

**ROBERTO TAMBINI
CHIEF EXECUTIVE**

Please reply to:

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Date: 17 November 2014

Notice of meeting:

Overview and Scrutiny Committee

Date: Tuesday 25 November 2014

Time: 7.30pm

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

To: Members of the Overview and Scrutiny Committee

P.A. Broom (Chairman)
A.E. Friday (Vice-Chairman)
F. Ayers
M. Bushnell
C.A. Davis

R.D. Dunn
C.M. Frazer
D. Gohil
D.L. Grant

I.T.E. Harvey
M.J. Madams
M.W. Rough
D. Saliagopoulos
S.D. Taylor

AGENDA

Description	Officer	Timings	Page Number
1. Apologies			
To receive any apologies for non-attendance.	Chairman	7.30pm	
2. Disclosures of Interest			
To receive any disclosures of interest from members in accordance with the Overview and Scrutiny Procedure Rules.	Chairman		
3. Minutes			
To confirm the minutes of the following meetings:	Chairman		
a) Overview and Scrutiny Committee held on 8 July 2014 (copy attached);			1 - 6
b) Crime and Disorder Scrutiny Committee held on 9 September 2014 (copy attached) and			7 - 9
c) Overview and Scrutiny Committee held on 9 September 2014 (copy attached).			10 - 13
4. Matters arising from the minutes			
To consider any matter arising from the minutes of 9 September 2014.	Chairman		
[If a member of the committee has an issue arising from the minutes of either of the meetings held on 9 September 2014 that they wish to raise at the meeting please inform Terry Collier, Assistant Chief Executive, 24 hours in advance of the meeting.]			
5. Call in of Cabinet decisions			
No decisions have been called in for Review.	Chairman		
REPORTS FOR INFORMATION			
6. Capital Monitoring Report			
To receive the report of the Chief Finance Officer.	Terry Collier	7.35pm	14 - 18
[No presentation will be given on this report. If a member of the committee has a question arising from the report please submit this to Terry Collier, Assistant Chief Executive, 24 hours in advance of the meeting.]			

Description	Officer	Timings	Page Number
7. Revenue Monitoring Report			
To receive the report of the Chief Finance Officer. [No presentation will be given on this report. If a member of the committee has a question arising from the report please submit this to Terry Collier, Assistant Chief Executive, 24 hours in advance of the meeting.]	Terry Collier		19 - 31
8. Treasury Management half-yearly report			
To receive the report of the Chief Finance Officer. [No presentation will be given on this report. If a member of the committee has a question arising from the report please submit this to Terry Collier, Assistant Chief Executive, 24 hours in advance of the meeting.]	Terry Collier		32 - 40
9. Waste Management - update			
To note an information update from the Head of Environment Services. (Copy attached)	Sandy Muirhead		41 - 48
10. Communications - update			
To note an information update from the Head of Communications. (Copy attached)	Rowena Davison		49 - 50
11. Flooding Recovery - update			
To note an information update from the Risk and Resilience Manager. (Copy attached)	Nick Moon		51 - 58
PRESENTATION AND DEBATE			
12. Towards a Sustainable Future - a self-funding Council			
To receive presentations from a panel of officers and Portfolio Holders on the current strategic plans envisaged for the Council and to exchange ideas through challenge and assessment of the Council's approach in relation to the following: 1) Finance 2) Assets and revenue generation 3) Delivery of Services [to include an update on Project Management and reports from lead officers on the work of the Leader's task groups.] 4) Housing Strategy.	Roberto Tambini / Cllr Watts	7.40pm	59 - 84

Description	Officer	Timings	Page Number
13. Cabinet Forward Plan			
A copy of the latest forward plan is attached.	Chairman	9.40pm	85 - 88
If any members of the committee have any issues contained in the Cabinet Forward Plan they wish to look at please inform Terry Collier, the Assistant Chief Executive, 24 hours in advance of the meeting with reasons for the request.			
14. Work Programme			
The Chairman will report at the meeting.	Chairman		
15. Any Other Business			
If a member of the committee wishes to raise any other business please inform Terry Collier, Assistant Chief Executive, 24 hours in advance of the meeting.	Chairman	9.50pm	

Minutes of the Overview and Scrutiny Committee

8 July 2014

Present:

Councillor P.A. Broom (Chairman)
Councillor A.E. Friday (Vice-Chairman)

Councillors:

F. Ayers
M. Bushnell
C.A. Davis

R.D. Dunn
D.L. Grant

I.T.E. Harvey
D. Saliagopoulos
S. Taylor

Apologies: Councillors C.M. Frazer, M.J. Madams and M.W. Rough.

In Attendance

Councillor T.J.M. Evans, Cabinet Member for Finance

168/14 Disclosures of Interest

There were none.

169/14 Minutes

The minutes of the meeting held on 13 May 2014 were agreed as a correct record.

170/14 Call in of a Leader, Cabinet or Cabinet Member Decision

No decisions had been called in.

171/14 Bus provision in Spelthorne

The Chairman explained that she had invited representatives from Surrey County Council and the Bus Company, Abellio to speak to the Committee about bus provision in Spelthorne after Stanwell Moor residents had raised an issue with the Council about the effect of the reduction in the 441 bus service on the local community.

Paul Millin, Surrey County Council Group Manager, Travel and Transport gave a presentation providing an overview of local bus provision, the reasons behind the decision to change the 441 route bus service and the recently begun Local Transport Review.

County Councillor Mike Goodman, Cabinet Member for Environment and Planning, explained that due to cuts in funding the County Council needed to find efficiencies and would look at ways of saving money without having to cut services.

Overview and Scrutiny Committee, 8 July 2014 - continued

The Local Transport Review would look at integrating services, finding efficiencies and making savings via three streams: local bus; concessionary fares and community transport. The Review aimed to save £2m pa revenue by 2017/18. Proposals would be going to Surrey's Cabinet in September 2014, followed by a wide public/stakeholder engagement including other Surrey authorities.

Abellio Surrey is the main bus operator in Spelthorne, running three commercial services, including the 441, and five contracted services. Mr Millin and Alastair Willis, Abellio's commercial manager, explained that the 441 service had declined in reliability in keeping to its timetable over some years and a number of solutions were considered to address this, whilst still maintaining the service. A commercial decision was made to withdraw the 441 service from Stanwell Moor and re-route the 557 service to provide a link to Heathrow and Ashford. Mr Millin outlined how residents were informed, the impact on the service of the change and the alternative choices for residents.

Stanwell Moor residents present at the meeting explained the effect on their community resulting from the changes to the 441 bus service. They no longer had a bus service to take them directly to essential local facilities and had to cross a busy dual carriageway to reach the bus stop for an indirect service to Staines.

The Committee was concerned about the safety of residents which was a high priority for the Council. The Committee requested information from Surrey County Council on how it would be addressing the issue of residents having to cross a busy dual carriageway to access a bus stop. It agreed that public safety should be an essential component of any consideration for making changes to the transport service following the Local Transport Review.

The Committee queried what action had already been taken to find efficiencies through partnership working and to look at innovative solutions. The Committee encouraged Surrey County Council and bus operators to look creatively at other options for providing a local transport service including partnership working with BAA and community buses.

The Committee asked to be involved in the Local Transport Review later in the year and that this review should include an evaluation of the impact caused by the change in provision of the 441 bus service, and a review of the 216 service.

Resolved to:

- (1) note the presentation on bus provision in Spelthorne;
- (2) ask Surrey County Council to provide, as soon as possible, a response on how it would be addressing the issue of Stanwell Moor residents having to cross a busy dual carriageway to access a bus stop;

Overview and Scrutiny Committee, 8 July 2014 - continued

- (3)** ask Surrey County Council, as part of its Local Transport Review to:
- (1) include an evaluation of the impact caused by the change in provision of the 441 bus service;
 - (2) review the 216 service;
 - (3) consider public safety as an essential component of any consideration for making changes to the transport service;
- (4)** request that the Committee be included in the Local Transport Review and
- (5)** encourage Surrey County Council and bus operators to look creatively at other options for providing a local transport service including partnership working with BAA and community buses.

172/14 A2Dominion – plans for Spelthorne

John Knevett, the Deputy Chief Executive of A2Dominion, gave a presentation covering: history and current operating environment; investment in new homes; re-investment in stock and the community; reviewing and improving services and plans for the future.

During Mr. Knevett's presentation, whilst focussing on the development side of A2D's business, he mentioned, in passing, that A2D had bid to become Kempton Park's development partner for a potential housing development on the Kempton Park site but the contract had been awarded to Redrow Homes.

Councillors expressed surprise at this information saying that they had no knowledge that the Jockey Club had negotiated a contract with Redrow Homes.

Councillor Evans asked that a statement be issued by the Chief Executive, supported by the Leader, to the effect that Spelthorne Borough Council was not aware of any planning application for housing on Kempton Park.

The Chairman then said that there would be an action point for "a clear and unambiguous statement" to be issued.

Members of the Committee raised the ongoing issues expressed by their residents relating to the service they received from A2Dominion. The Committee discussed with representatives from A2Dominion the reasons for customer dissatisfaction with their services, particularly relating to the attitude of staff, incorrect service charges and delays to repairs.

A2Dominion advised that it was monitoring its relationship with customers through face to face feedback and surveys which showed an 80% customer satisfaction rate. It was implementing a training plan to improve customer satisfaction. Mr Knevett accepted that there had been some issues with the service charges but that they were working on putting this right.

Resolved:

- (1) to thank A2Dominion for their presentation and urged them to continue to work to improve customer satisfaction and address the service charging issues;
- (2) to ask A2D to attend future meetings to provide further updates and
- (3) that the Chief Executive, supported by the Leader, be asked to issue a clear and unambiguous statement in relation to the extent of the Council's knowledge of a planning application for housing on Kempton Park.

173/14 Developing a Housing Strategy for Spelthorne

The Committee received a presentation from Bernadette O'Shea, an Independent Housing Advisor on the work she had undertaken to address issues facing the Council in relation to its Housing Strategy.

There were two main issues to address:

1. The significant increase in the numbers of homeless households and increase in cost to the general fund – she was tasked to help identify how the Council could secure affordable temporary accommodation.
2. The increasing number of households who were reliant on the private rented sector although there were not enough homes available – she was tasked to help the Council grow the private rented sector.

She advised that her recommendations for the Housing Strategy were to:

- Start with clarity relating to the vision and strategy for Housing
- Utilise opportunities from the Localism Act:
 1. General power of competence.
 2. Local Authority decisions relating to homelessness, allocations, and tenancy arrangements.
- Engage with the private sector through development of a local lettings agency.

The Committee was keen to have an opportunity to consider her report on this matter in detail.

Resolved to

- (1) note the presentation on developing a Housing Strategy for Spelthorne and
- (2) consider this matter in more detail at a future meeting of the Committee once the report has been to Cabinet.

Overview and Scrutiny Committee, 8 July 2014 - continued

174/14 Provisional Capital Outturn 2013/14

The Committee received the provisional capital outturn for 2013/14. It noted that £1.3m had been spent against a revised budget including carry forwards from 2012/13 of £1.89m. A large proportion of the £573k underspend would be carried forward to 2014/2015.

Resolved to note the provisional capital outturn for 2013/2014.

175/14 Treasury Management Annual Report 2013/14

The Committee received the Treasury Management Annual Report on treasury performance for 2013/14, covering the council's activities in the borrowing and investment market.

Resolved to note the Treasury Management annual report for 2013/14.

176/14 Provisional Revenue Outturn 2013/14

The Committee received the report on the provisional revenue outturn for 2013/14 and noted that £12.1m had been spent against the full year revised budget of £12.397m.

Resolved to note the provisional revenue outturn for 2013/2014.

177/14 Role of Overview and Scrutiny Committee

The Vice-Chairman Councillor A.E. Friday gave a brief refresher presentation on the role and work of the Overview and Scrutiny Committee.

178/14 Review of work undertaken by Overview and Scrutiny Committee 2013/14

The Committee received a report summarising the areas of work it had undertaken during 2013/14.

Resolved to note the review of work undertaken by the Overview and Scrutiny Committee in 2013/14.

179/14 Cabinet Forward Plan

The Committee received the Cabinet Forward Plan.

Resolved to note the Forward Plan.

180/14 Work Programme – identifying issues for the year ahead

The Chairman asked members of the Committee to identify topics of interest/concern that could be considered for inclusion in the Committee's work programme for 2014-15.

Topics suggested were:

- Laleham Park

Overview and Scrutiny Committee, 8 July 2014 - continued

- A2Dominion
- Localism
- Flooding
- Voluntary Sector
- Communications
- Recycling rates
- Provision of Legal/Committee Services
- Catalogue of public events in the Borough

The Chairman advised that she would be working with the Vice-Chairman and officers to produce a work programme from the topics identified by the Committee.

She asked members to contact her if they had any further thoughts on topics they would like to see included in the work programme.

Resolved to note the arrangements to produce a work programme.

181/14 Any Other Business

No other business was reported.

**Minutes of the Crime and Disorder Scrutiny Committee
9 September 2014**

Present:

Councillor P.A. Broom (Chairman)
Councillor A.E. Friday (Vice-Chairman)

Councillors:

F. Ayers

C.A. Davis

D.L. Grant

M. Bushnell

R.D. Dunn

I.T.E. Harvey

Apologies: Councillors C.M. Frazer, M.J. Madams, M.W. Rough, D. Saliagopoulos and S. Taylor.

In Attendance

- Inspector Ian St. John, Neighbourhood Commander, Surrey Police
- Kevin Hurley, Surrey Police and Crime Commissioner
- Councillor P. Forbes-Forsyth, Deputy Leader of the Council and Cabinet Member for Community Safety, Young People, Leisure and Culture.

225/14 Disclosures of Interest

There were none.

226/14 Review of Community Safety – update September 2014

The Chairman introduced and welcomed to the meeting Spelthorne's Neighbourhood Commander, Inspector Ian St John from Surrey Police, Surrey's Police and Crime Commissioner, Kevin Hurley and the Cabinet member for Community Safety, Young People, Leisure and Culture, Councillor Penny Forbes-Forsyth.

The Community Safety and Economic Development Manager gave an update on Community Safety issues over the past year.

He explained the effects of the change in central government grants on Local Authorities and Police forces around the country and the work the Community Safety Partnership was doing to mitigate those pressures to maintain service quality. In spite of these measures, Surrey Police had achieved a consistent reduction in the crime rate in the Borough during the past 5 years.

He reported that the Community Safety Partnership was operating on a very low budget but still delivered key schemes including the Junior Citizen Scheme and the newly introduced Senior Citizen Scheme which provided essential education on crime prevention and personal health and safety.

Crime and Disorder Scrutiny Committee, 9 September 2014 - continued

Report from Surrey Police

The Neighbourhood Commander, Inspector Ian St. John, gave an overview of the issues facing Surrey Police in the Borough. He reported that the crime rates in the Borough were generally down, especially in areas such as house burglary.

He highlighted the areas which were an issue for the Police including higher levels of criminal damage and vehicle related crime in Spelthorne compared with other boroughs.

He informed the Committee of the positive work that Surrey Police and local partners had achieved. He explained that they had installed a Section 13 Designated Public Place Order (DPPO) at Sunbury Cross which had led to officers seizing alcohol from disruptive individuals. As a result there had been a dramatic turnaround and reduction in violent crimes in that area. He pointed out that Spelthorne had the lowest violent crime rate in Surrey however it still remained very high compared to the rest of the country.

He stated that police presence in targeted areas was having a positive impact in the Borough and anti-social behaviour across the borough had declined. He noted that the closure of licensed premises and consequent reduction in night-time economy had contributed to this decline.

Report from Police and Crime Commissioner

Kevin Hurley, the Surrey Police and Crime Commissioner, gave an overview of the general crime situation in Surrey and specifically relating to Spelthorne. He outlined the future direction of policing and law and order in Surrey. He commented that the annual Surrey Police report indicated that arrests were up 15% and crime was down by 8% which was a positive sign.

He explained that the rate people were reporting domestic violence and sexual assault incidences was increasing significantly and people were more inclined to come forward about those issues. However it was of concern that only a limited few were being solved which was partly due to historical cases taking longer to resolve.

He highlighted that Surrey was the only police force in the country to increase its police staff by 200. This had been achieved by reducing staff resources in certain areas, closing down certain police stations across the County and selling off the land. He explained that he wanted to generate a sensible discussion with the public on the possibility of a 25 percent increase in the police levy in Council tax and outlined what this would mean in terms of extra resources. This included potentially doubling the number of patrolling officers in the county allowing for a more visible police presence on the streets.

Spelthorne Borough Council Representative on the Surrey Police and Crime Panel

Councillor C.A. Davis addressed the Committee in his capacity as the Council's representative on the Surrey Police and Crime Panel. He explained that the panel was a useful vehicle for elected representatives to speak

Crime and Disorder Scrutiny Committee, 9 September 2014 - continued

directly to the Police and Crime Commissioner to raise concerns. However he thought that even though the panel served a useful purpose, more could be done to improve its scrutiny role by being more rigorous in its analytical approach towards the office of the Police and Crime Commissioner.

RESOLVED to note the report on a review of Community Safety.

**227/14 Cabinet Member for Community Safety, Young People,
Leisure and Culture**

The Cabinet Member for Community Safety, Young People, Leisure and Culture, Councillor P. Forbes-Forsyth had contributed to the discussions at the meeting and gave a PowerPoint presentation which updated the Committee on progress with the Enforcement Pilot initiative which was underway.

228/14 Work Programme

No other issues had been identified in addition to the matters raised at this meeting.

**Minutes of the Overview and Scrutiny Committee
9 September 2014**

Present:

Councillor P.A. Broom (Chairman)
Councillor A.E. Friday (Vice-Chairman)

Councillors:

F. Ayers	C.A. Davis	I.T.E. Harvey
M. Bushnell	R.D. Dunn	M.W. Rough,
	D.L. Grant	

Apologies: Councillors C.M. Frazer, M.J. Madams, D. Saliagopoulos and S. Taylor.

In Attendance:

Councillor P. Forbes-Forsyth, Deputy Leader of the Council and Cabinet Member for Community Safety, Young People, Leisure and Culture
Councillor N. Gething, Cabinet Member for Economic Development and Fixed Assets
Councillor V.J. Leighton, Cabinet Member for Planning and Corporate Development

229/14 Disclosures of Interest

There were none.

230/14 Minutes

The Chairman advised the Committee that immediately prior to the meeting a member of public had raised an omission in the minutes of the meeting held on 8 July 2014. She explained that at the last meeting during the discussion with A2D (Minute 172/14 refers), Councillor T.J.M. Evans requested a statement from the Chief Executive and the Leader of the Council on the Council's position with regards to any planning applications for housing on Kempton Park. The Committee agreed to consider the minutes of 8 July 2014 for approval at the next meeting.

Resolved to consider the minutes of the meeting of 8 July 2014 at the next meeting of this Committee following inclusion of reference to a request from Councillor T.J.M. Evans that a statement be issued by the Chief Executive and the Leader of the Council on the Council's position with regards planning applications for housing on Kempton Park.

231/14 Matters arising from the minutes

The Chairman advised the Committee that Cabinet would consider a report on Laleham Park at its meeting on 30 September 2014. The Committee would consider when and how to discuss the matter after this.

232/14 Call in of a leader, Cabinet or Cabinet Member Decision

No decisions had been called in.

Overview and Scrutiny Committee, 9 September 2014 - continued

233/14 Capital Monitoring

The Committee received an update on the capital expenditure against the budget position of the schemes within the capital programme for the period April 2014 to July 2014.

The Chief Finance Officer reported that £347k had been spent to date, which represented 24% of the revised budget. The projected outturn showed that there was an anticipated spend of £1.401m which represented 96.7% of the revised budget.

Resolved that the report of the Chief Finance Officer outlining the current capital spend and forecast position for the period to July 2014 be noted.

234/14 Revenue Monitoring

The Committee received an update on the net revenue spend and forecast outturn position at the end of July 2014.

The Chief Finance Officer reported that the forecast outturn at net expenditure level was £13.604m which resulted in a projected favourable variance of £17k, after taking into account the use of carry forwards.

Resolved that the report of the Chief Finance Officer outlining the current net revenue spend and forecast position for the period April to July 2014 be noted.

235/14 Leader's Task Groups

The Committee received updates on progress with the work of the three Leader's Task Groups looking at Economic Development, Fixed Assets and Environment and Waste.

Councillor Gething, in his role as Chairman gave an update on the progress of the Economic Development Task Group. He commented on the economic strategy, primarily the redevelopment of the Staines-upon-Thames riverside and progress with development of the Bridge Street car park site which is currently out to tender.

Councillor Leighton, in her role as Chairman gave an update on the work of the Fixed Assets Task Group. She reported that although there had been much progress since their last meeting in May, a number of matters had been delayed due to circumstances beyond the Task Group's control. She advised that work towards simplifying the tender process would be completed by the end of the year.

In the absence of the Chairman of the Environment and Waste Task Group, Councillor Broom explained that the Committee would receive a more detailed report on Laleham Park at its meeting on 4 November 2014 and any issues relating to the task group could be addressed then.

Resolved to note the work undertaken to date by the Leader's Task Groups.

Overview and Scrutiny Committee, 9 September 2014 - continued

236/14 Flooding Recovery - update

The Committee received an update from the Risk and Resilience Manager on progress with flooding recovery in the Borough. He outlined the work the Council was doing to assist Spelthorne residents to recover from the floods and prepare for future challenges.

The Committee was concerned about the likelihood of flooding again this winter and the measures the Council had in place to lessen the impact of such an event on residents and the Council.

The Risk and Resilience Manager assured the Committee that the Council had learnt from the flooding earlier this year and had already incorporated that experience in its future risk planning. However, the massive demands on Council staff for the emergency response had meant that steps had also now been taken to attract support from businesses and public bodies, who have a vested interest in preventative action, to encourage them to be involved in community engagement work. He explained that this was ongoing but that the Council was being successful in sharing some of the workload.

The Committee queried whether enough pressure was being put on the government to increase funding for the River Thames Scheme and on Thames Water and the Environment Agency to acknowledge their responsibilities to the community. The Risk and Resilience Manager assured the Committee that the Council was continuously engaged in urging the government for funding. He advised that the Council was establishing a Severe Weather Forum, which would act as a focus for community concerns and assist with the co-ordination of flood preparedness and mitigation work in Spelthorne.

The Chairman suggested a task group be established to work alongside the Risk and Resilience Manager and Cabinet Member for flooding on overseeing the recovery process. Councillors A.E. Friday, C.A. Davis and I. T.E. Harvey offered to work

Resolved:

- (1) to note the update on Flooding Recovery;
- (2) that Flooding Recovery be included as a standard item on the Overview and Scrutiny Committee agenda for the foreseeable future with updates on three areas being paramount: the River Thames Scheme, Emergency Planning and community resilience;
- (3) that the Committee write to both Thames Water and the Environment Agency to ask them to send an update to the next Overview and Scrutiny Committee on 4 November 2014 to explain their plans and actions, and

Overview and Scrutiny Committee, 9 September 2014 - continued

- (4) that a task group be set up to oversee the flooding recovery with members agreed as: Councillors A.E. Friday, C.A. Davis and I.T.E. Harvey.

237/14 Project Management – update

The Committee received an update from the Head of Customer Services, on Project Management. She addressed the Committee in her role as Project Coordinator and outlined the large number of flagship projects that the Council was undertaking. The main theme was the Council's work towards a sustainable future which involved the Knowle Green relocation, the move to agile working and document management.

