

Roberto Tambini
Chief Executive

Please contact: Greg Halliwell
Please telephone: 01784 446267
E-mail address: g.halliwell@spelthorne.gov.uk
Our Ref: PGH/Cabinet
Date: 16 January 2015

Notice of Meeting

CABINET

Date: Tuesday 27 January 2015

Time: 19.00hrs

Place: Council Chamber, Council Offices, Knowle Green, Staines-upon-Thames

Members of the Cabinet	Cabinet member areas of responsibility
R.L. Watts (Chairman)	Leader of the Council, Strategy and Human Resources
P. Forbes-Forsyth (Vice-Chairman)	Deputy Leader, Community Safety, Young People, Leisure and Culture
T.J.M. Evans	Finance
N. St. J. Gething	Economic Development and Fixed Assets
V. J. Leighton	Planning and Corporate Development
A. J. Mitchell	Environment (including Parks and Waste Management)
D. Patel	Parking services and ICT
J. M. Pinkerton OBE	Housing, Health, Wellbeing and Independent Living
J. R. Sexton	Communications and Procurement

AGENDA

Description	Page Number
1. Apologies for absence	
To receive any apologies for non-attendance.	
2. Minutes	
To confirm the minutes of the meeting held on 16 December 2014.	1 - 5
3. Disclosures of Interest	
To receive any disclosures of interest from members in accordance with the Council's Code of Conduct for members.	
4. Treasury Management Strategy Statement and Annual Investment Strategy 2015-16 - Key Decision	
Councillor Evans	6 - 22
5. High level options appraisal for the redevelopment of the Council offices site and the relocation to alternative accommodation - Key Decision	
Councillor Gething	23 - 34
6. Annual Pay Policy Statement 2015-16	
Councillor Watts	35 - 54
7. Airports Commission - response to consultation	
Councillor Leighton	55 - 60
8. Review of Designated Public Place Order (DPPO)	
Councillor Forbes-Forsyth	61 - 62
9. Review of the Leisure and Culture Strategy actions during 2014 and action plan for 2015	
Councillor Forbes-Forsyth	63 - 89
10. Calendar of Meetings 2015-16	
Councillor Leighton	90 - 95
11. Leader's Announcements	
To receive any announcements from the Leader.	

12. Issues for future meetings

Members are requested to identify issues to be considered at future meetings.

13. Urgent Items

To consider any items which the Chairman considers as urgent.

Minutes of Cabinet

16 December 2014

Present:

Councillor R.L. Watts, Leader of the Council, Chairman of the Cabinet and Cabinet Member for Strategy and Human Resources
Councillor P. Forbes-Forsyth, Deputy Leader and Cabinet Member for Community Safety, Young People, Leisure and Culture
Councillor T.J.M. Evans, Cabinet Member for Finance
Councillor N. Gething, Cabinet Member for Economic Development and Fixed Assets
Councillor V.J. Leighton, Cabinet Member for Planning and Corporate Development
Councillor T. Mitchell, Cabinet Member for Environment
Councillor D. Patel, Cabinet Member for Parking services and ICT
Councillor J.M. Pinkerton OBE, Cabinet Member for Housing, Health, Wellbeing and Independent Living
Councillor J. Sexton, Cabinet Member for Communications and Procurement

Councillors in attendance: Councillor F.A. Ayers, Leader, Spelthorne Independent Party

2119. Minutes

The minutes of the Cabinet meeting held on 18 November 2014 were agreed as correct.

2120. Disclosures of Interest

There were none.

2121. Bridge Street car park redevelopment – Key Decision

Cabinet received a report on the proposed sale and disposal of the Bridge Street car park site.

RESOLVED that Cabinet authorises the assistant Chief Executive for Assets and Finance:

- To proceed with the sale and disposal, and select the preferred bidder as advised in the Final Selection report of Cushman and Wakefield (confidential Appendix 3).
- To enter into a Conditional Sale and Development Agreement for the site.
- To dispose of the land on the best terms possible and provided that a certificate for best value has been received from the Council's professional advisors.
- To work with the preferred bidder to ensure a considered and well-designed scheme is brought forward, which meets the 6 development objectives in the Marketing brief, and for the Council to use external expert design and urban design advice to ensure these objectives are achieved.

Reason for the decision:

Cabinet noted the need to dispose of the land on the best possible terms for the Council and to ensure a well-designed housing scheme in the process.

2122. *The Crooked Billet – Key Decision

Cabinet received a report on a request for funding to develop the Crooked Billet site for affordable housing and to invest in future affordable housing opportunities.

RESOLVED TO RECOMMEND that Council:

- Agrees to a supplementary capital estimate of £500,000 for the above project.
- Agrees to setting up a £2 Million fund that can be drawn upon to be invested in affordable housing opportunities in advance of Section 106 funds being received.

Reason for the decision:

Cabinet noted that the provision of 29 properties on the Crooked Billet site would provide additional, permanent decent housing, reduce the overall reliance on bed and breakfast provision, and represents good value for the Council.

2123. Outline Budget 2015-16 to 2018-19

Cabinet received a report on the Outline Budget 2015-16 to 2018-19 and issues to be addressed as part of the first draft of the detailed Revenue Budget 2015-16.

RESOLVED that Cabinet agrees:

- That the net budgeted expenditure (before investment and use of reserves) for 2015-16 be set at a maximum level of £13.5m
- That the report be noted and that the Towards a Sustainable Future programme of savings and income generation continues to be progressed in order to enable the Management Team, the Leader and Cabinet, identify a package of options by which the budget can be balanced both in 2015-16 and over the following three years of the outline period.
- That the financial health indicators set out in paragraph 2.17 be agreed.

2124. Textiles collection service

Cabinet received a report on a proposal to set up a monthly kerbside collection of textiles and small waste electrical items to all houses in Spelthorne and provide textiles banks to flatted properties.

RESOLVED that Cabinet approves, in principle, Option 1 of the report, subject to the 2015-16 budget approval process.

Reason for the decision:

Cabinet noted that an additional collection service of textiles and small waste electrical items will generate income for the Council through Recycling Credit Claims (RCC).

2125. Land at Plots 12 and 13 tow path Shepperton (Revelstoke)

Cabinet received a report on a proposal to convert the land into a car park for the residents of Pharaohs Island.

RESOLVED that Cabinet agrees to:

- The proposals in principle.
- Authorise the Head of Asset Management to enter into lease negotiations with the Residents Association of Pharaoh's Island, subject to planning and valuation advice.
- A supplementary capital bid for the constructions and professional fees.

Reason for the decision:

Cabinet noted that the proposal represents a good use of the Council's assets.

2126. Vacant pavilion to the rear of Cedars recreation ground, Sunbury

Cabinet considered a report on a proposal to construct a new building in a more suitable location but still within the recreation ground.

RESOLVED that Cabinet accepts the tender from Sunshine Nursery.

Reason for the decision:

Cabinet noted that the proposal represents a good use of the Council's assets.

2127. Vacant commercial office, garages and service yards in Fordbridge park, Ashford

Cabinet considered a report on a proposal to refurbish the existing property and construct an extension to the front of the building, also adding soft play, all-weather play area and fencing.

RESOLVED that accept the tender from Sunshine Nursery.

Reason for the decision:

Cabinet noted that the proposal represents a good use of the Council's assets.

2128. *Community Infrastructure Levy (CIL) Charging Schedule implementation

Cabinet considered a report on the proposed implementation of the Community Infrastructure Charging schedule.

RESOLVED TO RECOMMEND that Council agrees to:

- Approve the CIL Charging Schedule.
- Adopt the proposed Instalment Policy.
- The proposed Regulation 123 List.
- The implementation of the CIL Charging Schedule with effect from 1 April 2015.

Reason for the decision:

Cabinet noted that CIL is a mechanism for collecting and pooling contributions from developers and will be the main source of funding for new or improved infrastructure.

2129. Leader's Announcements

The following are the latest service updates from various Council departments:

Councillor Robert Watts appeared before a special meeting held by the Airports Commission on Wednesday 3 December to hear the views of people around the Airport following the launch of a consultation in November inviting comments on the shortlisted runway options. Cllr Watts confirmed the Council's support for expansion at Heathrow and said: "The future of Heathrow is critical to both the local and national economy."

The new Spelthorne Enforcement Team has been launched with the aim of taking strong action against antisocial behaviour by making the most of the legal powers already held by the Council and Police. The team will tackle a range of problems including abandoned vehicles, dog fouling, fly posting and graffiti, fly tipping, litter and untaxed vehicles. Funding for the pilot project, which will run for two years, is being provided by the Police Commissioner's Office and the Council.

At the Partnership Action Day on 3 December, Enforcement officers from the Police, Borough Council, Trading Standards and DVLA worked throughout the day carrying out enforcement action including traffic speed checks; vehicle inspections; parking enforcement; and checks on taxi drivers, licensed premises and scrap metal dealers. The Spelthorne Enforcement Team focused on raising awareness of the enforcement pilot, visiting shops and speaking to residents about the work the team will be undertaking.

Housing Benefits have started a data matching exercise in conjunction with the DWP to help them ensure that claims are being assessed at the correct rate. This exercise involves comparing the earnings details given to the Council with the tax records held by HMRC. 163 cases are being examined.

Spelthorne residents are being encouraged to check the food hygiene ratings of restaurants before booking meals out with family and friends this Christmas. Currently in Spelthorne 93% of food businesses are rated satisfactory, good or very good. 55% of these businesses have achieved the top rating 'very good'.

The Bulletin magazine has been delivered to 42,000 homes in the Borough. This edition includes festive news and events, flood awareness information and updates on hot topics such as the sale of Bridge Street Car Park.

The Community Centres are holding Christmas parties for their members in the coming weeks. These are very much enjoyed by the older residents and guests.

A rest centre was opened at Fordbridge Centre on the night of 30 November following a fire at Renshaw Industrial Estate in Staines-upon-Thames. A total of 29 people, including six young children, were accommodated until it was safe for them to return to their homes. The Red Cross and clients commented on the excellent organisation at the Centre.

The IT Helpdesk received 351 helpdesk calls in the month of November. Of these calls, 26.7% were resolved within an hour, 20.2% within 2 hours and 10.2% within 24 hours (a total resolution rate of 57.1% within 24 hours).

The Mayor hosted a Charity Mauritian Evening on the evening of Friday 5 December in celebration of the 5th anniversary of Spelthorne's twinning with Grand Port, Mauritius. Over £2,000 was raised for the Mayor's Charities. London Irish Rugby Club provided the venue for the event and Barclays Bank matched the funding raised by the raffle and auction.

A number of plants have been stolen from the newly replanted Scott Freeman Garden located in Church Road, Ashford. An article has appeared in the local paper asking residents to contact the Council if they have any information about the theft.

Garden waste collections have now finished for the year and will resume in February.

Christmas lights have been installed in Staines-upon-Thames thanks to funding from British Gas.

2130. Issues for Future Meetings

There were none.

2131. Urgent items

There were none.

NOTES:-

- (1) ***Members of the Overview and Scrutiny Committee are reminded that under Overview and Scrutiny Procedure Rule, the "call-in" procedure shall not apply to recommendations the Cabinet makes to the Council. The matters on which recommendations have been made to the Council, if any, are identified with an asterisk [*] in the above Minutes.***
- (2) ***Members of the Overview and Scrutiny Committee are entitled to call in decisions taken by the Cabinet for scrutiny before they are implemented, other than any recommendations covered under (1) above.***
- (3) ***Within three working days of the date on which a decision of the Cabinet or a Cabinet Member is published, not less than three members [one of whom must be the Chairman] of the Overview and Scrutiny Committee are able to "call in" a decision;***
- (4) ***To avoid delay in considering an item "called in", an extraordinary meeting of the Overview and Scrutiny Committee will be convened within seven days of a "call in" being received if an ordinary meeting is not scheduled in that period;***
- (5) ***When calling in a Cabinet decision for review the members doing so should in their notice of "call in":-***
Outline their reasons for requiring a review;
 - ***Indicate any further information they consider the Overview and Scrutiny Committee needs to have before it in order to conduct a review in addition to the written report made by officers to the Cabinet;***
 - ***Indicate whether, where the decision was taken collectively by the Cabinet, they wish the Leader or his nominee (who should normally be the Cabinet Member) or where the decision was taken by a Cabinet Member, the member of the Cabinet making the decision, to attend the committee meeting; and***
 - ***Indicate whether the officer making the report to the Cabinet or the Cabinet Member taking the decision or his/her representative should attend the meeting.***
- (6) ***The deadline of three working days for "call in" by Members of the Overview and Scrutiny Committee in relation to the above decisions by the Cabinet is the close of business on 19 December 2014***

Cabinet**27 January 2015**

Title	Treasury Management Strategy Statement and Annual investment Strategy 2015-16		
Purpose of the report	To make a recommendation to Council on a Key Decision		
Report Author	Ryan Maslen		
Cabinet Member	Councillor Tim Evans	Confidential	No
Corporate Priority	Value for money Council		
Cabinet Values	Accountability		
Recommendations	The Cabinet is asked to recommend that Council approves the proposed Treasury Management Strategy and Annual Investment Strategy for 2015/16 as set out in this report		

1. Key issues**Background**

- 1.1 The Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2011 Edition (the CIPFA Code) requires the Council to approve a treasury management strategy before the start of each financial year.
- 1.2 In addition, the Department for Communities and Local Government (CLG) issued revised Guidance on Local Authority Investments in March 2010 that requires the Council to approve an investment strategy before the start of each financial year.
- 1.3 This report fulfils the Council's legal obligation under the Local Government Act 2003 to have regard to both the CIPFA Code and the CLG Guidance.
- 1.4 The Council has no long term borrowings but has invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk are therefore central to the Council's treasury management strategy.

Economic Background

- 1.5 There is momentum in the UK economy, with a continued period of growth through domestically-driven activity and strong household consumption. There are signs that growth is becoming more balanced. The greater contribution from business investment should support continued, albeit slower, expansion of Gross Domestic Product (GDP). However, inflationary pressure is benign and is likely to remain low in the short-term. There have

been large falls in unemployment but levels of part-time working, self-employment and underemployment are significant and nominal earnings growth remains weak and below inflation.

- 1.6 The Monetary Policy Committee's (MPC) focus is on both the degree of spare capacity in the economy and the rate at which this will be used up, factors prompting some debate on the Committee. Despite two MPC members having voted for a 0.25% increase in rates at each of the meetings August 2014 onwards, some Committee members have become more concerned that the economic outlook is less optimistic than at the time of the August Inflation Report.

Credit Outlook

- 1.7 The transposition of two European Union directives into UK legislation in the coming months will place the burden of rescuing failing EU banks disproportionately onto unsecured local authority investors. The Bank Recovery and Resolution Directive promotes the interests of individual and small businesses covered by the Financial Services Compensation Scheme and similar European schemes, while the recast Deposit Guarantee Schemes Directive includes large companies into these schemes. The combined effect of these two changes is to leave public authorities and financial organisations (including pension funds) as the only senior creditors likely to incur losses in a failing bank after July 2015.
- 1.8 The continued global economic recovery has led to a general improvement in credit conditions since last year. This is evidenced by a fall in the credit default swap spreads of banks and companies around the world. However, due to the above legislative changes, the credit risk associated with making unsecured bank deposits will increase relative to the risk of other investment options available to the Council.

Interest rate forecast

- 1.9 The Council's treasury management advisor Arlingclose forecasts the first rise in official interest rates in August 2015 and a gradual pace of increases thereafter, with the average for 2015/16 being around 0.75%. Arlingclose believes the normalised level of the Bank Rate post-crisis to range between 2.5% and 3.5%. The risk to the upside (i.e. interest rates being higher) is weighted more towards the end of the forecast horizon. On the downside, Eurozone weakness and the threat of deflation have increased the risks to the durability of UK growth. If the negative indicators from the Eurozone become more entrenched, the Bank of England will likely defer rate rises to later in the year. Arlingclose projects gilt yields on an upward path in the medium term, taking the forecast average 10 year PWLB loan rate for 2015/16 to 3.40%.

Current Borrowing and Investments

- 1.10 As at 31st December 2014, the Council had no long term borrowings and £24.9 million invested as follows:

Investment	£m
Pooled Equity and Bond Funds	8.5
Fixed Term Deposits and Variable Rate Bonds	13.5
Instant Access Accounts and Money Market Funds	2.9
Total Value of Investments at 31.12.14	24.9

- 1.11 Only a proportion of the £24.9m is available for longer term investment (£22m). The balance is cash flow monies which are required for meeting the day to day spending requirements of the Council. All investments are managed in house and the average return on the investment portfolio overall is currently running at around 1.58% for 2014/15.
- 1.12 A detailed analysis of investments held as at 31st December 2014 is attached as **Appendix A**. The core investment portfolio includes £8.5m invested in pooled equity, property and bond funds and a list of these particular investments and their current performance is detailed in **Appendix B**.
- 1.13 Borrowing has been restricted to meeting daily cash flow requirements and activity is very limited with short-term borrowing rates around 0.40% - 0.45% and short term investment rates between 0.25% - 0.50%.
- 1.14 The bulk of cash from Council Tax and Business Rates is currently collected in instalments over the first ten months of the year. Therefore, cash flow activity is higher during February and March and this will require using liquidity funds or additional short term borrowing to cover any daily shortfalls. The investment portfolio will be reduced during the last quarter of the year to fund expenditure when instalments cease and short term investments of £10.5m are available for this purpose.

2. Options analysis and proposal

Borrowing Strategy

- 2.1 The Capital Financing Requirement (CFR) measures the underlying need to borrow for capital purposes. The Department for Communities and Local Government (DCLG) guidance on Minimum Revenue Provision (MRP) places a duty on local authorities to make prudent provision for debt redemption. The Council's CFR at 31 March 2015 is estimated to be £nil based on current knowledge, so there is no requirement to charge MRP in 2015/16.
- 2.2 The Council has entered into a period of service review as part of the Towards a Sustainable Future agenda, which may lead to strategic acquisitions being required to enable future delivery models and to address pressures on our housing budget. An element of flexibility to potential borrowing will be necessary throughout 2015/16, and any acquisitions will be subject to a full options appraisal being completed.
- 2.3 The Council's chief objective if borrowing money is necessary will be to strike an appropriately low risk balance between securing low interest costs and

achieving cost certainty over the period for which funds are required. The flexibility to renegotiate loans should the Council's long-term plans change is a secondary objective.

