



Please reply to:

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Date: 14 November 2017

Notice of meeting

Cabinet

Date: Wednesday, 22 November 2017

Time: 7.00 pm

Place: Goddard Room, Council Offices, Knowle Green, Staines-upon-Thames

The members of the Cabinet	Cabinet member areas of responsibility
I.T.E. Harvey (Leader)	Leader and Council Policy co-ordination
A.C. Harman (Deputy Leader)	Deputy Leader and Communications
M.M. Attewell	Community Wellbeing
C.B. Barnard	Planning and Economic Development
M.P.C. Francis	Housing
N.J. Gething	Environment and Compliance
A.J. Mitchell	Corporate Management
O. Rybinski	Customer Service, Estates and Transport
H.R.D. Williams	Finance

Spelthorne Borough Council, Council Offices, Knowle Green

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AGENDA

Page nos.

- 1. Apologies for absence**
To receive any apologies for non-attendance.
- 2. Minutes** **5 - 12**
To confirm the minutes of the meeting held on 27 September 2017 as a correct record.
- 3. Disclosures of Interest**
To receive any disclosures of interest from councillors in accordance with the Council's Code of Conduct for members.
- 4. Recommendations from the Local Plan Working Party** **13 - 14**
Councillor Colin Barnard

To consider the recommendations of the Local Plan Working Party from its meeting held on 30 October 2017.

A copy of all the documents referred to in the Local Plan Working Party minutes as a) to f) have been placed in the Members' Room. They will be made public following the meeting, subject to Cabinet's agreement to the recommendations.
- 5. Recommendation from Overview and Scrutiny Committee** **15 - 20**
Councillor Nick Gething

To consider the recommendation from the Overview and Scrutiny Committee.
- 6. Recommendation of the Audit Committee on Corporate Risk Management** **21 - 32**
Councillor Howard Williams

To consider the recommendation of the Audit Committee on Corporate Risk Management.
- 7. Capital Monitoring Q2** **33 - 38**
Councillor Howard Williams

To consider the Capital spend for the period ending September 2017.

8. Revenue Monitoring Q2
Councillor Howard Williams

39 - 46

To provide Cabinet with the Net Revenue Spend for the period ending September 2017.

9. Leader's announcements

To receive any announcements from the Leader.

10. Urgent items

To consider any items which the Chairman considers as urgent.

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Minutes of Cabinet

27 September 2017

Present:

Councillor I.T.E. Harvey, Leader and Council Policy co-ordination
Councillor A.C. Harman, Deputy Leader and Communications
Councillor M.M. Attewell, Community Wellbeing
Councillor C.B. Barnard, Planning and Economic Development
Councillor M.P.C. Francis, Housing
Councillor N.J. Gething, Environment and Compliance
Councillor A.J. Mitchell, Corporate Management
Councillor O. Rybinski, Customer Service, Estates and Transport
Councillor H.R.D. Williams, Finance

2405 Minutes

The minutes of the Cabinet meeting held on 19 July 2017 were agreed as a correct record.

2406 Disclosures of Interest

There were none.

2407 Knowle Green and Centres cleaning contract (exemption from contract standing orders) - Key Decision

Cabinet considered a report on the Knowle Green and Centres cleaning contract.

The report explained that the Council was running a tender process as the current extended cleaning contract was coming to an end. It was not considered realistic to continually extend the current contract on a yearly basis.

Alternative options considered and rejected by the Cabinet:

- Extend current contract for a further month or so
- No cleaning contractor in place until new one in place
- Bring in a contractor - short period of time/short notice

Resolved to:

1. Authorise the Group Head Regeneration and Growth to determine the cleaning contractor to be appointed (in consultation with the Cabinet Member for Planning and Economic Development and the Chief Finance Officer) and
2. Authorise the Head of Corporate Governance to enter into the legal documentation in order to appoint the new cleaning contractor

Reasons for Decision:

1. This is an opportunity to review the contract and ensure that the new contract meets the Council's needs and is sufficiently robust in its performance measures.
2. Delegation of the final decision to the Group Head Regeneration and Growth, Cabinet Member for Planning and Economic Development and the Chief Finance Officer will ensure a smooth transition to the new contract.

2408 Housing Allocation Policy - Key Decision

Cabinet considered a report on the Spelthorne Housing Allocation Policy.

The report explained that the existing Search Moves partnership legal agreement expired in July 2017. A new policy is proposed which provides a more flexible approach to the partnership, allowing partners the ability to be more reactive to local pressures.

Alternative options considered and rejected by the Cabinet:

- Retain the status quo
- Defer the proposed changes

Resolved:

1. To approve the updated Spelthorne Housing Allocation Policy;
2. That the Portfolio Holder in conjunction with the joint Group Heads for Community Wellbeing be given authority to approve amendments to the policy due to the forthcoming changes in legislation/case law and the changing needs of the community; and
3. To approve the Equality Analysis for the Policy.

Reasons for Decision:

1. The Search Moves partnership term has ended giving the opportunity to appraise the existing arrangement. A more flexible approach to the partnership has been agreed to allow partners the ability to be more reactive to local pressures.
2. To take account of the responses to the consultation exercise, the Equality Analysis and the proposed amendments to the Allocation Policy.

2409 Capital Monitoring Q1

Cabinet considered a report on capital expenditure covering the period April to July 2017.

Resolved that Cabinet notes the current level of capital spend.

2410 Revenue Monitoring Q1

Cabinet considered a report on revenue expenditure covering the period from April to the end of July 2017.

Resolved that Cabinet notes the current level of revenue spend.

2411 Grounds maintenance vehicles (exemption from contract standing orders)

Cabinet considered a report on the purchase of grounds maintenance machinery and vehicles.

The report explained that the Council had previously approved a capital sum for the purchase of grounds maintenance machinery and vehicles following the Council's decision to bring the service back in-house. A full evaluation of the returned tenders showed that a direct award to supplier A outside of the framework tender would be more financially viable, operationally more sustainable and provide a better quality of vehicle.

Alternative options considered and rejected by the Cabinet:

- Purchase vehicles through the framework.

Resolved to authorise the Group Head (Neighbourhood Services) to make a direct award to Supplier A outside of the framework tender.

Reason for Decision:

Direct award for the procurement of vehicles to supplier A is beneficial to the Council both financially and operationally.

2412 Disabled Facilities Grant Policy

Cabinet considered a report seeking approval for the adoption of a Disabled Facilities Grant Policy.

The Policy would ensure the quickest turnaround time for Disabled Facilities Grants applications in order to provide the best possible customer service and the best use of money.

Resolved to agree the new Disabled Facilities Grant Policy.

Reason for Decision:

Funding for Disabled Facilities Grants is from the Government and is now part of the Better Care Fund. In order to fully utilise all the allocated budget, Local Authorities are required to have a documented policy stating how the allocation will be spent.

2413 Leader's announcements

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

Shepperton has been named as the most courteous town in the UK by officials from the National Campaign for Courtesy which scours the country for towns which demonstrate good manners, respect for others and rejection of anti-social behaviour. The award will be presented to Cllr Sider at a ceremony in October.

Sunbury Walled Garden and Sunbury Park have been awarded Green Flag status. This international award, now into its third decade, recognises public spaces which are beautifully maintained, have excellent visitor facilities and demonstrate the highest environmental standards.

The Council's Licensing Team took part in a joint exercise with the Gambling Commission on 14 August, visiting betting shops and gaming machine arcades to check compliance and offer advice.

A new Taxi and Private Hire Licensing Policy with a Surrey-wide convictions policy was adopted in August following consultation.

The Council secured the conviction of a man who dumped rubbish and illegally traded waste and scrap metal. Guildford Magistrates Court heard that Stanwell resident Ashley Brooks had been responsible for the build-up of fly-tipped rubbish and a dumped flatbed lorry near Ashdale Close in Stanwell. Brooks pleaded not guilty to all offences including the breach of a Community Protection Notice at an initial hearing. He then pleaded guilty at the short trial hearing in relation to the scrap metal and waste offences and was found guilty of breaching the Community Protection Notice after maintaining a not guilty plea. He was ordered to pay £10,373 in compensation and costs.

Sia Singh, age 7 and from Riverbridge Primary School, was the winner of a recent art competition which invited local school children to draw pictures using the theme 'why it is important to recycle'. Sia received a WH Smith voucher, book and certificate.

In August the Council announced the purchase of a commercial property in Stockley Park (Uxbridge) which is occupied by two tenants. This was followed in September with the purchase of two other office developments - 'World Business Centre 4' at Heathrow from the Arora Group for £47.25m and Benwell House in Sunbury for £9m, which will be converted into housing.

Improvements have been made to Edinburgh Drive in Staines-upon-Thames as part of a £200K project to upgrade four local shopping areas in Spelthorne. The enhancements which cost £13K and include re-laid paving stones and fresh paintwork for the concrete columns outside the shops were jointly funded by Spelthorne Council and Surrey County Council as part of a wider project to improve secondary shopping areas in the Borough.

The Mayor of Spelthorne is holding a special event to commemorate the 1917 Battle of Passchendaele. 'Spelthorne Remembers Passchendaele' is being held at 7pm on Wednesday 18 October at the Riverside Arts Festival in Sunbury-on-Thames with historian Nick Pollard and local actor Carole Boyd telling the stories of the local men and women affected by the infamous battle and the impact the war had on life in Spelthorne. Tickets cost £12.50 and all proceeds go to the Mayor's charity fund.

The Council has secured the conviction of a man who accepted cash donations without a charity collection consent and sold trinkets without a

street trader's consent. Staines Magistrates Court heard that Licensing officers observed Hounslow resident Saleem Syed approaching members of the public on three occasions. When challenged, Syed produced a Pedlar's Certificate issued by his local police force under laws dating back to 1871. These certificates do not permit charity collections or street trading and are only intended for people to trade while they travel on foot. The Magistrate found that he was not acting within its terms and Syed was ordered to pay £1,615 in compensation and costs.

This year's Junior Citizen took place at Walton Fire Station from 11 – 26 September. Over 1000 year 6 pupils attended the event which teaches children about staying safe and being good citizens. Topics covered included fire safety, first aid, online security, stranger danger and contacting the emergency services.

Spelthorne Borough Council will be holding its second annual Living Well Week from 25 September – 1 October. Designed for the over 50s, this seven-day event promotes the activities and services available to help older people improve their health. As part of the event, the Community Centres are giving away goody bags and offering new visitors the chance to try a free activity.

The Council showed an excellent team effort when called upon to help out with a terrorism related incident in Sunbury-on-Thames on 16 September. A number of staff were deployed to the scene to assist the Police and support residents who had been asked to leave their homes. A jointly branded leaflet (from Surrey Police, Metropolitan Police and Spelthorne Council) has been delivered to residents who were affected by the cordon to thank them for their patience and co-operation.

2414 Urgent items

There were none.

2415 Exempt Business

Resolved to move the exclusion of the Press and Public for the following item in view of the likely disclosure of exempt information within the meaning of Part 1 of Schedule 12A to the Local Government Act 1972, as amended by the Local Government (Access to Information) Act 1985 and by the Local Government (Access to information) (Variation) Order 2006.

2416 Exempt Report - Benwell House Construction Budget Approval - Key Decision

Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)

Cabinet considered an exempt report on the approval of the construction budget for Benwell House.

Alternative options considered and rejected by the Cabinet:

- Formally withhold approval

Resolved to:

1. Approve the construction and refurbishment budget for the creation of a target of 69 new flats at Benwell House;
2. Authorise the Group Head of Regeneration and Growth to oversee the implementation of the budget;
3. Authorise the Chief Financial Officer to decide (i) the most financially advantageous funding arrangements for the capital expenditure, (ii) the most tax efficient method of holding the completed asset and overall to ensure the acquisition is prudentially affordable;
4. Authorise the Head of Corporate Governance to enter into any legal documentation necessary to implement the refurbishment and construction project; and
5. Agree to exempt Contract Standing Orders in respect of advisors where appropriate.

Reason for Decision:

Conversion of existing offices on site to residential under prior development approval process, with a further planning application for more development in the grounds and surplus car park will provide much needed residential accommodation in Sunbury.

**2417 Exempt Report - Acquisition of Property F - Key Decision
Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)**

Cabinet considered an exempt report on an opportunity to acquire an asset which due to its location would be of strategic value to the Council in the short/medium term and provide an income stream for the next 12 months assisting in the future long term financial stability of the Council.

Alternative options considered and rejected by the Cabinet:

- Not to submit a bid for the asset.

