



To:
All members of the
Community Wellbeing and Housing
Committee

Please reply to:
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Date: 11 January 2024

Supplementary Agenda

Community Wellbeing and Housing Committee - Tuesday, 16 January 2024

Dear Councillor

I enclose the following items which were marked 'to follow' on the agenda for the Community Wellbeing and Housing Committee meeting to be held on Tuesday, 16 January 2024:

- 7. Service Plans (as part of the Budget Process) 3 - 114**
To review and approve service plans for the Committee's areas of responsibility.

Yours sincerely

Melis Owen
Corporate Governance

To the members of the Community Wellbeing and Housing Committee

Councillors:

S.M. Doran (Chair)	C. Bateson	A. Gale
M.M. Attewell (Vice-Chair)	L.H. Brennan	K.M. Grant
M. Arnold	M. Buck	O. Rybinski
E. Baldock	S.A. Dunn	P.N. Woodward

Spelthorne Borough Council, Council Offices, Knowle Green

Staines-upon-Thames TW18 1XB

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Substitute Members: Councillors: S.N. Beatty, M. Beecher, H.S. Boparai,
J.R. Boughtflower, R.V. Geach, S. Gyawali, M.J. Lee and
K.E. Rutherford

Community Wellbeing & Housing Committee

16 January 2024



Title	<i>Service Plans 2024-25</i>
Purpose of the report	To make a decision and a recommendation to Corporate Policy & Resources Committee
Report Author	<i>Paul Taylor Chief Accountant</i>
Ward(s) Affected	All Wards
Exempt	No
Corporate Priority	Community Affordable housing Recovery Environment Service delivery
Recommendations	<p>Please note that the proposed Service Plans include the Revenue and Capital bids, and savings plans for each Cost Centre, as set out in Appendices B to D below and therefore, all references to Service Plans includes the items in said appendices.</p> <p>Fees & Charges are dealt with via a separate report.</p> <p>Committee is asked to:</p> <ol style="list-style-type: none"> 1. Formally review the proposed Service Plans for 2024-25 for this Committee. 2. Approve the proposed Service Plans for 2024-25 for this Committee. 3. Recommend to Corporate Policy & Resources Committee that they approve the proposed Service Plans for 2024-25.
Reason for Recommendation	<p><i>This relates to the Committee Cost Centres and forms part of the Net Revenue Expenditure budget, often referred to as above the line expenditure.</i></p> <p><i>Committee approved Service Plans are an important operational document and form the basis of each Cost Centre's plans for 2024-25, including Revenue and Capital growth bids, and savings plans, providing the financial data to support the delivery of each service, as part of the 2024-25 Budget setting process.</i></p>

	<p><i>Whilst the Service Plans provide financial data for the three years beyond 2024-25, these are for indicative purposes only and will be subject to formal Committee approval, as part of the following years' budget setting process.</i></p> <p><i>Members of this Committee have informally received the documents in the attached appendices and have provided feedback to officers to develop their plans, including providing input into revenue and capital growth bids and the savings plan. The documentation is now formally provided for the agenda.</i></p> <p><i>Officers will use this information to shape the Council's Medium Term Financial Plan for the 4 years to 2027-28 and beyond.</i></p> <p><i>Council must approve a balanced budget at the annual Council meeting in February.</i></p>
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Summary of the report

What is the situation	Why we want to do something
<ul style="list-style-type: none"> The Council has a legal obligation to set a balanced budget for 2024-25 at its Council Meeting on 22 February 2024, The Committee is asked to review, approve the proposed Service Plans for each Cost Centre, which included the relevant Revenue and Capital growth bids and savings plans for 2024-25 as set out in Appendix A to D for this Committee. Appendix E provides a summary of the draft Budget by cost centre for the Committee to provide a comparison and benchmark for each member of the Committee. 	<ul style="list-style-type: none"> As part of producing a balance budget, the Service Plans, and accompanying bids and plans provide the basis of the 2024-25 Budget. To fulfil the Council's statutory obligation to agree a balanced Budget for 2024-25 at the Council Meeting on 22 February 2024, of before 31 March if not agreed.
This is what we want to do about it	These are the next steps
<ul style="list-style-type: none"> Take a view of the Service Plans, which are based upon the guidance provided by this committee to Officers in November – December 2023. Question Budget Managers about their final plan, particularly if it 	<ul style="list-style-type: none"> That this Committee review the proposed Service Plans and accompanying bids and plans as set out in Appendix A to D for 2024-25 Approve the proposed Service Plans for 2024-25

<p>does not agree with the input provided by this Committee late last year.</p> <ul style="list-style-type: none"> • Focus on the figures for 2024-25. • Noting that the figures for 2025-26 and beyond are indicative and will be subject to Council approval in the future years' budget setting process, so expect the figures to change over time, due to inflation changes, salary agreement settlements, change of strategy, , changing statutory requirements etc.. • To ensure that all discretionary services breakeven or are fully subsidised. 	<ul style="list-style-type: none"> • Recommend that Corporate Policy & Resources Committee approve the proposed Service Plans for 2024-25
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1. Appendices

1.1 Included with this report are the following items for this Committee:

- (a) Service Plans, noting that a number of cost centres are amalgamated into one service plan.
- (b) Revenue Growth Bids
- (c) Savings Plan
- (d) Summary Committee budget by cost centre
- (e) Detailed Committee budget by cost centre

2. Key issues

- 2.1 The Committee should provide a strategic steer to Officers, who will prepare the operational Service Plans to deliver the strategic outcomes desired by the Committee.
- 2.2 In the absence of any strategic direction, Officer will set the strategic direction and the Committee will then approve the strategy.
- 2.3 The Budget Manager originally prepared the Service Plan, and this was in turn reviewed by the relevant Group Head, then MAT, before being submitted to this Committee for review in October - November 2023.
- 2.4 The feedback provided by the Committee was incorporated into the Service Plans attached with this report.

3. Options analysis and proposal

- 3.1 Following guidance from Corporate Policy & Resources Committee in September, every Committee has reviewed and considered each fee and charge and apart from the items in 2.7 below, considered the proposal to

increase fees and charges by a minimum of 5% for the discretionary and to charge the maximum for statutory fees and charges, as the only option.

4. Financial management comments

- 4.1 The Council has a draft balanced budget for 2024-25 and should the Committee decide to increase or decrease the net revenue expenditure budget for this committee, it must state where the additional income or reduced services will come from to support a change, for example, should the Committee wish to an additional £50k service, then it will need to raise an additional £50k in income, through price increase, volume increase or increasing the frequency of spend or either reduce costs in one of more of the Committee Cost Centres to an aggregate of £50k, to maintain an overall draft balanced budget.

5. Risk management comments

- 5.1 Service Plans include a section on risk considerations and appetite. It is the responsibility of each Service Manager and Group Head to ensure that they identify, assess, and proportionately manage key risks relating to their service areas. This may include a range of risks that specifically impact the effective delivery of service objectives (and corporate priorities) The Council has an approved risk management policy that provides guidance in the management of risk, to support informed decisions.
- 5.2 The risk implications of approving any growth bids in terms of the financial impact on the draft balanced budget have been highlighted elsewhere in this report, along with proposed control and mitigation measures.

6. Procurement comments

- 6.1 Any new Council contracts taken on as part of the revenue and capital growth bids will be subject to the Council's procurement policies.

7. Legal comments

- 7.1 Any contracts required in connection with the revenue and capital growth bids shall have to comply with the Contract Standing Orders and the Council's duty to deliver best value under the Local Government Act 1999.

The Legal Services (g.legal@spelthorne.gov.uk) will assist with the preparation, review and negotiation of the contract terms and conditions where necessary.

8. Other considerations

- 8.1 There are none.

9. Equality and Diversity

- 9.1 Individual projects are subject to equality and diversity impact assessments.

10. Sustainability/Climate Change Implications

- 10.1 All new actions and ongoing activities within service plans undertaken by the Council should meet the objectives of the Council's climate change strategy.

11. Timetable for implementation

- 11.1 Once approved the Service Plans will be presented to Corporate Policy & Resources Committee for approval at their meeting on 19 February, ahead of the full Council meeting on 22 February.
- 11.2 Once agreed by Council, the 2024-25 budget will be implemented from 1 April 2024.

12. Contact

- 12.1 Paul Taylor Chief Accountant – p.taylor@spelthorne.gov.uk

Background papers: There are none.

Appendices:

Appendix A – Service Plans for this Committee

Appendix B – Revenue Growth Bids for this Committee

Appendix C – Savings Plan for this Committee

Appendix D - Summary Committee budget by cost centre

Appendix E – Detailed Committee budget by cost centre

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Housing Service Plan

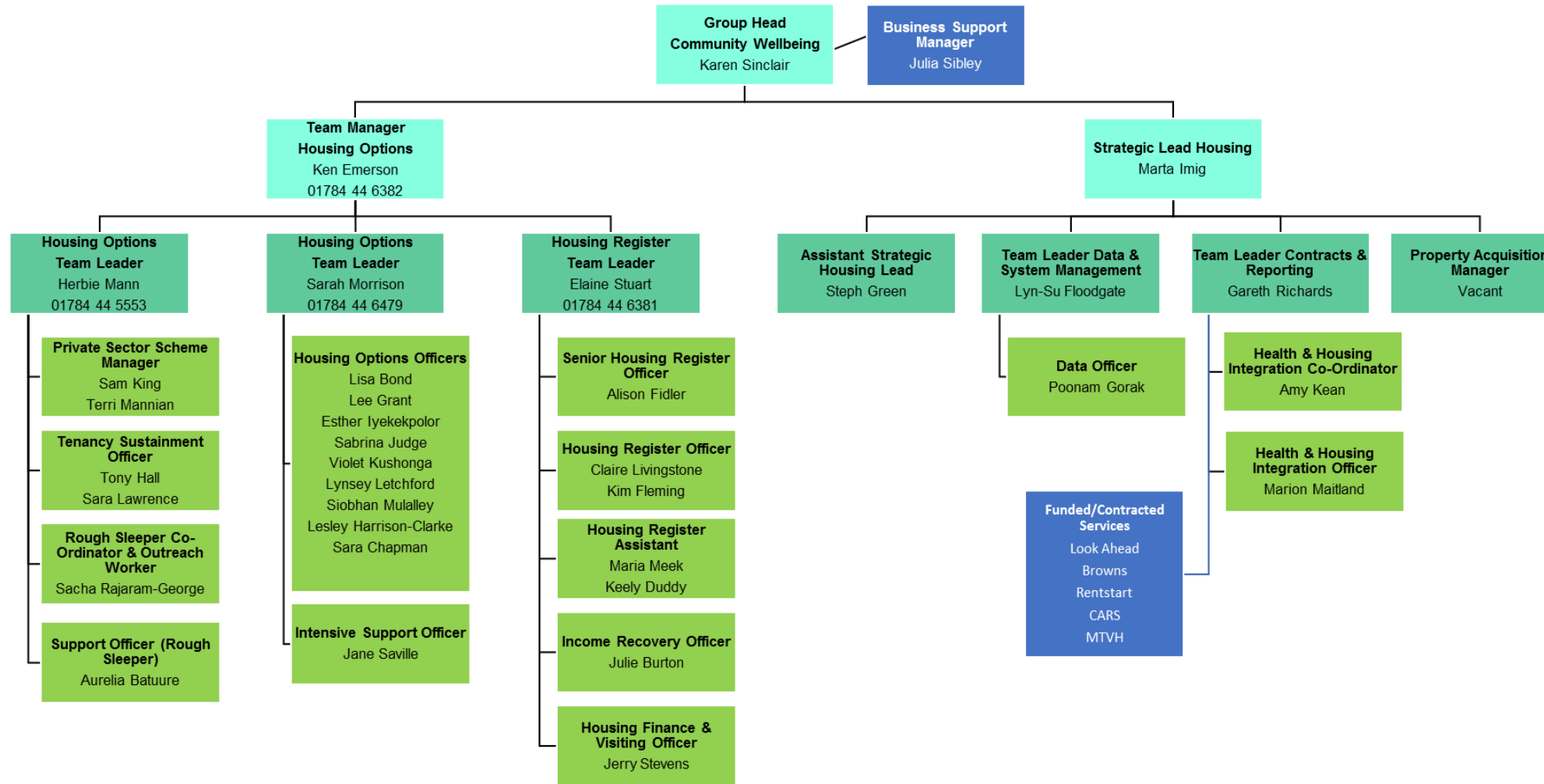
SERVICE PLAN 2024/25

1. SERVICE OVERVIEW

INSERT BRIEF OVERVIEW OF TEAM

- ***To enable the Council to fulfil its strategic role in addressing housing need by having a proactive homeless prevention service; a fair and transparent allocations scheme for social housing; and a strategy which encourages home ownership and a healthy private rented sector.***

- ***The Housing Team manages the Housing Register and fulfils the Council's housing and homelessness duties.***
- ***The Housing Team is also a key partner in improving health outcomes for residents; safer communities; and safeguarding for children and vulnerable adults.***
- ***The Housing Team works closely with Knowle Green Estates and Registered Providers to increase the supply of new homes and improve the tenure mix especially the provision of private rented accommodation and to support appropriate tenancy sustainment***



WHAT WE DO: Service Purpose and Core Business Functions

SERVICE AREA	Link to corporate plan priorities (CARES) objectives and values (PROVIDE)
<p>Homelessness Prevention and Housing Advice – providing guidance and assistance to prevent clients becoming homeless in the first instance, including negotiation with landlords, family, friends, social services, effective use of homeless prevention fund, and sanctuary scheme. Applying homelessness legislation to those approaching the Council as homeless.</p>	<p>Affordable Housing Empowering Communities, Value for Money, Dependable, Open and Accountable</p>
<p>Housing Register and Allocations – administer the Council’s Housing Register and choice-based lettings scheme for Spelthorne residents, including the verification of applicants and direct lets in appropriate circumstances.</p>	<p>Affordable Housing Empowering Communities, dependable</p>
<p>Spelthorne Rent Assure – administer the Council’s scheme to assist clients into the private rented sector and working with private landlords to increase the supply of private sector accommodation available to the Council.</p>	<p>Affordable Housing Empowering Communities, Value for Money</p>
<p>Housing Strategy – designing, implementing and maintaining effective housing strategies and policies to increase the supply of appropriate, affordable accommodation locally, and to support the Council’s ability to discharge its statutory duties effectively and efficiently. Coordinating and managing the relationship with Knowle Green Estates to ensure that Housing has appropriate access to opportunities arising from developments. Maximising opportunity for external funding</p>	<p>Affordable Housing/ Service Delivery/ Community Pride in our Council, communities and Borough, Open and Accountable,</p>

	Empowering Communities
Temporary Accommodation – placing applicants in emergency and temporary accommodation. Dealing with anti-social behaviour; tenancy sustainment service provision and proactive safeguarding; rent collection and timely move on;	Affordable Housing Empowering Communities
Step down – provision of short-term accommodation for people who require some additional support on discharge from hospital, prior to moving onto their own accommodation, or who are identified in the community as requiring ‘step up accommodation’ to prevent hospital admission (Agreement with North West Surrey Extra Care)	Affordable Housing/ Community/ Service Delivery Empowering Communities, Value for Money, Pride in our Council, communities and Borough
Data reporting – provision of regular, accurate reporting to Department of Levelling Up of Housing and Communities, the Home Office and other organisations	Affordable Housing Dependable, Integrity, Open and Accountable
Fraud prevention – working closely with the internal audit team and external fraud team, to tackle housing fraud within Registered Provider’s portfolio in Spelthorne, to ensure that social housing is allocated to those who need it.	Affordable Housing/ Service Delivery Empowering Communities, Value for money
Street Property Acquisition – working closely with the finance team and Knowle Green Estates to deliver 5-year Capital Programme and the delivery of Local Authority Housing Fund	Affordable Housing Empowering Communities, Value for Money, Pride in

	our Council, communities, and Borough
Refugee Scheme Management – review of new Refugee Schemes as part of Refugee Scheme Policy, presentation of findings to the Committee for consideration, delivery of the scheme while working closely with the Family Support team and finance (on financial administration)	Affordable Housing/ Community/ Service Delivery Empowering Communities, Dependable, Responsive and Flexible

KEY ACTIVITIES/PROJECTS FOR 2024/25 – Significant one-off activities and projects to be undertaken in 24/25 (Projects need to have a business case, PID report before any revenue or capital growth bid is included in the tables below, before you prepare a report for MAT.

