive.

No. 50

LOCAL CODE OF CONDUCT FOR MEMBERS

- (1) All Members of the Council must familiarise themselves with the contents of the Local Code of Conduct, a copy of which forms part of the Council's Constitution.
- (2) Each Member shall provide an annual signed undertaking to abide by the 7 'Nolan Principles of public life' (listed below) while serving as a Councillor:
 - selflessness
 - integrity
 - objectivity
 - accountability
 - openness
 - honesty
 - leadership.

No. 51

CUSTODY OF SEAL

The Common Seal of the Council shall be kept in a safe place in the custody of the Head of Legal and Monitoring Officer.

No. 52

INSPECTION OF DOCUMENTS

In addition to the rights given to Members by Section 100F (Rights of Access to Documents) of the Local Government Act 1972, a Member of the Council may also establish the need to know and hence a right to inspect any document in the Council's possession on an approach to the Chief Executive.

NOTES

- (i) References in these Standing Orders to the feminine / masculine genders are interchangeable. References to the singular shall also include the plural and vice-versa.
- (ii) A clear working day means any day from Mondays to Fridays inclusive but specifically excludes Public and Bank Holidays and weekends.
- (iii) In respect of the decision making process and by virtue of Minute 541 (94/95), the Council has accepted the general principle that a decision, once taken, should not be changed at the same Council/Committee/Sub-Committee meeting.

Timetable of Meetings for 2024/25

Strategy & Resources Committee Tuesday, 30 January 2024

Report of: Head of Legal Services & Monitoring Officer

Purpose: For recommendation

Publication status: Open

Wards affected: All

Executive summary:

The purpose of this report is to enable the Committee to recommend a timetable of Committee and Council meetings for the 2024/25 municipal year. The proposed timetable reflects the 2023/24 timetable with several minor changes. The report also explains the key purpose of certain meetings.

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

Contact officer Alex Berry, Democratic and Electoral Services Manager,
aberry@tandridge.gov.uk

Vince Sharp, Democratic and Electoral Services Officer,
vsharp@tandridge.gov.uk

Recommendation to Committee:

That, notwithstanding the scope for additional meetings to be convened in consultation with relevant Committee chairs, the 2024/25 timetable of meetings, attached at appendix A, be recommended to Full Council for adoption.

Reason for recommendation:

The Authority needs to have the dates of its Council and Committee meetings in place for the next municipal year. The rationale for the suggested meeting dates is explained within the report.

Introduction and background

- 1 The proposed timetable at appendix A has been prepared in light of the following assumptions and conventions:
 - a) the 2023/24 timetable of meetings has allowed for the discharge of Committee and Council decisions at appropriate times.
 - b) the current Committee structure will be retained for 2024/25.
 - c) monthly Planning Committees are scheduled, where possible, with a maximum gap of 6 weeks between meetings to avoid the potential for non-determination of applications.
 - d) the Investment Sub-Committee will continue to meet on Friday mornings.
 - e) August is to be kept free of meetings.
 - f) no Policy Committees have been scheduled to meet in the week before Full Council so that the 'Council Book' can be published with the relevant Committee minutes included. However, some Planning and Audit & Scrutiny dates fall in 'pre-Council' weeks and, in such cases, the minutes of the relevant meetings will be circulated as a supplement to the Council Book in advance of the imminent Council meeting or stand deferred until the next Council meeting.
 - g) as far as practicable, the principle of having only one policy or planning committee in a week, held on a Thursday, has been applied.
- 2 However, within these assumptions and conventions a number of changes are proposed:
 - a) Audit & Scrutiny Committee will meet after Strategy & Resources Committee in each cycle, apart from September where it is listed as provisional for the sign off of accounts before the end of the month.
 - b) Changes to dates are proposed within the September and November cycle to spread out Policy Committee meetings. This ensures there is only one Policy Committee per week in those months. This will also assist officers drafting and signing off reports by spacing deadlines out.