Resolved to:

1. Approve the acquisition of the investment asset (Property F) identified in the report;
2. Formally agree the offer submitted, and authorise the Chief Executive to undertake any necessary subsequent negotiations (including further bids if required) and complete the acquisition of the asset (in consultation with the Chief Finance Officer, the Leader and the Cabinet Member for Finance);
3. Authorise the Chief Finance Officer to decide (i) the most financially advantageous funding arrangements for the purchases, (ii) the most tax efficient methods of holding the assets, and overall to ensure the acquisitions are prudentially affordable; and

4. Authorise the Head of Corporate Governance to enter into any legal documentation necessary to acquire the assets.

Reason for decision:

The Council is focusing its energies on prudent commercial acquisitions as the most effective way of achieving ongoing, sustainable revenue streams and capital appreciation in order to be fully self-financing by 2020. This will enable the Council to continue to deliver the services that it currently provides to its residents.

**2418 Exempt Report - Acquisition of Property G - Key Decision
Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)**

Cabinet considered an exempt report on an opportunity to acquire an asset which due to its location would be of strategic value to the Council by providing the option of a longer term redevelopment on the site.

Alternative options considered and rejected by the Cabinet:

- Not to submit a bid for the asset.

Resolved to:

1. Approve the acquisition of the investment asset (Property G) identified in the report;
2. Formally agree the offer submitted, and authorise the Chief Executive to undertake any necessary subsequent negotiations (including further bids if required) and complete the acquisition of the asset (in consultation with the Chief Finance Officer, the Leader and the Cabinet Member for Finance);
3. Authorise the Chief Finance Officer to decide (i) the most financially advantageous funding arrangements for the purchases, (ii) the most tax efficient methods of holding the assets, and overall to ensure the acquisitions are prudentially affordable; and
4. Authorise the Head of Corporate Governance to enter into any legal documentation necessary to acquire the assets.

Reason for decision:

The Council is focusing its energies on prudent commercial acquisitions as the most effective way of achieving ongoing, sustainable revenue streams and capital appreciation in order to be fully self-financing by 2020. This will enable the Council to continue to deliver the services that it currently provides to its residents.

NOTES:-

- (1) ***Members of the Overview and Scrutiny Committee are reminded that under Overview and Scrutiny Procedure Rule 16, the “call-in” procedure shall not apply to recommendations the Cabinet makes to the Council. The matters on which recommendations have***

been made to the Council, if any, are identified with an asterisk [*] in the above Minutes.

- (2) Members of the Overview and Scrutiny Committee are entitled to call in decisions taken by the Cabinet for scrutiny before they are implemented, other than any recommendations covered under (1) above.***
- (3) Within five working days of the date on which a decision of the Cabinet or a Cabinet Member is published, not less than three members [one of whom must be the Chairman] of the Overview and Scrutiny Committee are able to "call in" a decision;***
- (4) To avoid delay in considering an item "called in", an extraordinary meeting of the Overview and Scrutiny Committee will be convened within seven days of a "call in" being received if an ordinary meeting is not scheduled in that period;***
- (5) When calling in a Cabinet decision for review the members doing so should in their notice of "call in":-***
 - Outline their reasons for requiring a review;***
 - Indicate any further information they consider the Overview and Scrutiny Committee needs to have before it in order to conduct a review in addition to the written report made by officers to the Cabinet;***
 - Indicate whether, where the decision was taken collectively by the Cabinet, they wish the Leader or his nominee (who should normally be the Cabinet Member) or where the decision was taken by a Cabinet Member, the member of the Cabinet making the decision, to attend the committee meeting; and***
 - Indicate whether the officer making the report to the Cabinet or the Cabinet Member taking the decision or his/her representative should attend the meeting.***
- (6) The deadline of five working days for "call in" by Members of the Overview and Scrutiny Committee in relation to the above decisions by the Cabinet is the close of business on 10 October 2017.***

Minutes of Local Plan Working Party

30 October 2017

Present:

Councillor C.B. Barnard
Councillor I.T.E. Harvey
Councillor S.C. Mooney
Councillor R.A. Smith-Ainsley
Councillor H.A. Thomson
Councillor H.R.D. Williams

Apologies:

Councillor A.C. Harman, Deputy Leader of the Council

1 Election of Chairman

Cllr Ian Harvey was elected Chair.

2 Report of the Strategic Planning Manager

a) Local Development Scheme

It was agreed to recommend that Cabinet approve the Local Development Scheme for publication.

b) Authority Monitoring Report 2017

Subject to the correction of minor factual errors and final editing requirements, it was agreed to recommend that Cabinet approve the report for publication.

c) Spelthorne Functional Economic Area

It was agreed to recommend that Cabinet approve the Spelthorne Functional Economic Area report, together with the table of comments and responses, for publication.

d) Sustainability Appraisal Scoping Report

It was agreed to recommend that Cabinet approve the Sustainability Scoping Report for publication.

e) Memorandum of Understanding between Spelthorne Borough Council and Slough Borough Council

It was agreed to recommend that Cabinet give approval for Cllr Colin Barnard as the Cabinet Member for Planning and Economic Development to sign the MoU on behalf of the Council.

f) Green Belt Assessment

It was agreed to recommend that Cabinet approve the Green Belt Assessment for public consultation and for officers to consider next steps and report back to the Local Plan Working Party following consultation.

g) Request from Residents' Association

The request for members of the public to be able to observe (but not participate in) Local Plan Working Party meetings was considered but it was agreed that they should remain closed to the public. In reaching their decision, the Chair on behalf of the Working Party wished it to be noted that the interests of all members of the public, residents' associations and other stakeholders are always taken into account and that they will be consulted throughout the Local Plan preparation process.

3 AOB

There was none.

4 Next meeting

Date to be agreed but likely to be January 2018.

Cabinet – 22 November 2017

Recommendation from the Overview and Scrutiny Committee of 19 September 2017

Anti-Social Behaviour in Staines-upon-Thames town centre

- 1.1 The Committee discussed the report of the Community Safety Manager which explained that there was a 19% increase in reports of crime and anti-social behaviour (ASB) in Staines-upon-Thames town centre in 2016 – 2017 compared to the previous year.
- 1.2 The Committee noted that visitors to the town felt intimidated by the presence of large groups of young people from the Traveller community who were often quite loud and drew attention to themselves. A number of measures had been taken to deal with the problem / perceived problem, including using an intermediary from the Traveller community to help resolve issues and enhance community cohesion, and allocating an additional police resource to patrol the town on a Sunday.
- 1.3 Inspector Sproston advised the Committee that the police recognised that incidents of ASB had increased in the town centre, predominantly on a Sunday during the daytime and said the police were working to identify the cause of the problem. He outlined the 3 pronged approach the police had implemented to address the issues raised concerning ASB around Engagement, Enforcement and Education.
- 1.4 He invited the Committee to review the effectiveness of the pilot after six months by which time the police hoped to have improved the situation in Staines.
- 1.5 Joanna Hall, Two Rivers Manager and board member of Staines-upon-Thames Business Improvement District (BID) believed that ASB was generally well controlled and that the presence of police officers in the town on a Sunday had helped. She said that compared to 7 years ago, there were no longer incidents every Sunday but the perception remained and this needed to be addressed by way of further community engagement.
- 1.6 She told the Committee that the BID was committed to providing two Town Rangers on Sunday afternoons to act as ambassadors for the town and work in partnership with Surrey Police.
- 1.7 The Committee remained concerned that ASB in Staines town centre on a Sunday had increased over the past ten years and was driving away residents. Councillors believed the residents' fears were not unfounded and identified a gap in enforcement agencies operating on a Sunday to address the problems, as the Joint Enforcement Team (JET) only operated from Monday to Friday.
- 1.8 **The Committee resolved** to recommend to Cabinet that the Council give consideration to expansion of the JET team and further integration of the JET team with the police.

Councillor Colin Davis – Chairman of Overview and Scrutiny Committee

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Cabinet

22 November 2017



Title	Proposed expansion of Joint enforcement team (JET)		
Purpose of the report	To note		
Report Author	Jackie Taylor Group Head of Neighbourhood Services		
Cabinet Member	Councillor Nick Gething	Confidential	No
Corporate Priority	Clean and Safe Environment		
Recommendations	To note the officers response in relation to the recommendation made at Overview & Scrutiny on 19 September 2017 not to expand the role of the Joint Enforcement Team		
Reason for Recommendation	To note the recommendation & proposal		

1. Key issues

1.1 At the Overview & Scrutiny meeting held on 19 September 2017 a recommendation was given as follows:-

- **Recommend to Cabinet that the Council give consideration to expansion of the JET team and further integration of the JET team with the police.**

1.2 The joint enforcement team (JET) are a collaboration between Surrey Police and Spelthorne Borough Council. Initially a scheme running in the London Borough of Newham, the idea was brought to Surrey by the police & crime commissioner to help the Police and the Councils work more efficiently.

The project was first proposed to Surrey Police and the local authorities in the county in 2013. Initially set up as a pilot project, Spelthorne Borough Council became the second local authority to take on the pilot.

The Joint Enforcement team sees council officers working together with the police to combat anti-social behaviour (e.g. noise and graffiti), and low-level crime (e.g. littering and fly tipping).

The team are intended to provide a fast and effective response, and to be a highly visible presence to deter any would-be offenders.

Over the course of the pilot the teams have been involved in dealing with a wide range of issues. From fly-tipping to targeted 'enforcement days', the

team has been very successful, and as more and more of the public have become aware of their existence, confidence in their abilities has gone up.

- 1.3 JET officers work within the Surrey Police Accreditation Scheme under Section 41 of the 2002 Act. The Chief Constable of Surrey Police has devolved some of the powers under this accreditation scheme to JET Officers to enable them to carry out certain community safety functions as detailed in the Act. These functions include the issuing of fixed penalty notices and the power to require names and addresses of those committing anti-social behavior.
- 1.4 The above Accreditation Scheme makes it clear the powers and role that have devolved to JET Officers. This is stated in 1.3 but not for more serious crimes or the process of someone being charged with the criminal offences not covered under devolved powers. The Act makes it clear the devolved powers to the local authority and those dealt with by Surrey Police.

2. Analysis & proposal

- 2.1 The Joint Enforcement Team (JET) are based at the depot and at no stage since being formed have they been co-located with the police in Knowle Green. As a result, the recent change in policing model and police officers moving out of Knowle Green did not have a detrimental effect on the ability of the JET to integrate with the police. Not being co-located has its merits as it has resulted in officers on both sides making a greater effort to communicate.
- 2.2 The Community Safety team (2 officers) are co-located at the Council Offices and this team are considered to be a vital link between JET and other outside bodies such as Surrey County Council & the Police.
- 2.3 JET officers have always integrated and worked well with the police and both have a mutual understanding of their individual roles, pressures and limitations and have a mutual respect for these. An indication of this in practice is the support given to JET during traveller incursions.
- 2.4 The individual officer commitment to JET and concentration on anti-social issues affecting resident's daily lives is paramount to the success of the team.
- 2.5 Officers do not consider that there is a benefit or a need for additional JET officers as the current team are performing very well and they are fully integrated with the police.
- 2.6 **It is therefore proposed not to expand the JET officers nor require existing officers to further integrate with the police.**

3. Financial implications

- 3.1 The JET was partially funded by the office of the Police & Crime commissioner in 2014. Due to the rapid success of the pilot, Spelthorne agreed to continue with this approach of dealing with anti-social behaviour for the foreseeable future. JET officer's temporary contracts were made permanent and costs were built into on-going revenue budgets.
- 3.2 The restructure of Neighbourhood Services in 2017 has created a far more resilient and effective JET/Community Safety team without incurring extra financial burdens.

3.3 Spelthorne faces ongoing cuts to funding, rising costs and increasing demand for key services which has created the need for the Borough to find savings across its services. The expansion the JET would create additional and on-going staffing and operational costs for the Council.

4. Other considerations

4.1 We should not lose sight of the reason behind the formation of the JET, which was to deal with the anti-social issues that most affected our residents i.e. fly tipping, dog fouling, littering, community protection issues, public open space incursions.. The role of the JET officer is not to perform a police function such as dealing with aggression, alcohol & drug misuse. These are just some of the criminal offences that have not been devolved.

Background papers: There are none

Appendices: There are none

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**RECOMMENDATION FROM THE AUDIT COMMITTEE
CORPORATE RISK MANAGEMENT**

**Cabinet: 22 November 2017
Report of the Audit Committee**

- 1.1 The Council's Risk Management Policy/Strategy was approved by the Executive in 2002.
- 1.2 The Audit Committee is responsible for considering the effectiveness of the authority's risk management arrangements, and receives regular reports on risk issues.
- 1.3 The Audit Committee reviewed the revised Corporate Risk Register (attached) at its meeting on 17 October 2017 and noted and accepted the contents. The revised register is considered to be an accurate reflection of the high level risks affecting the Authority, as well as the progress made on actions previously proposed, based on our assessment of risk and controls in operation.

Audit Committee Recommendation

The Audit Committee recommends to the Cabinet:

That the Corporate Risk Register, as submitted, be approved.

**Contact: Punita Talwar, Internal Audit Manager
Cabinet member: Councillor Howard Williams**

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APPENDIX 1

CORPORATE RISK REGISTER

This register summarises the Councils most significant risk. It sets out controls in place and identifies any further action needed to mitigate risks. Actions are assigned to appropriate officers with target dates for implementation.