Insert the relevant ‘enabling actions’ actions your Team intends to undertake in the coming year to help maximise your resources to achieve service priorities and contribute towards the Corporate Plan priorities and objectives. These will include specific actions that contribute to your team’s work and include any significant ICT projects, specific areas of development in terms of assets, major capital projects and any actions to mitigate against identified service risks. **Ensure fully cover budgetary issues and address climate change impacts** (i.e. does scheme contribute to reducing carbon emissions or meet other social and environmental criteria)

KEY ACTIVITIES DELIVERING THE COUNCIL’S CORPORATE PLAN And other key statutory and service elements						
What is our corporate priority (CARES) ? Is the function	Provide clear outline of what the service wants to achieve including projects and outcomes/deliverables	How will we measure the difference made?	Is a business case required? and when	Who is the lead officer?	Which Committee sign off?	Other service resources e.g. procurement and budget required

KEY ACTIVITIES DELIVERING THE COUNCIL'S CORPORATE PLAN And other key statutory and service elements						
statutory or non-statutory			do you hope to action the achieve this by? Or Is this just a growth bid?			mention if also potential growth bids
Housing stat	Successful delivery of Floating Support service to support tenancy sustainment in private rented accommodation	Regular monitoring of performance	Sept 2026	Strategic Lead, Housing	CW&H	n/a
Housing stat	Successful delivery of Intensive Floating Support service and provide intensive support to our most vulnerable clients	Regular monitoring of performance	Dec 2026	Strategic Lead, Housing/ Housing Options Manager	CW&H	n/a
Housing stat	Successful delivery management of the service provision in move on accommodation to support to clients moving on from White House, which have been acquired as part of Rough Sleeping Accommodation Programme. Work in partnership with MTVH	Regular monitoring of performance	March 2026	Strategic Lead, Housing	CW&H	n/a
Housing stat	Successful delivery of Street Property Acquisition Capital Programme, with KGE to offer affordable housing under LAHF (round 1 and 2) purchases	Regular monitoring of performance	Dec 2027	Strategic Lead, Housing	CW&H	Assets, Legal, Finance
Housing stat	Successful delivery of a programme to tackle tenancy fraud within A2D portfolio to bring	Regular monitoring of performance	Dec 2025	Strategic Lead, Housing	CW&H	Reigate and Banstead Fraud

KEY ACTIVITIES DELIVERING THE COUNCIL'S CORPORATE PLAN And other key statutory and service elements						
	back properties which were subject to tenancy fraud to allocate to those on the Housing Register					team, Internal Audit
Housing Non-stat	Successful management of choice based lettings service through Homes4Spelthorne	More efficient means of allocating social housing	March 2024	Housing Options Manager	CW&H	n/a
Housing Non-stat	Continuity of service at White House and Harper House supported housing accommodation	Reduced use of B&B units	Ongoing	Strategic Lead, Housing	CW&H	n/a
Housing stat	Ongoing implementation of Domestic Abuse Act. This is an additional burden on Local Authorities and require collaboration with upper tier authority. Ongoing service	Better service for victims of DA. Legal compliant service with no legal challenges	April 2024	Housing Options Manager	CW&H	Part of the delivery dependant on Surrey County Council to deliver accommodation
Housing stat	Continued implementation of homeless and housing strategy	Successful homeless prevention and support for vulnerable people	March 2025	Strategic Lead, Housing / Housing Options Manager	CW&H	n/a
Housing stat	Mitigating against the cost-of-living crisis and propose changes to the private rent sector by contracting additional advice services, corporate approach to household support fund and careful use of Homeless Prevention Grant	Targeted use of Homelessness Prevention Grant	March 2025	Housing Options Manager	CW&H	Household support Grant
Housing stat	Tri-borough sanctuary scheme with dedicated Independent Domestic Violence Advocate and enhanced security measures to protect victims	Oversight of contract performance North Surrey Domestic Abuse Service (NSDAS)	Ongoing	Housing Options Manager	CW&H	DA mitigation funding

KEY ACTIVITIES DELIVERING THE COUNCIL'S CORPORATE PLAN And other key statutory and service elements						
Housing stat	Working with planning department at SBC and A2D to find the best solution to xxxxxxxx flats and xxxxxxxx Estate redevelopment, to effect best outcome for the residents	Joint approach to improve accommodation quality for tenants	Ongoing	Group Head Community Wellbeing	CW&H	A2D Development Fund , Planning

2. RESOURCES 2023/24 IDENTIFY FOR EACH SERVICE AREA – THIS SHOULD BE YOUR APPROVED FIGURES FOR 2023/24 (ASK YOUR SERVICE ACCOUNTANT FOR ASSISTANCE AS REQUIRED).

Service Area	Revenue Expenditure Budget £	Capital Budget £	Projected Income £	Staff (Full time equivalents)	Key risks for budget
Homelessness and Housing Services	4,106,400	0	2,060,600	21	Risk of spike in demand for B&B, temp accommodation, and reduction in housing supply – impact on affordable housing
Spelthorne Rent Assured	995,100	0	973,800	2	Reduced availability of PRS properties on the market. Compete demand from other local authorities accessing PRS – impact on affordable housing
Housing Strategy	0	0	0	5	Demand on introduction and implementation of new government schemes and policies – impact affordable housing
Step Down	287,200	0	287,200	3	Externally funded service, the demand for the service fluctuates – impact on affordable housing, community, service delivery
Street Property Acquisition	0	5,209,800	0	1	Competition on housing market, high property prices and shortage of required skillset and building materials following Brexit – impact on affordable housing

Refugee Scheme Management	1,177,900	0	1,177,900	0	High demand for additional properties within the borough to house refugees – impacting on affordable housing
Total	6,566,600	5,209,800	4,499,500	31	

Details of bid (1)	Reason for Bid and confirm which priority in the new corporate plan this relates to CARES (Community, Affordable Housing, Recovery, Environment & Service Delivery) include consideration of future years items. (2)	Cost Centre code details (3)	Start Date MM/YY (4)	Gross Funding rec'd Separate line. If none enter n/a (£000) (5)	Gross (Revenue or Saving) or Cost £000 (6)	Total bid Req'd. (7)	End Date MM/YY (8)	PID Req'd Y or N If no, why not? (9)	Procurement involved. Y or N If no, why not? (10)	24/25 £000 (11)	25/26 £000 (12)	26/27 £000 (13)	27/28 £000 (14)
Cost - Revenue	Top up for B&B emergency accommodation The current budget was set based on 60 placements at a cost of £141.83 per night. The demand has increased, as has the cost of the nightly stays to now £259.64 The growth bid represents a range from 75-100 placements	123025021	04/2024	874,900		570,100-907,628	ongoing		N	570,100 - 907,628	570,100 - 907,628	570,100 - 907,628	570,100 - 907,628
Total Cost - Revenue						570,100 - 907,628	ongoing		N	570,100 - 907,628	570,100 - 907,628	570,100 - 907,628	570,100 - 907,628
Income - Revenue													

Total Income - Revenue													
Staff - Revenue													
Total Staff - Revenue													
Savings - Revenue													
Total Savings - Revenue	0												

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Revenue, Staff and Savings Bids 24/25, 25/26 and 26/27. Given the medium term financial strategy is extremely tight please consider likely impact of each items beyond 24/25 where feasible or where savings may emerge, it is essential that you enter figures for 25/26, 26/27 and 27/28, if you don't believe there will be any figures for a year enter n/a (not applicable).

Use a separate line for each item.

Provisional 2023/24 revenue cost/income budget requested.

Service Area	Revenue Expenditure	Projected	Staff	Savings	Total budget
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	Budget	Income	(Full time equivalents)		
Total 2024/25	6,566,600	4,499,500	31	0	2,067,100
Expenditure Costs	907,600	0	0	0	907,600
Project Income/Lost Income	0	-	0	0	X
Staff	0	0	X	0	X
Savings	(0)	(0)	(0)	(X)	(X)
Total 2024/25 Provisional Revenue Budget 2024/25	7,474,200	4,499,500	31	-	2,974,700

Significant/Material anticipated revenue budget impacts:

Please highlight any estimate financial impacts (positive or adverse) anticipated over the next four years. For example this could arise from new anticipated statutory requirements, contractual inflation/new contracts; impact of population growth etc

Service Cost Centre	Issues Description	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s
	Additional demand for emergency accommodation due to cost of living crisis and shrinking PRS and increase in interest rates	570,100 - 907,628	570,100 - 907,628	570,100 - 907,628	570,100 - 907,628
Total £000s		570,100 - 907,628	570,100 - 907,628	570,100 - 907,628	570,100 - 907,628

Capital Bids 24/25, 25/26 and 26/27. It is important that before you submit bid, particularly for a project, you must have gone through the PID process and discussed the project with procurement, if you have not done either, you bid will be rejected, as our medium term financial strategy indicates that cash flow will be extremely tight. Therefore, please consider likely impact of each items beyond 24/25 where feasible or where savings may emerge, it is essential that you enter figures for 25/26, 26/27 and 27/28, if you don't believe there will be any figures for a year enter n/a (not applicable).

Use a separate line for each item.

Details of bid	Reason for Bid and confirm which priority in the new corporate plan this relates to CARES (Community, Affordable Housing, Recovery, Environment & Service	Cost Centre code details	Start Date MM/YY	Gross Funding rec'd Separate line. If none enter	Gross Capital Cost £000	Total bid Req'd. £000's	End Date MM/YY	PID Req'd Y or N Mandat	Procurement involved Y or N Mandat	24/25 £000	25/26 £000	26/27 £000	27/28 £000
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(1)	Delivery) include consideration of future years items (2)	(3)	(4)	n/a (£000) (5)	(6)	(7)	(8)	ory (9)	ory (10)	(11)	(12)	(13)	(14)
Capital	n/a												
Total Capital													

3. CARBON FOOTPRINT – working in conjunction with our Climate Change Officer please highlight in the table below how you intend to reduce the Carbon Footprint (by tons) within your department over the next four years and beyond, if there is an invest to save element in your plans, please ensure that the cost element is highlighted in the relevant section above for revenue and or capital bids

Cost Centre	Initiative	24/25	25/26	26/27	27/28
	Increasing the use of electric pool cars for client visits where possible	medium	medium	medium	medium
	Working flexibly, from home at least 3 days a week to save commuting emissions	medium	medium	medium	medium
	Encourage Surrey wide meetings to hold remotely to save commuting emissions	medium	medium	medium	medium
	Increase energy efficiency performance on Street Property acquisition	medium	medium	medium	medium
	Encourage public to use public transport to attend events organised by the Council Housing Team	low	low	low	low
	Provide plant based food for events organised by housing team	low	low	low	low

	Encouraging staff to turn off computers that are not in used	low	low	low	low
	Encouraging staff to reduce unnecessary emails	low	low	low	low
Total carbon reduction by ton					

4. PROCUREMENT CONTRACTS – please list below all contracts under £40,000 that will lapse and or will need to be renewed over the next four years

Cost Centre	Supplier	Contract details	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s
	LookAhead	Floating Support		34,400		
Total £000s			X	34,400	X	x

5. KEY PERFORMANCE INDICATORS - *These measure performance for key ongoing activities of the service and corporate performance monitoring on a quarterly basis – NB review and consider meaningful as well as statutory KPIs – KPIs will be reported to Committees quarterly.*

Code	Key indicator description	Time period	Target
HO1	Number of homelessness cases prevented in quarter (year to date figure in brackets).	annual	180
HO2	Number of homelessness duty acceptances in quarter (year to date figure in brackets)	annual	120
	Number of households living in temporary accommodation	annual	No target but aim is to

			reduce numbers
H03	Number of duty accepted cases in temporary accommodation at end of quarter	annual	100
H04	Number of cases where homelessness duty has ended in quarter (year to date figure in brackets)	annual	100

7. KEY ISSUES/RISKS FOR 2024/25 – this section highlights key issues/risks which may affect other services that work with us or support our work (add in rows as appropriate. Please ensure cover future and current service risks. In light of corporate risk please ensure consider each area fully.

WORKFORCE PLANNING ISSUES/TRAINING REQUIREMENTS
Proactive uptake of professional housing qualification in anticipation of mandatory requirements with the introduction of the TSMS (tenant satisfaction measures). Training resource would be required as well as staff willingness to undertake the training, thus risk of staff retention due to mandatory training requirements.
COMMUNICATION/CONSULTATION
<i>Housing and Homelessness Strategy 2025-30 draft - consultation</i> <i>Landlord Forum – for private sector landlords</i> <i>Homelessness Prevention Forum</i>
LEGAL ISSUES (likely to require additional legal support)
Tenancy fraud actions for identified cases within A2D portfolio Conveyancing and due diligence service for street property and LAHF acquisition service
GDPR
Ensure all processes and procedures are followed
PROCUREMENT OR CONTRACTS (upcoming procurements or contracts required)
Extension or procurement of contract for the management of White House and Harper House Extension or procurement of contract for cleaning services at White House and Harper House Exemption or procurement for services currently provided by Citizens Advice and Rentstart

Extension or procurement of floating support and intensive floating support services
ICT (e.g. provide information on systems to be purchased or support needed)
Support with the maintenance of Homes4Spelthorne system Corporate plans for Civica system continuation, which may require a switch to an alternative system
Climate Change
LAHF properties to be rated EPC C or above
SERVICE RISKS (consider likelihood and impact) – relate where appropriate to corporate risk
Unforeseen demand for emergency accommodation e.g. if there was severe flooding to impact the budget. Delays to the delivery of street properties acquisition programme, which necessitate temporary accommodation arrangements.
Risk of RSI funding as well as Homelessness Prevention funding being discontinued, affecting current service delivery and other pressure on other budgets
Rapidly rising rent in London impact on adjoining local authorities where residents search for cheaper accommodation, e.g. Spelthorne. Homelessness placements rise from other boroughs
Impact of cost of living crisis and energy costs along with rising mortgage rates, which can push more families into poverty and at risk of homelessness
Proposed changes to s.21 evictions, may lead to panic evictions and increased homelessness
Full impact of the Renters Reform not yet known, but we can foresee the need to increase budget for B&B and Temporary Accommodation following, as well as need to increase the number of Temporary Accommodation units in the borough
Decanting of xxxxxxxxxxxxxxxx which would have a profound impact on number of properties available to let that are offered to the Council
Unforeseen impact of Refugee Schemes and Asylum application to increase demand for emergency and permanent accommodation, challenges in delivery of new schemes with existing resources, or at short notice without the time to add sufficient resources
Awaiting outcome of a case in Coroners Court, which may result in court directions for future management that put strain on our resources
Risk that we cannot find resettlement homes for all the Afghan families in TA
Risk that Home Office starts to significant accelerate determining asylum seekers claims in xxxxxx hotel resulting in more presenting to the Council
Risk that the Afghan Refugees budget that is being used to cover the cost of the Temporary Accommodation at xxxxxx Estate, cannot be used for this purposes and other budget will need to be identified to cover the expenditure. This is because the funding is provided to LAs to support Afghan Refugees. At xxxxxx most families will move within weeks or months of moving in and for the remainder of the lease term (2 years) the properties will be occupied by the Council’s statutory homeless clients.