The Committee requested the presence of the Head of Customer Services at the next Committee scheduled for 4 November 2014 to address the Committee on the risks associated with a sustainable future.

Resolved:

- (1) to note the update report on Project Management and;
- (2) that the Head of Customer Services attend the next Overview and Scrutiny Committee on 4 November 2014 to address the Committee on work towards a sustainable future.

238/14 Cabinet Forward Plan

The Committee received the Cabinet Forward Plan.

Resolved to note the Forward Plan.

239/14 Work Programme

The Chairman confirmed that she was working with the Vice-Chairman and officers to draw up a work programme from the ideas generated at the last meeting of the Committee.

She asked members to contact her if they had any further thoughts on topics they would like to see included.

Councillor C.A. Davis requested that the Committee look at Partnership arrangements at a future meeting.

Resolved to:

- (1) Include an item on the next committee agenda focusing on the internal progress of a move towards a sustainable future.
- (2) add an item on the future work programme on Partnership arrangements.

240/14 Any other business

No other business was reported.

Overview and Scrutiny Committee

25 November 2014



Title	Capital Monitoring Report		
Purpose of the report	To note		
Report Author	Adrian Flynn		
Cabinet Member	Councillor Tim Evans	Confidential	No
Corporate Priority	Value for money Council		
Cabinet Values	Accountability		
Recommendations	To note the current spend position.		

1. Key issues

- 1.1 Attached as Appendix A & B is the actual spend to date on capital covering the period April to September 2014.
- 1.2 For the period ending September 2014, capital expenditure including commitments was £345k (40%) of the original budget and (28%) of the revised budget.
- 1.3 The projected outturn shows that we are anticipating to spend £1.111m which represents (89%) of the revised budget.
- 1.4 The difference between the original budget and the revised budget is £385k. This consists of £218k of carry forwards from 2013/14 and £167k of supplementary estimates.
- 1.5 Transactions involving all projects are reviewed on a regular basis throughout the year to ensure that they meet the definition of capital expenditure as required by our external auditors KPMG and accounting standards. Any transaction that fails to meet the capital definition will be transferred to revenue.
- 1.6 **Significant Developments /variances**
 - (a) Kenyngton Manor Pavilion: (£33k) The funding application has being submitted to the football foundation who have now asked for further information which has been provided. A decision is due to be made by Mid-November and if successful the upgrade plans can proceed to tender stage.

- (b) Esso Site Stanwell: (£20k) Soft Market testing is currently taking place, followed by a tendering exercise. The project is expected to be completed by the end of the financial year.
- (c) Greeno Centre reroofing: (£160k) The contract has been signed and work commenced in October with completion due by the end of the financial year.
- (d) Car Park Improvements: (£110k) The supplier has been selected with work expected to commence in Jan 2015 and to finish by the 31st March 2015.

2. Options analysis and proposal

- 2.1 Overview and Scrutiny Committee is asked to note the current spend position.

3. Financial implications

- 3.1 Any Underspend on the approved capital programme enables the authority to invest the monies to gain additional investment income or can be used to fund additional schemes.

4. Other considerations

- 4.1 Schemes which are currently incomplete and require a budget carry forward may have contractual obligations which could leave us liable to litigation if they are not allowed the funds to complete the works.

5. Timetable for implementation

- 5.1 Bi monthly monitoring reports are prepared for Management team and incorporate revised actual figures.

Background papers: None

Appendices: A & B

Appendix A

CAPITAL MONITORING REPORT AT 30 SEPTEMBER 2014

Portfolio Member	ORIGINAL BUDGET	CARRY FORWARDS	SUPPLEMENTARY ESTIMATE	REVISED BUDGET	ACTUALS YTD	COMMITMENTS	MANAGERS PROJECTED OUTTURN	MANAGERS PROJECTION TO REVISED BUDGET
Cllr Pinkerton - Housing, Health, Wellbeing & Ind Living	222,600	41,451	(11,914)	252,137	10,036	3,893	225,237	(26,900)
Cllr Mitchell - Environment	50,000	62,100	-	112,100	47,068	6,200	95,000	(17,100)
Cllr Gething - Parks and Assets	448,600	(176,700)	38,500	310,400	37,605	20,612	314,788	4,388
Cllr Patel - ICT & Parking Services	143,800	246,700	40,000	430,500	94,298	83,715	431,263	763
Cllr Forbes-Forsyth - Comm Safety & Young People	-	45,000	100,000	145,000	41,953	-	45,000	(87,998)
	865,000	218,551	166,586	1,250,137	230,959	114,420	1,111,288	(126,847)

Appendix B

CAPITAL MONITORING REPORT AT 30 SEPTEMBER 2014

Portfolio Member / Service Head	Cost Centre	Description	Original Budget	Carry Forwards	Supplementary Estimate	Revised Budget	Actuals YTD	Commit ments	Managers Projected Outturn	Managers Projection to Revised Budget	Comments
<u>Housing Investment Programme</u>											
<u>Cllr Pinkerton - Housing, Health, Wellbeing & Independent Living</u>											
Lee O'Neil	40203	Disabled Facilities Mandatory	450,000	-	-	450,000	133,258	-	410,000	(40,000)	Current approvals and applications being processed for DFG commitments are £390k, with outturn expected to be £410k. DCLG have awarded SBC an additional grant of £11,914 . No spend likely until much later in financial year
Lee O'Neil	40204	Disabled Facilities Discretion	29,600	-	-	29,600	-	-	29,600	-	
Lee O'Neil		Less Specified Capital Grant	(285,000)	-	(11,914)	(296,914)	(133,258)	-	(296,914)	-	
		Net Cost of Disabled Facilities Grants	194,600	-	(11,914)	182,686	-	-	142,686	(40,000)	
Lee O'Neil	40209	Home Improvement Agency grant HIA Funding	28,000	-	52,705	80,705	40,922	39,532	80,705	-	Annual Invoice to be received later in financial year
			-	-	(52,705)	(52,705)	(40,922)	(39,532)	(52,705)	-	
		Total	28,000	-	-	28,000	-	-	28,000	-	
Total For HIP			222,600	-	(11,914)	210,686	-	-	170,686	(40,000)	
<u>Other Capital Programme</u>											
<u>Cllr Pinkerton - Housing, Health, Wellbeing & Independent Living</u>											
Deborah Ashman	42271	Fordbridge Day Centre	-	20,600	-	20,600	160	-	33,700	13,100	Project is expected to start after the Christmas and finish by end of March 2015. Overspents will be funded through Personalisation & Prevention Partnership Fund (£9k) and remainder from Revenue Carry forwards.
Deborah Ashman		External Funding	-	(3,149)	-	(3,149)	(160)	-	(3,149)	-	
Deborah Ashman	42014	Housing Locata	-	24,000	-	24,000	10,036	3,893	24,000	-	Post implementation review was reported on 20 Oct 2014. The project is to be closed down and all the outstanding payments will be made, provided no major issues
		Total	-	41,451	-	41,451	10,036	3,893	54,551	13,100	
Sandy Muirhead	41623	Insulation (SALIX)	-	-	5,330	5,330	3,238	2,092	5,330	-	SALIX project monies from SALIX fund complete by March 2015
Sandy Muirhead		Salix Funding	-	-	(5,330)	(5,330)	(3,238)	(2,092)	(5,330)	-	
		Total	-	-	-	-	-	-	-	-	
<u>Cllr Mitchell - Environment</u>											
Jackie Taylor	41620	Wheelie Bins	50,000	-	-	50,000	47,068	0	50,000	-	Budget for the year will be fully spent
		Total	50,000	-	-	50,000	47,068	0	50,000	-	
Lee O'Neil	41314	Air Quality	-	25,100	-	25,100	-	-	8,000	(17,100)	£25,100 is the outstanding balance on a DEFRA grant to be used for air quality action planning purposes. Project is being delayed due to maternity leave of staff. Work has to start with the tendering process. Project is likely to be completed by March 2016
		Total	-	25,100	-	25,100	-	-	8,000	(17,100)	
Sandy Muirhead	42047	Bring Site Initiative	-	37,000	-	37,000	-	6,200	37,000	-	Additional bins to be purchased to improve the 10 most difficult sites
		Total	-	37,000	-	37,000	-	6,200	37,000	-	
<u>Cllr Gething - Parks and Assets</u>											
Sandy Muirhead	41006	Kenyngton Manor Pavilion	33,000	-	-	33,000	-	-	33,000	-	Further information was also required after the initial Funding application submitted to the football foundation, which has now been provided. If application is successful further plans will need to be drawn and project will go out to tender. Runnymede asset team have already drawn up plans and provided estimates. This project has not progressed this financial year and the funding is to be carried forward to 2015/16 when it will be fully utilised.
Sandy Muirhead	41026	Laleham Park Upgrade	200,000	(200,000)	-	-	-	-	-	-	
		Total	233,000	(200,000)	-	33,000	-	-	33,000	-	

CAPITAL MONITORING REPORT AT 30 SEPTEMBER 2014

Portfolio Member / Service Head	Cost Centre	Description	Original Budget	Carry Forwards	Supplementary Estimate	Revised Budget	Actuals YTD	Commitments	Managers Projected Outturn	Managers Projection to Revised Budget	Comments
Dave Phillips	41015	Runnymede Estates	55,600	-	-	55,600	-	9,600	55,600	-	Capitalised Planned Maintenance to be transferred at end of year
Dave Phillips	41028	Fire Alarm Systems	-	-	-	-	(1,345)	1,345	-	-	Special creditor waiting to clear retention payment
Dave Phillips	41031	Fencing	-	-	-	-	(1,623)	1,624	-	-	Special creditor waiting to clear retention payment
Dave Phillips	41618	Esso Site Stanwell	-	20,000	-	20,000	-	-	20,000	-	Soft Market testing is completed. Tender is expected to go out shortly. Project is expected to be completed by end of this financial year
Dave Phillips	42018	Parks Properties	-	-	38,500	38,500	37,759	340	38,100	(400)	Works have now been completed at both Long Lane Recreation flat and Staines Park Pavilion flat. Retention payment will be made after all the final checks
Dave Phillips	42043	Renewal of Toilet Facilities	-	3,300	-	3,300	8,088	0	8,088	4,788	Works to Toilet facilities have been completed
Dave Phillips	42050	KG Reception & Other Moves	-	-	-	-	(1,652)	4,104	-	-	Special creditor waiting to clear retention payment
Dave Phillips	42053	Knowle Green Heating	-	-	-	-	(3,623)	3,600	-	-	Special creditor waiting to clear retention payment
Dave Phillips	42046	Greeno Centre Re-roofing	160,000	-	-	160,000	-	-	160,000	-	Contract has now been signed/ agreed. Work expected to commence by mid October 2014 and finish by end of this financial year
Total			215,600	23,300	38,500	277,400	37,605	20,612	281,788	4,388	
Cllr Patel - ICT & Parking Services											
Helen Dunn	43003	New Software	20,000	-	-	20,000	1,868	-	20,000	-	Will be spent throughout the year on various software enhancements
Helen Dunn	43311	Voice Over Internet (VOIP)	-	64,500	-	64,500	38,920	10,616	55,000	(9,500)	More Hand Sets to be purchased
Helen Dunn	43314	Integra Upgrade	-	10,000	-	10,000	-	3,920	6,000	(4,000)	Waiting for upgrade to be released
Helen Dunn	43606	Misc Software	-	-	-	-	-	2,416	-	-	Not a current project - Commitment to be recoded
Helen Dunn	43608	Other Hardware	50,000	-	-	50,000	4,709	-	50,000	-	Will be spent throughout the year on various hardware requirements
Helen Dunn	43609	ICT Security	-	-	-	-	360	-	360	360	Overspend due to Special creditor. Expenditure could be funded by underspends in other ICT projects
Helen Dunn	43610	Code of Connection Requirement	6,000	-	-	6,000	8,070	-	8,070	2,070	Project complete. Overspend could be funded by underspends in other ICT projects
Helen Dunn	43611	Mobiles and Tablets	28,800	-	-	28,800	2,282	-	28,800	-	Mobile and tablet replacements to be purchased by the end of the financial year
Helen Dunn	43612	Mobile device management	10,000	-	-	10,000	-	-	10,000	-	Mobile and tablet replacements to be purchased by the end of the financial year
Helen Dunn	43613	Disaster Recovery Requirements	16,000	-	-	16,000	-	-	10,000	(6,000)	Project part paid out of 13/14 budget. Routers & Switches to be purchased by December 2014
Helen Dunn	43614	ESIP	13,000	-	-	13,000	-	-	-	(13,000)	Project completed and paid out of 13/14 budget
Total			143,800	74,500	-	218,300	56,208	16,952	188,230	(30,070)	
Jan Hunt	41608	HR and Payroll system	-	11,500	-	11,500	1,939	-	11,500	-	Employee self-service module is currently being piloted. Significant system upgrades continuing
Total			-	11,500	-	11,500	1,939	-	11,500	-	
Linda Norman	43505	CRM Solution	-	85,400	-	85,400	3,800	59,850	85,400	-	Currently in development. Phase 1 is expected to be completed by March 2015 & Phase 2 by September 2015
Linda Norman	43308	Liquid Voice	-	-	-	-	28,618	3,180	31,800	31,800	Currently testing (90% Complete). Phase 1 is expected to be completed by November 2014 & Phase 2 by January 2015
Total			-	85,400	-	85,400	32,418	63,030	117,200	31,800	
Rowena Davison	43304	GOSS - Website Upgrade	-	4,700	-	4,700	3,733	3,733	3,733	(967)	Project has now been completed
Total			-	4,700	-	4,700	3,733	3,733	3,733	(967)	
Michael Graham	43504	Elections IER Equipment	-	-	-	-	1,323	-	1,323	1,323	IER funding through Cabinet Office
		External Funding	-	-	-	-	(1,323)	-	(1,323)	(1,323)	
Total			-	-	-	-	-	-	-	-	
Sandy Muirhead	41317	Car Park Improvements	-	70,600	40,000	110,600	-	-	110,600	-	Supplier has been selected. Waiting for final "yes" from legal before the contract is signed. Work is expected to start in the mid January and to finish by March 2015 subject to final contract details
Total			-	70,600	40,000	110,600	-	-	110,600	-	
Cllr Forbes-Forsyth - Community Safety & Young People											
Keith McGroary	41605	Staisafe Radio	-	53,300	-	53,300	50,253	-	53,300	-	Additional radios may be required to be purchased after all the checks have been completed. Budget is expected to be fully utilised this financial year.
Keith McGroary		Funding from Car Parks	-	(8,300)	-	(8,300)	(8,300)	-	(8,300)	-	
Keith McGroary	41611	Law Enforcement	-	-	100,000	100,000	12,002	-	12,002	(87,998)	Expenditure incurred to purchase the enforcement vehicles has been reimbursed by Police.
		External Funding	-	-	-	-	(12,002)	-	(12,002)	-	
Total			-	45,000	100,000	145,000	41,953	-	45,000	(87,998)	
Total For Other			642,400	218,551	178,500	1,039,451	230,959	114,420	940,602	(86,847)	
Total Expenditure			1,150,000	230,000	236,535	1,616,535	430,163	156,044	1,491,011	(126,847)	
Total Funding			(285,000)	(11,449)	(69,949)	(366,398)	(199,204)	(41,624)	(379,723)	-	
GRAND TOTAL			865,000	218,551	166,586	1,250,137	230,959	114,420	1,111,288	(126,847)	

Overview and Scrutiny Committee

25 November 2014



Title	Revenue Monitoring Report		
Purpose of the report	To note		
Report Author	Adrian Flynn		
Cabinet Member	Councillor Tim Evans	Confidential	No
Corporate Priority	Value for money Council		
Cabinet Values	Accountability		
Recommendations	To note the current spend position in 2014/15		

1. Key issues

- 1.1 To provide Overview and Scrutiny Committee with the net revenue spend figures to the end of September 2014.
- The forecast outturn at net expenditure level is £13.074m against the revised budget of £13.621m; A projected favourable variance of £547k
 - After taking into account the use of carry forwards, the net position is approximately £597k favourable variance.
 - Interest earnings are forecast to exceed the budget by approximately £150k as a result of increased returns from longer term investments.

2. Options analysis and proposal

- 2.1 Overview and Scrutiny Committee is asked to note the current net revenue spend and forecast position.
- 2.2 The following highlights the more significant or material variances:

Planning and Corporate Development

Land Charges: £20k favourable variance – Increased income due to upturn in the housing market, partly offset by associated additional land search fee costs.

Planning Development and Control: £98k favourable variance – Increased fee income, including some large applications.

Staines upon Thames Programme: £248k favourable variance – Reduction in expenditure required for the current year as the main focus is on Bridge Street. This will be offset by a reduction in the funding required from reserves.

Housing, Health, Wellbeing and Independent Living

Day Centres: £150k favourable variance – Additional high needs income and personalisation and prevention income received.

Homelessness: £37k adverse variance – Additional costs as a result of increased usage of Bed and Breakfast.

Environment

Waste Recycling: £32k favourable variance – Increased recycling credits received plus reduced gates fees, offset by increased green waste disposal costs.

Economic Development and Fixed Assets

Staines Town Centre Management: £160k adverse variance - Reduced % of total rents received from the Elmsleigh Centre.

3. Financial implications

3.1 As set out within the report and appendices

4. Other considerations

4.1 There are none

5. Timetable for implementation

5.1 Bi – monthly reports are produced for Management team.

Background papers: There are none.

Appendices: A, B and C1-9

APPENDIX A

2014/15 Net Revenue Budget Monitoring
As at end of 30 SEPTEMBER 2014

	14/15	14/15	14/15	14/15
	Budget		Forecast	Variance
	Original	Revised	Outturn	to Revised
	£	£	£	£
Gross Expenditure	54,088,900	54,197,200	55,844,683	1,647,483
Less Benefits (offset by grant)				
Total Gross Expenditure excluding Benefits	54,088,900	54,197,200	55,844,683	1,647,483
Less Specific fees and charges income	(40,390,400)	(40,350,800)	(42,770,974)	(2,420,174)
Net Expenditure - broken down as below	13,698,500	13,846,400	13,073,709	(772,691)
Leader	333,900	336,900	327,990	(8,910)
Parking Services and ICT	62,500	62,500	25,500	(37,000)
Planning and Corporate Development	2,206,900	2,135,900	1,776,300	(359,600)
Housing, Health, Wellbeing and Independent Living	2,557,600	2,538,900	2,382,100	(156,800)
Environment	4,034,000	4,049,000	3,789,430	(259,570)
Community Safety, Young People, Leisure and Culture	283,600	320,200	242,943	(77,257)
Finance	3,118,700	3,189,700	3,167,146	(22,554)
Communications	222,800	222,800	218,400	(4,400)
Economic Development and Fixed Assets	878,500	990,500	1,143,900	153,400
NET EXPENDITURE AT SERVICE LEVEL	13,698,500	13,846,400	13,073,709	(772,691)
Salary expenditure - vacancy monitoring	(300,000)	(300,000)	-	300,000
Pay award	100,000	100,000	-	(100,000)
Efficiencies to offset pay award	(100,000)	(100,000)	-	100,000
Restructuring Savings	-	-	-	-
Partnership Savings	-	-	-	-
Resources to address project management issues	-	-	-	-
Increased Employer contributions due to auto enrollment	75,000	75,000	-	(75,000)
NET EXPENDITURE	13,473,500	13,621,400	13,073,709	(547,691)
NET EXPENDITURE	13,473,500	13,621,400	13,073,709	(547,691)
Interest earnings	(335,300)	(335,300)	(485,300)	(150,000)
Extraordinary Item				
Appropriation from Reserves:				
Staines Town Development	(450,000)	(450,000)	(202,000)	248,000
Elmsleigh Car Park	(287,000)	(287,000)	(287,000)	-
Customer Services	(46,700)	(46,700)	(46,700)	-
Spend to Save (Bowls club)	(13,000)	(13,000)	(13,000)	-
Enforcement Project	(100,000)	(100,000)	(100,000)	-
BUDGET REQUIREMENT	12,241,500	12,389,400	11,939,709	(449,691)
Baseline NNDR Funding	(2,361,348)	(2,361,348)	(2,361,348)	-
Revenue Support grant	(1,932,189)	(1,932,189)	(1,932,189)	-
New Homes Bonus	(1,218,600)	(1,218,600)	(1,218,600)	-
DCLG Transitional LCTSS grant	-	-	-	-
NET BUDGET REQUIREMENT	6,729,363	6,877,263	6,427,572	(449,691)
Collection Fund Surplus/(deficit)	(187,920)	(187,920)	(187,920)	-
CHARGE TO COLLECTION FUND	6,541,443	6,689,343	6,239,652	(449,691)
2013/14 Revenue carryforward			(147,000)	(147,000)
Net Position				(596,691)

Appendix B			
REVENUE MONITORING 2014/15			
EXPENDITURE AND INCOME SUMMARY 30 SEPTEMBER 2014			
Results to 30-Sep-14	Budget	Forecast	Variance
	Revised	Outturn	to Revised
	£	£	£
Leader			
Employees	342,000	333,100	(8,900)
Other Expenditure	37,100	37,100	-
Income	(42,200)	(42,210)	(10)
	336,900	327,990	(8,910)
Parking Services and ICT			
Employees	1,132,400	1,133,084	684
Other Expenditure	1,629,600	1,629,616	16
Income	(2,699,500)	(2,737,200)	(37,700)
	62,500	25,500	(37,000)
Planning and Corporate Development			
Employees	1,612,400	1,630,700	18,300
Other Expenditure	1,237,300	1,129,100	(108,200)
Income	(713,800)	(983,500)	(269,700)
	2,135,900	1,776,300	(359,600)
Housing, Health, Wellbeing and Independent Living			
Employees	2,919,900	2,915,200	(4,700)
Other Expenditure	32,980,800	34,763,700	1,782,900
Income	(33,361,800)	(35,296,800)	(1,935,000)
	2,538,900	2,382,100	(156,800)
Environment			
Employees	2,573,000	2,558,585	(14,415)
Other Expenditure	3,485,800	3,482,145	(3,655)
Income	(2,009,800)	(2,251,300)	(241,500)
	4,049,000	3,789,430	(259,570)
Community Safety, Young People, Leisure and Culture			
Employees	391,100	433,094	41,994
Other Expenditure	482,000	436,159	(45,841)
Income	(552,900)	(626,310)	(73,410)
	320,200	242,943	(77,257)
Finance			
Employees	2,885,500	2,907,800	22,300
Other Expenditure	658,700	613,000	(45,700)
Income	(354,500)	(353,654)	846
	3,189,700	3,167,146	(22,554)
Communications			
Employees	130,200	144,900	14,700
Other Expenditure	92,600	73,500	(19,100)
Income	0	0	-
	222,800	218,400	(4,400)
Economic Development and Fixed Assets			
Employees	223,800	223,800	-
Other Expenditure	1,383,000	1,400,100	17,100
Income	(616,300)	(480,000)	136,300
	990,500	1,143,900	153,400
NET EXPENDITURE AT SERVICE LEVEL	13,846,400	13,073,709	(772,691)
Total Employees	12,210,300	12,280,263	69,963
Total Other Expenditure	41,986,900	43,564,420	1,577,520
Total Income	(40,350,800)	(42,770,974)	(2,420,174)
	13,846,400	13,073,709	(772,691)
Total Expenditure	54,197,200	55,844,683	1,647,483
Total Income	(40,350,800)	(42,770,974)	(2,420,174)
Net	13,846,400	13,073,709	(772,691)

