



To:
All members of the
Corporate Policy and Resources
Committee

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Date: 7 February 2022

Supplementary Agenda

Corporate Policy and Resources Committee - Monday, 7 February 2022

Dear Councillor

I enclose the following items which were marked 'to follow' on the agenda for the Corporate Policy and Resources Committee meeting to be held on Monday, 7 February 2022:

7. Detailed Revenue Budget 2022/23

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To consider the Detailed Revenue Budget for 2022/23 and make a recommendation to Council.

Yours sincerely

Gary Lelliott
Corporate Governance

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To the members of the Corporate Policy and Resources Committee

Councillors:

| | | |
|-----------------------------|------------|---------------|
| L. E. Nichols (Chairman) | A. Brar | V.J. Leighton |
| J.R. Sexton (Vice-Chairman) | S. Buttar | S.C. Mooney |
| C.F. Barnard | S.M. Doran | R.J. Noble |
| I.J. Beardsmore | S.A. Dunn | O. Rybinski |
| J.R. Boughtflower | N. Islam | V. Siva |

Substitute Members: Councillors: C. Bateson, J.T.F. Doran, T. Fidler, H. Harvey,
D. Saliagopoulos, R.A. Smith-Ainsley and J. Vinson

Corporate Policy & Resources Committee



7 February 2022

| | |
|------------------------------|---|
| Title | Draft Detailed Revenue Budget for 2022/23 Please note that some of the agenda items being discussed at CP&R Committee on 7 February, together with the various meetings with individual committees taking place between late January and 7 February, might impact on this report and officers may need to update this report to account for the Committee's decision, after the meeting. |
| Purpose of the report | To make a recommendation to Council |
| Report Author | Paul Taylor Chief Accountant |
| Ward(s) Affected | All Wards |
| Exempt | No |
| Corporate Priority | Community Affordable Housing Recovery Environment Service Delivery |
| Recommendations | <p>Committee is asked to recommend that Council consider and approves the following:</p> <ol style="list-style-type: none"> 1. To approve a 2.4% increase on Band D for the Spelthorne Borough Council element of the Council Tax for 2022/23. Moreover: <ol style="list-style-type: none"> a. The revenue estimates as set out in Appendix 1 be approved. b. No Money, as set out in this report is appropriated from General Reserves in support of Spelthorne's local Council tax for 2022/23. c. To agree that the Council Tax base for the year 2022/23 is 39,223 Band D equivalent dwellings calculated in accordance with regulation 3 of the Local Authorities (Calculation of Council tax base) Regulations 1992, as amended, made under Section 35(5) of the Local Government Finance Act 1992. 2. Continuing the Council's Local Council Tax Support Scheme with the current rules and regulations. 3. Continuing the complete disregard of war pension / armed forces pension income from benefit calculations. |

4. The growth and savings items as set out in the report's appendices 2 and 3.
5. To note the Chief Finance Officer's commentary in section 4 of the report on the robustness of budget estimates and levels of reserves under sections 25 and 26 of the Local Government Act 2003
6. The Council Tax Base for the whole council area for 2021/22. [Item T in the formula in Section 31b (3) of the local government Finance Act 1992, as amended (the "act")] should be 39,016 band D equivalent dwellings and calculate that the Council Tax requirement for the Council's own purpose for 2022/23 is £210.05 Per Band D equivalent dwelling.

That the following sums be now calculated by the Council for the year 2022/23 in accordance with Section 31 to 36 of the Local Government Act 1992.

| | | |
|----------|--------------------|---|
| A | 120,398,577 | Being the aggregate of the amount which the council estimates for the items set out in Section 31A (2) of the Act considering all precepts issued to it by Parish Councils. |
| B | 111,848,852 | Being the aggregate of the amount which the Council estimates for the items set out in Section 31A (3) of the Act |
| C | 8,549,725 | Being the amount by which the aggregate at (A) above exceeds the aggregate at (B) above, calculated by the Council, in accordance with Section 31A (4) of the Act, as its Council Tax |

| | | | |
|---|----------|---------------|---|
| | | | requirement for the year |
| | D | 210.05 | Being the amount at (C) above divided by the amount at 5c (above), calculated by the Council in accordance with Section 31B (1) of the act, as the basic amount of its Council Tax for the year (including Parish precepts) |
| | E | 0 | Being the aggregate amount of all special items (Parish precepts) referred to in Section 34(1) of the Act. |
| | F | 210.05 | Being the amount at (D) above less the result given by dividing the amount at (E) above by the amount at 5c (above), calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings on those parts of its area to which no Parish precept relates. |
| <p>That the following amounts be calculated for the year 2022/23 in accordance with Sections 31 to 36 of the Local</p> | | | |

| | <p>Government Finance Act 1992 as amended by the Localism Act 2011.</p> <table border="1"> <thead> <tr> <th>A £</th> <th>B £</th> <th>C £</th> <th>D £</th> <th>E £</th> <th>F £</th> <th>G £</th> <th>H £</th> </tr> </thead> <tbody> <tr> <td>140.73</td> <td>161.74</td> <td>186.94</td> <td>210.05</td> <td>258.36</td> <td>304.57</td> <td>350.78</td> <td>420.10</td> </tr> </tbody> </table> | A £ | B £ | C £ | D £ | E £ | F £ | G £ | H £ | 140.73 | 161.74 | 186.94 | 210.05 | 258.36 | 304.57 | 350.78 | 420.10 |
|----------------------------------|--|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|--------|--------|--------|--------|--------|--------|--------|--------|
| A £ | B £ | C £ | D £ | E £ | F £ | G £ | H £ | | | | | | | | | | |
| 140.73 | 161.74 | 186.94 | 210.05 | 258.36 | 304.57 | 350.78 | 420.10 | | | | | | | | | | |
| Reason for Recommendation | To deliver services for its residents the Council has to set a balanced Revenue Budget and determine its council tax levels | | | | | | | | | | | | | | | | |

Precepts issued to the Council

| | A £ | B £ | C £ | D £ | E £ | F £ | G £ | H £ |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Surrey County Council | 1,084.26 | 1,264.97 | 1,445.68 | 1626.39 | 1,987.81 | 2,349.23 | 2,710.65 | 3,752.78 |
| Surrey Police & Crime Commissioner | 197.05 | 229.89 | 262.73 | 295.57 | 361.25 | 426.93 | 492.62 | 591.14 |

That, having calculated the aggregate in each case above the Council in accordance with Sections 30 and 36 of the Local Government Finance Act 1992 as amended by the Localism Act 2011, hereby sets the amounts as the amounts of Council tax for the year 2022/23.

The Council has determined that its relevant basic amount of Council Tax for 2022/23 is not excessive in accordance with the principles approved under Section 52ZB Local Government Finance Act 1992.

As the billing authority, the Council has not been notified by a major precepting authority that its relevant basic amount of Council Tax for 2022/23 is excessive and that the billing authority is not required to hold a referendum in accordance with Section 52ZK Local Government Finance Act 1992.

1. Key issues

- 1.1 By law Councils are required each year to set a balanced budget. At the time of writing the original draft report we still had a Budget gap of £1.36m for 2022-23 which needed to be closed. There were productive sessions with members of the Committee ahead of the meeting which worked through options for reducing the gap to achieve balance. These options include

reducing the value of growth bids; increasing the value of savings; increasing fees and charges. This work has successfully identified a combination of options which if agreed by the Committee to recommend to Council would produce a slightly better than balanced for 2022-23 (a £20k surplus), see appendix 5 and indicatively better than balanced budgets for the years 2023-24 to 2025-26, see appendix 5a

- 1.2 The main points from the 2022/23 Budget as set out in Appendix A are as follows: -
- (a) Increase in the Spelthorne Borough Council element of the Council Tax is £5.00 (2.4%) for the year
 - (b) Pay Award for all staff 2.0% p.a.
 - (c) Discretionary Fees and Charges inflation originally 3% but increased to 5.4%
 - (d) Contract inflation 1.7%
- 1.3 We are in exceptionally challenging and uncertain times, because of the continued COVID-19 pandemic with its new variants and the impact of Brexit, on our cost of materials, energy and fuel, labour and delivery times, which has made the process of setting the 2022/23 Budget and beyond extremely challenging. We are continuing to see reduction in some of our services, fees and charges income, the amounts of council tax and business rates collected, and we expect to see a small increase in our treasury management income as the Bank of England has recently raised the base rate. The Council is still providing extra expenditure to many of our services, for example, supporting our leisure centres. This is making our ability to predict Like many of our businesses in the Borough, the Council is having to forecast and plan ahead, trying to predict just when our operating income and services, will return to pre pandemic?
- 1.4 In the eighteen months to September 2021 since the pandemic began, the Council has achieved the following:
- (a) 29,629 outbound calls to vulnerable Spelthorne residents
 - (b) Helped food banks, leisure centres and community groups.
 - (c) £23.4m paid out to in business and discretionary grants to support our business community and local residents in Spelthorne.
 - (d) 35 Rough sleepers have been placed into settled accommodation
 - (e) 50,969 meals delivered to Spelthorne residents
 - (f) £29.6m paid out in business rates relief to support our local businesses that provide employment opportunities to residents in the Borough.
 - (g) Provided 104 new homes for our residents
 - (h) Supporting our food banks to deliver 772,017 meals throughout the Borough.
- 1.5 Managing the steepest economic downturn, the UK economy has experienced for over 300 years has not been straight forward. The Consumer Price Index (CPI) for November and December 2021, show inflation is running at over 5% per annum and it is against this backdrop, the Council has looked

to its short- and medium-term objectives, to set a prudent balanced budget, which aims to maintain our level of services for the residents of the Borough.

- 1.6 As mentioned last year, discussions are still ongoing regarding the possibility of Surrey become a single Unitary Authority in the future, and Spelthorne Borough Council continues to play an active part in these discussions.
- 1.7 Finally, we are taking the opportunity to put over £3.0m into our revenue reserves. Based upon our modelling, it is likely to be a similar situation next year, as we, hopefully, come out of the pandemic for good, and can return to our planned level of funding based on our 20-year sinking fund modelling. By building up our revenue reserves pre pandemic, the Council could smooth out challenging years, to reduce the burden on our residents during these difficult times
- 1.8 In presenting this balanced budget, with general reserves as contingency to support our services, we are continuing to show a measured approach in managing the uncertainty surrounding the impact of COVID-19 on our local economy, businesses, and residents.
- 1.9 As a result of extensive modelling, ranging over the short term, i.e., a few years to the long term, i.e., up to 50 years, the Council is still in a very good position with forecasts suggesting that if we put the Budget on a sustainable basis in 2022/23 the Budget will be balanced in the following three years even with additional pressure of financing leisure centre 2022/23 and potentially 2023/24. However, the Council anticipates experiencing budget gaps in 2023/24 and 2024/25 and will be monitoring the medium term closely, as well as identifying service improvements and savings. To be finalised once CP&R have made their recommendations.
- 1.10 Appendix 1 summarises the current draft detailed Budget proposed for 2022/23. After allowing for Housing Benefit the gross budget is financed as follows,
 - (a) Fees and Charges
 - (b) Property Rental Income – Increasingly representing a greater proportion of the overall funding
 - (c) General Revenue Grants, including New Homes Bonus which increased substantially this year & Retained Business Rates
 - (d) Council Tax

Business Rates Retention

- 1.11 The Government because of COVID19 put on pause its Business Rates Retention reform along with its “Fair Funding Review” This work informing this may now conclude in 2022-23 and the changes be implemented in 2023-24. If this is the case, it is now less clear whether the Government will move to “75%” business rates retention due to tensions with levelling up principles. If changes to retention are made along with base line reset in 2-23/24 this could adversely impact in relative terms the Surrey councils and result in a reduction in the amount of business rates, we retain – this would mean our budget gaps could increase for 2023-24 and 2024-25. For 2022-23 Spelthorne will not be in the Surrey Business Rates pool.

