

Public Agenda



Please reply to:

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Date: 12 July 2016

Notice of meeting

Cabinet

Date: Wednesday, 20 July 2016

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 Towards a Sustainable Future programme (TaSF)
M.M. Attewell	Community Wellbeing
C.B. Barnard	Corporate Management
N.J. Gething	Planning and Economic Development
A.J. Mitchell	Environment and Compliance
J.M. Pinkerton OBE	Housing
H.R.D. Williams	Finance and Customer Service

Spelthorne Borough Council, Council Offices, Knowle Green

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AGENDA

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1. **Apologies for absence**
To receive any apologies for non-attendance.
2. **Minutes** 3 - 10
To confirm the minutes of the meeting held on
3. **Disclosures of Interest**
To receive any disclosures of interest from councillors in accordance with the Council's Code of Conduct for members.
4. **Recommendation of the Audit Committee** 11 - 30
To consider the recommendation of the Audit Committee on the Corporate Risk Register.
5. **Spelthorne Joint Committee - Key Decision** 31 - 56
Councillor Harvey
6. **Corporate Plan - Key Decision** 57 - 66
Councillor Harvey
7. **Staines Sea Cadets' Accommodation - to follow** To Follow
Councillor Harvey and Councillor Gething
8. **Appointment of a representative to an Outside Body**

Heathrow Community Noise Forum

The Cabinet is asked to agree the appointment of Councillor Rose Chandler as the Council's representative for the period July 2016 to June 2017 on the Heathrow Community Noise Forum.
9. **Leader's announcements**
To receive any announcements from the Leader.
10. **Urgent items**
To consider any items which the Chairman considers as urgent.

Minutes of Cabinet

22 June 2016

Present:

Councillor I.T.E. Harvey
Councillor A.C. Harman
Councillor M.M. Attewell, Community Wellbeing
Councillor C.B. Barnard, Corporate Management
Councillor N.J. Gething, Planning and Economic Development
Councillor A.J. Mitchell, Environment and Compliance
Councillor H.R.D. Williams, Finance and Customer Service

Apologies:

Councillor J.M. Pinkerton OBE, Housing

2265 Minutes

The minutes of the Cabinet meeting held on 27 April 2016 were agreed as a correct record.

2266 Disclosures of Interest

There were none.

2267 Landlord Rent Guarantee Scheme - Key Decision

Cabinet considered a report on a Landlord Rent Guarantee Scheme.

RESOLVED that Cabinet approves the proposed Landlord Rent Guarantee scheme which is designed to encourage landlords to rent their accommodation to clients in housing need and address the increase in numbers awaiting suitable housing in the borough.

Reasons for decision:

Spelthorne continues to face a series of challenges in response to housing demand and the prevention of homelessness. Accessing the housing market in Spelthorne is challenging and affordability is an issue. The Landlord Rent Guarantee scheme will incentivise private landlords to house Spelthorne clients in housing need.

2268 Treasury Management Strategy - Annual report

Cabinet considered a report on the Treasury Management for 2015-16.

RESOLVED that Cabinet notes the report.

2269 2015/16 Provisional Capital Outturn Report

Cabinet considered a report on the provisional capital outturn spend for 2015-16.

RESOLVED that Cabinet notes the contents of the report.

2270 2015/16 Provisional Revenue Outturn Report

Cabinet considered a report on the provisional revenue outturn for 2015-16.

RESOLVED that Cabinet notes the contents of the report.

2271 Business Improvement District (BID)

Cabinet considered a report on a retail and office Business Improvement District (BID) within Staines-upon-Thames.

RESOLVED that Cabinet support an amendment to the use of the funding previously agreed by Cabinet, from a 'retail only' Business Improvement District (BID), to a 'retail and office' BID within Staines-upon-Thames.

Reason for the decision:

The Business Improvement District (BID) will collectively benefit the retail and office business community within Staines-upon-Thames, generating connections and cooperation to fund and negotiate mutually beneficial initiatives.

2272 Caravan Site Licence Fees Policy

Cabinet considered a report on the updated Caravan Site Licence Fees Policy.

RESOLVED that Cabinet:

- approves the 'Caravan Site Licensing Fee Policy' for Spelthorne attached in Appendix 2.
- approves delegated authority to the Deputy Chief Executive to approve any future minor amendments to the Caravan Site Licence Fees Policy.

Reasons for the decision:

The licensing scheme is in place to ensure that the health and safety of residents living in caravans and park homes are better protected and that the value of their homes is safeguarded. The Department for Communities and Local Government (DCLG) has issued guidance to local authorities on setting the fee structure, including advice on how fees are to be calculated and the matters that can and cannot be taken into account. As a result the policy required updating.

2273 Outside Bodies Appointments

Cabinet considered a report on the proposed appointments of representatives to Outside Bodies, Surrey County Council Spelthorne Local Committee and Working Groups 2016-17.

RESOLVED that Cabinet appoints representatives to Outside Bodies, Surrey County Council Spelthorne Local Committee and Working Groups 2016-17 as shown in Appendix A of the report.

2274 Leader's announcements

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

The Council has successfully prosecuted a Hackney Carriage driver for refusing to take a customer who only wanted to travel a short distance. The defendant, Hamidullah Samim, was found guilty at Redhill Magistrates Court on 19 April and fined £250 with a victim surcharge of £25 and costs of £846. The driver has since had his licence revoked.

Following traveller incursions at Laleham Park, the Council has been looking at ways to make the Park more secure. After exploring various options, a soil embankment has been created around the edges of the Park which will be seeded with grass and wild flowers. Access has been provided for pedestrians and grounds maintenance machinery.

The Council recently announced its decision to purchase The Harper Hotel in Ashford to provide temporary accommodation for homeless households. The property, which cost just over £2m, will provide accommodation for up to 20 households once planned refurbishment works are completed. The Council had previously been using the hotel to place homeless households, paying nightly rental rates.

The Mayors of Spelthorne and Runnymede celebrated the opening of the Sir William Perkins's School boathouse at Laleham on 28 April. The boathouse was completed recently after years of planning, construction and fitting-out, producing a state-of-the-art facility for the school's rowers. Future plans include working with the Council to offer rowing 'taster' activities to schools in the Spelthorne area.

595 runners took part in this year's Staines 10K road race which is organised by Staines Strollers and Runnymede Runners, with support from Spelthorne Council. The winner was James Samson, finishing in a time of 33 minutes 30 seconds. The women's race was won by Tish Jones who completed the course in a time of 34 minutes 43 seconds and finished 3rd overall.

The Council has welcomed Heathrow's announcement that it intends to meet, and in many cases exceed, the conditions set out in the Airports Commission's recommendation for Heathrow expansion. As part of the consultation led by the Davies Commission, the Council voiced its support for an expanded Heathrow on the proviso that certain environmental conditions be met. With many of the Borough's residents employed at the airport or in related industries, Spelthorne has been a long-standing supporter of Heathrow.

Funding of £100k has been awarded by Surrey County Council to make improvements to shopping parades situated at Clare Road, Edinburgh Drive, Woodlands Parade and Groveley Road; this has been match funded by Spelthorne and the work is expected to be completed over the next 12 months.

The third Spelthorne Business Plan Competition took place at BP on 26 May. The winner of the competition, Victoria Beale, won £3,500 for her plan to create an online programme of holistic health advice for pre and postnatal women.

The Economic Assessment and Economic Development Strategy is currently being refreshed and a consultation with a number of local businesses took place at the Mercure Hotel in Staines-upon-Thames on 7 June. The new strategy is expected to be adopted in December.

Over the last 12 months there has been growing tensions in the Stanwell area brought about by large numbers of private hire drivers parking in front of residential houses and acting in an anti-social manner. Following discussions with a number of different agencies, Heathrow has now opened a new parking area which private hire vehicle drivers can use whilst waiting to collect passengers.

Funding has been secured from the PCC and the Spelthorne Community Safety Partnership to enable a drama group to visit Matthew Arnold School in September and deliver a play which highlights the issues surrounding cyber-bullying.

Around 60 charities, community groups, sports clubs and school delegates attended the Spelthorne Community Funding Fair on 3 June to find out about cash grants which are available across the Borough – from national lottery riches to small local trusts.

The volunteers who run Spelthorne Museum have been honoured with the Queen's Award for Voluntary Service, the highest award a voluntary group can receive in the UK. Spelthorne Museum was founded in Staines in 1980 and since then the volunteers have run the museum themselves, with financial support from Spelthorne Borough Council.

After discussions with Cllr Tony Harman, the Communications team has recommended not running a Residents' Survey this year, resulting in a saving of £7000.

An event was held for local landlords at Shepperton Studios on 26 April. The attendees had the opportunity to network with other landlords and hear presentations on a range of subjects including recent legislative changes. The Council also launched a consultation for a new Rent Guarantee Scheme which will encourage landlords to rent their properties to tenants recommended by the Council.

The Planning Committee recently approved the details for the redevelopment of the former Majestic House site in Staines-upon-Thames (now known as Charter Square). This followed the in-principle approval which was granted on appeal in 2011. The proposal is for up to 39,750 sq. m of floor space to include homes, offices and shops and a new link road between Fairfield Avenue and Millmead.

An Ashford resident appeared at Redhill Magistrates Court for failing to comply with a Breach of Condition Notice served by Spelthorne planning enforcement. He was found guilty, fined £1000, and also ordered to pay costs of £800.

Spelthorne residents are now able to use plastic bags to line their food waste caddy. New machinery splits and removes the bags which are then taken to the energy from waste plant to be turned in to electricity.

Funding has been received for the refurbishment of Cedars Park in Sunbury. Work is expected to start in September.

Following last year's trial, cattle have been returned to Sunbury Park as part of the strategy to improve the Park's biodiversity. The small herd will be there for approximately 14 weeks.

Work starts on a new play area in Shepperton Road, Laleham at the end of June.

The Law Enforcement Team recently secured the following four convictions:-

- Ms H Nichol from Staines was prosecuted for fly tipping and ordered to pay a £994 fine including costs.
- Mr Ibrar Baig of Feltham Cars was prosecuted for littering and ordered to pay a £600 fine including costs.
- Mr L Smith from Stanwell was prosecuted for littering and ordered to pay a £730 fine including costs.
- Mr A Rough from Ashford was prosecuted for littering and ordered to pay a £400 fine including costs.

2275 Issues for future meetings

There were none.

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 (30 June 2016)***

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Cabinet**20 July 2016**

Title	Corporate Risk Register		
Purpose of the report	To note		
Report Author	Punita Talwar, Internal Audit Manager		
Cabinet Member	Councillor Howard Williams	Confidential	No
Corporate Priority	This item is not in the current list of Corporate priorities but still requires a Cabinet decision		
Cabinet Values	Accountability		
Recommendations	Cabinet is asked to note the Corporate Risk Register, as submitted, as an accurate reflection of the current high level corporate risks affecting the Council.		

1. Key issues

- 1.1 The Council's Risk Management Policy/Strategy was approved by the Executive in 2002. The Audit Committee is responsible for considering the effectiveness of the authority's risk management arrangements, and receives regular reports on risk issues.
- 1.2 The Audit Committee reviewed the revised Corporate Risk Register (attached) at its meeting on 7 July 2016 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.

2. Audit Committee Recommendation

- 2.1 The Audit Committee recommends to the Cabinet: -
That the Corporate Risk Register, as submitted, be approved

Appendices: Appendix 1 – Corporate Risk Register

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SPELTHORNE BOROUGH COUNCIL - CORPORATE RISK REGISTER
2015/16 QUARTER 1

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.