- 3 It has not been possible to apply principle 'g' above, on the following occasions:
 - a. The first Housing Committee meeting (18 June 2024) will be on a Tuesday, two days before Planning Policy Committee. This is because the appointment of committees and election of Chairs won't take place until Annual Council on 23 May. The first available 'Thursday slot' following that is 6 June. Planning Committees have been prioritised for 6 June and 4 July in line with convention 'c' above. There are not enough Thursdays in between to accommodate all four Policy Committees.
 - b. Given the expectation that Full Council will set the 2024/25 budget on 13 February 2025 following engagement with Policy Committees, the Community Services and Planning Policy Committees are proposed to meet in the same week (14 January 2025 and 16 January 2025 respectively)

Consultation

- 4 Consultation on the proposed timetable was undertaken with the Council's Management Team and the four Political Group Leaders prior to consideration by the committee.

Key implications

Comments of the Chief Finance Officer

For Finance there are two separate processes: Statutory Accounts reporting and Budget Setting and Monitoring.

Statutory Accounts – Audit & Scrutiny Committee approves the Council's annual statements of accounts. Due to delays in the external audit process, the timetable for this is uncertain, however the proposed schedule of A&S meetings provides adequate scope to present the accounts.

Budget Setting and Monitoring – The planned budget setting process would enable officers to engage with Members on the draft Medium Term Financial Strategy. The Autumn Statement and the Member engagement feedback would be incorporated into the draft budget presented in November. The Provisional Settlement information and further refinement on the committee budgets would be presented to policy committees in January 2025. The consolidated final budget report with the Council Tax Precept and balanced revenue budget to Strategy & Resources will be supported by the S151 Officer section 25 Local Government Act 2003 report on the robustness of the estimates and adequacy of reserve. The budget monitoring reporting is currently circulated informally to Members through Group Leaders. Quarterly financial reports are presented to each Policy committee.

This process and proposed committee timetable meets the two key statutory deadlines:

- Approving the Council Tax – tax base deadline is 31st January. This is achieved by taking the tax base as part of the draft budget in November.
- Approving the Council Tax precept – issuing the council tax bills deadline is 1st March. To meet this deadline, the Revenues and Benefits team require the whole precept (Surrey County Council, Surrey Police, Tandridge Parishes and Tandridge’s) to be approved at least 10 working days before. This is achieved by having Council on the 13th February.

Therefore, the proposed committee timetable fits the finance processes.

Comments of the Head of Legal Services

There are no direct legal implications associated with this report. The determination of the calendar of Council and Committee Meetings for the ensuing municipal year will need to be approved by Full Council.

Equality

There are no significant equality implications associated with this report.

Climate change

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

Appendices

Appendix A – Proposed timetable of meetings for 2024/25

Background papers

None.

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

Appendix A

Proposed Timetable of Meetings for 2024/25 (meetings start at 7.30pm unless otherwise indicated)