Grant Settlement

1.12 The Government's Provisional settlement was announced on 16th December 2021 and confirmed that Spelthorne would continue to receive no general grant support in 2022/23. Disappointingly, despite the Chancellor setting out in November a set of three-year Spending Review parameters, the Settlement only set out details of funding for councils for one year which does not help medium term planning for councils. However, our The New Homes Bonus continues for 2022/23 with our allocation rising by more than £1million to £1.294m. The increase reflects the impacts of housing completion numbers on Brooklands and London Square schemes. Unfortunately, we are anticipating that as part of the funding review changes expected to take effect in 2023-24 the New Homes Bonus may be ended (apart from small legacy amounts for 23/24 and 24/25 shown in Appendix A) and it is not clear what funding mechanism if any will replace it. So, one consequence of slippage in our housing delivery schemes is that we may have missed the opportunity to maximise grant support for additional dwelling delivered.

2. Council Tax

2.1 Whilst the Government has limited the amount of Council Tax for shire districts and boroughs to either 2% or a rise of £5 on Band D (whichever is the higher). In our case £5 on band D would equate to 2.4%. Spelthorne Borough Council has decided to recommend an increase of £5.00 on Band D. County Councils and Unitary Authorities can levy a combined council tax and additional adult social care precept of up to 4.99% which is the increase Surrey County Council is applying. The referendum limit for the Police has been set at an increase of £10 Band D.

Council Tax Support Scheme

2.2 The Council will continue the Local Council Tax Support scheme with the same rules and regulations as was agreed for the 2014/15 scheme. This was a 25% deduction made for working age claimants and a 10% deduction for working age claimants who we classified as disabled due to the benefits they receive. This is also considering any annual uprating of applicable amounts or premiums that is announced by central government for the following year.

War Widows

2.3 It is sensible to re-confirm the Council's position with respect to the complete disregard of war pension /armed forces pension income from benefit calculations. If the full amount is disregarded the cost of this measure falls on the local authority as only the first £10.00 is disregarded by central government. We have already agreed to do this for our council tax support scheme. We have always disregarded the full amount since the housing benefit scheme came into existence along with practically every other local authority and the cost to the authority in the last subsidy claim was £4,210. We intend to continue to make this disregard for 2022/23

3. Budget Consultation

3.1 The Council issued a Budget Consultation in the last few months of the year and we received a good response, with a significant number indicating that the Council should continue to prioritise the provision of affordable housing to its residents. See appendix 4

4. Basis of preparation of the detailed budget

- 4.1 **Service levels** – the budget estimates have been prepared based on maintaining existing service levels except where variations have been approved by the Committee and the Council. Members should be aware of the challenges posed by the COVID-19 global pandemic may impact either favourably or adversely on the Council Revenue budget. Considerable work has been undertaken to estimate the potential impact based on the knowledge gained from three lockdowns over the past ten months. The Council has undertaken considerable work to identify savings and efficiencies to offset the list of growth proposals. This is to ensure a balanced budget not just for 2022/23 but also to put us in a sustainable position to balance the Budget in 2023/24.
- 4.2 **Pay and price levels** – a 2.00% pay award for all staff for 2022/23 is proposed. The Council has made an undertaking to Unison, to reconsider the above, based on final national pay award settlement for 2022/23, should this be higher than the proposed pay awards.

Inflation has been included in respect of contracts where appropriate. Inflation as currently measured by the Consumer Prices Index is 5.4% (as per CPI for December 2021).

Pensions

- 4.3 As we are in the final year of the current triennial period between Pension Fund valuations our employer contribution rates for 2022/23 had already been agreed.
- (a) The primary rate which is the contribution paid on an ongoing basis as employees earn additional entitlement will continue at 17.3% for 2022/23
 - (b) the secondary rate – this is a lump sum which the Council pays as an employer towards closing the deficit relating to past service benefits. As a result of an earlier decision to frontload our first-year payment, the secondary contribution will remain at £1m in 2022/23.
- 4.4 The next Valuation applies as at 31 March 2022 and will impact on employers' contributions for the years 2023/24 to 2025/26. Whilst the Surrey Pension Fund has been performing very well recently which will help restrain employer contribution rates, we have erred on the prudent side and assumed cumulative £0.33m per annum increases in our contribution rates for the period 2023/24 to 2025/26 i.e., by end of that period our contribution rate will have increased by a £1m.

5. Fees & Charges

- 5.1 All fees and charges have been reviewed both by managers and the relevant service Committees. See separate report on the agenda. One Budget choice councillors have had to make as part of the process is whether to apply its original inflation proxy of 3% or the current CPI percentage of 5.4%. [Report will be updated to reflect outcome of councillors' decision on this]

Income Generation

- 5.2 The Budget forecasts have reflected officers' judgements on the future, taking the past three years income as a guide, whilst being mindful of the exceptional general economic context over the last two years, and despite the economic challenges faced during repeated lockdowns, in aggregate our

income generation is recovery but we are still not expecting in 2022-23 some of our income streams such as car parking to fully return to pre-pandemic levels. Although they are not predicting and substantial increases in income, as it remains difficult to predict when income will return to pre-pandemic levels if at all..

- 5.3 The net income from our commercial asset's portfolio is budgeted at £10,831m for 2022/23 representing a decrease of 3.1% compared to 2021/22 and represents a movement of £0.35m compared to the last Budget set before the pandemic of 2020/21, with the Council utilising these funds to support, service delivery, regeneration in the Borough and the delivery of much need affordable homes to the residents of the Spelthorne.
- 5.4 **Knowle Green Estates Ltd (KGE)** - Due to delays in completion of the first three properties and the delays in obtaining planning permission to build more affordable housing in the Borough, the financial performance for KGE in respect of each property is on plan, but delayed by several months, which will mean that the council will receive the predicted income, by between twelve to eighteen, in between time, KGE will need some additional short term funding to support cashflow, until the forecast income is achieved once the properties are built. The Policy switch made by Council in January 2020 towards nearly all units being affordable or key worker has resulted in largely the elimination of any interest rate margin which SBC would have earned on financing private rental units. One of the key policy choices for the committee in the coming months will be to determine and agree with KGE an interest margin to apply on affordable rental financing as these will help reduce SBC budget gaps in future years. KGE is recharged for services provided and a small interest rate margin and this has been accounted for in the Council budget. The recharge income is shown in Appendix A and is going up in 2022/23 to reflect the need to provide increased tenancy support resourcing to handle the higher levels of affordable housing tenants being managed by KGE.
- 5.5 **Spelthorne Direct Services Ltd. (SDS)** – The company continues to grow despite the pandemic, which has curtailed the sales activity and delayed its development by over twelve months. SDS is recharged for services provided to it by the Council budget, and is only making finance repayments on start-up capital

Contingencies.

- 5.6 The General Fund reserve exists as a source of contingency funds should a need arise, which can be addressed through offsetting savings and over the next few years, we are looking to increase this to £2.2m

Interest Rates

- 5.7 The Council at present has benefited from many years of above average investment returns through a diversified range of pooled investment funds. The return on these funds is 3.36% as at 31 December 2021 which is a very good rate of return when compared to base rate of 0.1% for the last few years.
- 5.8 In December 2021 and February 2022, the Bank of England raised the base rate to 0.5%.
- 5.9 Returns on maturing cash deposits are currently within the range of 0.67% to 0.73% and the average overall return on investments is expected to be

around 1.66%. Base rates have risen for the second time in February 2022 and may be pushed up further by the Bank of England which may improve short term rates of return for the Council but equally push up short-term borrowing rates. Currently Public Works Loans Board borrowing rates in historic terms are still very low (sub two percent for fifty years) and linked to the 20 years gilt market, which is not influenced by the same factors as the Bank of England base rate and is therefore less volatile.

6. Investment Income

- 6.1 The Corporate Policy & Resources Committee has separately received the Treasury Management Strategy for 2022/23 indicating the current position in respect of interest rates and the proposed strategy for dealing with the lower levels of interest rates and the reduction of investment monies.
- 6.2 Arlingclose advises the Council on expected rate changes which would affect investments and full details are shown in the Treasury Management Strategy Report.
- 6.3 The Corporate Policy & Resources Committee is receiving separately on this agenda the Capital Strategy, which is based on their feedback received, and it sets out the Council's broader approach to management of capital expenditure and risk mitigation with respect to financial and non-financial investment assets. The Treasury Management Strategy, Capital Strategy and the Capital Programme reports set out the Prudential Indicators including the proposed borrowing limits in accordance with the Chartered Institute of Public Finance's Prudential Code.

Use of Reserves

- 6.4 The Corporate Policy & Resources Committee reviewed its reserves levels and the purposes for which it holds reserves in the Reserves Policy which it last approved by Council in January 2021. An updated Reserves Strategy is on the Agenda of this Committee for recommendation to the February Council the Budget indicates that we will use £150,000 from our Bronzefield Earmarked Reserve to fund the public realm enhances to the walkway along the river Ash, as well as £101,000 from the Business Rates Equalisation Reserve to fund two temporary posts in the Economic Development Team (please refer to the appendices below for more details). As mentioned above, because of the previous 20-year strategy on our sinking funds and because of the prudent approach by Council to put part of the monies received from our investment property portfolio money into our reserves, Spelthorne Borough Council will not need to draw on its long-term reserves to fund any short-term gaps in funding, in order to deliver a balanced budget for our residents. The strength of the Council's financial position by the relatively low and steady Budget gaps of approx. £1m per annum for years 2023/24 to 2025/26 despite additional pay and pension pressure and the need to fund an estimated financing balance of £750k per annum for the new Leisure Centre. Our reserves will continue to increase in line with our strategy. However, as part of balancing the Budget it must consider as one option how much of a contribution it makes in 2022/23 into its sinking funds reserves.