Reviewed June 2016

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

RAG	RISK / CONSEQUENCES	LEVEL OF RISK	CONTROLS	OUTSTANDING ACTIONS	RISK OWNERSHIP	ACTION DATE	PROGRESS / COMMENTS
	1. Health and Safety failing resulting in death or serious injury to staff /public and legal action against the Council	4	Policies and SHE (Safety Health and Environment) system .The Health and Safety, Insurance and Risk Administrator manages the SHE Database, overseen by the Health and Safety, Insurance and Risk Manager. Managers have a legal requirement to conduct regular risk assessments. Induction training.	<p><i>1i. Annual reminders should be issued to encourage all employees to complete/update health and safety risk assessments (DSE, Homeworking, and Service).</i></p> <p><i>1ii. The SHE system could be used more effectively to ensure that automatic reminders are set for completion and renewal of risk assessments with automated alerts sent for non-completion. 1iii. Annual checklist and instructions for Managers being prepared.</i></p> <p><i>1iv. Whilst the risks associated with not implementing a robust Inspection regime across the authority have been accepted by Management Team, this risk/issue should be subject to periodical review.</i></p> <p><i>iv. Inspections should be consistently documented.</i></p>	MAT/ All Group Heads HSIRM*	31 August 2016 *R Requires Monitoring	The absence of Inspections in certain areas and the associated risks have been accepted by Management Team. The Corporate Risk Management Group may provide a suitable forum to periodically review progress for actions relating to Health and Safety.
	2. Uncertainty surrounding the financial /economic/other consequences of contaminated land. Legal action against the Council.	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. Reports periodically issued to Management Team and Cabinet.	<i>The Contaminated Land Strategy to be finalised and approved by Cabinet.</i>	DCX (LO)/SEHM*	30 September 2016 *R Requires Monitoring	Contaminated land risk assessment next due for review in November 2016.

SPELTHORNE BOROUGH COUNCIL - CORPORATE RISK REGISTER
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RAG	RISK / CONSEQUENCES	LEVEL OF RISK	CONTROLS	OUTSTANDING ACTIONS	RISK OWNERSHIP	ACTION DATE	PROGRESS / COMMENTS
	3. Disaster- major in borough, e.g. flooding, resulting in significant strain on council services (eg homelessness).	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.Suggested improvements to the Business Emergency Centre (BEC) partially implemented due to plans to vacate Knowle Green. 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.	3. <i>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.</i>	CX (RT)/ GH C & T*	31 August 2016 (R*). Requires Monitoring	Whilst the Group Head for Commissioning and Transformation meets regularly with Applied Resilience, there is scope to improve the ways in which the agreement is monitored for Emergency Planning.
Page 14	4. Failure to manage corporate and service performance / failure to meet Council objectives and targets (Performance Management)	3	The Corporate Plan should set out targets for the authority which should be monitored by Members and Management Team. Service performance should be monitored by Management Team. Individual performance is 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. Updates have been provided to Cabinet and the Audit Committee.	<i>Corporate Plan and priorities have been reviewed as a result of the new Council. The impact on ongoing projects, resources and Service Planning will need to be assessed.</i>	MAT / DCX LO	Ongoing Monitoring	Corporate Plan going to July's Cabinet and Council.
	5. Failure to align service objectives to corporate aims and priorities / Failure to deliver services effectively due to poor service planning	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.	<i>Service Plans are due to be prepared for 2016/17, taking into account the new Corporate Plan and priorities. They will be made available on Spelnet, enabling other services to assess the likely impact.</i>	Group Heads/ MAT	30 April 2016 *O Requires Monitoring	DCX (LO) liaising with the Leader. 21/6/16 - Awaiting update from the DCX (LO)

SPELTHORNE BOROUGH COUNCIL - CORPORATE RISK REGISTER
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RAG	RISK / CONSEQUENCES	LEVEL OF RISK	CONTROLS	OUTSTANDING ACTIONS	RISK OWNERSHIP	ACTION DATE	PROGRESS / COMMENTS
Page 15	6. Failure of projects due to poor project management arrangements. Lack of resource and expertise to deliver and coordinate	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. Collation of corporate project register by Service	<i>1i. Many larger projects are asset related . Procurement and Contract Management function being established providing central resource and expertise .</i>	MAT /GH C & T	Ongoing Monitoring	Revised structure promotes greater links between Planning, Asset Management and Economic Development under the lead of the Group Head for Regeneration and Growth.
				<i>1ii Management team to consider limited capacity and revenue implications prior to approving additional / new projects. 1iii. The Projects Assurance Officer to promote the importance of following correct procurement processes in delivering projects.</i>	MAT	Ongoing monitoring	Approx. 35 projects are currently being tracked through the Project Office and the TaSF programme. The Project Assurance Officer will be focussing on procurement in the projects process during the coming months. 21/6/16 - Awaiting update from the Projects Team.
			2. Staines upon Thames - The Head of Planning and Housing strategy has been appointed on a full time secondment as the Staines upon Thames regeneration manager with support from consultants. 5 work streams have been fully defined and documented. A conditional agreement was signed with the preferred developer for the Bridge Street site on 31 July 2015. The money the Council will receive is less than initially projected.	<i>2. A number of procedural stages are being progressed associated with the sale of the Bridge Street site.</i>	GH R & G *	31st August 2016 *R Requires monitoring	Planning application for Bridge Street considered at 9th March Planning Committee. The money from the sale of the Bridge Street site should be forthcoming mid/end July 2016

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RAG	RISK / CONSEQUENCES	LEVEL OF RISK	CONTROLS	OUTSTANDING ACTIONS	RISK OWNERSHIP	ACTION DATE	PROGRESS / COMMENTS
			<p>3. Towards a Sustainable Future - The Head of Customer Services has mapped out a programme for this challenging initiative. This identifies roles, responsibilities, key deadlines, financial implications and risks. There are three work streams/mini programmes falling under the overall TaSF programme. Mapping of the individual projects under the three work streams. MAT have assigned resources to the main areas of the TaSF programme, and projects are underway. The TaSF Programme Support Officer 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. The Programme Brief has been approved by Cabinet and Overview and Scrutiny Committee.</p> <p>Review completed of document retention and electronic data management systems (see section 7).</p>	<p>3. <i>High level overview of the three work streams has been identified to ensure cohesion and coordination.</i></p>	MAT	31 August 2016 * R Requires monitoring	A continued decrease in the the number of TaSF projects with a green RAG rating has been reported through dashboards mainly due to external factors causing delays. Close monitoring of TaSF projects and timeframes is ongoing to manage risks and overall impact of the delays on the programme as a whole. TaSF structural review ongoing with the Group Head appointments completed in April 2016 and the deputies to be appointed by July 2016.
	7. Security / data breaches, resulting in system failure, Information Commissioner fines and reputational damage.	3	<p>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 March 2015 and due again by the end of 2016. Information Governance Group. Head of Corporate Governance is the Senior Information Risk Owner (SIRO). Removal of the Microsoft Outlook 'Auto-Complete' feature recommended.</p>	<p><i>Information Governance Group to pursue action plan to ensure information assets are identified and managed.</i></p>	Head of CG *	30 September 2016 R* Requires Monitoring	The Information Governance Group now meet quarterly to discuss the necessary steps to be taken to address outstanding actions and are making some progress as follows: MAT and Cabinet built into 16-17 budget growth for an Information Governance Officer resource. To set up functionality within Egress which can prevent emails being sent to incorrect recipients or 3rd parties. Clear desk policy to be discussed with all Group Heads.

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RAG	RISK / CONSEQUENCES	LEVEL OF RISK	CONTROLS	OUTSTANDING ACTIONS	RISK OWNERSHIP	ACTION DATE	PROGRESS / COMMENTS
	7. See above.			<i>The Council's project team is currently considering the document retention policy and alternative electronic document management systems which will help to strengthen information security.</i>	HoCS*/ MAT	31 August 2016 R* Requires Monitoring	The authority has decided on its approach to document management and implemented the first phase. The Idox document management system has been implemented for Environmental Health, Planning and Building Control with training delivered. 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. Target date for completion of remaining EDMS systems is July 2017.
	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 within the authority.	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 gained on 16 January 2016 which is valid until 15 January 2017.	<i>8. 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.</i>	Head of ICT *	31 August 2016 O* Requires monitoring	Mimecast e-mail filtering software installed June 2016 to help reduce infected and problematic e-mails entering the Council's network. Workshops attended to facilitate drawing up an ICT strategy. The Head of ICT has prepared a formal strategy, to be passed to MAT for consideration and approval.

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RAG	RISK / CONSEQUENCES	LEVEL OF RISK	CONTROLS	OUTSTANDING ACTIONS	RISK OWNERSHIP	ACTION DATE	PROGRESS / COMMENTS
	9. Lack of business continuity planning to cover loss of building, equipment, ICT or staff - leading to loss or disruption to services	3	Business Continuity (BC) Policy .The BC Forum oversees progress of BC planning. All Services should have up to date and tested BC Plans, but this is not the case currently. 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. Live loss and denial of access exercise for Knowle Green took place Sept 2013. Improvements made to telephony resilience. Contract agreement in place with Applied Resilience from September 2015 , with increased resilience and support for Business Continuity Planning (full time officer assigned). Updated staff contacts list.	<p><i>9i. Guidance to Services to update and test their Business Continuity plans is a priority under the new service delivery model.</i></p> <p><i>9ii. 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. 9iii. Business Continuity Policy to be updated. 9iv. Corporate Business Continuity Plan is being updated.</i></p>	Group Heads/MAT/ Group Head C & T*	31 August 2016 (R*). Requires Monitoring	Whilst the Group Head for Commissioning and Transformation meets regularly with Applied Resilience, there is scope to improve the ways in which the contract agreement is monitored for Business Continuity Planning. Applied resilience have worked closely with Services to update business impact assessments and will provide corporate steer and guidance on preparing business continuity plans and conducting testing exercises.
	10. Failure in service delivery due to over reliance on individuals	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.	<p><i>10i. MAT have reviewed structures as part of the budget saving exercise, and consideration is being given to resilience and succession planning arrangements.</i></p> <p><i>10ii. Human Resources to arrange staff development and training plans for the Group Heads and Deputy Group Heads.</i></p>	Group Heads/ MAT	31 August 2016 (R*). Requires Monitoring	Human Resources will be considering training and development needs for the Group Heads and Deputy Group Head appointments.