- 2.4 Given the significant cuts to public expenditure and in particular to local government funding, the Council's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. With short-term interest rates currently much lower than long-term rates, it is likely to be more cost effective in the short-term to either use internal resources, or to borrow short-term loans instead.
- 2.5 By doing so, the Council is able to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk. The benefits of internal borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise. Arlingclose will assist the Council with this 'cost of carry' and breakeven analysis. Its output may determine whether the Council borrows additional sums at long-term fixed rates in 2015/16 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.
- 2.6 In addition, the Council may borrow short-term loans (normally for up to one month) to cover unexpected cash flow shortages.
- 2.7 The borrowing of monies purely to invest or lend-on to make a return is unlawful and the Council will not engage in such activities.
- 2.8 The approved sources of long-term and short-term borrowing are:
- Public Works Loan Board (PWLB)
 - any institution approved for investments (see below)
 - any other bank or building society authorised to operate in the UK
 - UK public and private sector pension funds (except Surrey Pension Fund)
 - capital market bond investors
 - Local Capital Finance Company and other special purpose companies created to enable local authority bond issues
- 2.9 The Council will investigate sources of finance other than the PWLB, such as local authority loans and bank loans that may be available at more favourable rates.

Annual Investment Strategy

- 2.10 Both the CIPFA Code and the CLG Guidance require the Council to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk receiving unsuitably low investment income.
- 2.11 The Council seeks professional advice from Arlingclose and the investment strategy is kept under constant review through regular quarterly review meetings with our treasury advisors. All major investment and borrowing decisions are made in consultation with our advisors.

- 2.12 Given the increasing risk and continued low returns from short-term unsecured bank investments, the Council aims to further diversify into more secure and/or higher yielding asset classes during 2015/16. All of the Council's surplus cash is currently invested in short-term unsecured bank deposits, and money market funds. This diversification will therefore represent a substantial change in strategy over the coming year.
- 2.13 The Council may invest its surplus funds with any of the counterparty types in **Appendix C**, subject to the cash limits (per counterparty) and the time limits shown.
- 2.14 The credit quality of counterparties is an important aspect of managing risk and investment decisions are made by reference to the lowest published long-term credit rating from Fitch, Moody's or Standard & Poor's. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used.
- 2.15 Credit ratings are obtained and monitored by the Council's treasury advisers, who will notify changes in ratings as they occur. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:
- no new investments will be made,
 - any existing investments that can be recalled or sold at no cost will be, and
 - full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.
- 2.16 Where a credit rating agency announces that a credit rating is on review for possible downgrade (also known as "rating watch negative" or "credit watch negative") so that it may fall below the approved rating criteria, then only investments that can be withdrawn [on the next working day] will be made with that organisation until the outcome of the review is announced. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.
- 2.17 The Council understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations in which it invests, including credit default swap prices, financial statements, information on potential government support and reports in the quality financial press. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may meet the credit rating criteria.
- 2.18 When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008 and 2011, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the Council will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the Council's cash balances, then the surplus will be deposited with the UK Government, via the Debt Management Office or invested in government treasury bills for example, or with other local

authorities. This will cause a reduction in the level of investment income earned, but will protect the principal sum invested.

- 2.19 The Council closely adheres to the advice set out in the Department for Communities and Local Government (DCLG) guidance which sets out the types of investment that the Council can make. These are classified as “specified investments”, which have maturities of less than one year, and “non-specified investments”, which have maturities in excess of one year. Details of the types of instruments that can be used for investments and the overall limits under each of these categories are attached as **Appendix D**.
- 2.20 All investments are managed in-house and the portfolio will continue to be structured to provide a suitable range of different investment options, asset classes and maturities to facilitate better risk management and an element of certainty of returns.
- 2.21 Keeping the investment strategy under constant review is essential so that the Council can adapt quickly to changing circumstances and the Council continues to be proactive in seeking ways of maintaining and improving current levels of return in a very challenging global investment environment.
- 2.22 The Council are currently considering making a small investment in a company called Funding Circle who focus on providing an alternative borrowing mechanism for small businesses. This is being viewed as an economic development opportunity, enabling the Council to support local businesses. It will also be a treasury management tool which will diversify the range of investments held.

Proposals

- 2.23 Against a background of historically low interest rates, current investments will continue to include several pooled fund investments in a range of asset classes including equities, corporate bonds and property funds. The performance of these investments is reviewed and discussed at our quarterly strategy meetings.
- 2.24 The Council understands that these types of pooled fund investments are by their nature more risky and not suitable for short term funds. Their use has been carefully evaluated and the Council has determined the appropriateness of their use within the investment portfolio. They enable the Council to diversify the assets and the underlying risk in the investment portfolio and provide potential for enhanced returns and although there is more risk attached to these types of investments the intention is that they are held for the longer term of 5 to 7 years which should help smooth volatility in the fund’s share price.
- 2.25 For its cash flow generated balances, the Council will seek to utilise its instant access accounts, its money market fund and short dated deposits. Surpluses arising from the day-to-day activities are generally invested in a range of instruments including call accounts, UK Treasury Bills, the UK Debt Management Office, other local authorities or with various bank treasury facilities and money market funds available to the Council.
- 2.26 The Council are currently looking at a number of money market fund portals, with the aim of increasing access to accounts that will maximise the return the Council is able to generate. These portals are available to the Council free of

charge, and may actually reduce the transaction costs that the Council incur in the long term.

- 2.27 The aim is to maximise short term returns wherever possible although minimising risk to capital is paramount. Where cash flow permits, lengthening the investment period of deposits and taking advantage of enhanced cash rates will be used to achieve higher returns within the parameters set to minimise risk to capital.
- 2.28 Treasury Management activity and interest earned on investments will be closely monitored each month to ensure that the maximum overall return is achieved for the Council. Internal investment performance will be measured and compared to the average 7 day and 3 month rates for monitoring purposes. At the end of the financial year, the Council will report on its investment activity as part of its Annual Treasury Report.
- 2.29 Following the Co-Operative Bank's decision to withdraw from the provision of banking services to local authorities, a re-tendering exercise has recently been completed in conjunction with two other Surrey borough councils. This has resulted in a new banking contract being awarded to Lloyds Bank PLC, with an initial contract length of seven years. Work is now ongoing to enable a smooth transition to the new contract, with a planned chosen live date of February 2015.

Policy on Use of External Service Providers

- 2.30 The Council uses professional treasury advisors to acquire specialist skills and resources and has regular quarterly meetings with them to discuss the Council's treasury options and all major investment and borrowing decisions are made on their advice. However, the Council recognises that the responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon external service providers.
- 2.31 The Council recognises the value of access to the specialist resources provided by external advisors and will continue to ensure that the terms of their appointment and methods by which their value will be assessed are properly agreed and documented and subjected to regular review.
- 2.32 A new three year contract for the provision of treasury management advice was awarded to Arlingclose in August 2014. A thorough re-tendering process was completed and it was decided that Arlingclose provided the most attractive service to the Council, based on previous performance and the Council's appetite to invest in schemes which would maximise return on investments.

Scheme of Delegation and Role of the S151 Officer

- 2.33 The revised CIPFA "Treasury Management in the Public Services Code of Practice and Cross-Sectional Guidance Notes 2011" requires that the Council's scheme of delegation and the role of the S151 officer be set out in this report and these are duly attached as **Appendix E and F**.

3. Financial implications

- 3.1 The financial implications are as set out in this report. The ability to maximise interest returns is paramount to generate sufficient funds to support the

General Fund and even a small move in interest rates can mean a significant reduction in cash returns. Therefore, it is our aim to continue to maintain flexibility commensurate with the high level of security and liquidity and minimal risk when making investment decisions.

4. Other considerations

- 4.1 The Council fully complies with best practice as set out in the CIPFA Prudential Code for Capital Finance in Local Authorities, the DCLG Guidance on Local Authorities Investments and the CIPFA “Treasury Management in the Public Services Code of Practice and Cross-Sectional Guidance Notes 2011.” The Council’s Treasury Management Policy Statement is set out in **Appendix G**.
- 4.2 The CIPFA code of Practice requires the Chief Finance Officer to ensure that all members tasked with treasury management responsibilities, including scrutiny of the treasury management function, receive appropriate training relevant to their needs and understand fully their roles and responsibilities. Members training, and the training needs of treasury staff, are kept under regular review. Staff regularly attend training courses, seminars and conferences provided by Arlingclose and CIPFA. Relevant staff are also encouraged to study professional qualifications from CIPFA, the Association of Corporate Treasurers and other appropriate organisations.
- 4.3 Nothing in the Council’s current strategy is intended to preclude or inhibit capital investment in local projects deemed beneficial to the local community and which have been approved by the Council.

5. Timetable for implementation

- 5.1 Treasury management is an ongoing activity and normally there is no specific timetable for implementation.

Background papers: None

Appendices: A - G

Appendix A

Details of Investments Held as at 31st December 2014

Investment Type	Amount £m	Yield %	Start Date	Maturity Date
<u>Pooled Investment Funds</u>				
(see Appendix B for details)				
Charteris Elite Equity Income	1.0	4.00*	11 May 2012	N/A
Cazenove UK Corporate Bond	1.5	2.50*	11 May 2012	N/A
M&G Strategic Corporate Bond	1.5	2.50*	30 May 2012	N/A
M&G Global Dividend	1.0	3.25*	27 Jun 2012	N/A
Schroders Income Maximiser	1.0	5.00*	06 Jul 2012	N/A
CCLA LAMIT Property Fund	1.5	4.00*	31 Mar 2013	N/A
CCLA LAMIT Property Fund	1.0	4.00*	30 April 2014	N/A
Total Pooled Funds	8.5			
<u>Fixed Rate Deposits (short term)</u>				
Standard Chartered CD	1.0	0.65	04 Aug 2014	04 Feb 2015
Lloyds	1.0	0.73	15 Jul 2014	12 Feb 2015
Barclays Bank	1.5	0.58	03 Oct 2014	03 Mar 2015
Lloyds	1.0	0.95	19 Jun 2014	18 Jun 2015
Nationwide Building Society	1.0	0.69	15 Jul 2014	12 Feb 2015
Nationwide Building Society	1.0	0.97	01 Aug 2014	31 Jul 2015
Local Authority short term loan	2.0	0.43	08 Dec 2014	08 Jan 2015
Local Authority short term loan	2.0	0.45	10 Dec 2014	07 Jan 2015
Local Authority short term loan	2.0	0.43	19 Dec 2014	14 Jan 2015
<u>Variable Rate Bond</u>				
Yorkshire Building Society	1.0	0.92	09 Apr 2014	23 Mar 2016
Total Other Deposits	13.5			
Total - Core Investment Portfolio	22.0	1.73		Average
<u>Cash Flow Investments</u>				
Handelsbanken Call Account	0.6	0.35		Instant Access
Goldman Sachs MMF	0.8	0.42		Instant Access
Santander Call Account	1.5	0.40		Instant Access
Total Cash Flow Investments	2.9			
Total Investments at 31.12.14	24.9	1.58		Overall Average

*Estimated Yield is based on prudent estimates provided by our treasury advisors in December 2014. Past performance is no guarantee that similar levels of return will be achieved in the future and the average yield expected from these investments is 3.5%.

Appendix B

Pooled Funds as at 31st December 2014

Fund	Date of Purchase	Investment	Dividends Received	Capital Gain	Total Return	Total Return
		£	£	£	£	%
Charteris Elite Income Fund	11/05/12	1,000,000	20,285	- 61,054	- 40,769	-4.08%
Cazenove UK Corporate Bond Fund	11/05/12	1,500,000	50,912	129,577	180,489	12.03%
M&G Strategic Bond Fund	30/05/12	1,500,000	30,838	161,514	192,352	12.82%
M&G Global Dividend Fund	27/06/12	1,000,000	33,178	266,632	299,810	29.98%
Schroders Income Mazimiser Fund	06/07/12	1,000,000	53,287	240,054	293,341	29.33%
CCLA LAMIT Property Fund	31/03/13	1,500,000	44,165	229,148	273,313	18.22%
CCLA LAMIT Property Fund	30/04/14	1,000,000	21,591	- 12,684	8,907	0.89%
Value 31/12/14		8,500,000	254,256	953,187	1,207,443	14.21%

Pooled Fund Performance to 31 December 2014

The Capital appreciation of these investments as at 31/12/14 equates to 14.21%. However, capital gains and losses may fluctuate throughout the period the investments are held. Any gains would only be realised when the funds are sold.

Dividends are received at various times during the year and some are paid quarterly and other half yearly. The income yield as at 31/12/14 is 3.50% and the estimated annualised income yield on these funds is expected to exceed the benchmark return of 4%.

Appendix C

Approved Counterparties

The Council may invest its surplus funds with any of the counterparty types in the table below, subject to the cash limits (per counterparty) and the time limits shown.

The cash limits shown reflect the capital receipt that the Council may receive during 2015/16. This approach has been agreed in conjunction with our treasury advisors, to enable the Council to have sufficient flexibility within the strategy being set to manage the funds appropriately if they are received. If and when this is realised the Council will manage the funds appropriately, looking to diversify investments as much as possible and keep exposure to approximately 5% per counterparty wherever possible.

Credit Rating	Banks Unsecured	Banks Secured	Government	Corporates	Registered Providers
UK Govt	n/a	n/a	£ Unlimited 50 years	n/a	n/a
AAA	£5m 5 years	£5m 20 years	£5m 50 years	£5m 20 years	£5m 20 years
AA+	£5m 5 years	£5m 10 years	£5m 25 years	£5m 10 years	£5m 10 years
AA	£5m 4 years	£5m 5 years	£5m 15 years	£5m 5 years	£5m 10 years
AA-	£5m 3 years	£5m 4 years	£5m 10 years	£5m 4 years	£5m 10 years
A+	£5m 2 years	£5m 3 years	£5m 5 years	£5m 3 years	£5m 5 years
A	£5m 13 months	£5m 2 years	£5m 5 years	£5m 2 years	£5m 5 years
A-	£5m 6 months	£5m 13 months	£5m 5 years	£5m 13 months	£5m 5 years
BBB+	£5m 100 days	£5m 6 months	£5m 2 years	£5m 6 months	£5m 2 years
BBB or BBB-	£5m next day only	£5m 100 days	n/a	n/a	n/a
None	£1m 6 months	n/a	£1m 25 years	£1m 5 years	£1m 5 years
Pooled funds	£5m per fund at point of investment				

This table must be read in conjunction with the notes below

Banks Unsecured: Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail. Unsecured investment with banks rated BBB or BBB- are restricted to overnight deposits at the Authority's current account bank, Lloyds Bank plc.

Banks Secured: Covered bonds, reverse repurchase agreements and other collateralised arrangements with banks and building societies. These investments are secured on the bank's assets, which limits the potential losses in the unlikely event of insolvency, and means that they are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the highest of the collateral credit rating and the counterparty credit rating will be used to determine cash and time limits. The combined secured and unsecured investments in any one bank will not exceed the cash limit for secured investments.

Government: Loans, bonds and bills issued or guaranteed by national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is an insignificant risk of insolvency. Investments with the UK Central Government may be made in unlimited amounts for up to 50 years.

Corporates: Loans, bonds and commercial paper issued by companies other than banks and registered providers. These investments are not subject to bail-in, but are exposed to the risk of the company going insolvent. Loans to unrated companies will only be made as part of a diversified pool in order to spread the risk widely.

Registered Providers: Loans and bonds issued by, guaranteed by or secured on the assets of Registered Providers of Social Housing, formerly known as Housing Associations. These bodies are tightly regulated by the Homes and Communities Agency and, as providers of public services, they retain a high likelihood of receiving government support if needed.

Pooled Funds: Shares in diversified investment vehicles consisting of the any of the above investment types, plus equity shares and property. These funds have the advantage of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a fee. Money Market Funds that offer same-day liquidity and aim for a constant net asset value will be used as an alternative to instant access bank accounts, while pooled funds whose value changes with market prices and/or have a notice period will be used for longer investment periods.

Bond, equity and property funds offer enhanced returns over the longer term, but are more volatile in the short term. These allow the Authority to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Authority's investment objectives will be monitored regularly.

Appendix D

Specified Investments

The DCLG Guidance defines specified investments as those:

- denominated in pound sterling,
- due to be repaid within 12 months of arrangement,
- not defined as capital expenditure by legislation, and
- invested with one of:
 - the UK Government,
 - a UK local authority, parish council or community council, or
 - a body or investment scheme of “high credit quality”.

The Council defines “high credit quality” organisations and securities as those having a credit rating of [A-] or higher that are domiciled in the UK or a foreign country with a sovereign rating of [AA+] or higher. For money market funds and other pooled funds “high credit quality” is defined as those having a credit rating of [A-] or higher.

Non-Specified Investments

Any investment not meeting the definition of a specified investment is classed as non-specified. The Council does not intend to make any investments denominated in foreign currencies, nor any that are defined as capital expenditure by legislation, such as company shares. Non-specified investments will therefore be limited to long-term investments, i.e. those that are due to mature 12 months or longer from the date of arrangement, and investments with bodies and schemes not meeting the definition on high credit quality.

Investment Limits

The maximum that will be lent to any one organisation (other than the UK Government) will be £5 million, to mitigate the risk in the case of a single default. A group of banks under the same ownership will be treated as a single organisation for limit purposes. Limits will also be placed on fund managers, investments in brokers’ nominee accounts, foreign countries and industry sectors as shown below. As detailed in Appendix C, the cash limits shown reflect the capital receipt that the Council may receive during 2015/16 and have been agreed in conjunction with our treasury advisors to provide the Council with an element of flexibility to be able to invest the funds in the most appropriate manner at the time.