Level of risk: Likelihood vs. Impact on a scale of 1 (lowest) to 4 (highest)

Content reviewed September 2017 by the Internal Audit Manager

PREVIOUS RAG (SEP)	CURRENT RAG (MAR)	RISK / CONSEQUENCES	LIKELIHOOD OF RISK	IMPACT OF RISK	LEVEL OF RISK (to evaluate)	CONTROLS	OUTSTANDING ACTIONS	RISK OWNERSHIP	TARGET DATE	PROGRESS /REASONS WHERE NOT IMPLEMENTED
		1. Health and Safety failing resulting in death or serious injury to staff /public and legal action against the Council	2	4	4	Policies and SHE (Safety Health and Environment) system .The Health and Safety Policy went to Cabinet for adoption on the 21 June 2017. The Health and Safety, Insurance and Risk Administrator manages the SHE Database, overseen by the Health and Safety, Insurance and Risk Manager. The Spelthorne Safety Management system is built on the IOSH Managing Safety course syllabus and terminology. Managers have a legal requirement to conduct regular risk assessments. Induction training. Annual reminders have been introduced to encourage all employees to complete/update health and safety risk assessments (DSE, Homeworking, and Service). The SHE system is being used to ensure that automatic reminders are set for completion and renewal of risk assessments. Annual health and Safety checklist and compliance programme for Managers. Personal Safety Training provided and Lone Worker protection process being pursued. Safety Champions designated for each Service.	<i>1i. Recommendations raised in an Internal Audit review of January 2017 are being pursued. There is scope to tighten up controls relating to training and the 2017 Management activity/compliance programme 1ii. The inspection process across the authority needs to made more robust - regular inspections to be carried out and consistently documented to ensure evidence is available.</i>	HSIRM/ SEHM/ MAT/ All Group Heads *	31 December 2017 *R Requires Monitoring	1i. The Health and Safety Officer has developed an annual rolling plan of actions and activities for Managers such as conducting annual risk assessments and inspections. This is now due to take effect from January 2018. To ensure the delivery of the annual rolling plan, Champions for Health and Safety have been identified in each Service area to implement the necessary actions. Health and Safety at Work Regulations have been circulated for Managers attention. Training sessions are in place through the Council's IOSH training provision and Group Heads, Managers and Team Leaders are being encouraged for Champions to attend. The Managers and Team Leaders Guide to Health and Safety will (once completed) include instructions for the use of SHE (Health and Safety Management system). The Health and Safety Officer is also in the process of arranging training sessions for all staff on the use of SHE. 1ii. This issue will be raised at the next Corporate Risk Management Group. This group have not met frequently since 2016, due to the organisational restructure and uncertainty over some working groups.
		2. Uncertainty surrounding the financial /economic/other consequences of contaminated land. Legal action against the Council.	2	4	4	Legal duty to inspect land and prioritise action. Documented records of all site investigations and assessments held. A separate risk assessment is held which is reviewed regularly. Contaminated land risk assessment was reviewed in November 2016, with the next review due November 2018, or sooner if need be. Reports periodically issued to Management Team and Cabinet. The revised contaminated land strategy went to Cabinet for adoption in June 2017.	NONE	SEHM*	Completed/ Ongoing Monitoring	Case law (Powys CC v Price & Anor, Court of Appeal - Civil Division July 2017 EWCA Civ 1133) has held that local authorities are not liable for pollution created by its statutory predecessor council landfill operators. This landmark case reduced the liability for local authorities in respect of Part 2a Contaminated Land. In consequence it does increase the liabilities of landowners near operational and historic council landfill sites; highlighting the importance of land purchases of pre-purchase land contamination risk assessment.
		3. Disaster- major in borough, e.g. flooding, resulting in significant strain on council services	2	4	4	Corporate Emergency Plan updated January 2016. Multi- agency flood plan completed December 2015. Function being delivered via the Mutual Applied Resilience Service. Membership of Local Resilience Forum (LRF). Regular testing of Emergency Assistance Centre plan. Borough Emergency Centre Plans.Improvements made to the Business Emergency Centre (BEC) by ICT. Incident management training and exercising. The two DCX's have attended Multi-Agency Gold Command Courses. Emergency Response requirements remain the responsibility of the authority. Contract agreement in place with Applied Resilience, with increased resilience and support for Emergency Planning. Prevent Strategy training provided to front line officers as well as an awareness briefing to all staff (March 2017).	<i>3i. Monitoring the agreement with Applied Resilience should incorporate specific targets and expected outcomes in order to measure actual performance. Monitoring needs to be meaningful and clearly evidenced. 3ii. A Borough Emergency Centre Exercise will be taking place in October providing an opportunity to test plans.</i>	CX (RT)/ GH C & T*	31 December 2017* R Requires Monitoring	3i. Implemented and monitoring continues to be undertaken by the Group Head for Commissioning and Transformation. Between July and September Applied Resilience have undertaken a series of Borough Emergency Centre training sessions for staff to increase preparedness for an incident.

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		4. Failure to manage corporate and service performance / failure to meet Council objectives and targets (Performance Management)	2	3	3	The Corporate Plan sets out targets for the authority which should be monitored by Members and Management Team. Service performance should be monitored by Management Team. Individual performance should be monitored through the appraisal process. Flagship project performance is reported to Management Team and Members. Performance Management Working Group has been established to improve monitoring arrangements. Revised Corporate Plan approved and publicised. Recommendations highlighted in an internal audit review of October 2016 have been addressed for the 2017/18 Service Planning process (including re-establishing annual performance reviews of Service Plans, ensuring a clear Service Plan guideline and timetable is communicated, scheduling performance indicator returns into the Cabinet forward plan, scope to make some existing performance indicator's more meaningful and improved monitoring of the staff appraisal process).		MAT / DCX LO/GH C & T	Completed/ Ongoing Monitoring	Annual performance reviews for 2016/17 have been completed where feasible and an overview has been prepared in draft. Previous actions have been addressed. Group Head for Commissioning & Transformation has confirmed implementation of internal audit recommendations raised for this area which have fed into the 2017/18 service planning process. See also risk category 5 below.
		5. Failure to align service objectives to corporate aims and priorities / Failure to deliver services effectively due to poor service planning	2	3	3	The Corporate Planning process should set out a clear vision for the authority and specific targets. Some services have statutory responsibilities. Individual Service Plans should be derived from the Council's Corporate Plan and statutory/other responsibilities. Plans incorporate resources, risks, workforce, significant projects and performance indicators. Service Plans for 2016/17 have been prepared following the restructure and placed on Spelnet.	5i. Service Plans are being prepared, taking into account the latest Corporate Plan and priorities. They will be made available on Spelnet, enabling other services to assess the likely impact.	Group Heads/ MAT / DCX LO/GH C & T	31 December 2017 *R Requires Monitoring	See also risk category 4 above. 5i. The majority of Service Plans for 2017/18 have been completed and placed on Spelnet.
Page 24		6. Failure of projects due to poor project management arrangements. Lack of resource and expertise to deliver and coordinate asset related/other projects whilst continuing to maintain services.	2	3	3	1. Project management arrangements are in place including process for project initiation, consideration of resources available to deliver, identification of project risks and progress reporting processes. Corporate Project Register updated as necessary. Corporate Project team is in place. The Council's Management Team ensures project documentation is completed, resource implications assessed and agreed control processes adhered to. On a quarterly basis a report goes to MAT, Cabinet Briefing and Overview and Scrutiny committee outlining progress made with projects and the work of the corporate project team.	6.1 i. Development of a Contract and Procurement Hub by December. 6.1 ii. Prepare an action plan for the implementation of the Hub.	MAT /GH C & T*	31 December 2017 *R Requires Monitoring	6.1 - A plan is held for the development and implementation of a Contract and Procurement hub, setting out the Council's strategic approach to Procurement. New Procurement Officer appointment commencing from September 2017. Looking to continuously improve processes and currently developing improved reporting systems and paperwork to streamline the process and encourage further organisational buy-in enabling monitoring of performance and successes more easily.
							6.1 iii Management team to consider limited capacity and revenue implications prior to approving additional / new projects. 6.1 iv. The new Procurement Officer to promote the importance of following correct procurement processes in delivering projects.	MAT	Ongoing monitoring	Approx. 35 projects are currently being tracked through the Project Office and TaSF programme. Resourcing of projects remains an ongoing challenge. The new Procurement Officer will be focussing on procurement in the projects process during the coming months.
						2. Staines upon Thames - The Group Head for Regeneration and Growth oversees Staines upon Thames regeneration with support from consultants. 5 work streams have been fully defined and documented.	6.2. A number of options are being considered for the Bridge Street site.	GH R & G *	31 December 2017 *R Requires monitoring	Developer Bellway failed to complete on the Bridge Street site in 2016. The Council is therefore considering options.
						3. Towards a Sustainable Future - The programme for this challenging initiative identifies roles, responsibilities, key deadlines, financial implications and risks. There are three work streams/mini programmes falling under the overall TaSF programme. MAT have assigned resources to the main areas of the TaSF programme, and projects are underway. ? coordinates all three main work streams under the TaSF programme, reporting to the Group Head for Commissioning and Transformation who currently oversees the direction of the programme. TaSF structural review completed with the Group Head appointments from April 2016 and Deputies from July 2016. Review completed of document retention and electronic data management systems (see section 7).	6.3. High level overview of the three work streams has been identified to ensure cohesion and coordination. Scope to ensure this is periodically considered.	MAT	31 December 2017 * R Requires monitoring	Close monitoring of TaSF projects and timeframes is ongoing to manage risks and overall impact of the delays on the programme as a whole. Some TaSF projects have been completed whilst other areas are outstanding.

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		7a. Security / data breaches, resulting in system failure, Information Commissioner fines and reputational damage. Information could be processed inappropriately resulting in breaches of the DPA. Loss of public confidence. Potential to breach Freedom of Information (FOI) Act and other Information Regulations resulting in ICO enforcement .	2	4	3	Back up and continuity arrangements managed by ICT and tested by Service Heads. ICT security policies. Personal Commitment statement required from staff. ICT security group assess ongoing risks. ICT Disaster Recovery test conducted in December 2016. Information Governance Group. Information Governance Officer is in post to provide ongoing guidance and ensure compliance with statutory obligations. Mandatory Data Protection training. Spelthorne currently breaches the time limit set for response to FOI requests in approx. 20% of cases and recently received a Decision Notice against the Council from the ICO.	7i. Information Governance Group to pursue action plan to ensure information assets are identified and managed. 7ii. In view of the organisational restructure, confirmation of where the authority's Senior Information Risk Owner role (SIRO) should sit and identification of training requirements. 7iii. Refresher training for Data Protection to be rolled out which should take into account the implications of the new DPA due to take effect from May 2018 (whereby regulators can impose a significant increase in fines up to £20m or 4% of global revenue turnover). 7iv. Raise awareness of Information Governance and the requirements of the DPA amongst staff and members. Information flows to be mapped and Information Asset Owners to be identified. 7v. Implement mandatory FOI training and raise awareness of Public Sector Information Regulations.	GH C & T * /IGO *	31 December 2017* R Requires Monitoring	7i. Partially implemented - The Information Governance Group has reconvened in July to address outstanding actions which have been reassigned with expected deadlines. The Information Governance Officer has produced a detailed workplan to ensure GDPR compliance by May 18. 7ii. MAT agreed in March 2017 that the Group Head for Commissioning and Transformation would be appointed as the authorities Senior Information Risk Owner (SIRO) and training requirements have been identified with some training scheduled for September. A report is due to be prepared. 7iii. Implemented - Mandatory training sessions for all staff have been organised and delivered to 225 staff with remaining staff to be covered in September/October 2017 7iv Ongoing and represents a large piece of work. 7v. Outstanding but not a current priority due to GDPR. Officers guide on FOI requests as necessary.
		7b. See above.				Document Retention Policy held. The authority has decided on its approach to document management and implemented the first phase.	7iii. Electronic document management systems (EDMS) project is due to be completed by December 2017, which is intended to help strengthen information security. 7iv. The Document Retention Policy is being revisited in relation to back scanning of Building Control and Disabled Facilities Grants .	GH C & T* /IGO* MAT	31 December 2017 R* Requires Monitoring	EDMS is progressing. The Idox document management system has been implemented for Environmental Health, Planning and Building Control with training delivered. Progress is ongoing for Building Control and Environmental Health and requirements for Planning almost complete. Close working with Customer Services currently. Analysis work underway to identify requirements to expand Civica Contact Manager additional modules to accommodate other service areas (HR, Housing, Leisure). For internal Documents the plan is to upgrade and rebrand SharePoint, although sufficient resourcing is required to progress this.
		8. Failure to meet the minimum security requirements of the Government Code of Connection resulting in termination of connection to any other government sites/data; uncertainty over direction of ICT; unavailability of ICT systems; fraud eg unauthorised removal and selling of data; inadequate measures to combat cyber security attacks or respond effectively.	2	3	3	A review group assesses compliance with the Government Code of Connection (CoCo). Firewall installed, laptops encrypted, memory sticks banned until they are 'white-listed' as known devices on the network, and universal serial bus (USB) ports locked down. Dual factor authentication on all laptops. All Baseline Personnel Security Standard checks completed. Annual health check and security penetration test completed. CoCo re-accreditation achieved in January 2016. The Cabinet Office has increased security requirements due to the implementation of the Public Service Network (PSN). Successful certification of Public Service Network (PSN) compliance in March 2017. Now accredited until March 2018. Mimecast e-mail filtering software installed June 2016 to help reduce infected and problematic e-mails entering the Council's network. Disaster Recovery plan for ICT developed alongside Applied Resilience. The next annual Disaster Recovery test is scheduled for September 2017. National Cyber Security Strategy.	8. i. Production, approval and implementation of an ICT Strategy consistent with the core objectives of the Council, ensuring effective and efficient use of resources and service delivery. 8ii. Internal Audit review scheduled for 2017 of measures being taken to protect the authority from Cyber Security threats and adequacy of the authority's response to any such attacks. 8iii. A network refresh is overdue and MAT are encouraging the need for flexible solutions.	Head of ICT *	31 December 2017 R* Requires monitoring	8i. Whilst the Head of ICT has prepared a formal ICT strategy approved by MAT, implementation is some way off. The strategy has identified a requirement for a Business Analyst post, and this appointment has since commenced (September 2017) . 8ii. An Internal Audit Review of Cyber Security is progressing and initial draft findings were discussed with Management Team in August 2017. Further discussion of findings will take place shortly. 8iii. Network refresh underway.