Not only has the investment income portfolio provided for our long-term future prosperity it has enabled the Council to provide a revenue contribution to help finance the capital programme, regenerate the Borough and continue to provide services and support to our residents. The Council will be adding a

further net £3.0m into its sinking funds during 2022/23 and our anticipated reserves at 31 March 2023 is forecast to be £32m

Growth items

- 6.5 All service committees have reviewed the growth bids relating to their services and the Appendix reflects the bids which have been supported by those Committees and fed into this Committee. Following submissions from service committees a further process of prioritisation was undertaken which is reflected in Appendix 5 and is subject to this Committees formal approval
- 6.6 Additional spending pressures or reduced income streams totalling £1.4 have been included in the budget. Appendix 2 summarises the discretionary budget growth items.
- 6.7 The evaluation of growth bids received from services have been carried out using several criteria including: -
- (a) Whether there is an invest to generate future income aspect
 - (b) Whether there is an invest to achieve future savings
 - (c) Whether it is necessary to meet statutory obligations
 - (d) Whether it is necessary for operational reasons, for example service resilience
- 6.8 There are a number of areas of new or increased expenditure items included in the 2022/23 budget and some of these are highlighted below:
- (a) Additional staffing resources / recruitment & retention and shown below is our current FTE position by cost of services at 31 December 2021 and for the previous four years.

| Department | 2018 | 2019 | 2020 | 2021 | 2021 (As at 31 Dec 21) |
|--------------------------------|--------------|---------------|---------------|---------------|---------------------------------|
| Building Control | 5.93 | 5.93 | 6.3 | 6.23 | 6.23 |
| Audit Services | 1.56 | 1.75 | 1.75 | 1.75 | 1.75 |
| Accountancy | 8.62 | 10.41 | 12.46 | 12.46 | 11.18 |
| Commissioning & Transformation | 23.69 | 26.26 | 27.27 | 30.68 | 31.02 |
| Community Wellbeing | 69.39 | 71.61 | 78.88 | 77.01 | 79.11 |
| Customer Relations | 18.62 | 23.75 | 24.22 | 24.23 | 21.75 |
| Environmental Health | 19.57 | 21.6 | 22.38 | 22.39 | 23.39 |
| Family Support Programme | 8.95 | 10.95 | 10.77 | 10.78 | 11.67 |
| Neighbourhood Services | 135.9 | 130.95 | 139.02 | 133.56 | 133.79 |
| Regeneration & Growth | 36.85 | 39.81 | 38.75 | 43.26 | 53.29 |
| Secretariat | 3 | 3 | 3 | 3 | 2 |
| MAT | 3 | 3 | 3 | 3 | 3 |
| Communications | 4.78 | 4.06 | 4.66 | 4.69 | 5.69 |
| Legal | 8.46 | 10.06 | 11.05 | 13.06 | 13.66 |
| Elections | 2.58 | 3 | 3.88 | 3.89 | 3.89 |
| Total FTE | 350.9 | 366.14 | 387.39 | 389.99 | 401.42 |

- (b) Additional costs of service provision

Savings & Additional Income

- 6.9 In total savings/additional income of approximately £183k were initially been found. Following submissions from the Committees additional savings were found as shown in Appendix 5, which the Committee will need to recommend or reject. These savings are necessary to offset the impact of COVID-19 and the additional pressures identified in appendix 2. The original savings are included in the detailed budget summary and will be updated for the remainder, once the committee has voted on each recommendation.
- 6.10 The salary vacancy/turnover assumption for 2022/23 will remain the same as last year at £300k.

Precepts

- 6.11 Surrey County Council at its meeting on 9 February set a Band D council tax of £1626.39 representing a 4.99% increase and Surrey Police at its tax setting meeting on the 7 February set a band D council tax of £295.57 representing a £10 increase on Band D (3.5%increase).

7. Options analysis and proposal

- 7.1 The Council is required to set a balanced budget and in the light of the detailed budget it is recommended the Council increases its share of Council Tax for 2022/23 by 2.4%. The Council is very aware of the financial pressures many of its residents are currently under because of the impacts of COVID-19, however this increase equates to less than half the current inflation level and is necessary to protect the Council's tax base and its ability to balance its Budget and provide services for its residents.

8. Financial implications

- 8.1 Addressed in the body of the report.

9. Other considerations

- 9.1 The Local Government Act 2003 (the 2003 Act) section 25 requires that when a council is agreeing its annual Budget the Chief Finance Officer (section 151 Officer) must report to it on the following matters:
 - (a) The robustness of the estimates underpinning the Budget
 - (b) The adequacy of the proposed reserves' levels
- 9.2 In the exceptionally challenging times, all councils are currently facing because of the impacts of the COVID19 pandemic it is even more important than even to ensure that the Council pursues a careful and prudent approach to setting its budget and considering budget risk. It is uncertain when the country will emerge from the pandemic lockdown, what the impact on the local economy of the national furlough scheme ending in April 2021 or how long the Council's service fees & charges income levels will take to recover. Equally the Council needs to evaluate and manage risks facing its commercial and retail income streams.
- 9.3 There are a range of other legislative measures in Local Government Acts which are in place to ensure local authorities do not over-commit themselves financially. These include:

- (a) The Chief Finance Officer's section 114 power and duty, which requires a report to all members of the Council if there is, or likely to be, unlawful expenditure or an unbalanced budget.
 - (b) The Prudential Code issued by the Chartered Institute of Public Finance and Accountancy (CIPFA) which guides local authorities on the affordability of their capital programme.
- 9.4 The 2003 Act requires Members to have regard to this report in making their decisions. The 2003 Act does not provide any specific guidance on how to evaluate the robustness of the estimates. However, it does identify the need to allow for risks and uncertainties that might lead to expenditure exceeding budget by:
- (a) Making prudent allowance in the estimates for inflation, known cost increases or reductions in income and in addition
 - (b) Ensuring that there are adequate reserves to draw on if the estimates are insufficient.
- 9.5 It is stressed that the advice contained in this report on the appropriate level of reserves is not based on a percentage of spend, but on an assessment of all the circumstances likely to affect the Council. Guidance issued by the Chartered Institute of Public Finance and Accountancy (CIPFA) states the following factors should be considered by the section 151 officer in undertaking an assessment on the overall level of reserves and balances:
- (a) Assumptions regarding inflation
 - (b) Treatment of demand led pressures
 - (c) Treatment of savings
 - (d) Risks inherent in new partnerships etc.
 - (e) Financial standing of the authority (i.e., level of borrowing, debt outstanding etc)
 - (f) The Authority's track record in budget management
 - (g) The Authority's capacity to manage in year budget pressures
 - (h) The Authority's virements and year end procedures in relation to under and overspends
 - (i) Estimates of the level and timing of capital receipts.
- 9.6 The Council's Section 151 Officer has considered and followed those guidelines. The Council is obliged to take these views into consideration when setting the Council Tax and budget for 2022/23.
- In coming to a view on the adequacy of reserves it is necessary to take several issues into account including:
- (a) The purpose for which the Council holds a specific reserve and general fund working balance
 - (b) The risks and uncertainties the Council faces that may have financial consequences
 - (c) The likelihood of those risks arising
- 9.7 The above issues, along with the Reserves Policy were considered as part of the Outline Budget report which went to Corporate Policy & Resources

Committee in February 2022, and which reviewed projected balances on reserves. The Council's Revenue Reserve, which acts as a contingency reserve is currently £2.2m which represents 25.9% of the proposed net budget for 2022/23. In the last few years, the Council has ceased to use revenue reserves to support balancing the Budget, this reflects the more sustainable basis the Budget is now on.

- 9.8 Reserves and provisions – the local Government Act 2003 requires the Chief Finance Officer to report on the adequacy of the council's financial reserves when consideration is given to the general fund budget requirement for the year. Under the local government finance act 1988, all useable revenue balances held by the Council are at the direct disposal of the general fund apart from the Collection Fund and the investment reserve. However, an all of Spelthorne Borough Council's reserves have been approved by council as earmarked and can only be used for the intend purpose approved.
- 9.9 The Chief Finance Officer considers that the reserves and provisions will ensure that the Council maintains a healthy financial position even in the face of COVID-19. In forming this judgement, he has had regard to the Chartered Institute of Public Finance and Accountancy (CIPFA) Financial Resilience Index results for the Council which show a strong overall positive picture particularly with respect to reserves levels with 6 of the 8 indicator measures towards the lowest end of risk. Whilst we are currently awaiting the publication of the latest CIPFA indicators we anticipate that they will continue to show that the Council's indicators for reserve levels and reserve movements are at the lower end of risk. This reflects the additional amounts the Council has been putting into its sinking funds. As commented in the Reserves Policy a recent national benchmarking exercise by LG Improve identified that Spelthorne has the highest ratio of unallocated revenue reserves to net revenue budget of any district or borough council in the country.
- 9.10 In response to the impact of COVID-19 and the biggest economic downturn for more than three hundred years, the Council carefully reviewed the adequacy of its sinking funds reserves designed to be able to absorb potential drops in its commercial income stream. The Council produced revised sinking funds projections for the next years on both an expected case and worst-case basis. To date the worst-case modelling suggests that the reserves levels are more than adequate for the next ten years. Whilst our models are set up on a fifty-year basis, we are undertaking weekly review of the projections for the next 10 years and we are now extending that projection period to 20 years.
- 9.11 Additional confidence can also be taken from the fact that despite the impacts of COVID-19 for the last two financial years, the Council collected more than 99.6% of the commercial rent due to it for 2020/21 and is currently collecting approximately 99,6% of rent due. This is a very robust collection performance and reflects the quality of its assets, their location, the financial health of its tenants and the quality of its assets team. For the investment assets portfolio there is currently an overall occupancy rate of approximately 95%.
- 9.12 The CIPFA Financial Resilience has three measures for which the Council is shown as being at the higher end of risk. These are
- (a) Gross Debt to revenue budget – this reflects that the Council has more than £1 billion in debt (although we do not have the highest level of debt in our comparator group). What also needs to be considered is that the

Council has nearly £1 billion of best-in-class assets backing this debt. It is recognised that in line with property assets across the economy our asset valuations have reduced (5% for 2020/21) however, with the income levels and occupancy levels holding up strongly we believe these are temporary balance sheet movements and that the values will recover over time. Through the Council’s sinking fund strategy, it is seeking to ensure it appropriately maintains the assets. The debt is being paid down on an annual prudent basis. and the borrowing has been fixed at low rates of interest. There is no risk of interest movement on the debt.

- (b) Interest to revenue - this reflects the level of debt highlighted above, What the CIPFA indicator does not reflect is that the rental income generated by the commercial assets is more than 2.2 times in value the interest cost and is sufficient to cover interest, annual debt repayments, management costs and to make annual sinking fund contributions.
- (c) The Index flags that due to the Council currently doing well in terms of the amount of Business Rates it retains above the Baseline set by Government that there is a risk when the Government resets the baseline in 2023/24 as part of implementing 75% Business Rates retention nationally, that the Council is at risk of losing rates when the change happens.

9.13 The Chief Finance Officer is satisfied that each service budget has been prepared in the context of the Council’s corporate strategies, including the Capital Strategy and longer-term financial strategy which means that the Council is presented with robust estimates as a basis for making decisions about the level of council tax. Officers have a modelled a range of scenarios including different assumptions around future pay settlements, and rate at which business rates may be withdrawn from the Council by Government. The nature and size of our revenue budget carries a degree of risk, this is particularly the case in the current COVID-19 crisis.

9.14 Reserves and provisions – the local Government Act 2003 section 26 requires me to report on the adequacy of the council’s financial reserves when consideration is given to the general fund budget requirement for the year. Independent benchmarking by LGImprove indicates that Spelthorne has the highest ratio of Revenue Reserves to net Revenue Budget of any district or borough council in the country. Under the local government finance act 1988, all revenue balances held by the council are at the direct disposal of the general fund except for the Collection Fund. However, a number of these balances are earmarked specifically for social housing and the new scheme fund. Detail any other considerations to be considered.