	Cash limit
Any single organisation, except the UK Central Government	£5m each
UK Central Government	unlimited
Any group of organisations under the same ownership	£5m per group
Any group of pooled funds under the same management	£5m per manager at point of investment
Negotiable instruments held in a broker’s nominee account	£30m per broker
Foreign countries	£5m per country
Registered Providers	£10m in total
Unsecured investments with Building Societies	£20m in total
Loans to unrated corporates	£2m in total
Money Market Funds	£20m in total

Treasury Management Scheme of Delegation

Full Council

- Receiving and reviewing reports on treasury management policies, practices and activities
- Approval of annual strategy

Cabinet

- Approval of or amendment to the Council's adopted clauses, treasury management policy statement and treasury management practices
- Budget consideration and approval
- Approval of the division of responsibilities
- Receiving and reviewing regular monitoring reports and acting on recommendations
- Approving the selection of external service providers and agreeing terms of appointment

Overview and Scrutiny Committee

- Reviewing the treasury management policy and procedures and making recommendations to Cabinet

Appendix F

The Treasury Management Role of the S151 Officer

The S151 (responsible) Officer

- Recommending clauses, treasury management policy and practices for approval, reviewing the same regularly, and monitoring compliance
- Submitting regular treasury management policy reports
- Submitting budgets and budget variances
- Receiving and reviewing management information reports
- Reviewing the performance of the treasury management function
- Ensuring the adequacy of the treasury management resources and skills, and the effective division of responsibilities within the treasury management function
- Ensuring the adequacy of internal audit and liaising with external audit
- Recommending the appointment of external service providers

Treasury Management Policy Statement

1. Introduction and Background

- 1.1 The Council adopts the key recommendations of CIPFA's Treasury Management in the Public Services: Code of Practice (the Code), as described in Section 5 of the Code.
- 1.2 Accordingly, the Council will create and maintain, as the cornerstones for effective treasury management:-
 - A treasury management policy statement, stating the policies, objectives and approach to risk management of its treasury management activities
 - Suitable treasury management practices (TMPs), setting out the manner in which the Council will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities.
- 1.3 The Council (i.e. full Council) will receive reports on its treasury management policies, practices and activities including, as a minimum, an annual strategy and plan in advance of the year, a mid-year review and an annual report after its close, in the form prescribed in its TMPs.
- 1.4 The Council delegates responsibility for the implementation and monitoring of its treasury management policies and practices to the Cabinet, and for the execution and administration of treasury management decisions to the Assistant Chief Executive and Chief Finance Officer, who will act in accordance with the organization's policy statement and TMPs and Chartered Institute of Public Finance and Accountancy's (CIPFA) Standard of Professional Practice on Treasury Management.
- 1.5 The Council nominates the Overview and Scrutiny Committee and the Assistant Chief Executive and Chief Finance Officer to be responsible for ensuring effective scrutiny of the treasury management strategy and policies.

2. Policies and Objectives of Treasury Management Activities

- 2.1 The Council defines its treasury management activities as:

“The management of the Council's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”
- 2.2 This Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organization, and any financial instruments entered into to manage these risks.
- 2.3 This Council acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable performance measurement techniques, within the context of effective risk management.”
- 2.4 The Council's borrowing will be affordable, sustainable and prudent and consideration will be given to the management of interest rate risk and refinancing

risk. The source from which the borrowing is taken and the type of borrowing should allow the Council transparency and control over its debt.

- 2.5 The Council's primary objective in relation to investments remains the security of capital. The liquidity or accessibility of the Authority's investments followed by the yield earned on investments remain important but are secondary considerations.

Cabinet**27 January 2015**

Title	Knowle Green – high level Options Appraisal for redevelopment of the Council Office site and for the re-location to alternative accommodation		
Purpose of the report	To make a decision		
Report Author	Heather Morgan, Staines-upon-Thames Regeneration Manager		
Cabinet Member	Councillor Nick Gething	Confidential	No (but confidential appendices)
Corporate Priority	Value for money Council		
Cabinet Values	Opportunity and Accountability		
Recommendations	<p>Cabinet is asked to:</p> <ul style="list-style-type: none"> • Note the options considered in Tables 1 and 2 at paragraph 2.7 on the redevelopment of Knowle Green. • Agree to pursue in more detail options 4, 5 and the public/private venture option as set out in paragraph 2.18 on the office relocation away from Knowle Green. • Agree to pursue in more detail options 3, 5a and 5b as set out in paragraph 2.21 • Agree that a further report is brought back to Cabinet in April 2015 with final recommendations. 		

1. Key issues

- 1.1 The Council is embarking on a wide reaching transformation programme 'Towards a Sustainable Future' (TSF). This report specifically relates to the second strand of that transformation programme, namely:
- (a) Redeveloping the current Knowle Green (KG) site for residential
 - (b) Relocation and better ways of working' including vacating KG
- 1.2 Cabinet needs to formally explore and consider all the options available for (a) and (b) above. Once it has all the relevant facts (including the range of delivery options, financial implications, opportunities and risks around each option), Cabinet can make a fully informed decision to 'narrow down' which options it wants to pursue in more detail.
- 1.3 We have commissioned our retained property advisors Cushman and Wakefield (C&W) to produce a high level Options Appraisal (OA). This sets

out a number of options on (a) the redevelopment of KG and (b) relocation to a new site/building within the borough. It also sets out some indicative timeframes. The latter is particularly important as the Council needs to minimise any time lag between leaving the current site, and its subsequent redevelopment. The full OA is contained **confidential Appendix 1**, including an Executive Summary.

- 1.4 The intention of this OA is to allow Cabinet to decide which of the available options (detailed in **confidential Appendix 1**) they wish to discount now. In doing so, it will allow a more thorough analysis to be undertaken on those options that Cabinet consider hold most merit (the detailed second stage). It is currently anticipated that this further analysis will come back before the end of April 2015. At this point Cabinet will make the final decision on which route to take on (1) the redevelopment and (2) the relocation.
- 1.5 For reasons of clarity, this report is separated out so that Cabinet can agree separate recommendations on the (a) redevelopment and (b) relocation. It is considered that a clear decision on the preferred ways forward for the redevelopment of KG is the more critical in terms of the medium term financial future of the Council.
- 1.6 The value of the redevelopment and relocation work means the Council has to undertake an OJEU procurement to appoint the property advisors who will work with the Council to implement the chosen options. There was no requirement to procure the advice on the OA as this falls under a current retainer agreement the Council has with CW.

2. Options analysis and proposal

- 2.1 The Council has a number of options available to it for both the (a) redevelopment and (b) relocation. Set out below are the key project objectives which underpin what the Council is looking to achieve.

Redevelopment

- 2.2 The key project objectives for the KG redevelopment project are as follows:
 - (a) Secure the most appropriate redevelopment/conversion of the Council for residential
 - (b) Reach a decision on whether the site should:
 - (1) focus on increasing the private rented sector
 - (2) provide affordable rented accommodation on the site or elsewhere
 - (3) accommodate private housing for sale
 - (4) focus in delivering a vibrant integrated community
 - (c) Reach a decision on whether the Council should:
 - (1) sell the site for a capital receipt and re-invest that money to provide an on-going income stream
 - (2) enter into a partnership or joint venture to provide a secure and consistent on-going income stream
 - (3) undertake the whole development itself
 - (d) Reach a decision on the level of investment that the Council wishes to make
 - (e) Undertake an OJEU procurement process for the appointment of property advisors, to make a decision on the most appropriate method of tendering and to make that appointment prior to moving to the delivery project

Relocation

- 2.3 The key objectives for the KG relocation project are as follows:
- (a) To co-ordinate the move with the redevelopment of the KG site
 - (b) To relocate the required number of staff to another suitable location(s) within the borough
 - (c) Assess impact on other Council owned buildings
 - (d) Facilitate agile working and community hubs
 - (e) Review equipment required in new premises and/or hubs
 - (f) Review contract requirements for tenants, partners and Council assets
 - (g) Review hardware and infrastructure requirements across locations
 - (h) Facilitate the review of document management requirements across relevant locations
- 2.4 It should be noted that until Cabinet makes a final decision on (a) the redevelopment and (b) the relocation, any work on detailed project delivery would be premature (and potentially abortive).
- 2.5 Cabinet are advised that earlier reports commissioned by the Council concluded that remaining 'in situ' and refurbishing the current KG building did not make sense financially. Nor would it allow the Council to realise its aspirations for the site, or deliver the anticipated income to enable the Council to move towards the stated aim of becoming self-sufficient. For this reason it has not been included as an option in the OA. It is however useful to have this piece of work in mind as the 'fall-back' against which all the options should be benchmarked.
- 2.6 In the past, the Council have also held discussions with Surrey County Council and other public sector organisations about the prospect of a Public Sector Hub or Village at KG. The current financial imperatives of this Council mean that this option is no longer being pursued. However, there are clear opportunities for continued co-location as part of any new Council building (if this is desired). Cabinet need to be aware that the Police, County and voluntary sector have indicated they are keen to re-locate with us to a new building (as long as the terms are acceptable). The County may also wish to increase their presence (but this has not been included in the OA as it is not a commitment at the time of writing this report).
- 2.7 The tables below outline a number of potential options which have been considered for both redevelopment and relocation.

Table 1 – Redevelopment Options

Number	Detail of the Redevelopment Option	Ref. in OA
Core appraisal and option 1	The Council disposes of the freehold of the site to developer for a private rented scheme (280 units) (100% private, 40% affordable, 50% affordable)	Table 10 page 22
Core appraisal and option 2	Council develops the site itself and then sells the properties (280 units) (100% private, 40 %	Table 11 page 22

	affordable, 50% affordable)	
Core appraisal and option 3	The Council disposes of the freehold of the site to developer for a private for sale scheme (280 units) (100% private, 40% affordable, 50% affordable)	Table 12 page 22
Option 4	Part freehold disposal for private residential sales (180 units) and part retention by the Council to build affordable rented accommodation (100 units)	Table 13 page 23 and text
Option 5	Part freehold disposal for private residential sales (180 units) and part retention by the Council to build 50% affordable and 50% private rented accommodation (100 units)	Table 13 page 23 and text
Public/private venture option	Public/Private venture with a developer undertaking a 100% PRS scheme (140m units) on 100 year head lease and 140 affordable rented units on freehold	Table page 25

Table 2 – Relocation Options

Number	Detail of the Relocation Option	Ref. in OA
Option 1	Lease currently available office accommodation in Staines-upon-Thames and refurbish (if necessary)	pages 31 and 32
Option 2	Lease currently available office accommodation elsewhere in the borough and refurbish (if necessary)	pages 31 and 32
Option 3	Buy currently available office accommodation in Staines-upon-Thames or elsewhere in the borough and refurbish (with or without partner organisations)	pages 32 and 33
Option 4	Build new Council Offices on a third party (with or without partner organisations)	pages 33 and 34
Option 5a	Build new Council Offices on a site in the ownership of the borough council (with partner organisations)	pages 34 and 35
Option 5b	Build new Council Offices on a site in the ownership of the borough council (without partner organisations)	pages 34 and 35

- 2.8 The detailed justification behind each of these options is set out the high level Options Appraisal (**confidential Appendix 1**).
- 2.9 The OA recommends (at paragraphs 6.10 – 6.12 on page 37) that the Council looks at two combinations.

- Seek newly developed offices on a specific Council site with a delivery aimed at 2018 and a KG scheme completing in 2022 and
 - Appraise the costs of securing vacant possession/use relocation or re-provision
 - Establish the likely timetable
 - Evaluate total costs
 - Scenario test the likely KG outputs
 - Develop an offices strategy with an allocated capital budget to acquire an existing office building with the aim of refurbishing with a delivery aimed at 2016 (subject to market opportunity) and a subsequent KG scheme completing in 2020 and
 - Review all potential buildings meeting the criteria to build up a database of owners, expiring leases and regear opportunities
 - Actively engage owners to prompt opportunities
 - Prepare the marketing of KG, the delivery vehicle set up and the potential OJEU process
- 2.10 Cabinet should note that the recommendations reflect the brief given to CW which was to consider the project strands together, due to the number of interdependencies. Their recommendations reflect this. However, Cabinet needs to be clear in its own mind whether at this stage it wants to signal which options it wants to discard, and which it wants to investigate further, particularly in relation to the redevelopment of KG.
- 2.11 In light of this, it is considered beneficial to consider the redevelopment options separately from the office relocation. Apart from the three core appraisal options, there are two part disposal/part freehold options as well as the option of a Joint Venture (Table 1 paragraph 2.7). Members' attention is particularly drawn to the information on 'Delivery Models' in Section 3 (pages 26 – 29) of the OA which sets out a wide range of choices. What is clear is that, as set out in the Councils Medium Term Financial Strategy 2014, "there is a huge variety of approaches adopted by Councils and the golden rule is that objectives should come first, vehicles come later."
- 2.12 CW have suggested that one relatively straightforward way of delivering housing on the retained freehold element of the site (as laid out in options 4 and 5) would be through a Local Housing Company. There are no specific recommendations at this high level stage on the most appropriate vehicle should the Council choose to go down a Joint Venture route. This work will be done as part of the next stage, once the objectives have been clarified (for example are we looking for a Joint Venture Partnership to deliver on this site to specific timescales and outcomes, or are we considering a Joint venture Company which is set up for the medium to long term to deal with a number of sites).
- 2.13 **Confidential appendices 2 and 3** set out in a Matrix the key information for each of the options as well as the main risk and issues which Cabinet need to consider when reaching their decision. **Confidential appendix 4** sets out the key assumptions which have been applied to the redevelopment and relocation options.

Redevelopment

- 2.14 Looking at the options set out in Table 1 at paragraph 2.7, and the key considerations are set out in **confidential appendix 2**. The first decision Cabinet need to make is whether they wish to dispose of the site in full. The Council would permanently lose a key asset (which is the largest both in size and value that we have) and this requires very careful consideration. As set out in the OA, there are now more creative avenues which are open to Councils who do not wish to dispose of land, but instead want to redevelop and obtain an on-going income stream.
- 2.15 If the Cabinet takes the view that it wants to keep the site (in part or in full) then it needs to do so in view of the income stream (from re-investing a capital receipt) that would be foregone. This would 'knock out' options 1 to 3 in Table 1 from further consideration.
- 2.16 This needs to be balanced against the opportunities for achieving an income stream plus a valuable medium to longer term investment by retaining ownership in some way, shape or form. It would also allow the Council to effectively have an active role in shaping any development that comes forward.
- 2.17 Having assessed the options, there are clearly ways of achieving a sustainable income stream at levels which would enable the Council to progress towards its aim of being self-financing, and allow the Council to retain ownership of at least part of the site.
- 2.18 ***It is therefore recommended the Council pursues options 4, 5 and a public/private venture option (as set out in Table 1) in further detail at the second stage, with a report to come back by the end of April 2015.***

Relocation

- 2.19 Table 2 sets out three main options which are available to the Council – to lease, to buy or to build alternative office accommodation elsewhere. The key considerations are included in **confidential appendix 3**. Looking at the capital values for office relocation (Table 22 on page 43 of the OA) it is evident that the option of leasing accommodation is the least cost effective (options 1 and 2) and acquisition is the most (option 3). This needs to be balanced against the fact that acquisition is subject to premises becoming available, possible additional refurbishment costs and a longer timeframe for delivery.
- 2.20 Building new offices would take even longer, which will impact on the Council's ability to free up the Knowle Green site. Public perception of such an undertaking would need to be very carefully considered. However, it would enable the Council to construct a civic building to meet future needs, with the additional opportunity to rent out 'surplus space' (now or in the future) for an on-going income stream.
- 2.21 ***It is therefore recommended the Council pursues options 3, 5a and 5b (as set out in Table 2) in further detail at the second stage, with a report to come back by the end of April 2015.***

3. Financial implications

- 3.1 The Council needs to achieve savings in the order of £750,000 pa for the next four years. Both the redevelopment and relocation are key elements within

the TSF programme. **Confidential appendices 1, 2 and 3** set out the financial implications of all the options. It is however important to note that at this stage, the internal and external resources have not been fully costed (this will be done at the detailed analysis stage). This will enable a truer picture to emerge.

- 3.2 For comparative purposes, it is useful for Cabinet to be aware that the backlog maintenance costs for the current Council Offices are £3m, and our current occupational costs are £348,000 pa.
- 3.3 The OA report refers to the Councils current level of prudential borrowing capacity. Discussions have been taking place with our Treasury Management Advisors about the future options for the Councils borrowing strategy. This may well raise the borrowing limit above that set out in paragraph 6.2 of the OA report. The Council are also actively looking at issues around various delivery options including housing companies.

4. Other considerations

For both projects

Communications

- 4.1 Detailed stakeholder engagement strategies are in place for both projects. As high profile projects it is critical that these strategies are reviewed on a very regular basis. There will be monthly updates to councillors, staff and tenants to keep people informed. A detailed Communications resource will be required for the whole of the 'TSF' programme and these two project strands will feed into this.

Legal – procurement and property

- 4.2 Legal resource is available 'in house' to undertake the EU procurement for the property consultants. Advice will also be sought where necessary in terms of any clarifications required on the detailed analysis to be undertaken by CW before the detailed Options Appraisal comes back in April 2015. There is a risk that this may impinge on other work of the team, and it will be for the Head of Corporate Governance to decide whether or not external resource has to be brought in at this stage.

It is evident that the legal resource required for the implementation phase could vary considerably, depending on the final routes agreed by Cabinet. For example the legal resource requirement would be less if we were to dispose of the current KG site, than if we were to undertake the build ourselves for example. Similarly, a lease on an existing building would be potentially less complex than undertaking the building of new Council Offices.

Level of resources

- 4.3 Resource requirements will be planned at the detailed Options Appraisal stage, to ensure that Cabinet have the full picture of internal and external resource requirements before making the final decision. This will include legal, financial, contract management and project management as appropriate.

Management Team have already agreed that the current Joint Head of Asset Management (Dave Phillips) can back fill his post for a period of three years to enable him to focus on delivering the re-location strand. It is also anticipated that the Staines-upon-Thames regeneration resource will be

extended for a further period of two years (the current one year secondment ends 31 March 2015).

Project monitoring

- 4.4 Full project documentation has been completed for these flagship projects. This includes a high level business case, stakeholder engagement strategy, risk management strategy, and resource/and budgetary requirements. These will be refined and developed as both project streams progress.
- 4.5 It is intended that progress will be reported to the Councils internal Asset Management Board on a monthly basis. The Corporate Project Office will also include monitoring of these flagship projects as part of their regular reporting regime to both Cabinet and Overview and Scrutiny.

Sustainability

- 4.6 Cabinet need to be aware that from April 2018, it will be unlawful to rent out premises that do not reach a minimum energy efficiency standard rating 'E'. KG is currently rating D (higher), and as such the Sustainability Manager has advised that we would not need to undertake any major works to the current building (should we wish to continue to rent out space).
- 4.7 Any new build office space would need to meet this new 'E' rating, and residential development on the KG site would need to comply with planning policy and building regulations. Sustainable measures will need to be considered very early on for both the (a) redevelopment and (b) relocation so that they can be incorporated and built in, rather than as a 'bolt in' at the end of the process. Costs for the 10% renewable demand need to be incorporated at the outset.