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RAG	RISK / CONSEQUENCES	LEVEL OF RISK	CONTROLS	OUTSTANDING ACTIONS	RISK OWNERSHIP	ACTION DATE	PROGRESS / COMMENTS
Page 19	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	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. Service review may be required to help match resources to the level of work. Resources need to be diverted to implementing new systems or introduce new ways of working. If resources cannot be enhanced, services will have to prioritise work to resources available. 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 and publications are also used as necessary to advertise posts. Human Resources have highlighted posts where recruitment has been challenging. Recruitment and Retention Policies requested from other authorities. Annual report by Human Resources issued to Management Team summarising staff recruitment and turnover.	<p>11i. <i>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.</i></p> <p>11ii. <i>Human Resources to monitor the effectiveness of proposed changes to recruitment and selection methods, in collaboration with Services.</i></p> <p>11iii. <i>The former Head of Human Resources has been commissioned to carry out specific research on recruitment and retention practices elsewhere and produce a report for Spelthorne to consider, with a view to sharing best practice.</i></p>	Group Heads/ MAT/HRM	31 August 2016 * R Requires monitoring	MAT maintaining under review options. Towards a Sustainable Future (TSF) should help to address service levels/requirements and capacity issues. Ongoing recruitment problems in a number of areas despite incentives offered (recruitment and retention payments), for example, Housing, Environmental Health, Building Control and Planning. This ultimately impairs Service delivery as well as having a consequential negative effect on other Services. Already target students and university graduates for certain roles and further consideration is being given to where/how posts are advertised. Regular dialogue between Group Heads and Human Resources/MAT regarding concerns in this area. MAT have commissioned report on areas under specific pressure and recommendations as to options.
	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.	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.	<p>12i. <i>Management Team to keep under review, particularly in light of 'Towards a Sustainable Future'.</i></p> <p>12iii. <i>A peer review took place January 2014 and an action plan has been developed.</i></p>	MAT	31 August 2016 * R Requires monitoring	MAT maintaining under review. There is an ongoing risk of low morale and increased turnover during current times of organisational change which MAT acknowledge. The recruitment process to the new Group Head positions has been completed and the Deputy Group Head appointments will commence shortly, with some interviews taking place week commencing 4th July.
					DCX (LO)	31 August 2016 R* Requires Monitoring	An action plan has been produced by Management Team in consultation with the Leader, which is being progressed. 21.6.16 - Awaiting update from the DCX (LO)

SPELTHORNE BOROUGH COUNCIL - CORPORATE RISK REGISTER
2015/16 QUARTER 1

RAG	RISK / CONSEQUENCES	LEVEL OF RISK	CONTROLS	OUTSTANDING ACTIONS	RISK OWNERSHIP	ACTION DATE	PROGRESS / COMMENTS
	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.		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.	<i>The Council's Code of Corporate Governance is to be reviewed in 2016/17</i>	MAT	31 August 2016 R* Requires Monitoring	The review of the code of Corporate Governance is currently outstanding.
Page 20	14i. Procurement - Weak governance arrangements and lack of transparency in procurement decisions. Contractual disputes and claims through poor specifications. Weak contract management resulting in Contractors/partners failing to deliver expected outcomes. Reputational damage and costly challenge by other companies. Financial loss/poor vfm as a result of poor contract management. Reliance on Legal for support on tendering processes/appointment of Contractors.	3	Contract Standing Orders set out tendering requirements. Officer Code of Conduct sets out requirement for declaration of interests. Contract guidelines with compliance checklist. Legal team provide support on contract management and major procurements. Officers reported to Overview and Scrutiny Committee in January 2016 on the performance of significant contracts. Contract management training held in 2012 and 2013. Specification writing training taken place. Procurement training 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. Procurement Board meet regularly.	<i>1i. Procurement Board monitoring implications of the new UK Public Contract Regulations 2015 and implementation of the Local Government Transparency Code requirements. Guidance Notes to be issued in due course.</i> <i>1ii. Procurement and Contract Management function to be established, under the lead of Group Head for Commissioning and Transformation.</i> <i>1iii. MAT will monitor the appointment of consultants and contractors for the Council's projects including Town Centre, Knowle Green and other initiatives to ensure full compliance with governance requirements.</i>	MAT DCX (TC)/ PS/Group Head C & T*	31 August 2016 *R Requires Monitoring	1i. The Principal Solicitor produced guidance notes on the public sector and EU procurement regulations changes, (although these were not circulated) and has advised most staff dealing with procurement of the new regulations.The Principal Solicitor is currently preparing workflow documents to help officers navigate contract standing orders and the procurement process, for circulation later in the year. 1iii. MAT are monitoring.

SPELTHORNE BOROUGH COUNCIL - CORPORATE RISK REGISTER
2015/16 QUARTER 1

RAG	RISK / CONSEQUENCES	LEVEL OF RISK	CONTROLS	OUTSTANDING ACTIONS	RISK OWNERSHIP	ACTION DATE	PROGRESS / COMMENTS
	14ii. Major Contracts - Lack of forward planning in preparation for the expiry of existing Leisure Centre arrangements in 2021, resulting in delays in Service provision.		Leisure centre Contract ends 2021. A paper entitled "Leisure Centre Needs Analysis" was submitted to MAT in July 2014. This recommended the need for a feasibility study to refine options going forward. A lead time of seven years was quoted. Member involvement in considering alternative options.	2. <i>Regarding post 2021 Leisure Centre provision, urgent action to be taken to set up a dedicated project team and redefine project objectives, roles, responsibilities and timetables. Project progress to be monitored against plan to ensure timely progress.</i>	Joint Group Heads CW *	31 August 2016 *O Requires Monitoring	This project has initially been led by Asset Management and although some progress has been made, there does not appear to be a dedicated and active project team in place to address post 2021 Leisure Centre provision. The recent SBC management re-organisation may have contributed to delays in progressing this project. A meeting was held on 20th June to discuss the next steps. High level concept plans have now been received from Wilmot Dixon. A decision is essential to determine who will lead this Project going forward.
Page 21	15.1 Pressures on Housing Service as a result of economic climate and welfare reforms including changes in government policy to restrict housing benefit. Introduction of 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. Local Housing Allowance limited. A2D rents unaffordable. Insufficient affordable properties being built. Benefit Cap may effect up to 250 families.	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 2021. 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 £2.5m 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. Housing Company being set up. Close working with private landlords. New Landlord Guarantee scheme.	15.1 i. <i>The Corporate Debt Group have considered further measures to address the increasing level of Housing Benefit overpayments and Bed and Breakfast arrears, with the aim of improving recovery of these debts.</i> 15.1.ii. <i>A model for the strategic way forward in delivering the Housing function has been drafted and is to be discussed/agreed.</i>	MAT / Joint Group Heads CW *	31 Aug 2016 * R Requires Monitoring	There is a continual increase (although has eased off slightly in the last few months) of households in bed and breakfast (with the added issue of overspend on the bed and breakfast budget) and the lack of resources to discharge duty. A number of options are now being pursued and MAT and the Leader are supportive of this approach. Cabinet support to be requested. Projects commenced to ensure strategies are followed. A model for the strategic way forward has been drafted. The debt recovery training for relevant staff has been completed. The Department for Work and Pensions (DWP) have advised further on the number of cases that may be affected by the new benefit cap rules and the prediction is 215 claims (up to 500 was originally anticipated). Universal Credit full roll out is now projected for 2021 although this may still change.

SPELTHORNE BOROUGH COUNCIL - CORPORATE RISK REGISTER
2015/16 QUARTER 1

RAG	RISK / CONSEQUENCES	LEVEL OF RISK	CONTROLS	OUTSTANDING ACTIONS	RISK OWNERSHIP	ACTION DATE	PROGRESS / COMMENTS
	16. Poor partnership governance arrangements	3	Partnership governance policy. Insurance arrangements in place	16i. <i>The Partnership Governance policy is due for review.</i> 16ii. <i>A list of significant Partnerships entered into should be identified and recorded centrally.</i>	MAT	31 August 2016 * R Requires monitoring	The latest policy was drawn up in August 2009 and is therefore in need of review.
	17. 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.	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. DCLG Fraud funding for dealing with Business Rate avoidance and evasion cases during 2015/16. Spelthorne are a member of the Surrey Business Rates pool for 2015-16 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.	17i. <i>Impact of new Business Rate arrangements on Council finances is under ongoing review.</i> 17ii. <i>Business Rates project to be pursued.</i>	DCX (TC)/Group Head - F & CR *	31 August 2016 * 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 A growth bid has been submitted and accepted by Management team to progress this project through 2016/17 .
			Economic Development Strategy is reviewed every three years. Communication of the vision, proposed actions and measures of success is taking place. 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, with a number of recommendations having resourcing implications. This was considered as part of the budget process and a growth bid to the value of £100.9k has been approved.	17iii. <i>Economic development is a Council priority and growth will impact on business rate income - this is under ongoing review.</i> 17.iv. <i>The 3 year economic assessment & strategy is currently being updated, due for Cabinet submission/approval by December 2016.</i>	DCX (TC) * CS & EDO*	31 October 2016* Requires monitoring	The 3 year economic assessment & strategy is currently being refreshed and will be available to seek Cabinet approval in December 2016. A Business Improvement District is under development for Staines-upon-Thames. Welcome packs for new businesses as well as property agents have been developed. A CRM is being developed to track Spelthorne's top 20 businesses with regards to key account management. Approval has now been received from SCC with regards to 4 improvement projects at shopping parades, with SCC funding £100k and SBC match funding, totalling £200k. An advisor was appointed in November 2015 to support inward investment and Key Account Management. The contract runs until 30th September 2016.

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RAG	RISK / CONSEQUENCES	LEVEL OF RISK	CONTROLS	OUTSTANDING ACTIONS	RISK OWNERSHIP	ACTION DATE	PROGRESS / COMMENTS
	18. Failure to comply with employment legislation or statutory duty leading to possible compensation (unlimited), damage to reputation, Legal costs and significant officer time.	3	Human Resources (HR) identify changes in employment legislation, provide guidance and training to ensure compliance. Equality and Diversity working group and training provided to all staff.		MAT/ Group Heads/ HR Manager *	Ongoing monitoring	Professional HR support will continue to be available.
	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.	3	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 were approved by Cabinet in October 2013. The Children's policy is currently being updated. Independent Living Managers have reviewed any changes required to Adults at Risk policies and processes.	19i. <i>The Leisure Services Manager to review changes required to the Children's Safeguarding policy, particularly with regards to child sexual exploitation.</i> 19ii. <i>Further liaison with Surrey County Council is necessary in order to strengthen the feedback process relating to children's referrals.</i> 19iii. <i>To seek clarification over responsibility for dealing with safeguarding issues for cross border referrals (where families located out of Surrey).</i> 19iv. <i>Staff training needs to be assessed and revised policies/processes publicised in due course.</i>	DCX (TC)/LSM/ILM/ Joint Group Heads - CW *	31 August 2016 * R Requires monitoring	19i. There have been no updates made to the policy with relation to Child Sexual Exploitation (CSE), due to the Surrey wide policy just being released. Relevant officers have however been on CSE conferences/information sessions and MAEC (missing and exploited children) meetings. 19ii. Child referrals were highlighted by the Leisure Services Manager at the NE Safeguarding Meeting as well as the local Spelthorne Youth Network meeting. Surrey are currently trialling a new way of working in their call centre, which should help. 19iii. Instructed to escalate any cross border referrals/ issues in the future to the senior safeguarding managers. 19iv. A standard policy for Safeguarding adults and children has recently been written, intended for use by all Boroughs and Districts. Spelthorne's policy will be updated in line with this. The Leisure Services Manager is liaising with Human Resources to ensure an accurate list is held of staff requiring training and DBS checks.