Appendix C1						
Leader						
Results to 30-Sep-14	Budget		Actual	Forecast	Variance	Comments
	Revised	YTD	YTD	Outturn	to Revised	
	£	£	£	£	£	
Employees	43,000	21,600	22,697	45,000	2,000	
Other Expenditure	27,500	13,600	12,263	27,500	0	
Income	0	0	(10)	(10)	(10)	
People & Partnerships	70,500	35,200	34,950	72,490	1,990	
Employees	248,600	122,300	113,505	237,700	(10,900)	One part time vacant post and other member of staff on reduced hours although budgeted for full time. Being partially covered by temporary staff and overtime payments.
Other Expenditure	9,200	2,000	2,251	9,200	0	
Income	(42,200)	(21,200)	(21,135)	(42,200)	0	
HR	215,600	103,100	94,621	204,700	(10,900)	
Employees	50,400	24,200	23,890	50,400	0	
Other Expenditure	400	100	69	400	0	
Income	0	0	0	0	0	
Payroll	50,800	24,300	23,958	50,800	0	
Total Employees	342,000	168,100	160,091	333,100	(8,900)	
Total Other Expenditure	37,100	15,700	14,583	37,100	0	
Total Income	(42,200)	(21,200)	(21,145)	(42,210)	(10)	
	336,900	162,600	153,529	327,990	(8,910)	

Appendix C2						
Parking Services and ICT						
Results to 30-Sep-14	Budget		Actual	Forecast	Variance	Comments
	Revised	YTD	YTD	Outturn	to Revised	
	£	£	£	£	£	
Employees	470,000	236,100	221,732	470,000	0	All vacancies filled. Forecast to be on budget
Other Expenditure	601,800	386,300	171,250	601,800	0	Forecast to be on budget. Large variance is due to timing differences (prepayments and accruals)
Income	(48,400)	(24,200)	(36,285)	(48,400)	0	Increased income figures relates to website reimbursements from Runnymede (reflected by increased website expenditure in Other Expenditure)
Information & Comms Technology	1,023,400	598,200	356,697	1,023,400	0	
Employees	379,200	190,500	172,277	379,200	0	Agency and overtime costs are being incurred to cover vacancy.
Other Expenditure	894,100	679,500	664,039	894,100	0	
Income	(2,020,000)	(1,039,300)	(964,625)	(2,020,000)	0	Income is being monitored closely ahead of busy Christmas period.
Car Parks	(746,700)	(169,300)	(128,308)	(746,700)	0	
Employees	0	0	13,684	13,684	13,684	Overtime payments relating to flooding and flooding meeting
Other Expenditure	8,000	4,300	13,321	17,616	9,616	Flood associated expenditure.
Income	0	0	14	(23,300)	(23,300)	Flooding costs to be funded from additional funding received.
Emergency Planning	8,000	4,300	27,018	8,000	0	
Employees	283,200	141,100	130,664	270,200	(13,000)	Savings expected due to a vacant post, partially covered by temporary staff and external contracts
Other Expenditure	16,100	8,200	10,058	18,100	2,000	
Income	(316,100)	(162,000)	(176,441)	(330,500)	(14,400)	Increased Activity is generating increased income for the service
Building Control	(16,800)	(12,700)	(35,719)	(42,200)	(25,400)	
Employees	0	0	0	0	0	
Other Expenditure	109,600	55,000	46,428	98,000	(11,600)	Reduced spend on surface area and overall management costs
Income	(315,000)	(157,500)	(153,196)	(315,000)	0	
Staines Market	(205,400)	(102,500)	(106,769)	(217,000)	(11,600)	
Total Employees	1,132,400	567,700	538,356	1,133,084	684	
Total Other Expenditure	1,629,600	1,133,300	905,095	1,629,616	16	
Total Income	(2,699,500)	(1,383,000)	(1,330,532)	(2,737,200)	(37,700)	
	62,500	318,000	112,919	25,500	(37,000)	

Appendix C3						
Planning and Corporate Development						
Results to 30-Sep-14	Budget		Actual	Forecast	Variance	Comments
	Revised £	YTD £	YTD £	Outturn £	to Revised £	
Employees	277,400	136,600	127,373	277,400	0	Vacancy now filled and agency costs being incurred to cover maternity leave.
Other Expenditure	22,800	19,300	55,676	81,600	58,800	Additional costs for PLC Subscriptions reimbursed below and IKEN Licences.
Income	(1,200)	(600)	(59,652)	(60,000)	(58,800)	Reimbursement from other Council's for PLC subscriptions and grant funding received for purchase of IKEN Licences.
Legal	299,000	155,300	123,397	299,000	0	
Employees	90,300	45,100	50,143	90,300	0	
Other Expenditure	100	0	1,502	100	0	
Income	0	0	(10,474)	(35,000)	(35,000)	Income from Head of Legal arrangement with Reigate.
Corporate Governance	90,400	45,100	41,170	55,400	(35,000)	
Employees	117,500	58,200	53,337	117,500	0	
Other Expenditure	2,100	(2,000)	1,392	2,100	0	
Income	0	0	0	0	0	
Committee Services	119,600	56,200	54,728	119,600	0	
Employees	57,600	28,600	31,906	57,600	0	
Other Expenditure	900	100	17,899	30,900	30,000	Land Search fees costs incurred, recovered as part of income received.
Income	(190,000)	(100,000)	(125,379)	(240,000)	(50,000)	Additional income recovery due to upturn in housing market. Still an ongoing risk to future years income streams in this area due to the proposed changes by Land Registry.
Land Charges	(131,500)	(71,300)	(75,574)	(151,500)	(20,000)	
Employees	0	0	0	0	0	
Other Expenditure	82,900	41,500	18,668	82,900	0	
Income	0	0	0	0	0	
Print Unit	82,900	41,500	18,668	82,900	0	
Employees	180,500	89,700	92,753	190,200	9,700	Anticipating overspend on overtime due to weekend working
Other Expenditure	444,900	326,000	341,554	461,700	16,800	Expected overspend due to higher costs than budgeted for on contract cleaning, storage & furniture
Income	(142,800)	(73,300)	(74,749)	(141,700)	1,100	
Knowle Green	482,600	342,400	359,558	510,200	27,600	
Employees	191,100	94,800	104,395	204,900	13,800	Expected to be higher due to one member of staff being paid on higher grade and temporary staff expenditure with no budget
Other Expenditure	98,200	5,900	5,002	98,200	0	
Income	(1,000)	(500)	(115)	(300)	700	
Planning Policy	288,300	100,200	109,282	302,800	14,500	
Employees	577,300	289,200	274,270	562,300	(15,000)	Saving expected due to vacant posts in the first half of the year
Other Expenditure	53,800	29,200	64,341	68,800	15,000	Expenditure against Consultants budget expected to be higher due to additional planning / housing strategy work undertaken
Income	(377,800)	(189,100)	(287,566)	(475,800)	(98,000)	Income is expected to be higher due to increase in number of applications and some large applications
Planning Development Control	253,300	129,300	51,044	155,300	(98,000)	
Employees	0	0	0	0	0	
Other Expenditure	450,000	241,700	10,279	202,000	(248,000)	Lower expenditure expected against Bridge Street (£102k), Riverside Car Park (£45k) and Tothill Car Park (£100k). Less movement for the last two mentioned as present focus is mainly on Bridge Street.
Income	0	0	0	0	0	
Staines Upon Thames Programme	450,000	241,700	10,279	202,000	(248,000)	
Employees	2,300	1,100	0	2,300	0	
Other Expenditure	7,900	4,100	31	7,900	0	
Income	0	0	0	0	0	
Elections	10,200	5,200	31	10,200	0	No expenditure if no by election
Employees	118,400	54,800	58,500	128,200	9,800	Additional member of staff to do IER (Individual Electoral Registration) related work, budget is held against other expenditure line
Other Expenditure	73,700	7,800	31,447	92,900	19,200	Additional costs are off set by additional IER (Individual Electoral Registration) funding from Cabinet office
Income	(1,000)	(500)	(30,138)	(30,700)	(29,700)	Additional IER (Individual Electoral Regstraion) Grant funding from Cabinet office
Electoral Registration	191,100	62,100	59,808	190,400	(700)	
Total Employees	1,612,400	798,100	792,676	1,630,700	18,300	
Total Other Expenditure	1,237,300	673,600	547,789	1,129,100	(108,200)	
Total Income	(713,800)	(364,000)	(588,074)	(983,500)	(269,700)	
	2,135,900	1,107,700	752,391	1,776,300	(359,600)	

Appendix C4						
Housing, Health, Wellbeing and Independent Living						
Results to 30-Sep-14	Budget		Actual	Forecast	Variance	Comments
	Revised	YTD	YTD	Outturn	to Revised	
	£	£	£	£	£	
Employees	0	0	0	0	0	
Other Expenditure	271,000	191,000	202,200	202,200	(68,800)	Saving expected of £80k against Charitable Rate Relief budget due to changes in business rates system, partially off set by higher grant payments approved by cabinet
Income	0	0	0	0	0	
General Grants	271,000	191,000	202,200	202,200	(68,800)	
Employees	111,500	55,600	53,903	114,500	3,000	Vacant post in the early part of the year
Other Expenditure	13,900	5,800	3,681	13,900	0	
Income	0	0	(203)	(11,200)	(11,200)	Funding from Personalisation and Prevention Partnership (PPP) to offset the additional hours of Independent Living Manager's post
Com Care Administration	125,400	61,400	57,381	117,200	(8,200)	
Employees	352,300	179,500	164,205	338,500	(13,800)	Savings due to vacant posts in the early part of the year
Other Expenditure	222,700	116,500	112,539	221,700	(1,000)	
Income	(223,000)	(144,700)	(200,984)	(373,900)	(150,900)	Expected to be higher mainly due to High Needs income- £100k with no budget, Additional income of £44k from Personalisation and Prevention Partnership (PPP) to fund 2 support workers posts and remainder relates to higher sale of food income due to more activity
Day Centres	352,000	151,300	75,760	186,300	(165,700)	
Employees	57,500	28,500	40,593	77,400	19,900	One post of Relief MOW Driver's post not budgeted for
Other Expenditure	85,900	42,100	35,956	75,900	(10,000)	Food Purchases expenditure expected to be less than budget due to lower activity
Income	(192,300)	(122,000)	(115,490)	(181,500)	10,800	Income is also expected to be lower due to the above reason
Meals On Wheels	(48,900)	(51,400)	(38,941)	(28,200)	20,700	
Employees	92,900	46,000	51,700	103,700	10,800	Expected to be higher due to one member of staff working full time (budgeted for part time). To be funded from additional SPAN SLA equipment funding from Surrey County Council
Other Expenditure	54,600	19,400	18,297	54,600	0	
Income	(283,300)	(175,600)	(169,956)	(246,800)	36,500	Expected to be under recovered mainly because budget for SPAN client services was overstated. It was anticipated at budget setting that with the Surrey County Council contract we would have a higher response / take up of the service. However, it has not actually materialised like that.
Span	(135,800)	(110,200)	(99,958)	(88,500)	47,300	
Employees	0	0	0	0	0	
Other Expenditure	19,700	12,400	11,947	19,700	0	
Income	(5,000)	(4,300)	(4,265)	(5,000)	0	
Rodent & Pest Control	14,700	8,100	7,682	14,700	0	
Employees	143,900	72,100	70,944	147,000	3,100	Temp staff costs just exceed the savings in salaries due to vacancies
Other Expenditure	51,400	35,100	35,837	52,100	700	
Income	(113,800)	(67,900)	(61,670)	(117,000)	(3,200)	Increased usage has resulted in higher fee income
SAT	81,500	39,300	45,111	82,100	600	
Employees	723,100	359,800	335,083	701,700	(21,400)	Two members of staff were on maternity leave earlier in the year with reduced costs being incurred and another member has reduced their hours, but were budgeted for full time
Other Expenditure	38,000	15,100	39,361	65,000	27,000	Expenditure relating to 'Warmers Homes' & 'Handy Person Scheme' is funded through Revenue Grants. £5k additional expenditure for work relating to removal and disposal of Cesium 137 at Knowle Green with no budget available
Income	(10,500)	0	(242)	(32,500)	(22,000)	Revenue Grants to fund expenditure relating to 'Warmer Homes' & 'Handy Person Scheme'
Environmental Health Admin	750,600	374,900	374,202	734,200	(16,400)	
Employees	0	0	0	0	0	
Other Expenditure	12,500	300	438	12,500	0	
Income	(16,600)	(3,700)	(3,537)	(16,600)	0	
Environmental Protection Act	(4,100)	(3,400)	(3,099)	(4,100)	0	
Employees	0	0	0	0	0	
Other Expenditure	1,300	300	145	1,300	0	
Income	(3,000)	(1,500)	(1,264)	(3,000)	0	
Food Safety	(1,700)	(1,200)	(1,119)	(1,700)	0	
Employees	0	0	0	0	0	
Other Expenditure	7,900	1,900	1,371	7,900	0	
Income	(12,900)	(5,100)	(6,717)	(15,700)	(2,800)	Health & Safety income is expected to be higher due to increased activity
Public Health	(5,000)	(3,200)	(5,346)	(7,800)	(2,800)	
Employees	18,400	9,300	8,144	18,400	0	
Other Expenditure	250,800	120,900	138,414	250,800	0	
Income	0	0	0	0	0	
Democratic Rep & Management	269,200	130,200	146,558	269,200	0	
Employees	560,700	280,600	287,444	560,700	0	
Other Expenditure	73,600	34,700	8,606	73,600	0	
Income	(1,100)	0	(45)	(1,100)	0	
Housing Needs	633,200	315,300	296,005	633,200	0	
Employees	0	0	0	0	0	
Other Expenditure	734,300	367,300	386,188	1,014,400	280,100	
Income	(506,400)	(278,200)	(373,913)	(750,000)	(243,600)	
Homelessness	227,900	89,100	12,275	264,400	36,500	Will be overspent due to increased usage of Bed & Breakfast
Employees	514,100	255,100	243,191	514,100	0	
Other Expenditure	53,900	37,000	22,721	53,900	0	
Income	(454,100)	(272,100)	(272,140)	(454,100)	0	
Housing Benefits Admin	113,900	20,000	(6,228)	113,900	0	
Employees	0	0	0	0	0	
Other Expenditure	31,083,200	15,541,500	15,027,243	32,625,700	1,542,500	
Income	(31,188,200)	(15,594,100)	(16,199,352)	(32,730,700)	(1,542,500)	
Housing Benefits Payments	(105,000)	(52,600)	(1,172,109)	(105,000)	0	Subsidies as a whole are higher than budgeted but expenditure will compensate this
Employees	345,500	184,700	178,117	339,200	(6,300)	Savings due to vacant posts in the earlier part of the year
Other Expenditure	6,100	3,100	16,251	18,500	12,400	Higher transport costs expected against the budget
Income	(351,600)	0	(5,900)	(357,700)	(6,100)	All of the above costs are funded through Family support Grant from Surrey County Council
Spelthorne Troubled Families	0	187,800	188,468	0	0	
Total Employees	2,919,900	1,471,200	1,433,324	2,915,200	(4,700)	
Total Other Expenditure	32,980,800	16,544,400	16,061,195	34,763,700	1,782,900	
Total Income	(33,361,800)	(16,669,200)	(17,415,677)	(35,296,800)	(1,935,000)	
	2,538,900	1,346,400	78,842	2,382,100	(156,800)	

Appendix C5						
Environment						
Results to 30-Sep-14	Budget		Actual	Forecast	Variance	Comments
	Revised	YTD	YTD	Outturn	to Revised	
	£	£	£	£	£	
Employees	0	0	0	0	0	
Other Expenditure	500	(200)	1,830	1,830	1,330	DVLA pick up the majority of abandoned Vehicles in the borough, this expenditure related to the removal of a double decker bus.
Income	0	0	0	0	0	
Abandoned Vehicles	500	(200)	1,830	1,830	1,330	
Employees	0	0	0	0	0	
Other Expenditure	68,400	55,300	56,997	73,500	5,100	Insurance excess, vending machine charges, installation of CCTV camera
Income	0	0	0	0	0	
Depot	68,400	55,300	56,997	73,500	5,100	
Employees	559,900	280,600	251,142	503,000	(56,900)	
Other Expenditure	64,900	27,400	15,642	50,000	(14,900)	
Income	(21,200)	(19,100)	(390)	(22,000)	(800)	
DS Management & Support	603,600	288,900	266,394	531,000	(72,600)	
Employees	1,031,900	527,900	530,947	1,101,000	69,100	Increased agency staff and overtime costs, offset by reduction in salaries expenditure.
Other Expenditure	830,400	349,700	407,458	827,000	(3,400)	
Income	(573,600)	(444,700)	(629,718)	(734,200)	(160,600)	Increased garden waste scheme income and £121,500 grant income received from the DCLG which is being investigated.
Refuse Collection	1,288,700	432,900	308,687	1,193,800	(94,900)	
Employees	0	0	0	0	0	
Other Expenditure	9,500	4,200	4,125	9,500	0	
Income	0	0	0	0	0	
Energy Initiatives	9,500	4,200	4,125	9,500	0	
Employees	0	0	0	0	0	
Other Expenditure	40,300	18,100	9,162	40,300	0	
Income	(25,000)	(12,500)	(3,729)	(25,000)	0	
Environmental Enhancements	15,300	5,600	5,433	15,300	0	
Employees	309,500	153,600	156,214	317,500	8,000	Small overspend anticipated covered by over recovery of income.
Other Expenditure	15,100	9,700	13,711	15,100	0	
Income	(34,100)	(17,100)	(29,902)	(42,100)	(8,000)	Income from staffing costs reimbursements due to additional arrangements.
Enviro Services Administration	290,500	146,200	140,022	290,500	0	
Employees	541,500	271,600	267,950	535,000	(6,500)	Staff Vacancies covered by Temp staff
Other Expenditure	306,300	149,400	166,250	313,000	6,700	Increased vehicle maintenance and fuel costs
Income	(47,700)	(43,300)	(48,757)	(48,800)	(1,100)	
Street Cleaning	800,100	377,700	385,443	799,200	(900)	
Employees	0	0	0	0	0	
Other Expenditure	190,800	95,400	87,794	172,000	(18,800)	Increased cost of Green waste disposal offset, by reduced gate fees for AWC waste.
Income	(651,000)	(165,500)	(184,402)	(664,000)	(13,000)	Increase in Green Waste recycling credits & school recycling income.
Waste Recycling	(460,200)	(70,100)	(96,607)	(492,000)	(31,800)	
Employees	0	0	0	0	0	
Other Expenditure	500	0	0	500	0	
Income	0	0	0	0	0	
Technical Projects	500	0	0	500	0	
Employees	0	0	0	0	0	
Other Expenditure	47,600	6,600	20,102	47,600	0	
Income	0	0	0	0	0	
Public Conveniences	47,600	6,600	20,102	47,600	0	Expenditure expected to remain within budget.
Employees	0	0	0	0	0	
Other Expenditure	6,200	3,900	2,508	6,200	0	
Income	(43,200)	(17,200)	(13,094)	(43,200)	0	
Allotments	(37,000)	(13,300)	(10,586)	(37,000)	0	
Employees	0	0	0	0	0	
Other Expenditure	118,200	70,800	42,478	118,200	0	
Income	(96,000)	(56,700)	(53,891)	(96,000)	0	
Parks Strategy	22,200	14,100	(11,413)	22,200	0	
Employees	0	0	0	0	0	
Other Expenditure	23,700	21,500	18,601	25,000	1,300	
Income	(327,400)	(161,100)	(148,065)	(300,000)	27,400	Number of burials lower in first half of the year which has affected income, situation may pick up in the second half of the year which is peak period for burials.
Cemeteries	(303,700)	(139,600)	(129,464)	(275,000)	28,700	
Employees	0	0	0	0	0	
Other Expenditure	17,000	5,800	2,591	17,000	0	
Income	0	0	0	0	0	
Staines Metro Commons	17,000	5,800	2,591	17,000	0	
Employees	130,200	65,200	54,257	102,000	(28,200)	Vacant posts
Other Expenditure	1,740,900	862,600	770,130	1,760,000	19,100	Playground maintenance
Income	(190,600)	(95,300)	(249,915)	(276,000)	(85,400)	Section 106 monies received for playground maintenance
Grounds Maintenance	1,680,500	832,500	574,472	1,586,000	(94,500)	
Employees	0	0	85	85	85	
Other Expenditure	5,500	5,200	2,538	5,415	(85)	
Income	0	0	0	0	0	
Water Courses & Land Drainage	5,500	5,200	2,623	5,500	0	Expenditure expected to remain within budget.
Total Employees	2,573,000	1,298,900	1,260,596	2,558,585	(14,415)	
Total Other Expenditure	3,485,800	1,685,400	1,624,505	3,482,145	(3,655)	
Total Income	(2,009,800)	(1,032,500)	(1,361,863)	(2,251,300)	(241,500)	
	4,049,000	1,951,800	1,523,237	3,789,430	(259,570)	