Redevelopment

Level of expertise in house

- 4.8 The Council transferred its housing stock to A2 Dominion (as it now is) in 1997, and we no longer have the capability or expertise to manage residential properties. We now work with our Registered Social Landlord (RSL) partners to deliver affordable housing.
- 4.9 Several of the options for redevelopment would require management of private or affordable rented stock. It is currently anticipated that we would need to get a company in to manage it on our behalf (if we retained ownership), or a private rented sector investor could do so (if we worked in partnership). Management fees are usually around 28% and this would need to be 'netted off' against any gross income. Another option is to set up a bespoke council owned housing company.

Affordable housing

- 4.10 The Options Appraisal covers the issue of affordable housing and provides options for provision on site or elsewhere in the borough via an off-site contribution.
- 4.11 Cabinet will be well aware of the increasing pressure being placed on bed and breakfast (with associated cost) and the need for more affordable accommodation. As of the end of 2014 there were over 70 families in bed and breakfast accommodation, and the service is likely to need an additional £100,000 for 2015/16 to cover these rising costs. It is not a sustainable approach in the medium to long term.

4.12 There are over 1,000 families who are on the Councils Waiting List (who meet the new Allocations Policy criteria). Cabinet will be well aware that we are taking a much broader approach to securing affordable units. For example, approval has recently been given to provide additional monies to enable us to work with one of our preferred affordable housing partners to deliver 29 affordable rented units at the Crooked Billet site. This will go some way to the 66 units pa that we need to build to keep in line with our affordable housing requirement as set out in the Local Plan.

4.13 The KG site offers a clear opportunity to provide a significant number of units to help alleviate this ever increasing need.

Relocation

Tenants and leases

4.14 Cabinet will be aware that we have a number of commercial, public sector and voluntary organisations working within KG. They currently occupy 778m² (627m² let on commercial terms at £25 per ft² with the remaining 150m² available for voluntary groups who deliver services on our behalf).

Confidential Appendix 5 sets out the costs of re-providing accommodation for all of these groups and the relevant 'pay back' periods. Cabinet will need to make a final decision in April 2015 about the principle of re-locating these organisations with us (and weighing up these costs alongside the considerable benefits achieved through co-location).

Regardless of that decision, the Council will need to go through a process of reviewing leases as appropriate. All of our tenants have been advised of our intention to re-locate, and notwithstanding paragraph 4.14 above, more detailed discussions will be required to ascertain whether they want to re-locate with us or not, and at what rental level.

Agile working

4.15 The third strand of the Knowle Green programme is 'Agile Working'. This will look to maximise the use of technology across the organisation to increase the number of staff working differently, including flexible working (hours and location), mobile working in the community (mobile devices and community hubs) and agile working (home working and hot desking). It will only succeed if the Council ensure that the cultural change required across the organisation is managed effectively

4.16 The benefits which will be achieved through this project stream will be wide ranging. It is clear that the chosen solutions could impact significantly on the space required for a re-located Council Office. Assumptions have been made on the likely staff numbers as part of the re-location strand. These staff numbers, and our space requirements, may be refined as we move forward. If this results in 'additional space' which the Council does not require, there is potential scope to let this out to gain additional income. This should not be seen as an impediment to moving forward with the relocation, but rather an opportunity to look at more creative ways of securing an on-going income stream which could even include some residential use on upper floors if this could be accommodated.

ICT and data management

4.17 ICT have advised that we may require a data centre to be in place wherever we relocate to. No final decision has yet been made on this, but we do know

that if one is needed we will have to go through an OJEU procurement process which will take 12 months minimum. This would need to be in place prior to any staffing moving across.

- 4.18 There is currently a Corporate Document Management and Information Storage project underway to review the situation with regard to hard copy document storage in the Council and investigate the options for the use of an Electronic Document Management System. This will enable the organisation to reduce its office space footprint, be more efficient (paper lite) and to require less storage space. The Corporate Project Manager has advised that the procurement of the preferred solution may require us to go through the OJEU procurement process as well (with the same timescales referred to in the preceding paragraph).

Structural review

- 4.19 As part of the 'Structural Review' programme within the overall TSF transformation programme, Management Team has 'challenged' Heads of Service to look at service re-design. Within that, managers have considered the potential opportunities arising out of partnerships, mutuals and external contracts, alongside lean service delivery and performance management. A wider re-assessment of how Council services can better align with our corporate priorities is also currently underway.
- 4.20 A lot of detail still needs to be worked up into concrete business case(s) for those areas which may not stay in the 'fold' of a traditional Council set up. Cabinet will need to consider those cases fully before deciding how to proceed. This could influence the overall number of staff within the new building (as some may wish to use accommodation elsewhere). This should not impede the process for the reasons set out in paragraph 4.14 above.

OJEU

- 4.21 In parallel with the work on the Options Appraisal, officers are undertaking a procurement exercise to select the property advisors who will be working with the Council on delivering the chosen route for both the redevelopment and the relocation. We need to go through an OJEU process, and in discussion with the Cabinet Member for Economic Development and Fixed Assets, the Council is undertaking a restricted process (rather than an open one or running a mini competition off a current Framework Agreement).
- 4.22 We have started the tender process and are currently reviewing the Pre-Qualification Questionnaires (PQQ). Officers are anticipating that a report will come to Cabinet in February 2015 to get agreement on which companies should be invited to formally tender for the work (known as an ITT). The intention is that a further report will come back by the end of April 2015 for Cabinet to make the final decision on who to appoint. This will mean that we will have Property Advisors appointed in time to move forward seamlessly into the project delivery phase.

5. Timetable for implementation

- 5.1 CW will be asked to undertake a second stage Options Appraisal on the options which Cabinet agree should be taken forward for more in depth analysis. This detailed appraisal (and covering report) will be presented back to a future Cabinet meeting. Officers are anticipating that this will be before the end of April 2015.

- 5.2 Once decisions have been made on the agreed way forward for both the redevelopment and the relocation, implementation project teams will be set up.
- 5.3 Officers are anticipating that a report will come to Cabinet in February 2015 to agree the Invitation to Tender list for the Property Consultants, with a final report before the end of April 2015.
- 5.4 **Appendix 6** has been compiled to assist Cabinet in understanding the high level timelines which have been suggested within the OA for the various options under consideration.

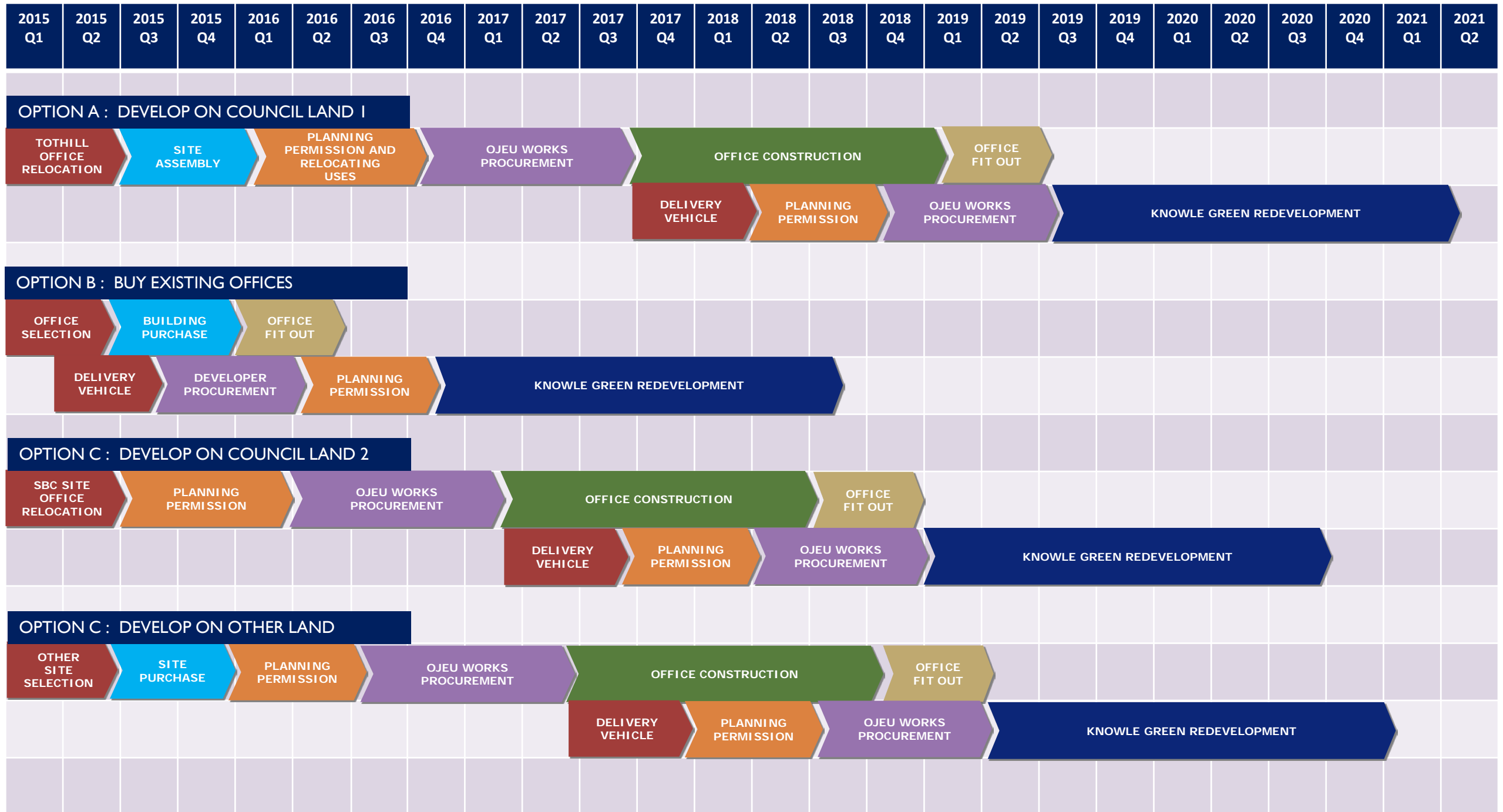
Background papers:

None

Appendices:

1. **Confidential report from Cushman and Wakefield**
2. **Matrix - key information – redevelopment**
3. **Matrix – key information – relocation**
4. **Key assumptions**
5. **Matrix - cost of re-providing accommodation**
6. **High level timelines**

Appendices 1, 2, 3, 4 and 5 have been circulated to members of the Cabinet only as it contains exempt information within the meaning of Part 1 of Schedule 12A to the Local Government Act 1972, as amended by the Local Government (Access to Information) Act 1985 and by the Local Government (Access to information) (Variation) Order 2006 Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information).



Cabinet**27 January 2015**

Title	Pay Policy Statement 2015/16		
Purpose of the report	To make a recommendation to Council		
Report Author	Jan Hunt, Head of Human Resources		
Cabinet Member	Councillor Robert Watts	Confidential	No
Corporate Priority	This item is not in the current list of Corporate priorities but still requires a Cabinet decision		
Cabinet Values	Accountability		
Recommendations	The Cabinet is asked to recommend to the Council that the Pay Policy Statement for 2015/16 is approved		

1. Key issues

- 1.1 Local authorities are required to publish an annual pay policy statement to increase transparency regarding the use of public funds to pay council staff.
- 1.2 Pay Policy Statements must be agreed by full Council and be published by 31 March each year.
- 1.3 The requirement for annual pay policy statements was set out in the Localism Act 2011 with guidance on items to be included issued by the Secretary of State for Communities and Local Government.
- 1.4 The Pay Policy Statement must set out the Council's policies on a range of issues relating to the pay of its workforce, particularly its senior staff and the lowest paid employees. The statement must set out the policies for the financial year relating to:
 - Remuneration of its Chief Officers
 - Remuneration of its lowest paid employees
 - The relationship between the remuneration of its Chief Officers and the remuneration of those employees who are not Chief Officers
 - The publication of and access to information relating to remuneration of Chief Officers.
- 1.5 The term 'Chief Officer' in this context is as set out in the Local Government and Housing Act 1989 ('the Act') and includes
 - The Head of Paid Service (the Chief Executive)
 - The Monitoring Officer

- A statutory Chief Officer and non-statutory Chief Officer under section 2 of the Act
- A deputy Chief Officer mentioned in section 2 of the Act

This is a wider definition than is usually understood by the term: in other contexts the term Chief Officer at Spelthorne is used to mean posts on Management Team (Chief Executive and Assistant Chief Executives only).

- 1.6 It is up to the Council to determine who its lowest paid employees are but they must give reasons as to why they have defined them as such. At Spelthorne the lowest paid employees are those in jobs paid at the lowest grade.
- 1.7 The term 'remuneration' is defined as follows:
- The Chief Officer's salary
 - Any bonuses payable
 - Any charges, fees or allowances payable by the Council to the Chief Officer
 - Any benefits in kind to which the Chief Officer is entitled as a result of their office or employment
 - Any increase in or enhancement of the Chief Officer's pension entitlement where the increase or enhancement is as a result of the resolution of the Council
 - Any amounts payable by the Council to the Chief Officer on the Chief Officer ceasing to hold office under or be employed by the Council other than amounts that may be payable by virtue of any enactment.
- 1.8 The statement must be approved by a resolution of Council before it comes into force. It can be amended by resolution after the financial year is underway but, if it is amended, it must be published on the Council's website.
- 1.9 The Pay Policy Statement reflects Spelthorne's interim structure from April 2015. As we move towards a sustainable future there may be further changes to the organisational structure affecting reporting lines and posts which come within the definition of Chief Officer.
- 1.10 There has been no further guidance from the Secretary of State this financial year.

2. Options analysis and proposal

- 2.1 The draft Pay Policy Statement for 2015/16 is in the **Appendix**. It is proposed that the Council resolves to approve the Pay Policy Statement for 2015/16.
- 2.2 No options as the Pay Policy Statement for 2015/16 must be published by 31 March 2015.

3. Financial implications

- 3.1 No direct financial implications. All pay decisions in the year must be in accordance with the published pay policy statement.

4. Other considerations

- 4.1 Spelthorne is required to approve and publish a pay policy statement annually. The Council is an individual employer in its own right and has

autonomy on pay elements that are appropriate to local circumstances. The provisions in the Localism Act and the guidance do not seek to change this or to determine what decisions on pay should be taken or what policies individual employing authorities should have in place. Rather, the provisions require that authorities are more open about their own local policies and how their local decisions are made.

- 4.2 Arrangements for pay and employment must comply with relevant UK employment legislation, the Council's agreed Standing Orders, policies, procedures and arrangements, staff terms and conditions of employment and the regulations of the Local Government Pension Scheme. Arrangements for compensation for loss of office must comply with the Council's Discretionary Payments Policy.
- 4.3 The matters contained in the Pay Policy Statement include arrangements which are part of the contractual terms and conditions of employment, which cannot be changed without prior consultation.
- 4.4 From 2015 there is also a requirement to publish other information on senior salaries/posts following the government's publication of the Local Government Transparency Code 2014. This information will also be published on the council's website alongside the Pay Policy Statement.

5. Timetable for implementation

- 5.1 The Pay Policy Statement for the 2015/16 financial year must be agreed by Council by 31 March 2015 and published on the website. All pay decisions in the year will be in accordance with the published pay policy statement.

Background papers:

The Localism Act 2011 – chapter 8 on pay accountability.

DCLG Guidance – Openness and accountability in local pay: Guidance under section 40 of the Localism Act published February 2012.

DCLG Supplementary Guidance – Openness and accountability in local pay published in February 2013.

Appendices:

Pay Policy Statement 2015-16

Appendix to the Pay Policy Statement - Discretionary Compensation Policy and

Appendix to the Pay Policy Statement - Pensions Policy.

Appendix 1

Spelthorne Borough Council

Pay Policy Statement 2015-16

1 Purpose

This Pay Policy Statement is the annual statement as required by the Localism Act 2011, Section 38(1), and applies for the financial year 2015-16. The purpose is to provide transparency about how Spelthorne uses public funds to pay staff.

The statement sets out Spelthorne Borough Council's policies relating to the remuneration of chief officers, the remuneration of its lowest paid employees, and the relationship between the remuneration of Spelthorne Chief Officers and other employees.

2 Definitions

For the purposes of this pay policy statement the following definitions will apply:

2.1 Chief Officers

The following Spelthorne Borough Council posts are included in the definition of chief officers:

- a) The head of paid service designated under section 4(1) of the Local Government and Housing Act 1989.

This is the Chief Executive

- b) The monitoring officer designated under section 5(1) of that Act.

This is the Head of Corporate Governance (this post is shared with Reigate Borough Council)

- c) A statutory chief officer mentioned in section 2(6) of that Act.

This is the Assistant Chief Executive who acts as the chief finance officer

- d) Non statutory chief officers mentioned in section 2(7) of that Act.

This is the other Assistant Chief Executive post. A third Assistant Chief Executive post is deleted on 7 April 2015.

- e) Deputy chief officers mentioned in section 2(8) of that Act. These are posts reporting directly to the posts above, except where the duties are clerical, secretarial or support.

Reporting to the Chief Executive

Communications Manager (this is a part time post)

Emergency Planning & Resilience Coordinator (this post is shared with Runnymede Borough Council)

Reporting to the Head of Corporate Governance (monitoring officer)

Principal Solicitor (deputy monitoring officer) (this is a part time post)
Principal Committee Manager
Electoral Services Manager

Reporting to the Assistant Chief Executive (chief finance officer)

Head of Audit Services up to 31 July 2015 (this is a part time post shared with Elmbridge Borough Council and is to be deleted from 1 August 2015)
Internal Audit Manager from 1 August 2015
Head of Asset Management (this is a part time post)
Head of Asset Management and Asset Projects Lead
Head of Customer Services and Project Management Co-ordinator
Head of Human Resources up to 31 December 2015 (this post is shared with Runnymede Borough Council and is to be deleted from 1 January 2016)
Human Resources Manager from 1 January 2016
Head of ICT (this post is shared with Runnymede Borough Council)
Principal Accountant
Economic Development Manager
Community Development Manager
Head of Housing and Independent Living
Family Support Programme Team Manager (this post is shared with Elmbridge Borough Council and Epsom & Ewell Borough Council)

Reporting to the other Assistant Chief Executive post

Head of Streetscene
Head of Sustainability and Leisure
Head of Planning and Housing Strategy
Staines upon Thames Regeneration Programme Manager
Senior Environmental Health Manager
Building Control Manager
Community Safety Manager

The definition of chief officers and deputy chief officers for the purposes of this Pay Policy Statement is wider than the definition normally used at Spelthorne. The 3 Management Team posts of Chief Executive and Assistant Chief Executives are generally referred to as 'chief officers' with the Head of Service posts as their deputies for their area of responsibility. A number of posts are part time or shared with other councils, as noted above.