MAY 2024	JUNE 2024	JULY 2024	AUGUST 2024	SEPT 2024	OCT 2024	NOV 2024	DEC 2024
1Weds	1Sat	1Mon	1Thurs	1Sun	1Tues	1Fri	1Sun
2Thurs Elections	2Sun	2Tues A&S	2Fri	2Mon	2Weds	2Sat	2Mon
3Fri	3Mon	3Weds	3Sat	3Tues CS	3Thurs P	3Sun	3Tues
4Sat	4Tues	4Thurs P	4Sun	4Weds	4Fri	4Mon	4Weds
5Sun	5Weds	5Fri	5Mon	5Thurs P	5Sat	5Tues CS	5Thurs A&S
6Mon BH	6Thurs P	6Sat	6Tues	6Fri	6Sun	6Weds	6Fri
7Tues	7Fri	7Sun	7Weds	7Sat	7Mon	7Thurs P	7Sat
8Weds	8Sat	8Mon	8Thurs	8Sun	8Tues	8Fri ISC 10am³	8Sun
9Thurs	9Sun	9Tues	9Fri	9Mon	9Weds	9Sat	9Mon
10Fri	10Mon	10Weds	10Sat	10Tues S	10Thurs	10Sun	10Tues
11Sat	11Tues	11Thurs	11Sun	11Weds	11Fri	11Mon	11Weds
12Sun	12Weds	12Fri	12Mon	12Thurs H	12Sat	12Tues	12Thurs P
13Mon	13Thurs CS	13Sat	13Tues	13Fri	13Sun	13Weds	13Fri
14Tues	14Fri ISC 10am¹	14Sun	14Weds	14Sat	14Mon	14Thurs H	14Sat
15Weds	15 Sat	15Mon	15Thurs	15Sun	15Tues	15Fri	15Sun
16Thurs	16Sun	16Tues	16Fri	16Mon	16Weds	16Sat	16Mon
17Fri	17Mon	17Weds	17Sat	17Tues	17Thurs C	17Sun	17Tues
18Sat	18Tues H	18Thurs C	18Sun	18Weds	18Fri	18Mon	18Weds
19Sun	19Weds	19Fri	19Mon	19Thurs PP	19Sat	19Tues	19Thurs C
20Mon	20Thurs PP	20Sat	20Tues	20Fri	20Sun	20Weds	20Fri
21Tues	21Fri	21Sun	21Weds	21Sat	21Mon	21Thurs PP	21Sat
22Weds	22Sat	22Mon	22Thurs	22Sun	22Tues	22Fri	22Sun
23Thurs AC	23Sun	23Tues	23Fri	23Mon	23Weds	23Sat	23Mon
24Fri	24Mon	24Weds	24 Sat	24Tues A&S¹⁰	24Thurs	24 Sun	24Tues
25Sat	25Tues	25Thurs P	25Sun	25Weds	25Fri	25Mon	25Weds BH
26Sun	26Weds	26Fri	26Mon BH	26Thurs S&R	26Sat	26Tues	26Thurs BH
27Mon BH	27Thurs S&R²	27Sat	27Tues	27Fri	27Sun	27Weds	27Fri
28Tues	28Fri	28Sun	28Weds	28Sat	28Mon	28Thurs S&R⁴	28Sat
29Weds	29 Sat	29Mon	29Thurs	29Sun	29Tues	29Fri	29Sun
30Thurs	30Sun	30Tues	30Fri	30Mon	30Weds	30Sat	30Mon
31 Fri		31 Weds	31Sat		31Thurs		31Tues

Appendix A

JAN 2025	FEB 2025	MAR 2025	APR 2025	MAY 2025
1Weds BH	1Sat	1Sat	1Tues	1Thurs Elections
2Thurs	2Sun	2Sun	2Weds	2Fri
3Fri	3Mon	3Mon	3Thurs A&S ¹⁰	3Sat
4Sat	4Tues A&S	4Tues	4Fri	4Sun
5Sun	5Weds	5Weds	5Sat	5Mon BH
6Mon	6Thurs P	6Thurs P	6Sun	6Tues
7Tues	7Fri	7Fri	7Mon	7Weds
8Weds	8Sat	8Sat	8Tues P	8Thurs
9Thurs P	9Sun	9Sun	9Weds	9Fri
10Fri	10Mon	10Mon	10Thurs C	10Sat
11Sat	11Tues	11Tues	11Fri	11Sun
12Sun	12Weds	12Weds	12Sat	12Mon
13Mon	13Thurs C ⁸	13Thurs CS ⁹	13Sun	13Tues
14Tues CS ⁵	14Fri	14Fri	14Mon	14Weds
15Weds	15 Sat	15 Sat	15Tues	15Thurs
16Thurs PP ⁵	16Sun	16Sun	16Weds	16Fri
17Fri ISC ⁶ 10am	17Mon	17Mon	17Thurs	17Sat
18Sat	18Tues	18Tues H	18Fri BH	18Sun
19Sun	19Weds	19Weds	19Sat	19Mon
20Mon	20Thurs	20Thurs PP	20Sun	20Tues
21Tues	21Fri	21Fri	21Mon BH	21Weds
22Weds	22Sat	22Sat	22Tues	22Thurs AC
23Thurs H ⁵⁺	23Sun	23Sun	23Weds	23Fri
24Fri	24Mon	24Mon	24Thurs	24 Sat
25Sat	25Tues S	25Tues	25Fri	25Sun
26Sun	26Weds	26Weds	26Sat	26Mon BH
27Mon	27Thurs	27Thurs S&R	27Sun	27Tues
28Tues	28Fri	28Fri	28Mon	28Weds
29Weds		29 Sat	29Tues	29Thurs
30Thurs S&R ⁷		30Sun	30Weds	30Fri
31 Fri		31Mon		31Sat