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RAG	RISK / CONSEQUENCES	LEVEL OF RISK	CONTROLS	OUTSTANDING ACTIONS	RISK OWNERSHIP	ACTION DATE	PROGRESS / COMMENTS
	20. Service delivery and planning difficulties due to reduction in Revenue Support Grant and therefore reduction in spending	3	Long term strategic/financial planning. Corporate Plan / priorities reviewed. Member engagement 'Towards a Sustainable Future' programme identified potential savings and additional sources of income.	<i>Towards a sustainable future programme to be delivered</i>	MAT	31 August 2016 * O Requires ongoing monitoring	TaSF programme to be progressed, including Structural Review, Knowle Green relocation and Income Generation (use of Assets).
				<i>Identify alternative service delivery models and prepare business cases. Assess the impact on in-house Services.</i>	Group Heads	31 August 2016 *R Requires monitoring	Some business cases for alternative service delivery models have been submitted, whilst others (Environmental Health) were put on hold for legitimate reasons, but are being pursued.
	21. Reduction in service delivery and possible loss of internal control as a result of savings required to balance budget	3	Management is responsible for maintaining key services and internal controls regardless of resource levels. Any savings offered will be accompanied with summary of any associated risks.		Group Heads/ MAT	Ongoing monitoring	

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RAG	RISK / CONSEQUENCES	LEVEL OF RISK	CONTROLS	OUTSTANDING ACTIONS	RISK OWNERSHIP	ACTION DATE	PROGRESS / COMMENTS
	22. Poor return on long term investments /investments insecure in current climate	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 Evans 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	As per the outturn Treasury management report average rate of return achieved on core pooled investments of £9.5m was a healthy 4.89% and capital growth as at end of the financial year was £0.7m. The team continues to explore options for diversifying the portfolio.
Page 25	23. Failure to collect/recover income due, resulting in losses to the authority.	3	Corporate Debt Officer Group meet periodically. Corporate Recovery Policy. 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. The Corporate Debt Group, chaired by the Deputy Chief Executive (Terry Collier) continue to meet monthly and a wider representation from Services is being encouraged. The Deputy Chief Executive in his capacity as Section 151 Officer is taking the lead in coordinating outstanding actions with the Corporate Debt Group such as strengthening recovery procedures for sundry debts to reflect Spelthorne's recovery policy wherever possible and practical, with less intervention from Services; perusal of older debts by the Recovery team and monitoring by Management. Arrears figures at the Corporate Debt Group are reviewed, together with discussions about cost effectiveness of pursuing different types of debts.	23i. <i>Recovery arrangements for significant debts/other income streams and amounts outstanding continue to be periodically monitored through the Corporate Debt group.</i> 23ii. <i>Management Team (MAT) should co-ordinate action to tackle aged debt that is unlikely to be recovered. Going forward, targets should be set for keeping aged debt to a minimum.</i> 23iii. <i>The DCX, Terry Collier, as S151 Officer, to receive and review a monthly status report on 'at risk' debts i.e. 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.</i>	MAT/ DCX, TC/GH F&CR/ Group Heads	31 Aug 2016 * R Requires Monitoring	Corporate Debt Group have encouraged strengthening of processes. Bed and Breakfast debts are now being monitored more robustly. Debt recovery training for relevant staff has been provided, with a view to improving skills and enhancing recovery rates. The recent internal audit review of Sundry Debts highlighted that the level of aged debt is too high and Managers have not always taken necessary write-off action. Report has gone to Management Team who are reinforcing need for improvement actions.

SPELTHORNE BOROUGH COUNCIL - CORPORATE RISK REGISTER
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RAG	RISK / CONSEQUENCES	LEVEL OF RISK	CONTROLS	OUTSTANDING ACTIONS	RISK OWNERSHIP	ACTION DATE	PROGRESS / COMMENTS
	24. 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	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 appraisal process. Refresher fraud awareness training for staff and Members is due. Implications of Bribery Act (July 2010) considered by services. 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. Spelthorne have received £60k of the DCLG fraud fund (up to June 2016), used to assist in the detection and prevention of non benefit fraud, focusing on housing, (homeless and housing applications, tenancy fraud, right to buy applications) business rates (evasion and avoidance), and Corporate/miscellaneous frauds. Agreed targets. Audit Services are coordinating progress in terms of payback and submitting quarterly fraud returns to Surrey CC. Data Intelligence systems such as Trace IQ are also being used to verify details and investigate fraud. The Internal Audit	24i. To ensure that the DCLG fraud fund is used appropriately and that each initiative is receiving a payback. 24ii. Prepare business case for a Corporate Fraud resource/function. 24iii. To arrange Fraud and anti-bribery and corruption training for all staff and Members (following 24ii)	Group Heads/ MAT/IAM	30 September 2016 *RRrequires monitoring	24i. 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. As at 31st March 2016 the cumulative payback//return in tackling non-benefit fraud equates to £399k. This is well in excess of the original £60K DCLG fraud funding allocated to Spelthorne. The Audit and Performance Manager at Surrey County Council (Simon White) presented a paper to Surrey Treasurers in April highlighting the benefits arising from this fraud initiative. 24ii. The Internal Audit Manager has begun liaison with Fraud Officers at other local authorities which will feed into the business case.

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RAG	RISK / CONSEQUENCES	LEVEL OF RISK	CONTROLS	OUTSTANDING ACTIONS	RISK OWNERSHIP	ACTION DATE	PROGRESS / COMMENTS
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RAG	RISK / CONSEQUENCES	LEVEL OF RISK	CONTROLS	OUTSTANDING ACTIONS	RISK OWNERSHIP	ACTION DATE	PROGRESS / COMMENTS
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***KEY TO RAG RATING**

- Actions outstanding
- Partially actioned
- Completed/Ongoing monitoring

***KEY TO TARGET DATES**

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

***KEY TO OFFICERS**

- MAT - Management Team
- GH F & CR - Group Head - Finance and Customer Relations, Linda Norman
- 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 R & G - Group Head - Regeneration and Growth, Heather Morgan
- Head of AM & OS – Head of Asset Management and Office Services, Dave Phillips
- 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

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RAG	RISK / CONSEQUENCES	LEVEL OF RISK	CONTROLS	OUTSTANDING ACTIONS	RISK OWNERSHIP	ACTION DATE	PROGRESS / COMMENTS
	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			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			

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Cabinet

20 July 2016



Title	Proposal to form a Spelthorne Joint Committee		
Purpose of the report	To make a recommendation to Council		
Report Author	Michael Graham		
Cabinet Member	Councillor Ian Harvey	Confidential	No
Corporate Priority	Value for money Council		
Cabinet Values	Community and Accountability		
Recommendations	<p>Cabinet is asked to recommend to Council as follows:</p> <p>(1) Establish a Joint Committee with Surrey County Council for the purposes as outlined in this report;</p> <p>(2) To delegate to the Head of Corporate Governance, in consultation with the Leader, any final changes to the Terms of Reference at Appendix 1 to accommodate final discussions with Surrey County Council; and</p> <p>(3) To authorise the Head of Corporate Governance to update the Constitution as necessary in consequence of the decision.</p>		

1. Key issues

- 1.1 Discussions between Spelthorne BC and Surrey County Council over the last few months have revealed a shared appetite for the councils to create a Joint Committee which would take the place of the current Surrey County Council Local Committee in Spelthorne.
- 1.2 Such a Joint Committee would be a true partnership between Surrey County Council and Spelthorne Borough Council with decision making delegated from both organisations. There is precedent for this in Surrey as the County Council and Woking Borough Council established a Joint Committee in 2014.
- 1.3 Through an expanded remit, the Joint Committee will help deliver the following aims:
 - Increase the involvement of residents, local communities, businesses and partners
 - Improve decision making and speed-up processes
 - Support Members in their role as community leaders and champions

- Promote greater accountability and local scrutiny
- 1.4 The Joint Committee will aim to reduce duplication in governance arrangements within the two authorities, to simplify and speed up local decision making, and will provide a platform on which other future joint arrangements can be co-ordinated. It will provide an innovative two tier response to new central government policy initiatives such as devolution.
 - 1.5 The Joint Committee will carry out Surrey County Council functions previously performed by the Spelthorne Local Committee, and will also carry out functions delegated to it by Spelthorne Borough Council.
 - 1.6 The Joint Committee will operate under its own (mutually agreed) Terms of Reference and Standing Orders (as set out in Appendix 1), but the formation of the Joint Committee will require some changes to the current Council Constitution, for which Council approval is required. These changes will be included in a wider review of the Constitution as a whole and is the subject of a separate report to Cabinet in April 2016. For its part, Surrey County Council will also be taking this initiative through its own decision making process.
 - 1.7 By working together, the Joint Committee will provide the opportunity to identify local solutions and seek to jointly deliver local government service improvements for the residents, businesses and visitors to Spelthorne. Both councils will be proactive in bringing issues to the Joint Committee and seeking to deliver local priorities together.
 - 1.8 Meetings of the Spelthorne Joint Committee will be held in public, enabling local people to have their say and contribute directly to the decision making process.
 - 1.9 The Joint Committee will determine priorities for collaborative work undertaken within the committee's remit by the councils, including working with other partners. The respective councils and the committee will keep under review those functions delegated to it, or that could be delegated to it, and it is proposed that the work and function of the Joint Committee will be reviewed after 18 months.
 - 1.10 If agreed by both the County and Borough Council, it is proposed that the Spelthorne Joint Committee will be operational from Autumn 2016.

2. General Remit of the Spelthorne Joint Committee

- 2.1 The general remit of the Joint Committee is set out below and the more specific delegated functions are outlined in section 3 below.
 - a) To make decisions on local services and budgets delegated to it by either Surrey County Council or Spelthorne Borough Council.
 - b) To make comments on policy, strategy, services, priority community work, or other matters specifically referred to it by the County Council or the Borough Council under the General Power of Competence (Localism Act 2011).
 - c) To provide political oversight of key County and Borough partnership initiatives and strategies.
 - d) To discuss opportunities for a closer alignment of County and Borough services in Spelthorne.

- e) To seek solutions to local concerns relating to Council services under the remit of the Joint Committee.
- f) To identify and set local priorities through an annual priority setting meeting.
- g) To build community leadership and local engagement, and encourage local community resilience plans.
- h) To ensure that services are carried out in accordance with both Surrey County Council's and Spelthorne Borough Council's core values, policies, strategies and within approved budgets.

3. Specific Delegated Functions

- 3.1 The County Council functions that it is proposed the Joint Committee will deal with are set out in the Draft Terms of Reference at Appendix 1. These are to be approved by the County Council Cabinet and Council.
- 3.2 The Borough Council functions that it is proposed the Joint Committee will deal with are also set out in the Draft Terms of Reference at Appendix 1. The following provides examples of those Borough functions that it is proposed become the responsibility of the Spelthorne Joint Committee.
 - a) Determine priorities and agree how Community Infrastructure Levy (CIL) receipts will be expended.
 - b) To oversee and agree joint priorities to inform commissioning and delivery of youth work in Spelthorne, with the aim of achieving an integrated approach from Surrey County Council and Spelthorne Borough Council.
 - c) To oversee and agree joint priorities to inform commissioning and delivery of Independent Living, Older People's Services and Day Centres in Spelthorne, with the aim of achieving an integrated approach from Surrey County Council and Spelthorne Borough Council.
 - d) To oversee and agree joint priorities to inform the improvement of educational attainment in Spelthorne with the aim of working closely between Surrey County Council, Spelthorne Borough Council and Spelthorne Schools Federation
 - e) Oversee and determine priorities for the Family Support Programme in Spelthorne and monitor its performance.
 - f) Advise and determine priorities for the Borough based community strategy and related local plans within Spelthorne.
 - g) To take the overall political lead and oversight for the Community Safety functions of the Borough
 - h) To act as the local Health and Wellbeing Board for Spelthorne and oversee and set priorities for general health and wellbeing matters within the framework of Surrey's Joint Health and Wellbeing Strategy
 - i) Champion the better use of public sector assets in the Borough to promote the One Public Estate approach amongst Surrey County Council, Spelthorne Borough Council and other public sector partners.

As a consequence of the above, there may be an overlap with the work of the Spelthorne Community Safety Partnership and Local Strategic Partnership. These will be reviewed to ascertain the extent to which the functions overlap with the new Joint Committee.

4. Options analysis and proposal

- 4.1 There is only one option being proposed: to agree to set up a Spelthorne Joint Committee in place of the current SCC Local Committee in Spelthorne.
- 4.2 There are no specific risks identified arising from the proposal. A more unified approach to local government through the establishment of a Joint Committee should reduce the risks of fragmented service delivery and duplication or omission.

5. Financial implications

- 5.1 There are no specific financial implications or new funding proposals arising from the report.

6. Other considerations

- 6.1 Existing County Council staff will provide administrative support to the Joint Committee. The Borough Council will provide the venue and refreshments for the meetings. There are no other considerations specifically arising from this proposal.

7. Timetable for implementation

- 7.1 The proposed timetable for implementation is as follows:

SCC Cabinet	TBC 2016
Spelthorne BC Cabinet	20 July 2016
Spelthorne BC Council	21 July 2016
SCC Council	TBC 2016

Background papers: There are none.

Appendices:

Appendix 1 – Spelthorne Joint Committee Draft Terms of Reference

Spelthorne Joint Committee

Terms of Reference

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Section 1 – Context and Purpose

Spelthorne Joint Committee is a Joint Committee of Surrey County Council and Spelthorne Borough Council and is set up under the provisions of Section 102 of the Local Government Act 1972. The Joint Committee aims to improve outcomes and value for money for residents in Spelthorne by strengthening local democracy and improving partnership working within the borough of Spelthorne.