2.2 Management Team

From April 2015 Spelthorne Borough Council's Management Team is the Chief Executive and 2 Assistant Chief Executive posts.

2.3 Pay

In addition to salary remuneration includes fees, allowances, benefits in kind and termination payments.

2.4 Lowest paid employees

Refers to those staff employed within grade Scale 1 of the Council's pay framework, which is the lowest grade on the Council's pay framework. Currently there are 74 posts, 18.73% of the Council's establishment, at this level.

2.5 Employees who are not a chief officer

Refers to all staff who are not covered under the 'Chief Officer' group above, including the lowest paid employees.

3 Pay framework – general principles applying to all staff

3.1 General approach

Remuneration at all levels needs to be adequate to recruit, retain and develop a skilled and flexible workforce to deliver services to the community and fulfil the Council's business objectives. Remuneration must be fair and reasonable in the circumstances and not unnecessarily excessive. Each Council has responsibility for balancing these factors in the light of the unique challenges locally and retaining flexibility to deal with circumstances that might arise. Pay arrangements must comply with UK legislation. Salary payments for individual postholders are pro-rated where they are employed for less than full time. Salary payments are pensionable payments, except where specified in the Pension Regulations.

Terms and conditions of employment are in accordance with national conditions of service as amended by Spelthorne. The national terms and conditions of service that apply are:

- The Joint National Committee (JNC) for Chief Executives – for the Chief Executive
- The Joint National Committee (JNC) for Chief Officers – for the Assistant Chief Executives and heads of service
- The National Joint Council for Local Government Services for other posts.

3.2 Responsibility for decisions on remuneration

Decisions on pay are made in line with Spelthorne Borough Council's scheme of delegations and in accordance with employment policies, procedures and arrangements in place and staff terms and conditions of employment.

Approval for any change to the Chief Executive's salary is approved by the Leader of the Council if within the salary scale and existing policies or otherwise by the Cabinet/Council. Approval for any changes to the salary range for Management Team posts below Chief Executive is by the Head of Paid Service (Chief Executive) in consultation with the Leader. Approval for changes for posts below management team are the responsibility of the Head of Paid Service and Management Team within the budget and council policy framework.

Pay Awards agreed by the National Joint Council for Local Government Services are implemented as they are agreed and percentage increase pay awards are applied to all staff.

3.3 Salary grades and grading framework

Grades are determined by taking account of the full scope of the job including the complexity of work, range of responsibilities and the skills and experience required to undertake them, having regard to the need for equal pay for work of equal value. Each grade consists of a number of points from the Spelthorne pay spine, from the bottom to the top of the grade. The top of grade is considered to be the rate of pay for a fully experienced, qualified and competent postholder. Incremental progression is subject to satisfactory performance. Accelerated increments can be awarded in exceptional circumstances within the grade but not beyond the top of the grade.

3.4 New starters joining the Council

Appointments are made at the bottom of the salary scale, or at an appropriate point taking into account relevant skills and experience, and staff progress through the scale to the maximum of the grade over a number of years as experience is gained, subject to satisfactory performance.

3.5 Allowances and additional payments

Additional payments may be approved by Assistant Chief Executives and Management Team in the case of a member of staff undertaking additional duties for an extended period of time outside the normal responsibilities of their post. For example to cover the duties of a vacant post which is at a higher grade, to undertake additional work in relation to a time-limited project, or where a formal partnership/secondment arrangement is in place with another local authority resulting in additional duties, responsibilities, complexity and working hours and it is not appropriate to otherwise change the grade of the post.

Spelthorne will consider paying a recruitment or retention allowance in order to maintain service provision where it has been difficult to recruit to a vacant post or to retain staff in a particular service and specific criteria are met (policy agreed by the Executive on 9 December 2003). Recruitment and retention payments are a separate payment, not consolidated into salary, and are subject to annual review and removed when no longer justified. There are currently no recruitment or retention allowances in payment.

Essential user and casual user car allowances are payable where staff are required to use their own vehicles for council business. Car leases or a cash alternative allowance are applied to Management Team and Head of Service posts. Committee Allowance payments are payable where staff are required to attend Council meetings outside normal working hours (except for Management Team and head of service posts who do not receive additional payment).

3.6 Pay awards

Spelthorne applies the national pay awards agreed by the National Joint Council for Local Government Services to all staff including Chief Officers.

Pay awards are implemented as they are agreed, from the agreed effective date.

3.7 Pension scheme

All Spelthorne staff including Chief Officers are eligible to join the Local Government Pension Scheme with employee contributions tiered according to salary band. Employee contributions range from 5.5% for pensionable pay up to £13,500 to 12.5% for pensionable pay above £150,000 (the top rate does not apply to any Spelthorne posts).

The Council's pension current service contribution as employer is currently 15.8% (additionally there is a past service deficit contribution paid as a single lump sum of £478,000 by the council and which will be increasing each year for the next three years). Employer contribution rates are reviewed every 3 years following a revaluation of the pension fund and pension liabilities in relation to current and past members.

3.8 Policy on employing someone who has taken redundancy from another authority

An individual who has been made redundant from another council may apply to work at Spelthorne and would be considered against the required criteria for the post. If they accept an offer of employment with Spelthorne before the end of their employment with the other council to take effect within 4 weeks of leaving then they will not be due a redundancy payment from the previous employer and will retain continuity of service. If the gap is longer than 4 weeks their continuous service is broken, which means that they would have no eligibility for redundancy payments until they have 2 years further service.

3.9 Policy on employing someone who is also drawing a pension

In line with the pension regulations Spelthorne has a flexible retirement policy and will consider requests from staff who wish to draw their pension and continue working in a reduced capacity. Requests will only be agreed where there is a salary saving through either reduced hours or responsibility.

An individual who is drawing a pension in relation to a previous employment may apply to work at Spelthorne and would be considered against the criteria for the post. If they are appointed, the salary will be in accordance with the grade for the job, with abatement of their pension subject to the rules of the appropriate pension scheme of the pension in payment, as apply at the time.

3.10 Policy on increase in or enhancement to pension entitlements

Pension entitlements are in line with the Local Government Pension Scheme Regulations and Spelthorne Pensions Policy in operation at the time.

Spelthorne's Pension Policy was agreed by the Council on 24 April 2014. It applies to all Spelthorne employees including Chief Officers. The Pension Policy is attached as an Appendix to the Pay Policy Statement.

3.11 Payment arrangements

Employees, including chief officers, are paid through payroll and subject to appropriate income tax and national insurance deductions.

4 Level and elements of remuneration for chief officers

4.1 Salaries

Spelthorne policy is to pay chief officers according to the Spelthorne salary grade appropriate for the duties and responsibilities of the job. Each grade consists of a number of points from the Spelthorne pay spine, from the bottom to the top of the grade.

The salary paid to heads of service posts depends upon the range of responsibilities and consists of a salary range of a number of increments taken from a 12 point head of service salary band. Changes to the salary band for particular head of service posts may be agreed by the Chief Executive and Management Team if the range of responsibilities is increased.

The current full time salary scales for chief officer posts listed in Paragraph 2.1 above are set out in the table below. Where posts are filled on a part-time basis the postholders are paid pro-rata to their contractual hours.

Post	Bottom of salary range	Top of salary range
Chief Executive	£100,679	£113,512
Head of Corporate Governance (monitoring officer)	£60,156	£68,400
Assistant Chief Executives	£72,233	£79,272
Communications Manager	£34,288	£41,450
Emergency Planning & Resilience Coordinator	£30,347	£41,450
Principal Solicitor and deputy monitoring officer	£48,439	£51,742
Principal Committee Manager	£34,288	£36,952
Electoral Services Manager	£30,347	£41,450
Heads of service	£52,115	£68,400
Principal Accountant	£48,439	£51,742
Community Safety Manager / Economic Development Manager	£37,993	£46,840
Family Support Programme Team Manager	£61,320	£61,320
Community Development Officer	£30,347	£36,952
Senior Environmental Health Manager	£48,439	£51,742
Building Control Manager	£43,628	£51,742
From 1 August 2015 Internal Audit Manager	£30,347	£33,306
From 1 January 2016 Human Resources Manager	£48,439	£51,742

4.2 Other pay elements

Lease cars are provided to the Chief Executive, Assistant Chief Executives and heads of service who are employed on JNC conditions of service for Chief Executives / Chief Officers as a part of the total remuneration package or a cash alternative allowance is paid as an alternative. Lease cars and cash alternatives are not pensionable. Current lease car values are £6,064 for the Chief Executive, £4,670 for the Assistant Chief Executives and £4,293 for heads of service.

The salaries for chief officer posts on JNC terms and conditions for Chief Executives / Chief Officers (the Chief Executive, Assistant Chief Executives and heads of service posts) are inclusive salaries with no additional recompense for additional hours worked, for attendance at Council or other meetings outside of normal working hours, for expenses, for telephone use or for business mileage, except for journeys of 100 miles or more. A mileage rate equivalent to the HMRC rate for company cars applies (13p per mile for most vehicles) for journeys of 100 miles or more.

Posts listed as deputy chief officers which are employed on the NJC conditions of service for Local Government Services are eligible for car allowances if they are required to undertake business mileage, committee attendance allowance if they are required to attend council or other meetings outside normal working hours, overtime payments if required to work additional hours and they may claim for reimbursement of expenses incurred in the performance of their duties.

Professional fees required for the post are paid (for example membership of CIPFA for the chief finance officer and legal practising certificate for the monitoring officer).

Election fees are paid separately for additional duties and responsibilities undertaken as elections fall. The Chief Executive acts as Returning Officer at elections and other chief officers may receive payments for any additional work undertaken during a national or local election as deputy returning officers, presiding officers or poll clerks at polling stations or for working at the election counts. Election fees are set as elections are called taking account of guidance issued by the Ministry of Justice.

4.3 Remuneration of chief officers on recruitment

Starting salaries are at the bottom of the salary scale, or at an appropriate point taking into account relevant skills and experience.

Chief Executive and Management Team approval is required before recruitment to any post below management team level. Approval to fill posts at management team level requires the agreement of the Leader of the Council, with selection decisions made by a member Appointments Committee and ratified by Council if required (for Chief Executive). New appointments may be eligible for removal expenses under the Council's Home Relocation Policy.

4.4 Increases and additions to remuneration for each chief officer

Salaries are increased by any pay award agreed in the year. Spelthorne applies the national pay awards agreed by the National Joint Council for Local Government Services to all staff including Chief Officers. Pay awards are implemented as they are agreed, effective date as agreed.

Changes to salary ranges and other pay elements must be agreed by the Leader/Cabinet for the Chief Executive, by the Chief Executive in conjunction with the Leader for Assistant Chief Executive posts and by the Chief Executive and Management Team for all other posts.

4.5 Performance related pay for chief officers

There is no additional performance related pay for Spelthorne chief officers or any other staff. Progression through increments is subject to satisfactory performance. Once an employee reaches the top of their salary scale there is no opportunity to earn more.

4.6 Bonuses for chief officers

There are no bonuses available for chief officers or for other staff.

4.7 The approach to the payment of chief officers on their ceasing to hold office under or to be employed by the authority

Spelthorne's Discretionary Compensation Policy agreed by the Executive on 6 February 2007 and confirmed by Cabinet in July 2014, sets out the approach for payments in the event of termination on the grounds of redundancy and efficiency of the service. There is a consistent method of calculating redundancy pay which is applied to all redundant employees, including chief officers, with the level of redundancy pay calculated using the statutory matrix with a multiplier of 2 and at actual weekly earnings (to a maximum of 60 weeks' pay for staff with over 20 years local government service). The redundancy payment is intended to recompense employees for the loss of their livelihood and provide financial support whilst they seek alternative employment and applies when a post is deleted. In the case of termination on efficiency grounds payments would depend on the circumstances of the case and would exceed the amount due for redundancy only in exceptional circumstances, to a maximum of 104 weeks.

4.8 Additional payments for chief officers

Additional payments may be approved in the case of a member of staff undertaking additional duties for an extended period of time outside the normal responsibilities of their post. For example to cover the duties of a vacant post which is at a higher grade, to undertake additional work in relation to a time-limited project, or where a formal partnership/secondment arrangement is in place with another local authority resulting in additional duties, responsibilities, complexity and working hours and it is not appropriate to otherwise change the grade of the post.

5. The remuneration of the lowest paid employees

The lowest paid employees are those in posts graded at Scale 1, which has a current salary range from £15,266 to £17,791 per annum. The pay rate at the bottom of scale 1 is £8.13 per hour compared to the national minimum wage

of £6.50 per hour (National Minimum Wage rate from 1 October 2014) and the UK Living Wage of £7.85 per hour. From October 2015 the minimum point of Scale 1 will be £15,690 per annum, £8.35 per hour, when the bottom point of the national local government pay spine is removed.

Young people employed as Apprentices for the temporary period of their apprenticeship training are paid from £12,000 per annum, equivalent to £6.39 per hour compared to the National Apprenticeship rate of £2.73 per hour for under 19 year olds, the National Minimum Wage for under 18 year olds of £3.79 per hour, £5.13 per hour for 18 – 20 year olds and £6.50 per hours for the 21 years and over adult National Minimum Wage.

6. The relationship between the lowest and highest paid staff

The ratio between the lowest and highest paid salaries is less than 1:8. The lowest salary rate is £15,288, the top of the Chief Executive's salary scale is £113,512 which is a pay multiple of 1:7.42.

From October 2015 the lowest pay rate will be £15,690, compared to the top of the Chief Executive's salary scale this is a pay multiple of 1:7.23.

7. The relationship between the highest paid employee and employees who are not chief officers

The ratio between the median earnings across the organisation and the taxable pay of the highest paid employee (the Chief Executive) is 1:4.56

The ratio between the mean average earnings across the organisation and the taxable pay of the highest paid employee (the Chief Executive) is 1:4.12

8. Salary and severance payments over £100,000

8.1 Spelthorne has one post with a salary package above £100,000, the Chief Executive. The appointment of a new Chief Executive is made in accordance with the council's Constitution and statutory provisions. There would be a report to Cabinet/Council on the arrangements for an appointment, including the salary level, and the appointment would be made by a member Appointments Committee and confirmed after ratification by full Council.

8.2 Severance payments are made in accordance with the council's Discretionary Compensation Policy and are unlikely to exceed £100,000. Redundancy payments are based on the statutory matrix and Spelthorne multiplier to a maximum of 60 weeks' pay. Severance payments on the grounds of efficiency will exceed that level only in exceptional circumstances. There have been no severance payments over £100,000 reported in the Statement of Accounts to date.

9. The publication of and access to information relating to remuneration of chief officers

The annual pay policy statement is published on the Spelthorne Borough Council website where it can be easily accessed by tax payers and external organisations.

Pay Policy Statement effective from April 2015

Appendices: Pension Policy and Discretionary Payments Policy

Appendix 2

Discretionary Compensation Policy

The Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006

Policy Statement

The policy sets out the arrangements for discretionary compensation to staff who are leaving employment due to redundancy or efficiency, including to

- Employees who are dismissed on the grounds of redundancy
- Employees who are retiring early in the interests of the efficiency of the service
- Employees whose employment is terminated in the interests of the efficiency of the service

Factors to be taken into account in awarding compensation to include

- Overall cost and reasonableness, including benefits to the Council Tax payer of the employee leaving the Council's service
- Financial savings to be incurred by the employee leaving the Council's service
- Ability to implement organisational change
- Employee relations considerations
- Fairness and consistency of approach
- Protecting the Council from legal challenge

Discretion available under 2006 regulations	Spelthorne Policy – Redundancy
Pay at actual week's pay Lump sum payment up to 104 week's pay to include the statutory redundancy payment (ie up to 3.46 times the statutory amounts)	All Redundancy Payments to be calculated on the employee's actual week's pay Redundancy payments to be at twice the statutory minimum, using the government's redundancy payments calculator (to a maximum of 60 weeks). To be inclusive of the statutory redundancy payment.

<p>No pension added years</p>	<p>Employees who are members of the Local Government Pension Scheme will be able to use some of their lump sum compensation payment to fund additional pension on a self-funding basis (LGPS Regulation 16 for voluntary funding of additional pension contributions). Decisions must be made before the last day of service with full costs of additional pension contribution confirmed by Surrey County Council Pensions Unit and met by the employee. The statutory redundancy payment element cannot be converted.</p> <p>Redundancy payments to be agreed by the Chief Executive in consultation with the Leader or the Chief Financial Officer in consultation with the Leader as appropriate.</p>
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<p>Discretion available under 2006 regulations</p>	<p>Spelthorne Policy – Efficiency of the service</p>
<p>Lump sum payment up to 104 week's pay</p> <p>No pension added years</p>	<p>A one-off lump sum payment, based on the merits of each individual case, up to the maximum of 104 week's pay. Only in exceptional circumstances would payments exceed 60 weeks pay (the maximum lump sum for redundancy).</p> <p>Employees who are members of the Local Government Pension Scheme will be able to use their lump sum compensation payment to fund additional pension on a self-funding basis (LGPS Regulation 16 for voluntary funding of additional pension contributions). Decisions must be made before the last day of service with full costs of additional pension contribution confirmed by Surrey County Council Pensions Unit and met by the employee.</p> <p>Compensation payments to be agreed by the Chief Executive in consultation with the Leader or the Chief Financial Officer in consultation with the Leader as appropriate.</p>

Original Policy agreed in January 2007

This revised policy agreed by Cabinet on 15 July 2014 to take account of changes to the Local Government Pension Scheme from 1 April 2014, other elements remain unchanged. Any future changes to the policy will come into effect one month after the amended policy is agreed and published.