Significant risk of high level of expenditure is expected at the end of the lease term at Longford due to the lease terms agreed with the Landlord. There is no clear budget provision to cover that.
NON-LEGAL ISSUES
n/a
EQUALITY and DIVERSITY
n/a

8. LOOKING FURTHER AHEAD: OTHER KEY ISSUES/RISKS FOR THE NEXT THREE YEARS – issues e.g. legislation that we need to plan for in the medium term, financial changes, climate change,

SERVICE AREA
<ul style="list-style-type: none"> • Impact of the cost-of-living crisis on the demand for affordable housing • Reduced number of privately rented accommodation available and the increase in the cost of available private rent, increases the demand for affordable housing. Fundamental shift in the privately rented market, and home ownership becoming more difficult due to affordability • A need to increase budget for Temporary Accommodation and B&B as well as increase supply of Temporary Accommodation following Renters Reform • Additional staff requirements to cope with new burdens following from Renters Reform; i.e. powers to challenge landlords who are not complying with their duties, review of grounds for eviction from private rented sector and advice • Continued impact of welfare reform • Impact of Refugee Schemes and Asylum application to increase demand for emergency and permanent accommodation • Challenges in new developments delivery due to increased cost, impacting on viability of the scheme

9. KEY CONTACTS

Marta Imig	Strategic Lead m.imig@spelthorne.gov.uk
Ken Emerson	Housing Options Manager k.emerson@spelthorne.gov.uk

10.0 MANAGEMENT AND PORTFOLIO HOLDER

10.1 Group Head’s comment/signoff

Signature/ date	Comments
Karen Sinclair 19 July 2023	The range of work the team are involved in is very broad. This year the team have successfully dealt with emerging issues arising from the Home Office closure of the xxxxxxxx hotel for Afghan households. The housing situation locally is at crisis point. Rising rents and mortgage rates mean that for many properties are simply not affordable. Landlords are leaving the sector and for the first time in years the team are struggling to source nightly paid emergency accommodation within or outside the borough. Cases are increasing in complexity and as people become more desperate about their housing situation, they become more frustrated and at times aggressive to staff. I would like to thank the team for the tremendous outcomes against this backdrop

10.2 Comments/sign off from the Deputy Chief Executive/Chief Executive *(delete as appropriate)*

Signature/date	Comments
T.Collier 24/7/23	A comprehensive Service Plan setting out the very challenging context of increasing housing pressures and challenging externalities, and the actions the Team will be taking in response. Well done and thank you to the Team for being focused on to make a positive difference for those in housing need

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Originator:
Reviewer:
Plan Status: Final

19-4-23

Appendix A SERVICE PLAN TEMPLATE – Risk Appetite

There are numerous Services operating across the Council, possibly with varying risk appetites. Being clear on your Service risk appetite will assist you as Managers in making transparent and informed risk-based decisions as part of service provision and delivery of objectives, as well as ensuring the application of proportionate actions and risk mitigation measures (as far as practical and possible) that align with your appetite.

As an example to assist the risk appetite of the Regeneration and Growth Service sits is outlined below:

Appetite Category	Minimal	Cautious	Exploratory	Seeking
Appetite Description	Areas where Spelthorne will apply a strong control environment to reduce or minimise the likelihood that a risk will occur and/or reduce the impact of any risk	Areas where Spelthorne seeks low-risk delivery options and will pilot innovation only in a controlled environment	Areas where Spelthorne strikes a balance between the potential upside benefits and downside risks of a decision and explores new solutions and options for delivery	Areas where Spelthorne takes risks by working with new ideas and approaches, looking for innovation and recognizing that failures are an opportunity for learning and improving.
How are each of these appetites articulated when applied across the RAF impact measure for ‘Service Provision’	Services delivered as planned with mandated developments only	Tried and tested changes made. Use of limited pilots to develop new approaches	Open to new ways of doing things and taking a balanced and pragmatic (capacity-driven) approach to making changes	Continuous re-evaluation of services and how they are delivered to explore new ideas, learn from failures to invest in ever-improving delivery
What is the Council’s overall risk		X		

appetite for 'Service provision' (CURRENT)?				
Use the information above, review the content within your Service Plan and reflect on your Service approaches to establish where your specific Service risk appetite is currently positioned. Add X				
Appetite Category	Minimal	Cautious	Exploratory	Seeking
Homelessness and Housing Services		X		
Spelthorne Rent Assured	X			
Housing Strategy	X			
Step Down	X			
Refugee Scheme Management		X		
Why does your service risk appetite(s) sit against this category? Provide one or two examples of practices and approaches within your Service to support your assessment. For example, if you define your Service(s) to have a minimal or cautious risk appetite is this influenced by a strong regulatory working environment presenting wider implications or repercussions if this appetite category was not adhered to.				

Independent Living Service Plan

SERVICE PLAN 2024/25

1. SERVICE OVERVIEW

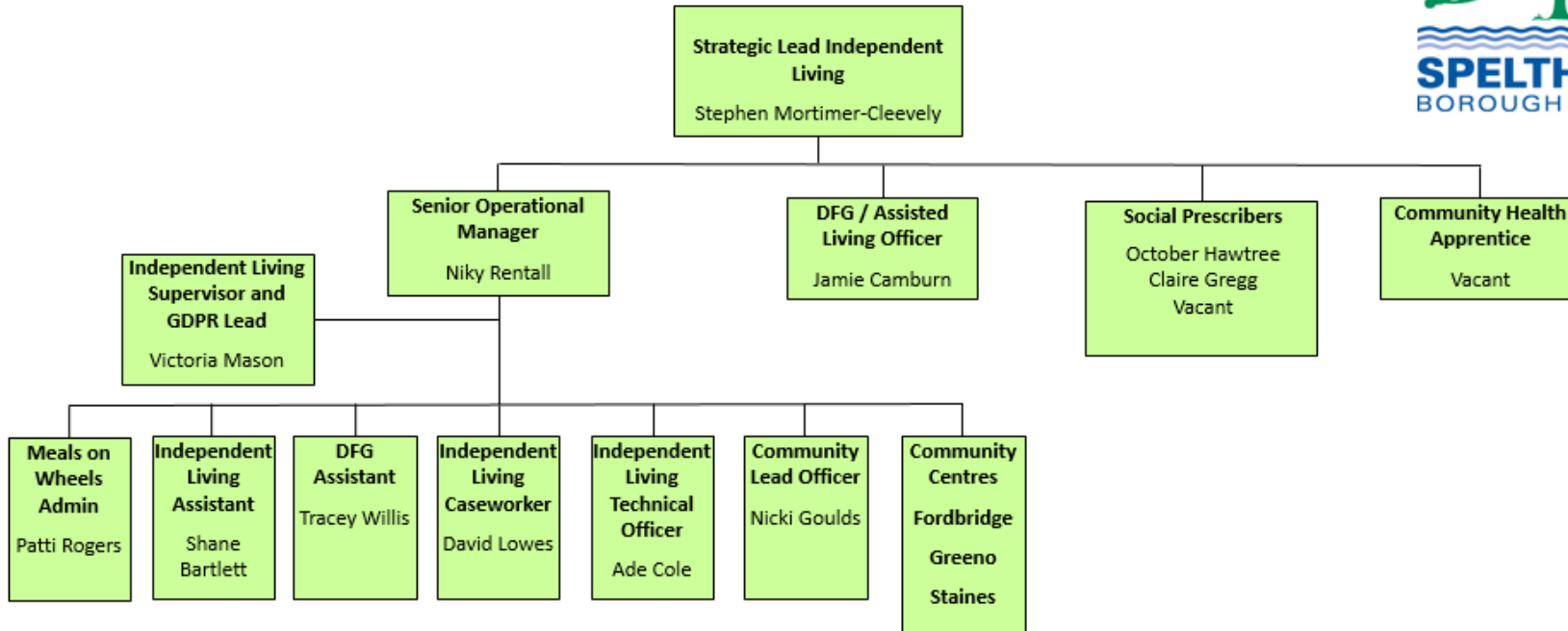
INSERT BRIEF OVERVIEW OF TEAM

The Independent Living Team provide services which support and empower residents to live independently. Our services include SPAN (Spelthorne Personal Alarm Network), Telecare services, Meals on Wheels, Community Centres, Social Prescribing, Homesafe, Handyperson, Home Improvement Support and Disabled Facilities Grants. We work extensively with Health & Social Care partners providing borough leadership around the place agenda, supporting primary, secondary and acute colleagues in promoting independence and prevention whilst reducing hospital admissions and supporting discharge. This includes supporting clients with significant needs in our community centres, who would otherwise be in receipt of homecare and jointly delivering step up/down accommodation with Housing. We work with numerous other agencies and the voluntary sector to support our independence and prevention agenda.

WHO WE ARE

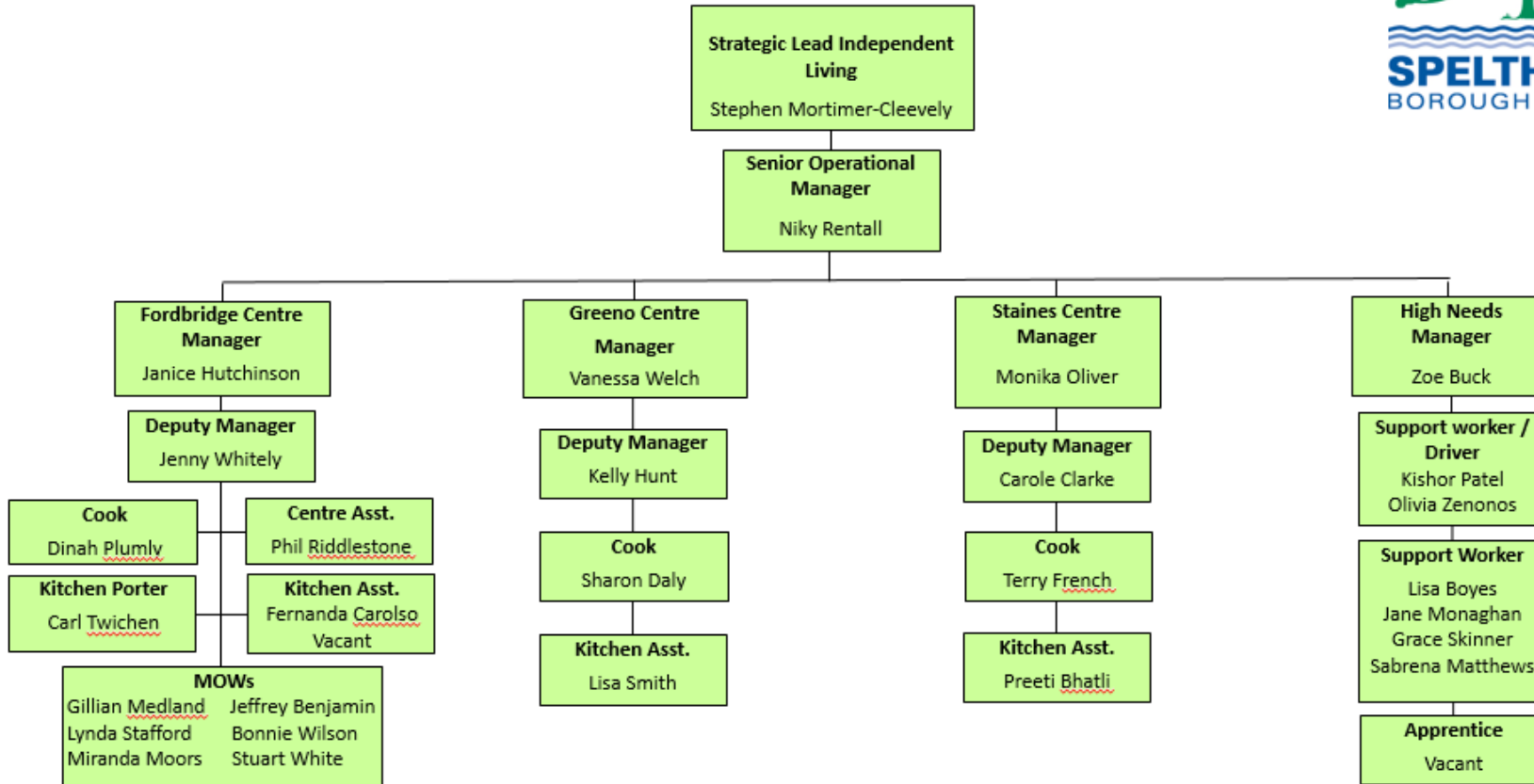


Independent Living





Independent Living – Community Centres



WHAT WE DO: Service Purpose and Core Business Functions

SERVICE AREA – provide “Golden Thread as to how service links to corporate plan	Link to corporate plan priorities (CARES) objectives and values (PROVIDE)
Meals on Wheels – To deliver a hot meal to older people in their own homes (service operates 7 days a week) either as a result of self-referral or as part of a care package.	Community & Service Delivery
SPAN and Telecare Service - To provide an alarm with the option of additional equipment to any client who would benefit from being able to get help at the press on a button.	Community & Service Delivery
Community Centres – To run day centres that provide a variety of activities and services including lunches chiropodists, exercise and various outings and holidays to help keep the older generation mentally and physically fit and help prevent isolation.	Community & Service Delivery
OPAL Group – Run within Fordbridge & Greeno Community Centres; a service that provides transport to/from the Centres, lunch and activities for older people who have additional support needs.	Community & Service Delivery
Independent Living – Partnership with other agencies and the voluntary sector to provide a joined-up service to promote independence e.g. shop mobility, age UK, Social Services, Homesafe.	Community & Service Delivery
Disabled Facilities Grants – Provide grant to assist with the cost of building works or alterations to a property to meet the needs of a disabled person. Including access to the Community Equipment Store & Handiperson Service	Community, Affordable Housing & Service Delivery
Home Improvement Agency – Supporting clients to access Aids and Adaptations supporting them to live Independently	Community, Recovery & Affordable Housing
Emergency Rest Centres – To open, staff and run Emergency Rest Centres, within the Community Centres, when required.	Community & Service delivery
North West Surrey Alliance Place Lead for the Borough	Community & Service Delivery
Spelthorne Healthy Communities Partnership	Community, Recovery & service Delivery
Social Prescribing – providing a non-clinical prescription for Spelthorne residents	Community & Service Delivery

KEY ACTIVITIES/PROJECTS FOR 2024/25 – Significant one-off activities and projects to be undertaken in 24/25 (Projects need to have a business case, PID report before any revenue or capital growth bid is included in the tables below, before you prepare a report for MAT.

Insert the relevant ‘enabling actions’ actions your Team intends to undertake in the coming year to help maximise your resources to achieve service priorities and contribute towards the Corporate Plan priorities and objectives. These will include specific actions that contribute to your team’s work and include any significant ICT projects, specific areas of development in terms of assets, major capital projects and any actions to mitigate against identified service risks. **Ensure fully cover budgetary issues and address climate change impacts** (i.e. does scheme contribute to reducing carbon emissions or meet other social and environmental criteria)

KEY ACTIVITIES DELIVERING THE COUNCIL’S CORPORATE PLAN And other key statutory and service elements						
What is our corporate priority (CARES) ? Is the function statutory or non-statutory	Provide clear outline of what the service wants to achieve including projects and outcomes/deliverables	How will we measure the difference made?	Is a business case required? and when do you hope to action the achieve this by? Or Is this just a growth bid?	Who is the lead officer?	Which Committee sign off?	Other service resources e.g. procurement and <i>budget</i> required mention if also potential growth bids
Community & Service	Successful delivery of newly commissioned meals on wheels offer	Regular monitoring of performance	July 2025	Strategic Lead,	CW&H	Procurement time already

KEY ACTIVITIES DELIVERING THE COUNCIL'S CORPORATE PLAN And other key statutory and service elements						
Delivery				Independent Living		diarised
Community & Service Delivery	Successful delivery of Spelthorne Healthy Communities Partnership board with an extended remit to act as place leaders in both health and SCC landscapes.	Regular monitoring of performance	Dec 2025	Strategic Lead, Independent Living	CW&H	Externally funded with potential ongoing funding vis NWS Alliance
Community & Service Delivery	Wholesale review of food offering and revenue growth potential of food offer	Regular monitoring of performance	March 2026	Strategic Lead, Independent Living, Business Support Manager	CW&H	n/a
Community & Service Delivery	Working closely with Assets to review asset maximisation across the IL portfolio. Including a review of hirers and other opportunities	Regular monitoring of performance	March 2026	Strategic Lead, Independent Living, Senior Manager Independent Living	CW&H	n/a
Community & Service Delivery	Exploring opportunities around workforce including those in relation to NWS Health & Care Alliance prevention roles	Regular monitoring of performance	Dec 2025	Strategic Lead, Independent Living, Senior Manager Independent Living	CW&H	Covering all costs including over and above on costs, will impact on finance, legal, hr, facilities and IT

KEY ACTIVITIES DELIVERING THE COUNCIL'S CORPORATE PLAN And other key statutory and service elements						
Community & Service Delivery	Successful management of community alarms contract including exploring joint opportunities in wearable and virtual ward arenas, which includes a planned expansion of the Prepare to Recover offer.	Regular monitoring of performance	Dec 2025	Strategic Lead, Independent Living, Senior Manager Independent Living Manager	CW&H	n/a
Community & Service Delivery	Continuity of Meals on Wheels service by advocating for regular price reviews and embedding the service in the health and social care landscape with the inclusion of add ons that will support sustainability including; Care Visits, befriending etc	Regular monitoring of performance	Ongoing	Strategic Lead, Independent Living, Senior Manager Independent Living	CW&H	Covering all costs including over and above on costs, will impact on finance, legal, hr, facilities and IT
Community & Service Delivery	Support the county wide model of responder services utilising our current relationship with Mole Valley.	Targeted use of external funding	April 2026	Strategic Lead, Independent Living, Senior Manager Independent Living	CW&H	Part of the delivery dependant on Surrey County Council and NHS England
Community & Service Delivery	Full role out of the new DFG framework to maximise choice and availability for residents	Regular monitoring of performance	March 2025	Strategic Lead, Independent Living, Senior Manager Independent Living	CW&H	n/a

KEY ACTIVITIES DELIVERING THE COUNCIL'S CORPORATE PLAN And other key statutory and service elements						
Community & Service Delivery	Full role out of Case Manager to support the work of the in house Home Improvement Agency enabling smoother hand offs and KPI monitoring.	Regular monitoring of performance	March 2025	Strategic Lead, Independent Living, Senior Manager Independent Living	CW&H	IT resource previously allocated to support this
Community & Service Delivery	Explore opportunities arising from the excellent outcomes of DFG and HIA work, including joint working with existing partners in relation to HIA and handyperson services	Joint approach to achieve economies of scale and good practice	Ongoing	Strategic Lead, Independent Living.	CW&H	
Community & Service Delivery	Working with NWS Health and Care Alliance to integrate our teams into neighbourhoods with the opportunity to expand and further embed, with the ultimate goal of sustaining services	Joint approach to achieve economies of scale and good practice	Ongoing	Strategic Lead, Independent Living. Group Head Community Wellbeing	CW&H	n/a
Community & Service Delivery	Work to embed an ongoing Saturday offer	Targeted use of external funding	Ongoing	Strategic Lead, Independent Living.	CW&H	Long term impacts on staffing.