The Joint Committee will carry out Surrey County Council functions previously performed by the Local Committee (Spelthorne) (which ceased to exist on 01/06/2016) plus some additional County Council functions, and functions delegated to it by Spelthorne Borough Council. There is also a range of advisory functions relating to both Councils. These functions are set out within Section 2 of this document.

By working together, the Joint Committee will provide the opportunity to identify local solutions and seek to jointly deliver local government service improvements for the residents, businesses and visitors to Spelthorne. Both councils will be proactive in bringing issues to the Joint Committee and seeking to deliver local priorities together.

Meetings of the Spelthorne Joint Committee are held in public, and local people are able to participate during parts of the meeting as set out in Section 3 of this document.

This Terms of Reference document includes the standing orders that will apply to the Joint Committee. These need also to be read in the light of the individual Constitutions of each of the two Councils which will continue to apply as appropriate to decisions delegated by each relevant authority.

Whilst the Joint Committee will be responsible for making decisions relating to the delegated functions as set out below, the day-to-day operational arrangements relating to any particular function will continue to be managed by the local authority having responsibility for that function.

Section 2 – Functions and Funding

The scope and overall purpose of the Spelthorne Joint Committee is as set out in Section 1. The general remit of the Joint Committee is set out below and the more specific delegated functions are outlined in later sections.

(A) General Remit

The general remit of the Spelthorne Joint Committee is:-

1. To identify and agree opportunities for the closer alignment of County and Borough services in Spelthorne.
2. To make decisions on local services and budgets delegated to it by either Surrey County Council or Spelthorne Borough Council.
3. To make comments on policy, strategy, services, priority community work, or other matters specifically referred to it by the County Council or the Borough Council.
4. To provide political oversight of key County and Borough partnership initiatives and strategies.
5. To seek solutions to local concerns relating to Council services under the remit of the Joint Committee.
6. To identify and set local priorities through an annual priority setting meeting.
7. To build community leadership and local engagement, and encourage local community resilience plans.
8. To ensure that local authority services within Spelthorne Borough are carried out in accordance with both Surrey County Council's and Spelthorne Borough Council's core values, policies, strategies and within approved budgets.

(B) Delegated Powers

The services identified below are delegated by Surrey County Council or Spelthorne Borough Council as indicated, for decision making or consideration by the Spelthorne Joint Committee, in accordance with the relevant legislation.

In discharging the delegated powers, the Spelthorne Joint Committee must have due regard at all times to the approved policies, budgets and financial regulations of the Council delegating the functions, and act in accordance with Standing Orders at Section 3 of this Terms of Reference.

Set out below is a list of the functions that are currently delegated to the Spelthorne Joint Committee. Additional functions and matters for determination may be delegated to the Committee in the future by Surrey County Council (SCC) or Spelthorne Borough Council (SBC), which will form part of this Terms of Reference. The Community Partnership and Committee Officer will maintain a record of all additional delegated functions and will ensure that any such additions are reported to the Joint Committee at the next meeting after the delegation takes place.

Executive Functions (delegated by Surrey County Council and Spelthorne Borough Council)

The Joint Committee will be responsible for the following decisions on local services and budgets:

In relation to the Borough of Spelthorne the Joint Committee will take decisions delegated to it by the SCC Leader and/or Cabinet and/or the SBC Leader and/or Cabinet on the following local services and budgets, to be taken in accordance with the financial framework and policies of the respective Councils within a framework of agreed performance and resources:

- (i) Changes which amount to more than 15% in the hours of opening for local libraries (whether managed directly by Surrey County Council or under a community partnership agreement.) (SCC)
- (ii) Community safety funding that is delegated to the Joint Committee (SCC/SBC).
- (iii) Decisions in relation to highways and infrastructure:
 - a. The allocation of the Surrey County Council highway capital budget and highway revenue budget which are devolved to the Joint Committee for minor highway improvements and highway maintenance within the Committee's area including the scope to use a proportion of either budget to facilitate local highways initiatives (SCC).
 - b. To allocate funds to review on-street parking management, including local parking charges where appropriate and to approve the statutory advertisement of Traffic Regulation Orders (TROs) relating to on-street parking controls (SCC).
 - c. To agree local speed limits on County Council roads within its area, and to approve the statutory advertisement of speed limit orders, taking into

account the advice of the Surrey Police Road Safety and Traffic Management Team and with regard to the County Council Speed Limit Policy (SCC).

- d. To approve the statutory advertisement of all legal orders or appropriate notifications relating to highway schemes within the delegated powers of the Joint Committee (SCC).
 - e. Where, under delegated powers, the Parking Strategy and Implementation Team Manager or Highways Area Team Manager has chosen to refer the decision on whether a TRO should be made to the Joint Committee, the Committee will make that decision (SCC).
 - f. To consider applications for stopping up a highway under section 116 of the Highways Act 1980 when, following the consent of SBC and any relevant Parish Council, unresolved objections have been received during the period of statutory public advertisement, and to decide whether the application should proceed to the Magistrates' Court
- (iv) Determine priorities and agree how Community Infrastructure Levy (CIL) receipts will be expended.
- (v) To oversee and agree joint priorities to inform commissioning and delivery of Independent Living, Older People's Services and Day Centres in Spelthorne, with the aim of achieving an integrated approach from Surrey Council and Spelthorne Borough Council (SCC/SBC)
- (vi) In relation to services for young people, with the aim of achieving an integrated approach from Surrey County Council and Spelthorne Borough Council (SCC/SBC):
- a) To agree joint priorities for commissioning by the County Council and the Borough Council in Spelthorne for provision of youth work and other preventative work with young people who are at risk of becoming not in education, training or employment (NEET).
 - b) To apportion delegated funding for young people, specifically the distribution between Local Prevention Framework Grants and Individual Prevention Grants categories of funding, in accordance with the allocated budget and small grants (youth) as allocated by the Borough Council.
 - c) Approve the award of the Local Prevention Framework for the provision of local prevention services for Spelthorne Borough in accordance with the allocated budget and to qualified providers. This power to be exercised by the County Council Portfolio Holder in the event that the Joint Committee is unable to award grant(s) (due to the presence of conflicts of interest which result in the body being inquorate).
 - d) Approve the award of youth service related commission(s) as delegated to the Joint Committee by Spelthorne Borough Council.

- vii) Oversee and influence priorities for the Family Support Programme in Spelthorne (noting the shared nature of this service with other boroughs) and monitor its performance. (SCC/SBC)
- (viii) Decisions on any funding when a budget is allocated to the Joint Committee by either of the Councils (SCC/SBC).

Non-Executive Functions (delegated by Surrey County Council)

The Joint Committee will deal with all those non-executive functions relating to public rights of way set out in the Local Authorities (Functions and Responsibilities) (England) Regulations 2000, as amended, except for those separately referred to in the County Council's Scheme of Delegation (or within the terms of reference of other Committees).

Non-Executive Functions (delegated by Spelthorne Borough Council)

- (i) Oversee and determine priorities for the Borough based community strategy and related plans within Spelthorne.
- (ii) Oversee and determine priorities for the implementation of the Infrastructure Capacity Study and Delivery Plan (IDP).

In addition, the Joint Committee will deal with those relevant non-executive functions, relating to joint working that may be delegated to it by the Borough Council from time to time.

Service Monitoring and Community Leadership- advisory functions

The Joint Committee may:

- (i) In relation to the exercise of County Council Executive functions relating to members' allocations, receive a report on all projects approved under the delegated authority of the Community Partnership Manager or Team Leader. (SCC)
- (ii) In relation to Community Highway Enhancement allocations, receive a report on all projects approved by Individual Members of the County Council under delegated authority, or by the Area Team Manager where Members have requested that their allocations be combined to be spent in one or more divisions. (SCC)
- (iii) Monitor formal decisions taken by officers under delegated powers and provide feedback to improve service standards. (SCC/SBC)
- (iv) Engage in issues of concern to local people and seek to influence the respective Councils in the light of local needs. (SCC/SBC)
- (v) Monitor the quality of services provided locally, and recommend action as appropriate. (SCC)
- (vi) *To oversee and agree joint priorities to inform the improvement of educational attainment in Spelthorne with the aim of working closely between Surrey County Council, Spelthorne Borough Council and Spelthorne Schools Federation (SCC/SBC)*

- (vii) Be informed in relation to the prioritisation of proposed and planned infrastructure schemes, or developer funded highway improvements within Spelthorne. (SCC)
- (viii) Be informed of and receive appropriate reports on highway initiatives and/or improvements either wholly or partly in Spelthorne. (SCC)
- (ix) Oversee local initiatives agreed and funded by the Joint Committee. (SCC/SBC)
- (x) Oversee parking provision and enforcement in its area including budget monitoring subject to any particular terms of reference, agreed by the committee, (SCC/SBC)
- (xi) Oversee and monitor the impact of the Local Prevention Framework, Community Youth Work and SOLD Local Offer in accordance with prevention priorities for young people not in education, employment or training (NEET), in the local area. (SCC)
- (xii) Be advised of the Joint Youth Estates Strategy for Spelthorne Borough. (SCC/SBC)
- (xiii) To receive reports from and provide political oversight and advice to the Spelthorne Safer Stronger Community Partnership on the Community Safety functions of the Borough. (SCC/SBC)
- (xiv) To receive reports from and provide political oversight and advice to the Spelthorne Together Health and Wellbeing Group within the framework of Surrey's Joint Health and Wellbeing Strategy. (SCC/SBC)
- (xv) Be consulted on any issues referred to it by either Council and produce responses as appropriate. (SCC/SBC)

(Note: A joint committee may not make any decision which will have an adverse effect on a part of the county for which it does not have functions).

(C) Funding

- (i) With regards to budget setting and planning, the County Council and Spelthorne Borough Council will agree each year the amount of funding available to the Joint Committee to carry out its delegated decisions. All funds will be held and administered by the originating authorities and spent in accordance with their respective financial regulations and policies.
- (ii) Provision of venue:
The meeting's venue and associated costs will normally be provided by Spelthorne Borough Council, unless alternative arrangements are agreed by Surrey County Council.
- (iii) Committee management:
Committee management and associated costs for the Joint Committee will be provided by Surrey County Council.
- (iv) Any resulting Joint Committee members' costs and expenses will be funded and administered by their respective authorities.

(D) Withdrawal from the Joint Committee

At any time either Council may give 6 months' notice in writing to the other Council of its intention to withdraw from the Joint Committee. Once the Joint Committee ceases to exist the functions delegated to it would each revert back to the relevant delegating authority.

Section 3 - Standing Orders

1. MEMBERSHIP AND ATTENDANCE OF MEMBERS AT MEETINGS

- 1.1. Membership of the Spelthorne Joint Committee shall be all county councillors with electoral divisions in Spelthorne, one Surrey County Council Cabinet Member (who may also be a county councillor with an electoral division in Spelthorne), and an equivalent number of borough councillors who should be politically proportionate to the Borough Council. At least one borough councillor shall be a member of that Council's Cabinet. No substitutes will be permitted for the members on the Joint Committee. Members will be appointed to the committee at the first business meeting of the respective Council, at the start of each municipal year. All borough and county councillors on the Joint Committee will have equal voting rights on all issues being considered.
- 1.2. A person shall cease to be a member if he/she ceases to be a member of the County Council, a member representing an electoral division in Spelthorne or the relevant Cabinet Member, or in the case of a member of the Borough Council, ceases to be a member of that Council, or the relevant Cabinet Member or resigns from the Spelthorne Joint Committee.
- 1.3. Surrey County Council or Spelthorne Borough Council may, through their respective Councils, co-opt representatives from the voluntary sector, public authorities or businesses in Spelthorne onto the Joint Committee. These representatives will be able to take part in discussions on agenda items, but will not be able to vote on any item for decision.
- 1.4. The Leader of either Surrey County Council or Spelthorne Borough Council, or appropriate Surrey County Council Cabinet Member or Spelthorne Borough Council Cabinet Member with portfolio responsibilities for a matter on the agenda of the Joint Committee meeting may attend the meeting of the committee and, with the Chairman's consent, speak on the matter or provide written representation.