10. Issues considered when evaluating the robustness of the estimates and the adequacy of the reserves is set out below

10.1 The budget has several risks, and these are set out below:

| Outside control | Internally based |
|---|---|
| Economic and financial impacts of COVID-19 including on residents' ability to pay council tax, businesses ability to pay business rates, council income | Failure to maintain momentum in moving towards full occupancy across the Investment Asset portfolio |

| | |
|--|---|
| levels, levels of local council tax support, impacts on commercial rents etc | |
| Interest rates | Failure to sufficiently resource delivery of key asset income generation projects |
| Severe public sector spending cuts | Collection of retained business rates and council tax |
| Volatility of BREXIT on level of economic activity including business rates income and tenant's occupancy in commercial assets, as well as shortages of labour and materials, leading to longer lead times and delays completing our development projects. | Reliance on interest earnings to balance the budget |
| Changes to redistribution of Local Government Funding | Slippage of Council's housing delivery programme |
| Impact of budget pressures on Surrey County Council and other public sector entities. | |
| Fair Funding review and business rates reset in 2023/24 reduces the amount of business rates income the Council is able to retain | |
| An increase in the level of voids at our investment properties, followed by a significant number of new tenants entering into new leases, will see income reduce and costs increase before our revenue streams return to business as usual. | |
| Inflation rates do not fall back but instead become embedded adding to our cost pressures on housing delivery and cost of services. | |
| Housing benefit subsidy/welfare reform. | |

The risks are that the level of savings anticipated do not materialise or that there are additional spending pressures. These will be mitigated by ensuring proposals have been properly evaluated before being built into the final budget for example clarifying any contractual assumptions, and thereafter through careful budget monitoring.

11. Equality and Diversity

11.1 The detailed budget proposals apply to all residents across the Borough.

12. Sustainability/Climate Change Implications

12.1 The Budget reflects prioritisation against corporate priorities including climate change. Provision has been for example to create a new climate change officer.

13. Timetable for implementation

13.1 Full council to approve the budget on 24 February 2022.

Background papers: There are none.

Appendices:

Appendix 1 – Detailed budget for 2022/23

Appendix 2 – Growth bids for 2022/23

Appendix 3 – Savings bids for 2022/23

Appendix 4 – Budget Consultation Results

Appendix 5 & 5A – Summary of budget movement for 2022/23 and the three years 2023/24 to 2025/26 (subject to Committee's approval)

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Outline Budget 2022-23 Base Case
incl all growth bids

Appendix 1

26 January 2022

| | 2021-22 original £ | 2022-23 £ | 2023-24 £ | 2024-25 £ | 2025-26 £ |
|--|--------------------------|-------------------|-------------------|-------------------|-------------------|
| Gross Expenditure | 65,200,700 | 65,273,037 | 65,273,037 | 65,273,037 | 65,273,037 |
| Less: Fees and Charges and Specific Grants (excl Housing Benefits) | (13,624,400) | (13,038,262) | (13,038,262) | (13,038,262) | (13,038,262) |
| Less: Housing Benefits Grant | (28,621,000) | (28,621,000) | (28,621,000) | (28,621,000) | (28,621,000) |
| Net Service Expenditure: | 22,955,300 | 23,613,774 | 23,613,774 | 23,613,774 | 23,613,774 |
| Broken down by Committee | | | | | |
| Regulatory & Administration Committee | 4,918,900 | 5,207,020 | 5,207,020 | 5,207,020 | 5,207,020 |
| Corporate Policy & Resources Committee | 6,643,200 | 7,701,413 | 7,701,413 | 7,701,413 | 7,701,413 |
| Economic Development Committee | (165,700) | (261,239) | (261,239) | (261,239) | (261,239) |
| Community Wellbeing & Housing Committee | 3,860,600 | 3,948,980 | 3,948,980 | 3,948,980 | 3,948,980 |
| Neighbourhood Services Committee | 2,991,200 | 3,065,174 | 3,065,174 | 3,065,174 | 3,065,174 |
| Environment & Sustainability Committee | 4,277,100 | 3,952,427 | 3,952,427 | 3,952,427 | 3,952,427 |
| | 22,525,300 | 23,613,774 | 23,613,774 | 23,613,774 | 23,613,774 |
| Salary expenditure - vacancy monitoring | 0 | (300,000) | (300,000) | (300,000) | (300,000) |
| Pay Award | 0 | 0 | 421,407 | 851,242 | 1,289,665 |
| Increments | 0 | 50,000 | 100,000 | 150,000 | 200,000 |
| In year growth bids | 0 | 200,000 | 200,000 | 200,000 | 200,000 |
| Third party inflation | 0 | 0 | 260,639 | 526,490 | 797,658 |
| Fees & charges inflation | 0 | 0 | (220,761) | (445,937) | (675,616) |
| NI Increase to fund NHS | 0 | 181,000 | 181,000 | 181,000 | 181,000 |
| Pensions | 0 | 0 | 333,000 | 333,000 | 333,000 |
| Pay award - 2021/22 1.0% | 0 | 213,000 | 212,999 | 212,998 | 212,997 |
| Leisure Centre Funding | 0 | 0 | 0 | 750,000 | 750,000 |
| SLM funding | 0 | 300,000 | (300,000) | 0 | 0 |
| Proposed Growth | 0 | 1,653,094 | 1,236,600 | 1,174,090 | 1,097,476 |
| Proposed Savings | 0 | (182,600) | (182,600) | (182,600) | (182,600) |
| Recharge of Central Support Costs to KGE | 0 | (443,600) | (490,281) | (490,281) | (490,281) |
| Service Expenditure | 0 | 1,670,894 | 1,452,003 | 2,960,002 | 3,413,299 |
| NET EXPENDITURE | 22,525,300 | 25,284,668 | 25,065,777 | 26,573,776 | 27,027,073 |
| Interest earnings | (1,249,256) | (1,149,256) | (1,149,256) | (1,149,256) | (1,149,256) |
| Asset Acquisition Income per lease incl regen | (51,339,224) | (59,246,300) | (60,487,522) | (62,218,248) | (58,239,607) |
| Landlord Costs | 0 | 9,213,700 | 10,241,440 | 5,883,448 | 1,344,168 |
| Debt Interest payable | 24,498,320 | 25,078,800 | 25,078,800 | 25,078,800 | 25,078,800 |
| Minimum Revenue Provision | 12,327,200 | 12,354,801 | 12,672,300 | 12,998,035 | 13,332,222 |
| Set Aside | 364,000 | 1,130,000 | 1,130,000 | 1,130,000 | 1,130,000 |
| Capitalisation of Interest on Development Properties | (1,221,100) | (1,221,100) | (1,296,900) | (1,430,300) | (1,491,280) |
| Net interest margin on loans to KGE | 0 | (58,000) | (58,000) | (58,000) | (58,000) |
| Housing Development Project revenue impact | 0 | 0 | 0 | 0 | 0 |
| Contingency Provision for Covid | 1,000,000 | 0 | 0 | 0 | 0 |
| Green Initiatives Fund | 250,000 | 0 | 0 | 0 | 0 |
| NET EXPENDITURE AFTER INTEREST EARNINGS | 7,155,240 | 11,387,314 | 11,196,639 | 6,808,255 | 6,974,120 |
| Appropriation to Reserves: | | | | | |
| Revenue Contributions to Capital Outlay | 835,100 | 750,000 | 750,000 | 750,000 | 750,000 |
| Project Delivery Fund | 0 | 0 | 0 | 0 | 0 |
| Sinking Fund Net Contributions/(Funding) | 4,188,796 | 2,988,286 | 993,175 | 5,371,476 | 5,418,804 |
| BUDGET REQUIREMENT | 12,179,136 | 15,125,600 | 12,939,814 | 12,929,731 | 13,142,924 |
| Allocation from National Non-Domestic Rate pool | 0 | 0 | 0 | 0 | 0 |
| Retained Business Rates | (1,929,000) | (1,929,000) | (1,929,000) | (1,929,000) | (1,929,000) |
| Section 31 Grants | (800,000) | (800,000) | (800,000) | (800,000) | (800,000) |
| Empty property premia | 0 | (107,000) | (107,000) | (107,000) | (107,000) |
| Lower Tier Services Grant re Core Spending Power | (82,145) | (86,500) | (86,500) | 0 | 0 |
| Other Service (NI) | 0 | (133,000) | 0 | 0 | 0 |
| Business Rates - Economic Development Set Aside | (800,000) | (800,000) | 0 | 0 | 0 |
| Covid Grant 2021/22 | (506,397) | 0 | 0 | 0 | 0 |
| NNDR Reserve | 0 | (100,100) | 0 | 0 | 0 |
| New Homes Bonus Grant | (252,000) | (1,294,000) | (121,000) | (121,000) | 0 |
| Contribution to/(from) General Fund Reserves | 73,706 | 0 | 0 | 0 | 0 |
| NET BUDGET REQUIREMENT | 7,883,300 | 9,876,000 | 9,896,314 | 9,972,731 | 10,306,924 |
| Collection Fund (Surplus)/Deficit | 117,000 | 117,000 | 100,000 | 180,000 | 180,000 |
| CHARGE TO COLLECTION FUND | 8,000,300 | 9,993,000 | 9,996,314 | 10,152,731 | 10,486,924 |
| Tax base | 39,016 | 40,703 | 41,313 | 41,933 | 42,562 |
| Council Tax rate | 205.05 | 210.05 | 215.05 | 220.05 | 225.05 |
| Council Tax yield | 8,000,300 | 8,549,725 | 8,884,422 | 9,227,419 | 9,578,641 |
| DEFICIT/(SURPLUS) | (1) | 1,443,275 | 1,111,893 | 925,313 | 908,283 |