KEY TO CODING

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

School holidays

1 = 23/24 treasury investment outturn

2= 23/24 budget outturn

3= mid-year treasury investment review

4 = draft Council budget for 25/26

5 = 25/26 budget setting meetings

5+ = 25/26 budget setting meetings including housing rents

6 = capital & investment strategy

7= to agree the S&R budget envelope and recommend Council Tax & council wide budget for 25/26

8= to set the Council Tax & budget for 25/26

9 = community safety review

10 = provisional if required

TANDRIDGE DISTRICT COUNCIL**INVESTMENT SUB COMMITTEE**

Minutes and report to Council of the meeting of the Committee held in the Council Chamber, Council Offices, Station Road East, Oxted on the 3 November 2023 at 10.00 am.

PRESENT: Councillors Langton (Chair), Booth, Botten, Chris Farr, Hammond, Alun Jones and O'Driscoll (Substitute) (In place of Cooper)

ALSO PRESENT: Councillors Gaffney

ALSO PRESENT (Virtually): Councillor Smith

APOLOGIES FOR ABSENCE: Councillor Cooper

1. MINUTES OF THE MEETING HELD ON THE 16TH JUNE 2023

These minutes were approved and signed as a correct record.

2. SUMMARY INVESTMENT AND BORROWING POSITION AT 30TH SEPTEMBER 2023

A report with the investment analysis at Annexes A and B was presented. This confirmed that, at 30th September 2023:

- (i) total long term treasury investments (over 12 months) amounted to £10.7m
- (ii) short term investments (less than 12 months) amounted to £13m
- (iii) the Council also held £16.5m in non-treasury investments, comprising capital loans to specific service providers and limited companies
- (iv) the total amount of Public Works Loan Board (PWLB) loans was £99.4m, comprising £43.4m General Fund loans and £56m Housing Revenue Account loans.

Following consultation, the Government had extended the 'IFRS 9 statutory override' until March 2025. Consequently, the General Fund would continue to be insulated from gains and losses in the capital value of the Council's long-term investments in the following four funds:

- CCLA Property Fund
- Schroders Credit/Bond Fund
- UBS Multi Asset Fund
- CCLA Diversification Fund.

However, the Government's commentary on the consultation outcome suggested that the override might not be further extended. In that respect, the Council's Investment Performance Equalisation Reserve (IPER) would mitigate against the risk of reductions in the carrying value of the above funds from impacting upon the General Fund balance. At the previous meeting, it was noted that IPER surpluses could be released to the General Fund if and when confidence in the assets' market values recovered. The current carrying loss had increased to £1.5m and it remained uncertain whether market values would recover by the time the current override

elapsed. The Chief Finance Officer confirmed that the 2023/24 investment outturn report (to be submitted to the Sub-Committee early in the next financial year) would enable Members to consider options for utilising investment income and use of the IPER.

A Quarter 2 update on performance against the Council's treasury and other prudential indicators was also submitted. This included commentary on a new Public Works Loan Board discounted rate for Housing Revenue Account borrowing, made available from 15th June 2023. Advice would be taken from Arlingclose and the Centre of Expertise on whether accessing this rate offered good value. (The Council's HRA debt was currently funded by internal borrowing).

RESOLVED – that the following be noted:

- A. the Council's investment and borrowing position at 30th September 2023 as set out in Annexes A and B;
- B. the Council's actual performance against the indicators set within the Treasury Management Strategy for 2023/24 in Annex C;
- C. the commentary from Arlingclose on the external context for treasury management; and
- D. the update on the performance of the Council's long-term treasury investments.