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		9. Lack of business continuity planning to cover loss of building, equipment, ICT or staff - leading to loss or disruption to services	2	3	3	Business Continuity (BC) Policy updated .The BC Forum oversees progress of BC planning. Business Impact Assessments identify priority services, resources required for their continuation and time frame. Emergency protocols for loss of building access/loss of power/loss of ICT are being developed. Emergency messaging system for staff. Improvements made to telephony resilience. Contract agreement in place with Applied Resilience , with increased resilience and support for Business Continuity Planning. Updated staff contacts list. Issues arising from the corporate table top exercise of September 2016 have been fed into the Corporate Business Continuity Operational Plan.	<i>9i. Monitoring the agreement with Applied Resilience (by Spelthorne) should incorporate specific targets and expected outcomes in order to measure actual performance. Monitoring needs to be meaningful and clearly evidenced. 9ii. Corporate Business Continuity Operational Plan is being updated. 9iii. Applied Resilience to issue a final deadline regarding the outstanding service-level continuity plans.</i>	GH C & T*	31 December 2017 (R*). Requires Monitoring	ii. The Corporate Business Continuity Plan now forms two plans so it is more meaningful for the key responders (Incident Management Team and recovery team). iii. Applied Resilience have collated updated Service-Level Plans (SLP) and are pursuing outstanding plans (at least six) . Group Heads have commented positively on guidance offered by the Resilience Advisor in this process. 5/6/17 - Awaiting updates from Applied Resilience to actions 9ii and 9iii.
		10. Failure in service delivery due to over reliance on individuals; loss of technical systems knowledge and expertise; staff uncertainty due to changes impacting on staff morale and stress levels.	3	3	3	Group Heads/MAT are responsible for ensuring business continuity, including loss of key staff. Critical procedures should be documented and staff appropriately trained. Group Heads should review as part of the service planning process. Resilience may be provided from other local authorities or other organisations. Wellbeing and Resilience Training provided in 2015. Significant investment has been built into the 2017-18 Budget to address resourcing, retention and morale issues . These include moving back to a local pay award likely to mean an additional 1% for staff, building in £200k for market supplements, additional resourcing for key delivery areas of Legal and Asset Management.	<i>10i. In view of the imminent departure of Spelthorne's Chief Executive from September, the Audit Committee seeks assurance that the recruitment process is underway and on target. 10ii. Deputy Chief Executives to provide corporate steer for progressing Management development training based on needs identified. 10iii. Human Resources to commission bespoke training as well as utilise existing management development courses on offer. 10iv. Ongoing management of change within Finance and Customer Relations and interim pastoral support will be required until the new Group Head for Finance and Customer Relations is in post.</i>	Group Heads/MAT/HRM/DCX (TC)/DCX (LO)	Completed/Ongoing Monitoring	Group Head for Commissioning and Transformation attended the June Audit Committee to provide a general update of this area and has been requested to attend the September Audit Committee to provide a further update to Members. 10i. Implemented - The new Chief Executive is now in post with effect from 4.9.17. 10ii & iii - Implemented - Human Resources have reviewed development needs for recently appointed Group Heads and Deputies and presented information to the DCX'S, with some training prioritised. Training has been provided by Advisory, Conciliation and Arbitration Services and further training is scheduled for September 2017 . 10iv. Implemented - A structural review of Customer Services has been completed and recruitment underway together with an office refit to support the changes in ways of working. Appointments have been made for a new Chief Accountant and Deputy Chief Accountant to oversee the Finance team, and interim support has been in place (Interim Finance Manager) to cover the gap between permanent post holders. The Deputy Chief Accountant is in post and the Chief accountant starts shortly.
		11. Failure in service delivery due to reduced capacity and increasing demands from the community; prolonged staff vacancies due to inability to recruit; posts advertised as temporary may be adversely impacting on the Council's ability to recruit. Increased risk of delay, errors or stress.	3	4	4	Short term reductions in capacity are accommodated by prioritisation and reallocating work amongst staff. Longer term impacts and changes to demand may be more difficult to address. If resources cannot be enhanced, services will have to prioritise work. Staff have access to counselling via Occupational Health. Posts advertised with Surrey Jobs which also feeds into a wider network of job sites. Specialist websites are also used to advertise posts. Annual report by Human Resources issued to Management Team summarising staff recruitment and turnover. The commissioned piece of work on areas under specific pressure in terms of recruitment and retention has been completed in 2016 and options considered. Market supplements awarded to certain roles and increased investment allocated to certain Services.	<i>11i. Members and Management Team will need to keep resourcing levels under review, particularly the impact of new projects and any statutory obligations on service/project delivery. 11ii. Implementation of requirements relating to the national apprenticeship scheme. 11iii. Human Resources to monitor the effectiveness of measures taken to improve recruitment and retention across the authority, in collaboration with Services.</i>	Group Heads/MAT/HRM	31 December 2017 * R Requires monitoring	11i. ongoing Briefing sessions have been held to raise awareness amongst Managers about the national apprenticeship scheme and uptake is being encouraged where feasible. A decision regarding the authority's preferred approach to apprenticeships is underway. 11iii. Group Head for Commissioning and Transformation attended the June Audit Committee to advise Members of the recruitment and retention challenges faced by the authority and improvement measures taken . A further update will be provided to the September Audit Committee.
		12. Low morale as a result of increasing service demand, lack of staff & finance, organisational restructure. Increased turnover, high staff stress levels, risk of losing expertise and impact on services.	2	3	3	Employment arrangements in place include recruitment and selection, pay and rewards, training and development. Change Management process, communications, performance management systems, appraisals, one to one's, team meetings, performance clinics, staff meetings. Stress audit conducted in Housing. The Human Resources Manager advises MAT as appropriate. Planned TaSF Senior management restructure taken place in 2016. See also controls recorded under section 10 above.	<i>12i. Management Team to keep under review.</i>	MAT	Completed/Ongoing monitoring	MAT maintaining under review . There is an ongoing risk of low morale and increased turnover during times of organisational change and uncertainty which MAT acknowledge. However additional budget provision built in to the 2017 - 18 budget for market supplement to assist with recruitment and retention; Council has moved back to a local pay scheme allowing an additional 1% pay increase.

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		13. Failure to comply with the Council's corporate governance requirements and standards resulting in poor value for money, Costly legal challenges and reputational damage.	3	3	3	Corporate Plan setting out clear purpose, vision and outcomes. Constitution setting out clearly defined roles/rules for Members/Officers. Code of Corporate Governance and Codes of Conduct to promote high standards of conduct and behaviour. Informed and transparent decision making processes open to scrutiny. Member and staff training programmes. Accountability through published accounts and community engagement. Induction programme delivered for new councillors during 2015 including briefing on roles and responsibilities, financial position, delivering services and current key issues.	13. <i>The Council's Code of Corporate Governance is due for review.</i>	MAT or Head of CG	31 December 2017 *R* Outstanding Action	As the review of the code of Corporate Governance remains outstanding, Audit Committee have asked the Head of Corporate Governance to attend the September Audit Committee to provide an update on progressing the review. Following the June Audit Committee the Head of Corporate Governance suggested that this area be incorporated into the work programme for Overview and Scrutiny Committee.
		14a. Procurement - Weak governance arrangements and lack of transparency. Financial penalties for non-compliance with legislative requirements. Contractual disputes and claims through poor specifications. Weak contract management resulting in Contractors/partners failing to deliver expected outcomes. Reputational damage, challenge and poor VFM	3	3	3	Contract Standing Orders set out tendering requirements, revised in April 2016. Contract guidelines with compliance checklist. Officer Code of Conduct sets out requirement for declaration of interests. Contract management training held in 2012 and 2013. Specification writing training taken place. Procurement training provided in October 2014. Development of the e-procurement system continues and further contracts continue to be sourced with this solution which offers significant time savings and efficiencies for staff in Legal. Development of Contract and Procurement hub. The Procurement strategy has been updated in early 2017, to include a strategy action plan to facilitate monitoring. The new Procurement Officer to take this forward.	14i. <i>Full compliance with the Local Government Transparency Code is required and should be confirmed once achieved.</i> 14ii. <i>To ensure there is an ongoing reference for officers involved in procurement activity, Procurement and Contract Management guidelines need to be updated and publicised to reflect regulatory changes of 2015.</i> 14iii. <i>Implement a programme of training for contract managers where the principles of Contract Standing Orders and Contract Check list form the core element of the learning.</i> 14iv. <i>The future of the Procurement Board to be considered as part of a review of all boards across the authority (NEW)</i> 14v. <i>Development of a Contract and Procurement Hub by December 2017 and preparation of an action plan to assist implementation.</i>	MAT DCX (TC)/ PS/Group Head C & T*	31 December 2017 *R* Requires Monitoring	Group Head for Commissioning and Transformation has been requested to attend the September Audit Committee. 14i, 14ii & 14iii. Whilst currently outstanding it is envisaged that with the appointment of the new Procurement Officer from 18 September 2017, these proposed actions can be taken forward and implemented. Compliance with the transparency code is being addressed through the purchase of a procurement and contract management system used by 27 local authorities and will be a priority for the new Procurement officer. Documentary evidence of procurement processes followed and performance monitoring is recognised as an area for improvement (highlighted in the recent internal audit review) and the Group Head for C & T envisages that with the new Procurement Officer and a service level monitoring officer at the Depot this area should improve. 14iv. -The Procurement Board have not met frequently since 2015, due to the organisational restructure and uncertainty over assigned roles, responsibilities and direction of Boards. Furthermore it is felt that a board may not be required. 14v. A plan is held for this.
		14b. Major Contracts - Lack of forward planning in preparation for the expiry of existing Leisure Centre arrangements in 2021, resulting in delays in Service provision. Delays in delivery of project and key milestones.	3	3	3	Leisure centre operator contract ends 2021. A paper entitled "Leisure Centre Needs Analysis" was submitted to MAT in July 2014. This was updated in May 2017 and endorsed the recommendation to carry out a feasibility study to refine options going forward. All project related documentation is in place for the project start up including project plans, outline business case (identifying risks and issues) and highlight reports. Project Management is shared between the Joint Head and Deputy Group Head for Community Wellbeing. Councillors have been kept informed of key progress milestones. A high level discussion document was presented to Cabinet in October 2016 and a project team has subsequently been formed to support the future direction of this project.	14bi. <i>Project progress to be monitored against plan to ensure timely progress.</i> 14bii. <i>This project should be included in the Corporate Project Register to facilitate regular monitoring and reporting by the Corporate Project team.</i> 14biii <i>The tender for the appointment of specialist advisors to assist with the development of the feasibility study and financial business plan is due to be published by 30th September 2017. (NEW)</i> 14biv. <i>A final decision on the site for the new leisure centre is under consideration. (NEW)</i>	Joint Group Heads CW/Deputy Group Head CW *	31 August 2017 *R* Requires Monitoring	Update received from the Deputy Group Head for Community Wellbeing on the following areas: 14bi. A high level and more detailed project plan is now in place to monitor progress against. Although it is difficult to be precise at this stage of the project, high level milestones and deliverables have been identified. 14bii. This project is now on the Corporate Projects Register with all project related documentation completed. Although a clear view on how the project will progress will not be apparent until the feasibility study is complete, outline requirements and timeframes are starting to emerge. 14biii The tender for specialist advisors will remain open for 2 weeks and a preferred supplier to be appointed to commence work by early October 2017. 14biv Action is being taken to review potential solutions to address the risks identified in the flood risk assessment (May 2017) around the preferred site. Any proposed engineering solutions will need to be cost justified.