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APPENDIX 2

| Details of Growth Bid | FTE | Reason for Growth Bid | RAG Rating | Committee | Service Area | Cost Centre | Cost Centre Code details | Amount | Full / Part Year | Ongoing or one off | u l l Y e a r e s f o r g r o w t h? | Potential Funding opportunities for growth? | General Fund Net Cost 2022/23 | General Fund Net Cost 2023/24 | General Fund Net Cost 2024/25 | General Fund Net Cost 2025/26 | Requested By | ADDITIONAL COMMENTS |
|--|------|--|------------|-------------|---------------------------------|-------------------------|--------------------------|---------|------------------|---------------------|---|--|-------------------------------|-------------------------------|-------------------------------|-------------------------------|------------------|--|
| Recruit a Quality Assurance Manager - M2 SCP35 36 hours post with car allowance | 1.00 | To increase productivity across the team by creating a focus on Health & safety and quality functions. This role will span all activities in the Assets team and will include matters relating to Health & Safety as well as Quality Assurance Processes. For example it would be good practise to regularly inspect Investment Portfolio from a landlords perspective not withstanding C&W's retaining for this matter. Other examples would include working with the estates management team to ensure risk assessments are properly carried out and to assist at design and completion phases of developments on specification and snagging matters. Management of the KGE Risk Register, Building Control & Fee trackers. Manage the residential portfolio and bring best practice from one portfolio to another portfolio. | Green | CP&R | Asset Management Administration | Asset management | 301321001 | 53,970 | Full year | Ongoing | | 50% KGE, 25% Developments 25% Investment portfolio | 53,970 | 53,970 | 53,970 | 53,970 | Nick Cummings | |
| Additional Licenses | 0.00 | Bluebox Licenses – Additional licences required for the increase of the residential team – 2 extra licenses required. | Green | CP&R | Asset Management Administration | Asset management | 301324552 | 11,000 | Full year | Ongoing | | 30% Recharge to KGE | 11,000 | 11,000 | 11,000 | 11,000 | Nick Cummings | |
| Recruit a Tenancy Sustainment Officer - S6 SCP28 , 36 hours Car allowance | 1.00 | To address the change demand of the tenant profile due to the increase in the provision of affordable housing. As a result of change in strategy from predominantly PRS to predominately affordable housing a need has been identified for a Tenancy Sustainability Officer. The change in tenant mix means that additional resource is required to ensure that the appropriate level of support is provided to the tenants, this includes support and advise relating to any benefit entitlement needs including Universal Credit | Green | CP&R | Asset Management Administration | Asset management | 301321001 | 43,350 | Full year | Ongoing | | 100% recharge to KGE | 43,350 | 43,350 | 43,350 | 43,350 | Nick Cummings | |
| Recruit a Residential Manager SM2 SCP 48 36hours with car allowance | 1.00 | Address provision in further affordable housing at Victory Place. Due to increasing numbers of units to be delivered (Benwell Phase 2 Ashford VP, West Wing) and the potential acquisition of street properties, the demand on the residential management team will only increase. It is intended for this Residential Manager to be responsible for the team as whole (this would be in addition to the retention of XXXX as the Residential Management Strategy Advisor). | Green | CP&R | Asset Management Administration | Asset management | 301321001 | 75,900 | Full year | Ongoing | | 100% recharge to KGE | 18,975 | 75,900 | 75,900 | 75,900 | Nick Cummings | Post to be recruited to in Jan 2023 |
| Retain Residential Management Strategy Advisor SM2 SCP 47 @0.58 FTE (21hrs) - doesn't include car allowance as post gets casual user car allowance (milegae) | 0.58 | Retain post to address the increase in regulatory requirements created by the increase of affordable housing. Permanent position – Residential specialist who ensures policies and procedures in respect of all matters relating to residential lettings are up to date and adhered to, ensures budgetary control and oversights and supports the newly emerging residential function. | Green | CP&R | Asset Management Administration | Asset management | 301321001 | 42,600 | Full year | Ongoing | | 100% recharge to KGE | 42,600 | 42,600 | 42,600 | 42,600 | Nick Cummings | |
| New residential property Database | | Both Bluebox and Dwellant IT systems are being used for the management of the Residential Portfolio currently. It has been identified that both systems, currently, do not have provision for the following: •Holding Tenant's Personal Data, other than lead tenant's name, contact phone number and email address. •Holding notes and details of conversations with Tenants regarding their rent accounts & other confidential tenancy related matters; that can then easily be viewed, monitored and reported on. •Clearly identifying rent account balances that allow for the delayed receipt of Universal Credit &/or Housing Benefit payments & thereby easily enabling us to identify and view only those accounts with "true" rent arrears. | Amber | CP&R | Asset Management Administration | Asset management | 301324552 | 18,000 | Full year | Ongoing | | 100% recharge to KGE | 18,000 | 8,000 | 8,000 | 8,000 | Nick Cummings | |
| NNDR Thameside House | 0.00 | NNDR budget for rates payable with rates mitigation tactics. Have marked as a one off as hopefully by 2023-24 work may have started here. | Green | CP&R | Development Properties Revenue | Thameside House Revenue | 211292404 | 152,800 | Full year | one off | | | 152,800 | 0 | 0 | 0 | Nick Cummings | Marked as green due to cost of rates that will happen. This is including rates mitigation. |
| NNDR Hannover House | 0.00 | NNDR budget for rates payable. Have marked as a one off as hopefully by 2023-24 work may have started here. | Green | CP&R | Development Properties Revenue | Hannover House Revenue | 211252404 | 126,000 | Full year | one off | | 65% discount | 44,100 | 0 | 0 | 0 | Nick Cummings | Marked as green due to cost of rates that will happen. This is including rates mitigation. |
| Appoint specialist counter fraud services to target high risk public fraud activity | 0.00 | It remains essential for the Council to protect its assets and resources, to minimise heightened risks of fraudulent activity. As part of the Council's approved Counter fraud, bribery and corruption strategy, the need for specialist investigatory resource with access to robust intelligence sources is essential in the fight against fraud. Fraud occurrences result in significant business disruption, reputational damage, financial losses to the public purse, reduced public services including the availability of social housing and harm to vulnerable members of the community. Benefits of current collaborative arrangements : Spelthorne continues to procure counter fraud investigatory resource and services from Reigate and Banstead Council to target high risk public fraud areas generating financial returns. Funds to support this however are only in place until March 2022. The Reigate fraud team possesses specialist knowledge and expertise, with access to intelligence tools to aid investigatory work. Positive Outcomes - Counter fraud returns- Spelthorne's overall cumulative fraud return as at 31.3.21 exceeds £2.7m (based on Cabinet Office notional savings to the public purse) of which £555k represents cashable savings for Spelthorne. This covers a 6-year period. *A breakdown of fraud returns for Spelthorne over the last four financial years is available. Financial payback - The financial returns achieved over the last four financial years 2017/18 to 2020/21 of £1.8m (notional savings) have well exceeded the contracted expenditure to the external service provider, these totalling £126.8k over the corresponding period. This demonstrates continuing value for money. *Breakdown of cumulative fraud returns across high-risk public fraud categories since the commencement of the Surrey Counter Fraud Initiative (2015-2021) are available. Strategies for generating positive outcomes and wider benefits - Targeting social housing fraud (examples include subletting and unlawful tenancy successions) results in delivery of wider social benefits such as greater availability of social housing to those families or individuals in genuine need. This leads to reduced case numbers/waiting times for households on the Housing register. A data matching initiative is due to be taken forward to specifically address social housing fraud as this area generates high financial returns. Based on national fraud guidance, it is estimated that around 5% of social housing stock may be subject to tenancy fraud. Therefore, for the A2D portfolio of 4,435 units within Spelthorne, the likelihood is it could potentially generate a recovery of 221 units for nomination from the Housing Register (dependant further on the successful release of keys). Every property recovered represents a notional saving of £93k (fraud loss prevented). | Green | Reg & Admin | Audit | Audit Services | 301234979 | 89,000 | Full year | Ongoing for 3 years | | | 89,000 | 90,200 | 92,200 | 0 | Victoria Statham | |

26/01/2022

APPENDIX 2

| Details of Growth Bid | FTE | Reason for Growth Bid | RAG Rating | Committee | Service Area | Cost Centre | Cost Centre Code details | Amount | Full / Part Year | Ongoing or one off | u l l Y e a r | Potential Funding opportunities for growth? | General Fund Net Cost 2022/23 | General Fund Net Cost 2023/24 | General Fund Net Cost 2024/25 | General Fund Net Cost 2025/26 | Requested By | ADDITIONAL COMMENTS |
|--|------|---|------------|------------------------|--------------------|------------------------------|--------------------------|--------|------------------|--------------------|---------------------------------|---|-------------------------------|-------------------------------|-------------------------------|-------------------------------|------------------------|---------------------|
| Audit Officer Apprentice | 1.00 | Due to the internal audit team being under resourced as recognised by the LGA Peer review of 2021 and the Audit Committee. The internal audit team deliver various risk and assurance workstreams to support the authority, and have undertaken additional assurance, advisory and monitoring activity in response to the pandemic and evolving risk profile of the Council. The LGA Peer Review and the Audit Committee have noted that additional resource should be provided for the internal audit function. Having assessed this need an apprentice resource will assist by undertaking the audit field work and allow the other officers to concentrate on completion of the audits and the added value work. This supports all Council priorities as it is a support service which allows services to deliver on all areas | Green | Reg & Admin | Audit | Audit Services | 301231001 | 32,300 | Full year | Ongoing | | | 32,300 | 38,700 | 38,700 | 38,700 | Victoria Statham | |
| To employ a full-time Building Control Surveyor | 0.10 | Due to Statutory changes. Following the Grenfell fire in June 2017, central government decided to introduce a new "Building Safety Act" (the Bill is currently passing through Parliament) which is introducing a series of additional duties and responsibilities upon every Local Authority in the country in terms of training, performance monitoring and stringent target setting for all Building Control Surveyors. This will take up a great deal of Spelthorne's surveyors' time and the bid is to increase the ability of the Building Control team (and the council) to deal with the additional work. Building Control has lost two part-time Building Control Surveyors in the last 16 months (14.24 hours & 18 hours for the respective posts per week). A new Building Safety Bill is currently passing through Parliament and a new Building Safety Act is highly expected to be in place by 1st April 2023 (at latest). This Act will place a significantly increased responsibility and volume of work on Local Authorities, including Spelthorne, and will require Authorities to invest significant sums in both employing and training Building Control staff. It is hugely important that Spelthorne is in a position to meet the forthcoming challenges imposed upon it with the implementation of the Act and thus this request is made with the intention of Spelthorne Building Control being in a position to meet the duties and responsibilities which will be imposed upon the Authority in the near future. To employ a full time post to replace 2 part-time posts for 18 hours and 14.4 hours respectively | Green | Neighbourhood Services | Building Control | Building control | 212011001 | 4,100 | Full year | Ongoing | | | 4,100 | 4,100 | 4,100 | 4,100 | Steve Bowden | |
| Business Rates | 0.00 | Increase in Business rates | Green 1 | Neighbourhood Services | Car Parks | Ashford Car Park | 266212404 | 1,100 | Full year | Ongoing | | | 1,100 | 1,100 | 1,100 | 1,100 | Jackie Taylor | |
| Business Rates | 0.00 | Increase in Business rates | Green 1 | Neighbourhood Services | Car Parks | Bridge Street Car Park | 266042404 | 40,000 | Full year | Ongoing | | | 40,000 | 40,000 | 40,000 | 40,000 | Jackie Taylor | |
| Business Rates | 0.00 | Increase in Business rates | Green 1 | Neighbourhood Services | Car Parks | Elmsleigh MS Car Park | 266082404 | 0 | Full year | Ongoing | | | 0 | 0 | 0 | 0 | Jackie Taylor | |
| Business Rates | 0.00 | Increase in Business rates | Green 1 | Neighbourhood Services | Car Parks | Kingston Road Car Park | 266052404 | 1,700 | Full year | Ongoing | | | 1,700 | 1,700 | 1,700 | 1,700 | Jackie Taylor | |
| Business Rates | 0.00 | Increase in Business rates | Green 1 | Neighbourhood Services | Car Parks | Laleham Car Park | 266142404 | 1,300 | Full year | Ongoing | | | 1,300 | 1,300 | 1,300 | 1,300 | Jackie Taylor | |
| Business Rates | 0.00 | Increase in Business rates | Green 1 | Neighbourhood Services | Car Parks | Manor Park Car Park | 266232404 | 100 | Full year | Ongoing | | | 100 | 100 | 100 | 100 | Jackie Taylor | |
| Business Rates | 0.00 | Increase in Business rates | Green 1 | Neighbourhood Services | Car Parks | Oerchard Meadow Car Park | 266302404 | 600 | Full year | Ongoing | | | 600 | 600 | 600 | 600 | Jackie Taylor | |
| Business Rates | 0.00 | Increase in Business rates | Green 1 | Neighbourhood Services | Car Parks | Old Bathing Station Car Park | 266242404 | 200 | Full year | Ongoing | | | 200 | 200 | 200 | 200 | Jackie Taylor | |
| Business Rates | 0.00 | Increase in Business rates | Green 1 | Neighbourhood Services | Car Parks | Riverside Car Park | 266022404 | 1,000 | Full year | Ongoing | | | 1,000 | 1,000 | 1,000 | 1,000 | Jackie Taylor | |
| Business Rates | 0.00 | Increase in Business rates | Green 1 | Neighbourhood Services | Car Parks | Riverside Ext. Car Park | 266092404 | 22,200 | Full year | Ongoing | | | 22,200 | 22,200 | 22,200 | 22,200 | Jackie Taylor | |
| Business Rates | 0.00 | Increase in Business rates | Green 1 | Neighbourhood Services | Car Parks | Sunbury Car Park | 266152404 | 4,800 | Full year | Ongoing | | | 4,800 | 4,800 | 4,800 | 4,800 | Jackie Taylor | |
| Business Rates | 0.00 | Increase in Business rates | Green 1 | Neighbourhood Services | Car Parks | The Walled Garden Car Park | 266292404 | 100 | Full year | Ongoing | | | 100 | 100 | 100 | 100 | Jackie Taylor | |
| Business Rates | 0.00 | Increase in Business rates | Green 1 | Neighbourhood Services | Car Parks | Tothill St. MS Car Park | 266062404 | 47,400 | Full year | Ongoing | | | 47,400 | 47,400 | 47,400 | 47,400 | Jackie Taylor | |
| Loss of car park income | 0.00 | Car Park closed | Green 1 | Neighbourhood Services | Car Parks | Tothill St. MS Car Park | 266067402/7405 | 91,500 | Full year | Ongoing | | | 91,500 | 91,500 | 91,500 | 91,500 | Jackie Taylor | |
| Business Rates | 0.00 | Increase in Business rates | Green 1 | Neighbourhood Services | Cemeteries | Cemeteries | 155012404 | 5,200 | Full year | Ongoing | | | 5,200 | 5,200 | 5,200 | 5,200 | Jackie Taylor | |
| Animal Welfare Licensing - Staff training | 0.00 | Animal welfare licensing inspections (statutory requirement) - only officers specifically trained can carry out these statutory regulatory inspections. Priority is medium/low - officers will need to be trained in this because only those who are trained can carry out the work | Green 1 | CP&R | Chief Executive | Chief executive | 301011703 | 3,000 | | | | | 3,000 | 3,000 | 0 | 0 | Tracey Willmott-French | |
| Retention of Committee Services Support Officer role for a 2 year period | 0.60 | Due to continuing work to the change to the committee system, work on complaints both Councillor and corporate being required and support of the on-going inquiry. When the Council changed form of governance to a Committee System the previous Principal Committee Manager was retained as a Committee Services Support Officer to oversee the work on the constitution for such a change. There is still further work to be undertaken to fine tune the constitution and to consider all associated documents on the Council's website. Councillors have agreed the formation of the Committee System Working Group to review the committee system to ensure this meets the stated objectives. Any adjustments will in turn mean that further amendments are required to the constitution. Due to the number of meetings and added extraordinary meetings the committees team could not fulfil their function and deal with the amendments. This role also provides support in the corporate complaints system and more recently providing administrative assistance to the Monitoring Officer is dealing with Councillor complaints due to the sheer number required to be processed. This will also provide an opportunity for the Councillor complaints process to be updated, which is very much overdue. The current post holder is also assisting with administrative support for the Waterfront Inquiry. There is a requirement for this support to continue. As this is a support service we enable all services to deliver the Corporate Priorities. | Green | Reg & Admin | Committee Services | Committee Services | 301411001 | 42,000 | Full year | 2 years | | | 25,000 | 21,000 | 0 | 0 | Victoria Statham | |
| Zero emissions enforcement fleet (moped) | 0.00 | written off due to the repair costs being over the value of the bike, and the other is repeatedly sent to the garage for repairs. Purchasing two new electric mopeds would remove the reliance on fossil fuels and reduce maintenance costs, as well as being cheaper than the current repair price and costs of both petrol mopeds. This aligns with the Environment aim in the Corporate Plan. | Red | Neighbourhood Services | Community Safety | | | 5,000 | | | | | 5,000 | 0 | 0 | 0 | Jackie Taylor | |