Local Government Pension Scheme Regulations 2013
Policy on additional pension contributions (regulation 16) and award of additional pension (regulations 31)

The Local Government Pension Scheme (LGPS) Regulations 2013 effective from 1 April 2014 give the discretion to fund additional pension contributions and award additional pension. Spelthorne's Pension Policy was agreed by Council on 24 April 2014 and is set out below.

Funding of additional pension contributions (regulation 16 (2)(e) and 16 (4)(d))

Spelthorne will not contribute to shared cost additional pension contributions.

Individuals who are awarded a discretionary compensation payment on redundancy or leaving on the grounds of efficiency will have the option of converting the discretionary element of the compensation payment to additional pension contribution if they wish to do so, with decisions made before their last day of service and fully-funded by the individual. The discretionary element of the lump sum payment in the event of redundancy is the total amount less the statutory redundancy payment at actual weeks pay.

Award of up to £6,500 additional pension (at whole cost to the employer)

Spelthorne may consider awarding additional pension in exceptional circumstances where it is in Spelthorne's interests and taking account of the employer costs of the additional pension. Cases to be agreed by the Chief Executive in consultation with the Leader for cases below Management Team level and by the Cabinet for cases at Management Team level.

2014

Spelthorne Borough Council

Pensions Policy Statements

1. These following statements of policy are made in respect of the exercise of discretionary functions under the Local Government Pension Scheme Regulations 2013, which come into effect from 1 April 2014.

Pension Regulation	Policy	Delegation
<p>Regulation 16 (2)(e) and 16 (4)(d) Funding of additional pension contributions.</p> <p>Voluntary funding of additional pension contributions via a Shared Cost Additional Pension Contribution (SCAPC) contract, either by regular on-going contribution or one-off lump sum</p>	<p>Spelthorne will not offer shared cost additional pension contributions.</p> <p>Employees who are members of the Local Government Pension Scheme (LGPS) may fully fund their own additional pension contributions.</p>	
<p>Regulation 17. Additional voluntary contributions.</p> <p>Additional voluntary contributions (AVC) via an approved AVC scheme.</p>	<p>Spelthorne will not offer Shared Cost Additional Voluntary Contributions.</p> <p>Employees who are members of the LGPS may fully fund their own AVC arrangements.</p>	
<p>Regulation 30 (6). Flexible retirement</p>	<p>To consider requests for Flexible Retirement on their merits and to agree where it is in the Council's interests. On the basis that pension benefits taken before normal retirement age are reduced in accordance with guidance issued by the Secretary of State.</p> <p>In exceptional circumstances the actuarial</p>	<p>Management Team for cases up to Head of Service 1 (i.e. heads of service whose personal salary range does not extend to the maximum of the head of service salary scale).</p> <p>The Cabinet for members of Management Team and heads of service above salary level Head of Service 1 (i.e. those heads of service</p>

	<p>reduction could be waived on compassionate grounds, or where it is in Spelthorne's business interests, and taking into account the affordability of the employer costs arising.</p> <p>See separate Flexible Retirement Policy Statement</p>	<p>whose personal salary range extends to the maximum of the head of service salary scale).</p>
<p>Regulation 30 (8). Waiving all or part of any actuarial reduction for a retirement before normal retirement age</p>	<p>Employees voluntarily retiring from age 55 before their normal pension age will have their benefits reduced so that there is no cost to the council.</p> <p>In exceptional circumstances the actuarial reduction could be waived on compassionate grounds, or where it is in Spelthorne's business interests, and taking into account the affordability of the employer costs arising.</p>	<p>Chief Executive in consultation with the Leader for cases below Management Team level.</p> <p>The Cabinet for cases at Management Team level.</p>
<p>Regulation 31. Award of up to £6,500 additional pension (at whole cost to the employer)</p>	<p>To consider and decide individual cases on their merits where it is in Spelthorne's interests and taking account of the employer costs of the additional pension.</p>	<p>Chief Executive in consultation with the Leader for cases below Management Team level.</p> <p>The Cabinet for cases at Management Team level.</p>

2. The following statement of policy is made under the Local Government (Transitional Provisions, Savings and Amendment) Regulations 2014, effective from 1 April 2014

Pension Regulation	Policy	Delegation
<p>Regulation 18 and Schedule 2 (the 85 year rule)</p> <p>Whether to apply the 85 year rule to benefits paid on or after age 55 and before age 60.</p>	<p>The 85 year rule applies to eligible staff for pension benefits taken from age 60.</p> <p>Employees may retire early from age 55 before their normal pension age with retirement benefits taken before age 60 reduced in accordance with guidance issued by the Secretary of State, with 85 year rule protection not applying.</p> <p>In exceptional circumstances to agree to apply the 85 year rule protection (waiving actuarial reduction) on compassionate grounds, or where it is in Spelthorne's business interests, and taking into account the affordability of the employer costs arising.</p>	<p>Chief Executive in consultation with the Leader for cases below Management Team level.</p> <p>The Cabinet for cases at Management Team level.</p>

3. The following statement of policy is made in relation to former employees who left before 1 April 2014, who may ask for early access to their pension benefits.

Pension Regulation	Policy	Delegation
<p>Requests for early payment of pension benefits before age 60</p> <p>(Under previous pension regulations normal pension age was 65, with former employees</p>	<p>Former employees may take their pension benefits from age 55 before their normal pension age on the basis that the pension benefits are reduced in accordance with guidance from the Secretary of State and</p>	

<p>able to access pension benefits from age 60 without the employer's consent. Employer's consent required before age 60).</p>	<p>there is no employer cost falling on Spelthorne.</p> <p>In exceptional circumstances to agree to waive the actuarial reduction on compassionate grounds, taking into account the employer pension costs arising.</p>	<p>Chief Executive in consultation with the Leader of the Council.</p>
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Council April 2014

Cabinet**27 January 2015**

Title	Airports Commission – report on consultation.		
Purpose of the report	To make a decision		
Report Author	John Brooks		
Cabinet Member	Councillor Vivienne Leighton	Confidential	No
Corporate Priority	Creating opportunity and prosperity for our borough		
Cabinet Values	Community and Opportunity		
Recommendations	Cabinet is asked to agree the responses to the Airports Commission set out in Appendix 1.		

1. Key issues

1.1 The Airports Commission is undertaking a 12 week consultation on the three options for a new runway. Those options are:

- (a) Heathrow – North West Runway (promoted by Heathrow Airport Ltd)
- (b) Heathrow Airport – Extended Northern Runway (promoted by Heathrow Hub)
- (c) Gatwick Airport Second Runway (promoted by Gatwick Airport)

1.2 They have set out 8 questions and invited any other comments.

1.3 Given the impact of Heathrow on the Borough it is appropriate to make a formal response to the Commission.

1.4 The recommended scheme is for Heathrow Airport Limited's separate third runway proposal

2. Options analysis and proposal

2.1 The Council reaffirmed its support in principle for a third runway at Heathrow at an extraordinary meeting of Council on 16 January 2014. Its formal decision was:

- (a) that the Council continues to support a third *northwest* runway at Heathrow as the best location in the local and national economic interest and that
- (b) the Council will work with all appropriate parties to bring forward and promote an appropriate third *northwest* runway proposal, and associated transport links, that best mitigates the environmental and other impacts, whilst seeking to secure the best outcome for local residents.

- 2.2 The responses in Appendix 1 focuses on Heathrow and reflects the matters set out in the Leader's statement to the Airports Commission at its 'public discussion' for the Heathrow area held on 3 December. Expansion of Gatwick is not in the Borough's interests as it fails to secure the UKs 'hub airport' status and the economic benefits that go with that.

3. Financial implications

- 3.1 There are no direct implications for the Council but an expansion of Heathrow would bring wider benefits to the local economy.

4. Other considerations

- 4.1 It is important to take the opportunity to bring to the Commissions attention the other impacts of any proposal and those issues which are essential to address.

5. Timetable for implementation

- 5.1 A response is required to the Commission by Tuesday 3 February 2015.

Background papers: None

Appendices:

Appendix 1 – 'Response to the Airport Commission's consultation questions on its assessment of the three shortlisted options'

Appendix 1

Response to the Airport Commission's consultation questions on its assessment of the three shortlisted questions

Q1. *What conclusions, if any, do you draw in respect of the three short-listed options? In answering this question please take into account the Commission's consultation documents and any other information you consider relevant?*

Response

- 1.1 In the Council's view the issue of prime consideration is the maintenance of Heathrow Airport's 'hub' status. This is critical to the strength of the UK aviation industry and in turn the number of international businesses who choose to locate near the airport. Failure to maintain this 'hub' status through expansion at Gatwick instead of Heathrow risks enormous damage to the UK economy.
- 1.2 Inevitably the scale of Heathrow exerts significant economic influence over the wider area providing both direct and indirect employment and a large number of supporting businesses. Heathrow provides significant economic benefits to the Borough including being the location where some 8.3% of all those in work in the Borough are employed.
- 1.3 The Commission's figures show that the Heathrow Airport Ltd (HAL) new north-west runway option would bring a growth of 41,000 jobs by 2030. Conversely, due to increasing efficiencies, without passenger expansion, 14,000 jobs could be lost by 2030¹.
- 1.4 Having assessed the two options at Heathrow the Council supports the proposal by HAL for an independent third runway. The other option is by Heathrow Hub and involves extending the existing northern runway so it can operate as two runways. The Council considers that the HAL proposal provides a more flexible proposal for the airport whereby if one runway is unavailable two independent runways are still available. This flexibility will provide a more resilient airport with the attendant economic benefits.
- 1.5 Three independent runways with different landing and take-off rates also means that at off-peak times there is greater scope to alternate use patterns in a way to provide greater noise relief for parts of the day than is currently achievable.

Q2. *Do you have any suggestions for how the shortlisted options could be improved, i.e. their benefits enhanced or negative impacts mitigated?*

Response

- 2.1 Whilst supporting the growth of Heathrow on economic grounds the Council recognises the huge challenges that any airport expansion can bring on the environment, on people and in transport terms. Comprehensive and effective mitigation of all environmental and transport issues is not just important but a prerequisite for any scheme that is chosen.

¹ Employment at the airport in 2011 was 76,600.

- 2.2 HAL, as part of their proposals, suggest a significant increase in the proportion of travel to the airport by non-car modes. They suggest a 'modal shift' from 40% to 60%. This intention is essential if net growth in traffic is to be avoided.
- 2.3 However, it will be essential that necessary proposals are an integral part of an expansion scheme and are delivered when needed. Some rail proposals are already at various stages of implementation or planning (Crossrail 1, Western link and Piccadilly Line upgrade). It will also be essential to secure links from Crossrail 2, HS2 and from an appropriate Southern Rail access.
- 2.4 In areas close to the airport, such as Spelthorne, rail links can provide too 'coarse' a transport network to facilitate the relatively short distances from a multiplicity of locations. Improved bus links and cycle routes will have an important role to play. It will be essential that HAL invest in such local provision to help secure the degree of modal shift that will be essential – including ongoing revenue support where required. It is vital that alongside any decision in principle for expansion that the Government put in place the mechanisms to secure this. The Commission's recommendations on how they might best be secured will be very important.
- 2.5 Effective measures to secure significant modal shift will contribute to containing traffic levels generated by the airport and the associated air quality implications that arise.
- 2.6 Aircraft noise is a major issue for those living under flight paths. Residents in Stanwell Moor, Stanwell and the west side of the Borough are particularly affected. The assessment of proposals at Heathrow highlights the improvements from phasing out noisier aircraft and also various operational procedures by pilots, airlines and the airport operations. HAL's 'Blueprint for Noise Reduction' published in late November 2014 identifies 10 actions it proposes to take in 2015. These are welcome but also emphasises the scope for further longer term improvements through better operational practice.
- 2.7 The Commission is asked to identify how, through its recommendations to Government, it can not only push for specific noise reduction measures and practices but generally further raise the rate of noise improvement above that currently anticipated?
- 2.8 Finally, the proposals for the expansion of Heathrow not only result in greater water runoff from new hard surfaces, but also cut across the floodplain of the River Colne river system. Without investment in comprehensive mitigation of flood risk, both on the Colne system and in turn the River Thames to which it flows, existing significant flood risk will be made worse. Appropriate comprehensive mitigation is vital.

Q3. *Do you have any comments on how the Commission has carried out its appraisal?*

Response

- 3.1 No

Q4. *In your view, are there any relevant factors that have not been fully addressed?*

Response

- 4.1 At this stage all proposals are still at an outline stage and the detailed design and mitigation of important issues has yet to be worked through. HAL has started to

prepare a 'masterplan' and this current draft is a welcome start. The Council is keen to work with them on it.

- 4.2 It is often in the detail that schemes can either succeed or fail and it will be important for the Commission to include in its recommendations to Government measures requiring comprehensive master planning of the selected option. It is only in this way that the impacts and opportunities for wider improvements can be effectively tackled. In this regard it will also be important for proposals to resolve where they reasonably can the legacy of adverse impact such as noise and environmental degradation is some areas/sites around the airport. Appropriate separation between the airport and airport related development and residential areas are very important and should be reflected in detailed design work.

Q5. *Do you have any comments on how the Commission has carried out its appraisal of specific topics (as defined by the Commission's 16 appraisal modules), including methodology and results?*

Response

- 5.1 No

Q6. *Do you have any comments on the Commission's sustainability assessments, including methodology and results?*

Response

- 6.1 No

Q7. *Do you have any comments on the Commission's business cases, including methodology and results?*

Response

- 7.1 The Council has no comments as such on the methodology. It notes that whilst the costs of HAL's proposal at Heathrow are the highest, the economic benefits are also the greatest.

Q8. *Do you have any other comments?*

Response

- 8.1 The Council does have some concerns around the assumed employment projections and consequent potential housing demand from this growth.
- 8.2 Firstly, some very wide ranges have been assumed in employment growth and employment is assumed to be drawn from a relatively close geographical area. It is evident that the proposals have scope to draw workers from areas of London experiencing high levels of unemployment. This will be particularly assisted by Crossrail. The assessments and eventual recommendations would benefit from more work to see how employment benefits can be extended to areas of particular need. This would assist in reducing net additional housing requirements.
- 8.3 Secondly, further work generally should be undertaken on the assumed area over which it is assumed housing demand is met. Currently this is across only 14 boroughs

of which just 5 are within London (Hillingdon, Hounslow, Harrow, Ealing and Richmond).

- 8.4 There should be a closer alignment of where housing may be required to where employment may be most beneficially drawn in economic terms.
- 8.5 Thirdly, the Commission is asked to formulate proposals and recommendations to Government on the need for mechanisms to deal effectively and acceptably with these wider strategic implications. There are no effective regional planning structures or mechanisms to deal with such matters outside London and it is considered that the statutory 'duty to cooperate' is of itself an inadequate mechanism to deliver the comprehensive strategic planning required in this case. A formal structure for dealing with issues arising from the airports expansion will be required. It would not be acceptable to Spelthorne to simply leave it to the Mayor for London who has expressed aspirations (through his Infrastructure Plan for 2050) to advance proposals beyond the capital. Appropriate and effective arrangements will be essential to the implementation of comprehensive proposals.

Cabinet**27 January 2015**

Title	Review of Designated Public Place Order (DPPO)		
Purpose of the report	To note		
Report Author	Keith McGroary		
Cabinet Member	Councillor Penny Forbes-Forsyth	Confidential	No
Corporate Priority	Delivering quality of life services		
Cabinet Values	Community		
Recommendations	Cabinet is asked to note the report and endorse the continued application of the order.		

1. Key issues

- 1.1 The DPPO was signed on behalf of the Council on 8th July 2014 with a life span of 5 years. The order was introduced with support from Surrey police to deal with a long term problem at Sunbury Cross where a group of men were congregating on the benches near to the clock tower whilst drinking beer, wine and cider; this had an intimidating effect on shoppers, affected business and gave a negative visual impression with regards to the location. In the past other remedies had been sought, but because the behaviour was not always crime related, the police were relatively impotent to improve the situation. The DPPO prohibited alcohol being consumed within a designated area around Sunbury Cross. Cabinet who approved the scheme asked that a report be made to Cabinet within the forward Plan to give an update with regards to the effectiveness of the scheme.
- 1.2 The group that regularly drank alcohol from open containers on the bench at Sunbury Cross were offered support for the alcoholic symptoms displayed via the drug & alcohol outreach service Windmill, but this was declined. As this would be a voluntary intervention, members of the group could not be coerced to receiving this support.

2. Options analysis and proposal

- 2.1 Since the implementation of the order, the following has been achieved: -

A total of 9 individuals, including alcoholics and others with a history of criminal behaviour have been moved away from the area.

There have been 20 alcohol seizures recorded by the police; with the last being in August 2014 (this may be partly due to officers not completing a record of seizure due to other operational pressures, as well as the absence

from the location of the main persons responsible for the drinking and intimidation).

Surrey police have reported a reduction in reported offences at Sunbury Cross related to the alcohol issues, and consultation with residents and business have also reported a significant drop in anti-social behaviour

At a local residents meeting, the police and partner agencies were thanked for their support and commented on how improved the area now was.

3. Financial implications

- 3.1 The only capital cost of the DPPO was £300.78p for 9 signs to give notice that the area within was controlled by a DPPO; this was paid for via the Community Safety Partnership funds, not Spelthorne Council. The police have regularly patrolled the area as they would normally without incurring any additional revenue costs.

4. Other considerations

- 4.1 When the SBC Enforcement Officers receive the Community Safety Accreditation Scheme course, they will receive accreditation from the Chief Constable which will also allow them to seize alcohol within the DPPO area.

5. Timetable for implementation

- 5.1 The DPPO was authorised in May 2014 and will run for 5 years unless a decision is made to cancel the order before then.

Background papers:

There are none

Appendices:

There are none

Cabinet

27 January 2015



Title	Review of the Leisure and Culture Strategy actions during 2014 and to note the action plan for 2015		
Purpose of the report	To note		
Report Author	Lisa Stonehouse		
Cabinet Member	Councillor Penny Forbes-Forsyth	Confidential	No
Corporate Priority	Delivering quality of life services		
Cabinet Values	Community and Opportunity		
Recommendations	Cabinet is asked to note the actions within the 2014 Leisure and Culture Strategy and the proposed actions for 2015.		

1. Key issues

- 1.1 To note the targets within the 2014 Leisure and Culture Strategy action plan (appendix 1) and the proposed action plan for 2015 (appendix 2).