2. RESOURCES 2023/24 IDENTIFY FOR EACH SERVICE AREA – THIS SHOULD BE YOUR APPROVED FIGURES FOR 2023/24 (ASK YOUR SERVICE ACCOUNTANT FOR ASSISTANCE AS REQUIRED).

Service Area	Revenue Expenditure Budget	Capital Budget	Projected Income	Staff (Full time equivalents)	Key risks for budget and links to corporate plan
Community Care Admin	436,800		247,300	10	Though a fairly stable team in Community Care admin, salaries particularly in Social Prescribing are at scale 4 with system pressures to increase and high turnover
Fordbridge Community Centre	252,700			8	Food and Energy prices add risks to these projections. With the outlook very unpredictable potentially impacting on service delivery.
Greeno Community Centre	181,900		167,000	8	Food and Energy prices add risks to these projections. With the outlook very unpredictable potentially impacting on service delivery.
Staines Community Centre	228,300		85,500	4	Food and Energy prices add risks to these projections. With the outlook

					very unpredictable potentially impacting on service delivery.
Meals on Wheels	276,400		192,400	3.5	Food and Energy prices add risks to these projections. With the outlook very unpredictable potentially impacting on service delivery.
SPAN (community alarms)	0		0	0	Concessions contract has enabled us to protect against wage inflation and fuel prices in the delivery of this service
Others (including Safeguarding)	3,100		17,900		
DFG (capital only)		943,200	97,500	4	Spending power of the DFG is likely to be diminished in the next 3 years with supplier costs increasing
Total	1,781,600		968,800	37.5	

Details of bid (1)	Reason for Bid and confirm which priority in the new corporate plan this relates to CARES (Community, Affordable Housing, Recovery, Environment & Service Delivery) include consideration of future years items. (2)	Cost Centre code details (3)	Start Date MM/YY (4)	Gross Funding rec'd Separate line. If none enter n/a (£000) (5)	Gross (Revenue or Saving) or Cost £000 (6)	Total bid Req'd. (7)	End Date MM/YY (8)	PID Req'd Y or N If no, why not? (9)	Procurement involved. Y or N If no, why not? (10)	24/25 £000 (11)	25/26 £000 (12)	26/27 £000 (13)	27/28 £000 (14)
Cost - Revenue													
Total Cost - Revenue													
Income - Revenue													
Total Income - Revenue													
Staff - Revenue													
Total													

Staff - Revenue													
Savings - Revenue													
Total Savings - Revenue	0												

Revenue, Staff and Savings Bids 24/25, 25/26 and 26/27. Given the medium term financial strategy is extremely tight please consider likely impact of each items beyond 24/25 where feasible or where savings may emerge, it is essential that you enter figures for 25/26, 26/27 and 27/28, if you don't believe there will be any figures for a year enter n/a (not applicable).

Use a separate line for each item.

Provisional 2024/25 revenue cost/income budget requested.

Service Area	Revenue Expenditure Budget	Projected Income	Staff (Full time equivalents)	Savings	Total budget
Total 2024/25	0	0	0	0	X
Expenditure Costs	X	0	0	0	X
Project Income/Lost Income	0	X	0	0	X
Staff	0	0	X	0	X
Savings	(0)	(0)	(0)	(X)	(X)
Total 2024/25 Provisional Revenue	X	X	X	X	X

Budget 2024/25					
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Significant/Material anticipated revenue budget impacts:

Please highlight any estimate financial impacts (positive or adverse) anticipated over the next four years. For example this could arise from new anticipated statutory requirements, contractual inflation/new contracts; impact of population growth etc

Service Cost Centre	Issues Description	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s
MOW	Additional costs both in relation to food and fuel this is likely to fall back but food inflation is still a significant issue	50,000	55,000	60,000	65,000
Total £000s		50,000	55,000	60,000	65,000

Capital Bids 24/25, 25/26 and 26/27. It is important that before you submit bid, particularly for a project, you must have gone through the PID process and discussed the project with procurement, if you have not done either, you bid will be rejected, as our medium term financial strategy indicates that cash flow will be extremely tight. Therefore, please consider likely impact of each items beyond 24/25 where feasible or where savings may emerge, it is essential that you enter figures for 25/26, 26/27 and 27/28, if you don't believe there will be any figures for a year enter n/a (not applicable).

Use a separate line for each item.

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(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)
Details of bid	Reason for Bid and confirm which priority in the new corporate plan this relates to CARES (Community, Affordable Housing, Recovery, Environment & Service Delivery) include consideration of future years items	Cost Centre code details	Start Date MM/YY	Gross Funding rec'd Separate line. If none enter n/a (£000)	Gross Capital Cost £000	Total bid Req'd. £000's	End Date MM/YY	PID Req'd Y or N Mandatory	Procurement involved Y or N Mandatory	24/25 £000	25/26 £000	26/27 £000	27/28 £000
Capital	n/a												

Total Capital													
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3. CARBON FOOTPRINT – working in conjunction with our Climate Change Officer please highlight in the table below how you intend to reduce the Carbon Footprint (by tons) within your department over the next four years and beyond, if there is an invest to save element in your plans, please ensure that the cost element is highlighted in the relevant section above for revenue and or capital bids

Cost Centre	Initiative	24/25	25/26	26/27	27/28
	Increasing the use of electric pool cars for client visits where possible	medium	medium	medium	medium
	Working flexibly, from home at least 3 days a week to save commuting emissions	medium	medium	medium	medium
	Encourage Surrey wide meetings to hold remotely to save commuting emissions	medium	medium	medium	medium
	Increase energy efficiency performance of IL assets	medium	medium	medium	medium
	Encourage public to use public transport to attend centres by staff and clients	low	low	low	low
	Encourage the use of Spelride	low	low	low	low
	Encouraging staff to turn off computers that are not in used	low	low	low	low
	Encouraging staff to reduce unnecessary emails	low	low	low	low
Total carbon reduction by ton					

4. PROCUREMENT CONTRACTS – please list below all contracts under £40,000 that will lapse and or will need to be renewed over the next four years

Cost Centre	Supplier	Contract details	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s

Total £000s						

5. KEY PERFORMANCE INDICATORS - *These measure performance for key ongoing activities of the service and corporate performance monitoring on a quarterly basis – NB review and consider meaningful as well as statutory KPIs – KPIs will be reported to Committees quarterly.*

Code	Key indicator description	Time period	Target
IL1	Community Alarm calls answered with 180 seconds	annual	95%
IL2	DFG Applications completed with 6 months	annual	95%
IL3	Social Prescribing Clients contacted in 5 days of referral	annual	95%
IL 4	Maintain current MOW numbers	annual	Margin of +/- 5%
IL5	Maintain current OPAL number	annual	Margin of +/- 5%

7. KEY ISSUES/RISKS FOR 2024/25 – *this section highlights key issues/risks which may affect other services that work with us or support our work (add in rows as appropriate. Please ensure cover future and current service risks. In light of corporate risk please ensure consider each area fully.*

WORKFORCE PLANNING ISSUES/TRAINING REQUIREMENTS
IOSH updates
Regular First AID training
Safeguarding
Working with vulnerable adults
COMMUNICATION/CONSULTATION
<i>Regularly through Spelthorne Healthy Communities Partnership Board</i>
<i>Customer satisfaction surveys</i>

LEGAL ISSUES (likely to require additional legal support)
There are a number of opportunities around staff transfer into the organisation legal will be cited and involved
GDPR
Ensure all processes and procedures are followed
PROCUREMENT OR CONTRACTS (upcoming procurements or contracts required)
Extension or procurement of contract for the management of MOW Extension or procurement of contract for vehicles for MOW
ICT (e.g. provide information on systems to be purchased or support needed)
Support with the maintenance of Case Manager and potentially a Social Prescribing platform Wind down of the use of Uniform Exploration of other eform projects
Climate Change
A review of all IL community assets
SERVICE RISKS (consider likelihood and impact) – relate where appropriate to corporate risk
Social Care are experiencing significant challenges in relation to funding and workforce this directly impacts the level of need presented at our services we will continue to see more vulnerable residents with less access to long term care
Continued inflationary pressures on our food offer both MOW and in house
Failures in other local boroughs have impacted discretionary services first, there is a risk that we could soon look like an outlier
Impact of cost of living crisis and energy costs along with rising mortgage rates, which can push more families into poverty
Increasing challenges in bed capacity and the likely impact of regular and more pronounced winter pressures particularly post COVID
NON-LEGAL ISSUES
n/a
EQUALITY and DIVERSITY
There are a number of opportunities for IL to increase involvement of both staff and members to help foster greater understanding of the current landscape and how this can impact, potentially unintentionally, our residents accessing services.

8. LOOKING FURTHER AHEAD: OTHER KEY ISSUES/RISKS FOR THE NEXT THREE YEARS – issues e.g. legislation that we need to plan for in the medium term, financial changes, climate change,

SERVICE AREA
<ul style="list-style-type: none"> • Impact of the cost-of-living crisis on the demand for our services. • A potential flatlining of BCF or not keeping pace with inflation. • A potential LA reset in terms of discretionary services. • Heavier demands on services through the prevention agendas without associated funding • Continued challenges for the voluntary sector to sustain • Impact of Health & Care Act 2022 and expectations therein for LA's

9. KEY CONTACTS

Stephen Mortimer-Cleevly	Strategic Lead s.mortimer-cleevly@spelthorne.gov.uk
Niky Rentall	Senior Operational Manager n.rentall@spelthorne.gov.uk

10.0 MANAGEMENT AND PORTFOLIO HOLDER

10.1 Group Head's comment/signoff

Signature/ date	Comments
Karen Sinclair 19 July 2023	

10.2 Comments/sign off from the Deputy Chief Executive/Chief Executive *(delete as appropriate)*

Signature/date	Comments
T.Collier 24/7/23	

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Appendix A SERVICE PLAN TEMPLATE – Risk Appetite

There are numerous Services operating across the Council, possibly with varying risk appetites. Being clear on your Service risk appetite will assist you as Managers in making transparent and informed risk-based decisions as part of service provision and delivery of objectives, as well as ensuring the application of proportionate actions and risk mitigation measures (as far as practical and possible) that align with your appetite.

As an example to assist the risk appetite of the Regeneration and Growth Service sits is outlined below:

Appetite Category	Minimal	Cautious	Exploratory	Seeking
Appetite Description	Areas where Spelthorne will apply a strong control environment to reduce or minimise the likelihood that a risk will occur and/or reduce the impact of any risk	Areas where Spelthorne seeks low-risk delivery options and will pilot innovation only in a controlled environment	Areas where Spelthorne strikes a balance between the potential upside benefits and downside risks of a decision and explores new solutions and options for delivery	Areas where Spelthorne takes risks by working with new ideas and approaches, looking for innovation and recognizing that failures are an opportunity for learning and improving.
How are each of these appetites articulated when applied across the RAF impact measure for ‘Service Provision’	Services delivered as planned with mandated developments only	Tried and tested changes made. Use of limited pilots to develop new approaches	Open to new ways of doing things and taking a balanced and pragmatic (capacity-driven) approach to making changes	Continuous re-evaluation of services and how they are delivered to explore new ideas, learn from failures to invest in ever-improving delivery
What is the Council’s overall risk appetite for		X		

'Service provision' (CURRENT)?				
Use the information above, review the content within your Service Plan and reflect on your Service approaches to establish where your specific Service risk appetite is currently positioned. Add X				
Appetite Category	Minimal	Cautious	Exploratory	Seeking
1. Meals on Wheels		x		
2. SPAN	x			
3. Community Centres			X	
4.Independent Living			X	
5. OPAL	X	x		
6. DFG	x			
7. HIA		x		
8. Rest Centres	x			
9. Place lead			x	x
10. Healthy Communities Partnership		x	x	
Why does your service risk appetite(s) sit against this category? Provide one or two examples of practices and approaches within your Service to support your assessment. For example, if you define your Service(s) to have a minimal or cautious risk appetite is this influenced by a strong regulatory working environment presenting wider implications or repercussions if this appetite category was not adhered to.				

FAMILY SUPPORT SERVICE PLAN

SERVICE PLAN 2024/25**1. SERVICE OVERVIEW****INSERT BRIEF OVERVIEW OF TEAM**

The Family Support Team provide intensive support to some of the most complex families in the borough (and also across Elmbridge and Epsom and Ewell). We are commissioned by Surrey County Council to be one of the providers of support to families meeting the threshold for level 3 support but work with many families on the cusp of level 4 so many involve a high degree of complexity and risk. Surrey County Council like many councils across the country is focused on reducing the number of children on Child Protection plans and Child in Need plans. They have made progress in relation to this but the reality is that a lot of those families are now being supported by teams like ours. This means the team is adapting to increasing levels of complexity. In addition to this work the team is increasingly taking on a role in providing the council's wrap around support to Ukrainian and Afghan refugee families arriving and settling in the area. This work is funded by resource from the Home Office to deliver wrap around support. We work closely with a range of internal and external partners to ensure a co-ordinated approach and to empower families and increase their resilience by linking them into universal services in the area.

WHO WE ARE

The team consists of a permanent team of one Head of Family Support, one Assistant Team Manager, one administrator and data manager, one Senior Family Support Co-ordinator, six Family support co-ordinators and a student social worker placement co-ordinator. We also will have three social work students on placement between September and May. In addition fixed term and temporary staff working to support Ukrainian and Afghan refugees in the Borough (and Elmbridge Borough Council) also sit within the family support team structure. This currently consists of one Refugee Resettlement Manager, two fixed term Afghan support workers, one casual Afghan support worker and one Ukrainian support worker.

WHAT WE DO: Service Purpose and Core Business Functions

Provide a narrative here covering the services work and how the work fits with the priorities of the corporate plan.

KEY ACTIVITIES/PROJECTS FOR 2024/25 – Significant one-off activities and projects to be undertaken in 24/25 (Projects need to have a business case, PID report before any revenue or capital growth bid is included in the tables below, before you prepare a report for MAT.