3. INVESTMENT PROPERTY UPDATE

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

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

Gryllus properties:

80-84 Station Road East, Oxted

The previous lease expired on the 17th September 2023 and a new lease was being negotiated.

30-32 Week Street, Maidstone

The terms of a lease to a new tenant were close to being agreed, with a schedule of refurbishment works ready to go to tender. A dilapidations claim was also being negotiated with the previous tenant, details of which were discussed. The Chief Finance Officer explained the implications of the reduction in rental income arising from the prospective new lease.

Castlefield House, Reigate

Members were advised about the Council's potential approach to this asset in light of the next rent review and the intentions of the existing tenant.

TDC properties:**Quadrant House, Caterham Valley**

Since the previous report, Subway had renewed its lease of 49 Croydon Road, details of which were shared with the Sub-Committee. It was also noted that Suite 1C Quadrant House North was being marketed following the departure of the previous tenant. An offer to let another area of Quadrant House and potential terms for renewal of the Workary lease were the subject of two separate items on the agenda.

Village Health Club, Caterham on the Hill

The tenant, Freedom Leisure, had sought financial assistance from the Council for both this site and Tandridge Leisure Pool in Oxted. Members were updated about the Council's response to this request which, while falling short of direct financial support, included a grant application to England's Swimming Pool Support Fund. Concerns regarding the current inability to impose service delivery standards as part of the lease agreements (which were limited to property contracts) for these two sites were discussed.

Council Offices, Oxted

Members were advised about a recent letting and two other lease renewals. Officers had continued to assess the scope for further lettings, together with potential solutions for increasing car parking capacity, and wished to instruct a local agent to begin marketing the surplus space. Potential options for assisting those working in the Council Offices to park elsewhere in Oxted were discussed.

R E S O L V E D – that:

- A. the report be noted; and
- B. the Officers' initiative to lease more surplus space at the Council Offices be endorsed.

4. PROPOSED NEW SHOP LETTING

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

A report concerning an offer to let three shop units in Quadrant House, Caterham was considered. Opposing arguments about whether the Council should accept the offer were debated, which concluded with the Sub-Committee voting against.

R E C O M M E N D E D (to the Strategy & Resources Committee) that the offer from a prospective tenant to lease three shop units in Quadrant House be declined.

5. THE WORKARY LEASE RENEWAL

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

Wimbletech, trading as 'The Workery', had been occupying a unit in Quadrant House, Caterham as a co-working office since August 2020. The original lease had expired on 12th August 2022 and officers had since been attempting to negotiate terms for a renewal. Negotiations had reached an impasse and Officers wished to seek guidance from the Sub-Committee on how to proceed. A report was submitted regarding officers' proposed terms for the renewal of Wimbletech's lease.

RESOLVED – that a renewal of the lease to Wimbletech be on the terms presented within the report.

Rising 12.08 pm

Annex 'A'

Annex 'A'