Appendix C6						
Community Safety, Young People, Leisure and Culture						
Results to	Budget		Actual	Forecast	Variance	Comments
	Revised	YTD	YTD	Outturn	to Revised	
	£	£	£	£	£	
30-Sep-14						
Employees	0	0	612	94	94	
Other Expenditure	25,500	18,800	13,682	26,706	1,206	
Income	(1,000)	(1,000)	(2,300)	(2,300)	(1,300)	
Youth	24,500	17,800	11,994	24,500	0	Expenditure expected to remain within budget.
Employees	0	0	0	0	0	
Other Expenditure	0	0	10,000	15,000	15,000	Consultants costs for work completed.
Income	0	0	0	(15,000)	(15,000)	Above work to be financed from reserve set aside for Laleham Park.
Laleham Park Project	0	0	10,000	0	0	
Employees	0	0	0	0	0	
Other Expenditure	1,000	500	0	0	(1,000)	Expenditure will be required if any new volunteers or casual staff need training
Income	0	0	0	0	0	
Safeguarding	1,000	500	0	0	(1,000)	
Employees	12,500	6,200	4,348	9,500	(3,000)	Anticipated variance on temporary staffing costs.
Other Expenditure	3,400	2,200	1,641	3,400	0	
Income	(6,300)	(3,100)	(1,738)	(3,300)	3,000	Reduced sales of materials and reduced fee income.
Resource Centre	9,600	5,300	4,252	9,600	0	
Employees	0	0	0	0	0	
Other Expenditure	4,000	0	1,257	4,000	0	
Income	(500)	(300)	(36)	(500)	0	
Active Lifestyle	3,500	(300)	1,221	3,500	0	
Employees	5,100	2,500	3,787	7,600	2,500	
Other Expenditure	36,100	20,500	40,507	56,653	20,553	Expenditure on refurbishing Stanwell tennis courts
Income	(6,000)	(3,000)	(29,053)	(29,053)	(23,053)	External funding received relating to Stanwell tennis courts and increased income from events.
Sports Development	35,200	20,000	15,241	35,200	0	
Employees	2,600	1,300	754	2,600	0	
Other Expenditure	29,500	23,000	18,411	29,500	0	
Income	(3,000)	(1,500)	(6,378)	(6,378)	(3,378)	Additional income recovered for youth theatres and craft clubs.
Arts Development	29,100	22,800	12,787	25,722	(3,378)	
Employees	0	0	0	0	0	
Other Expenditure	2,000	1,000	1,640	2,000	0	
Income	0	0	0	0	0	
Events	2,000	1,000	1,640	2,000	0	
Employees	196,900	97,800	91,368	196,900	0	
Other Expenditure	12,900	6,400	2,685	12,900	0	
Income	0	0	0	0	0	
Leisure Administration	209,800	104,200	94,053	209,800	0	
Employees	0	0	0	0	0	
Other Expenditure	4,500	3,900	3,611	4,500	0	
Income	(8,000)	(8,000)	(8,000)	(8,000)	0	
Museum	(3,500)	(4,100)	(4,389)	(3,500)	0	
Employees	0	0	4,930	8,000	8,000	Costs of out of hours opening and closing of the Shepperton village hall
Other Expenditure	7,400	27,800	4,010	7,400	0	
Income	(54,700)	(37,000)	(42,033)	(62,700)	(8,000)	Extra income generated at Shepperton village hall
Public Halls	(47,300)	(9,200)	(33,093)	(47,300)	0	
Employees	0	0	0	0	0	
Other Expenditure	55,300	0	10,315	55,300	0	
Income	(237,600)	(232,500)	(238,579)	(238,579)	(979)	
Spelthorne Leisure Centre	(182,300)	(232,500)	(228,264)	(183,279)	(979)	
Employees	0	0	0	0	0	
Other Expenditure	0	0	0	0	0	
Income	(42,200)	(8,200)	(8,200)	(42,200)	0	
Sunbury Golf Club	(42,200)	(8,200)	(8,200)	(42,200)	0	
Employees	104,800	52,100	46,664	93,300	(11,500)	One member of staff has been working 2 days a week in Communications, costs have been moved to reflect that change. This is partially covered by temporary staff on lower grade.
Other Expenditure	3,900	1,900	1,675	3,900	0	
Income	(102,600)	(45,200)	(44,272)	(102,600)	0	
Licensing	6,100	8,800	4,067	(5,400)	(11,500)	
Employees	0	0	0	0	0	
Other Expenditure	2,700	1,700	2,639	5,500	2,800	Higher expenditure expected against Licensing Plates & Police checks Budget
Income	(76,000)	(38,000)	(35,105)	(76,000)	0	
Taxi Licensing	(73,300)	(36,300)	(32,466)	(70,500)	2,800	
Employees	69,200	34,300	46,430	115,100	45,900	Additional salary costs are funded through CDRP (Crime & Disorder Reduction Partnership fund). Two posts of Enforcement officers due to start by mid November, budget is held against other expenditure line
Other Expenditure	293,800	163,200	119,700	209,400	(84,400)	Savings expected mainly against Enforcement Project Budget due to vacant posts in the first half of the year
Income	(15,000)	0	(13,643)	(39,700)	(24,700)	Additional CDRP (Crime & Disorder Reduction Partnership fund) to off set the salary costs as above
Community Safety	348,000	197,500	152,486	284,800	(63,200)	
Total Employees	391,100	194,200	198,893	433,094	41,994	
Total Other Expenditure	482,000	270,900	231,772	436,159	(45,841)	
Total Income	(552,900)	(377,800)	(429,337)	(626,310)	(73,410)	
	320,200	87,300	1,329	242,943	(77,257)	

Appendix C7						
Finance						
Results to 30-Sep-14	Budget		Actual	Forecast	Variance	Comments
	Revised	YTD	YTD	Outturn	to Revised	
	£	£	£	£	£	
Employees	0	0	0	0	0	
Other Expenditure	222,700	0	0	222,700	0	
Income	0	0	(897)	(897)	(897)	
Insurance	222,700	0	(897)	221,803	(897)	
Employees	168,700	83,900	82,067	168,700	0	
Other Expenditure	17,800	3,200	2,393	17,800	0	
Income	(46,900)	(23,300)	(15,760)	(41,900)	5,000	Reduced levels of income expected due to change in arrangements with Woking.
Audit	139,600	63,800	68,700	144,600	5,000	
Employees	364,100	195,400	205,532	327,000	(37,100)	Salary saving as a result of early retirement and Maternity leave. Redundancy costs incurred will be funded from Business Improvement reserve at year end.
Other Expenditure	15,400	5,700	3,638	15,400	0	
Income	0	0	(5)	(5)	(5)	
Accountancy	379,500	201,100	209,165	342,395	(37,105)	
Employees	117,000	58,200	58,882	117,000	0	
Other Expenditure	4,700	2,400	1,409	4,700	0	
Income	0	0	0	0	0	
MaT Secretariat & Support	121,700	60,600	60,291	121,700	0	
Employees	306,700	153,300	152,538	306,700	0	
Other Expenditure	8,000	4,000	7	2,300	(5,700)	Lease car returned.
Income	0	0	(152)	(200)	(200)	
Assistant Chief Executives	314,700	157,300	152,393	308,800	(5,900)	
Employees	359,500	179,700	186,125	381,700	22,200	Salary costs are expected to be higher for Corporate Project Management due to one member of staff being on long term sick. This is being covered by temporary staff.
Other Expenditure	8,400	5,800	2,227	8,400	0	
Income	0	0	(11,552)	(11,552)	(11,552)	Contribution from the partners in the partnership towards the cost of the project manager of the Locata project
Chief Executive	367,900	185,500	176,800	378,548	10,648	
Employees	6,000	6,000	6,120	6,200	200	
Other Expenditure	181,800	95,300	87,154	181,800	0	A joint bank contract procurement has recently been completed which will lead to future savings for the Council. The new contract will begin early in 2015.
Income	(9,100)	(4,600)	0	(9,100)	0	
Corporate Management	178,700	96,700	93,274	178,900	200	
Employees	0	0	0	0	0	
Other Expenditure	0	0	0	0	0	
Income	(139,700)	0	0	(139,700)	0	
Business Rates	(139,700)	0	0	(139,700)	0	
Employees	703,300	349,600	385,372	740,300	37,000	Redundancy costs of £19k have been incurred due to a restructuring exercise. These will be funded from the Business Improvement Reserve at year end. Additional Agency / Temporary costs due to vacant posts for which the budget is being held against other expenditure line.
Other Expenditure	147,200	66,300	29,270	110,200	(37,000)	
Income	(150,300)	0	(7,792)	(150,300)	0	
CServ Management & Support	700,200	415,900	406,850	700,200	0	
Employees	0	0	0	0	0	
Other Expenditure	10,000	0	(105)	10,000	0	
Income	(8,500)	(4,200)	0	0	8,500	Funding has been credited to Legal Services for utilisation instead.
Misc Expenses	1,500	(4,200)	(105)	10,000	8,500	
Employees	860,200	429,000	177,051	860,200	0	
Other Expenditure	42,700	10,300	7,438	39,700	(3,000)	Budget for Staff Health & Safety, Security Services and Document Exchange not expected to be fully utilised.
Income	0	0	0	0	0	
Unapportionable CentralO/Heads	902,900	439,300	184,489	899,900	(3,000)	
Total Employees	2,885,500	1,455,100	1,253,687	2,907,800	22,300	
Total Other Expenditure	658,700	193,000	133,430	613,000	(45,700)	
Total Income	(354,500)	(32,100)	(36,158)	(353,654)	846	
	3,189,700	1,616,000	1,350,959	3,167,146	(22,554)	

Appendix C8						
Communications and Procurement						
Results to 30-Sep-14	Budget		Actual	Forecast	Variance	Comments
	Revised	YTD	YTD	Outturn	to Revised	
	£	£	£	£	£	
Employees	130,200	64,800	70,498	144,900	14,700	One member of staff working full time due to role enhancement
Other Expenditure	79,600	20,600	13,049	60,500	(19,100)	Savings expected against Marketing & Publicity & Promotion budget
Income	0	0	0	0	0	
Corporate Publicity	209,800	85,400	83,547	205,400	(4,400)	
Employees	0	0	0	0	0	
Other Expenditure	13,000	6,400	7,134	13,000	0	
Income	0	0	0	0	0	
Research & Consultation	13,000	6,400	7,134	13,000	0	
Total Employees	130,200	64,800	70,498	144,900	14,700	
Total Other Expenditure	92,600	27,000	20,183	73,500	(19,100)	
Total Income	0	0	0	0	0	
	222,800	91,800	90,681	218,400	(4,400)	

Appendix C9						
Economic Development and Fixed Assets						
Results to 30-Sep-14	Budget		Actual	Forecast	Variance	Comments
	Revised	YTD	YTD	Outturn	to Revised	
	£	£	£	£	£	
Employees	166,200	82,600	82,302	166,200	0	
Other Expenditure	379,900	155,800	35,013	379,900	0	
Income	0	0	0	0	0	
Asset Mgn Administration	546,100	238,400	117,315	546,100	0	
Employees	0	0	0	0	0	
Other Expenditure	2,400	2,400	4,302	5,700	3,300	Business rates & storage costs
Income	0	0	0	0	0	
Sea Cadets	2,400	2,400	4,302	5,700	3,300	
Employees	0	0	0	0	0	
Other Expenditure	81,500	19,800	15,501	81,500	0	
Income	(35,800)	(17,600)	(30,869)	(45,700)	(9,900)	Additional income expected
General Property Expenses	45,700	2,200	(15,368)	35,800	(9,900)	
Employees	0	0	0	0	0	
Other Expenditure	0	0	179	0	0	Cost to be re-coded
Income	0	0	0	0	0	
Memorial Gardens	0	0	179	0	0	
Employees	38,200	22,200	21,955	38,200	0	
Other Expenditure	28,100	14,100	26,211	41,900	13,800	Costs of running Staines upon Thames day, offset by Sponsorship income as reflected below
Income	0	0	(13,765)	(13,800)	(13,800)	Sponsorship Income for Staines upon Thames day
Economic Development	66,300	36,300	34,402	66,300	0	
Employees	0	0	0	0	0	
Other Expenditure	546,800	245,700	245,350	546,800	0	Planned Maintenance budget to be used fully by year end in partnership with Runnymede BC
Income	0	0	0	0	0	
Planned Maintenance Programm	546,800	245,700	245,350	546,800	0	
Employees	0	0	0	0	0	
Other Expenditure	155,500	44,400	450	155,500	0	Responsive Maintenance budget to be used fully by year end in partnership with Runnymede BC
Income	0	0	0	0	0	
Responsive Maintenance Progra	155,500	44,400	450	155,500	0	
Employees	0	0	0	0	0	
Other Expenditure	28,500	23,800	25,934	28,500	0	
Income	0	0	0	0	0	
Bus Station	28,500	23,800	25,934	28,500	0	
Employees	19,400	9,600	10,417	19,400	0	
Other Expenditure	160,300	40,100	123,253	160,300	0	
Income	(580,500)	(280,000)	(442,851)	(420,500)	160,000	Reduced income from Elmsleigh Centre as a result of falling rents generated.
Staines Town Centre Manageme	(400,800)	(230,300)	(309,181)	(240,800)	160,000	
Total Employees	223,800	114,400	114,674	223,800	0	
Total Other Expenditure	1,383,000	546,100	476,194	1,400,100	17,100	
Total Income	(616,300)	(297,600)	(487,484)	(480,000)	136,300	
	990,500	362,900	103,383	1,143,900	153,400	

Overview and Scrutiny Committee

25 November 2014



Title	Treasury Management Half Yearly Report 2014/15		
Purpose of the report	To note		
Report Author	Ryan Maslen		
Cabinet Member	Councillor Tim Evans	Confidential	No
Corporate Priority	Value for money Council		
Cabinet Values	Accountability		
Recommendations	Overview and Scrutiny Committee is asked to note the treasury position achieved during the first six months of 2014/15 and the financial environment in global markets.		

1. Key issues

- 1.1 Treasury Management is “the management of the Council’s 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”.
- 1.2 The Council has adopted the Chartered Institute of Public Finance and Accountancy (CIPFA) Treasury Management Code of Practice 2011 which includes the requirement for determining a treasury strategy for financing and investing activity for the forthcoming year. Consequently the Council’s policy was reviewed and approved by Cabinet in January 2014 and has been consistently applied since then.
- 1.3 This report is an interim statement of treasury activities for the first six months of the financial year, to the end of September 2014. The Council 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. This report covers treasury activity and the associated monitoring and control of risks.
- 1.4 The report highlights a positive performance with budget predicted to be outperformed for the year by £150k.

Strategy for the year

- 1.5 The overall treasury policy objective is the prudent investment of treasury balances. It is our aim to achieve the maximum return commensurate with proper levels of security and liquidity.

- 1.6 The Council seeks professional advice from Arlingclose and closely adheres to the advice set out in the Department for Communities and Local Government (DCLG) guidance. Given Spelthorne's dependency on investment returns to balance the budget, the Council's investment strategy is also kept under constant review and regular quarterly review meetings are held with Arlingclose, the Council's treasury advisors. All investment and borrowing decisions are made in consultation with our advisors.
- 1.7 The credit quality of counter-parties (issuers and issues) and investment instruments is assessed by reference to credit ratings issued by Fitch, Moody's and Standard and Poor's. The Council's counter-party credit policy is based on creditworthiness criteria recommended by our advisors and is reviewed on an ongoing basis to ensure that risk to the Council of counter-party defaults remains low.

Compliance with Treasury Limits

- 1.8 During the first six months of the financial year the Council operated within the treasury limits and Prudential Indicators set out in the Council's Treasury Policy Statement, and the annual Treasury Management Strategy Statement and Annual Investment Strategy approved by Council in January 2014.

Economic Background

- 1.9 The recent strong performance of the UK economy continued with output growing at 0.8% in Q1 2014 and at 0.9% in Q2. The services sector once again grew strongly. On the back of strong consumption growth, business investment appeared to be recovering quickly, albeit from a low base.
- 1.10 Growth is now estimated to be 2.7% above its pre-recession peak in Q1 2008, with the general theme being that the recession was not as deep and the recovery was earlier than initially estimated.
- 1.11 The labour market continued to improve, with strong employment gains and the headline unemployment rate falling to 6.2%. However, earnings growth remained very weak, rising just 0.6% for the three months May-July 2014 when compared to the same period a year earlier. The growth in employment was masked by a large number of zero-hour contracts and involuntary part-time working.
- 1.12 The MPC made no change to the Bank Rate of 0.5% and maintained asset purchases at £375bn. However, there was a marked shift in tone from the Bank of England's Governor and other MPC members, with a warning that interest rates might rise sooner than financial markets were expecting. The MPC emphasised that when the Bank Rate did begin to rise, it was expected to do so only gradually and would likely remain below average historical levels for some time to come.
- 1.13 The Bank's Financial Policy Committee also announced a range of measures to cool the UK's housing market to avert the potential of spiralling house prices derailing a sustainable economic recovery.
- 1.14 Eurozone inflation continued to fall towards zero, and there was mounting evidence the recovery was losing pace. The European Central Bank lowered its official benchmark interest rate from 0.15% to 0.05%.

- 1.15 There was no change from the US Federal Reserve as the central bank kept policy on its current track with a reduction in asset purchases by \$10 billion per month. The US economy rebounded strongly in Q2 with annualised growth of 4.6%.

2. Options analysis and proposal

Borrowing Activity to 30th September 2014

- 2.1 At 30th September 2014, the Council had no outstanding short term borrowings. Activity in this area is limited and is currently restricted to meeting daily cash flow requirements. However, short term borrowing may occur during February and March when levels of Council Tax and Business Rate instalments reduce.

Investment Activity to 30th September 2014

- 2.2 The ability to maximise interest returns is paramount to generate sufficient funds to support the General Fund. The Council have therefore in consultation with Arlingclose made a number of additional investments in 2014/15 to date; an additional sum into the CCLA property fund, a variable rate bond and a fixed term deposit.
- 2.3 As at 30th September 2014, the Council's investment portfolio was a total of £23.15m and a breakdown of the investments is attached as **Appendix A**. The availability of funds for investment is dependent upon the timing of precept payments, receipt of grants and progress on the capital programme. Consequently the core cash balance available for longer term investment is £16m and the bulk of other funds, £7.15m in the table in Appendix A, are only available on a temporary basis pending cash flow activities.
- 2.4 The core investment portfolio of £16m now includes £8.5m in pooled equity, bond and property funds and a list of the individual investments and their current performance is detailed in **Appendix B**.

Investment Performance Monitoring

- 2.5 All investment performance is monitored on a monthly basis. The original estimate for net investment income to be credited to the General Fund in 2014/15 was £335,300. This reflected the Council's investment in pooled funds and the growing importance of these since the introduction of the Bank of England's Funding for Lending Scheme. The interest rates available to the Council on call accounts has been reduced significantly as banks have been able to obtain cheaper funding directly from the Bank of England.
- 2.6 As at 30th September 2014 the total net investment income earned to date was £191,000 of which £153,500 was from pooled funds. These investments were specifically purchased to replace the income lost when the Council's European Investment Bank (EIB) Bonds, which had been earning around 4%, matured. The figures in Appendix B illustrate that this objective has been broadly achieved.
- 2.7 Assuming that cash rates do not fall any further and pooled fund dividends remain at their current levels, the outturn for the full year is estimated to be £485,300, an over recovery of £150,000. Action will be taken wherever possible to maximise this by taking advantage of enhanced deposit rates that may be available.

- 2.8 The average annualised rate of return for the first six months is 1.83%. This is 0.32% higher than for the equivalent period last year and 1.32% above the benchmark 3 month LIBID rate of 0.51% as at 30th September. This outperformance is due to the Council's current pooled funds and bond investments and also taking advantage of enhanced market rates for deposits whenever possible.

Conclusions and Outlook for 2015/16

- 2.9 The investment strategy is kept under constant review so that the Council can adapt quickly to the constantly changing environment. The Council continues to be proactive in seeking ways of maintaining and improving current levels of return against a very challenging global investment environment.
- 2.10 Arlingclose believes that Bank Rate will remain at 0.50% until quarter three of 2015 and cash rates for deposits are likely to remain at historically low levels for the foreseeable future.
- 2.11 Arlingclose provides a monthly update of the credit ratings of major financial institutions. Counterparty credit quality is assessed and monitored with reference to the rating agencies Fitch, Moody's and Standard and Poor's; credit default swaps; GDP of the country in which the institution operates; the country's net debt as a percentage of GDP; sovereign support mechanisms and potential support from a well-resourced parent institution and share price. This information is used for reference and decision making purposes and will continue to be monitored closely.
- 2.12 The full list of approved investment instruments is attached as Appendix C and this reflects the application of the creditworthiness criteria recommended by the Council's advisors, Arlingclose.

Proposals

- 2.13 Diversifying part of the portfolio into pooled investment funds has been beneficial to our returns and should help maintain overall investment returns into the future. These investments will also enable the Council to diversify the assets and underlying risk in the investment portfolio and should provide the potential for enhanced returns.
- 2.14 The Council is also considering the potential of investing in local businesses via Funding Circle, a peer to peer lender. Any investment would be made in full consultation with our advisors and should also be viewed from the perspective of economic development within the local area by lending to established profitable businesses who are finding it difficult to obtain funding from banks.
- 2.15 These types of investments can generate higher returns but risk is significantly higher than with larger banks and institutions. Consequently, the level of investment would be very limited in cash terms and also to geographical area, specifically with businesses in the Surrey area.
- 2.16 In order to realise potential income generating asset related opportunities it may be necessary for the Council to borrow if there is a robust business case (it is likely that borrowing costs would be at a lower rate than would be the investment return rate on our core investments which would be forgone if we

drew down investments). The Council is therefore having preliminary discussions with Arlingclose to develop a potential borrowing strategy.

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.
- 3.2 The Council has recently completed a re-tendering exercise in conjunction with two other Surrey Councils to award a new banking contract. This was triggered by the Council's current bankers, the Co-Operative Bank plc revising its strategy to withdraw completely from the provision of banking services to local authorities. Lloyds Bank plc has been appointed to provide banking services for the Council for the next seven years. This has delivered ongoing revenue savings. An implementation project plan is now in place to ensure smooth transition to the new arrangements.

4. Other considerations

- 4.1 The Council fully complies with best practice as set out in the Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code for Capital Finance in Local Authorities, the Department for Communities and Local Government (DCLG) Guidance on Investments issued in March 2004 and the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Treasury Management in the Public Sector 2009 and Cross Sectional Guidance Notes.
- 4.2 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: There are none

Appendices: Appendices A – C are attached

Appendix A

Details of Investments Held as at 30th September 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	5.00*	11 May 2012	N/A
Cazenove UK Corporate Bond	1.5	4.00*	11 May 2012	N/A
M&G Strategic Corporate Bond	1.5	3.00*	30 May 2012	N/A
M&G Global Dividend	1.0	3.00*	27 Jun 2012	N/A
Schroders Income Maximiser	1.0	5.00*	06 Jul 2012	N/A
CCLA Property Fund (LAMIT)	1.5	4.00*	31 Mar 2013	N/A
CCLA Property Fund (LAMIT)	1.0	4.00*	30 Apr 2014	N/A
Total	8.5	3.94*		
<u>Variable Rate Bonds</u>				
Yorkshire Building Society	1.0	0.92	09 Apr 2014	23 Mar 2016
<u>Fixed rate Deposits (short term)</u>				
Barclays Bank	1.5	0.85	01 Aug 2013	01 Aug 2014
Lloyds/Bank of Scotland	1.0	0.95	03 Sep 2013	04 Oct 2013
Nationwide Building Society	1.0	0.97	03 Dec 2012	03 Dec 2013
Nationwide Building Society	1.0	0.69	02 Aug 2013	02 Feb 2014
Lloyds/Bank of Scotland	1.0	0.73	15 Feb 2013	15 Aug 2014
Standard Chartered CD	1.0	0.65	04 Aug 2014	04 Feb 2015
Total	6.5	0.81		
Total - Core Investment Portfolio	16.0	2.48		Average
<u>Cash Flow Investments</u>				
Santander Call Account	1.8	0.40		Instant Access
Goldman Sachs MMF	1.85	0.37		Instant Access
Svenska Handelsbanken	1.85	0.44		Instant Access
UK Debt Management Office	1.65	0.25		Various Oct 14
Total	7.15	0.37		
Total Investments at 30.9.14	23.15	1.83		Overall Average

* Yields on pooled funds are approximate

Appendix B

Pooled Funds as at 30th September 2014

Fund	Date of Purchase	Investment £	Dividends Received to 30/9 £	Annualised Dividend Yield £	Capital Gain at 30/9 £	Total Return at 30/9 £
Charteris Elite Income Fund	11/05/12	1,000,000	20,285	4.06%	- 41,362	- 21,077
Schroders UK Corporate Bond Fund	11/05/12	1,500,000	34,636	4.62%	95,775	130,410
Schroders Income Maximizer Fund	06/07/12	1,000,000	30,016	6.00%	212,703	242,719
M&G Strategic Bond Fund	30/05/12	1,500,000	16,758	2.23%	134,185	150,943
M&G Global Dividend Fund	27/06/16	1,000,000	23,828	4.77%	286,322	310,149
CCLA Property Fund (LAMIT)	31/03/13	1,500,000	20,111	2.68%	233,108	253,219
CCLA Property Fund (LAMIT)	30/04/14	1,000,000	7,856	1.57%	- 10,423	- 2,567
Value 30/9/14		8,500,000	153,489	3.61%	910,307	1,063,796

Pooled Fund Performance to 30th September 2014

The Capital appreciation of these investments as at 30/9/14 equates to 10.71%. 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 30/9/14 is 1.81% and the estimated annualised income yield on these funds is expected to be in the region of 3.6%.