Insert the relevant ‘enabling actions’ actions your Team intends to undertake in the coming year to help maximise your resources to achieve service priorities and contribute towards the Corporate Plan priorities and objectives. These will include specific actions that contribute to your team’s work and include any significant ICT projects, specific areas of development in terms of assets, major capital projects and any actions to mitigate against identified service risks. **Ensure fully cover budgetary issues and address climate change impacts** (i.e. does scheme contribute to reducing carbon emissions or meet other social and environmental criteria)

KEY ACTIVITIES DELIVERING THE COUNCIL’S CORPORATE PLAN And other key statutory and service elements						
What is our corporate priority (CARES) ? Is the function statutory or non-statutory	Provide clear outline of what the service wants to achieve including projects and outcomes/deliverables	How will we measure the difference made?	Is a business case required? and when do you hope to action the achieve this by? Or Is this just a growth bid?	Who is the lead officer?	Which Committee sign off?	Other service resources e.g. procurement and <i>budget</i> required mention if also potential growth bids
Community	<p><i>Insert the specific action(s) your Team will take during 2024/25 including projects and BAU</i></p> <p>We continue to work closely with a range of local community partners to ensure there is a co-ordinated and joined up approach to the</p>	The team’s performance is reviewed at quarterly review meetings with Surrey County Council, where performance against	No	Luke Bryson	Community Wellbeing and Housing Committee	N/A

KEY ACTIVITIES DELIVERING THE COUNCIL'S CORPORATE PLAN And other key statutory and service elements						
	support families in Spelthorne access. We support families we work with to make links and foster positive relationships with support available in the local community that they may not otherwise access. We work closely with a range of partners locally including Schools, Family Centres, Targeted Youth Support, the Job Centre and employment advisers, the Police and a range of health partners. We regularly seek feedback from families about what they want support with and about how they have found the support at the close of our work to ensure we adapt to meet changing need.	agreed key performance indicators around timeliness of service provision is considered.				
Affordable housing	We support many families we work in relation to their housing, supporting them to make changes where their tenancies may be at risk and advocating for them when they may need additional support from the housing provider. Our Resettlement team are also increasingly supporting refugees who have secured private rented homes in the borough to manage their tenancies and supporting them to integrate into local communities so they are empowered to thrive.	As above		Luke Bryson	CWHC	N/A
Recovery	We continue to support many of the individuals in the families we work with to think about the training or employment opportunities that may be available them. We work closely with the local job centre and	As above		Luke Bryson	CWHC	N/A

KEY ACTIVITIES DELIVERING THE COUNCIL'S CORPORATE PLAN						
And other key statutory and service elements						
	employment adviser, promoting jobs fairs and referring individual to employment advisers. We also have strong links with local college to support our work in supporting young people into college after school. We continue to support to refugee families to ensure young people are in education and adults are supported to access courses to support their efforts to find employment and aid their integration into local the local community.					
Environment	This remains an area for improvement for the team. We are proactive in planning shared journeys where possible for home visits we complete in pairs. We also consider what more we can do to support families we work with to make small but significant changes that may have the potential to benefit them economically and also have a positive impact on the environment.	As above				
Service Delivery	As a team we have adapted, and continue to adapt, to increasing complexity of cases. We have adapted to managing a significantly increased waiting list. We are working creatively to mitigate risk of these changes and ensure families continue to receive support in a timely manner, whilst feeding back concerns about theses changes to Surrey.	As above				

2. RESOURCES 2023/24 IDENTIFY FOR EACH SERVICE AREA – THIS SHOULD BE YOUR APPROVED FIGURES FOR 2023/24 (ASK YOUR SERVICE ACCOUNTANT FOR ASSISTANCE AS REQUIRED).

Service Area	Revenue Expenditure Budget £	Capital Budget £	Projected Income £	Staff (Full time equivalents)	Key risks for budget
Family Support	561,400	Nil	561,400	10.85FTE	Income is expected to be lower against the budget mainly due to lower reimbursement expected from Surrey County Council
Total	561,400	Nil	561,400	10.85 FTE	

Details of bid	Reason for Bid and confirm which priority in the new corporate plan this relates to CARES (Community, Affordable Housing, Recovery, Environment & Service Delivery) include consideration of future years items.	Cost Centre code details	Start Date MM/YY	Gross Funding rec'd Separate line. If none enter n/a (£000)	Gross (Revenue or Saving) or Cost £000	Total bid Req'd.	End Date MM/YY	PID Req'd Y or N If no, why not?	Procurement involved Y or N If no, why not?	24/25 £000	25/26 £000	26/27 £000	27/28 £000
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)
Cost - Revenue													
Total Cost - Revenue													
Income - Revenue													
Total Income - Revenue													
Staff - Revenue													

Total Staff – Revenue														
Savings - Revenue														
Total Savings - Revenue														

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Revenue, Staff and Savings Bids 24/25, 25/26 and 26/27. Given the medium term financial strategy is extremely tight please consider likely impact of each items beyond 24/25 where feasible or where savings may emerge, it is essential that you enter figures for 25/26, 26/27 and 27/28, if you don't believe there will be any figures for a year enter n/a (not applicable).

Use a separate line for each item.

Provisional 2024/25 revenue cost/income budget requested.

Service Area	Revenue Expenditure Budget	Projected Income	Staff (Full time equivalents)	Savings	Total budget
Total 2024/25	0	0	0	0	X
Expenditure Costs	£572,300	0	0	0	X
Project Income/Lost Income	0	£525,000	0	0	X
Staff	0	0	10.85	0	X
Savings	(0)	(0)	(0)	(X)	(X)

Total 2024/25 Provisional Revenue Budget 2024/25	£572,300	£525,000	10.85	0	£47,300
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Significant/Material anticipated revenue budget impacts:

Please highlight any estimate financial impacts (positive or adverse) anticipated over the next four years. For example this could arise from new anticipated statutory requirements, contractual inflation/new contracts; impact of population growth etc

Service Cost Centre	Issues Description	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s
Family Support	The current SLA with SCC for the service was due to expire in April 2024 but has been extended to March 2025. This creates uncertainty as to whether SBC will continue to be the employee beyond 2024-25	The projected budget for 2024/5 carries a significant overspend. It will be possible to mitigate this by leaving one post (currently being filled on a fixed term basis vacant, and also potentially not back-filling a team member who will be going on maternity leave.	Potential redundancy costs if service transferred to another provider and not all posts accepted as covered by TUPE – not possible to quantify at this stage National Funding runs until March 2025 so again uncertainty to level of funding for the service beyond 2024025		
Total £000s		£47,300	X	X	x

Capital Bids 24/25, 25/26 and 26/27. It is important that before you submit bid, particularly for a project, you must have gone through the PID process and discussed the project with procurement, if you have not done either, you bid will be rejected, as our medium term financial strategy indicates that cash flow will be extremely tight. Therefore, please consider likely impact of each items beyond 24/25 where feasible or where savings may emerge, it is essential that you enter figures for 25/26, 26/27 and 27/28, if you don't believe there will be any figures for a year enter n/a (not applicable).

Use a separate line for each item.

Details of bid (1)	Reason for Bid and confirm which priority in the new corporate plan this relates to CARES (Community, Affordable Housing, Recovery, Environment & Service Delivery) include consideration of future years items (2)	Cost Centre code details (3)	Start Date MM/YY (4)	Gross Funding rec'd Separate line. If none enter n/a (£000) (5)	Gross Capital Cost £000 (6)	Total bid Req'd. £000's (7)	End Date MM/YY (8)	PID Req'd Y or N Mandatory (9)	Procurement involved Y or N Mandatory (10)	24/25 £000 (11)	25/26 £000 (12)	26/27 £000 (13)	27/28 £000 (14)
Capital	No bids												
Total Capital													

3. CARBON FOOTPRINT – working in conjunction with our Climate Change Officer please highlight in the table below how you intend to reduce the Carbon Footprint (by tons) within your department over the next four years and beyond, if there is an invest to save element in your plans, please ensure that the cost element is highlighted in the relevant section above for revenue and or capital bids

Cost Centre	Initiative	24/25	25/26	26/27	27/28
	Team making use of technology to have virtual meetings reducing travel movements				

	Families allocated strategically to reduce unnecessary travel given the team provide support across three boroughs.				
Total carbon reduction by ton					

4. PROCUREMENT CONTRACTS – please list below all contracts under £40,000 that will lapse and or will need to be renewed over the next four years

Cost Centre	Supplier	Contract details	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s
Total £000s			X	X	X	x

5. KEY PERFORMANCE INDICATORS - *These measure performance for key ongoing activities of the service and corporate performance monitoring on a quarterly basis – NB review and consider meaningful as well as statutory KPIs – KPIs will be reported to Committees quarterly.*

Code	Key indicator description	Time period	Target
	Team performance is measure across three key performance indicators. 1. That contact is made with families within five working days of a referral being made. 2. That an initial visit to meet the family is completed within 10 working days. 3. That a comprehensive whole family Early Help Assessment is completed with 45 calendar days of a case being allocated.		1- 5 days 2- 10 days 3- 45 days

7. KEY ISSUES/RISKS FOR 2024/25 – this section highlights key issues/risks which may affect other services that work with us or support our work (add in rows as appropriate. Please ensure cover future and current service risks. In light of corporate risk please ensure consider each area fully.

WORKFORCE PLANNING ISSUES/TRAINING REQUIREMENTS
<p>NB Try and be realistic on any possible constraints to delivery through shortage of resources or training needed</p> <p>The uncertainties around what will happen to the service in April 2025 creates a risk of adverse impacts on team morale, potentially making retention and recruitment more difficult. Contractual confirmation of extension to 2025 is still outstanding so there remains a risk the contract will end in March 2024.</p> <p>It may be challenging to continue effectively providing service we are commissioned for if staff leave due to lack of long term security. The wider system has on-going issues related to recruitment and retention that impact on what team is expected to manage.</p> <p>If a transfer we will need HR support</p>
COMMUNICATION/CONSULTATION
<p><i>Key areas likely to arise during 24/25</i></p> <p><i>Keeping the team informed once we understand SCC's proposals will be crucial.</i></p>

Maintaining staff morale and commitment as potential end of contract looms.

LEGAL ISSUES (likely to require additional legal support)

Ensure complete as helps legal with their service plan – if there is a transfer we will need Legal support around TUPE

GDPR

Ensure any issues relating to data management and protection are covered under risks.

PROCUREMENT OR CONTRACTS (upcoming procurements or contracts required)

As above for legal, procurement need an indication at least of anything likely to arise (should also be included in project section above where any projects requiring procurement assistance should be highlighted)

ICT (e.g. provide information on systems to be purchased or support needed)

As above for legal they need to be aware of possible ICT needs

Climate Change

Consider both how the service would be impacted by climate change and its climate change impacts.

SERVICE RISKS (consider likelihood and impact) – relate where appropriate to corporate risk

additionally complete risk appetite framework Appendix A (below) – key risks what happens in April 2025 and what the national funding will be from March 2025

NON-LEGAL ISSUES

Include resourcing

EQUALITY and DIVERSITY

Equality Impact Assessments Required or Reviews due include here

8. LOOKING FURTHER AHEAD: OTHER KEY ISSUES/RISKS FOR THE NEXT THREE YEARS – issues e.g. legislation that we need to plan for in the medium term, financial changes, climate change,

SERVICE AREA

9. KEY CONTACTS

Luke Bryson	

10.0 MANAGEMENT AND PORTFOLIO HOLDER

10.1 Group Head’s comment/signoff

Signature/ date	Comments

10.2 Comments/sign off from the Deputy Chief Executive/Chief Executive *(delete as appropriate)*

Signature/date	Comments
T.Collier 25/9/25	Luke has done a great job in the 18 months he he has been pulling together a team particularly with a number of new recruits and dealing with workload issues in terms of number of referrals coming through and their increasing complexity. The team continue to make a significant positive impact on improving the lives of families with complex needs they are supporting. The challenge will be continuing to keep this focus whilst faced with the uncertainties as to how the service will be commissioned beyond 2024-25

Version:	V2
Date of issue	
Originator:	
Reviewer:	
Plan Status:	Final

19-4-23

Appendix A SERVICE PLAN TEMPLATE – Risk Appetite

There are numerous Services operating across the Council, possibly with varying risk appetites. Being clear on your Service risk appetite will assist you as Managers in making transparent and informed risk-based decisions as part of service provision and delivery of objectives, as well as ensuring the application of proportionate actions and risk mitigation measures (as far as practical and possible) that align with your appetite.

As an example to assist the risk appetite of the Regeneration and Growth Service sits is outlined below:

Appetite Category	Minimal	Cautious	Exploratory	Seeking
Appetite Description	Areas where Spelthorne will apply a strong control environment to reduce or minimise the likelihood that a risk will occur and/or reduce the impact of any risk	Areas where Spelthorne seeks low-risk delivery options and will pilot innovation only in a controlled environment	Areas where Spelthorne strikes a balance between the potential upside benefits and downside risks of a decision and explores new solutions and options for delivery	Areas where Spelthorne takes risks by working with new ideas and approaches, looking for innovation and recognizing that failures are an opportunity for learning and improving.
How are each of these appetites articulated when applied across the RAF impact measure for 'Service Provision'	Services delivered as planned with mandated developments only	Tried and tested changes made. Use of limited pilots to develop new approaches	Open to new ways of doing things and taking a balanced and pragmatic (capacity-driven) approach to making changes	Continuous re-evaluation of services and how they are delivered to explore new ideas, learn from failures to invest in ever-improving delivery
What is the Council's overall risk appetite for		X		

'Service provision' (CURRENT)?				
Use the information above, review the content within your Service Plan and reflect on your Service approaches to establish where your specific Service risk appetite is currently positioned. Add X				
Appetite Category	Minimal	Cautious	Exploratory	Seeking
1.Safeguarding and referrals	X			
2.Recruitment and Retention			X6	
3. Assets			X	
4.Economic Development			X	
5. Land Charges	X			
Why does your service risk appetite(s) sit against this category? Provide one or two examples of practices and approaches within your Service to support your assessment. For example, if you define your Service(s) to have a minimal or cautious risk appetite is this influenced by a strong regulatory working environment presenting wider implications or repercussions if this appetite category was not adhered to.				

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Details of Growth Bid	FTE	FTE Statutory / Discretionary / Funding	Reason for Growth Bid	Service Area	Committee	Cost Centre	Cost Centre Code details	Amount	Funding	Full / Part Year	Ongoing or one off	General Fund Net Cost 2024/25	General Fund Net Cost 2025/26	General Fund Net Cost 2026/27	General Fund Net Cost 2027/28	Requested By
MOW Food Inflation		Discretionary	Forecasting costs in 23.24 to be at £100k for food purchases due to contractor increasing prices for food. Hoping that costs in 24.25 will not exceed budget of £100k as food price inflation starts to ease off. Current 23.24 budget provision will be overspent and this has been identified in monitoring.	Independent Living	Community Wellbeing & Housing	12509	125094101	24,800		Full	Ongoing	24,800	25,000	25,000	25,000	Stephen Mortimer-Cleevely
Spelthorne Family Support		Discretionary	Family Support costs Reimbursement from SCC	Spelthorne Family Support	Community Wellbeing & Housing	12512	12512**	50,000	50,000	Full	Ongoing	0	0	0	0	Luke Bryson
Working staff Transfer under TUPE		Discretionary	Working TUPE staff costs for 24.25 offset by funding to be received from Better Care Fund, NICS & Alliance	Community Care Admin	Community Wellbeing & Housing	12501	125011001	525,100		Full	Ongoing	525,100	535,563	546,275	557,200	Stephen Mortimer-Cleevely
Top up for B&B emergency accommodation		Statutory	The current B&B budget was set based on 60 placements at a cost of £141.83 per night. The demand has increased, as has the cost of the nightly stays to now £259.64 The growth bid represents a range from 75-100 placements.	Housing Options	Community Wellbeing & Housing	12302	123025021	907,600		Full	Ongoing	907,600	907,600	907,600	907,600	Marta Imig / Ken Emerson

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Details of Savings Offered	Explanation of proposed saving	Service Area	Committee	Cost Centre	Cost Centre code details	Amount	Full / Part Year	Ongoing / one off	General fund 2024/25	General fund 2025/26	General fund 2026/27	General fund 2027/28	Service impact Assessment of saving	Offered By (Group Head)
Funding for Woking TUPE staff transfer	SBC has reached an agreement with Woking BC to transfer staff under TUPE. The posts are fully funded and include a management fee to offset the general bottom line cost of service for Community Care Admin.	Community Care	Community Wellbeing & Housing	12501	1250171**	620,600	Full	Ongoing	620,600	624,000	638,700	642,200		Karen Sinclair

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Net Expenditure Budget 2024/25 by committee