2. APPOINTMENT OF CHAIRMAN AND VICE-CHAIRMAN

- 2.1. The Chairman (who will be a County Councillor) and the Vice-Chairman (who will be a member of the Borough Council's Cabinet) shall be elected at the first business meeting after 1 June 2016 of the County Council or the Borough Council as appropriate, for a period until the end of the municipal year 2017-18. Thereafter the offices of Chairman and Vice-Chairman shall respectively alternate between the two Councils every two years with the appointments made by the relevant Council Leader.
- 2.2. The Chairman and Vice-Chairman shall, unless he or she resigns the office or ceases to be a member of the Spelthorne Joint Committee, continue in office until a successor is appointed. If a Chairman or Vice-Chairman does not complete a full term of office, a further member from the same Council shall be appointed by the relevant Leader for the remainder of that term.
- 2.3. In the absence of the Chairman and the Vice-Chairman at a meeting, the members of the Committee shall elect a chairman for that meeting.

3. MANAGEMENT OF THE COMMITTEE

- 3.1. The County Council's Community Partnership's Team shall act as the Committee Manager for the Spelthorne Joint Committee and shall be responsible for preparing and circulating agendas for meetings, advising on constitutional matters and for producing the decisions and minutes.

4. FORMAL MEETINGS

- 4.1. There shall be between 4 and 8 formal meetings of the Spelthorne Joint Committee each year as determined by the Chairman and Vice-Chairman and as set out in the calendar of meetings published on the council's website.
- 4.2. The Chairman or in his/her absence the Vice-Chairman, may call a special meeting of the Spelthorne Joint Committee to consider a matter that falls within its remit but cannot await the next scheduled meeting, provided at least five clear working days notice in writing is given to the Committee Manager.
- 4.3. Formal meetings of the Joint Committee and its sub-committees shall be held in public except when exempt or confidential information is being considered and the press and public can be excluded in accordance with the Local Government Act 1972.
- 4.4. Meetings of any working groups or task groups established by the Joint Committee shall, unless otherwise agreed, be held in private.

5. DELEGATED POWERS

- 5.1. The delegated powers mean those powers to be discharged by the Spelthorne Joint Committee as set out in Section 2(B) of this Terms of Reference.
- 5.2. The Spelthorne Joint Committee shall discharge the delegated powers, within the budgetary and policy framework set by Surrey County Council in the case of county functions or by Spelthorne Borough Council in the case of borough functions.
- 5.3. When discharging the delegated powers the Spelthorne Joint Committee shall take decisions only after taking into account advice given in writing or orally from relevant Officers of Surrey County Council or of Spelthorne Borough Council as appropriate, including legal, financial and policy advice.
- 5.4. If the Joint Committee is to make a Key Executive decision delegated to it by either Surrey County Council or Spelthorne Borough Council, then the Joint Committee must follow the constitution of the authority delegating the decision, including publishing it in the monthly forward plan of that authority.

6. OVERVIEW AND SCRUTINY

- 6.1. Executive decisions made by the Spelthorne Joint Committee are subject to scrutiny by Surrey County Council's or Spelthorne Borough Council's relevant Overview and Scrutiny Committee (depending on which authority delegated the particular function), including an Overview and Scrutiny Committee's right under the Local Government Act 2000 to request that an Executive Decision made but not implemented be reconsidered by the decision-taker (often referred to as 'call-in').
- 6.2. The processes and procedures for the exercise by the relevant Overview and Scrutiny Committee of their 'call-in' function shall be in accordance with the Constitutions of Surrey County Council or Spelthorne Borough Council depending on which authority delegated the executive decision in question.
- 6.3. Referral of Joint Committee Executive decisions by either Surrey County Council Cabinet or Spelthorne Borough Council Executive (dependant on who delegated the function)
 - 6.3.1. The SCC /SBC Cabinet may require referral, for review and final determination, any executive decision taken by the Joint Committee which has significant policy or budgetary implications or is outside of the authority delegated to the Joint Committee, subject to notice of requirement for referral being given within 5 working days of publication of the decision.
 - 6.3.2. Notice of referral may be given by the Leader or Deputy Leader of the relevant authority, or any three or more members of the SCC /SBC Cabinet as appropriate.
 - 6.3.3. All members of the Joint Committee will be notified that an executive decision taken by the Committee has been required for referral by SCC /SBC Cabinet.
 - 6.3.4. The decision will be considered by the SCC /SBC Cabinet at its next appropriate meeting in discussion with the Joint Committee Chairman and Vice-Chairman and no action will be taken to implement it in the meantime.
 - 6.3.5. The Joint Committee Chairman or Vice-Chairman may attend the SCC /SBC Cabinet meeting, as appropriate, for the consideration of the matter and speak on the item.
 - 6.3.6. The SCC /SBC Cabinet may accept, reject or amend the decision taken by the Joint Committee. A report on the decision taken by the Cabinet will be made to the next appropriate meeting of the Joint Committee, and to all the Members of either Surrey or Spelthorne Council, as appropriate, for information.

The following general provisions apply to the consideration of all matters within Spelthorne Joint Committee's remit.

7. NOTICE OF MEETING

- 7.1. The date, time and place of the fixed meetings of the Spelthorne Joint Committee will be accessed through both the Surrey County Council and Spelthorne Borough Council websites. The notice, agenda, reports and other documents prepared for the Spelthorne Joint Committee will be posted on the Surrey County Council website (with links from the Spelthorne Borough Council website) and sent to Members of the Committee not less than five clear working days before the date of the meeting.
- 7.2. Only the business on the agenda will be discussed at a meeting of the Spelthorne Joint Committee except for urgent matters raised in accordance with the provisions in Section 100B(4)(b) of the Local Government Act 1972.

8. SPECIAL MEETINGS

- 8.1. A special meeting of the Spelthorne Joint Committee will be convened to consider specific matters within its terms of reference at the discretion of the Chairman, or the Vice-Chairman in his/her absence. At least five clear working days' notice of a special meeting must be given.

9. AGENDAS

- 9.1. Spelthorne Joint Committee will comply with the Access to Information rules in Part VA of the Local Government Act 1972.
- 9.2. Agendas for meetings of the Spelthorne Joint Committee shall be dispatched by the Committee Manager five clear working days in advance of a meeting, and copies will be made available for public inspection at the designated County and Borough Council offices, libraries and via the County Council and Spelthorne Borough Council websites.
- 9.3. Members of the Spelthorne Joint Committee may suggest items for inclusion in the agenda within its remit. These will be added to the forward programme in consultation with the Chairman and Vice-Chairman of the Spelthorne Joint Committee.

10. DECISIONS AND MINUTES

- 10.1. The decisions from the meeting shall be published on the County Council's website, with links from the Spelthorne Borough website, within three clear working days of the Committee.
- 10.2. The minutes of a meeting shall be published on the County Council's website, with relevant links, as soon as is reasonably practicable.
- 10.3. At the meeting, the Chairman will move the formal motion "That the minutes of the last meeting be confirmed and signed by the chairman" and there may only be

discussion if there is disagreement about their accuracy which will be resolved by a vote in the normal way.

10.4. Where in relation to any meeting, the next meeting for the purpose of signing the minutes is a meeting called under paragraph 3 of schedule 12 to the Local Government Act 1972 (an Extraordinary Meeting), then the next following meeting (being a meeting called otherwise than under that paragraph) will be treated as a suitable meeting for the purposes of signing of minutes.

11. CONFIDENTIALITY OF PAPERS

11.1. All Members must respect the confidentiality of any papers made available to them for the purpose of meetings of the Spelthorne Joint Committee or otherwise for so long as those papers remain confidential.

Failure to observe

11.2. Any or all of the rights conferred on a Member of one of the councils under its Constitution may be withdrawn by that Council if it is satisfied that he/she has not observed the requirements of Standing Order 11.1 in relation to any of its papers.

12. QUORUM

12.1. The Chairman will adjourn the meeting if there is not a quorum present.

12.2. The quorum will be one quarter of the total number of voting members of the Committee. A quorum may not be fewer than three voting members.

13. MEMBER QUESTIONS TO THE SPELTHORNE JOINT COMMITTEE

13.1. Any Member of either Council may, with the Chairman's consent, ask one or more questions on matters within the terms of reference of the committee.

13.2. Notice of questions must be given in writing to the Community Partnerships Team by 12 noon four working days before the meeting. If the day in question is a Bank Holiday then notice of questions should be received by 12 noon on the previous working day.

13.3. Questions may be asked without notice if the Chairman decides that the matter is urgent.

13.4. Where a Member has given notice of a question and is absent from the meeting another Member may ask it on his/her behalf.

13.5. Every question will be put and answered.

13.6. Copies of all questions will be circulated to Members before the start of the meeting.

13.7. Questions may be answered orally or in writing.

13.8. If the Chairman is unable to answer any question at the meeting he/she may send a written answer to the Member asking the question.

13.9. At the discretion of the Chairman, a Member who has given notice of a question may ask one supplementary question relevant to the subject of the original.

13.10. A record of all questions and answers will be included in the minutes of the meeting.

14. PUBLIC PARTICIPATION IN SPELTHORNE JOINT COMMITTEE

14.1. PETITIONS

14.1.1. Any member of the public who lives, works or studies in the Spelthorne Borough area may present a petition, containing 30 or more signatures or at the Chairman's discretion, relating to a matter within the terms of reference of the Committee. The presentation of a petition on the following business will not be allowed:

14.1.1.1. matters which are "confidential" or "exempt" under Part VA of the Local Government Act 1972;

14.1.1.2. planning applications; and

14.1.1.3. matters in relation to a public rights of way under consideration by the Joint Committee.

14.1.2. A spokesperson for the petitioners may address the committee on the petition for up to 3 minutes or longer if agreed by the Chairman. Discussion on a petition at the meeting is at the Chairman's discretion. The petition may be referred to the next appropriate meeting of the committee or to the SCC Cabinet, Cabinet Member, SBC Cabinet or relevant committee of either SCC or SBC at the discretion of the Chairman.

14.1.3. Notice must be given in writing to the Community Partnerships Team at least 14 days before the meeting. Alternatively, the petition can be submitted on-line through Surrey County Council's or Spelthorne Borough Council's e-petitions website as long as the minimum number of signatures has been reached 14 days before the meeting.

14.1.4. No more than three petitions may be presented at any one meeting of the committee unless agreed otherwise by the Chairman.

14.1.5. The Community Partnerships Team may amalgamate within the first received petition other petitions of like effect on the same subject.

14.1.6. The presentation of a petition on the same or similar topic as one presented in the last six months may only be permitted at the Chairman's discretion.