Appendix C

Specified Investments

All such investments will be sterling denominated, with maturities of up to a maximum of one year. These investments must also meet the minimum high rating criteria and may be used in house or, if applicable, by fund managers. The maximum investment terms and amounts permitted per counterparty are set out in the table below:

Investment Type/Counterparty	Minimum Credit Criteria (see below*)	Maximum Term	Maximum Sum
Deposits with UK Debt Management Office (DMO)	Government backed	No limit	No limit
Deposits with other local authorities, including Police Authority etc.	High security but not usually credit rated	1 year	£2m
Deposits and Certificates of Deposit with UK and overseas banks and UK building societies	Long Term A- (see below*), and in consultation with treasury advisors	1 year	£2m
UK Government Gilts	Government backed	No limit	No limit
UK Treasury Bills	Government backed	No limit	No limit
Deposits with Money Market Funds ** see below	AAA	1 year	£2m
Investments with Registered Providers including Housing Associations	Long Term A- (see below*), and in consultation with treasury advisors	1 year	£2m
Forward deals and fixed term deposits with variable interest rates and variable maturities, including callable deposits in UK banks and building societies.	Long Term A- (see below*), and in consultation with treasury advisors	1 year	£1m

***Counterparty credit quality is assessed and monitored with reference to:**

- Credit Ratings (the Council's minimum long term counterparty rating of A-, or equivalent, across Fitch, Standard and Poor's and Moody's)
- Credit default swaps (CDS)
- GDP of the country in which the institution operates
- Country's net debt as a percentage of GDP
- Sovereign support mechanisms
- Potential support from a well-resourced parent institution
- Share price

** Money Market Funds – EU regulatory proposals may stop these funds being credit rated in future. Should this happen during 2014/15, these investments would have to move to the non-specified investment category.

Appendix C continued

Non-Specified Investments

All such investments will be sterling denominated and a maximum of 100% will be held in aggregate in non-specified investments with a maturity exceeding one year. These investments must also meet the minimum high rating criteria and may be used in house or, if applicable, by fund managers. The maximum investment terms and amounts permitted per counterparty are set out in the table below:

Investment Type/Counterparty	Minimum Credit Criteria (see below*)	Maximum Maturity Period	Maximum Sum
Deposits with other local authorities, including Police etc.	High security but not usually credit rated	3 years	£2m
UK Government Gilts	Government backed	No Limit	No Limit
Deposits and Certificates of Deposit with UK and overseas banks and UK building societies	Long Term A- (see below*), and in consultation with treasury advisors	2 year	£2m
Bonds issued by multilateral development banks including European Investment Bank, World Bank etc.	AAA and Government backed	10 years	£5m
Forward deals and Fixed term deposits with variable interest rates and variable maturities, including callable deposits.	Long Term A- (see below*), and in consultation with treasury advisors	2 year	£1m
Pooled Funds and Collective Investment Schemes, including property and equity funds, meeting the criteria in SI 2004 No. 534 and subsequent amendments.	Not Credit Rated As recommended by treasury advisors (see below)	10 Years	£3m
Investments including covered bonds with Registered Providers/Housing Associations	Long Term A- (see below*), and in consultation with treasury advisors	5 years	£1m
Corporate bonds including covered bonds	Long Term A- (see below*), and in consultation with treasury advisors	5 years	£1m

***Counterparty credit quality is assessed and monitored with reference to:**

- Credit Ratings (the Council's minimum long term counterparty rating of A- ,or equivalent, across Fitch, Standard and Poor's and Moody's)
- Credit default swaps (CDS)
- GDP of the country in which the institution operates
- Country's net debt as a percentage of GDP
- Sovereign support mechanisms
- Potential support from a well-resourced parent institution
- Share price

Overview and Scrutiny Committee

25 November 2014



Title	Waste – update on activities		
Purpose of the report	To note		
Report Author	Sandy Muirhead		
Cabinet Member	Councillor Tony Mitchell	Confidential	No
Corporate Priority	Delivering quality of life services		
Cabinet Values	Community and Accountability		
Recommendations	To note activities promoting waste reduction and recycling		

1. Key issues

- 1.1 Two pieces of new legislation – the Waste Regulations (2011, as amended) and MRF Code of Conduct – come into force in November and January, requiring a reduction of contamination and increase of recycled materials.
- 1.2 Under the Waste Regulations 2011 Member States are required to take up measures to promote high quality recycling and, to this end, shall set up separate collections of waste where technically, environmentally and economically practicable (TEEP), and appropriate to meet the necessary quality standards for the relevant recycling sectors. As part of the Surrey Waste Partnership work the TEEP assessment is being taken forward to ensure we meet this requirement by 2015 and our existing collection systems are fully justified under the regulations.
- 1.3 Spelthorne is one of the lowest recycling performers in Surrey – which has reputational, environmental and economic impacts, through income we are not making!
- 1.4 WRAP funding was successfully obtained this year for a recycling study in Stanwell/Sunbury Common which will trial 3 methods of encouraging residents to recycle more plastics. This project will commence Nov 14 and be completed by March 2015. It is expected that the scheme will provide useful information on how to encourage plastic recycling which can be applied across the Borough to improve recycling rates of plastics and also other materials (as well as in Surrey through the Surrey Waste Partnership).
- 1.5 An additional collection service of textiles and small waste electrical items (WEEE) will generate income through Recycling Credit Claims (RCC) and the resale agreement with the Salvation Army. A proposal has been submitted to Cabinet. A recent waste composition analysis showed 5.8% of residual waste is textiles, this equates to ~800t/year. Based on experience elsewhere, we are anticipating a 12.5% capture rate, in the first year of the proposed project.

- 1.6 Currently textiles are also found in our recycling and constitute contamination. The introduction of the MRF Code of Conduct applies stricter requirements upon MRF operators. If the level of contamination in any recycling load is found to be more than 5% the entire load could be rejected. This would result in recycling loads having to be disposed of at refuse rates, currently £102/tonne.
- 1.7 Various other activities are ongoing to promote and encourage recycling and waste prevention. These are summarised in Appendix 1 and should help increase recycling and reduce residual waste.

2. Options analysis and proposal

- 2.1 Option 1: To continue to develop and promote recycling via:
- (a) Continued promotion of key messages to residents via leaflets, roadshows, Bulletin etc.
 - (b) Implementation a monthly kerbside collection of textiles and WEEE, to all houses in Spelthorne.
 - (c) Provision of textiles banks to flatted properties – initially 10 to test the approach, if successful this could be extended to further properties.
- 2.2 Option 2: Don't implement the new service and activities:
- (a) Continue to have low recycling performance
 - (b) Continue to miss the opportunity of further income generation

3. Financial implications

- 3.1 Recycling Credit is currently paid at a rate of £54.42 per tonne and currently increases by 2% a year. This is paid quarterly by Surrey County Council.
- 3.2 Any increase in recycling increases income to the authority though it is likely that at some point the payment system for recycling credits will change.
- 3.3 Reductions in residual waste save the Surrey taxpayer money through decreased disposal costs.

4. Other considerations

- 4.1 Increasing interest across Surrey for joint working.
- 4.2 A number of Surrey authorities are seeking a joint outsourced contract for rubbish and recycling collections. Cabinet consider it is not appropriate to join at the moment but have left the option to do so open for the future.

5. Timetable for implementation

- 5.1 Ongoing .

Background papers: There are none.

Appendices:

Appendix 1 – Waste activity - details

Waste issues and what we're doing about them

CONTAMINATION OF RECYCLING		
Where: Largely flatted properties and some households		
Drivers: <ul style="list-style-type: none"> • MRF Code of Conduct (See NB) • New requirements of the Waste Regulations (as amended 2011) (see *) • To increase recycling rates and therefore increase income through Recycling Credit Claims 		
How do we monitor: <ul style="list-style-type: none"> • Muni-data in cab technology allows crews to log bins that are contaminated • Information from Neighbourhood Officers, A2 contacts and residents 		
Actions	Lead	Timescale
<u>Service and Operations –</u> Bespoke bin housings to be installed in prioritised developments - work with A2 and match fund in some cases.	Sustainability A2D	First round - November 2014
<u>Communication –</u> <ul style="list-style-type: none"> • Focus on targeting communications to residents who are persistently contaminating • To incl. reminder letters, leaflets, door-knocking, issuing reusable recycling bags, stickers on and signage in bin areas • Standardise and record when signage is improved • Review contamination / non-collection stickers 	Sustainability, Streetscene Sustainability, Streetscene Sustainability, Streetscene	Rolling program – to be reviewed and summary provided quarterly
<u>Policy –</u> <ul style="list-style-type: none"> • Ensure crews always recording contamination on Muni-data • Set baseline numbers and locations of contamination in houses and review quarterly • Establish spreadsheet to improve monitoring and evaluation and joined up approach • Early intervention in new developments e.g. Ashford Hospital development to prevent contamination issues arising. • Work with agents, particularly A2, to improve facilities, bin 	Sustainability, Streetscene Sustainability Sustainability, Streetscene Sustainability, Streetscene Sustainability, Streetscene	July 2014-ongoing Jan 2014 -ongoing June 2014 ongoing ongoing

<p>provision, signage, organisation of bin areas (incl. bespoke bin housings)– links with A2D, NO's and Sustainability site visits.</p>		
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NB. MRF Code Of Conduct from Oct 2014 - contaminated loads will be more likely to be rejected, costing Spelthorne ~£800 each time

*Under the Waste Regulations, from January local authorities must separately collect glass, metal, paper and plastics where it is 'necessary' and 'practicable' (TEEP). What precisely these terms mean has been the subject of much industry debate and we are working within the Surrey Waste Partnership (SWP) to model Surrey collection systems to ensure they are robust under the waste regulation 2011 and when a change of service is proposed we are not open to challenge by groups who think materials should be collected separately. To take a more strategic approach to waste and switch the view of waste to one of a resource the SWP is developing a new strategy for waste and the key strands proposed for the strategy are currently out to consultation.

LOW RECYCLING % and LOW PARTICIPATION		
Where: Borough-wide		
Drivers: <ul style="list-style-type: none"> Waste Regulations (as amended 2011) Increase recycling rates Increase income through Recycling Credit Claims 		
How do we monitor: Waste Data Mgmt. System		
Actions	Lead	Timescale
<u>Service and Operations –</u> <ul style="list-style-type: none"> Bulky waste now diverted to reuse – agreement with SRN and promotion of RSPCA to collect furniture and other bulky waste (will add to our recycling rate) School food waste collections – remainder of primary schools to receive service (3) Improve recycling facilities at flatted properties by working with managing agents (incl. bespoke bin housings). 	Sustainability Sustainability Sustainability, Streetscene	Sept 2014 Jan 2014 ongoing
<u>Communication –</u> <ul style="list-style-type: none"> Large amount of on-going ‘general’ communication e.g. school liaison, roadshows (as below), Bulletin articles, website etc. Stanwell project: Recoup/WRAP funding bid successful, study will trial 3 different methods of encouraging plastics recycling. Taking place in Stanwell and Sunbury common, commencing Nov 14. We then hope to apply what we learn about encouraging recycling across borough. Tailored materials being developed for flats – e.g. learning lessons from the DCLG project, bin hangers in low tonnage areas Review new occupier packs and possible earlier intervention Increase internal communication – incl. behaviour survey of staff (barriers to participation), and more messaging to councillors Improve the understanding of what comms. work and what don’t - insert question at Point of Contact. Work within Surrey Waste Partnership as part of Recycling Improvements Programme. Programme of Recycling Improvements – outcomes include increase 	Sustainability Sustainability Sustainability Sustainability Sustainability	Ongoing Nov 14 – Mar 2015 Oct 2014 -ongoing Oct 2014 -ongoing Dec 2014 - ongoing Aug 2014 -ongoing On-going

use of Surrey Green Network volunteers		
<u>Policy –</u> <ul style="list-style-type: none"> • Ensure crews always recording round tonnage on Munidata • Set baseline numbers and locations of low tonnage areas with quarterly review. • Establish spreadsheet to improve monitoring and evaluation • 	<p>Sustainability, Streetscene Sustainability</p> <p>Sustainability</p>	<p>ongoing Jan 2015 – then quarterly</p> <p>Jan 2015</p>

Lowest Capture Rate of available recyclable material across Surrey		
Where: Borough-wide		
Drivers: <ul style="list-style-type: none"> • Waste Regulations (as amended 2011) • Waste composition analysis evidence (Nov 2013) • Increase capture of valuable resource • Increase income through Recycling Credit Claims 		
How do we monitor: Waste Data Mgmt. System		
Actions	Lead	Timescale
<u>Service and Operations</u> New collection services: 1.1 Textiles – project documents developed, report to Cabinet, O&S, Task Group, additional funding bid to be submitted to WRAP waste prevention fund, which was unfortunately unsuccessful but submitted to Nov cabinet funding bid internally in partnership with the Salvation Army which will give a breakeven position in second year. Service to commence spring 2015. Other Boroughs already collecting textiles in Surrey are: Guildford, Elmbridge, Woking, Epsom and Ewell, Mole Valley, Surrey Heath, and Tandridge will launch their new service on the 1 December 2014. <ul style="list-style-type: none"> • WEEE – to be collected alongside Textiles. • Bulky Waste – promotion of SRN and RSPCA as alternative to Depot bulky waste collection, diverting waste and improving our recycling 	<p>Sustainability/Streetscene</p> <p>Sustainability/Streetscene</p> <p>Sustainability</p>	<p>Mar 2015</p> <p>Mar 2015</p> <p>Sept 2014</p>

rate. Promotion in December Bulletin. Improvements: <ul style="list-style-type: none"> • Review need for special housings for food waste bins in flats • Target areas with promotion once low participation identified 	Sustainability	Feb 2015
<u>Communications</u> Based on evidence these materials will be 2014-15 campaign focus: <ul style="list-style-type: none"> • Plastics – ‘Plastics Please’ campaign and Stanwell project (as above) • Food – Surrey-wide campaign • On-going and new roadshows in line with other campaigns 	Surrey CC, Sustainability Sustainability Sustainability	Sept 2014 2015 On-going through 2014-15
<u>Policy</u> <ul style="list-style-type: none"> • Investigate the implementation of a charge for additional bin requests, but offer additional recycling bins free of charge 	Sustainability	Dec 2014
<u>Local Activities Update</u>		
Update on Sustainability work talking to residents this year. <ul style="list-style-type: none"> • 7 x summer supermarket road shows (Ashford Tesco, Waitrose Staines, Sunbury Tesco), speaking to 75-100 people per roadshow. The topics are (1) reducing food waste/recycling food waste (2) energy efficiency (3) plastics recycling (one or two topics per roadshow). • 4 x school food waste roadshows so far this year, speaking to/giving out kits to approx. 150 people each time. Where possible we now work with the school Eco teams so that they can help us deliver these roadshows. • Also Primary and Secondary School Eco Conferences attended by 80 pupils in total plus a seminar on food waste for the Carers Support Group. 	Sustainability Sustainability	Jan to July 2014
DCLG project <ul style="list-style-type: none"> • Continual meeting onsite with various managing agent to discuss new collection service. 	Streetscene	Update to end of Sept 2014

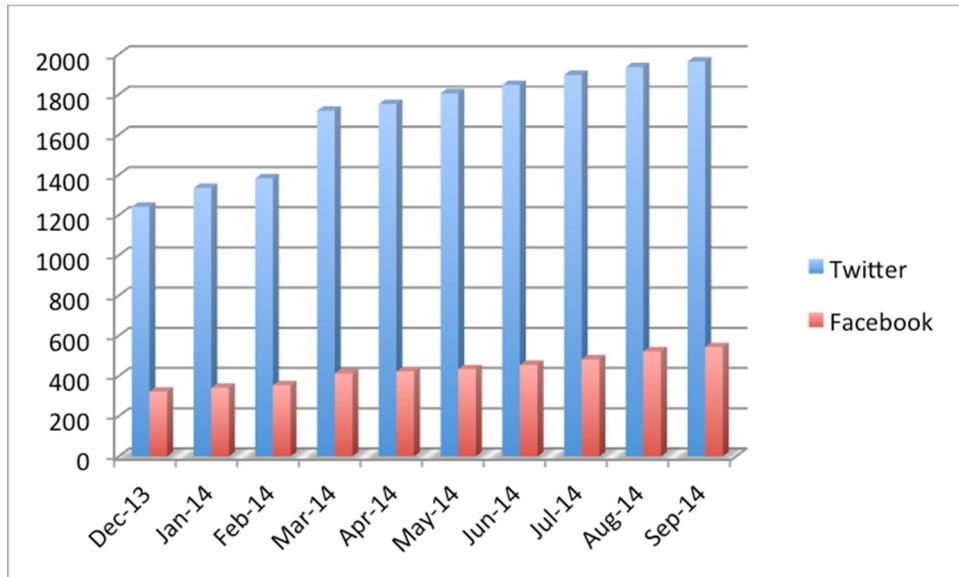
<ul style="list-style-type: none"> • By the end of August we had 1300 properties on weekly recycling waste and food collections. • Continual monitoring of recycling and food bins to make sure correct items are going in to the bins. • Northlands Estate – Weekly monitoring has now stopped as no problems have occurred and collections are working well with little or no contamination. Random inspections will take place from now or when needed. • To date we have collected and diverted from incineration 90,000kg of recycling. • We have been working with A2 Dominion on a number of blocks and will be moving over another large development in Stanwell by the end of September Dutch Barn Close. Residents of Dutch Barn Close have seen the improvements at Northlands Estate and have been very co-operative with the new collections 		
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Overview and Scrutiny Committee – 25 November 2014

Social media update

- communications now contacts Customer Services weekly to discuss top ten calls and tweets those issues or puts them on Facebook; there has been a resulting diminution in calls to Customer Services
- press releases are automatically posted on to Facebook (FB) and Twitter. Leisure Services post all their events on these sites
- communications has taken over from Customer Services
 - ad hoc questions and answers
 - engaging with residents on particular topics, putting out information and answering questions – topics include dog fouling, parks, restaurants and events all done through FB and Twitter
- there is regular monitoring of comments and posts and action is taken, usually within 12 hours (48hrs maximum)
- the Spelthorne FB and Twitter pages are advertised on the website and in every issue of the Bulletin
- campaigns such as dog fouling have been followed and conversations set up
- the Council is projecting a human and engaging face to the public rather than a bureaucratic and unmoving one
- we have introduced ‘throw back Thursday’ where archived pictures of the Borough are posted – this is currently viewed by 21,000 people (impressions)
- new images of Spelthorne are also being posted – another popular feature ‘visit Spelthorne’ – the social media member of staff regularly goes round the Borough taking photographs of some of the more interesting locations
- committee and other meetings are attended and items are communicated through FB and Twitter
- events are attended and photographs and communications posted – e.g. Playday, Crime Summit, Spelthorne Assembly, Mayor’s seaside tea
- during the floods an extra 396 followers gained information, commented and asked questions

- pushing out area specific messages on community sites eg Friends of Shepperton – reaching larger audiences
- using particular specific software we have been able to monitor what residents are saying about the Council and we have been able to set the record straight on several occasions
- followers on both media are steadily increasing:



Overview and Scrutiny Committee – 25 November 2014

Flooding Recovery - update

The Surrey Strategic Recovery Coordination Group has formally been stood down, with any ongoing areas identified on the work programme (previously provided to O&S) being transferred to business as usual.

A review of the current sandbag policy took place involving Liz Borthwick, Cllr Patel (portfolio holder for Emergency Planning), the Heads of Service for Streetscene and Sustainability and the Risk and Resilience Manager. The draft policy is currently under consultation (Appendix 1 and the Community Information Leaflet, as per the Sandbag policy, Appendix 2).

Spelthorne Borough Council (SBC) continue to hold meetings with local residents. To date the following meetings have taken place.

- Wheatsheaf Way
- River Ash a number of meetings
- Sunbury Wardens
- Shepperton
- Guildford Street
- Sunbury

Meetings have focused on areas of concern within those communities. In order to help residents get information they want, SBC have in many cases facilitated the attendance of the Environment Agency or Thames Water. Residents have fed back their experiences of flooding and in some cases work they continue to do within the community and plans for future work to support the overall emergency response and recovery.

Community Resilience

SBC and other partners are seeking to increase community resilience within the Borough and Surrey.

Many communities already help one another in times of need, but previous experience has shown that those who have spent time planning and preparing for this are better able to cope and recover more quickly.

Community resilience is an ongoing process of using and enhancing existing relationships to better improve the emergency preparations of an area.

A definition of community resilience is “Communities and individuals harnessing local resources and expertise to help themselves in an emergency, in a way that complements the response of the emergency.”

SBC's objectives are to;

- Increase individual, family and community resilience against threats and hazards.
- Support and enable existing community resilience and expand and grow these successful models of community resilience in other areas.
- Support effective dialogue between community and the practitioners supporting them.
- Raise awareness and understanding of risk.
- Provide tools to allow communities and individuals to articulate the benefits of emergency preparations to the wider community.
- Provide a shared framework to support cross sector activity to ensure sufficient flexibility to make community resilience relevant.

SBC will work with partners and community groups to hold a planning workshop to explore specific operational arrangements with more established groups.

The objective of the workshop will be as follows;

- To increase understanding by community groups of the multi-agency response and capabilities
- For agencies to understand what response community groups are interested and capable of undertaking
- For all to explore and define how quality information and intelligence can be shared before and during an incident and during the recovery phase.
- To plan specific operational responses to future incidents
- To identify training needs and equipment requirements

It is proposed that the workshop will take place on the 3 December at the Depot.

Appendix 1: Draft Sandbag Policy

Appendix 2: Draft information leaflet (supports Sandbag Policy)

Nick Moon
Risk and Resilience Manager

DRAFT – Spelthorne Borough Council Sandbag Policy

Spelthorne Borough Council Sandbag Policy

Principles

- Spelthorne Borough Council (SBC) has no legal duty to provide sandbags or defend properties from flooding
- Sandbags provide very little protection from ingress of water
- Distribution of sandbags presents a significant cost to the authority which must be considered in relation to the overall public value and good use of public funds
- Distribution of sandbags represents risks to Spelthorne staff
- SBC will seek to support communities, particularly flood action groups in distributing their own sandbags (for example, by providing sand or sandbags to those groups)
- Where SBC do decide to distribute sandbags directly, it will focus on those locations where the use has the most potential to reduce the impact of flooding and will only focus on infrastructure (in collaboration with other agencies) and accommodation space only (outbuilding/garages will not be covered).
- Where residents are in danger or vulnerable, SBC will always advise them to evacuate and seek assistance from the relevant agencies. Distributing sandbags can encourage people to stay in their properties, which may not be safe.
- Sandbags will most likely be requested in areas that have received a Severe Flood Warning, meaning 'risk to life – evacuate'. SBC will always promote the advice contained in the Environment Agency's Flood Warnings and will take it into account during their own operations.

Well before a flood

- Households at risk of flooding (exact extent to be determined) will be delivered a leaflet with a information on how to prepare, respond to and recover from flooding. It will include information on flood warning services, emergencies, insurance, health and other useful advice. It will include information on sandbags, including where to obtain them and how they can be used, as well as signpost to other flood defense products and schemes.