22 December 2023

Appendix 2

Committee	Revised 2023/24 £000s	Proposed 2024/25 £000s	Change from 2023/24 £000s	Increase %	Breif Explanation for increase or decrease in budget
Community Care Administration	436.8	401.0	(35.8)	-8%	Post transferring from Woking
Community Centres	604.8	575.0	(29.8)	-5%	Cleaning contract saving
Homelessness	548.1	1,423.5	875.4	160%	£907,600 Growth bid on statutory services
Refugee Schemes	0.0	(0.5)	(0.5)	#DIV/0!	
Housing Benefits Admin	409.0	422.9	13.9	3%	
Housing Benefits Payments	51.0	51.0	0.0	0%	
Housing Needs	1,519.0	1,600.9	81.9	5%	
Sports and Active Lifestyle	18.0	19.2	1.2	7%	5%inflation on cost
Arts Development	30.5	32.1	1.6	5%	5%inflation on cost
Leisure Administration	357.3	365.0	7.7	2%	
Sunbury Golf Club	(47.6)	(47.6)	0.0	0%	
Events	0.0	0.0	0.0	#DIV/0!	
Museum	(5.1)	(5.0)	0.1	-2%	
Public Health	4.2	4.6	0.4	10%	
Resource Centre	14.0	14.2	0.2	1%	
Spelthorne Leisure Centre	40.9	22.2	(18.7)	-96%	
Youth	27.1	28.5	1.4	5%	5%inflation on cost
General Grants	279.8	226.7	(53.1)	-25%	5%inflation on cost
Meals on Wheels	85.5	99.0	13.5	16%	Increase in food cost
Community Development	39.0	39.0	0.0	0%	
Research & Consultation	0.0	0.0	0.0	#DIV/0!	
Span	0.0	0.0	0.0	#DIV/0!	
Spelthorne Family Support	0.0	50.2	50.2	#DIV/0!	No increase in income from SCC
Community Wellbeing & Housing Committee	4,412.3	5,321.9	909.6	21%	

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Budget Report for 24/25 & 23/24**Community Wellbeing & Housing**

<u>Public Health</u>	<u>10502</u>	<u>24/25</u>	<u>23/24</u>
4006 Other Consumables		0.00	0.00
4433 Public Burials		4,500.00	4,300.00
4802 Initiatives		0.00	0.00
7151 Other Reimbursements		-3,900.00	-3,900.00
		<u>600.00</u>	<u>400.00</u>
<u>Health and Safety at Work</u>	<u>10503</u>	<u>24/25</u>	<u>23/24</u>
4006 Other Consumables		4,000.00	3,800.00
7151 Other Reimbursements		0.00	0.00
		<u>4,000.00</u>	<u>3,800.00</u>
<u>HB Administration</u>	<u>12101</u>	<u>24/25</u>	<u>23/24</u>
1001 Salaries		540,500.00	529,700.00
1101 National Insurance		48,600.00	47,300.00
1111 Superannuation		93,900.00	91,600.00
1202 First Aid Allowance		400.00	200.00
1209 Fire Wardens Allowance		200.00	200.00
1601 Professional subscriptions		200.00	200.00
1803 Employee related insurance		2,800.00	5,200.00
1813 Criminal Records Bureau		100.00	100.00
3901 Public Transport		100.00	100.00
3905 Car Mileage Allowance		200.00	200.00
4301 Internal printing		8,100.00	8,100.00
4302 External printing		2,000.00	2,000.00

Budget Report for 24/25 & 23/24

4312	Books & publications	1,000.00	1,000.00
4406	Legal and Court Costs	500.00	500.00
4412	Land registry	500.00	500.00
4415	Tracing Agency	0.00	0.00
4501	Postage Direct charge	0.00	0.00
4507	Postage Envelopes	12,000.00	12,000.00
4511	Telephones call charges	600.00	600.00
4516	Mobile phones	200.00	200.00
4552	Computer Software	4,700.00	4,700.00
4603	Conference fees travel & subst	100.00	100.00
4701	Subscriptions General	6,200.00	4,500.00
4979	Other Miscellaneous Expenses	0.00	0.00
4983	Unders/Overs	0.00	0.00
7003	HB subsidy Administration	-300,000.00	-300,000.00
7151	Other Reimbursements	0.00	0.00
		<u>422,900.00</u>	<u>409,000.00</u>

<u>Rent Rebates</u>	<u>12102</u>	<u>24/25</u>	<u>23/24</u>
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5503	Benefits paid B&B	796,000.00	796,000.00
7002	Housing Benefits Subsidy Rebat	-796,000.00	-796,000.00
		<u>0.00</u>	<u>0.00</u>

<u>Rent Allowances</u>	<u>12103</u>	<u>24/25</u>	<u>23/24</u>
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5501	Benefits paid general	20,960,000.00	20,960,000.00
5505	Benefits Paid Iman Chqs	560,000.00	560,000.00
5508	Benefits Paid Cancelled Chq	-5,000.00	-5,000.00
5509	Benefits paid PSL	0.00	0.00

Budget Report for 24/25 & 23/24

5511	Benefits over-payments Fraud	-100,000.00	-100,000.00
5512	Benefits overpayments LA error	-25,000.00	-25,000.00
5513	Benefits overpayments error	-700,000.00	-700,000.00
5516	Benefits Overpayments backdate	-4,000.00	-4,000.00
5517	Administrative Delay	-10,000.00	-10,000.00
7002	Housing Benefits Subsidy Rebat	-20,760,000.00	-20,760,000.00
7008	DHP Contribution	0.00	0.00
		<u>-84,000.00</u>	<u>-84,000.00</u>

<u>Council Tax Benefits</u>	<u>12104</u>	<u>24/25</u>	<u>23/24</u>
5501	Benefits paid general	0.00	0.00
7003	HB subsidy Administration	0.00	0.00
		<u>0.00</u>	<u>0.00</u>

<u>Discretionary Housing Payments</u>	<u>12106</u>	<u>24/25</u>	<u>23/24</u>
5501	Benefits paid general	400,000.00	400,000.00
7008	DHP Contribution	-265,000.00	-265,000.00
		<u>135,000.00</u>	<u>135,000.00</u>

<u>Housing Needs Administration</u>	<u>12301</u>	<u>24/25</u>	<u>23/24</u>
1001	Salaries	1,320,900.00	1,251,100.00
1099	Employee Salaries recharge	-164,300.00	-162,700.00
1101	National Insurance	143,000.00	135,900.00
1111	Superannuation	229,000.00	216,700.00
1209	Fire Wardens Allowance	200.00	200.00
1210	ILO allowance	400.00	200.00

Budget Report for 24/25 & 23/24

1601	Professional subscriptions	3,000.00	3,000.00
1603	Travelling subsidy	200.00	200.00
1606	Cash Alternative to leased car	5,000.00	5,200.00
1703	Other training	10,000.00	10,000.00
1803	Employee related insurance	5,400.00	10,200.00
3902	Essential User Car Allowance	26,800.00	28,900.00
3905	Car Mileage Allowance	1,500.00	1,500.00
4301	Internal printing	1,500.00	1,500.00
4312	Books & publications	100.00	100.00
4406	Legal and Court Costs	0.00	0.00
4501	Postage Direct charge	0.00	0.00
4507	Postage Envelopes	1,500.00	1,500.00
4511	Telephones call charges	2,300.00	2,300.00
4516	Mobile phones	1,000.00	1,000.00
4552	Computer Software	10,200.00	10,000.00
4603	Conference fees travel & subst	2,500.00	2,500.00
4701	Subscriptions General	1,700.00	1,700.00
4979	Other Miscellaneous Expenses	0.00	0.00
5022	Medical Advisor	0.00	0.00
7151	Other Reimbursements	-1,000.00	-2,000.00
		<u>1,600,900.00</u>	<u>1,519,000.00</u>

<u>Bed and Breakfast</u>	<u>12302</u>	<u>24/25</u>	<u>23/24</u>
5021	Bed & Breakfast Accommodation	2,516,700.00	1,008,300.00
7501	Rents	-1,166,600.00	-565,800.00
		<u>1,350,100.00</u>	<u>442,500.00</u>

Budget Report for 24/25 & 23/24

<u>Homes for Spelthorne</u>		<u>12304</u>	<u>24/25</u>	<u>23/24</u>
4552	Computer Software		26,400.00	26,400.00
4979	Other Miscellaneous Expenses		0.00	0.00
7151	Other Reimbursements		0.00	0.00
			<u>26,400.00</u>	<u>26,400.00</u>
<u>Homelessness Prevention</u>		<u>12305</u>	<u>24/25</u>	<u>23/24</u>
2401	Rents		75,000.00	75,000.00
2410	Rent Deposits		50,000.00	50,000.00
2414	Rental Payment Support		40,000.00	40,000.00
2415	Mortgage Payment Support		10,000.00	10,000.00
3901	Public Transport		500.00	500.00
4034	Purchase of Furniture		1,000.00	1,000.00
4123	Hampers		1,000.00	1,000.00
4406	Legal and Court Costs		50,000.00	50,000.00
4456	Court Desk Duty		3,800.00	3,800.00
4605	Storage Costs		5,000.00	5,000.00
4962	Projects		139,500.00	139,500.00
4963	Young Parents Services		0.00	0.00
4969	Rentstart SLA		50,000.00	50,000.00
4979	Other Miscellaneous Expenses		0.00	0.00
4983	Unders/Overs		0.00	0.00
4986	WH & HH Contribution		100,000.00	100,000.00
5022	Medical Advisor		6,000.00	6,000.00
5028	Experian Translation		3,000.00	3,000.00
5030	Out of Hours Service		2,000.00	2,000.00

Budget Report for 24/25 & 23/24

5047	CAB	86,000.00	86,000.00
5048	Floating Support Service	20,500.00	20,500.00
7006	Other Government Grants	0.00	0.00
7022	MHCLG Flexible Homeless Suppor	0.00	0.00
7023	MHCLG Preventing Homelessness	-604,500.00	-604,500.00
		<u>38,800.00</u>	<u>38,800.00</u>

<u>Homelessness Initiatives</u>	<u>12306</u>	<u>24/25</u>	<u>23/24</u>
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2401	Rents	0.00	0.00
4456	Court Desk Duty	0.00	0.00
4979	Other Miscellaneous Expenses	0.00	0.00
5023	External Management of T/A	0.00	0.00
5024	Rentstart for Families	0.00	0.00
5025	Mediation Services	0.00	0.00
5026	Other initiatives	0.00	0.00
5028	Experian Translation	0.00	0.00
5029	Planned Voids	0.00	0.00
5030	Out of Hours Service	0.00	0.00
5047	CAB	0.00	0.00
5048	Floating Support Service	0.00	0.00
		<u>0.00</u>	<u>0.00</u>

<u>Rough Sleep Initiative</u>	<u>12307</u>	<u>24/25</u>	<u>23/24</u>
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1001	Salaries	0.00	0.00
1099	Employee Salaries recharge	24,200.00	22,600.00
2401	Rents	26,000.00	26,000.00
2416	Housing First	80,000.00	80,000.00

Budget Report for 24/25 & 23/24

3901	Public Transport	1,000.00	1,000.00
4516	Mobile phones	200.00	200.00
4601	Subsistence	300.00	300.00
4979	Other Miscellaneous Expenses	500.00	500.00
5021	Bed & Breakfast Accommodation	15,000.00	15,000.00
5048	Floating Support Service	34,400.00	34,400.00
7024	MHCLG Rough Sleeing Initiative	-177,200.00	-177,200.00
7501	Rents	-20,000.00	-20,000.00
		<u>-15,600.00</u>	<u>-17,200.00</u>

COVID ICS Step-Down Accommodz12308**24/25****23/24**

1099	Employee Salaries recharge	95,000.00	95,000.00
2004	General repairs	9,000.00	9,000.00
2301	Electricity	5,500.00	5,500.00
2302	Gas	8,200.00	8,200.00
2401	Rents	100,000.00	100,000.00
2411	Council tax (void property)	17,000.00	17,000.00
2604	Contract cleaning	18,000.00	18,000.00
4034	Purchase of Furniture	5,000.00	5,000.00
4101	Food Purchases	21,600.00	21,600.00
4206	Bedding	1,100.00	1,100.00
4207	Personal Budgets	1,800.00	1,800.00
4979	Other Miscellaneous Expenses	5,000.00	5,000.00
7116	NHS SURREY HEARTLANDS	-287,200.00	-287,200.00
7151	Other Reimbursements	0.00	0.00

Budget Report for 24/25 & 23/24

		<u>0.00</u>	<u>0.00</u>
<u>COVID Temporary Accommodation12309</u>		<u>24/25</u>	<u>23/24</u>
2001	Responsive maintenance	0.00	0.00
2004	General repairs	0.00	0.00
2301	Electricity	0.00	0.00
2302	Gas	0.00	0.00
2401	Rents	0.00	0.00
2405	Water Charges	0.00	0.00
2411	Council tax (void property)	0.00	0.00
2604	Contract cleaning	0.00	0.00
7501	Rents	0.00	0.00
		<u>0.00</u>	<u>0.00</u>
<u>Harper House</u>	<u>12310</u>	<u>24/25</u>	<u>23/24</u>
1099	Employee Salaries recharge	0.00	0.00
2001	Responsive maintenance	14,600.00	14,600.00
2002	Programmed Maintenance	14,600.00	14,600.00
2004	General repairs	0.00	0.00
2201	Grounds maintained noncontract	2,800.00	2,800.00
2301	Electricity	6,600.00	6,600.00
2302	Gas	6,700.00	6,700.00
2405	Water Charges	3,600.00	3,600.00
2408	Premises Insurance	1,000.00	1,000.00
2411	Council tax (void property)	1,000.00	1,000.00
2502	F&F Repairs	2,500.00	2,500.00
2533	Security Systems	1,600.00	1,600.00

Budget Report for 24/25 & 23/24

2604	Contract cleaning	11,900.00	27,000.00
2605	Collection of Rubbish & Recycl	1,500.00	1,500.00
2701	Service Charge	6,200.00	6,200.00
4510	TV Licence	0.00	0.00
4511	Telephones call charges	5,200.00	5,200.00
4979	Other Miscellaneous Expenses	2,000.00	2,000.00
5011	Facilities Management	0.00	0.00
5023	External Management of T/A	77,600.00	77,600.00
5049	Residents Support Services	0.00	0.00
7501	Rents	-216,400.00	-216,400.00
		<u>-57,000.00</u>	<u>-41,900.00</u>

<u>White House</u>	<u>12311</u>	<u>24/25</u>	<u>23/24</u>
1099	Employee Salaries recharge	0.00	0.00
2001	Responsive maintenance	20,000.00	20,000.00
2002	Programmed Maintenance	35,000.00	35,000.00
2004	General repairs	0.00	0.00
2201	Grounds maintained noncontract	1,000.00	1,000.00
2301	Electricity	8,000.00	8,000.00
2302	Gas	8,100.00	8,100.00
2405	Water Charges	5,600.00	5,600.00
2408	Premises Insurance	1,700.00	1,700.00
2411	Council tax (void property)	4,100.00	4,100.00
2502	F&F Repairs	5,000.00	5,000.00
2533	Security Systems	2,500.00	2,500.00
2604	Contract cleaning	14,600.00	33,300.00

Budget Report for 24/25 & 23/24

2605	Collection of Rubbish & Recycl	3,500.00	3,500.00
2701	Service Charge	16,100.00	16,100.00
4205	Laundry	2,500.00	2,500.00
4510	TV Licence	0.00	0.00
4511	Telephones call charges	5,000.00	5,000.00
4979	Other Miscellaneous Expenses	2,000.00	2,000.00
5011	Facilities Management	0.00	0.00
5023	External Management of T/A	369,500.00	369,500.00
5049	Residents Support Services	0.00	0.00
7501	Rents	-436,600.00	-436,600.00
		<u>67,600.00</u>	<u>86,300.00</u>

COVID Spelthorne Step-Down Acc 12312**24/25****23/24**

2004	General repairs	0.00	0.00
2301	Electricity	0.00	0.00
2302	Gas	0.00	0.00
2401	Rents	0.00	0.00
2411	Council tax (void property)	0.00	0.00
2604	Contract cleaning	0.00	0.00
4101	Food Purchases	0.00	0.00
4206	Bedding	0.00	0.00
4207	Personal Budgets	0.00	0.00
4979	Other Miscellaneous Expenses	0.00	0.00
7151	Other Reimbursements	0.00	0.00
		<u>0.00</u>	<u>0.00</u>