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| Regrading of Mayor's secretary (already approved by MAT) | | Role has changed | Green | Reg & Admin | Corporate Publicity (Comms) | Communications | 317011001 | 3,900 | Full year | Ongoing | | | 1,300 | 2,600 | 3,900 | 3,900 | Jennifer Medcraft | |
| Regrading of Head of Communications (already approved by MAT) | 0.00 | Role has changed and expanded. | Green | Reg & Admin | Corporate Publicity (Comms) | Communications | 317011001 | 12,300 | Full year | Ongoing | | | 12,300 | 14,200 | 16,300 | 16,600 | Jennifer Medcraft | |
| Loss of shared income from Runnymede BC | 0.00 | Cease of contract | Green 1 | Reg & Admin | Corporate Publicity (Comms) | Communications | 31701 7151 | 5,000 | Full year | Ongoing | | | 5,000 | 5,000 | 5,000 | 5,000 | Jennifer Medcraft | |
| Upgrade to Capita Revs and Bens | 0.00 | Capita have announced recently that they are ending support for Windows Server 2012 next year. They will need to migrate the platform onto the latest version. (They have not announced which version they will support. | Green | CP&R | Customer Services | Customer Services | 307044552 | 40,000 | Full year | one off | | | 40,000 | 0 | 0 | 0 | Alistair Corkish | |
| To uplift the 2 support workers / drivers | 0.00 | Our two support workers / drivers who joined us from neighbourhood services and work with our supports workers are on a low grade and do the same job during the day and they have the added part of doing the driving to (as above) so I would like to bring them in line with the other support workers at the centres. | green | Community Wellbeing & Housing | Day Centres | Greeno/ Fordbridge day centres | 12504 / 12507 1001 | 3,284 | Full year | Ongoing | | | 3,284 | 4,280 | 5,470 | 6,656 | Niky Rentall | |
| Business Rates | 0.00 | Increase in Business rates | Green 1 | Neighbourhood Services | Depot | White House Depot | 203022404 | 3,500 | Full year | Ongoing | | | 3,500 | 3,500 | 3,500 | 3,500 | Jackie Taylor | |
| Create new Administrator post for JET, Grade 2/3 | 1.00 | Due to the increase in education for residents under the Duty of Care Act, the additional paperwork due to the PSPO for nos cannisters and dog fouling, extra support is needed so JET officers will be able to spend more time on the ground in the Borough performing enforcement duties and issuing fines. The Joint Enforcement Team's workload has increased and will continue to do so for the foreseeable future. This is due to the increase in education for residents under the Duty of Care Act, the additional paperwork due to the PSPO for NOS cannisters and dog fouling. By providing extra support in this area, the JET officers will be able to spend more time on the ground in the Borough performing enforcement duties. | Amber | Neighbourhood Services | Direct Services Management and Support | Direct Services Management | 302011001 | 25,500 | Full year | Ongoing | | | 25,500 | 26,100 | 26,700 | 27,200 | Jackie Taylor | |
| 2 x temporary posts extensions | 2.00 | <p>Posts needed to deliver the aspirations within the economic strategy including the delivery of the Business Incubator, Youth Hub, Spelthorne Business Awards, Jobs and Careers Fair and much more over the next 5 years, and to continue with dedicated support for the smaller towns and shopping parades within the borough which has been lacking for many years.</p> <p>This growth bid relates to funding from the ringfenced business rates retention fund. It is NOT a revenue growth bid.</p> <p>This comes under the recovery section of CARES: This is an application to extend 2 temporary posts until 31 March2023. The current 5-year E.D strategy is coming to an end in 2022, a new 5-year strategy is currently being constructed which will contain an action plan with goals and targets. It is imperative that the scope and ambition of the strategy matches the resources available to deliver it. As it stands there are 2 full-time members of staff on a temporary contract which end in Feb and April 2022. It has become clear that the skills and abilities required to complement the existing skills involve more knowledge and experience around digital / social media skills which would allow the team to better support businesses and projects. The job description of the ED post will change quite a lot, so would intend advertising this post and not renewing with the existing post-holder.</p> <p>Until August 2020 the E.D Team had 2 F/T posts and one 3/5 post, all permanent. An application to recruit a Town Centre Manger using the NNDR Funds was made, and MAT agreed, but with regards to the E.D post that was vacant, MAT decided that this should be a 18 months temporary contract even though the funding was in the budget for 3/5th post and the request was for a growth bid to make that post full time. These contracts expire early next year. The request is to use the NNDR funding to pay for both posts until 31.3.23. This will allow time for an opportunity to consider a restructure of the team as the E.D Manager will be retiring mid-2022 and to consider a potential growth bid in September 2022 so that the agreed posts could be permanent and the cost of the E.D Team can be included within the council budget setting process which will give a degree of certainty for what is a small team.</p> | Green | Economic Development | Economic Development | Economic Development | 213011001 | 100,100 | Full year | one off | | 100,100 | 100,100 | 0 | 0 | 0 | Keith McGroary | |
| Pollution Control Officer resources needed (1 FTE) permanent | 1.00 | Due to additional and increasing statutory duties the team's workloads are beyond what the team can manage to achieve, additional permanent staffing resources are therefore required. On 07.01.2020 MAT gave approval for additional temporary Pollution Control Officer (Contaminated Land) resources (1 FTE) to be engaged on a 20-month contract. This was to enable the team to carry out the Air Quality Action Planning work, which had been delayed for 10 years due to high workloads and ongoing high priority special projects/cases (including two Part 2a cases and Heathrow expansion). Workloads have remained high and have seen no reduction. The team has recently had to take on additional high profile councillor work despite no current 'special' cases. The ongoing high workloads have become 'business as usual' and this needs to be addressed for the sake of service delivery and the pressure on the team. It is being proposed that this temporary full-time Pollution Control Officer position be made permanent. A staffing report will be submitted. Priority is high – with this additional officer the team's workloads are beyond what the team can manage to achieve. | Green | Neighbourhood Services | Environmental Health Administration | Environmental Health Admin | 101011001 | 41,200 | Ongoing | | | | 41,200 | 49,400 | 49,400 | 49,400 | Tracey Willmott-French | |
| Support Officer (1 FTE) permanent | 1.00 | Due to additional and increasing statutory duties the team's workloads are beyond what the team can manage to achieve, additional permanent staffing resources are therefore required. The Business Support team (3.5 FTE) provide specialist administrative function for the four EH specialist EH teams, and local administration support for EH's ICT systems. Business Support work has significantly increased over the covid period and continues to remain high. A staffing report will be submitted. Priority Medium to low – the Business team are vital to the effective working of the whole of EH. The team are overstretched both now and throughout covid. Whilst they cannot continue to work at this pressure it remains to be seen whether SBC's digital futures programme with effectively resolve their workload problems. At this time the futures programme is unable to offer a solution within an appropriate time frame. | Green | Neighbourhood Services | Environmental Health Administration | Environmental Health Admin | 101011001 | 23,400 | | | | | 23,400 | 28,600 | 0 | 0 | Tracey Willmott-French | |