DRAFT – Spelthorne Borough Council Sandbag Policy

Just before a possible flood

- When SBC become aware of the high potential of flooding they will work with community groups to mobilize their response (including warning and informing other residents).
- It will produce and deliver (with support of the community) leaflets reiterating advice on flooding, especially focused on defending properties, sandbag policy, vulnerable people etc
- Filled sandbags will be delivered palletised to specific locations for community use. We will strongly encourage community groups to support each other and assist in their distribution.
- SBC will only deliver sandbags to locations where they are confident they will provide benefit in the prevention or significant mitigation of flooding and only where it is safe and possible to do so. This will include specific locations and assets and in some cases where vulnerable people are requesting sandbags.

During a Flood

- During a significant flood event, SBC will never be able to deliver sandbags to all locations requesting them, regardless of whether they will of benefit or not. Xxx properties are at risk of flooding from a xxx flood event.
- Recognizing that communities are anxious to do what they can to help themselves and others, SBC will distribute sand to locations to assist residents in helping themselves.
- We will also work closely with community groups to help facilitate their response.
- SBC will deliver sandbags where it feels they can provide significant mitigation to flooding or benefit vulnerable people.

Residents requesting sandbags direct to SBC

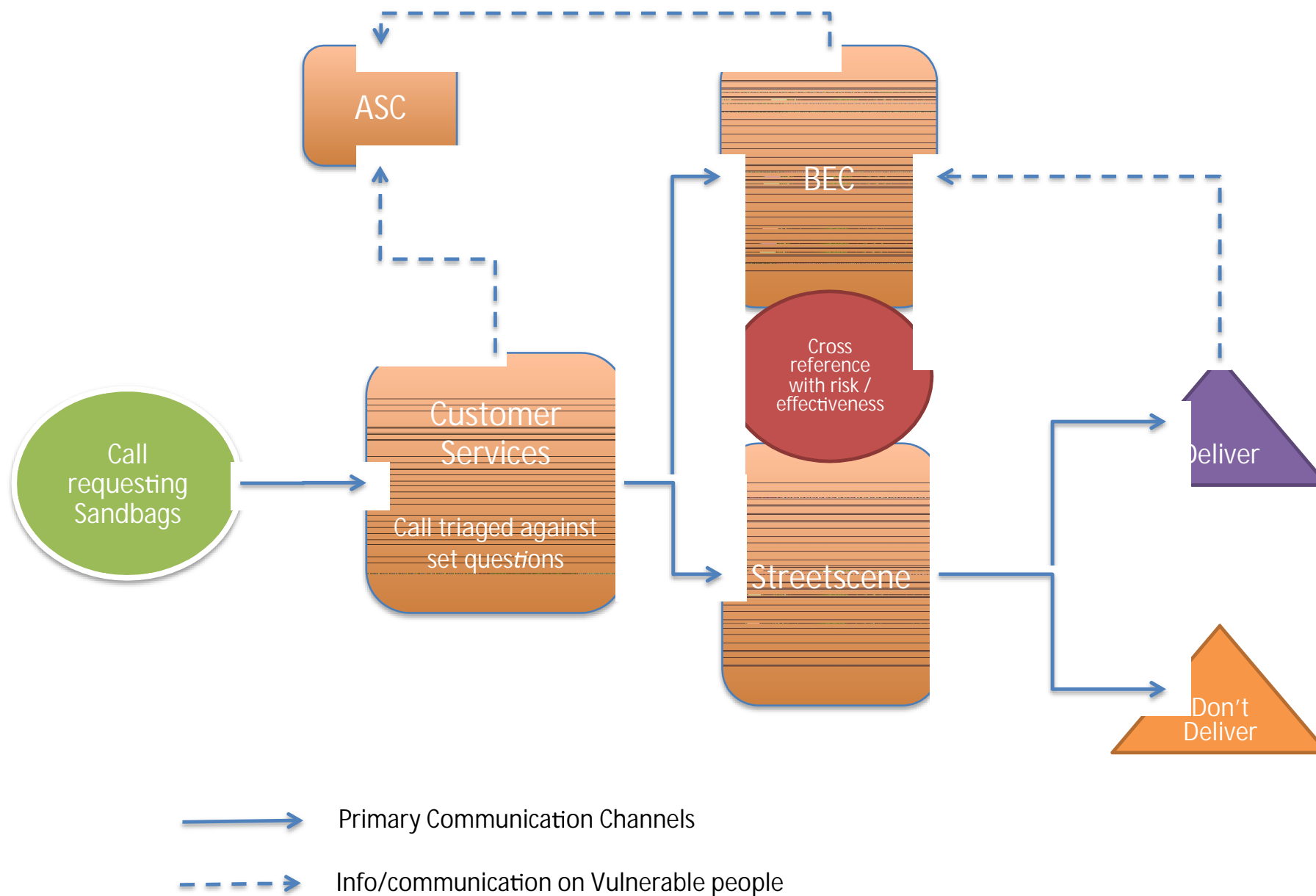
- SBC is making use of the Environment Agency's Extended Flood Line Service. During a flood the call center operates 24/7 and is staffed by specialists who can give residents advice on the latest flood forecast, specialist advice on preparing for flooding, what to do if they are in danger or in the process of being flooded and how to start a recovery. SBC can provide live updates to the Flood Line Service, outlining SBC's position on issues, such as sandbags and homelessness.
- Operatives at the Flood Line Service can transfer calls directly to SBC in and out of hours services where necessary.

DRAFT – Spelthorne Borough Council Sandbag Policy

- Calls relating to individuals who are identified as vulnerable will be given specialist advice and where necessary transferred to SBC.
- Where requests for sandbags are received, either directly or via the Extended Flood Line Service, they will be triaged by customer services in relation to current extent of flooding/risk, vulnerabilities etc. Where they do not meet the specified criteria, they will be logged by Customer Services.
- Requests proceeding to the next stage will be passed to Streetscene and the Borough Emergency Centre where they will be cross referenced against the potential benefit and risk. Where it is deemed deployment of sandbags is possible and of benefit, Streetscene will attempt to deliver sandbags.
- The BEC and Streetscene will also work with community groups in determining the risk/benefit factors, we well as co-ordinate as much as possible on distribution of sandbags.
- There will be no feedback to residents on their request.
- Where Streetscene become aware of vulnerable residents, they will pass this information back to the BEC, who will liaise with SCC around potential support.

A diagram of the process described is below:

DRAFT – Spelthorne Borough Council Sandbag Policy



Flooding - how and where to get help



The Borough of Spelthorne is, unfortunately, highly at risk of flooding and this leaflet gives you some vital information about how to try and prevent it if possible, and what to do if it happens.

What to do before a flood:

- go to the helpful Environment Agency website for advice on what to do to prepare for a flood and to check whether your home is at risk: www.gov.uk/check-if-youre-at-risk-of-flooding
- The National Flood Forum, in association with the Environment Agency, gives advice before, during and after flooding <http://nationalfloodforum.org.uk/wp-content/uploads/Ready-for-flooding.pdf>
- Flood Warnings Direct is a warning and informing resource and is worth signing up to get alerts: www.gov.uk/check-if-youre-at-risk-of-flooding or Environment Agency Floodline: **0345 988 1188** or **0845 988 1188** for flood information and flood warnings

What to do during a flood:

- focus on the safety of you and your family
- go to the National Flood Forum website www.nationalfloodforum.org.uk/about-to-be-flooded/ and <http://nationalfloodforum.org.uk/wp-content/uploads/Ready-for-flooding.pdf> Their main website also offers insurance advice for homeowners



Whenshaw Lane, Staines-upon-Thames, January 2014

What to do after flooding:

- make sure your home is not dangerous – particularly consider structural and electrical issues
- go to the National Flood Forum website for advice: <http://nationalfloodforum.org.uk/wp-content/uploads/ready-for-flooding.pdf>
- further advice on cleaning up after a flood is provided by Public Health England www.gov.uk/government/collections/flooding-health-guidance-and-advice
- contact your insurance company as soon as possible for advice about damage to your home or your belongings. If you have separate buildings and contents insurers, contact them both. The Association of British Insurers' website is useful: www.abi.org.uk/insurance-and-savings/topics-and-issues/flooding/accessing-flood-insurance

Use of sandbags during flooding

- Spelthorne Council will aim to help those who are particularly vulnerable
- advice on using sandbags is available from: www.gov.uk/government/publications/sandbags-how-to-use-them-to-prepare-for-a-flood

Please note:

- sandbags **will not** protect an individual property against flooding. Water can get into a house in a variety of ways (eg doorways, sewerage systems)
- sandbags mainly help to divert surface water on roads or from ditches – houses or businesses need proper flood defences. There is eligibility advice available from the Environment Agency
- sandbags are also used in larger quantities to help support existing flood defences where there is significant risk of damage



More information on the Council's website: www.spelthorne.gov.uk/flooding

Overview and Scrutiny Committee

25 November 2014



Title	Towards a Sustainable Future – a self-funding Council : Risks and Issues		
Purpose of the report	To note		
Report Author	Linda Norman		
Cabinet Member	Councillor Robert Watts	Confidential	No
Corporate Priority	Value for money Council		
Cabinet Values	Self-Reliance and Accountability		
Recommendations	<p>Overview and Scrutiny are asked to note this report on the progress being made with;</p> <ul style="list-style-type: none"> • The three key work streams under programme • The progress being made on the Knowle Green Programme • Progress being made on resource issues • Outline budget proposal • High level issues and risks 		

1. Key issues

- 1.1 The Council's new 'Towards a Sustainable Future Programme' (TSF) has been announced which needs to be delivered within a challenging timeframe and have align three critical organizational elements;
- Corporate Strategy
 - Delivery Mechanisms for change
 - Business as usual environment
- 1.2 Three key work streams have been identified as part of the 'TSF' programme
- Knowle Green Programme
 - Use of Assets Programme
 - Structural Review (including service redesign)
- 1.3 An initial piece of work has been conducted by the Project Management Co-Ordinator to give a high level overview of each of the work streams (Appendix A,B & C)
- 1.4 Under the Knowle Green Programme there are three key work-streams:
- Knowle Green Relocation Project Lead – Dave Phillips
 - Knowle Green Redevelopment Project Lead – Heather Morgan
 - Service Redesign inc Electronic Document Management System (EDMS) &

Agile working Project Lead – Project Office

Under the Income Generation strand, the Use of Assets Programme has been developed with two main themes:

- Investment in property focusing on the Council's new Housing Strategy
- Use of Assets including many of the Council's existing flagship projects

Under the Structural Review programme, there are two key work streams:

- Service Redesign focusing on:
 - Mutuels and Local Authority Trading Companies
 - Partnerships
 - Lean service reviews/service redesign
 - Corporate staffing review
- Democratic review

2. Options analysis and proposal

- 2.1 Good progress has been made on the Knowle Green Programme with both the Relocation and Redevelopment projects being assigned Project Managers and MAT have approved both Project Initiation Documents.
- 2.2 High level risks and issues have been identified as well as outline budget costs (See Appendix D & E)
- 2.3 MAT have considered the resource requirements to deliver the 'TSF' programme and have approved initial funding of approximately £254k over a two year period to provide:
 - A two year extension of the Corporate Project Manager (JB) until 31 March 2017
 - A two year extension of the Project Assurance Officer (LP) until 31 March 2017
 - A two year extension of the Project Support Assistant (AS) until 31 March 2017
 - A two year extension and regrade of the Project Support Officer (MP) until 31 March 2017
 - A new two year contract for a Project Officer (vacant) until 31 March 2017
- 2.4 MAT are currently considering how to fill the post of Programme Manager for 'TSF' as this forms part of the wider corporate structural review and until a decision is made, the Project Office will oversee this.
- 2.5 MAT have also approved initial funding of approximately £50k per annum over a three year period to provide specialist support to one of the joint Heads of Asset Management who is involved in all streams of the Knowle Green Programme.
- 2.6 A Knowle Green Programme board has been set up to monitor the progress of this work stream and this will also feed into the Asset Management Board through the corporate dashboard reports.
- 2.7 Good progress has been made on the Electronic Document Management project which will facilitate the move from Knowle Green with a document audit, analysis of current storage requirements and the Council's document retention policy already underway.

- 2.8 The Project Management Co-Ordinator will appoint a Project Manager to deliver the Agile working stream but this will remain the responsibility of the Project office in the meantime who are currently working on the project initiation documents.
- 2.9 Further work needs to be done on the Use of Assets programme specifically around the projects emerging from the new Housing Strategy:
- Local Housing Company
 - Local Lettings Agency
- 2.10 The Housing and Community Strategy Board will oversee this work-stream and the Corporate Project Manager (JB) will be involved in this area of work.
- 2.11 Good progress has been made on the structural reviews with:
- Presentation to Cabinet by MAT on 'TSF' programme July 14
 - Mutual Ventures workshop to Heads of Service September 14
 - Options analysis completed by Heads of Service and discussed with relevant portfolio holders October 14
 - Preferred options considered by MAT October 14
 - Cabinet updated of preferred options by MAT October 14
 - Report to Cabinet on budget savings and redundancies December 14

There has been a good response from services coming up with savings/additional income proposals which enables MAT to have considerable confidence that when combined with the asset income streams which commence over the next few years the Council is well placed to balance its budget in each of the next four financial years.

3. Financial implications

- 3.1 Funding for the new TSF programme needs to be quantified and potentially funded from reserves on 'an invest to save' basis to provide sufficient resources for this challenging programme.
- 3.2 Currently £254k has been identified to expand programme and project management within the organisation for the next two years.
- 3.3 MAT have also identified the need for additional funding for the 'TSF' Programme Manager once a decision has been made on that post as part of the corporate review.
- 3.4 A further £50k per annum (for a three year period) has been identified to support one of the Joint Heads of Asset Management in delivering the Knowle Green programme as whilst he is Project Manager for the Relocation work stream, he will also be heavily involved in the other two work streams to ensure successful delivery of all three projects.
- 3.5 An initial budget of £40k has been approved for a high level options appraisal for the redevelopment of Knowle Green.
- 3.6 It is anticipated that the 'TSF' Programme will deliver savings in the region of £750k per annum over the next four years and as such, the initial investment required in this programme is critical to ensure the financial success of the Council.

4. Other considerations

- 4.1 The authority is still managing a large number of flagship projects (32) and with the TSF programme looking to deliver a self-funding Council by March 2019, many new projects with concurrent work streams will emerge from this programme. These projects will need to be delivered under robust programme management methodology which will enable the Council to deliver our strategy and manage the transformation.
- 4.2 The Corporate risk register needs to be kept up to date as the 'TSF' programmes progress.
- 4.3 A clear communication strategy needs to be developed to keep all interested parties aware of the progress of the 'TSF' programme.
- 4.4 The secondment of the Head of Planning to Staines upon Thames Programme Manager is due for review in March 2015 and it is assumed that this secondment will continue for at least another two years but could be subject to change under the wider corporate structural review.

5. Timetable for implementation

- 5.1 Project progress will continue to be reported to MAT, Cabinet briefing and Overview and Scrutiny every quarter. Internal Boards will continue to meet and discuss individual projects in more detail, particularly those with a red or Amber status. Highlight reports underpin the project reporting hierarchy and will continue to be produced monthly by each project manager.

Background papers:

Appendices:

Appendix A – Knowle Green Programme

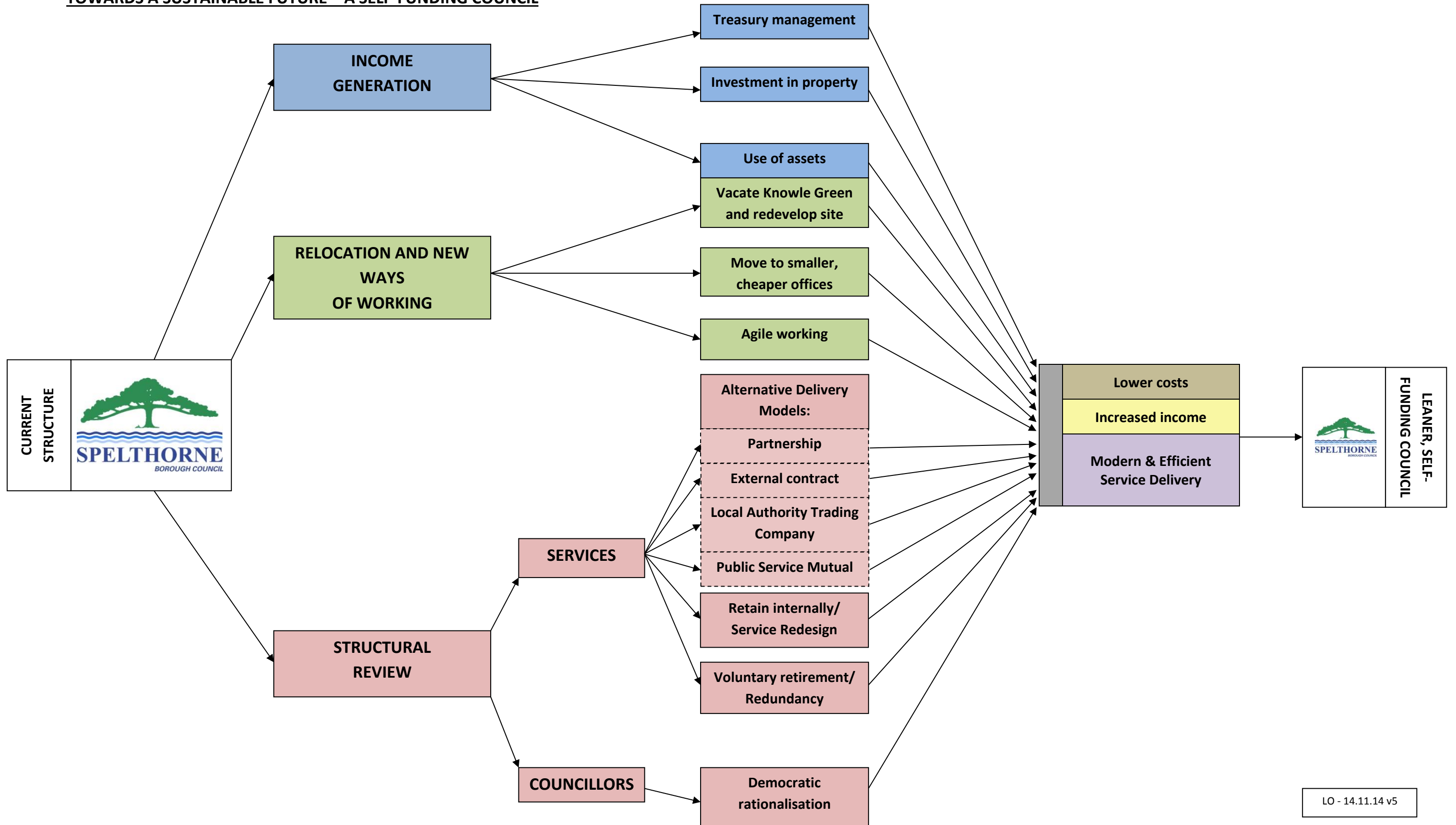
Appendix B – Use of Assets Programme

Appendix C – Structural Review

Appendix D – Knowle Green Relocation – Risks and Issues

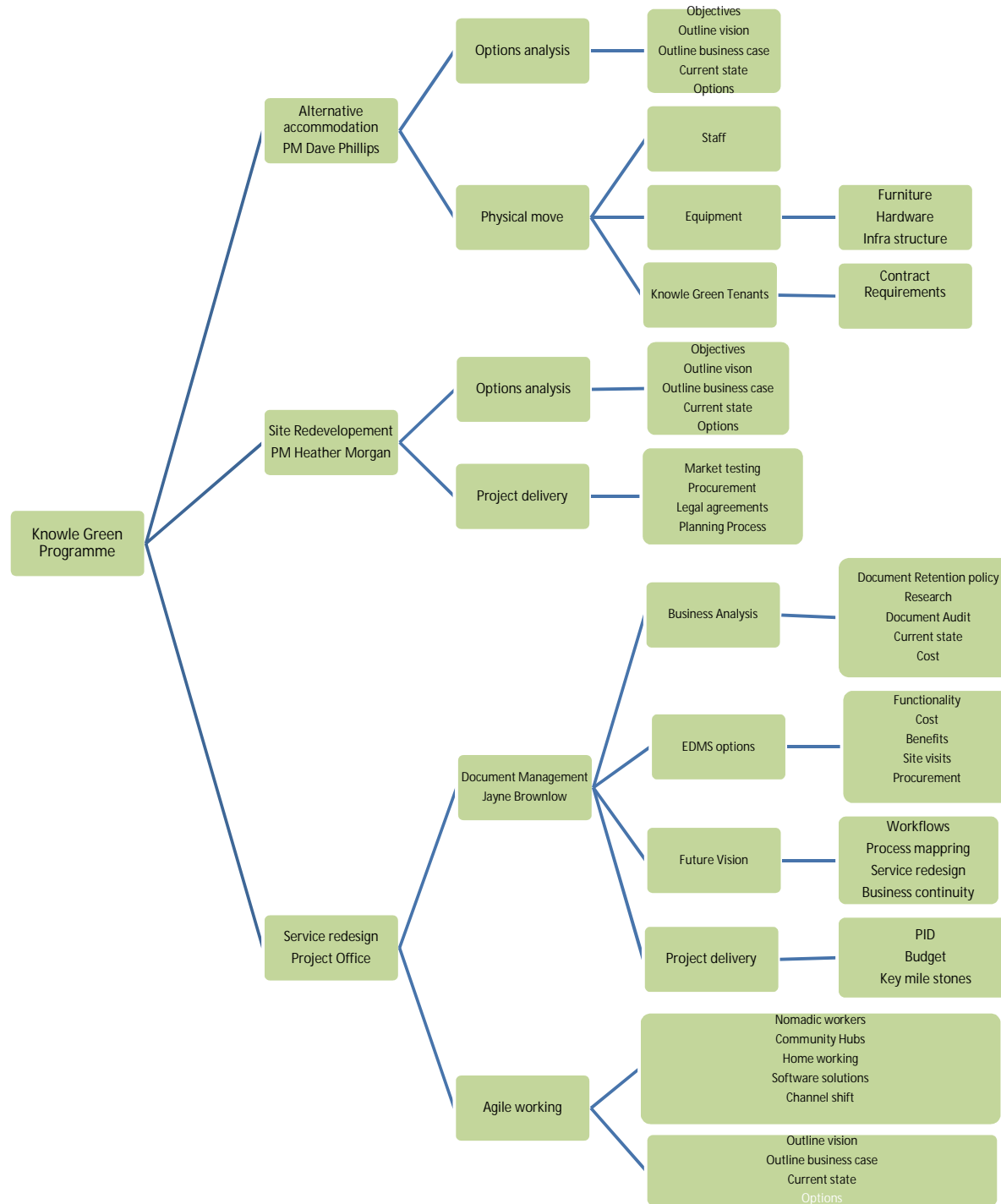
Appendix E – Knowle Green Redevelopment – Risks and Issues