Budget Report for 24/25 & 23/24

<u>Afghan relocation scheme</u>	<u>12314</u>	<u>24/25</u>	<u>23/24</u>
1001 Salaries		29,700.00	31,400.00
1011 Temporary Staff		35,500.00	0.00
1099 Employee Salaries recharge		133,200.00	227,200.00
1101 National Insurance		3,000.00	3,300.00
1111 Superannuation		5,100.00	5,400.00
2004 General repairs		5,000.00	5,000.00
2401 Rents		66,000.00	66,000.00
2410 Rent Deposits		110,000.00	110,000.00
3901 Public Transport		500.00	500.00
3902 Essential User Car Allowance		1,200.00	1,200.00
4005 Kitchen & Canteen Equipment		1,500.00	1,500.00
4034 Purchase of Furniture		2,500.00	2,500.00
4101 Food Purchases		800.00	800.00
4203 Clothing		0.00	0.00
4207 Personal Budgets		5,000.00	5,000.00
4522 Afghan Charity		36,400.00	36,400.00
4523 External classes in hotel		12,000.00	12,000.00
4601 Subsistence		1,000.00	1,000.00
4979 Other Miscellaneous Expenses		10,000.00	10,000.00
5037 SLS allocations		8,000.00	8,000.00
7063 Home Office ARAP Scheme		-379,600.00	-440,500.00
7165 Salary Reimbursements		-20,700.00	-20,700.00
7501 Rents		-66,000.00	-66,000.00
		<u>100.00</u>	<u>0.00</u>

Budget Report for 24/25 & 23/24

<u>Homes for Ukraine</u>	<u>12316</u>	<u>24/25</u>	<u>23/24</u>
1001 Salaries		32,200.00	56,400.00
1099 Employee Salaries recharge		12,600.00	52,800.00
1101 National Insurance		3,400.00	5,700.00
1111 Superannuation		5,600.00	9,800.00
2401 Rents		12,000.00	12,000.00
2410 Rent Deposits		18,000.00	18,000.00
3902 Essential User Car Allowance		1,200.00	2,400.00
4207 Personal Budgets		2,000.00	2,000.00
4208 "Thank you" payments		489,600.00	489,600.00
4601 Subsistence		1,000.00	1,000.00
4979 Other Miscellaneous Expenses		1,000.00	1,000.00
7067 SCC reimbursement		-542,000.00	-613,500.00
7165 Salary Reimbursements		-37,200.00	-37,200.00
		<u>-600.00</u>	<u>0.00</u>

<u>Domestic Abuse</u>	<u>12338</u>	<u>24/25</u>	<u>23/24</u>
2004 General repairs		10,000.00	10,000.00
5038 IDVA		20,000.00	20,000.00
7051 MHCLG Domestic Abuse Support		-38,100.00	-38,100.00
7151 Other Reimbursements		0.00	0.00
		<u>-8,100.00</u>	<u>-8,100.00</u>

<u>Rent Assure Scheme</u>	<u>12340</u>	<u>24/25</u>	<u>23/24</u>
2401 Rents		973,800.00	973,800.00
4552 Computer Software		0.00	0.00

Budget Report for 24/25 & 23/24

4901	Other Advertising	0.00	0.00
4979	Other Miscellaneous Expenses	0.00	0.00
5031	Rent arrears possession & reco	0.00	0.00
5032	Non-rent arrears possession	0.00	0.00
5033	Inventory Services	2,500.00	2,500.00
5034	Deposit bond claims	8,500.00	8,500.00
5035	Shortfall of rental income	0.00	0.00
5037	SLS allocations	10,300.00	10,300.00
7501	Rents	-973,800.00	-973,800.00
		<u>21,300.00</u>	<u>21,300.00</u>

<u>Spelthorne Housing Company</u>	<u>12341</u>	<u>24/25</u>	<u>23/24</u>
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4979	Other Miscellaneous Expenses	0.00	0.00
		<u>0.00</u>	<u>0.00</u>

<u>SPAN</u>	<u>12401</u>	<u>24/25</u>	<u>23/24</u>
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1001	Salaries	0.00	0.00
1011	Temporary Staff	0.00	0.00
1803	Employee related insurance	0.00	0.00
3905	Car Mileage Allowance	0.00	0.00
4001	Operational Equipment purchase	0.00	0.00
4002	Operational Equipment Maint.	0.00	0.00
4301	Internal printing	0.00	0.00
4417	Security services	0.00	0.00
4511	Telephones call charges	0.00	0.00
4513	Surrey Telecare equip purchase	0.00	0.00
4516	Mobile phones	0.00	0.00

Budget Report for 24/25 & 23/24

4602	Conference expenses	0.00	0.00
4901	Other Advertising	0.00	0.00
5012	External Contracts	0.00	0.00
5903	Depn	0.00	0.00
7103	Agency Reimbursement Other	0.00	0.00
7107	Surrey Telecare Equip. income	0.00	0.00
7151	Other Reimbursements	0.00	0.00
7153	SCC PPP Contribution	0.00	0.00
7311	Charges for services	0.00	0.00
7316	Surrey Telecare equip SLA inc	0.00	0.00
		<u>0.00</u>	<u>0.00</u>

<u>Community Care Administration</u>	<u>12501</u>	<u>24/25</u>	<u>23/24</u>
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1001	Salaries	1,089,300.00	511,000.00
1011	Temporary Staff	3,000.00	3,000.00
1099	Employee Salaries recharge	-159,200.00	-152,100.00
1101	National Insurance	61,000.00	55,300.00
1111	Superannuation	97,800.00	88,400.00
1209	Fire Wardens Allowance	200.00	200.00
1212	Additional allowance	0.00	0.00
1606	Cash Alternative to leased car	3,600.00	3,700.00
1803	Employee related insurance	1,300.00	2,500.00
1813	Criminal Records Bureau	0.00	0.00
2403	Management fees	0.00	0.00
3902	Essential User Car Allowance	10,000.00	10,600.00
3905	Car Mileage Allowance	2,000.00	2,000.00

Budget Report for 24/25 & 23/24

4301	Internal printing	1,500.00	1,500.00
4312	Books & publications	2,000.00	2,000.00
4507	Postage Envelopes	400.00	400.00
4511	Telephones call charges	400.00	400.00
4516	Mobile phones	1,200.00	1,200.00
4701	Subscriptions General	0.00	0.00
4901	Other Advertising	500.00	500.00
4979	Other Miscellaneous Expenses	600.00	300.00
4983	Unders/Overs	0.00	0.00
7119	Better Care Fund (BCF) Funding	-225,500.00	0.00
7120	NICS (PCN) Funding	-169,700.00	0.00
7129	Alliance Funding	-225,400.00	0.00
7151	Other Reimbursements	-95,200.00	-95,200.00
7153	SCC PPP Contribution	0.00	0.00
7165	Salary Reimbursements	0.00	0.00
		<u>399,800.00</u>	<u>435,700.00</u>

<u>All Day Centres</u>	<u>12502</u>	<u>24/25</u>	<u>23/24</u>
1001	Salaries	0.00	0.00
1011	Temporary Staff	0.00	0.00
1803	Employee related insurance	100.00	100.00
2501	F&F Purchases	0.00	0.00
4001	Operational Equipment purchase	2,700.00	2,600.00
4417	Security services	0.00	0.00
7103	Agency Reimbursement Other	-21,300.00	-21,300.00
7151	Other Reimbursements	0.00	0.00

Budget Report for 24/25 & 23/24

7153	SCC PPP Contribution	0.00	0.00
		<u>-18,500.00</u>	<u>-18,600.00</u>
<u>Stanwell Health Centre</u>	<u>12503</u>	<u>24/25</u>	<u>23/24</u>
2403	Management fees	2,200.00	2,100.00
		<u>2,200.00</u>	<u>2,100.00</u>
<u>Fordbridge Day Centre</u>	<u>12504</u>	<u>24/25</u>	<u>23/24</u>
1001	Salaries	235,400.00	241,100.00
1011	Temporary Staff	2,200.00	2,200.00
1101	National Insurance	20,100.00	22,400.00
1111	Superannuation	40,700.00	41,800.00
1803	Employee related insurance	1,100.00	2,000.00
2301	Electricity	13,800.00	13,800.00
2302	Gas	4,500.00	4,500.00
2404	Business Rates	3,300.00	3,100.00
2405	Water Charges	1,700.00	1,700.00
2601	Cleaning materials	0.00	2,000.00
2602	Window cleaning	200.00	200.00
2603	Trade waste collection	700.00	700.00
2604	Contract cleaning	16,000.00	18,800.00
3905	Car Mileage Allowance	0.00	0.00
4001	Operational Equipment purchase	1,000.00	1,000.00
4002	Operational Equipment Maint.	1,000.00	1,000.00
4101	Food Purchases	26,000.00	26,000.00
4102	Catering Supplies (Non Food)	1,000.00	1,000.00
4108	HighNeedsGroup Food/ Drinks	400.00	400.00

Budget Report for 24/25 & 23/24

4311	Office Stationery	100.00	100.00
4429	High Needs Group Activities	1,800.00	1,800.00
4434	Tutors	7,500.00	7,500.00
4511	Telephones call charges	2,900.00	2,900.00
4911	Performing Rights	900.00	900.00
4954	High Needs Group Misc.	200.00	200.00
4979	Other Miscellaneous Expenses	5,400.00	1,000.00
4983	Unders/Overs	0.00	0.00
5903	Depn	0.00	0.00
7103	Agency Reimbursement Other	0.00	0.00
7151	Other Reimbursements	-68,300.00	-65,000.00
7211	Sale of Food	-47,300.00	-45,000.00
7217	Chiropody	-1,000.00	-1,000.00
7218	High Needs Sale of Food	-1,000.00	-1,000.00
7237	Sale of Other printed matter	-1,300.00	-1,300.00
7311	Charges for services	-2,600.00	-2,500.00
7372	Spelride Fordbridge Charges	-12,600.00	-12,000.00
7374	Memberships SAT	-5,000.00	-4,700.00
7401	Charges for use of facilities	-10,800.00	-10,800.00
7441	Lettings	-6,700.00	-6,700.00
7501	Rents	-11,800.00	-11,200.00
		<u>219,500.00</u>	<u>236,900.00</u>

<u>Benwell Day Centre</u>	<u>12506</u>	<u>24/25</u>	<u>23/24</u>
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1001	Salaries	35,100.00	34,200.00
1101	National Insurance	3,600.00	3,500.00

Budget Report for 24/25 & 23/24

1111	Superannuation	6,100.00	5,900.00
1803	Employee related insurance	200.00	300.00
2401	Rents	0.00	0.00
2404	Business Rates	0.00	0.00
4001	Operational Equipment purchase	0.00	0.00
4434	Tutors	0.00	0.00
4511	Telephones call charges	0.00	0.00
4911	Performing Rights	0.00	0.00
4979	Other Miscellaneous Expenses	0.00	0.00
7103	Agency Reimbursement Other	0.00	0.00
7374	Memberships SAT	0.00	0.00
7401	Charges for use of facilities	0.00	0.00
		<u>45,000.00</u>	<u>43,900.00</u>

<u>Greeno Day Centre</u>	<u>12507</u>	<u>24/25</u>	<u>23/24</u>
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1001	Salaries	196,900.00	190,500.00
1002	Overtime	2,400.00	2,400.00
1011	Temporary Staff	5,000.00	5,000.00
1101	National Insurance	18,600.00	17,800.00
1111	Superannuation	33,900.00	33,000.00
1803	Employee related insurance	800.00	1,600.00
2301	Electricity	16,400.00	16,400.00
2302	Gas	8,500.00	8,500.00
2404	Business Rates	8,400.00	8,000.00
2405	Water Charges	2,400.00	2,400.00
2601	Cleaning materials	0.00	3,000.00

Budget Report for 24/25 & 23/24

2602	Window cleaning	100.00	100.00
2603	Trade waste collection	300.00	300.00
2604	Contract cleaning	16,500.00	19,200.00
4001	Operational Equipment purchase	800.00	800.00
4002	Operational Equipment Maint.	1,000.00	1,000.00
4101	Food Purchases	23,600.00	23,600.00
4102	Catering Supplies (Non Food)	500.00	500.00
4108	HighNeedsGroup Food/ Drinks	500.00	500.00
4429	High Needs Group Activities	1,800.00	1,800.00
4434	Tutors	7,500.00	7,500.00
4511	Telephones call charges	3,300.00	3,300.00
4911	Performing Rights	1,000.00	1,000.00
4954	High Needs Group Misc.	200.00	200.00
4979	Other Miscellaneous Expenses	5,400.00	500.00
4983	Unders/Overs	0.00	0.00
5903	Depn	0.00	0.00
7102	Agency Reimbursement Admin	0.00	0.00
7103	Agency Reimbursement Other	0.00	0.00
7151	Other Reimbursements	-86,100.00	-82,000.00
7153	SCC PPP Contribution	0.00	0.00
7211	Sale of Food	-42,000.00	-40,000.00
7217	Chiropody	-1,000.00	-1,000.00
7218	High Needs Sale of Food	-1,000.00	-1,000.00
7311	Charges for services	-800.00	-800.00
7371	Spelride Charges	-12,600.00	-12,000.00
7374	Memberships SAT	-2,300.00	-2,200.00

Budget Report for 24/25 & 23/24

7401	Charges for use of facilities	-10,000.00	-10,000.00
7441	Lettings	-1,000.00	-1,000.00
7501	Rents	-17,900.00	-17,000.00
		<u>181,100.00</u>	<u>181,900.00</u>

<u>Meals on Wheels</u>		<u>12509</u>	<u>24/25</u>	<u>23/24</u>
1001	Salaries		110,900.00	107,400.00
1002	Overtime		22,800.00	22,800.00
1101	National Insurance		4,800.00	4,900.00
1111	Superannuation		19,100.00	18,700.00
1207	Stand By allowance		14,800.00	14,800.00
1803	Employee related insurance		600.00	1,100.00
3001	Commercial Vehicle Lease		22,100.00	22,100.00
3101	Commercial Vehicle Maintenance		1,900.00	1,800.00
3201	Commercial Vehicle Fuel		4,900.00	4,700.00
4101	Food Purchases		100,000.00	71,300.00
4552	Computer Software		6,600.00	6,600.00
4979	Other Miscellaneous Expenses		200.00	200.00
7103	Agency Reimbursement Other		-23,700.00	-23,700.00
7153	SCC PPP Contribution		0.00	0.00
7211	Sale of Food		-186,000.00	-168,700.00
			<u>99,000.00</u>	<u>84,000.00</u>

<u>Staines Community Centre</u>		<u>12511</u>	<u>24/25</u>	<u>23/24</u>
1001	Salaries		111,400.00	119,900.00
1101	National Insurance		10,300.00	10,400.00
1111	Superannuation		19,300.00	20,700.00

Budget Report for 24/25 & 23/24

1803	Employee related insurance	300.00	600.00
2301	Electricity	11,500.00	11,500.00
2302	Gas	3,500.00	3,500.00
2404	Business Rates	5,400.00	5,100.00
2405	Water Charges	1,400.00	1,400.00
2601	Cleaning materials	0.00	1,200.00
2602	Window cleaning	1,000.00	1,000.00
2603	Trade waste collection	700.00	700.00
2604	Contract cleaning	10,700.00	14,100.00
4001	Operational Equipment purchase	1,000.00	1,000.00
4002	Operational Equipment Maint.	1,000.00	1,000.00
4005	Kitchen & Canteen Equipment	0.00	0.00
4101	Food Purchases	16,000.00	16,000.00
4434	Tutors	22,000.00	22,000.00
4511	Telephones call charges	4,000.00	4,000.00
4911	Performing Rights	500.00	500.00
4979	Other Miscellaneous Expenses	14,100.00	9,500.00
5903	Depn	0.00	0.00
7103	Agency Reimbursement Other	0.00	0.00
7151	Other Reimbursements	0.00	0.00
7211	Sale of Food	-27,400.00	-26,100.00
7217	Chiropody	-2,000.00	-2,000.00
7237	Sale of Other printed matter	-500.00	-500.00
7311	Charges for services	-5,100.00	-4,900.00
7374	Memberships SAT	-12,600.00	-12,000.00
7401	Charges for use of facilities	-25,000.00	-25,000.00