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| Increase in officer hours Technical Officer - Residential Team (from 0.4 FTE to 1 FTE) | 0.60 | Due to additional and increasing statutory duties the team's workloads are beyond what the team can manage to achieve, additional permanent staffing resources are therefore required. Since April 2020, a Technical Officer vacancy has been held open. The vacant post is permanent, 0.4 FTE, SCP18 to 32 (£23,447 to £37,318), with a bar between SCP 28 and 29). The budget for this position exists in the EH salary budget. A staffing report will be submitted. High priority – the Residential team have a high workload and the TOs provide an effective response solution between SRs reaching the professional EHOs | Green | Neighbourhood Services | Environmental Health Administration | Environmental Health Admin | 101011001 | 15,300 | Full year | Ongoing | | | 15,300 | 19,100 | 19,900 | 20,600 | Tracey Willmott-French | |
| Noise monitoring equipment | 0.00 | EH has two sets of noise monitoring equipment which are installed into homes to record allegations of noise in the determination of noise nuisance. This forms part of the Council's statutory noise nuisance investigation duties. Both sets of equipment were over 10 years old and were have failures and could not be relied upon to work properly, despite previous repairs. One set has been replaced. The second set also needs to be replaced. Priority is medium – Existing noise monitoring kit is 10-years old and needs to be replaced due to reliability issues. | Green | Neighbourhood Services | Environmental Protection Act | Noise control | 102024001 | 8,000 | One Off | | | | 8,000 | 0 | 0 | 0 | Tracey Willmott-French | |
| Air Quality Monitoring Equipment | 0.00 | The air quality monitoring station at Sunbury Cross and the cabinets which hold the air quality monitors have been in place since 2005. These are no longer weather tight, nor are they suitable for the new technology which needs to be placed into the cabinets. These need to be replaced and quotes have been obtained. If the Council wishes to retain the air quality monitoring equipment (this costs £16k/yr) then the cabinet which holds the equipment must be replaced to prevent the electronics being damaged by rain, damp and vermin ingress. Low priority – but if we are keeping the air quality monitoring station at Sunbury Cross then it will need new housing to protect the equipment from the weather. Community, Environment & Service Delivery | Green | Neighbourhood Services | Environmental Protection Act | Pollution control | 102014001 | 10,900 | One Off | | | | 10,900 | 0 | 0 | 0 | Tracey Willmott-French | |
| Tenancy fraud actions | 0.00 | To top up the project budget to enable legal actions against tenants where tenancy fraud is identified SBC's Corporate Risk Register, the Housing team has an action to set up a Service Level Agreement (SLA) with Registered Providers (RP) to take forward cases of alleged tenancy fraud. Members have also recently agreed a Counter Fraud Bribery and Corruption Strategy which includes tackling illegal sub-letting. The current approach of relying on A2D referrals to the Fraud and investigation Team, does not produce the required level of engagement from A2D officers and consequently we have a very low level of tenancies recovered. Therefore, we propose a proactive approach to tackle tenancy fraud by carrying out a Data Matching exercise of the entire A2D portfolio, by an external company. This supports Spelthorne's counter fraud, bribery and corruption strategy recently reported to the Audit Committee in July 2021. The strategy highlights the need to target social housing fraud given the likely extent of fraudulent activity and the anticipated social benefits and financial returns to be derived. We would like to ask for £100,000 growth bid to cover the cost of proceedings (if required). In every case, every effort will be made to obtain possession of the property where a case of fraud has been substantiated without court proceedings. Where proceedings are undertaken, an application to recover the cost of proceedings from the tenant will be made to the court. | Green | Community Wellbeing & Housing | Homelessness | Homeless Prevention | 123054962 | 100,000 | One-off | | | | 100,000 | 0 | 0 | 0 | Marta Imig | |
| New 6-M2 post | 1.00 | Demands on the ICT service are changing and evolving, with increased demands for technical support, including support to services, rollout of SharePoint and implementation of Office 365 products leading to a need for more highly qualified technically competent staff. It should also be noted that competition for such staff in recruitment is an issue hence salary requests. Details are currently confidential, Environment & Service Delivery | Green | Reg & Admin | Information and Comms Technology | ICT Services | 306011001 | 45,800 | Full year | Ongoing | | | 45,800 | 56,000 | 57,100 | 58,200 | Alistair Corkish | |
| New SM1 post | 1.00 | Demands on the ICT service are changing and evolving, with increased demands for technical support, including support to services, rollout of SharePoint and implementation of Office 365 products leading to a need for more highly qualified technically competent staff. It should also be noted that competition for such staff in recruitment is an issue hence salary requests. New SM1 post, Environment & Service Delivery | Green | Reg & Admin | Information and Comms Technology | ICT Services | 306011001 | 54,300 | Full year | Ongoing | | | 54,300 | 66,700 | 68,400 | 70,000 | Alistair Corkish | |
| Conversion of Trainee Solicitor role to Solicitor role | 1.00 | To undertake prosecutions, litigation and other contentious work as there is currently no resource covering this area and this will prevent the Council undertaking action against persons who breach the law and regulations which the Council uphold, unless costly external solicitors are appointed. For the last few years, the Legal team has trained solicitors. In assessing the needs to the service, it was considered that there is not the capacity in the team to take forward another trainee at this time. There is a continuing need for a litigation and licensing solicitor. At present the post holder has her own caseload of 25 matters and assists the team on a number of the over 500+ matters the team have on at any one time. Our current trainee is due to qualify in January and she has shown considerable knowledge and ability in this area. The legal team had a paralegal assisting in this area and he has now left and this post has also picked up some of that workload despite have her own caseload. There is currently 13 prosecutions, 3 planning enforcement, 10 other litigation, 3 employment, 3 cost recovery and 104 general advice matters with approx. 25% relating to contentious matters which this post would progress. Without such post the legal team would not be in a position to undertake the prosecutions and there would need to be a decision on whether such prosecutions and enforcement matters are not taken forward or the more costly buy in of external legal. It is proposed to convert this current trainee post (temporary) to a permanent qualified post, as this will ensure that there is continuity of knowledge of the matters and there is no delays. | Green | Reg & Admin | Legal & Procurement | Legal Services | 301331001 | 44,900 | Full year | Ongoing | | | 44,900 | 46,400 | 47,900 | 49,400 | Victoria Statham | |
| Procurement Officer Apprentice | 1.00 | Intended to provide service continuity and to assist with the implementation of the contract management system and the updating of the contracts register to comply with regulations. This post is also required to provide service continuity and to value for money in terms of the apprentice levy already paid. The Procurement Strategy, Policy and Procedures, which will improve contract compliance and performance, require that we carry out improved contract monitoring. Corporate Priorities: Service Delivery (this resource will ensure that contracts are re-tendered on time, and that the proposed contract benefits are delivered - Recovery) . This post will provide the additional resource in the team to enable (if approved) the contract management system to be embedded and become operational so that a full contracts register and checks can be implemented. | Green | Reg & Admin | Legal & Procurement | Procurement | 318041001 | 32,300 | Full year | Ongoing | | | 32,300 | 38,700 | 38,700 | 38,700 | Victoria Statham | |
| Paralegal Role | 1.00 | To assist with the litigation, prosecution and other contentious work to provide the adequate staffing levels to support the Council in enforcing and prosecuting. This role will also provide company secretary support for the Council's companies to ensure legal requirements are met. This post became vacant on the 27 September. This post holder has been in place for 5 years but on a temporary contract. The current cost of this temporary role was £26,815. This is a key role within the team which provides litigation advice and support, but also supports the administrative officer and provides a resource for the company secretary role. The company secretary works at present sits with the Group Head and one of the senior solicitor. This is not an effective use of senior resources to undertake the more administrative elements of that role. Developing this role to undertake that work along side the litigation support will reduce the burden on other members of the team and allow them to focus on their own workloads. | Green | Reg & Admin | Legal & Procurement | Legal Services | 301331001 | 28,100 | Full year | Ongoing | | | 28,100 | 28,600 | 29,200 | 29,800 | Victoria Statham | |

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| Carry forward of 2020/21 replacement Admin Officer (retirement cover) | 0.00 | This has already been agreed and is within the budget to allow for a full year handover period. Although a phased retirement of the current officer has started the service has continued with this reduced resource but will need to carry forward this growth bid to enable this to commence next year. | Green | Reg & Admin | Legal & Procurement | Legal Services | 301331001 | 0 | Full year | one off | | | 0 | 0 | 0 | 0 | Victoria Statham | This growth bid has been removed following confirmation from Victoria Statham 13 Jan 2022 |
| e-Tendering & Contract Management System | 0.00 | The current e-tendering system is no longer fit for purpose. The licence costs approximately £5k per annum. Soft market testing has been undertaken and indicate costs suggest a new system could cost £5-£10k; as this was over 8 months ago, and further functional requirements have been identified, the growth bid request of £15k is to ensure that the requirement can be met when we go to market. The cost of the current licence would net off against the new system cost, therefore the additional budget requested is ca. £10k in year one, and likely to be less in subsequent years. Corporate Priorities: Service Delivery (this resource will ensure that procurements are carried out efficiently, with a more auditable trail, and improved access for others across the Council). | Green | Reg & Admin | Legal & Procurement | Procurement | 318044552 | 15,000 | Full year | Ongoing | | | 15,000 | 10,000 | 10,000 | 10,000 | Victoria Statham | |
| To provide capacity within the budget to implement the planned departmental restructure to include sufficient resource to deliver the service plan. | 0.00 | The Leisure and Community Development Team are central to helping the council deliver against its community and service delivery priorities and the council's efforts to support communities across the borough respond to challenges that we face as a result of Covid-19 pandemic. The Team work alongside statutory and voluntary partners to enable the provision of activities such as sport, physical activity, arts and culture for residents of all ages, with a particular focus on less advantaged areas of the borough to redress inequalities. These targeted activities help to improve/maintain physical and mental health and improve community cohesion, helping to make Spelthorne a great place to live, work, study and invest. The team lead on the management of the leisure operator contract for the Council's two leisure centres and are also responsible for the Council's annual discretionary community grant funding programme; managing the grants panel and monitoring and challenging grant recipients throughout the year. We aim to develop, maintain, and continuously improve effective partnerships with statutory, non-statutory and voluntary sector partners and develop opportunities to draw in additional funding and initiate collaborative initiatives. Our Service Plan has been developed to help address the challenges presented by the Pandemic head on and over the course of the year the team will be integral in delivering the Health and Wellbeing Strategy, developing an Arts and Culture Strategy and Leisure Strategy. To deliver the challenging Service Plan we are currently going through a restructure and have developed a provisional staffing model for budgeting purposes based on the resource needed to deliver it. We have identified £19,500 from within our budget we intend to redistribute and we are seeking a relatively small growth bid to enable us capacity to deliver the plan. | Green | Community Wellbeing & Housing | Leisure | Leisure | 141011001 | 13,500 | Full year | Ongoing | | | 13,500 | 18,200 | 22,800 | 26,700 | Kamal Mehmood | |
| Outdoor gym equipment X10 locations | 0.00 | Revenue funding of £5,000 will need to be provided yearly to cover the cost of maintenance, insurance, and inspection regimes for the 10 new gym areas across Spelthorne. | Amber | Environment & sustainability | Parks Strategy | All recreation grounds | 151014002 | 5,000 | Full year | Ongoing | | | 5,000 | 5,000 | 5,000 | 5,000 | Jackie Taylor | |
| To appoint an additional surveyor for Building Services Team - M1 SCP 30 36 hours with car allowance | 1.00 | Growing need for Planned and reactive maintenance in the residential portfolio as well as addressing the historic neglect of the municipal portfolio. The Building Services Team (BST) have only been an in-house resource since April 2021. The repairs and maintenance programme was previously delivered through a contract with Runnymede Borough Council (RBC). In addition to providing the planned and responsive maintenance service, the BST also delivered a number of building projects outside of their contracted services. Extensions were built at the Greeno and Fordbridge Day Centres in order to accommodate additional numbers of visitors to the Centres. Building projects were also undertaken on behalf of Neighbourhood Services. Under the contractual agreement with RBC, a 3% levy of the total project costs was paid to RBC for managing works/projects outside of the planned and responsive maintenance programme. The annual fees paid for delivering these projects exceeded £40K in previous years. With the Building Services Team now an in-house resource, a 3% levy is not being added to projects delivered outside of the planned and responsive maintenance programme. This is a substantial saving that is being achieved. In addition to the additional project work being delivered, the BST are also taking on the responsibility for the planned and responsive maintenance of the KGE residential portfolio. The residential properties will increasingly require significant resources to manage as properties/developments come out of the defects/warranty period. The residential portfolio is an additional area of work for the BST outside of the services it previously delivered. An additional resource will be required in order for the BST to function efficiently and deliver the services required of it. As detailed above, significant savings and efficiencies have been achieved bringing the service in-house. However, if the current level of service is to be continued, an additional resource will need to be recruited. | Green | CP&R | Planned Maintenance Programme | Runnymede estates | 115991001 | 47,000 | Full year | Ongoing | | 25% KGE charge | 47,000 | 45,785 | 45,785 | 45,785 | Nick Cummings | |
| EPC's | | On the back of the Stock Condition survey further work survey is required to establish outline specifications to improve energy performance in the municipal portfolio buildings | Green | CP&R | Planned Maintenance Programme | Runnymede estates | 115994404 | 50,000 | Full year | one off | | | 50,000 | 0 | 0 | 0 | Nick Cummings | |
| Training for Councillors, on all planning matters. Two years ago, another DM budget was used to pay for member training. | 0.00 | Training for Councillors, on all planning matters. Chairman training. External Consultants required for Probity training, affordable housing, green belt and design. | Amber | Environment & sustainability | Planning Development Control | Development control | 211021709 | 15,000 | One Off | Ongoing | | | 15,000 | 0 | 0 | 0 | Esme Spinks | |