2. Financial implications

- 2.1 The actions within the strategy will be undertaken by the Leisure Services Team within their allocated department budget.
- 2.2 A robust Leisure and Culture Strategy is required to source external funding. Agencies such as Sport England and national governing bodies for sport require that a strategy is in place prior to awarding funding. In 2014 we received external funding from a number of sources.

3. Other considerations

- 3.1 The Leisure and Culture Strategy provides an outline of the priorities for the work of the Leisure Services Team from 2014-2016 and an overview of the local and national policies that influence this work. The action plan is reviewed each year. This document will be utilised by departments such as planning and asset management as part of the needs analysis in relation to new developments. Staffing changes have affected the achievements of some of the actions within the strategy for 2014 and this is a risk for 2015.
- 3.2 The actions achieved in 2014 are listed in the action plan (appendix 1). A selection of the key achievements are also highlighted below:-
- The development of the community garden in Sunbury, which has successfully developed intergenerational networks within the local community.
 - Record numbers of young people participating in the Surrey Youth Games training sessions and competition.

- The successful launch of the Cycling for Health scheme in April and recruitment of eight new volunteers.

3.3 We have been awarded a significant amount of external grant funding and sponsorship:-

£79,690 from the Football Foundation, for the refurbishment of Kenyngton Manor Pavilion, prior to self-management.

£21,271 from SITA for the refurbishment of tennis courts in Stanwell.

£20,000 from the Surrey Community Improvement fund, for the natural play area in Orchard Meadow, Sunbury on Thames.

£10,000 from Fields in Trust (linked to the QE11 fields programme), for the natural play area in Orchard Meadow, Sunbury on Thames.

£1,516 from Sport England (Sportivate Course Funding for ages 11-25).

£1500 from Everyone Active and Shepperton Studios for the Surrey Youth Games.

£850 from several sponsors for the Sports Awards (Lotus, Shepperton Studios, Active Surrey, Enterprise and Surrey Playing Fields).

4. Timetable for implementation




4.1 The action plan outlines the dates for implementation.

Background papers: There are none

Appendices: Appendix 1 - 2014 actions. Appendix 2 - 2015 actions



Leisure and Culture Strategy Action Plan 2014

Target	Action	By when	Progress at Dec 14
People and Participation			
Sport and Active Lifestyle			
Promote local sport and physical activity opportunities via a variety of communication techniques such as the Leisure Directory, Borough Bulletin, Website, Facebook and local events.	Produce 2014 Leisure Directory hard copy and on website.	Feb 2014	😊 circulated to all libraries and health centres
	Sport/physical activity article in every Bulletin.	Every quarter	
	All activities on web/Facebook/Twitter	as appropriate	😊 Various articles in every bulletin.
Focus on promoting sport and active lifestyle activities for those who are most at risk from sedentary living, in particular older people (whose activity is proven to decline after about the age of 55), women (70% are not doing enough to benefit their health) young adults (whose activity drop-off occurs from the age of 16), people with disabilities (children and young people with a disability take part in physical activity and sport less frequently than their non-disabled peers).	Promote Walking for Health in health centres and usual marketing techniques.	2013/2014	😊 The Walking for Health Scheme has been promoted in all health centres and libraries and in the borough bulletin. We continue to run three walks each week and have four regular walks from

Target	Action	By when	Progress at Dec 14
			four borough areas.
	Launch Cycling for health scheme.	2014 Spring	 The Cycling for Health Scheme was launched in April 2014
	Physical activity sessions for older people at Stanwell Community Hall commence	Sept 2013	 Regular chair based exercise sessions. Line dancing classes Sept13-Sept 14. Due to re start in January 2015.
Continue to support the Spelthorne Disability Sports Club	Weekly, term time sessions at Spelthorne Leisure Centre	on-going	 The disability sports club is continuing to be successful and has recently recruited more volunteers.

Target	Action	By when	Progress at Dec 14
Deliver the new Boccia project for young people and adults, thanks to funding from Sport England.	Taster sessions for disability clubs	Taster sessions Aug/Sept 2013. Weekly sessions Autumn.	😊 The boccia club for adults with physical or learning disabilities is now running regularly and attracts regular participants.
	Running Boccia leaders course	Nov 2013	😊 We ran the boccia course in Feb 2015.
Through our sport initiatives, such as the annual P&G Surrey Youth Games, encourage young people to participate in new sports and have the chance to compete	Coordinate free coaching sessions for young people from April	June 2014	😊 465 young people attended training sessions and 191 were selected to compete in 28 teams. Spelthorne won the fair play award.
Continue to support the Walking for Health scheme, promote the self-led walks pack and set up a new Cycling for Health scheme. Investigate the possibility of developing cycle tracks and measured walk/run routes through specific parks.	Walking for health continues	3 walks each week	😊 As mentioned above
	New cycling for health scheme	Spring 2014	😊 As mentioned above
	Bike maintenance course	Autumn 2013	😊 We ran two




Target	Action	By when	Progress at Dec 14
			courses and trained 16 people. Four participants went on to become volunteer cycling for health leaders.
	Cycle track or walk track	Spring 2014	☹️ A 5k run/ walk route is due to be installed in Laleham Park in February 2015 and an Easter family event is planned to launch this. We received free route markers from Run England.
Continue to promote the Exercise Referral and Weight Management scheme run by Spelthorne Leisure Centre.	Exercise Referral scheme promoted in Bulletin in autumn 2013	Autumn 2013	😊 This was promoted. The referral officer will take Cardiac Rehab patients from January 2015
Continue to support the Runnymede Runners and Staines Strollers in organising the annual Staines 10k event	Staines 10k will be run	May 2014	😊 556 runners participated in the




Target	Action	By when	Progress at Dec 14
			Staines 10k.
Set up a 'Back to Netball' project and work with local clubs such as Ashford Netball Club to encourage new adult players to continue to play and support the netball now scheme to encourage casual match play opportunities.	Back to Netball 11 week scheme plus extend if successful	October 2013	 <p>The Didasko netball club ran these sessions and they were very successful. The club have continued to run these sessions each week.</p>
	Support England netball with Netball Now	Summer 2014	 <p>The Didasko club run netball sessions throughout the year.</p>
Work with Active Surrey Surrey CC to continue to promote cycling as part of the Surrey Cycle Legacy project; this combines resources and funding to enable residents to cycle.	Meet with Active Surrey to commence initiatives	Autumn 2013	 <p>We met with Surrey CC and planning policy. The Spelthorne action plan was delayed whilst we awaited the Staines movement study and the adoption of Surrey CC Cycling</p>

Target	Action	By when	Progress at Dec 14
			Strategy.
Encourage volunteering in Sport and Active Lifestyle activities e.g. Surrey Youth Games, Staines 10k, Walking for Health, Cycling for Health, Disability Sport	Continue to recruit via promotion of schemes.	2 volunteers by 2014	😊 9 new volunteers recruited (5 cycling for health, 3 disability sports club and 1 Boccia club)
Apply for funding to coordinate low cost or free sports sessions e.g. Sportivate or Doorstep sports funding.	Apply to do cardio tennis with Sportivate funding	Autumn 2013	😊 We successfully gained funding to run 'Sportivate' Boxing, table tennis, cardio tennis and three 'gym it' projects. Doorstep sport sessions are running in Stanwell and Staines and we supported this bid.
	Surrey Youth Games sessions	Spring 2014	😊 465 young people attended training sessions and 191 were selected to

Target	Action	By when	Progress at Dec 14
			compete in 28 teams. Spelthorne won the fair play award.
Promote Olympic legacy projects that encourage participation in sport.	Liaison with Surrey CC at meetings throughout the year	Throughout year	😊 The Boccia club and cycling schemes have been very popular following the Olympics.
Support the Spelthorne Sports Council awards and Active Surrey awards	Support both events	Autumn/winter 2013	😊 The sports awards event ran in 2013 and 2014.
Arts			
Work in partnership with Surrey Arts partnership	Arts Officer attend meetings	on-going	😊 Arts officer regularly attending meetings.
Continue to coordinate and support the Resource Centre scrap store facilities for the community and coordinate art and craft activities for children	Resource Centre craft activities weekly term time and at least 2 open days	on-going	😊 The regular term time sessions and open days continue to be popular and

Target	Action	By when	Progress at Dec 14
			local businesses and residents regularly make scrap donations.
Continue to support and coordinate the Spelthorne Youth Theatre	Find new venue for autumn term. Run weekly in term time.	on-going	 The senior youth theatre continues to run and moved to the new Stanwell Rose centre in September 2013.
Promote the availability of Spelthorne Leisure Grants	Promoted in Bulletin	Sept 2014	 Information on grants went to all clubs in the leisure directory and was publicised on the website.
Continue to support the 'Sing Spelthorne' community choir and work with them to ensure their future	Find new venue and support to become more sustainable	Autumn 2013	 The sing Spelthorne scheme now has 40 members and is incredibly popular. The sessions are held at Thomas Knyvett College in Ashford.




Target	Action	By when	Progress at Dec 14
Continue to provide summer concerts in the Sunbury Walled Garden and other appropriate parks	Programme of concerts	Summer 2014	 <p>13 concerts were held in the Walled Garden/Lammas Park in the summer.</p>
Encourage the use of high street venues for suitable leisure activities to engage with a greater number of residents and visitors	Trial 2 street performances/events	Summer 2014	 <p>A theatre company led three Santa trails at Sunbury Cross, Manor Park and Fordbridge Park in 2013. The Dead Rat Orchestra performed in Memorial Gardens in summer 2014. Both attracted a good audience.</p>
Continue to support the Spelthorne Museum	Continue to have regular meetings	on-going	 <p>Regular meetings throughout the year. The museum continue to run open days and school sessions.</p>

Target	Action	By when	Progress at Dec 14
Heritage: 2014 and 2015 mark historic anniversaries for our Borough. 2014 is the centenary of the outbreak of the Great War, and it will be 800 years since Magna Carta was signed in 1215; We are marking both events locally and are liaising closely with county wide and national institutions.	Meet with Museum and relevant Cllrs to make plans for both events and develop action plan	Dec 2013	 <p>World War 1 commemoration arts competition launched in 2014.</p> <p>Plans have commenced to run a Magna Carta Medieval event in June 2015</p>
Young People			
Develop a new Children and Young People Strategy	Write strategy and seek approval from Children and Young People partnership and cabinet	Dec 2013	 <p>Draft strategy written, but not possible to implement, as Youth officer left and was not replaced.</p>
Re launch the youth council; this will provide an opportunity for young people to make a major contribution to decision making about activities and events in the Borough. We are currently consulting schools and youth groups about this project, which is receiving a warm response.	Launch Youth Council	Autumn 2013	 <p>Not possible due to no youth officer</p>



Target	Action	By when	Progress at Dec 14
Ensure that youth facilities are well maintained and continue to be popular and suitable for use.	All play and skate facilities inspected by Lotus and faults rectified	on-going	😊 Weekly inspections continue.
Continue to administer the play scheme voucher project for families on benefits seeking additional funding as necessary.	Assess budget position for 2014. Seek additional funding if necessary.	Feb 2014	😊 90 families on benefits received play scheme vouchers.
Provide a varied menu of community activities throughout the year to get young people more involved.	Plan in liaison with Youth Council	March 2014	😞 No youth council due to youth officer leaving and not being replaced. Activities have included the Surrey Youth Games, Sportivate projects, tennis project, WW1 arts competition
Continue to support the 'Sound Hive' youth music project.	Regular meetings to evaluate progress	on-going	😊 The sound hive continues to be successful.
Coordinate the Spelthorne Youth Achievement awards.	Plan and run event in liaison with Youth Council	Summer 2014	😞 This wasn't run in 2014, due to no

Target	Action	By when	Progress at Dec 14
			youth officer. Another officer has been employed for more hours temporarily to run this event in March 2015.
Constantly review our Safeguarding Children policy; which is an important statutory requirement for children's protection.	On-going review in liaison with Surrey County Council	Section 11 meeting autumn 2013. Regular attendance at Surrey meetings.	☺ An officer attends the NE Safeguarding meetings. The section 11 audit was completed again in 2014.
General			
Continue to promote the huge range of leisure opportunities within the borough by updating and publishing the annual Leisure Directory and the Summer Events leaflet. Events will also be advertised via the Borough Bulletin, website and Facebook/Twitter.	Update and publish directory	Feb 2014	☺ circulated to all libraries and health centres and online.
	Update and publish summer events leaflet	May 2014	☺ Circulated to all libraries and health centres and online.

Target	Action	By when	Progress at Dec 14
	On-going promotion of all activities by other marketing opportunities	on-going	😊 Weekly updates on the website, twitter and facebook.
Continue to administer the Free Access for County Sports People (FACS) and promote the Surrey elite athlete scheme.	Liaise with Active Surrey to promote both schemes	on-going	😊 Both schemes continue to run. There are 38 members in the FACS scheme.
Places			
The Thames is an important recreational and tourist asset and we will ensure that this is promoted. We will protect facilities such as the short term moorings and slipways, that enable boating and water based sporting activities. We will support the maintenance and provision of visitor facilities, to promote the use of the Thames.	Cabinet report autumn 2013 involvement from various departments including Asset Management, Streetscene, Sustainability.	on-going	😐 The report was written and the byelaws are being reviewed.
The Spelthorne and Sunbury Leisure Centres are contracted to Sport and Leisure Management (SLM) until 2021; we will undertake a needs analysis in 2013/14 to assess the current and likely future demand for the types/venues of such facilities that best suit the Borough.	Needs analysis completed	Dec 2013	😊 The needs analysis was completed in July 2014.

Target	Action	By when	Progress at Dec 14
Implement the actions within the Playing Pitch Strategy to enable the continued development of pitch sports within the borough.	Follow Playing Pitch action plan targets	on-going	 <p>Some targets have not been achieved due to staffing resources in 2014. Further work will be required in 2015.</p>
Work with local sports clubs; to take on self-management of borough facilities where appropriate and financially viable - work with Colne Valley Girls and Ladies Football Club, The Middlesex Football Association and the Football Association to pursue self-management of Kenyngton Manor Park pavilion. Complete final lease negotiations with Fordbridge Park Bowls Club.	Colne Valley football club project subject to funding from football association	Will commence March 2014	 <p>Lease at Fordbridge Park bowls club was completed. We are still awaiting a decision from the Football Foundation regarding the funding for the Kenyngton Manor Pavilion project. This is a capital project for 2015/16</p>
Continue to work in liaison with the Riverside Arts Centre, who lease a council facility in Lower Sunbury.	Continue to work in liaison. Promotion of their activities as requested.	on-going	 <p>The arts centre have a very full programme of events and the arts officer has regular contact.</p>

Target	Action	By when	Progress at Dec 14
Review the actions within the Parks and Open Spaces Strategy 2010-2020 and develop specific parks management plans. Support the Surrey Wildlife Trust in their proposed open space project, to promote the psychological and physical benefits of using local green spaces for leisure activities.	Two parks management plans	March 2014	☹️ One draft plan was completed. The officer responsible left the authority in March 2014. This will be pursued in 2015.
	Surrey Wildlife Trust project underway	Summer 2014	☹️ Surrey Wildlife Fund unfortunately did not receive the funding they applied for. This project didn't go ahead.
Allotments: Spelthorne has 13 allotments sites, 12 of which are managed by the Council and 1 is self-managed; we value the social and recreational importance of these plots and will encourage their use.	Sustainability department		😊 The allotments remain popular, although there are plots available, which will be publicised next year.
Liaise with Surrey County Council to ensure that improvements in the Spelthorne cycle network are being planned and prioritised.	Meetings with Surrey CC	Autumn 2013	😐 The Spelthorne action plan in liaison with Surrey CC was delayed whilst we

Target	Action	By when	Progress at Dec 14
			awaited the Staines movement study and the adoption of Surrey CC Cycling Strategy. This will be pursued again in 2015.
Work in liaison with A2 Dominion and the Stanwell Community group to ensure that a wide range of positive activities are provided at the new community hall.	A range of positive activities planned	Autumn 2013	 <p>A wide range of activities are provided. Spelthorne are utilising free hours as part of the S106 agreement for Bingo, chair based exercise and Surrey Youth Theatre, with more physical activities planned for 2015.</p>
Partnership			
Promote and support the Active Surrey club and coach development workshops and club development forums.	Liaise with Active Surrey to run 2 workshops a year in Spelthorne	Sept 2014	 <p>Workshops in safeguarding and protecting children.</p>

Target	Action	By when	Progress at Dec 14
Promote information regarding club accreditation, good practice and funding opportunities to all clubs.	Liaise with Active Surrey to promote	on-going	😊 The sports club forum took place in 2014. Funding opportunities have been circulated to all clubs.
Work in liaison with our clubs and charitable organisations, to ensure that leisure activities are promoted and volunteers are utilised and supported.	Leisure Directory promoted to all clubs	Autumn 2013	😊 Email updates circulated to all organisations.
We will work in liaison with the team responsible for tourism to ensure that we work in partnership.	Link in with proposed Tourism Plan	When Tourism plan is developed	😐 Leisure contributed to the economic strategy.
We will liaise with the North West Surrey Clinical Commissioning Group (CCG), Surrey Public Health, Sports England Active Surrey, Surrey Sports Board and national governing bodies for sport, to encourage local residents to participate in physical activity and sport.	Attend regular meetings. Investigate possibility of and implement actions seeking funding via CCG and Public Health	on-going	😊 Regular liaison with the CCG and public health. The Health and Wellbeing Strategy is currently being written.
We will work with the Arts Partnership Surrey to implement their programme (see appendix 6).	Arts officer attends meetings and implements joint actions	on-going	😊 We have taken part in several arts

Target	Action	By when	Progress at Dec 14
			partnership projects this year, including the community garden, seated dance and the proposed carers choir.
Support local clubs to share facilities where appropriate and to work in liaison with local schools to ensure that their facilities are used.	Support Active Surrey to increase use of schools for sport	on-going	☹️ Active Surrey have a working party, which is investigating access to community facilities.
Continue to be represented on the Stanwell Hub.	Youth and Arts Manager attend meetings	on-going	☹️ No leisure representation on this group, due to youth officer not being replaced.