Summary of Investments and Borrowing

Investment	Original Value - Long Term Treasury Investments £	Net Asset Value 31/03/23 £	Net Asset Value 30/09/23 £	Yield Rate Note 1 %	Forecast Return 2023/24 £	Previous Year Actual Return £
Treasury Investments (Non-specified)- Long Term (over 12 mths)						
CCLA Property Fund	4,000,000	4,082,278	4,028,890	4.72	189,999	173,997
Schroders Bond Fund	3,000,000	2,550,204	2,581,908	5.85	151,110	149,038
UBS Multi Asset Fund	3,000,000	2,208,433	2,069,445	7.49	154,957	145,657
CCLA Diversification Fund	2,000,000	1,864,707	1,835,035	3.56	65,280	56,357
Funding Circle		142,398	148,766	-	6,371	20,249
Sub Total Non-specified (Treasury Investments)	12,000,000	10,848,020	10,664,044		567,717	545,299
Treasury Investments (Specified)-Short Term (less than 12 mths)						
Liquidity Plus Funds		1,994,226	1,998,272	4.51	90,059	37,475
Money Market Funds		4,000,000	11,000,000	5.10	465,148	394,562
Total Specified Investments		5,994,226	12,998,272		555,207	432,037
Total Treasury Investments		16,842,246	23,662,316		1,122,924	977,336
Non-Treasury Investments (Non-Specified)- Long Term (over 12 mths)						
Gryllus Property Company Loan - Maidstone		2,394,000	2,394,000	5.81	139,023	139,023
Freedom Leisure- Loan (TLP)		387,429	290,571	5.50	21,309	31,963
Freedom Leisure- Loan (de Stafford)		248,286	186,214	7.58	18,820	28,230
Gryllus Property Company Loan - 80-84 Station Rd East		1,012,500	1,012,500	5.43	54,979	54,979
Gryllus Property Company Loan - Castlefield		11,664,000	11,664,000	6.10	711,504	711,504
Gryllus Property Company Share Capital Note 2		994,100	994,100	-	-	-
Sub Total Non-Treasury Investments		16,700,314	16,541,386		945,634	965,699
Total Investments (Treasury & Non-Treasury)		33,542,561	40,203,701		2,068,558	1,943,035
Total Investment Income Budget 2023/24					1,495,700	1,495,700
Over/(under) budget					572,858	447,335

Borrowing	Balance as at 30/09/23	Interest	Forecast Cost 2023/24	Period to maturity	Previous Year Cost
	£	%	£	(years)	£
General Fund Borrowing					
Gryllus Loan	3,420,000	2.46	84,132	44	84,132
Freedom Leisure Loan	2,225,000	2.45	54,513	44	54,513
Village Health Club	938,678	2.38	22,341	44	22,341
Linden House	4,175,000	2.69	112,308	25	112,308
Linden House	254,000	2.42	6,147	26	6,147
Quadrant House	15,340,000	2.41	369,694	45	369,694
Quadrant House	800,000	2.28	18,240	46	18,240
Gryllus - 80-84 Station Road	724,400	2.28	16,516	46	16,516
Gryllus - Castlefield	15,549,000	2.91	452,476	46	452,476
Sub Total General Fund Borrowing	43,426,078		1,136,366		1,136,366
Total GF PWLB Budget 2023/24			1,137,000		1,137,000
Over/(under) budget			(634)		(634)
HRA Borrowing					
Public Works Loan Board	55,989,000	2.72	1,520,196	13	1,596,258
Sub Total HRA Borrowing	55,989,000		1,520,196		1,596,258
Total HRA PWLB Budget 2023/24			1,639,600		1,639,600
Over/(under) budget			(119,404)		(43,342)
Total Borrowing	99,415,078		2,656,562		2,732,624
Total Budget 2023/24			2,776,600		2,776,600
Total Over/(under) budget			(120,038)		(43,976)

Net borrowing balance at 30 September 2023 (Total Borrowing less Treasury Investments)	82,572,832
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Notes:

1. Yield Rate:

For Specified and Non specified Investments, this is the forecast return divided by net asset value as at 30/09/23;
For Specified investments, this is the forecast return divided by the average investment value during the year

2. Gryllus share capital comprises of equity shares arising from loans granted

3. The period to maturity included for HRA borrowing is the weighted average for all loans outstanding.

Market Value of Long Term Investments at 30/09/2023

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Carrying Value	31.3.2018	31.3.2019	31.03.2020	31.03.2021	31.03.2022	31.03.2023	30.09.2023
	£	£	£	£	£	£	£
CCLA Property Fund	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Schroders Bond Fund	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
UBS Multi Asset Fund	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
CCLA Diversification Fund	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Total	12,000,000	12,000,000	12,000,000	12,000,000	12,000,000	12,000,000	12,000,000