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		15. Pressures on Housing Service as a result of economic climate and welfare reforms. Universal Credit may lead to staff retention issues. Loss of Housing Benefit subsidy and uncertainty over recovery of outstanding debt. London Boroughs increased use of Spelthorne properties. Insufficient affordable properties. Housing shortage.	3	3	3	Group Heads/ MAT/Members are aware of risks. Working groups established to deal with changes. The authority faces some challenges in managing the loss of £500k per annum in subsidy (recovery of Housing Benefit overpayments) and the roll out of Universal Credit is now projected for 2022. Therefore the loss of subsidy will be spread over a longer period of time as completion of Universal Credit roll out slips. Accountancy have factored into outline budget projections. There is currently £2.7m of outstanding Housing Benefit overpayment debt in the Council's accounts. This is being recovered, albeit repayments are often small due to Housing Benefit regulations. Cabinet has received updates on Welfare Reforms. This includes a suggested approach to the use of discretionary housing payments. Strategic Housing Group. Officers and A2D have been working with families affected by the benefit cap. The Department for Work and Pensions (DWP) have advised further on the number of cases that have been affected by the new benefit cap rules and this is 161 claims, less than the previous prediction of 215 claims (up to 500 was originally anticipated).Housing Company being set up. Close working with private landlords. New Landlord guarantee scheme went live in Sep 2016 with a number of Landlords having signed up. Projects commenced to ensure strategies are followed. Corporate Debt Group.	15.i A model for the strategic way forward in delivering the Housing function is being applied. 15ii. Management Team to continue to monitor the pressures facing the Housing Service. 15iii. Implementation of legislative changes arising from the Homelessness Reduction Act effective from January 2018 and planning for the likely impact on the Housing team (NEW)	MAT / Joint Group Heads CW *	31 December 2017 * R Requires Monitoring	15.i Knowle Green Estates (subsidiary) set up in May 2016 focusing on Housing Delivery. Despite this the pressures on the frontline Housing Services are continuing to increase. There is additional pressure as the impact of County Council cuts on areas such as local voluntary organisations, the closure of key hospital units, Supported Housing schemes, Adult and Children's Services generally filter through to organisations and individuals. Staff are spending considerably more time on cases and becoming frustrated at the shortage of community based support mechanisms for clients. There is a new Housing Options manager in post who will be putting forward proposals to address some of the pressures of upcoming legislative changes. There will be increased duties placed on local authorities to prevent and relieve homelessness. A new post for a Strategic Housing Manager has been approved and will be advertised shortly.
		16. Poor partnership governance arrangements	3	3	3	MAT set strategic direction for Partnerships. Partnership governance policy out of date (August 2009) . Insurance arrangements in place.	16i. A responsible officer to review, update and re-issue the Partnership Governance policy. 16ii. A list of significant Partnerships entered into should be identified and recorded centrally. 16iii. Completion of questionnaires to make an assessment of Partnership governance arrangements. 16iv. Members of Overview and Scrutiny Committee to scrutinise Partnership activity if required.	MAT	31 December 2017 * R Requires Monitoring	Internal Audit review of 2016/2017 identified limited attention has been given to Partnership Governance since 2011 and therefore some actions are required to revitalise the necessary governance arrangements and associated controls. The Group Head for C & T issued a report to Management team in July 2017 outlining the intention to implement all of the recommended actions. As a first stage a list of significant partnerships entered into across the authority has been compiled and shared.
		17a. Uncertainty over economic growth and supplier failure, impacting on: • Delivery of contracts and services • Business Rate income. SBC now bears a significant share of any losses on collection.	2	3	3	Financial Services monitor the financial media in relation to larger companies and critical commercial partners. Recovery and inspection of business properties is being strengthened to maximise collection/minimise losses for the Council. Spelthorne are a member of the Surrey Business Rates pool enabling enhanced monitoring and data sharing with the other four participating councils. Business Rates Subgroup formed with agreed terms of reference focusing on Group Training, specialist advice, cross boundary prosecutions and legal advice.On 15 February 2017 the DCLG published a second consultation on further business rates retention, alongside a summary of responses to the first consultation last year.	17i. Impact of new Business Rate arrangements on Council finances is under ongoing review. 17ii. Business Rates project being pursued. 17iii. Local Authorities have been invited to participate in a second round of 100% business rates retention pilots as pools across economic areas for 2018/19. This is being pursued by the Deputy CX (TC) in close liaison with Surrey Treasurers. (NEW)	DCX (TC)/Acting Group Head CR *	31 December 2017 * R Requires monitoring	A service level project has been initiated to focus on 3 areas of business rates: Increase tax base Reduce Business Rate avoidance Increase admin grant Use Analyse Local software as information source . Business Rates Avoidance Officer post approved but not yet recruited. This role is intended to assist in maximising the tax base and target potential areas of avoidance. Additional counter fraud resource has also been made available from August 2017 to identify and investigate potential tax avoidance and evasion cases, working to a specification of high risk categories. See also risk category 26, Corporate Counter Fraud.

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		17b. Economic Development Strategy fails to be implemented impacting on growth				Economic Development Strategy is reviewed every three years. Regular reporting to the Cabinet Member with responsibility for Economic Development to advise on progress with action plans and delivery of the strategy. LGA funded adviser produced 3 reports on Key Account Management, Inward Investment and Visitor Numbers. Funding subsequently approved. A CRM is being developed to track Spelthorne's top 20 businesses with regards to key account management. A permanent post of Business Engagement Officer has now been created (8 May 17) to support inward investment / key account management for 3 days per week. The updated 5 year economic assessment & development strategy for 2017 - 2022 was approved by Cabinet in February 2017. It incorporates recommendations made by Internal Audit in their 2016 review such as formal clarification of responsibilities, establishing timescales for actions in the strategy (wherever possible) to improve accountability, documentary evidence for decision making, enhancing performance review and monitoring mechanisms, and ensuring regular formal Member oversight of the strategy. A Business Improvement District has taken effect for Staines-upon-Thames and charges have been incorporated into annual billing for business rates.	17iv. Economic development is a Council priority and growth will impact on business rate income - this is under ongoing review. 17v. The updated 5 year economic assessment & development strategy for 2017-2022 and associated processes incorporate recommendations raised by Internal Audit in their review of December 2016. One such recommendation made is that progress on each of the 'actions' in the strategy needs to be regularly monitored by the Economic Development Engagement Group (EDEG) bi-annually. 17vi. Through the EDEG 5 areas have been identified as the most important areas of delivery within the strategy and will be reported on every 6 months to the group to strengthen performance monitoring.	DCX (TC)*/GH R & G*/ CS & EDO*	31 December 2017* Requires monitoring	17iv. Ongoing review. 17v & 17vi - Each year the economic development plan will be reviewed and amended as necessary, with targets that have been achieved removed, and new emerging targets included subject to approval from the EDEG.
		18. Failure to comply with employment legislation or statutory duty leading to possible compensation (unlimited), damage to reputation, Legal costs and significant officer time.	2	3	3	Human Resources (HR) identify changes in employment legislation, provide guidance and training to ensure compliance. Professional HR support. Equality and Diversity working group and training provided to all staff.	18. Where HR guidance is issued to officers in relation to changes in employment legislation, this needs to be consistently evidenced (documented) as a safeguard against potential employee claims.	MAT/ Group Heads/ HR Manager *	Completed/ Ongoing Monitoring	There is a range of different legislation that Human Resources have to oversee and there is no one set process when implementing change. Where there are possible contractual changes and other implications Human Resources notify managers and recent examples of this are the IR35 changes and English Language requirement. Measures are taken to ensure policies, procedures and working practices are compliant and incorporate best practice. Human Resources also feed into the SLP training programme to ensure any legislative changes are covered in courses on offer for our staff.
		19. Failure to comply with statutory duty / adhere to Safeguarding Policy leading to death or injury to child or vulnerable adult, legal action and reputational damage. Failure by County to address Spelthorne referrals relating to vulnerable children/adults.	2	4	4	Council has statutory responsibility for safeguarding children and Adults. Safeguarding policies and procedures. Staff and Member training. All referrals to Surrey County Council should be reported to a nominated Spelthorne Officer. Regular meetings held with Surrey County Council and consultation with the Surrey Safeguarding Children's Board (SSCB). Annual Section 11 audit. The Children's Safeguarding and Adults at Risk Strategies have been revised Feb 2017. The latest Safeguarding Policy was approved by Cabinet in March 2017 and is on Spelnet. The updated referral procedure is displayed on all notice boards. Instructed to escalate any cross border referrals/ issues to the senior safeguarding managers.	19i. Further liaison with Surrey County Council is necessary in order to strengthen the feedback process relating to children's referrals. 19ii. Staff training needs to be assessed and revised policies/processes publicised in due course. 19iii. Internal Audit recommendations of December 2016 are being implemented.	DCX (TC)/LSM/ILM/ Joint Group Heads - CW *	Completed/ongoing monitoring	19i. Implemented - The Deputy CX, Terry Collier and Joint Group Head for CW (Karen Sinclair) met with recently appointed Head of the Surrey MASH team, Carl Bussey on 21 June 2017 to discuss concerns about cases at that time with a view to improving communication. It was a positive meeting and Carl Bussey is keen to improve processes, requesting also that Spelthorne work with him on a challenge panel to test the improvements. This officer appears to be very proactive in responding to Spelthorne's issues. As at 29/8/17 there are no outstanding cases from Housing which have been referred to Social Services. 19ii. Implemented - The Leisure Services Manager has liaised with Human Resources to ensure an accurate list is held of staff requiring training and DBS checks. A new online safeguarding training module was launched at Spelthorne in December 2016 and cascade training has been provided for Streetscene and Spelride drivers. 19iii. Measures have been taken to address latest internal audit recommendations.

PREVIOUS RAG (SEP)	CURRENT RAG (MAR)	RISK / CONSEQUENCES	LIKELIHOOD OF RISK	IMPACT OF RISK	LEVEL OF RISK (to evaluate)	CONTROLS	OUTSTANDING ACTIONS	RISK OWNERSHIP	TARGET DATE	PROGRESS /REASONS WHERE NOT IMPLEMENTED
		20. Service delivery and planning difficulties due to Central Government funding being withdrawn and therefore reduction in spending. Possible withdrawal of New Homes Bonus with impact on Revenue Budget. Opportunities for significant income generation and investments are missed, impacting on the Council's ability to close the budget gap and deliver vital services.	3	4	4	Long term strategic/financial planning. Corporate Plan / priorities reviewed. Member engagement 'Towards a Sustainable Future' programme identified potential savings and additional sources of income. The Council is working to find innovative ways to fund services and create new revenue streams. Advice is sought from the Treasury Management advisors as appropriate.	20i. Towards a sustainable future programme to be delivered 20ii. Contract agreements to include relevant clauses in order to safeguard the Council's interests, with monitoring arrangements to follow. 20iii. Effective systems need to be in place to record and recover significant rental income due to SBC. 20iv. A robust governance framework is being developed to support property acquisitions and investment processes (NEW)	MAT	31 December 2017* Requires monitoring	20i. TaSF programme being progressed. Officer Structural Review completed. As part of Income Generation there have been significant Asset acquisitions and Investments during the current and previous financial year. In September 2016 Spelthorne Borough Council announced the purchase of the campus occupied by BP in Sunbury-on-Thames. BP will remain as tenants at the Sunbury site leasing back the offices from SBC for a minimum of 20 years. This will generate significant income year on year helping the financial sustainability of the Council. 20ii Awaiting update on status of actions. 20iii. Assigned officers within Asset Management and Finance have been advised of their duties.
		21. Reduction in service delivery, reduced capacity and possible loss of internal control as a result of savings required to balance budget	3	3	3	Management as the first line of defence are responsible for maintaining key services and internal controls. Reduced resource levels in some areas are likely to impact on the ability to operate an adequate level of controls. For example segregation of duties is not always possible and there may be fewer management checks. In such cases compensating controls are required.	21i. MAT to acknowledge that reduced resources and capacity levels has an impact on the level/adequacy of controls operating within functions/corporate systems and processes. Associated with this is a lower level of assurance.	Group Heads/ MAT	Completed/ongoing monitoring	2017/18 Budget providing additional resources for Housing, Legal and Asset Management. A new Property Manager and Procurement Officer have recently been appointed.
		22. Changing political landscape - Brexit represents many potential uncertainties for organisations such as currency devaluation/volatility, trade, investments, relocation of Partners/Suppliers, changing access to EU funds, level of compliance with EU regulations, workers rights (EU Nationals), existing policies and procedures, procurement process	3	3	3	At the request of Management Team, a discussion paper setting out potential staffing implications and uncertainties associated with Brexit has been prepared by the Human Resources Manager (March 2017). A verbal update has been provided with regards the potential financial implications, risks and opportunities.	22i. MAT to consider potential Brexit uncertainties for Spelthorne and have a plan in place to address.	MAT	31 December 2017* Requires monitoring	This area requires ongoing review.
		23. Poor return on long term investments /investments insecure in current climate	2	3	3	Treasury Management Strategy approved annually by Members. Aim to select counter parties of the highest credit quality; credit ratings monitored closely. Council's investments managed internally in consultation with Arlingclose. Quarterly meetings and conference calls held with Arlingclose. Deputy Chief Executive, Terry Collier and Portfolio Holder, Councillor Williams are involved in key decisions. Use a range of credit ratings and criteria recommended by Arlingclose. Regular monitoring, reporting of investment portfolio and returns achieved.		DCX (TC) *	Ongoing monitoring	Appointments have been made for a new Chief Accountant and Deputy Chief Accountant to oversee the Finance team including the Treasury Management role, and interim support has been in place (Interim Finance Manager) to cover the gap between permanent post holders. The team continues to explore options for diversifying the portfolio. As well as investments the Council now has £413m worth of debt (fixed rate) a result of the recent asset acquisitions. The portfolio continues to deliver good rates of return - on core pooled funds achieved average rate of return of 5.18%. Consultation on CIPFA Code of Practice and Prudential Code is currently underway.