Leisure and Culture Strategy Action Plan January-December 2015

Target	Action	By when
People and Participation		
Focus on promoting sport and active lifestyle activities for those who are most at risk from sedentary living, in particular older people, women and people with disabilities and prevent obesity in adults.	Continue to prioritise resources to link in with public health and Clinical Commissioning Group (CCG) priorities, such as physical activity and obesity prevention schemes. Liaise with the public health team and the CCG to promote our active lifestyle, health living and arts schemes provided by the council and leisure centres.	Jan-Dec 2015
	Liaise with public health to pursue the possibility of NHS health checks commencing at Spelthorne and Sunbury Leisure Centres. (pilot scheme currently being undertaken at a leisure centre in Surrey).	Dec 2015
	Promote four new Walking for Health beginner walks, to meet the new national accreditation standards and recruit two new walk leaders.	Jan-Dec 2015
	Introduce weekly Cycling for Health rides (currently fortnightly).	May/June 2015
	Introduce additional classes exercise classes at the Stanwell Rose Centre.	Jan/Feb 2015
	Use the personalisation and partnership prevention fund to commence activities for older people at the leisure centres.	Jan/Feb 2015
	The Exercise Referral Scheme at Spelthorne Leisure Centre will take cardiac rehabilitation patients from early 2015. This	March 2015

Target	Action	By when
	will be promoted in the spring bulletin in liaison with leisure and public health.	
	A 5k run/ walk marked route is due to be installed in Laleham Park in February and an Easter family event is planned to launch this. We received free route markers from Run England.	March 2015
Activities for those with physical sensory or cognitive impairments.	A disability sports day for young people will be coordinated.	Feb 2015
	Work with local sports clubs to provide further inclusive and specialist sessions for those with disabilities.	Jan-Dec 2015
	The disability sports club and Boccia club runs weekly, term time sessions at Spelthorne Leisure Centre.	Jan-Dec 2015
	One Boccia coach will achieve the level 1 coaching qualification.	March 2015
	Work to improve the standard of accessible changing at Sunbury Leisure Centre.	April 2015
	Continue to priorities resources to link in with public health and CCG priorities for those with physical, sensory or cognitive impairments and learning disabilities	Jan-Dec 2015
Through our sport initiatives, such as the annual P&G Surrey Youth Games and Sportivate funding, encourage young people to participate in new sports and have the chance to compete.	Coordinate free coaching sessions for young people from April.	April-June 2015
	Apply for funding to run 3 Sportivate sessions for those aged 11-25.	Jan-Dec 2015

Target	Action	By when
Continue to support the Runnymede Runners and Staines Strollers in organising the annual Staines 10k event	Staines 10k will be run	May 2015
Support the 'Work it' initiative encouraging local employees to take part in physical activity in their lunch break or after work.	Set up two new sessions	Jan-March 2015
	Set up two new sessions	May-June 2015
Work with Surrey CC and Active Surrey to continue to promote cycling and to ensure that improvements in the Spelthorne cycle network are being planned and prioritised to enable residents to cycle.	Surrey CC has now adopted its county wide cycle strategy, which includes proposals to adopt local borough cycle strategies. Liaise with Surrey to determine when work on a Spelthorne Borough Cycling Strategy can commence. Surrey CC are also developing cycle proposals as part of wider transport packages to secure government funding via the Local Enterprise Partnership and Spelthorne will work in partnership with this, as required.	Jan-Dec 2015
Support the Spelthorne Sports Council awards and Active Surrey awards	Support both events	Oct and Dec 2015
Arts		
Work in partnership with Surrey Arts partnership	Arts Officer attend meetings and will work with the partnership to meet the agreed targets for 2015	Jan-Dec 2015
Review the activities provided at the Resource Centre scrap store and art and craft facility	Review will take place	Jan-June 2015
Continue to support and coordinate the Spelthorne Youth Theatre	Run weekly term time sessions	Jan-Dec 2015

Target	Action	By when
Continue to support the 'Sing Spelthorne' community choir	They will participate in the Magna Carta Opera at the Albert Hall and rehearsals will start Jan 2015	Jan-Dec 2015
Continue to provide summer concerts in the Sunbury Walled Garden and the Lammas Park.	Programme of concerts arranged for the summer	Summer 2015
It will be 800 years since Magna Carta was signed in 1215. Coordinate the 'Barons Gathering' Medieval event in June in Lammas Park in liaison with Falcon Events.	Regular events planning meetings between January and June and assisting with the coordination of the event.	13 June 2015
Continue to support the Spelthorne Museum	Continue to have regular meetings, especially with regard to Magna Carta and WW1 commemoration.	Jan-Dec 2015
Continue to commemorate the centenary of WW1	Coordinate the arts competition for young people	Sept 2015
Young People		
BMX/Skate Park to be installed in Long Lane Recreation Ground	Contractors to install Skate Park	May 2015
Ensure that youth facilities are well maintained and continue to be popular and suitable for use.	All play and skate facilities inspected by Lotus and faults rectified	Jan-Dec 2015
Continue to administer the play scheme voucher project for families on benefits seeking additional funding as necessary.	Assess the budget position and seek additional funding if required.	March 2015
Provide sports activities in the summer holidays in liaison with sports clubs.	Provide 5 days of sports activities	Summer 2015
Continue to support the 'Sound Hive' youth music project.	Regular meetings to evaluate progress	on-going

Target	Action	By when
Coordinate the Spelthorne Youth Achievement awards	Plan and run event in liaison with Youth Council	March 2015
Ensure that the Safeguarding Children policy is up to date. This is an important statutory requirement for children's protection.	On-going review in liaison with Surrey County Council	Jan-Dec 2015.
Install the natural play area in Orchard Meadow	Select contractor and install	March 2015
General		
Continue to promote the huge range of leisure opportunities within the borough by updating and publishing the annual Leisure Directory and the Summer Events leaflet. Events will also be advertised via the Borough Bulletin, website and Facebook/Twitter.	Update and publish directory	Feb 2015
	Update and publish summer events leaflet	May 2015
Continue to administer the Free Access for County Sports People (FACS) and promote the Surrey elite athlete scheme.	Liaise with Active Surrey to promote both schemes	Jan-Dec 2015
Places		
The Spelthorne and Sunbury Leisure Centres are contracted to Sport and Leisure Management (SLM) until 2021. The building will not be fit for purpose after this date. A brief for consultants will be sent out in 2015 to investigate the options for future leisure centre provision.	Brief for consultants sent out.	Jan 2015

Target	Action	By when
Implement the actions within the Playing Pitch Strategy to enable the continued development of pitch sports within the borough.	Follow Playing Pitch action plan targets	Jan-Dec 2015
Refurbishment of Kenyngton Manor Pavilion in order that The Colne Valley Girls and Ladies Football Club can take on self-management of the facility.	The football foundation funding (£79,690) has just been received, which is very positive news. This grant funding, along with council capital funding will be used to refurbish the facility. Lease negotiations can then take place.	March 2016
Review the actions within the Parks and Open Spaces Strategy 2010-2020 and develop specific parks management plans.	Two parks management plans	December 2015
Allotments: Spelthorne has 13 allotments sites, 12 of which are managed by the Council and 1 is self-managed; we value the social and recreational importance of these plots and will encourage their use.	The sustainability department will promote the allotments	Spring 2015
Partnership		
Promote and support the Active Surrey club and coach development workshops and club development forums.	Liaise with Active Surrey to run 2 workshops a year in Spelthorne	Jan-Dec 2015
Promote information regarding club accreditation, good practice and funding opportunities to all clubs.	Liaise with Active Surrey to promote this.	Jan-Dec 2015
Work in liaison with our clubs and charitable organisations, to ensure that leisure activities are promoted and volunteers	Leisure Directory promoted to all clubs	Jan-Dec 2015

Target	Action	By when
are utilised and supported.		
We will continue to work in liaison with the team responsible for economic strategy to ensure that we work in partnership.	Continue to work towards the targets in the Economic Strategy.	Jan-Dec 2015
We will liaise with the North West Surrey Clinical Commissioning Group (CCG), Surrey Public Health, Sport England Active Surrey, Surrey Sports Board and national governing bodies for sport, to encourage local residents to participate in physical activity and sport.	Attend regular meetings. Investigate possibility of and implement actions seeking funding via CCG and Public Health	Jan-Dec 2015
Continue to work in liaison with Surrey County Council NE Safeguarding board group.	Attend regular meetings and implement recommended actions	Jan-Dec 2015
We will work with the Arts Partnership Surrey to implement their programme	Arts officer attends meetings and implements joint actions	Jan-Dec 2015
Support local clubs to share facilities where appropriate and to work in liaison with local schools to ensure that their facilities are used.	Support Active Surrey to increase use of schools for sport	Jan-Dec 2015

Cabinet**27 January 2015**

Title	Calendar of Meetings 2015/16		
Purpose of the report	To make a recommendation to Council		
Report Author	Gillian Hobbs		
Cabinet Member	Councillor Vivienne Leighton	Confidential	No
Corporate Priority	This item is not in the current list of Corporate priorities but still requires a Cabinet decision		
Cabinet Values	Accountability		
Recommendations	Cabinet is asked to recommend the Calendar of meetings 2015-2016 to Council for approval.		

1. Key issues

- 1.1 The proposed calendar of meetings for 2015/16 (Appendix A) has been compiled to enable the consideration of council business and covers the period from June 2015 to May 2016.
- 1.2 Council meetings have been scheduled to enable effective decision making whilst making the best use of resources available. The meetings have been programmed to ensure that the council makes decisions in a timely way to help with the implementation of its priorities, strategies etc. as well as fulfilling its constitutional and legal obligations.
- 1.3 Meeting dates for SCC Local Committee in Spelthorne, councillor induction training sessions and major civic events have also been included. Community groups have been approached to provide dates of community interest events but to date only one has responded with the date of the AGM for Homestart.
- 1.4 The Chief Finance Officer has been consulted on the suitability of dates to enable end of period financial reports to be available for consideration at Cabinet and Overview and Scrutiny Committee meetings.
- 1.5 The Leader of the Council and the Chairmen of committees have the power to call additional/Extraordinary meetings when required to accommodate urgent or unscheduled matters of business.
- 1.6 Cabinet has been scheduled on a Wednesday, rather than a Tuesday as previously, to facilitate publication of the agenda. The number of meetings has been reduced from 9 to 7 as the intention is to stop sending information only reports to Cabinet, thereby reducing the number of items for

consideration on each agenda. Meetings have been scheduled for the months of June, July, October, December, January, February and April.

2. Proposal

- 2.1 The Calendar of meetings provides a framework for the democratic and decision making processes that will underpin the delivery of the council's key priorities. It is proposed to agree the dates as set out in Appendix 1 and 1a.

3. Financial implications

- 3.1 The cost of administering the proposed meetings can be met from within the existing budgets.

4. Other considerations

- 4.1 The Council, Cabinet and Committee meetings are held in venues that meet the requirement of the Equality Act in terms of accessibility and hearing loops etc. in order to ensure access to meetings for all.

5. Timetable for implementation

- 5.1 The calendar of meetings, once ratified at the Council meeting on 26 February 2015, will be published on the website and implemented.

Background papers: There are none.

Appendices:

Appendix 1 - proposed calendar of meetings (A3)

Appendix 1a - proposed calendar of meetings (A4)

2015 Year Planner

Appendix 1

2015	M	T	W	T	F	S S	M	T	W	T	F	S S	M	T	W	T	F	S S	M	T	W	T	F	S S	M	T						
January				1 Bank Ho.	2	3 4	5	6	7 Licensing	8	9	10 11	12 Cab Brief	13	14 Planning	15 Cabinet Brief	16	17 18	19 Group	20 O&S	21	22	23	24 25	26	27 Cabinet	28	29	30	31		
February						1	2 Local Cttee	3	4 Licensing	5 CoC	6	7 8	9 Cab Brief	10	11 Planning	12	13	14 15	16 Group	17	18	19	20	21 22	23	24 Cabinet	25	26 Council	27	28		
March						1	2	3	4 Licensing	5	6	7 8	9 Cab Brief	10	11 Planning	12	13	14 15	16 Group	17 O&S	18	19	20	21 22	23 Local Cttee	24 Cabinet	25	26 Audit	27	28 29	30	31
April			1	2	3 Bank Hol.	4 5	6 Bank Holiday	7	8 Planning	9	10	11 12	13 Civic Awards	14 Cab Brief	15	16	17	18 19	20 Group	21	22 Licensing	23 Code of Conduct	24	25 26	27	28 Cabinet	29 Planning	30 Council				
May					1	2 3	4 Bank Holiday	5	6	7 General Election	8	9 10	11	12	13	14	15	16 17	18	19 New clr induction	20 Planning Cttee training	21 ACM	22	23 24	25 Bank Hol	26	27	28	29	30		
June	1	2 New Cabinet workshop	3 Planning	4 LG Finance Structure And services	5	6 7	8 Cabinet and MAT workshop	9 Cabinet Brief	10 Reserved for Planning training	11	12	13 14	15 Group	16	17 Licensing	18 Code of Conduct	19	20 21	22	23	24 Cabinet	25 Audit	26	27 28	29 Local Cttee	30 Cabinet Brief						
July			1 Planning	2 HomeStart AGM 12-2pm	3	4 5	6 Group	7 O&S	8 Licensing	9 Reserved for Planning training	10	11 12	13 Cabinet Budget Brief	14	15 Cabinet	16 Council	17	18 19	20 Reserved for Planning training	21	22	23	24	25 26	27	28	29 Planning	30	31			
August						1 2	3	4	5	6	7 8 9	10	11	12	13	14	15 16	17	18	19	20	21	22 23	24	25	26	27	28	29 30	31 Bank Hol.		
September		1	2 Licensing	3	4	5 6	7	8	9 Reserved for Planning training	10	11	12 13	14	15 O&S	16 Being an effective councillor	17	18	19 20	21	22	23 Planning	24 Audit	25	26 27	28 Local Cttee	29 Cabinet Brief	30					
October				1	2	3 4	5 Group	6	7 Licensing	8 Code of Conduct	9	10 11	12	13 Reserved for Planning training	14 Cabinet	15	16	17 18	19 Cabinet Budget Brief	20 Spel. Sports Awards	21 Planning	22 Council	23	24 25	26	27	28	29	30	31		
November						1	2	3	4 Licensing	5	6	7 8	9	10 O&S	11	12	13	14 15	16 Local Cttee	17	18 Planning	19	20	21 22	23 Cabinet Brief	24	25	26	27	28 29	30 Group	
December		1	2 Licensing	3	4	5 6	7 Local Cttee	8	9 Cabinet	10	11	12 13	14	15	16 Planning	17 Council	18	19 20	21	22	23	24	25	26 27	28 Bank Hol.	29	30	31				

2016 Year Planner

Appendix 1

2016	M	T	W	T	F	S S	M	T	W	T	F	S S	M	T	W	T	F	S S	M	T	W	T	F	S S	M	T						
January					1 Bank Holiday	2 3	4	5	6 Licensing	7	8	9 10	11 Cabinet Brief	12	13 Planning	14 Cabinet Budget Brief	15	16 17	18 Group	19 O&S	20	21	22	23 24	25	26	27 Cabinet	28	29	30 31		
February	1	2	3 Licensing	4 Code of Conduct	5	6 7	8 Local Cttee	9 Cabinet Brief	10 Planning	11	12	13 14	15 Group	16	17	18	19	20 21	22	23	24 Cabinet	25 Council	26	27 28	29							
March		1	2	3 Licensing	4	5 6	7	8	9 Planning	10	11	12 13	14 Local Cttee	15 O&S	16	17	18	19 20	21	22	23	24 Audit	25 Bank Holiday	26 27	28 Bank Holiday	29	30 Licensing	31				
April					1	2 3	4	5	6 Planning	7	8	9 10	11 Cabinet Brief	12	13	14 Code of Conduct	15	16 17	18 Group	19	20 Licensing	21	22	23 24	25	26	27 Cabinet	28 Council	29	30 31		
May							2 Bank Holiday	3	4 Planning	5 PCC Elections	6	7 8	9	10	11 Licensing	12	13	14 15	16	17	18	19 ACM	20	21 22	23	24	25	26	27	28 29	30 Bank Holiday	31
June			1	2	3	4 5	6	7	8	9	10	11 12	13	14	15	16	17	18 19	20	21	22	23	24	25 26	27	28	29	30				
July					1	2 3	4	5	6	7	8	9 10	11	12	13	14	15	16 17	18	19	20	21	22	23 24	25	26	27	28	29	30 31		
August	1	2	3	4	5	6 7	8	9	10	11	12	13 14	15	16	17	18	19	20 21	22	23	24	25	26	27 28	29 Bank Holiday	30	31					
September				1	2	3 4	5	6	7	8	9	10 11	12	13	14	15	16	17 18	19	20	21	22	23	24 25	26	27	28	29	30			
October						1 2	3	4	5	6	7	8 9	10	11	12	13	14	15 16	17	18	19	20	21	22 23	24	25	26	27	28	29 30	31	
November		1	2	3	4	5 6	7	8	9	10	11	12 13	14	15	16	17	18	19 20	21	22	23	24	25	26 27	28	29	30					
December				1	2	3 4	5	6	7	8	9	10 11	12	13	14	15	16	17 18	19	20	21	22	23	24 25	26 Bank Holiday	27 Bank Holiday	28	29	30	31		

Council	
Cabinet	
Cabinet Briefing	
Cabinet Budget Briefing	
Overview and Scrutiny Committee	
Planning Committee	
Licensing Committee	
Audit Committee	
Members' Code of Conduct Cttee (MCCC)	
SCC Local Cttee	
Surrey Schools Holidays	
Group	
2015 Councillor Induction sessions	

Calendar of Meetings June 2015 to May 2016

Appendix 1a

Meeting	2015 June	July	Aug	Sept	Oct	Nov	Dec	2016 Jan	Feb	Mar	Apr	May
Cabinet Briefing	9, 30			29		23		11	9		11	
Group	15	6			5	30		18	15		18	
Cabinet	24	15			14		9	27	24		27	
Council		16			22		17		25		28	19 (ACM)
Cabinet Budget Briefings		13			19			14				
O&S Committee		7		15		10		19		15		
Audit	25			24						24		
Planning	3	1, 29	26	23	21	18	16	13	10	9	6	4
Licensing	17	8		2	7	4	2	6	3	3, 30	20	11
Members' CoC	18				8				4		14	
SCC Local	29			28		16	7		8	14		
Seminars	2,4,8, 10	9, 20		9, 16	13							
Bank Holidays Council Offices closed			31				25, 28	1		25, 28		2, 30

18 December 2014 v0.2