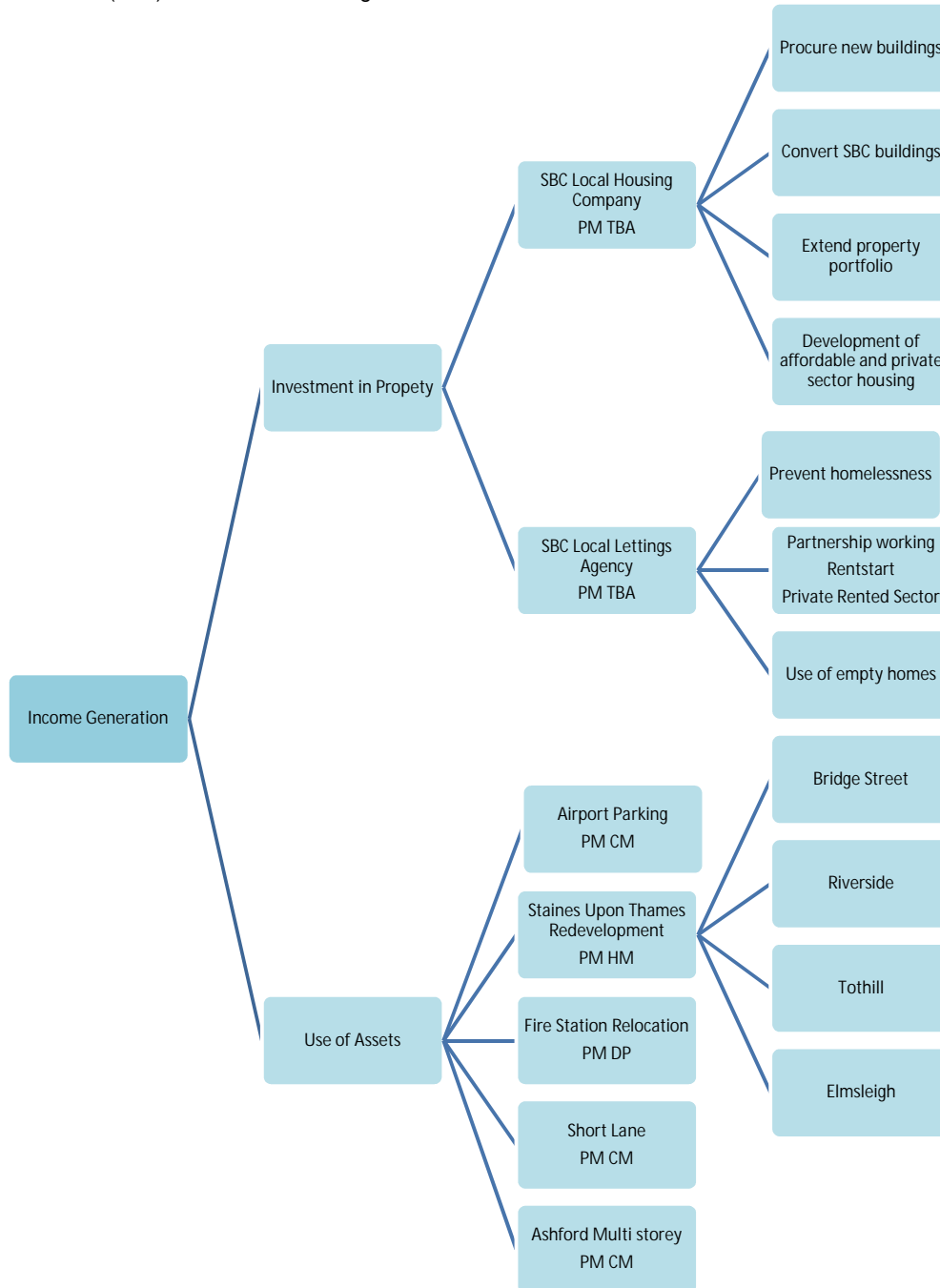
TOWARDS A SUSTAINABLE FUTURE – A SELF-FUNDING COUNCIL

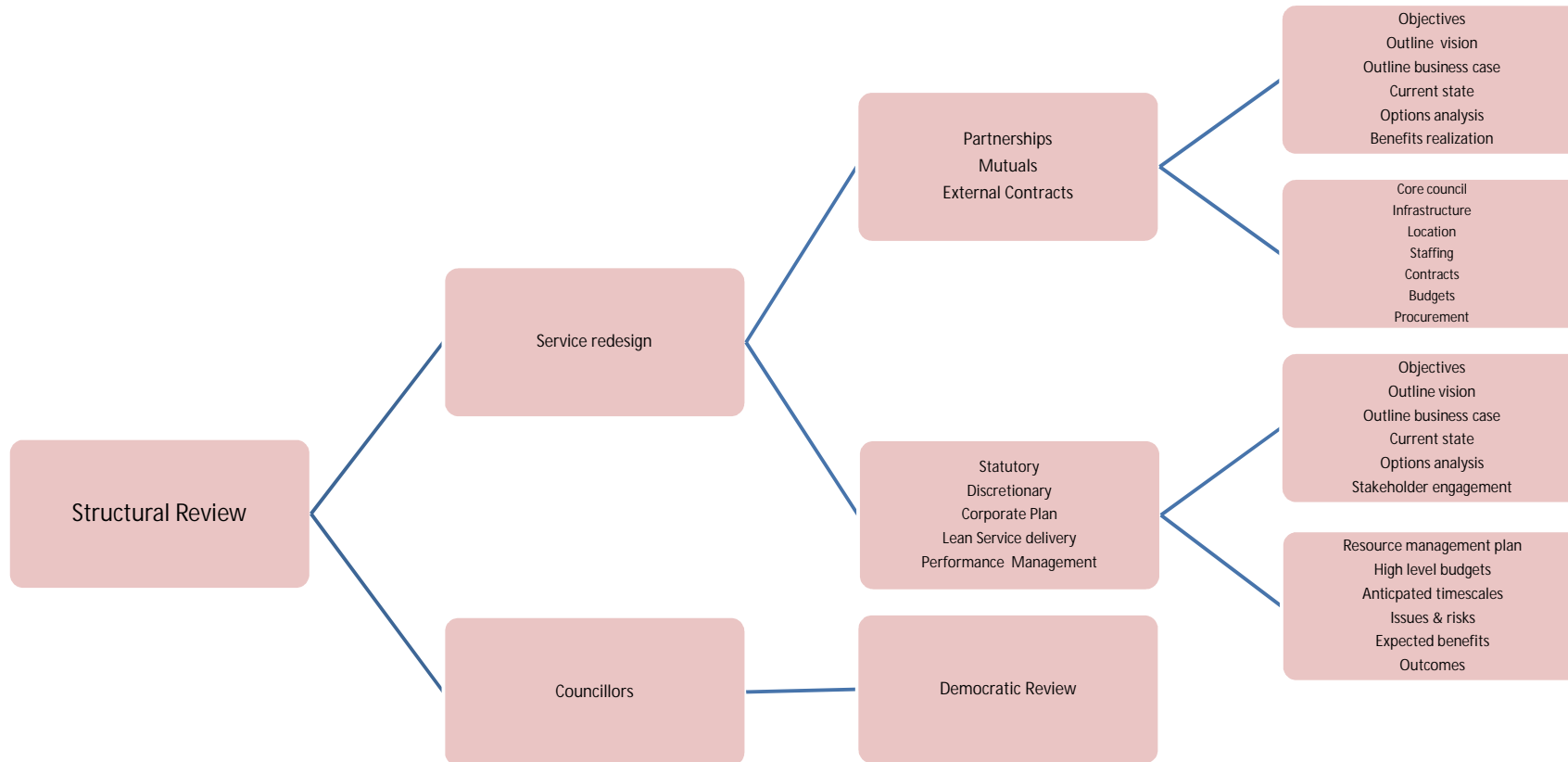


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Appendix A Towards a Sustainable Future (TSF) – Knowle Green Programme







Appendix D – Knowle Green Relocation Risks & Issues

1.1 Outline risk assessment

ID	Risk	Impact	Mitigating action / contingency
001	Insufficient resources to deliver project	High	Backfill Head of Asset & Office services to work full time on Knowle Green Programme to ensure successful delivery of programme Full time Project support to assist PM. Potential review of existing staffing structure to facilitate and support transition period'
002	Lack of suitable accommodation at an affordable cost	High	Consultants appointed to conduct high options appraisal to identify suitable venues
003	Knowle Green in danger of being non-compliant on H&S matters	High	Monitoring current and ongoing situation and possible emergency budget to rectify non-compliant issues
004	Cultural change with staff, managers and councillors	High	Communication strategy and change management training for all staff and members
005	Any delays in redevelopment project will impact on relocation project (and vice a versa)	High	Knowle Green Programme board set up with key stakeholders
006	Costs of project not quantified at this stage	High	This will come out of options analysis but MAT need to be aware this requires substantial funding
007	Political interference may cause change in direction or outcomes	Medium	MAT and Cabinet need to have clear agreement on project deliverables and outcomes
008	Current & future economic climate may have an impact on relocation costs	Medium	Monitor current climate and report through Programme board
009	Income stream from redevelopment may not be viable to support the project	Medium	Monitor current climate and report through Programme board
010	Business continuity requirements and impact of potential emergencies during programme	Medium	Monitor current climate and report through Programme board
011	Public perception of Council	Medium	Communication strategy including quarterly updates of website

Appendix E – Knowle Green Redevelopment Risks & Issues

ID	Risk	Impact	Mitigating action / contingency
001	Downturn in the economy and appetite for residential development dries up	High impact	Use expert external property advice to ensure the eventual option is 'market proof'
002	Poor financial information could mean that the Council does not maximise the opportunities available to it	High impact	Use external professional advice to highlight options and risks to enable full and informed decision making
003	The project is delayed due to lack of decision making on which options to work up in detail, and on the final decision	High impact	Staged options appraisal prior to key final decision so that organisationally and politically everyone is clear about the route being taken
004	Lack of interest from Investors in the site and redevelopment does not meet market demand	High impact	Staged options appraisal with clear professional advice on what the market demands
005	Delay in obtaining budget	High impact	Include requirements in cabinet report dec 2014 and make bid for funding
006	Large scale partnership agreement and we have relatively limited expertise	High impact	Bring on board the relevant external advisors (through a tender process)
007	We are not able to secure high quality property advice for the delivery phase of the project	High Impact	Undertake an eu tender for the property advisors who will see through the delivery of the redevelopment of kg (and re-location)

Overview and Scrutiny Committee

25 November 2014



Title	Project Management Update		
Purpose of the report	To note		
Report Author	Linda Norman		
Cabinet Member	Councillor Robert Watts	Confidential	No
Corporate Priority	Value for money Council		
Cabinet Values	Accountability		
Recommendations	<p>Overview and Scrutiny are asked to note this report on the progress being made with;</p> <ul style="list-style-type: none"> • The priority and statutory projects • The work the Corporate Project Team is undertaking to promote good practice and support project managers • The role of the Project Office in the Towards a Sustainable Future Programme 		

1. Key issues

- 1.1 This report provides an update to Overview and Scrutiny on the progress of Priority and Statutory projects. Other projects continue to be reported through Internal Boards. The latest dashboards for the boards can be viewed on the Projects made Simple area on Spelnet.
- 1.2 The report also highlights the work of the Corporate Project Team and their progress in on-going support for the project management structure both operationally and through management reporting.
- 1.3 The Council's 'Towards a Sustainable Future Programme' (TSF) continues to be a focus for the Authority and is expected to become an emphasis for the Project Office in the coming years.
- 1.4 Management Team are currently planning the resource requirements and funding for the TSF programme and are looking to appoint a Programme Manager and project team to deliver this.

2. Options analysis and proposal

- 2.1 The latest corporate dashboard was presented to Cabinet Briefing on the 15 September 2014 (see Appendix 1) and covers the status of the Priority flagship and statutory projects as at the end August 2014. The next corporate dashboard is due to go to Cabinet Briefing on 1 December 2014.

- 2.2 Overall there are 33 projects of different categories which have been tracked by the Project Office this quarter. These are split into Priority (12) Statutory (3) Income (4) and Service (14) (see Spelthorne Projects Map - Appendix 2). The Housing Options back scanning and the Single Fraud Investigation Service projects have been closed this quarter. The remaining 31 projects will be carried forward to next quarter.
- 2.3 The Lync telephony project, and the procurement of a new corporate banking service have been included in the projects tracked this quarter.
- 2.4 Three of the Staines-upon-Thames projects are currently at amber status due to risks around the current scope, benefits realisation and project progress against milestones. These projects include Elmsleigh Phase IV, Riverside Car Park development and the Elmsleigh Surface car park projects.
- 2.5 The Knowle Green accommodation project is currently being redefined to address changes to the brief. This will form an important work stream under the 'TSF' programme
- 2.6 A number of strategies around Housing, Homelessness, and Private Sector Housing have recently been refreshed to take into account changing pressures on Housing Options. A number of new projects are expected to be initiated as a result of this work. These will be specified and developed over the coming months and included in project dashboards.
- 2.7 The external funding which had been obtained (£111k) by the team has been used to recruit a new Project Support Officer for 6 months to assist with the delivery of the CRM and associated projects and to relieve pressure on the Corporate Project Manager. This officer will also provide additional project support in the Project Office. In addition, a further temporary Project Support Assistant is in post to assist with the workload of the team as a result of a valued member of the team being on long term sick leave.
- 2.8 The Corporate Project Team have created a 'Projects' area on the Council's main website <http://www.spelthorne.gov.uk/article/7277/Projects> to publicise the successful delivery of projects to the community, as well as to promote the Priority flagship projects.
- 2.9 Progress on developing the project plans and resource maps for the Council's key projects has slipped. Work to develop the plans will continue this quarter
- 2.10 The Project Team continue to be represented on all Internal Boards. Advice has been provided to the Procurement Board on setting up a process to align procurements with the projects reporting framework.
- 2.17 The corporate project team continue to support project managers with the completion of the project documentation and provide project assurance to Management Team.
- 3. Financial implications**
- 3.1 Funding for new projects will need to be carefully considered. Projects should not be initiated unless there are clear funding streams available at the onset. Costs should be identified at the project planning stage.
- 3.2 Funding for the new TSF programme needs to be quantified and potentially funded from reserves on an 'Invest to Save' basis to provide sufficient resources to deliver this challenging programme.

4. Other considerations

- 4.1 The Project Office has been asked to lead on a work stream of the TSF programme to look at corporate document and information management. Lessons learned from the Housing back scanning project have been used as a starting point for this project.
- 4.2 The authority is still managing a large number of flagship projects (31) and with the TSF programme looking to deliver a self-funding Council by March 2019, many new projects with concurrent work streams will emerge from this programme. These projects will need to be implemented under a robust programme management methodology, enabling the Council to deliver our strategy and manage the transformation.

5. Timetable for implementation

- 5.1 Project progress will continue to be reported to MAT, Cabinet Briefing and Overview and Scrutiny every quarter. Internal Boards will continue to meet and discuss individual projects in more detail, particularly those with a red or Amber status. Highlight reports underpin the project reporting hierarchy and will continue to be produced monthly by each project manager.

Background papers:

There are none

Appendices:

Appendix 1 - Dashboard

Appendix 2 - Overview of Priority and Statutory projects September 2014

Appendix 3 - Spelthorne Project Map – September 2014

Corporate – Priority and Statutory Project Status Dashboard - September 2014

Appendix 1

Priority Flagship Projects – Asset Management Board										
Project Name	Budget	Progress against Milestones	Benefits Realisation	Risks & Issues	Stakeholder Engagement	Resources	Project Manager	Project Sponsor	Anticipated Completion Date	Project Status
Laleham Park Development (Priority 1)	Green	Green	Green	Green	Green	Green	SM	LB	31/03/15	Project status: Green Latest verbal update received 26/08/14. Meetings continue to be held with interested parties. As a result of consultations, a briefing paper is being compiled to outline options available for the future direction of the project. This will be considered at the Environment and Waste Task Group on 2/9/14 and Cabinet Briefing on 15/9/14
Knowle Green – Public Sector Hub and accommodation (Priority 2)							DP	TC	tbc	Project status: Initiation A new programme is currently being scoped which will include the options available for Knowle Green offices and a move to a more sustainable future for the Council. A review and proposal for Corporate document and information management is the first phase of this work to commence.
Development of Tothill car park / Elmsleigh Phase IV (Priority 3 (1))	Green	Amber	Amber	Green	Green	Green	HM	RT	01/12/17 development completed	Project status: Amber Latest highlight report received 27/07/14. Meetings continue to be held with SCC, Supermarket retailers, Munro K (Elmsleigh centre), Planning and other interested parties. Further work to be undertaken on the viability of a potential Council -led scheme to include retail, parking and residential. Research around requirements for the OJEU notice taking place.
Development of Bridge Street Car Park (Priority 3 (2))	Green	Green	Green	Green	Green	Green	HM	RT	01/10/17 development completed	Project status: Green Latest highlight report received 27/07/14. Marketing document completed and will be published through website and Estates Gazette advert on 2 August. Discussions with SCC ongoing re bridge widening proposal, and with LaSalle re parking for Strata building next door.
Development Riverside Car Park (Priority 3 (3))	Green	Green	Green	Amber	Green	Green	HM	RT	01/06/16 development completed	Project status: Amber: Latest highlight report received 27/07/14. Discussions held with Planning and Parking services regarding scope of the development of commercial premises (café/restaurant). Soft market testing completed. Timetable in place for procurement, pre-lets and building. Site included in Prospectus (to be launched with the marketing of Bridge Street).
Staines-upon-Thames promotional document and website Priority 3 (4))	Green	Green	Green	Green	Green	Green	HM	RT	17/11/14 with revised scope	Project status: Green Latest highlight report received 27/07/14. Arrangements in place to start the development of the templates for the micro site. Updated content being created for the micro site and the Councils website business page. Promotional document being reviewed.
Elmsleigh Surface Car Park (Priority 3 (5))	Green	Amber	Amber	Amber	Green	Green	CM	RT	31/03/15	Project status: Amber Latest highlight report received 27/07/14. Meeting with Staines regeneration Cabinet sub group to decide a way forward regarding potential uses for Elmsleigh surface car park. Options include residential development or civic offices. Costs obtained regarding increased parking capacity on the multi storey site. Further discussions over the Elmsleigh centre and Phase IV development.
Project Name	Budget	Progress against Milestones	Benefits Realisation	Risks & Issues	Stakeholder Engagement	Resources	Project Manager	Project Sponsor	Anticipated Completion Date	Project Status
Ashford Town Development Multi Storey Car Park (Priority 4)	N/A	Amber	Income Generation	Green	Green	Green	CM	TC	Oct- 15	Project Status: Green. Latest highlight report received 28/04/14. Exploring opportunity to purchase college land for housing development. Arrangements are being put in place to tender for planning consultants and tender for Expressions of Interest.
Priority Flagship Projects – Strategic Housing and Community Board										
Project Name	Budget	Progress against Milestones	Benefits Realisation	Risks & Issues	Stakeholder Engagement	Resources	Project Manager	Project Sponsor	Anticipated Completion Date	Project Status
Stanwell New (Start*** Priority 6)	Green	Green	Green	Amber	Green	Green	KS	LB	2015/16 (inclusive of phase 4)	Project Status: Green Latest highlight report received 19/08/14. Viability model report around rent levels requested A2D proposed that Phase IV units to be affordable rather than social rent levels. SBC have asked A2D to consider an alternative model. A2D to produce scheme for keyworker accommodation at Ashford hospital site. Project to be submitted for an industry partnership development award.
Statutory Flagship Projects – Housing and Community Board										
Project Name	Budget	Progress against Milestones	Benefits Realisation	Risks & Issues	Stakeholder Engagement	Resources	Project Manager	Project Sponsor	Anticipated Completion Date	Project Status

Note: ***Partnership Projects SBC not lead authority
Date - May 2014

Welfare Reform Single Fraud Investigation Service	Green	Green	Green	Green	Green	Green	JDB	KS	Oct-15	Project status: Completed. Closure report agreed by Housing and Community strategy group.
Statutory Flagship Projects – ICTSIG										
Project Name	Budget	Progress against Milestones	Benefits Realisation	Risks and Issues	Stakeholder Engagement	Resources	Project Manager	Project Sponsor	Anticipated Completion Date	Project Status
Introduction of Individual Electoral Registration	Green	Green	Green	Green	Green	Green	JMcE	MG	June-15	Project Status: Green Latest Highlight report received 8/7/14. Publicity and engagement work now commenced. Literature, confirmation letters, empty household and Individual registrations forms now sent. Serious problems with the software delayed the timetable. Response to date not as good as hoped for.
Priority Flagship Projects – Waste Management Board										
Project Name	Budget	Progress against Milestones	Benefits Realisation	Risks and Issues	Stakeholder Engagement	Resources	Project Manager	Project Sponsor	Anticipated Completion Date	Project Status
DCLG Waste Collection Project (Priority 5)	Green	Green	Green	Green	Green	Green	JH	JT	Mar-15	Project Status: Green Latest highlight report received 21/05/14. Total number of properties on weekly rubbish recycling and food waste collection continues to rise as does the tonnage of recycling materials that have been collected On target for all suitable properties to be transferred to weekly rubbish and recycling collection by March 2015

Priority Flagship Projects

Priority 1 Laleham Park enhancement

To develop a masterplan for the park

Priority 2 Knowle Green Hub

The scope of the Project is currently being redefined

Priority 4 Ashford Town multi storey car park redevelopment

To review and plan the future use of the car park site

Priority 5 DCLG waste collection

To provide a weekly collection of rubbish, recycling and food waste to 2000 properties across the borough who are currently unable to access the borough wide alternate weekly collection scheme.

Priority 6 Stanwell New Start

This is a regeneration project of the Stanwell area by A2Dominion Group in partnership with the Council. The project will provide new housing including extra care provision and improved community facilities and open spaces.

Priority 3 Staines upon Thames development Programme

Promotional document and website

This workstream will look at ways of increasing the profile of Staines-upon-Thames by promoting its significant benefits as a place to live, work and invest.

Bridge Street Car Park

This workstream will look at options available to redevelop the site for high quality residential flats

Elmsleigh Phase IV

This workstream will look at redeveloping the site to include a retail supermarket, replacement parking, and the re-location of the library and the museum.

Elmsleigh Surface Car Park

This workstream will look at the possible provision of decked parking.

Riverside Car Park

This workstream will look at possible options for development on this site.