PREVIOUS RAG (SEP)	CURRENT RAG (MAR)	RISK / CONSEQUENCES	LIKELIHOOD OF RISK	IMPACT OF RISK	LEVEL OF RISK (to evaluate)	CONTROLS	OUTSTANDING ACTIONS	RISK OWNERSHIP	TARGET DATE	PROGRESS /REASONS WHERE NOT IMPLEMENTED
		24. Failure to collect/recover income due, resulting in losses to the authority.	3	3	3	Corporate Debt Officer Group reconvened. This forum is used to monitor the more material items on the aged debt analysis and also coordinate action to tackle debt that is unlikely to be recovered. The DCX, Terry Collier, as S151 Officer, receives and reviews a monthly status report of higher value aged debts over 6 months old in order to confirm that suitable recovery action has been taken, and where exhausted, ensuring write-off action is pursued. Corporate Recovery Policy held. Recovery policies also exist for specific areas such as Council Tax, NNDR, Sundry Debts etc. Debt collection statistics produced and analysed. Budget Monitoring identifies any shortfall in income. Accountancy report to Management Team and Members on significant variances and comparisons with previous year. Debt recovery training for relevant staff has been provided.	24i. The terms of reference for the Corporate Debt Group require review. Outstanding internal audit recommendations can be monitored and progressed through this group, in particular actions relating to the monitoring and recovery of outstanding aged debt and the governance of the recovery process. 24ii. The sundry debt recovery policy is being reviewed with a view to speeding up the recovery timetable process. (NEW) 24iii. In order to improve efficiency, there is scope for Customer Services to take greater control over the persual of all sundry debts. (NEW)	MAT/ DCX, TC/AGH CR/ Group Heads	31 December 2017 * R Requires Monitoring	24i. A review of the terms of reference for the Corporate Debt Group is on the agenda of the next meeting.
		25. Serious and organised crime poses a threat to national security; lack of awareness may lead to harm to the local community or staff; intelligence is not shared or acted upon; organised crime groups could be benefitting from public sector procurement contracts resulting in financial or reputational losses	3	4	4	The Internal Audit Manager is Spelthorne's Single Point of Contact for Serious and Organised crime. There has been liaison with the Police and official documentation provided on requirements for Spelthorne.	25i. Serious and Organised Crime Audit to be carried out in accordance with the official Police framework. This is intended to identify areas where Spelthorne is most vulnerable/ at risk. 25ii. Group Heads and Managers to assess governance arrangements currently in place to help combat the risk of serious and organised crime.	IAM/ Group Heads/MAT	31 December 2017 * R Requires Monitoring	25i. The Internal Audit Manager met with the local Police team in April 2017 to identify high risk areas generally and specifically for Spelthorne, which have been communicated to the DCX (Terry Collier). The framework to be applied for the Serious and Organised Crime Audit was also discussed. Prior to commencing the audit, the Police representative and Internal Audit Manager will be raising general awareness of this topic at a future Manager's Briefing (these briefings have not been held for several months) or corporate staff meeting. 25ii. This action will be taken forward as part of the planned audit, in collaboration with Group Heads and Managers.
		26. Increased risk of fraud / theft due to economic climate resulting in financial losses and damage to reputation of authority. Housing tenancy fraud reduces availability of social housing.	3	3	3	Corporate Policies including Confidential Reporting Code (Whistle blowing), Anti-fraud, Bribery and Corruption Strategy, Proceeds of Crime and Anti-Money Laundering, Code of Conduct including rules relating to gifts and hospitality, and declaration of interest. Staff are reminded about governance policies during the appraisal process. Refresher fraud and anti-bribery awareness training for staff and Members is due. Various policies and procedures such as Financial Regulations and Contract Standing Orders, management checks, segregation of duties, reconciliation processes for financial systems and IT Security measures. An internal fraud referral process/system has been implemented within Housing. Audit Services and Investigating Officers continue to attend specialist Fraud groups with Surrey Partners which are very useful forums for sharing skills, knowledge and approaches to tackling fraud/ business rate avoidance/evasion cases. Internal Fraud Overview meetings also held to disseminate high level issues. Fraud alerts and relevant reports are circulated. A growth bid for additional Corporate Counter Fraud resource approved for 2017/18.	26i. Assign additional counter fraud resource to priority areas and monitor financial payback. 26ii. To arrange Fraud and anti-bribery and corruption training for all staff and Members.	Group Heads/MAT/IAM	31 December 2017 *R Requires monitoring	Counter fraud work continues with non-benefit fraud returns being collated quarterly, focusing on housing and business rates (evasion and avoidance). At 30.6.17 the cumulative return for Spelthorne (since the start of the Surrey Fraud Partnership in January 2015) is £931,000. Document verification systems are being explored for use across the authority (corporate anti-fraud measure). 26i. Implemented. Additional counter fraud resource for 2017/18 procured from Reigate and Banstead Council, in accordance with a pre-defined specification. This contractual arrangement is being closely monitored by the Internal Audit Manager. Financial payback will be monitored periodically. A meeting was also held with A2D to discuss scope for greater joint working in an attempt to combat tenancy fraud. 26ii. The Internal Audit Manager has recommended to Human Resources and the DCX'S a need for Corporate Fraud , anti-bribery and corruption awareness training for all staff and Members. It has been about 5 years since such training was provided and it is therefore overdue. Effective methods for delivery being explored.

Page 31

***KEY TO RAG RATING**

- Actions overdue and outstanding
- Partially actioned
- Completed/Ongoing monitoring

***KEY TO TARGET DATES**

- * O = Original target date for assigned action
- * R = Revised target date for assigned action
- * N = New Action

PREVIOUS RAG (SEP)	CURRENT RAG (MAR)	RISK / CONSEQUENCES	LIKELIHOOD OF RISK	IMPACT OF RISK	LEVEL OF RISK (to evaluate)	CONTROLS	OUTSTANDING ACTIONS	RISK OWNERSHIP	TARGET DATE	PROGRESS /REASONS WHERE NOT IMPLEMENTED
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Note that previous RAG ratings are included to illustrate the Direction of Travel for recommended actions

***KEY TO OFFICERS**

MAT - Management Team

AGH CR - Acting Group Head for Customer Relations, Roy Tilbury

Head of CG – Head of Corporate Governance, Michael Graham

Head of ICT – Helen Dunn

DCX (TC) – Terry Collier

HSIRM - Health and Safety, Insurance and Risk Manager – Stuart Mann

GH C & T - Group Head - Commissioning and Transformation, Sandy Muirhead

GH - NS - Group Head - Neighbourhood Services- Jackie Taylor

DCX (LO) – Lee O’Neil

SEHM - Senior Environmental Health Manager, Tracey Wilmott-French

PS - Principal Solicitor, Victoria Statham

GH R & G - Group Head - Regeneration and Growth, Heather Morgan

IGO - Information Governance Officer, Clare Williams

HRM – Human Resources Manager, Debbie O’Sullivan

CM- Contract Managers

Joint Group Heads of CW – Joint Group Heads for Community Wellbeing, Deborah Ashman and Karen Sinclair

LSM - Leisure Services Manager, Lisa Stonehouse

RRO – Risk and Resilience Officer, Nick Moon

CS & EDO – Community Safety and Economic Development Officer, Keith McGroary

IAM - Internal Audit Manager, Punita Talwar

Cabinet**22 November 2017**

Title	Capital Monitoring Report		
Purpose of the report	To note		
Report Author	Laurence Woolven (Chief Accountant)		
Cabinet Member	Councillor Howard Williams	Confidential	No
Corporate Priority	Financial Sustainability		
Recommendations	Cabinet to note the current level of spend.		
Reason for Recommendation	Not applicable		

1. Expenditure to date and Estimated Outturn

- 1.1 Attached as Appendix A & B is the actual spend to date on capital covering the period April to September 2017.
- 1.2 For the period ending September 2017, capital expenditure including commitments was £62.3m, which represents 20.4% of the revised budget.
- 1.3 The projected outturn shows that we are anticipating to spend £298.5m which represents 97.6% of the revised budget of £305.9m.

Councillor Barnard - Planning and Economic Development

- 1.4 It is expected that £1.18 M will be spent in accordance with the budget in respect of redeveloping the Churchill Hall site (£0.7m) and other sites.
- 1.5 To date expenditure in this area is £34,173 (2.9% of budget).

Councillor Harvey - Leader

- 1.6 It is expected that the £200m of 17/18 budget and the £94.5m carry forward will be spent on a number of acquired assets by the end of the financial year. The Council has successfully acquired 3 Roundwood Avenue and WBC4, more expenditure is expected on acquiring new assets during this financial year.
- 1.7 There may be a total of £200,000 spend relating to carrying out the master plan study relating to accommodation. The expected underspend on the £7m budget will need to be rolled forward to next year.

- 1.8 The £260k Ward grants programme is currently expected to be on budget.
- 1.9 To date expenditure in this area is £62.15m (20.6% of budget).

Councillor Mitchell – Corporate Management

- 1.10 There is a £33.9k spend on the Council Chamber Audio project for which there was no budget.
- 1.11 All other projects are expected to be completed in this financial year. It should be noted that expenditure to date on this area is £101,338 out of a budget of £662,800 including carry forwards (15.3%).

Councillor Francis - Housing

- 1.12 The level of activity relating to disability facilities is higher than expected which will lead to higher costs later this year.

Councillor Gething – Environment and Compliance

- 1.13 There is a £12k overspend on refuse/recycling vehicles now that the bids are in, this is offset by forecast underspends on Laleham Park (£200k), Solar panels (£20k), Parking Service vans (£20k) and Air Quality (£24.5k). These underspends will need to be rolled forward to 18/19.
- 1.14 Small Scale Area Regeneration is forecast to be £260k underspent, Edinburgh Drive Parade has been completed with 3 more parades still to be upgraded as waiting for S278 agreement. SCC funding has ceased for future projects of this type.
- 1.15 To date £348.9K has been spent (20.3% of budget).

2. Financial implications

- 2.1 Any underspend on the approved Capital Programme enables the authority to invest the monies to gain additional investment income or can be used to fund additional schemes.