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Market Value	31.3.2018	31.3.2019	31.03.2020	31.03.2021	31.03.2022	31.03.2023	30.09.2023
	£	£	£	£	£	£	£
CCLA Property Fund(mid-market value)	4,276,854	4,276,005	4,188,063	4,158,183	4,888,056	4,082,278	4,028,890
Schroders Bond Fund	2,912,837	2,865,130	2,539,938	2,908,911	2,775,151	2,550,204	2,581,908
UBS Multi Asset Fund	2,918,160	2,868,479	2,520,713	2,777,398	2,639,592	2,208,433	2,069,445
CCLA Diversification Fund (indicative market value)	1,921,257	1,982,167	1,804,193	1,955,874	2,046,513	1,864,707	1,835,035
Total	12,029,108	11,991,781	11,052,907	11,800,366	12,349,313	10,705,622	10,515,278

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Surplus/(Deficit)	31.3.2018	31.3.2019	31.03.2020	31.03.2021	31.03.2022	31.03.2023	30.09.2023
	£	£	£	£	£	£	£
CCLA Property Fund	276,854	276,005	188,063	158,183	888,056	82,278	28,890
Schroders Bond Fund	(87,163)	(134,870)	(460,062)	(91,089)	(224,849)	(449,796)	(418,092)
UBS Multi Asset Fund	(81,840)	(131,521)	(479,287)	(222,602)	(360,408)	(791,567)	(930,555)
CCLA Diversification Fund	(78,743)	(17,833)	(195,807)	(44,126)	46,513	(135,293)	(164,965)
Total	29,108	(8,219)	(947,093)	(199,634)	349,313	(1,294,378)	(1,484,722)

Prudential Indicators – Q2 2023/24

The 2021 Prudential and Treasury Management Codes require the Council to report on prudential indicators on a quarterly basis. These indicators report on capital expenditure, borrowing and commercial and service investments in light of overall organisational strategy and resources, and ensure that decisions are being made with sufficient regard to the long-run financing implications and potential risks to the Council.

Table 1 – Estimates of Capital Expenditure

Capital expenditure refers to Council spending on assets such as infrastructure, property or vehicles that will be used for more than one year. In Local Government this includes spending on assets owned by other bodies and loans and grants to other bodies, enabling them to buy assets.

At Month 5 the Council was forecasting total capital expenditure for 2023/24 of £19.8m. This is a variance of £0.6m compared to what was reported in the 2023/24 Capital, Investment and Treasury Management Strategy. This is the result of unspent budget carry forwards from 2022/23 agreed since the Strategy was published, offset by forecast underspends in-year on Council House Building (£3.9m), Croydon Road Regeneration (£2.3m) and capital contributions to third parties from CIL (£2.1m).

	2022/23 Actual £m	2023/24 Estimate (Capital Strategy) £m	2023/24 Forecast £m	2024/25 Budget £m	2025/26 Budget £m	Total – 2023/24 to 2025/26 £m
General Fund services	4.9	3.8	3.7	2.8	1.8	8.2
Council Housing (HRA)	11.5	15.4	16.1	12.7	3.9	32.8
Total	16.4	19.2	19.8	15.5	5.7	41.0

Table 2 – Capital Financing Requirement

The Council's cumulative outstanding amount of debt finance is measured by the Capital Financing Requirement (CFR). This increases with new debt-financed capital expenditure on service delivery and on investments and reduces with MRP and capital receipts used to replace debt.

The current estimated CFR for 2023/24 is £1.4m lower than what was estimated in the 2023/24 Capital, Investment and Treasury Management Strategy. This is based on forecast capital expenditure at Month 5, and is a result of forecast underspends on capital schemes, including those referenced in Table 1, which reduce the anticipated underlying need to borrow to finance them.

	31/03/2023 Actual £m	31/03/2024 Estimate (Capital Strategy) £m	31/03/2024 Forecast £m	31/03/2025 Budget £m	31/03/2026 Budget £m
General Fund services	46.9	47.6	48.0	48.1	47.7
Council Housing (HRA)	61.7	71.5	69.7	74.6	74.6
Total CFR	108.5	119.1	117.7	122.7	122.3

Table 3 – Gross Debt and the Capital Financing Requirement

Statutory guidance is that debt should remain below the capital financing requirement, except in the short term. The Council has complied and expects to continue to comply with this requirement in the medium term as is shown below.