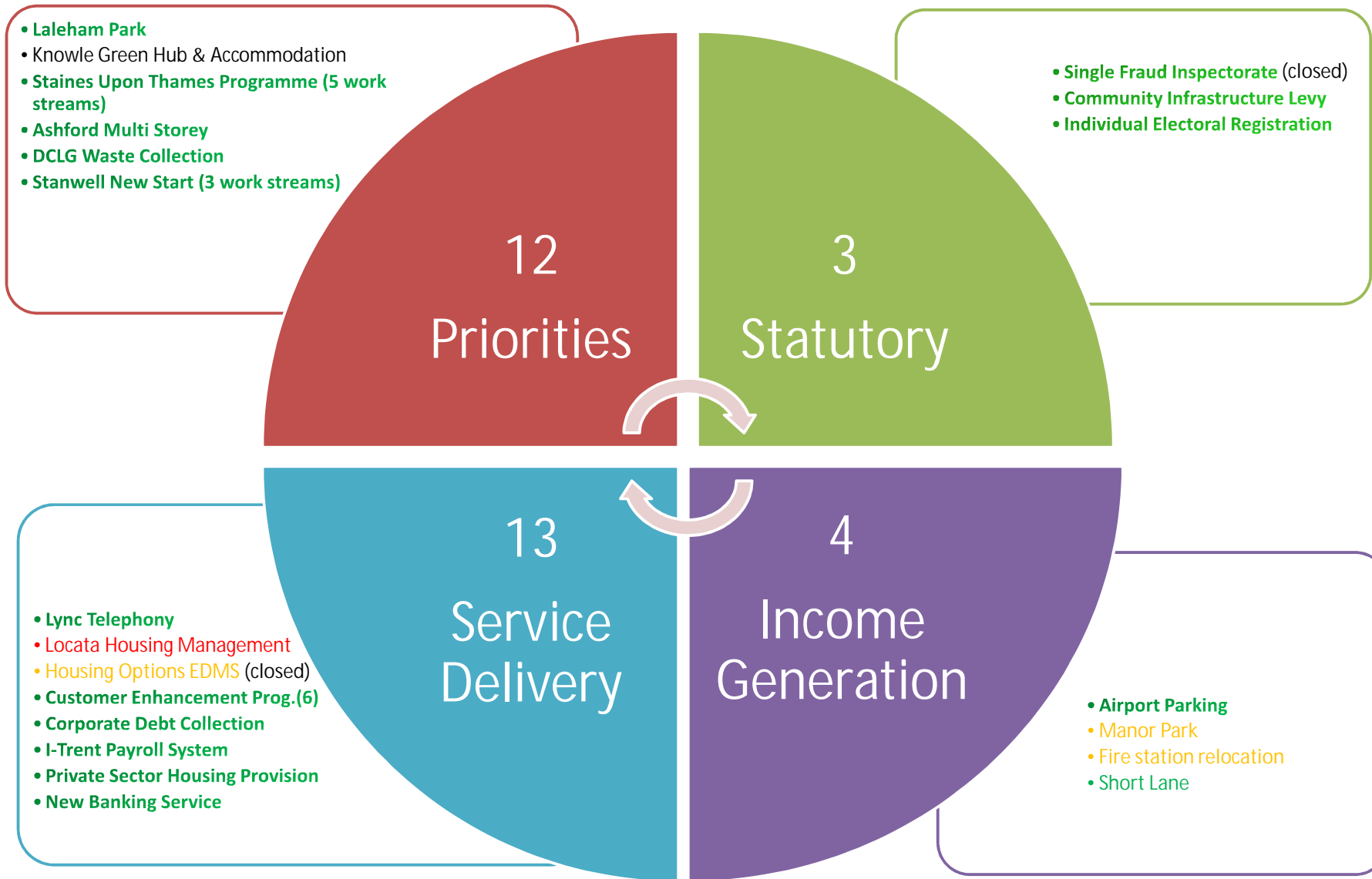
Statutory Projects

Introduction of Individual Electoral Registration

Implementing the Government's proposals to introduce individual Electoral Registration

Overview of projects reporting to MAT & Cabinet Briefing
September 2014 – Version 1.0

Appendix 3



Project Status Key

- Escalate to Project Board
- No current issues
- Project not on track in one or more area
- Project not yet started

Overview and Scrutiny Committee

25 November 2014



Title	Leaders Task Group: Economic Development		
Purpose of the report	To note		
Report Author	Keith McGroary		
Cabinet Member	Councillor Nick Gething	Confidential	No
Corporate Priority	Creating opportunity and prosperity for our borough		
Cabinet Values	Community and Opportunity		
Recommendations	To Note		

1. Key issues

- 1.1 The Leaders Economic Development Task Group (EDTG) has been meeting on a quarterly basis since the inception. The group consists of 11 Councillors with support from officers. Additionally the Chair of the Spelthorne Business Forum (SBF) is also invited, together with the Spelthorne lead officer within Surrey Chambers of Commerce. This provides the opportunity to give added value to the group by representation of views from local businesses.
- 1.2 A key area of focus has been managing and overseeing the delivery of the action plan which underpins the Spelthorne Economic Strategy. Specific actions have resulted in reports commissioned via the LGA to evaluate and advise the Council how to better attract inward investment, engage with businesses via key account management, and improve the visitor economy including shoppers. Reports are currently being compiled by officers for the Council to suggest the adoption of some of the proposals suggested within the documents.
- 1.3 Each of the 5 towns within the Borough is encouraged to develop their own local economic strategy via the various Chambers and Business Forums. Two Councillors are working directly with the local business community to develop such plans for Staines-upon-Thames and Ashford which are key programmes within the Sustainable Future strand focused on maximising income streams from our assets.
- 1.4 With regards to funding opportunities presented to Borough for capital projects Cllr Davis has been appointed as our Enterprise M3 (EM3) Local Economic Partnership representative. This contributes towards the Sustainable Future project by helping realise growth opportunities which in turn would result in enhanced revenues from council tax / business rates.

EM3 have been awarded £118m from the original bid of £340m, most of this bid is expected to materialise in the next couple of years. In order to make sure that Spelthorne Council does not miss out on funding opportunities it is critical that we play a full part within the EM3 and monitor closely such developments.

- 1.5 The EDTG are provided overviews of work carried out by Heather Morgan in respect of the regeneration of Staines-upon-Thames; this will include the sale of Bridge Street car park which in turn is a key component of the sustainable futures agenda. Involvement has allowed members to influence and contribute towards the discussions regarding the disposal of assets.
- 1.6 The SBF is the main conduit between the Council and Borough businesses, support for this group helps to encourage businesses to remain in the Borough with a helpful Council and also promote the Borough to businesses outside our boundaries to come and set up business here. Legislation with regards to retention of business rates provides for the Council to retain a greater proportion of business rates collected for new businesses and therefore acts as an important revenue source and a key component of the plan around a sustainable future for the Council. It should be noted that a fall in business rates collection, for example, as a result of businesses going into administration would result in a greater penalty for the Council with regards to any amounts required to make up any deficit compared to an agreed government baseline.

Background papers: There are none

Appendices: There are none

Overview and Scrutiny Committee

25 November 2014



Title	Environment and Waste Leader's Task Group – to update on contribution towards a Sustainable Future		
Purpose of the report	To note		
Report Author	Sandy Muirhead		
Cabinet Member	Councillor Tony Mitchell	Confidential	No
Corporate Priority	Creating opportunity and prosperity for our borough		
Cabinet Values	Community and Accountability		
Recommendations	To note the report		

1. Key issues

- 1.1 The Leader's task group on Environment and Waste has focused on two key issues - waste and Laleham Park. Its membership included Councillors T. Mitchell (Chair); R. Sider; R. Smith-Ainsley; R Dunn; J. Dale; S.D. Taylor; M. Madams; S Budd/D Grant and C. Strong
- 1.2 Laleham Park as a result of being a flagship project and the appointment of consultants led to the Group focusing on this project over the last 18 months rather than other parks.
- 1.3 Wide ranging discussions took place on Laleham Park and contributed to the master plan produced by the consultants. Suggestions were made on ways forward to sustain the park and these options have over time been discussed at Cabinet including:-
 - a) Staines football club and their proposal for a café, changing facilities and youth academy as well as associated pitches. Then as and when funding became available improvements to the play areas, longer term opportunities with the Walled Garden.
 - b) Achievement of some improvements in the park, namely toilets and perhaps a café. Then as and when monies become available landscape improvements, paths and play area. The difficulty is sustainability and funding as monies available, about £150k, would not go far. A café would provide a small income stream to the Council.

- 1.4 On consultation it was evident that the introduction of a facility to help support the park financially was unacceptable to local residents. Therefore the Council are now looking at option (b) above.
- 1.5 A separate report has been submitted to Overview and Scrutiny Committee covering all the activities discussed on waste at the Group meetings, and now being taken forward. These should increase recycling and reduce waste over the next one to two years thus increasing income on recycling credits to the Council to assist in supporting the service and a reduction in disposal costs, which is of benefit to local taxpayers.
- 1.6 Much of this work is being undertaken jointly with Surrey Waste Partnership, where districts and boroughs are not only looking at ways to increase recycling but collaboratively reduce costs to assist the financial position of all the Councils.

Background papers:

Overview and Scrutiny waste report Nov 14

Overview and Scrutiny Committee – 25 November 2014

Report of Fixed Assets Task Group

Purpose of Report

The purpose of the report is to review the work undertaken by the Fixed Assets Task Group during the past year.

1. Background

The Leader set up three task groups in June 2013 comprising both Cabinet members and ward councillors to address the Council's strategic priorities.

There were two main aims:

- To promote our agenda of localism and ensure that ward councillors and residents were more closely involved in identifying needs and developing solutions for their wards.
- To streamline the multitude of existing groups/committees responsible for economic development, fixed assets and environment and waste management – and establish clear reporting lines and accountability within the Council.

2. Terms of Reference

Fixed Assets Task Group

- To conduct reviews, on a cyclical basis, of the fixed property assets held by Spelthorne Council, with a view to reviewing the usage of all such assets held by SBC to determine whether they are either fulfilling their potential for generating revenue, or best meeting the needs of our communities.
- To establish subgroups to investigate the opportunities for all under-utilised assets, including development where appropriate to generate revenue and capital receipts for the benefit of the council
- To establish a subgroup to review the use of the Knowle Green Office as a "Public-Sector", or any alternative office location and resulting development opportunities if appropriate.
- To work with our residents and community groups to ascertain their needs and identify opportunities for use of our fixed assets.

3. Attendance

There have been 4 meetings of the Task Group since January 2014. The Members are:

Councillor Leighton Chair
 Councillor Frazer
 Councillor Friday
 Councillor Saliagopoulos
 Councillor Spoor

Councillor Grant

The dates and attendance are as follows:

Cllr Leighton	Cllr Frazer	Cllr Friday	Cllr Saliagopoulos	Cllr Spoor	Cllr Grant
29 January 2014	✓	✓	✓	✓	✓
19 March 2014	✓	✓	✓	✓	✓
6 May 2014	✓	✓	✓		
23 September 2014	✓			✓	✓

4. Topics considered

The topics on the agenda for the Task Group have been:

- Priority Asset Projects
- Airport Parking
 - Ashford Multi Storey Car Park
 - Short Lane

Knowle Green Hub –
(*project Closed*)

Knowle redevelopment/relocation –
(*additional ongoing revenue income*)

Stanwell New Start –
(*additional affordable housing*)

Sale of land to SCC - for relocated of Fire & Rescue services –
(*Capital receipt*)

Fordbridge Park - re-development of vacant commercial offices and stores –
(*additional ongoing revenue income from ground rent*)

Cedars Recreation Ground - re development of former pavilion –
(*additional ongoing revenue income from ground rent*)

355 London Rd - Lease of vacant land
(*project Closed*)

Manor Park – re-development of former toilet block to a Café –
(*additional revenue income from ground rent*)

Long Lane Pavilion – Use as community café and temporary housing
(*additional revenue income from ground rent*)

Staines Park Pavilion – Temporary housing accommodation
(*reduction in cost of temporary housing provision*)

Annett Close – Sale of land
(*capital receipt*)

Moorings – Licence fees
(*additional ongoing revenue income*)

Staines Preparatory School – parking issues and resolutions
(*under consideration*)

Meeting rooms – reducing costs for evening meetings
(*reduction in staff overtime cost*)

Churchill Village Hall – potential disposal of asset
(*potential capital or revenue income*)

Plots 12 & 13 Tow Path – development potential
(additional revenue income)
 Tendering for valuation services for assets
 Asset Register including income from leases

All of the above items are progressing and will bring in additional income for the council with various community users. They will ensure our facilities are being occupied and used efficiently and will reduce the maintenance liability on the Council.

5. **Scope**

The scope of the Task Group is to review the current work, processes and procedures for Fixed Assets and make recommendations as to how this can be improved.

6. **Contribution of Task Group**

The Task Group identified several main areas of work. The foremost being the tender of valuation services for Fixed Assets within Spelthorne Council. The Head of Asset Management has been given a timetable for this piece of work which the Task Group will monitor. It will also review and have input into the specification for tender and have already commented on how to achieve best value for money for this statutory process and the process in on target to have appointed the successful tenderer within the next 2/3 months

The Task Group have given guidance to the Heads of Asset Management on all of the agenda items listed 4. The Task Group will review and monitor progress on an ongoing basis.

7. **Outcomes and achievement of aims**

The main outcome for the Task Group will be to reinforce the focus on increasing income for Spelthorne Council from fixed assets. This will predominantly be from a larger number of leases for council land and property but also a reduced outgoing for tendering services in relation to negotiating the lease. This will be by outlining a more streamlined approach, with adhering to legal processes, in order to gain best value for money.

David Phillips
 Head of Asset Management & Offices Services
 01784 446424

Spelthorne Borough Council - Forward Plan - 14/11/2014

	B	C	D	E	F	G	H	I	J	K	L	M
1												
	Report title or issue	Officer	C/Member	Key	Exempt	MAT	Briefing	Cabinet	Licensing	O&S	Audit	Council
2												
3	Review of Supporting Families programme (13-14) and preparations for future years	LBorthwick	JP			21-Oct	03-Nov					
4	Changing the name of a Ward	JMcEwan	RW			21-Oct	03-Nov	18-Nov				18-Nov
5	Introduction of cows to Sunbury Park - update and timetable	SMuirhead				21-Oct	03-Nov					
6	Parking fees and charges review	SMuirhead	DP			21-Oct	03-Nov	18-Nov				
7	Joint enforcement pilot	KMcGroary	PFF			21-Oct	03-Nov					
8	Review of Polling districts and places.	JMcEwan	RW			21-Oct	03-Nov	18-Nov				
9	Contracts register and procurement guidance update	VStatham	JS			28-Oct	03-Nov					
10	Capital funding for housing opportunity - Sunbury (in principle decision)	JHesbrook	JP			28-Oct	03-Nov					
11	6 month Capital monitoring and projected outturn	AFlynn	TE			28-Oct	03-Nov	18-Nov				
12	6 month Revenue monitoring and projected outturn	AFlynn	TE			28-Oct	03-Nov	18-Nov				
13	Treasury Management half-yearly	RMaslen	TE			28-Oct	03-Nov	18-Nov				
14	Petition on Heathrow Airport	JBrooks	RW			28-Oct	03-Nov	18-Nov				
15	Laleham Camping Club - lease renewal	SMuirhead	AM			28-Oct	03-Nov	18-Nov				
16	Reports from Leaders' Task Groups for O&S	SM/DP				11-Nov				25-Nov		
17	Knowle Green redevelopment	HMorgan	NG	Yes		28-Oct	01-Dec					
18	Knowle Green relocation - verbal update	HMorgan	NG	Yes	Yes		01-Dec					
19	Project Management Dashboard update	JBrownlow	RW			18-Nov	01-Dec			20-Jan		
20	Bridge Street car park development	HMorgan	NG	Yes	appendix	28-Oct	01-Dec	16-Dec				
21	Textiles Collection Service	LHicks / SMuirhead	TM			03-Nov	01-Dec	16-Dec				
22	Towards a sustainable future - a self-funding Council: risks and issues	LNorman	RW			11-Nov	01-Dec	16-Dec		25-Nov		
23	Capital programme 2015-2016 1st draft	TCollier	TE			24-Nov	01-Dec	16-Dec				
24	Provision of resilience services	NMoon	DP				01-Dec	16-Dec				
25	The Crooked Billet and funding future affordable housing investment opportunities	JHesbrook	JP	Yes		18-Nov	01-Dec	16-Dec				18-Dec
26	Outline Budget 2015-2016	TCollier	TE	Yes		24-Nov	01-Dec	16-Dec				26-Feb
27	Land at Revelstoke	DPhillips	NG			24-Nov	01-Dec	16-Dec				
28	CIL Implementation	GDawes	VL			18-Nov	01-Dec	16-Dec				18-Dec
29	Review of Members' Allowances for 2015-16	GHalliwell	RW			24-Nov	01-Dec	16-Dec				26-Feb
30	Cedars Recreation Ground	DPhillips	NG			24-Nov	01-Dec	16-Dec				
31	Fordbridge Park	DPhillips	NG			24-Nov	01-Dec	16-Dec				
32	Monthly income and Salary Monitoring	AFlynn	TE			24-Nov						
33	Corporate Risk Management	DHarris				24-Nov					11-Dec	
34	Annual review of recruitment & retention allowances	JHunt	RW			09-Dec						
35	2015											
36	Project Management update	JBrownlow	RW			18-Dec				20-Jan		
37	Monthly income and Salary Monitoring	AFlynn	TE			18-Dec						
38	High level Options Appraisal on KG (redevelopment and relocation)	HMorgan	NG	Yes		16-Dec-14	12-Jan	27-Jan				
39	Review of the Leisure and Culture Strategy, action plan for 2014 and proposed action plan for 2015 (for info)	LStonehouse	PFF			16-Dec-14	12-Jan					
40	Revenue Budget 2015-2016 1st draft	TCollier	TE			16-Dec-14	12-Jan	27-Jan				
41	Review of Designated Public Place Order	KMcGroary / LO'Neil	RW			16-Dec-14	12-Jan	27-Jan				

Spelthorne Borough Council - Forward Plan - 14/11/2014

	B	C	D	E	F	G	H	I	J	K	L	M
	Report title or issue	Officer	C/Member	Key	Exempt	MAT	Briefing	Cabinet	Licensing	O&S	Audit	Council
2												
42	Capital programme 2015-2016 2nd draft	TCollier	TE			16-Dec-14	12-Jan	27-Jan				
43	Fees and Charges 2015-2016	TCollier	TE	Yes		16-Dec-14	12-Jan	27-Jan				
44	Treasury Management Strategy	TCollier	TE	Yes		16-Dec-14	12-Jan	27-Jan				26-Feb
45	Pay Policy Statement for 2015/16.	JHunt				16-Dec-14	12-Jan	27-Jan				26-Feb
46	Health and Wellbeing Strategy	LBorthwick	JP			16-Dec-14	12-Jan	27-Jan				
47	Recommendation from Audit on Corporate Risk Management					16-Dec-14	12-Jan	27-Jan				
48	Calendar of meetings 2015-2016	GHalliwell	RW			16-Dec-14	12-Jan	27-Jan				
49	Monthly income and Salary Monitoring	AFlynn	TE			27-Jan						
50	Revenue Budget 2015-2016 final			Yes		27-Jan	09-Feb	24-Feb				26-Feb
51	Capital Programme 2015-2016 final			Yes		27-Jan	09-Feb	24-Feb				26-Feb
52	Capital monitoring					27-Jan	09-Feb	24-Feb				
53	Revenue monitoring					27-Jan	09-Feb	24-Feb				
54	Food and Health and Safety Service Plans					27-Jan	09-Feb	24-Feb				
55	Discretionary Rate Relief					27-Jan	09-Feb	24-Feb				
56	Monthly income and Salary Monitoring	AFlynn	TE			24-Feb						
57	Capital monitoring					24-Feb	09-Mar	24-Mar				
58	Revenue monitoring					24-Feb	09-Mar	24-Mar				
59	Joint enforcement pilot	KMcGroary	PFF			24-Feb	09-Mar	24-Mar				
60	Annual Grants Awards 2015-16					24-Feb	09-Mar	24-Mar				
61	Review of Constitution - First draft	Mgraham	RW			24-Feb	09-Mar					
62	Welfare Reform update	LBorthwick				24-Feb	09-Mar	24-Mar				
63	Project Management Dashboard update	JBrownlow				24-Feb	09-Mar			17-Mar		
64	External Auditors report					10-Mar					26-Mar	
65	Corporate Risk Management report					10-Mar					26-Mar	
66	Internal Audit Annual Plan					10-Mar					26-Mar	
67	Confidential Reporting Code	DHarris				10-Mar					26-Mar	
68	Anti-Fraud, Bribery and Corruption Strategy	DHarris				10-Mar					26-Mar	
69	Appraisal Timetable 2015	JHunt				March						
70	Monthly income and Salary Monitoring	AFlynn	TE			31-Mar						
71	Hackney carriage and private hire Licence fees					31-Mar	14-Apr	28-Apr				
72	Review of Constitution - second draft	MGraham	RW			02-Apr	14-Apr	28-Apr				30-Apr
73	Annual sickness monitoring to 31 March 2015	JHunt				May						
74	Annual turnover, recruitment and establishment changes monitoring to 31 March 2015	JHunt				May						
75	Revenue monitoring	AFlynn				May		June				
76	Capital monitoring	AFlynn				May		June				
77	Parking fees and charges	SMuirhead	DP	Yes		May		June				
78	Treasury Management Strategy - half yearly report	JHanger		Yes		May		June				
79	Discretionary Housing Payments Policy					May		June				
80	Appointments to outside bodies					May		June				
81	Internal Audit Annual report					June					June	

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	B	C	D	E	F	G	H	I	J	K	L	M
	Report title or issue	Officer	C/Member	Key	Exempt	MAT	Briefing	Cabinet	Licensing	O&S	Audit	Council
2												
82	Corporate Risk Management report					June					June	
83	Capital Outturn	AFlynn				June		July				
84	Revenue Outturn	AFlynn				June		July				
85	Summary from Appraisal Feedback	JHunt				July						
86	Draft training plan 2015-16	JHunt				July						
87	Christmas opening for 2015	JHunt				July						
88	Monthly income and Salary Monitoring	AFlynn	TE			28-Jul						
89	Monthly income and Salary Monitoring	AFlynn	TE			25-Aug						
90	Workforce Monitoring					August						
91	Capital monitoring	AFlynn				August		Sep				
92	Revenue monitoring	AFlynn				August		Sep				
93	Effectiveness of system of Internal Audit	DHarris				Sep					Sep	
94	Annual Governance Statement	DHarris				Sep					Sep	
95	Corporate Risk Management	DHarris				Sep					Sep	
96	External Audit report on audit and statement of accounts	TCollier				Sep					Sep	
97	Monthly income and Salary Monitoring	AFlynn	TE			29-Sep						
98	6 month Capital monitoring and projected outturn	AFlynn				Oct		Nov				
99	6 month Revenue monitoring and projected outturn	AFlynn				Oct		Nov				
100	Treasury Management half-yearly	AFlynn	TE			Oct		Nov				
101	Parking fees and charges review			Yes		Oct		Nov				
102	Review of Members Allowances					Oct		Nov				
103	Monthly income and Salary Monitoring	AFlynn	TE			27-Oct						
104	Project Management Dashboard update	JBrownlow				Nov				Jan		
105	Capital programme 2015-2016 1st draft	TCollier				Nov		Dec				
106	Outline Budget 2015-2016	Tcollier		Yes		Nov		Dec				Feb
107	Corporate Plan			Yes		Nov		Dec				
108	Monthly income and Salary Monitoring	AFlynn	TE			24-Nov						
109	Internal Audit Interim report	DHarris				Nov					Dec	
110	Confidential Reporting Code	DHarris				Nov					Dec	
111	Anti-Fraud, Bribery and Corruption Strategy	DHarris				Nov					Dec	
112	Corporate Risk Management	DHarris				Nov					Dec	
113	Monthly income and Salary Monitoring	AFlynn	TE			22-Dec						
114	Annual review of recruitment & retention allowances	JHunt				Dec						
115	2016											
116	Leisure and Culture Strategy 2016 -			Yes		May		June				
117	Effectiveness of system of Internal Audit	DHarris				Sep					Sep	
118	Annual Governance Statement	TCollier				Sep					Sep	
119	Corporate Risk Management	DHarris				Sep					Sep	
120	Gambling Act Policy 2016 -			Yes		Oct		Nov				
121	External Auditors report					March					March	

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2												
122	Corporate Risk Management report					March					March	
123	Internal Audit Annual Plan					March					March	
124	Internal Audit Annual report					June					June	
125	Corporate Risk Management report					June					June	
126	Effectiveness of system of Internal Audit	DHarris				Sep					Sep	
127	Annual Governance Statement	DHarris				Sep					Sep	
128	Corporate Risk Management	DHarris				Sep					Sep	
129	External Audit report on audit and statement of accounts	TCollier				Sep					Sep	
130	2017											
131												
132	2018											
133	Playing Pitch Strategy 2018 -			Yes		June		July				
134	A = Annual report											