3. Timetable for implementation

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

Background papers: None

Appendices: A&B

Appendix A

CAPITAL MONITORING REPORT AT 30 SEPTEMBER 2017

Portfolio Member	ORIGINAL BUDGET	CARRY FORWARDS	SUPPLEMENTARY ESTIMATE	REVISED BUDGET	ACTUALS YTD	COMMITMENTS	MANAGERS PROJECTED OUTTURN	MANAGERS PROJECTION TO REVISED BUDGET
Cllr Francis - Housing	184,300	15,000	287,700	487,000	(348,832)	6,500	423,934	(63,066)
Cllr Gething - Environment & Compliance	1,157,700	64,600	500,000	1,722,300	348,870	109,102	1,202,900	(519,400)
Cllr Barnard - Planning and Economic Development	1,236,600	56,200	-	1,292,800	28,727	-	1,251,600	(41,200)
Cllr Harvey - Leader	207,257,000	94,500,000	-	301,757,000	62,146,806	155,834	294,960,000	(6,797,000)
Cllr Mitchell - Corporate Management	441,000	221,800	-	662,800	101,338	150,102	696,700	33,900
	210,276,600	94,857,600	787,700	305,921,900	62,276,909	421,537	298,535,134	(7,386,766)

CAPITAL MONITORING REPORT AT 30 SEPTEMBER 2017

Portfolio Member / Service Head	Cost Centre	Description	Original Budget	Carry Forwards	Supplementary Estimate	Revised Budget	Actuals YTD	Commitments	Managers Projected Outturn	Managers Projection to Revised Budget	Comments
Housing Investment Programme											
Cllr Francis - Housing											
D Ashman & K Sinclair	40203	Disabled Facilities Mandatory	644,300	-	287,700	932,000	358,436	-	932,000	-	
D Ashman & K Sinclair	40204	Disabled Facilities Discretion	29,600	-	-	29,600	98	-	29,600	-	Expenditure expected in the latter part of the financial year
		Less Specified Capital Grant	(644,300)	-	-	(644,300)	(707,366)	-	(707,366)	(63,066)	
		Net Cost of Disabled Facilities Grants	29,600	-	287,700	317,300	(348,832)	-	254,234	(63,066)	
D Ashman & K Sinclair	40209	Home Improvement Agency grant	81,000	-	-	81,000	-	-	81,000	-	Expenditure expected in the latter part of the financial year
		HIA Funding	(26,300)	-	-	(26,300)	-	-	(26,300)	-	
		Total	54,700	-	-	54,700	-	-	54,700	-	
Total For HIP			84,300	-	287,700	372,000	(348,832)	-	308,934	(63,066)	
Other Capital Programme											
Cllr Francis - Housing											
D Ashman & K Sinclair	42044	Community Bulding Grant Scheme	25,000	-	-	25,000	-	-	25,000	-	This scheme is highly unlikely to be continued due to Surrey County Council cuts which they announced recently. However, these funds may be available for alternative capital projects administered via Grant Panel
		Total	25,000	-	-	25,000	-	-	25,000	-	
Sandy Muirhead	42013	Civica EDMS&Locata Integration	25,000	-	-	25,000	-	6,500	25,000	-	This project is ongoing and linked to Civica upgrade which should be completed by December 2017 subject to agreeing terms & conditions with Civica (Deputy Group Head Housing is progressing this) and then expected to progress & complete Locata by March 2018.
Sandy Muirhead	42015	Landlord Guarantee Scheme	50,000	15,000	-	65,000	-	-	65,000	-	Now looking to link to Civica System & building finance link via Integra. Project is expected to be completed by end of this financial year subject to housing teams, Customer Services and Finance being able to meet deadlines especially around testing
		Total	75,000	15,000	-	90,000	-	6,500	90,000	-	
Cllr Gething - Environment & Compliance											
Jackie Taylor	41026	Laleham Park Upgrade	200,000	-	-	200,000	-	-	-	(200,000)	This project is underway with building proposals at pre planning stage and expected to be completed during 2018/19
Jackie Taylor	41030	Hengrove Park	-	14,600	-	14,600	-	-	14,600	-	Further review will take place in November 2017 to ascertain what is still required in the park. It is expected that will be completed by end of this financial year
Jackie Taylor	41322	Bridge St Car Parking Machines	25,000	-	-	25,000	18,515	7,863	25,000	-	Machines have been installed. Partial payment is still outstanding.
Jackie Taylor	41502	Refuse/Recycling Vehicles	225,000	-	-	225,000	165,660	750	237,000	12,000	Project has nearly complete as all vehicles have been delivered. there are still payments outstanding
Jackie Taylor	41505	GroundsMaintenanceProject	-	-	500,000	500,000	107,940	18,528	500,000	-	Procurement is underway and project is expected to be completed by end of this financial year
Jackie Taylor	41506	Spelride Bus Replacement	-	-	-	-	(6,755)	-	-	-	Payment accrued in the previous year is expected to be made during this financial year
Jackie Taylor	41609	Replacement Multi Use Vehicle	80,000	-	-	80,000	-	53,257	80,000	-	Procurement is underway and the project is expected to be completed by end of this financial year
Jackie Taylor	41610	Miniature Railway Staines park	15,000	-	-	15,000	-	13,805	15,000	-	This project is completed waiting for the payment to be made.
Jackie Taylor	41620	Wheelie Bins	50,000	-	-	50,000	49,630	6,203	50,000	-	Bins will be ordered throughout the financial year depending on need as & when identified
Jackie Taylor	41624	InstallElecVehicleChargePoints	15,000	-	-	15,000	13,080	-	13,100	(1,900)	This project is completed
Jackie Taylor	41625	TothillCarParkLightingUpgrade	30,400	-	-	30,400	-	-	30,400	-	Currently all the quotes are being looked at. Trial run of three different types of LEDs. Lux levels have taken place. Next stage is to expand the trial working towards the whole car park. The project is expected to be completed by end of this financial year

CAPITAL MONITORING REPORT AT 30 SEPTEMBER 2017

Portfolio Member / Service Head	Cost Centre	Description	Original Budget	Carry Forwards	Supplementary Estimate	Revised Budget	Actuals YTD	Commitments	Managers Projected Outturn	Managers Projection to Revised Budget	Comments
Jackie Taylor	41626	GreenoDayCenLightingUpgrade	10,800	-	-	10,800	-	-	10,800	-	Work is in progress and this project is expected to be completed by end of this financial year
Jackie Taylor	41627	Solar PV For Staines Comm Cent	25,000	-	-	25,000	800	-	-	(25,000)	Currently all the quotes are being looked at and considered. This project may not be completed until 2018/19 and the funding may need to be requested to be carried forward
Jackie Taylor	41628	Parking Service Vans	20,000	-	-	20,000	-	-	-	(20,000)	The suitable Electric or hybrid vehicles are not available until next financial year. However, in the interim the research will continue for appropriate electric vehicles to suit the service. Budget may be requested to be carried forward or rephrased into next financial year.
Jackie Taylor	42027	Domestic Home Energy	30,000	-	-	30,000	-	4,920	30,000	-	Project is underway and expected to be completed by end of this financial year
Total			726,200	14,600	500,000	1,240,800	348,870	105,327	1,005,900	(234,900)	
			20.5%								
Lee O'Neil	41314	Air Quality	24,500	-	-	24,500	-	-	-	(24,500)	The project is in progress with other priorities and expected to be completed by end of 2018/19. The balance of budget will be requested to be carried forward into next financial year
Total			24,500	-	-	24,500	-	-	-	(24,500)	
<u>Cllr Barnard - Planning and Economic Development</u>											
Heather Morgan	41007	Stanwell Skate Park	-	-	-	-	(1,249)	-	-	-	Retention payment is expected to be paid in this financial year
Heather Morgan	41015	Runnymede Estates	55,600	-	-	55,600	-	-	55,600	-	Capitalised Planned Maintenance expenditure to be moved here at the end of the financial year
Heather Morgan	41622	Affordable Housing Opportunity	1,181,000	-	-	1,181,000	34,173	-	1,181,000	-	£0.7m is expected on Redevelopment of Churchill Hall and remainder on other projects as we will continue to look for the other opportunities and in touch with Registered Social landlords Partners
Heather Morgan	42017	Memorial Gardens	-	-	-	-	(2,926)	-	-	-	There are some retention payments are still due to Runnymede Borough Council
Heather Morgan	42033	Greeno Centre Car Park	-	-	-	-	(1,270)	-	-	-	Retention payment is still to be paid by end of this financial year.
Heather Morgan	42036	Towpath Car Park	-	56,200	-	56,200	-	-	15,000	(41,200)	Work relating to clearing the site and installing fencing around is expected to undertaken in this financial year
Total			1,236,600	56,200	-	1,292,800	28,727	-	1,251,600	(41,200)	
<u>Cllr Harvey - Leader</u>											
D Ashman & K Sinclair	42045	Ward Grants	260,000	-	-	260,000	77,969	-	260,000	-	Applications are being processed. Potential for under spend has not been established, possible further allocations by the end of financial year
Heather Morgan	42038	Acquisition of Assets	200,000,000	94,500,000	-	294,500,000	62,068,837	155,834	294,500,000	-	Expenditure has been incurred on acquiring two new sites i.e. 3 Roundwood Avenue and World Business Centre4. More expenditure is expected on acquiring further new sites during this financial year.
Heather Morgan	42011	Replace Council Accommodation	6,997,000	-	-	6,997,000	-	-	200,000	(6,797,000)	We are evaluating options for our office accommodation. There may be expenditure expected to carry out master plan study relating to the entire accommodation.
Total			207,257,000	94,500,000	-	301,757,000	62,146,806	155,834	294,960,000	(6,797,000)	
<u>Cllr Mitchell - Corporate Management</u>											
Helen Dunn	43621	VDI	-	177,800	-	177,800	46,982	-	177,800	-	Work is currently in progress and expected to be completed by end of this financial year.
Helen Dunn	43003	New Software	20,000	-	-	20,000	7,314	22,006	20,000	-	Expenditure on various software enhancements throughout the financial year
Helen Dunn	43608	Other Hardware	30,000	-	-	30,000	3,100	-	30,000	-	Expenditure on various hardware enhancements throughout the financial year
Helen Dunn	43622	ICT Network	150,000	-	-	150,000	10,940	128,096	150,000	-	Project is in progress and expected to be completed by end of this financial year
Helen Dunn	43623	Peripheral Devices	3,500	-	-	3,500	-	-	3,500	-	Replacement tablet is required. The project is expected to be completed by end of this financial year
Helen Dunn	43624	Council Chamber Audio	-	-	-	-	32,882	-	33,900	33,900	Project has already been approved by MAT to go ahead and the initial installation of equipment has been completed. There are some goosenecks and a roaming mic are still required
Total			203,500	177,800	-	381,300	101,218	150,102	415,200	33,900	

CAPITAL MONITORING REPORT AT 30 SEPTEMBER 2017

Portfolio Member / Service Head	Cost Centre	Description	Original Budget	Carry Forwards	Supplementary Estimate	Revised Budget	Actuals YTD	Commitments	Managers Projected Outturn	Managers Projection to Revised Budget	Comments
Sandy Muirhead	43503	Agile Working	28,200	19,000	-	47,200	120	-	47,200	-	The project is quite wide ranging in terms of moving towards more agile working besides physical location and moves towards encouraging home working etc. it also covers review of change management and training needs for staff, analysing the current working patterns and learning lessons from trials. Plans are moving ahead at looking at better use of space in Knowle Green which then links to the agile working and technology used. The project is now progressing rapidly with views on future locations of the offices becoming more certain
Sandy Muirhead	43511	ScannersCorporateEDMS Roll out	31,000	5,000	-	36,000	-	-	36,000	-	Project is part of EDMS. The project is in progress and expected to be completed by end of March 2018
Sandy Muirhead	43512	Sharepoint redesign & Relaunch	70,000	20,000	-	90,000	-	-	90,000	-	This project is under review and will be integrated with other ICT projects and expected to be completed in this financial year.
Sandy Muirhead	43515	Corporate EDMS Project	108,300	-	-	108,300	-	-	108,300	-	Work on Phase II is being undertaken. Project is currently in progress linked to office moves and largely expected to be completed by end of this financial year subject to all services allocating resources to deal with archivable documents
Total			237,500	44,000	-	281,500	120	-	281,500	-	
Cllr Gething - Enviroment & Compliance											
Keith McGroary	41619	Small Scale Area Regeneration	620,000	-	-	620,000	-	275	50,000	(570,000)	Edinburgy Drive Parade has been completed and 3 more parads still to be upgraded as waiting for S278 agreement licence from Surrey County Council. No more funding for future projects of this type is available as funding from Suurey County Council has ceased.
Keith McGroary	41621	External Funding CCTV Enhancement	(310,000) 97,000	- 50,000	-	(310,000) 147,000	-	- 3,500	- 147,000	310,000 -	Meeting with Surrey Police & all Surrey Districts/ Boroughs took place recently to agree stragegic plan for CCTV tendering process now to proceed to identify Contractor to instal the system. Delivery is expected to be completed in this financial year
Total			407,000	50,000	-	457,000	-	3,775	197,000	(260,000)	
Total For Other			210,192,300	94,857,600	500,000	305,549,900	62,625,741	421,537	298,226,200	(7,323,700) #	
Total Expenditure			211,257,200	94,857,600	787,700	306,902,500	62,984,275	421,537	299,268,800	(7,633,700)	
Total Funding			(980,600)	-	-	(980,600)	(707,366)	-	(733,666)	246,934	
GRAND TOTAL			210,276,600	94,857,600	787,700	305,921,900	62,276,909	421,537	298,535,134	(7,386,766)	

Cabinet

22 November 2017



Title	Revenue Monitoring Report		
Purpose of the report	To note		
Report Author	Laurence Woolven (Chief Accountant)		
Cabinet Member	Councillor Howard Williams	Confidential	No
Corporate Priority	Financial Sustainability		
Recommendations	To note the current level of spend		
Reason for Recommendation	Not applicable		

1. Key issues

1.1 To provide cabinet with the net revenue spend figures to the end of September 2017.

- The forecast outturn at net expenditure level is shown below It shows a positive variance of £0.58M :

	Budget £M	Forecast Outturn £M	Variance £M
Total Expenditure	60.00	59.94	(0.06)
Total Income	(59.98)	(60.90)	(0.92)
Salary budget saving (<i>actual vacancy savings are reflected in services expenditure outturn</i>)	(0.30)	0	0.30
Interest Earnings	0	0.08	0.08
Debt Interest Payable	0	0.05	0.05
Budget Adjustment	0.28	0.28	-
Revenue Carry forward	-	(0.03)	(0.03)
Net	-	(0.58)	(0.58)

2. Options analysis and proposal

- 2.1 Cabinet are asked to note the current net revenue spend and forecast position.