14.2. PUBLIC QUESTIONS AND STATEMENTS

- 14.2.1. At the start of any ordinary meeting of the Committee, any member of the public who lives, works or studies in the Spelthorne borough area may ask one question or make a statement relating to a matter within the Committee's terms of reference. The Chairman may alternatively permit the question to be asked or the statement to be made at the start of an item on the agenda if it relates to that item.
- 14.2.2. Questions or statements will not be allowed on matters which are "confidential" or "exempt" under the Local Government Access to Information Act 1985 or on planning applications or on rights of way matters under consideration.
- 14.2.3. Notice of questions or statements must be given in writing or by e-mail to the Community Partnerships Team with details of the question or statement, by 12 noon four working days before the meeting. If the day in question is a Bank Holiday then notice of questions should be received by 12 noon on the previous working day.
- 14.2.4. The Community Partnerships Team may, having consulted a questioner, reword any question or statement received to bring it into proper form and to secure reasonable brevity. Copies will be tabled and made available in the meeting room for members of the Joint Committee and any member of the public in attendance.
- 14.2.5. Questions and statements will be taken in the order in which they are received by the Community Partnerships Team. The provision of answers to questions being asked, any response to statements, and any discussion of the question or statement will be at the discretion of the Chairman.
- 14.2.6. following any initial reply to a question, one or more supplementary question/s in relation to the response provided may be asked by the questioner at the discretion of the Chairman. The provision of answers to supplementary questions being asked and any discussion of these questions will be at the discretion of the Chairman.
- 14.2.7. The total number of questions which may be asked or statements made at any one meeting will be at the discretion of the Chairman. The Chairman may decide that questions or statements can be held over to the following meeting, or dealt with in writing and may disallow questions or statements which are repetitious.
- 14.2.8. When dealing with any item in which public participation has occurred, the Chairman shall clarify the point at which such public participation has concluded and the Committee's formal discussion and decision making of the item is taking place.

14.3. PUBLIC SPEAKING IN RELATION TO RIGHTS OF WAY

Rights of Way application decisions are quasi-judicial decisions. They are therefore subject to specific rules. The reason for the rules about public speaking reflect the right of all individuals to a fair hearing.

- 14.3.1. Members of the public and their representatives may address the Spelthorne Joint Committee on any applications relating to public Rights of Way being considered by the committee.
- 14.3.2. Speakers must first register their wish to speak by telephone or in writing to the Community Partnerships Team by 12 noon one working day before a meeting stating on which item(s) they wish to speak.
- 14.3.3. Only those people who have previously made written representations in response to a Rights of Way application will be entitled to speak.
- 14.3.4. Speakers must declare any financial or personal interest they may have in the application.
- 14.3.5. Registration of speakers will be on a first come first served basis and speakers will be taken in the order in which they are registered, with the first five registered being entitled to speak. Where more than one person has registered an interest to speak, the subsequent speakers will be entitled to speak first if the first named speaker is not in attendance five minutes before the start of the meeting. Representations can be combined if necessary. A reserve list will also be maintained if necessary.
- 14.3.6. The time allowed for public speaking will be limited to 15 minutes for objectors and 15 minutes for supporters per item, and to 3 minutes per speaker.
- 14.3.7. Only if a member of the public or their representative speaks objecting will the applicant/agent be allowed to speak and then only to respond to the points raised by the objectors, and will be limited to 3 minutes for each objector who has spoken.
- 14.3.8. No additional information may be circulated by speakers at the meeting and they will have no right to speak or question Members or officers once they have made their submission.
- 14.3.9. Speeches will precede the Committee's formal discussion on each application requiring the committee's attention.
- 14.3.10. The right to speak will only be exercised at the first meeting at which the application is considered and will not normally be the subject of further presentations at any subsequent meeting unless significant changes have taken place after a deferral by the Committee.

15. RIGHT TO SPEAK AT COMMITTEE

15.1. A Member may only speak once on a motion and amendment except:

- 15.1.1. the mover may reply to the debate but, in doing so, may only answer statements and arguments made in the course of the debate. He/she may not introduce any new matter;
- 15.1.2. the mover of a motion may speak during the debate on any amendment to the motion;
- 15.1.3. a Member who has already spoken may speak on a point of order or may, at the Chairman's discretion, explain any statement made by him/her which he/she believes has been misunderstood;
- 15.1.4. the Chairman may speak before the mover of the motion or amendment replies to the debate.
- 15.1.5. A Member seconding any motion or amendment will be deemed to have spoken on it unless he/she speaks immediately and reserves his/her right to speak later.

16. RELEVANCE

16.1. Every Member who speaks must direct his/her speech strictly to the motion or matter under discussion, or to a motion or amendment which he/she moves, or to a point of order.

17. POINTS OF ORDER

17.1. Any Member wishing to raise a point of order must say at the outset the Standing Order or rule of debate which he/she believes has been infringed. Every point of order will be decided immediately by the Chairman whose decision will be final.

18. LENGTH OF SPEECHES

18.1. Except with the consent of the Chairman, the following time limits will apply to speeches:

- (a) The mover of a motion or an amendment. (5 minutes)

(A Member may not speak for more than five minutes unless he/she has a seconder).

- (b) The mover of a motion either speaking to an amendment or replying to the debate. (3 minutes)

- (c) The mover of an amendment replying to the debate on the amendment. (3 minutes)

- (d) The seconder of a motion or an amendment. (3 minutes)

(e) A Member speaking on a report or in a debate.

(3 minutes)

19. AFTER REPLY DEBATE IS CLOSED

19.1. After the reply is made, the motion or amendment under discussion will be put from the Chair.

20. PROCEDURE FOR MOTIONS AND AMENDMENTS

20.1. Every motion or amendment must be moved and seconded and, if the Chairman requires, must be submitted in writing to the Community Partnerships Team and read aloud before it is put to the meeting.

20.2. A Member may not move or second more than one amendment on any motion.

20.3. Once moved and seconded, a motion or amendment may not be withdrawn without the consent of the Committee.

20.4. With the consent of the Committee a Member may:

20.4.1.1. alter a motion of which he/she has given notice; or

20.4.2. with the consent of his/her seconder, alter a motion which he/she has moved.

(In either case, the alteration must be one which could be made as an amendment under the following Standing Order).

21. AMENDMENTS

21.1. Every amendment must be relevant to the motion under discussion and will either:

21.1.1. move the reference back

21.1.2. leave out words

21.1.3. add words, or

21.1.4. leave out words and add others.

21.2. An amendment which forms the negative of the motion will not be allowed.

21.3. Whenever an amendment has been moved and seconded, no subsequent amendment may be moved until the first has been dealt with, unless the Chairman decides otherwise.

21.4. If an amendment is lost, other amendments may be moved on the motion.

21.5. If an amendment is carried, the motion as amended will become the substantive motion on which further amendments may be moved.

22. PROCEDURAL MOTION

“That the question be now put”

22.1. Any Member may, at the close of the speech of another Member, move “That the question be now put”.

22.2. If he/she considers that there has been adequate debate, the Chairman may put the motion “That the question be now put” without debate. If the motion is carried:

(a) the Chairman may speak to the motion or amendment under debate, if he/she has not already spoken; and

(b) the mover of the motion or amendment may reply.

22.3. The motion or amendment will then be put.

23. INTERRUPTIONS AND DISORDERLY CONDUCT

23.1. If a member of the public interrupts the proceedings at a meeting the Chairman may ask him/her not to interrupt.

23.2. If the interruption continues the Chairman may order his/her removal from the room.

23.3. If there is general disturbance in all or part of the public gallery the Chairman may order that part to be cleared.

23.4. If a Member behaves in a disorderly or disruptive manner, any Member may move, with the consent of the Chairman, “That the named Member be not further heard”. If this motion is seconded it will be put to the vote and determined without discussion.

23.5. If the motion is carried and the misconduct continues the Chairman may adjourn or suspend the sitting of the Committee for as long as he/she considers appropriate.

24. VOTING

24.1. Voting will be by show of hands unless a Member demands a recorded vote. Where a recorded vote is called, the names of those voting for or against the motion or amendment will be recorded and entered in the minutes.

24.2. Where a demand for a recorded vote is not supported, any Member may require his/her vote for or against the motion to be recorded in the minutes.

24.3. On a formal motion put from the Chairman (e.g. “That the report be received”), the question may be decided by the voice of the Members, unless any Member demands a show of hands.

24.4. If immediately after a vote is taken any Member so requires, the way in which he/she voted (or abstained) will be recorded in the minutes of that meeting.

24.5. The person presiding at the meeting, having already voted, may in the event of a tie exercise a second or casting vote.

25. MEMBERS' CODE OF CONDUCT

25.1. Members are bound by the Code of Conduct of the authority which appointed them to the Spelthorne Joint Committee and should particularly observe the provisions of their respective Codes concerning the declaration of interests when attending meetings of the Spelthorne Joint Committee.

26. INTERESTS OF MEMBERS

26.1. At any meeting where a Member becomes aware that a matter under consideration relates to:

26.1.1. one of their interests that they must disclose in accordance with their respective Council's Codes not already entered on the relevant Council's register and/or

26.1.2. the donor of any gift and/or hospitality they have accepted and not yet entered on the relevant Council's register

the Member must disclose the interest to the meeting and, within 28 days, notify this to either the County Council's Monitoring Officer in the case of County Councillors or the Borough Council's Monitoring Officer in the case of Borough Councillors for inclusion in the register.

27. PARTICIPATION IN RELATION TO DISCLOSABLE PECUNIARY INTERESTS

27.1. A Member with a disclosable pecuniary interest in any matter must:

- 27.1.1. not participate in any discussion or vote relating to the matter;
- 27.1.2. withdraw from the room or chamber when it becomes apparent that the matter is being considered at that meeting;
- 27.1.3. not exercise functions in relation to that matter; and
- 27.1.4. not take any steps in relation to the matter (except for the purposes of enabling the matter to be dealt with otherwise than by them) unless he/she has obtained a dispensation from the County Council's Audit and Governance Committee for County Councillors or the Borough Council's Members' Code of Conduct Committee.

28. ATTENDANCE OF MEMBERS

28.1. Members will sign a register of attendance.

29. EXCLUSION OF THE PRESS AND PUBLIC

29.1. The Spelthorne Joint Committee may, by resolution, exclude the press and public from a meeting during an item of business wherever it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during that item there would be disclosure of Exempt or Confidential information as defined by the Local Government Act 1972 and the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

30. SUB-COMMITTEES AND TASK GROUPS

30.1. The Spelthorne Joint Committee may appoint:

- 30.1.1. Sub-Committees with power to act to discharge any of its functions as agreed by the Joint Committee.
- 30.1.2. Task Groups which cannot make decisions but may consider specific matters and report back to a future meeting of the Spelthorne Joint Committee.

31. CONDUCT AT MEETINGS

31.1. The conduct of meetings and the interpretation of these Standing Orders are at all times a matter for the Chairman of the meeting whose ruling is final.

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Cabinet**20 July 2016**

Title	Corporate Plan 2016-19		
Purpose of the report	To make a recommendation to Council		
Report Author	Lee O'Neil, Deputy Chief Executive		
Cabinet Member	Councillor Ian Harvey	Confidential	No
Corporate Priority	The report outlines the new priorities for Spelthorne going forward		
Cabinet Values	Relates to all of the Council's values		
Recommendations	The Cabinet is asked to recommend Council to adopt the proposed Corporate Plan for 2016-19 as appended to this report.		

1. Key issues

- 1.1 The purpose of this report is for Cabinet to agree the content of Spelthorne's proposed Corporate Plan for 2016-19 ('the Plan'), and to recommend its adoption by Council.
- 1.2 The Plan specifies four priorities; areas where the Council will target some of its resources during the term of the plan. These are:
 - Economic Development
 - Housing
 - Clean and Safe Environment
 - Financial Sustainability
- 1.3 The Plan outlines the reasons why these areas are so important, the main challenges we face and our plans for dealing with them.
- 1.4 The Council will be developing a separate Action Plan for each of the four priority areas which will outline a list of key projects and other actions which will be undertaken during the term of the Plan.
- 1.5 It is recognised that the priorities and the Action Plan may need to change from time to time to take into account the changing environment/economic circumstances in which the Council operates and the changing needs of Spelthorne's communities. The plan will therefore be reviewed annually.