Budget Report for 24/25 & 23/24

7501	Rents	-15,800.00	-15,000.00
		<u>145,700.00</u>	<u>158,600.00</u>
<u>Spelthorne Family Support</u>	<u>12512</u>	<u>24/25</u>	<u>23/24</u>
1001	Salaries	440,400.00	429,900.00
1101	National Insurance	48,000.00	46,800.00
1111	Superannuation	76,300.00	74,500.00
1803	Employee related insurance	2,000.00	3,700.00
3902	Essential User Car Allowance	7,200.00	5,200.00
4301	Internal printing	200.00	200.00
4507	Postage Envelopes	100.00	100.00
4511	Telephones call charges	200.00	200.00
4516	Mobile phones	500.00	500.00
4979	Other Miscellaneous Expenses	300.00	300.00
4983	Unders/Overs	0.00	0.00
7143	Staff Reimburseem Other	-22,400.00	0.00
7151	Other Reimbursements	-502,600.00	-561,400.00
		<u>50,200.00</u>	<u>0.00</u>
<u>Lord Knyvetts Hall - Stanwell</u>	<u>12514</u>	<u>24/25</u>	<u>23/24</u>
1011	Temporary Staff	0.00	0.00
1803	Employee related insurance	0.00	0.00
2301	Electricity	0.00	0.00
2302	Gas	0.00	0.00
2401	Rents	0.00	0.00
2405	Water Charges	0.00	0.00
2601	Cleaning materials	0.00	0.00

Budget Report for 24/25 & 23/24

2603	Trade waste collection	0.00	0.00
4002	Operational Equipment Maint.	0.00	0.00
4101	Food Purchases	0.00	0.00
4434	Tutors	0.00	0.00
4511	Telephones call charges	0.00	0.00
7103	Agency Reimbursement Other	0.00	0.00
7211	Sale of Food	0.00	0.00
7374	Memberships SAT	0.00	0.00
7401	Charges for use of facilities	0.00	0.00
		<u>0.00</u>	<u>0.00</u>

<u>Supporting People</u>	<u>12701</u>	<u>24/25</u>	<u>23/24</u>
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4001	Operational Equipment purchase	0.00	0.00
7103	Agency Reimbursement Other	0.00	0.00
		<u>0.00</u>	<u>0.00</u>

<u>Leisure Administration</u>	<u>14101</u>	<u>24/25</u>	<u>23/24</u>
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1001	Salaries	261,100.00	254,700.00
1101	National Insurance	28,600.00	26,900.00
1111	Superannuation	45,200.00	44,100.00
1209	Fire Wardens Allowance	200.00	200.00
1210	ILO allowance	400.00	200.00
1601	Professional subscriptions	500.00	500.00
1606	Cash Alternative to leased car	2,700.00	2,700.00
1803	Employee related insurance	1,200.00	2,300.00
3001	Commercial Vehicle Lease	0.00	0.00

Budget Report for 24/25 & 23/24

3201	Commercial Vehicle Fuel	100.00	100.00
3801	Hired Plant and Transport	400.00	400.00
3902	Essential User Car Allowance	6,800.00	8,200.00
3905	Car Mileage Allowance	1,200.00	1,200.00
4301	Internal printing	1,200.00	1,200.00
4312	Books & publications	300.00	300.00
4507	Postage Envelopes	2,400.00	2,400.00
4511	Telephones call charges	300.00	300.00
4516	Mobile phones	900.00	900.00
4601	Subsistence	200.00	200.00
4603	Conference fees travel & subst	100.00	100.00
4901	Other Advertising	0.00	0.00
4979	Other Miscellaneous Expenses	11,200.00	10,400.00
4983	Unders/Overs	0.00	0.00
7151	Other Reimbursements	0.00	0.00
		<u>365,000.00</u>	<u>357,300.00</u>

<u>Spelthorne Leisure Centre</u>	<u>14201</u>	<u>24/25</u>	<u>23/24</u>
2004	General repairs	114,000.00	114,000.00
2304	Energy Costs	62,000.00	195,000.00
4801	Charitable Rate Relief	15,000.00	15,000.00
4806	Charitable Rate Relief Sunbury	10,600.00	10,600.00
4999	Covid-19 Expenditure	0.00	0.00
5903	Depn	0.00	0.00
7125	Contribution Surrey CC	-166,000.00	-301,800.00
7501	Rents	-13,400.00	-13,400.00

Budget Report for 24/25 & 23/24**22,200.00****19,400.00**

<u>Sunbury Leisure Centre</u>	<u>14301</u>	<u>24/25</u>	<u>23/24</u>
4801	Charitable Rate Relief	0.00	0.00
5903	Depn	0.00	0.00
		<u>0.00</u>	<u>0.00</u>
<u>Resource Centre</u>	<u>14402</u>	<u>24/25</u>	<u>23/24</u>
1011	Temporary Staff	12,500.00	12,500.00
1803	Employee related insurance	100.00	100.00
2301	Electricity	1,700.00	1,700.00
2404	Business Rates	900.00	900.00
2405	Water Charges	500.00	500.00
2604	Contract cleaning	1,000.00	1,000.00
4001	Operational Equipment purchase	500.00	500.00
4004	Operational equip mats & suppl	0.00	0.00
4301	Internal printing	0.00	0.00
4511	Telephones call charges	300.00	300.00
4979	Other Miscellaneous Expenses	500.00	300.00
7221	Sales of Equipment	-300.00	-300.00
7305	Other fees - Premises	-1,000.00	-1,000.00
7501	Rents	-2,500.00	-2,500.00
		<u>14,200.00</u>	<u>14,000.00</u>
<u>Leisure Marketing</u>	<u>14408</u>	<u>24/25</u>	<u>23/24</u>
4001	Operational Equipment purchase	0.00	0.00
4301	Internal printing	0.00	0.00

Budget Report for 24/25 & 23/24

4306	Printing Art work and Design	0.00	0.00
7305	Other fees - Premises	0.00	0.00
		<u>0.00</u>	<u>0.00</u>
<u>Leisure Van</u>	<u>14409</u>	<u>24/25</u>	<u>23/24</u>
3001	Commercial Vehicle Lease	0.00	0.00
3201	Commercial Vehicle Fuel	0.00	0.00
7305	Other fees - Premises	0.00	0.00
		<u>0.00</u>	<u>0.00</u>
<u>Sports and Active Lifestyle</u>	<u>14480</u>	<u>24/25</u>	<u>23/24</u>
1011	Temporary Staff	1,400.00	1,400.00
1813	Criminal Records Bureau	200.00	200.00
2402	Premises fees & Hire charges	1,300.00	1,300.00
4001	Operational Equipment purchase	3,900.00	3,900.00
4004	Operational equip mats & suppl	0.00	0.00
4014	Bowls Clubs Maintenance	0.00	0.00
4062	Active Life Style Equipment	0.00	0.00
4101	Food Purchases	100.00	100.00
4203	Clothing	1,500.00	1,500.00
4301	Internal printing	0.00	0.00
4872	Spel Sports Advisory Council	0.00	0.00
4881	Leisure Development Grants	0.00	0.00
4902	Publicity	0.00	0.00
4914	Inward Investment	5,600.00	5,600.00
4947	Active Surrey Contribution	2,000.00	2,000.00

Budget Report for 24/25 & 23/24

4948	Surrey Youth Games contributio	3,500.00	3,500.00
4979	Other Miscellaneous Expenses	7,100.00	5,900.00
7151	Other Reimbursements	-600.00	-600.00
7164	Residual Rating Adjustments	0.00	0.00
7305	Other fees - Premises	-6,800.00	-6,800.00
		<u>19,200.00</u>	<u>18,000.00</u>
<u>Sunbury Golf Club</u>	<u>14504</u>	<u>24/25</u>	<u>23/24</u>
7125	Contribution Surrey CC	-39,400.00	-39,400.00
7502	Ground Rents	-8,200.00	-8,200.00
		<u>-47,600.00</u>	<u>-47,600.00</u>
<u>Riverside Arts Centre</u>	<u>14505</u>	<u>24/25</u>	<u>23/24</u>
5903	Depn	0.00	0.00
7151	Other Reimbursements	0.00	0.00
		<u>0.00</u>	<u>0.00</u>
<u>Safeguarding</u>	<u>14506</u>	<u>24/25</u>	<u>23/24</u>
1704	Operational Training	0.00	0.00
4701	Subscriptions General	0.00	0.00
4723	Surrey Safeguarding Childrens	0.00	0.00
		<u>0.00</u>	<u>0.00</u>
<u>Safeguarding (Adults)</u>	<u>14507</u>	<u>24/25</u>	<u>23/24</u>
4723	Surrey Safeguarding Childrens	1,200.00	1,100.00
		<u>1,200.00</u>	<u>1,100.00</u>

Budget Report for 24/25 & 23/24

<u>Staines Museum</u>	<u>14701</u>	<u>24/25</u>	<u>23/24</u>
2301 Electricity		800.00	800.00
2404 Business Rates		900.00	900.00
2405 Water Charges		1,000.00	1,000.00
4001 Operational Equipment purchase		200.00	200.00
4511 Telephones call charges		0.00	0.00
5903 Depn		0.00	0.00
7151 Other Reimbursements		-7,900.00	-8,000.00
		<u>-5,000.00</u>	<u>-5,100.00</u>

<u>Youth-Active Lifestyles</u>	<u>14902</u>	<u>24/25</u>	<u>23/24</u>
4004 Operational equip mats & suppl		0.00	0.00
4101 Food Purchases		0.00	0.00
7151 Other Reimbursements		0.00	0.00
		<u>0.00</u>	<u>0.00</u>

<u>Youth-Holiday Schemes</u>	<u>14903</u>	<u>24/25</u>	<u>23/24</u>
4004 Operational equip mats & suppl		0.00	0.00
		<u>0.00</u>	<u>0.00</u>

<u>Youth Council</u>	<u>14905</u>	<u>24/25</u>	<u>23/24</u>
4004 Operational equip mats & suppl		0.00	0.00
		<u>0.00</u>	<u>0.00</u>

<u>Urban Games</u>	<u>14906</u>	<u>24/25</u>	<u>23/24</u>
4004 Operational equip mats & suppl		0.00	0.00

Budget Report for 24/25 & 23/24

		<u>0.00</u>	<u>0.00</u>
<u>Youth Projects</u>	<u>14908</u>	<u>24/25</u>	<u>23/24</u>
2032 Skate Parks		6,000.00	6,000.00
4001 Operational Equipment purchase		4,000.00	4,000.00
4004 Operational equip mats & suppl		0.00	0.00
4441 Performers Fees		3,300.00	3,300.00
4723 Surrey Safeguarding Childrens		1,400.00	1,100.00
4961 Playscheme Vouchers		8,500.00	8,500.00
4979 Other Miscellaneous Expenses		5,300.00	4,200.00
		<u>28,500.00</u>	<u>27,100.00</u>
<u>Play-Youth</u>	<u>14909</u>	<u>24/25</u>	<u>23/24</u>
4004 Operational equip mats & suppl		0.00	0.00
4979 Other Miscellaneous Expenses		0.00	0.00
7305 Other fees - Premises		0.00	0.00
		<u>0.00</u>	<u>0.00</u>
<u>Playscheme Vouchers (Lottery)</u>	<u>14910</u>	<u>24/25</u>	<u>23/24</u>
4979 Other Miscellaneous Expenses		0.00	0.00
7122 Grants and Donations		0.00	0.00
		<u>0.00</u>	<u>0.00</u>
<u>Arts Development General</u>	<u>15001</u>	<u>24/25</u>	<u>23/24</u>
4441 Performers Fees		0.00	0.00
		<u>0.00</u>	<u>0.00</u>

Budget Report for 24/25 & 23/24

<u>Arts Development</u>	<u>15002</u>	<u>24/25</u>	<u>23/24</u>
1011 Temporary Staff		1,500.00	1,500.00
4001 Operational Equipment purchase		500.00	500.00
4441 Performers Fees		4,700.00	4,700.00
4803 Other Grants		0.00	0.00
4883 Surrey Museums Dev. Office		3,000.00	3,000.00
4892 Spelthorne Community Arts Ass		0.00	0.00
4894 Museum grant		11,000.00	11,000.00
4895 Arts Partnership Surrey		4,600.00	4,600.00
4903 Promotions and Exhibitions		500.00	500.00
4911 Performing Rights		2,000.00	2,000.00
4914 Inward Investment		1,000.00	1,000.00
4979 Other Miscellaneous Expenses		5,300.00	3,700.00
4992 Hire of facilities		1,000.00	1,000.00
7151 Other Reimbursements		-3,000.00	-3,000.00
		<u>32,100.00</u>	<u>30,500.00</u>

<u>Arts Development Heritage</u>	<u>15004</u>	<u>24/25</u>	<u>23/24</u>
4441 Performers Fees		0.00	0.00
		<u>0.00</u>	<u>0.00</u>

<u>Youth Music</u>	<u>15005</u>	<u>24/25</u>	<u>23/24</u>
4441 Performers Fees		0.00	0.00
		<u>0.00</u>	<u>0.00</u>

<u>Sports Dev Grants</u>	<u>15901</u>	<u>24/25</u>	<u>23/24</u>
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Budget Report for 24/25 & 23/24

4872	Spel Sports Advisory Council	0.00	0.00
4881	Leisure Development Grants	0.00	0.00
		<u>0.00</u>	<u>0.00</u>
<u>Arts Dev. Grants</u>	<u>15902</u>	<u>24/25</u>	<u>23/24</u>
4803	Other Grants	0.00	0.00
4883	Surrey Museums Dev. Office	0.00	0.00
4892	Spelthorne Community Arts Ass	0.00	0.00
4894	Museum grant	0.00	0.00
		<u>0.00</u>	<u>0.00</u>
<u>Magna Carta Celebrations</u>	<u>21302</u>	<u>24/25</u>	<u>23/24</u>
4979	Other Miscellaneous Expenses	0.00	0.00
		<u>0.00</u>	<u>0.00</u>
<u>Community Development</u>	<u>30103</u>	<u>24/25</u>	<u>23/24</u>
1803	Employee related insurance	0.00	0.00
4301	Internal printing	0.00	0.00
4312	Books & publications	0.00	0.00
4511	Telephones call charges	0.00	0.00
4516	Mobile phones	0.00	0.00
4701	Subscriptions General	0.00	0.00
4960	Neighbourhood Agenda	39,000.00	39,000.00
4979	Other Miscellaneous Expenses	0.00	0.00
4983	Unders/Overs	0.00	0.00
		<u>39,000.00</u>	<u>39,000.00</u>

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<u>Public Consultation</u>	<u>31702</u>	<u>24/25</u>	<u>23/24</u>
4941 Citizens Panel		0.00	0.00
4946 Area Forums		0.00	0.00
4983 Unders/Overs		0.00	0.00
		<u>0.00</u>	<u>0.00</u>
<u>Events</u>	<u>31790</u>	<u>24/25</u>	<u>23/24</u>
1011 Temporary Staff		0.00	0.00
4001 Operational Equipment purchase		0.00	0.00
4911 Performing Rights		0.00	0.00
4979 Other Miscellaneous Expenses		0.00	0.00
		<u>0.00</u>	<u>0.00</u>
<u>Grants to Voluntary Orgs</u>	<u>31802</u>	<u>24/25</u>	<u>23/24</u>
4801 Charitable Rate Relief		0.00	0.00
4808 Spelthorne Social club grant		0.00	0.00
4811 Business Community Link		0.00	0.00
4812 VAIS		0.00	0.00
4821 Relate		0.00	0.00
4830 SCAN		0.00	0.00
4836 Spel Crossroads Care Att Sch		0.00	0.00
4840 Rentstart		0.00	0.00
4842 CAB Staines and Sunbury		0.00	0.00
4852 Arts Development Grants		0.00	0.00
4857 Homestart		0.00	0.00
4859 Age Concern		0.00	0.00

Budget Report for 24/25 & 23/24

4861	Shopmobility	0.00	0.00
4866	Spel Cruse Bereavement care	0.00	0.00
4874	Sunbury Amateur Regatta	0.00	0.00
4875	Daybreak	0.00	0.00
4876	Family Grant Exp	0.00	0.00
4881	Leisure Development Grants	0.00	0.00
4888	Riverside Arts Centre	0.00	0.00
4898	Shepperton Village Fair	0.00	0.00
4899	Grants	226,700.00	215,900.00
4979	Other Miscellaneous Expenses	0.00	0.00
4983	Unders/Overs	0.00	0.00
		<u>226,700.00</u>	<u>215,900.00</u>
	<u>Grand Total:</u>	<u>5,321,900.00</u>	<u>4,412,300.00</u>

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