The current estimated level of gross debt is £6.1m less than what was estimated in the 2023/24 Capital, Investment and Treasury Management Strategy. This is based on forecast capital expenditure at M5, and is a result of forecast underspends on the schemes referenced in Table 1 which reduce the anticipated requirement to borrow to finance them.

	31/03/2023 Actual £m	31/03/2024 Estimate (Capital Strategy) £m	31/03/2024 Forecast £m	31/03/2025 Budget £m	31/03/2026 Budget £m	Debt at 30/09/2023 £m
Debt (incl. PFI & leases)	99.4	112.7	106.6	109.3	106.5	99.4
Capital Financing Requirement	108.5	119.1	117.7	122.7	122.3	

Table 4 – Debt and the Authorised Limit and Operational Boundary

The Council is legally obliged to set an affordable borrowing limit (also termed the Authorised Limit for external debt) each year and to keep it under review. In line with statutory guidance, a lower “operational boundary” is also set as a warning level should debt approach the limit. These limits were set in the 2023/24 Capital, Investment and Treasury Management Strategy. The Council has complied with the limits at Q2 2023/24.

	Maximum Debt Q2 2023/24 £m	Debt at 30/09/2023 £m	2023/24 Authorised Limit £m	2023/24 Operational Boundary £m	Complied?
Borrowing	99.4	99.4	150.0	140.0	✓
PFI and Finance Leases	-	-	-	-	
Total debt	99.4	99.4	150.0	140.0	

Table 5 – Net Income from Commercial and Service Investments to Net Revenue Stream

The Council's income from commercial and service investments as a proportion of its net revenue stream has been and is expected to be as indicated below. This is unchanged from the 2023/24 Capital, Investment & Treasury Management Strategy.

	2022/23 Actual £m	2023/24 Estimate (Capital Strategy) £m	2023/24 Forecast £m	2024/25 Budget £m	2025/26 Budget £m
Total net income from service and commercial investments	1.7	1.7	1.7	1.7	1.7
Proportion of net revenue stream	15%	14%	14%	14%	14%

Table 6 – Proportion of financing costs to net revenue stream

Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue. The proportion of financing costs to net revenue stream is expected to rise marginally compared to what was reported in the 2023/24 Capital, Investment & Treasury Management Strategy.

	2022/23 Actual £m	2023/24 Estimate (Capital Strategy) £m	2023/24 Forecast £m	2024/25 Budget £m	2025/26 Budget £m
General Fund – Financing costs	2.3	2.0	2.3	2.0	2.1
Proportion of net revenue stream	20%	17%	19%	17%	18%

Table 7 – Maturity Structure of Borrowing

This indicator is set to control the Council’s exposure to refinancing risk. The upper and lower limits on the maturity structure of all borrowing are as below, all of which the Council complied with at Q2 of 2023/24.

	Upper Limit 2023/24 %	Lower Limit 2023/24 %	Actual at 30/09/23 %	Complied?
Under 1 year	15	-	3%	Yes
1 to 2 years	15	-	3%	
2 to 5 years	25	-	13%	
5 to 10 years	50	-	20%	
More than 10 years	50	-	4%	
Over 20 years	70	-	56%	
Total			100%	

Table 8 – Long-term Treasury Management Investments

The purpose of this indicator is to control the Authority’s exposure to the risk of incurring losses by seeking early repayment of its investments. Long-term investments with no fixed maturity date include strategic pooled funds, real estate investment trusts and directly held equity but exclude money market funds and bank accounts with no fixed maturity date as these are considered short-term. The prudential limits on the long-term treasury management limits are as below, and the Council has complied with these as at Q2 of 2023/24.

	2023/24 £m	2024/25 £m	No fixed date £m
Limit on principal invested beyond year end	16	16	16
Actual principal invested beyond year end	-	-	10.7
Complied?	Yes	Yes	Yes

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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