2. Options analysis and proposal

- 2.1 It is proposed that the Cabinet agree the content of the Corporate Plan as appended to this report and recommend its adoption by Council (**Preferred Option**).
- 2.2 Cabinet could, however, recommend that changes be made to the Plan. Should this be the case these would need to be agreed by Cabinet and incorporated into the Plan prior to Council on 21 July 2016.

3. Financial implications

- 3.1 The Corporate Plan outlines the priority areas where some of the Spelthorne's resources will be targeted to achieve the key actions listed. These priorities will therefore be closely linked to the Council's future budget planning process.

4. Other considerations

- 4.1 There are none.

5. Timetable for implementation

- 5.1 If agreed by Cabinet the Plan will be presented to Full Council on 21 July 2016 for adoption.
- 5.2 If adopted by Council, the Plan will take immediate effect.

Background papers:

None

Appendices:

Proposed Corporate Plan 2016-19



Spelthorne Borough Council Corporate Plan 2016-2019

Spelthorne Borough Council, Council Offices,
Knowle Green, Staines-upon-Thames, TW18 1XB
01784 451499 customer.services@spelthorne.gov.uk
www.spelthorne.gov.uk
6 July 2016

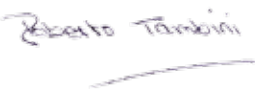


Introduction

Spelthorne remains committed to delivering value for money for our residents. In the last five years we have saved over £5.1m (33%) from our overall budget, whilst protecting essential frontline services. We do, however, continue to face significant challenges, with ever diminishing central government funding at a time when we are seeing a significant increase in the demand for many of the essential services we provide for our communities.

In order to address these challenges the Council is in the process of implementing our 'Towards a Sustainable Future' programme; an exciting and ambitious strategy designed to protect service delivery and enable the Council to become self-financing in the near future. This programme, coupled with our new priorities will ensure that we are focussing on the things that matter most to our residents and will enable us to put the Council on a stable financial footing going forward.

In developing this strategy we have had to make some tough decisions and we will undoubtedly face some more difficult choices in the future. I am confident, however, that through the hard work of our dedicated staff and elected Councillors, working in partnership with the voluntary sector, community groups and other external partners, we can achieve our goals.



Roberto Tambini
Chief Executive, Spelthorne Borough Council



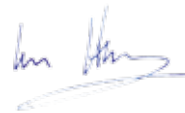
As Leader of the Council I would like to commend our new Corporate Plan to you.

As a resident of the Borough since 1997 and a local businessman I know what a great place Spelthorne is to live, work and bring up a family. Spelthorne has a unique place within Surrey, in a key location on the

outskirts of London, with good transport links and close proximity to Heathrow Airport. It was therefore not surprising that our main town, Staines-upon-Thames, was recently voted the best place in the whole of the UK to start up a new business. We want to build on that success, encouraging even more businesses to move into the Borough, creating more jobs for our residents and increased inward investment.

In addition to our priority for economic development, we want to provide for the other core needs of our residents. One of these is to meet the increasing need for housing, both for working families and others in need. This in itself is a massive challenge, as we are committed to protect our precious Green Belt. The need to protect our open spaces forms part of the basis for our third priority, ensuring that the Borough remains a place where our residents can enjoy their free time in a clean and safe environment. In order to deliver these priorities we must secure the financial future of the Council going forward, our fourth key priority.

Delivering these priorities will not be an easy task. These are extremely challenging times for the Council but you can be reassured that we have put in place ambitious plans to tackle the issues we face. I am confident that by working as one team with my fellow Councillors, the Council's senior management and staff, we can deliver on our promises and make this great Borough an even better place.

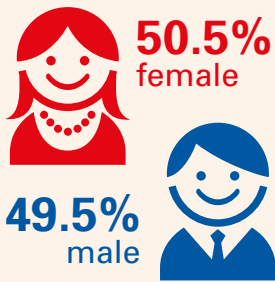


Cllr Ian Harvey
Leader of Spelthorne Borough Council



Spelthorne in Numbers

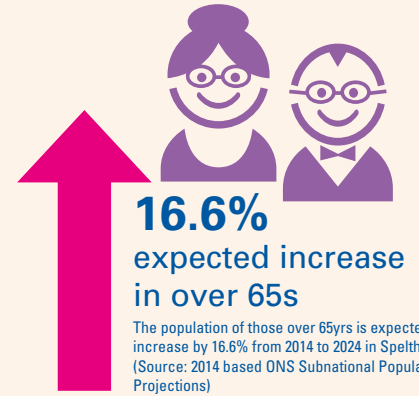
Our communities:



(Source: ONS Census, 2011 - neighbourhood statistics for residents aged 16 to 74)



(Source: ONS Census, 2011)



Housing:



74% owned
26% rented

(Source: ONS Census, 2011)

39,512
homes



1,686 new homes
built from 2006/07 - 2014/15

(Source: Spelthorne Annual Planning Monitoring Reports)

£267,500
average property price

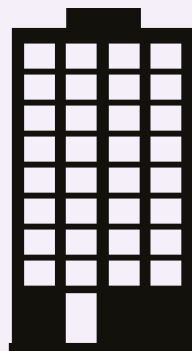
(Source: Figure 21 Spelthorne and Runnymede SHMA, 2015 using HM Land Registry, 2014)



Local economy:

4,555 businesses
including BP, British Gas,
Pinewood (Shepperton Studios),
dNata, Wood Group Kenny

(Source: Spelthorne Local Economic Assessment, 2013)



Number 1
for new Business Start-ups

(Source: Bank Search Information Consultancy Ltd- Spelthorne Business Start-Ups 2014)

Environment:



18 parks
in the borough

65%
of the borough is
Green Belt

(Source: Spelthorne Planning Monitoring Report 2015)

12 miles
River Thames frontage

(Source: Paragraph 4.8, Spelthorne Economic Strategy, 2013)

17%
of the borough is water

(Source: Spelthorne Planning Monitoring Report 2015)



Your Council:



Gross Budget £56.7m
Net budget £13.6m

June 2016

39 councillors

Conservatives - 32
Liberal Democrats - 3
Independent - 3
Labour - 1



335 staff
June 2016

Our Priorities





Key aim:

To strive towards meeting the housing needs of our residents, providing working families and others in housing need within the Borough with suitable accommodation.

Why this is important:

- a home is a key essential for everyone, supporting an individual's ability to find and maintain employment and essential for their health and wellbeing
- providing local housing keeps people within the Borough, using local shops and other businesses, boosting our economic growth
- adequate local housing is needed for key workers in order to attract and retain businesses within the Borough and for the Borough to function properly
- ensuring an adequate supply of affordable housing will also prevent a significant drain on the Council's resources in responding to the need for temporary accommodation

The challenges we face:

- increasing demand due to growing population and changes to welfare payments
- the high cost of local housing
- proximity to London and Heathrow
- very limited availability of suitable development land within the Borough
- the need to protect our Green Belt, whilst meeting this increased demand
- pressure from neighbouring Councils, placing people in housing need within our Borough
- our increasing economic strength encouraging inward investment

Our plans are to:

- invest in existing properties and convert them, where necessary, to provide much needed homes for our residents
- develop some of our existing sites for housing as well as acquire new sites
- make the best use of existing housing within the Borough (owner occupied and rented) making sure that it is safe and suitable to meet the needs of our residents, including people with disabilities and our older residents
- increase the supply of private sector housing available for the Council to place people in most need through a new Landlord Guarantee Scheme and other initiatives
- ensure that developers meet their obligations under the Council's planning policies for the provision of affordable housing in residential developments
- help vulnerable people in need to make best use of their homes for as long as possible through a range of adaptations and other assistance, (e.g. meals on wheels and our community alarm network)

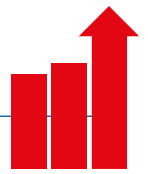


Stone Gate Court, social housing



Stone Gate Court, social housing

Priority - Economic Development



Key aim:

To stimulate more investment, jobs and visitors to Spelthorne to further the overall economic wellbeing and prosperity of the Borough and its residents.

Why this is important:

- supporting economic development is essential to growth and development of the Borough, providing jobs for our residents and bringing inward investment
- a high level of employment locally, provides more spending power for our residents which can boost local shops and other businesses
- a vibrant economy also provides income to the Council through our share of business rates, helping the Council to be financially self-sustaining, enabling us to invest in all of our priority areas and helping us to maintain other key services to our communities

The challenges we face:

- lower average wage of workers in Spelthorne - only 75% of the Surrey average
- current uncertainty over Heathrow expansion
- very limited availability of land
- need to protect Green Belt
- lower levels of educational attainment compared to the rest of Surrey
- impacts of 2017 national revaluation of business rates and changes to local government funding associated with move in 2019-20 to '100% retention' of business rates for local government as a whole

Our plans are to:

- look for opportunities where we can use our assets to stimulate the local economy
- work with our partners in Surrey County Council through a new Joint Committee to help improve educational standards within Spelthorne and develop skills and employability
- work with our partners through groupings such as the 'Enterprise M3' Local Enterprise Partnership, Surrey Future, the 3SC devolution proposal and our new proposed Joint Committee with Surrey County Council to seek opportunities for inward investment and to secure delivery of infrastructure improvements (including transport) which support business development in the Borough
- promote the development of a Business Improvement District (BID) for Staines-upon-Thames
- secure investment for our primary and secondary town centres
- continue to support the third runway at Heathrow Airport, a development which is regarded as fundamental to Spelthorne's future economic prosperity

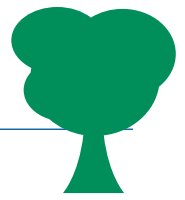


Strata building, Staines-upon-Thames



London Heathrow Airport

Priority - Clean and Safe Environment



Key aim:

To provide a place where people want to live, work and enjoy their leisure time and where they feel safe to do so

Why this is important:

- essential for the health and wellbeing of our communities
- these are core priorities valued by our residents - refuse collection, street cleansing and community safety are consistently amongst their top priorities when surveyed
- a clean, attractive borough with good leisure facilities can attract new and repeat visitors, bringing further inward investment
- need to address the threat of flooding - a real concern to many residents and businesses

Challenges:

- resisting pressure to develop on Green Belt
- increased costs of waste collection and disposal
- increased pressures on local police resources
- reduced funding for Community Safety Partnerships
- threat of future flooding. Ongoing issues regarding funding of local flood protection

Our plans are to:

- keep our Borough clean and litter free
- robustly protect our Green Belt
- keep our streets and public spaces safe - reducing crime and antisocial behaviour, building on the successful partnership between the Council's Joint Enforcement Team and Surrey Police, which has delivered real positive outcomes
- take effective enforcement action wherever necessary against those who break the law
- provide high quality public spaces - maintaining our parks and open spaces, and providing leisure facilities which encourage greater community use and an active lifestyle
- work with the Environment Agency, Surrey County Council and other stakeholders to develop sustainable solutions to flood prevention and protection



Rubbish and recycling collection



Laleham Park



Key aim:

To ensure that the Council can become financially self-sufficient in the near future

Why this is important:

- disappearing central Government grants mean that we must take control of our own financial future
- significant ongoing income streams are required to sustain existing services, invest in priority areas and provide for future growth
- increased demand for some of our services due to increasing and aging population, welfare reforms and other social pressures
- to meet the needs and expectations of our residents as well as our statutory obligations

Challenges:

- accelerated reduction in central Government funding
- need to compete with private sector for property acquisitions
- National changes to the Business Rates funding arrangements for local government
- rapidly increasing cost of emergency and temporary accommodation

Our plans are to:

- invest in residential and commercial properties and use our existing assets to obtain ongoing, sustainable revenue streams and capital appreciation
- continue to ensure maximum return on our monetary investments whilst managing risk (treasury management)
- continue to drive down our costs through innovative, cost-effective service delivery models, more efficient use of our office space and greater use of partnerships with the public, private and voluntary sectors