The following highlights variances where the variance is greater than 5% of the spend area. In addition, all variances of over £5K are noted.

Leader

Spend Area	Variance	Comment
Corporate Governance	Adverse £43k	Employee saving of £7k due to cessation of shared service with Reigate BC off set by £50k income budget not being achievable
Democratic Representation and Management	Adverse £6.6K	2% increase on basic allowances
Elections	Positive £5.9K	No further expenditure expected provided there is no by election
Total	Adverse £44.0K	

Deputy Leader

Spend Area	Variance	Comment
Corporate Publicity	Adverse 19.5K	Incorrect recharge re web support for Runnymede reversed out in this financial year
Emergency Planning	Adverse £7.5K	Training costs for Prevent strategy work but funding received in 2016-17.
Total	Adverse £29.1K	

Corporate Management

Spend Area	Variance	Comment
HR	Adverse £23.5K	Overspends due to increased employees costs to cover extra workload
ICT	Positive £70.1K	Underspend on Network manager post being covered by Elmbridge partially offset by one off e-tendering costs for hosting and training fees

Project Management	Positive £147.4K	Redundancy costs not budgeted in year but delivering ongoing saving (£12.5K). Back scanning project costs to be carried forward to 18/19 (£-159.9K)
Total	Positive £194.2K	

Environment & Compliance

Spend Area	Variance	Comment
Depot	Adverse £13.9K	Insurance excess charges with no budget
DS Management and Support	Adverse £25K	Out of hours and overtime payments in relation to traveller incursions and elections
Refuse Collection	Positive £108.7K	One off payment due to Surrey County Council re changes to recycling credits system £89.7K adverse variance Higher income expected due to more activity: £198.4K positive variance
Street Cleaning	Positive £25K	Savings expected due to vacant posts partially covered by temporary staff & overtime payments Offsets DS Management overspend above, Street Scene budget therefor on target
Waste Recycling	Positive £14K	School recycling income higher due to more activity
Public Conveniences	Positive £8K	Savings expected against the business rates budget
Parks Strategy	Positive £16.2K	Higher expenditure on windfall projects offset by additional grant
Car Parks	Adverse £61.2K	Business Rates above budget
Environmental Health Admin	Adverse £26.5K	Higher software costs and no recharge income as DFG work now undertaken by Independent Living
Community Safety	Adverse £51.1K	Variance made up of : Temporary staff Expenditure with no budget, Radio Equipment has now been sold to Business Improvement District (BID); adverse £8K Higher CCTV telephone maintenance costs partially offset by lower contribution to CSP Fund; net adverse £7.4K

		No recharge Income contribution through CSP from this financial year onwards: adverse £35.7K
Total	Adverse £9.8K	

Housing

Spend Area	Variance	Comment
Housing Needs	Positive £34.6K	Vacant posts in year covered by secondments in the team
Homelessness	Positive £212.8K	B&B usage has been lower than anticipated. This area will be kept under close review as numbers could rise before year end.
Housing Benefits Admin	Positive £30.5K	Underspend expected due to current vacant part time posts: Positive £31.4K IT costs : Adverse £19.1K Revenue grant funding IT costs: Positive variance £18.2K
Housing Benefits Payments	Adverse £164K	Overpayments raised are less than budgeted, due to slow down of real time info from DWP
Total	Positive £113.9K	

Community Well Being

Spend Area	Variance	Comment
SPAN	Positive £17.7K	Additional income received for Surrey Telecare Equipment
Day Centres	Adverse £13.6K	Principally made up of: Vacancies at start of the year (£11.5K positive variance) High needs income currently not on target, will review during the year (£27.6K adverse variance)
Spelthorne Troubled Families	Adverse £11.4K	Vacant posts are being covered by temporary posts. Costs are expected to be partially offset by reimbursement through Surrey County Council as part of Family Support Programme

Spelthorne Leisure Centre	Positive £13.2K	Profit share increased due to RPI increase
Public Halls	Adverse £10.4K	Survey costs for Churchill Centre which cannot be capitalised £7.4K adverse variance Lease surrendered at Churchill Centre and lease reduced for St Martins Hall £3K adverse variance
Total	Adverse £9.6K	

Planning and Economic Development

Spend Area	Variance	Comment
Economic Development	Adverse £13.6K	Overspend due to Economic Development Manager in budget for 50% of salary split with Community Safety. This post is now 100% in Economic Development. Vacancies early in year will reduce the overspend
Asset Management Administration	Positive £671.8K	Development Surveyor vacant and delay in filling other posts has led to positive variance of £46.2K No budget for the Bugle Public House site, to be funded from additional income generated in year. Adverse variance of £275.1K Additional income from asset acquisitions in year. Positive variance of £900.7K
Planning Policy	Positive £31.7K	Two senior planning officer posts were vacant earlier in year (both now filled)
Planning Development Control	Adverse £103.4K	Use of overtime and temporary staff for increased workload Consultancy costs higher than budgeted Income slightly below target due to no large planning applications
Building Control	Positive £25.3K	Additional cost incurred as a result of structural engineering work due to increased volume of incoming work/applications. Adverse £10K Higher income expected due to more activity. Positive £38.9K
General Property Expenses	Positive £1.1K	Additional costs relating to works at Cedars Recreation ground. Adverse £17.1K Additional income received for licences. Positive £18.2K
Knowle Green	Positive £196.4K	Underspend due to Senior Facilities Manager vacancy. Positive £25.4K

		Business rates lower than budgeted. Positive £182.4K Reduction in rents, due to tenants vacating Knowle Green offices. Adverse £11.4K
Total	Positive £812.7K	

Finance and Customer Relations

Spend Area	Variance	Comment
Chief Executive	Adverse £31.2K	Professional fees for CX recruitment
Accountancy	Adverse £42K	Cost of agency staff to cover posts and consultants fees paid to recruit for the vacant posts with no budget
Committee Services	Positive £19.8K	Underspend due to Committees Manager retiring
Total	Negative £53K	

3. Financial implications

3.1 As set out within the report and appendices

4. Other considerations

4.1 There are none

5. Timetable for implementation

5.1 Bi – monthly reports are produced for Management team

Background papers: None

Appendices:

A and B

APPENDIX A

2017/18 Net Revenue Budget Monitoring

As at end of 30 SEPTEMBER 2017

	17/18	17/18	17/18	17/18
	Budget		Forecast Outturn	Variance to Revised
	Original £	Revised £		
Gross Expenditure	59,961,400	59,995,100	59,941,400	(53,700)
Less Benefits (offset by grant)				
Total Gross Expenditure excluding Benefits	59,961,400	59,995,100	59,941,400	(53,700)
Less Housing Benefit grant	(31,944,000)	(31,944,000)	(31,944,000)	-
Less Specific fees and charges income	(28,015,500)	(28,032,300)	(28,953,900)	(921,600)
Net Expenditure - broken down as below	1,900	18,800	(956,500)	(975,300)
Leader of the Council	1,131,000	1,131,000	1,175,000	44,000
Deputy Leader	550,600	559,300	588,400	29,100
Corporate Management	2,103,300	2,038,500	1,844,300	(194,200)
Housing	1,671,900	1,671,900	1,558,000	(113,900)
Finance and Customer Service	3,792,400	3,817,400	3,870,400	53,000
Planning and Economic Development	(14,645,300)	(14,580,500)	(15,393,200)	(812,700)
Environment and Compliance	5,166,800	5,166,800	5,176,600	9,800
Community Wellbeing	231,200	214,400	224,000	9,600
NET EXPENDITURE AT SERVICE LEVEL	1,900	18,800	(956,500)	(975,300)
Salary expenditure - vacancy monitoring	(300,000)	(300,000)	-	300,000
NET EXPENDITURE	-298,100	-281,200	-956,500	(675,300)
NET EXPENDITURE	-298,100	-281,200	-956,500	(675,300)
Interest earnings	(900,000)	(900,000)	(820,000)	80,000
Debt Interest Payable	8,307,000	8,307,000	8,360,000	53,000
Minimum Revenue Provision	4,482,100	4,482,100	4,482,100	-
Refurbishments Reserve Contributions	700,000	700,000	700,000	-
BUDGET REQUIREMENT	12,291,000	12,307,900	11,765,600	(542,300)
Baseline NNDR Funding	(3,009,000)	(3,009,000)	(3,009,000)	-
Revenue Support grant	0	0	0	-
Transition Grant	(96,000)	(96,000)	(96,000)	-
New Homes Bonus	(1,530,900)	(1,530,900)	(1,530,900)	-
NET BUDGET REQUIREMENT	7,655,100	7,672,000	7,129,700	(542,300)
Collection Fund Surplus/(deficit)	(167,493)	(167,493)	(167,493)	-
CHARGE TO COLLECTION FUND	7,487,607	7,504,507	6,962,207	(542,300)
2016/17 Revenue carryforward			(33,700)	(33,700)
Net Position				(576,000)

Appendix B				
REVENUE MONITORING 2017/18				
EXPENDITURE AND INCOME SUMMARY 30 SEPTEMBER 2017				
Results to 30-Sep-17	Budget		Forecast	Variance
	Revised	YTD	Outturn	to Revised
	£	£	£	£
Leader of the Council				
Employees	827,100	409,700	820,400	(6,700)
Other Expenditure	577,400	307,400	607,800	30,400
Income	(273,500)	(136,800)	(253,200)	20,300
	1,131,000	580,300	1,175,000	44,000
Deputy Leader				
Employees	134,800	66,500	144,400	9,600
Other Expenditure	435,500	195,600	445,500	10,000
Income	(11,000)	0	(1,500)	9,500
	559,300	262,100	588,400	29,100
Corporate Management				
Employees	1,391,500	702,500	1,346,900	(44,600)
Other Expenditure	691,300	317,000	542,000	(149,300)
Income	(44,300)	(22,100)	(44,600)	(300)
	2,038,500	997,400	1,844,300	(194,200)
Housing				
Employees	1,445,100	710,300	1,371,800	(73,300)
Other Expenditure	33,954,400	16,957,600	33,678,300	(276,100)
Housing Benefit grant income	(31,944,000)	(15,971,900)	(31,944,000)	-
Income	(1,783,600)	(899,000)	(1,548,100)	235,500
	1,671,900	797,000	1,558,000	(113,900)
Finance and Customer Service				
Employees	3,234,600	1,609,400	3,184,300	(50,300)
Other Expenditure	907,200	414,900	1,012,000	104,800
Income	(324,400)	(6,500)	(325,900)	(1,500)
	3,817,400	2,017,800	3,870,400	53,000
Planning and Economic Development				
Employees	1,765,400	874,300	1,718,000	(47,400)
Other Expenditure	3,107,800	1,705,400	3,279,800	172,000
Income	(19,453,700)	(9,738,500)	(20,391,000)	(937,300)
	(14,580,500)	(7,158,800)	(15,393,200)	(812,700)
Environment and Compliance				
Employees	4,231,800	2,105,600	4,993,500	761,700
Other Expenditure	4,966,000	2,672,300	4,448,300	(517,700)
Income	(4,031,000)	(2,041,500)	(4,265,200)	(234,200)
	5,166,800	2,736,400	5,176,600	9,800
Community Wellbeing				
Employees	1,637,700	814,100	1,636,600	(1,100)
Other Expenditure	687,500	365,100	711,800	24,300
Income	(2,110,800)	(997,600)	(2,124,400)	(13,600)
	214,400	181,600	224,000	9,600
NET EXPENDITURE AT SERVICE LEVEL	18,800	413,800	(956,500)	(975,300)
Total Employees	14,668,000	7,292,400	15,215,900	547,900
Total Other Expenditure	45,327,100	22,935,300	44,725,500	(601,600)
Housing Benefit grant income	(31,944,000)	(15,971,900)	(31,944,000)	0
Total Income	(28,032,300)	(13,842,000)	(28,953,900)	(921,600)
	18,800	413,800	(956,500)	(975,300)
Total Expenditure	59,995,100	30,227,700	59,941,400	(53,700)
Total Income	(59,976,300)	(29,813,900)	(60,897,900)	(921,600)
Net	18,800	413,800	(956,500)	(975,300)