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| Additional 6 hours for xxxxx Senior Planning Officer (permanent). | 0.17 | <p>The bids for extra resources in Planning DM is due to additional workload with increase in planning applications and representations received, taking on the making of Tree Preservation Orders and the need to constantly update and improve our IT process now that Planning DM is paperless.</p> <p>This is a request for xxxxx xxxxxx, Senior Planning Officer to work full time. At present xxxxx works 30 hours per week so the request is for an extra 6 hours. There has been a significant increase in work:</p> <p>28% increase in planning applications compared with previous year (2019/20 – 2020/21) and 16% increase compared with the previous year, 2018/19.</p> <p>51% increase in representation letters received (2019/20 – 2020/21).</p> <p>61% increase in FOIs</p> <p>This increase has in turn resulted in an increase in pressure on officers in terms of processing documentations with the expectation by members and the general public to provide information expediently whilst ensuring all processes are properly followed.</p> <p>There is a particular pressure on senior and principal planning officers with major planning applications which includes xxxxxx. These applications are complex, usually involve a high level of communication and engagement with members and residents and are very time consuming. In addition, the two senior planning officers (xxxxx and xxxxxx xxxxxxxxx) have also taken on determining some of the delegated applications, to help relieve the PPOs and/or to provide backup when PPOs and PDM are off work.</p> | Green | Environment & sustainability | Planning Development Control | Development control | 211021001 | 10,150 | Full year | Ongoing | | | 10,150 | 10,150 | 10,150 | 10,150 | Esme Spinks | |
| New Systems Administrator Support Officer Scale 4. 36 Hours Temporary post to be reviewed in 2 years. | 1.00 | <p>The current Systems Administrator works 21 hours per week which is inadequate for the amount of work required to be completed. There is an increasing workload in Planning DM and assistance is required to help further develop and refine our IT way of working.</p> <p>As documented above, this year the Planning DM service has been experiencing considerable extra pressure and demands. We have been dealing with increasingly complex planning applications and also complex, time consuming planning enforcement work involving prosecutions and high court cases. This has created a need to bolster resources to maintain performance and response times.</p> <p>This increase has in turn resulted in an increase in pressure on officers in terms of processing documentations with the expectation by members and the general public to provide information expediently whilst ensuring all processes are properly followed.</p> <p>Planning DM took over the making of TPOs from Strategic Planning for a temporary period whilst this section was short staffed following the retirement of two officers. The TPO system needs upgrading to enable the process to be undertaken electronically. Additional resources are required if DM is to take the responsibility of the TPOs on permanently.</p> <p>We have received £158,000 of PPA money this year. This is additional funding outside the DM budget. The requirements of PPAs put additional pressures on officers and should be used to assist in enabling an improved service to be provided.</p> <p>In addition to the PPA money, to date over £32,000 of pre-application fees has been received. This is at a time when most Surrey LPAs have either suspended this service or reduced it significantly.. Again, this service puts more pressure on officers at Spelthorne.</p> <p>Furthermore, as of the end of September, the planning application fee income is already £17,000 above the budget. In addition, we are expecting at least one additional large application fee very shortly.</p> <p>The funding of this post can easily be met with the additional funds DM has generated this year. This post would be subject to a review after a period of two years</p> | Green | Environment & sustainability | Planning Development Control | Development control | 211021001 | 30,200 | Full year | Ongoing for two years | | PPA Income as listed in bid. | 30,200 | 30,200 | 0 | 0 | | |
| Additional 11 hours per week for xxxxxxxx agreed for a one year temporary period to be made permanent. N.B This is not a growth bid but a redistribution of xxxxxxxx unused 7 hours. xxxxx has confirmed she is happy with this. FT unused 7 hours £13,410 gross xxx 11 hours £12,865 gross | 0.31 | <p>The bids for extra resources in Planning DM is due to additional workload with increase in planning applications and representations received, taking on the making of Tree Preservation Orders and the need to constantly update and improve our IT process now that Planning DM is paperless.</p> <p>This year the Planning DM service has been experiencing considerable extra pressure and demands. We have been dealing with increasingly complex planning applications and also complex, time consuming planning enforcement work involving prosecutions and high court cases. This has created a need to bolster resources to maintain performance and response times.</p> <p>xxxxxxx has been working an extra 11 hours a week in addition to her contracted 18 hours. xxxxx has spent her time on: Monthly planning appeals report to Planning Committee Policy documents writing plus updates TPO work Website changes/updates Migration projects Enforcement stats HMO investigation and monitoring FOI replies Over the last year there has been an increase in the following: 61% increase in FOIs 29% increase in HMO cases investigated as a result of an HMO licence to EH Without this additional work being done by xxxxxxxx, the work would fall to the planning officers who are already over -stretched as documented in the growth bid request above.</p> | Green | Environment & sustainability | Planning Development Control | Development control | 211021001 | 12,865 | Full year | Ongoing | | reduction in hour from FT post - shown in # savings | 12,865 | 12,865 | 12,865 | 12,865 | Esme Spinks | |
| Project Officer (Assets) | 1.00 | <p>There is a need to ensure effective programme management of asset developments and provide a clear overall picture of asset developments and how they are progressing to provide transparency and greater mitigation of any project issues. Service Delivery- The assets section is very busy delivering projects but there is a need to streamline reporting on progress and bring the projects into a programme format. In discussion with the Group Head Regeneration and Growth it was considered that this post would best sit in the project team. This would ensure a consistent approach to project/programme management across the organisation. It would also help drive the transformation projects across the organisation if extra resource was available. Due to salary savings the post could be recruited into asap and as mentioned in the savings form the money currently allocated to the River Thames Scheme could pay for most of the post</p> | Green | CP&R | Project Management | Projects | 315041001 | 33,300 | Full year | Ongoing | | | 33,300 | 41,300 | 42,700 | 44,900 | Sandy Muirhead | |

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26/01/2022

Appendix 3

| Details of Savings Offered | Explanation of proposed saving | Committee | Service Area | Cost Centre | Cost Centre code details | Amount | Full / Part Year | Ongoing or one off | Full year cost if different | Service impact Assessment of saving | Offered By |
|--|---|------------------------------|------------------------------|----------------------------|--------------------------|--------|------------------|--------------------|-----------------------------|-------------------------------------|----------------|
| River Thames Scheme | As a result of no longer having to contribute to revenue funding for scheme this money can be taken as a saving. | Environment & Sustainability | Emergency Planning | Thames flood relief scheme | 268064979 | 49,000 | | Ongoing | | None | Sandy Muirhead |
| CCTV Maintenance | Savings related to transfer of Broadband to wireless | Neighbourhood Services | Community safety | Community safety | 312014512 | 6,000 | | Ongoing | | None | Jackie Taylor |
| | Green Waste - We have seen a steady increase in garden waste customers during the last 2 to 3 years which has created extra income for the Council without a comparative cost for the collection service as new customers have been incorporated into existing rounds. There is a limit as to how many customers we can incorporate into these rounds but anticipate that all extra customers for 22/23 can be incorporated within existing rounds | Environment & Sustainability | Waste Recycling | Green waste | 202037445 | 30,000 | | Ongoing | | None | Jackie Taylor |
| Increase in Planning Pre App Fees | <p>Increase in pre-application planning fees by raising the payments by approx. 10% (following research on surrounding LPAs). 2022/23 – approximately £5,000. This assumes that the numbers of requests are similar to 2020/21.</p> <p>Currently a significant amount of money is achieved through Planning Performance Agreements currently £158,000 (Sept) this year with additional funds possible. This money is not included in the Planning DM budget as income. However, PPAs put a significant amount of pressure on the planning officers due to the demand of providing a bespoke service to the applicant. This means that they have less time to assist with other essential DM work. This money is considerably greater than we would achieve if charged as pre-application advice. However, if charged as pre-application advice, the DM income would be higher leading to greater overall savings for the budget.</p> | Environment & Sustainability | Planning Development Control | Development control# | 211027334 | 5,000 | | Ongoing | | None | Esme Spinks |
| Centros upgrade | Charging 100% of Systems Accountant basic salary to the capital project for the 24 months to May 2024 and charging 70% of basic salary from 2024/25. | CP&R | Accountancy | Accountancy | 301267143 | 51,000 | | Ongoing | | None | Paul Taylor |
| Additional 11 hours per week for xxxxxx agreed for a one year temporary period to be made permanent. | <p>This year the Planning DM service has been experiencing considerable extra pressure and demands. We have been dealing with increasingly complex planning applications and also complex, time consuming planning enforcement work involving prosecutions and high court cases. This has created a need to bolster resources to maintain performance and response times.</p> <p>xxxxxxx has been working an extra 11 hours a week in addition to her contracted 18 hours. xxxxx has spent her time on:</p> <p>Monthly planning appeals report to Planning Committee Policy documents writing plus updates TPO work Website changes/updates Migration projects Enforcement stats HMO investigation and monitoring FOI replies</p> <p>Over the last year there has been an increase in the following: 61% increase in FOIs 29% increase in HMO cases investigated as a result of an HMO licence to EH</p> <p>Without this additional work being done by xxxxxxx, the work would fall to the planning officers who are already over -stretched as documented in the growth bid request above.</p> | Environment & Sustainability | Planning Development Control | Planning Development | 211021001 | 13,400 | Full year | Ongoing | | None | Esme Spinks |
| N.B This is not a growth bid but a redistribution of xxxxxx unused 7 hours. xx has confirmed xxx is happy with this. | | | | | | | | | | | |
| FT unused 7 hours £13,410 gross | | | | | | | | | | | |
| xxxx 11 hours £12,865 gross | | | | | | | | | | | |

26/01/2022**Appendix 3**

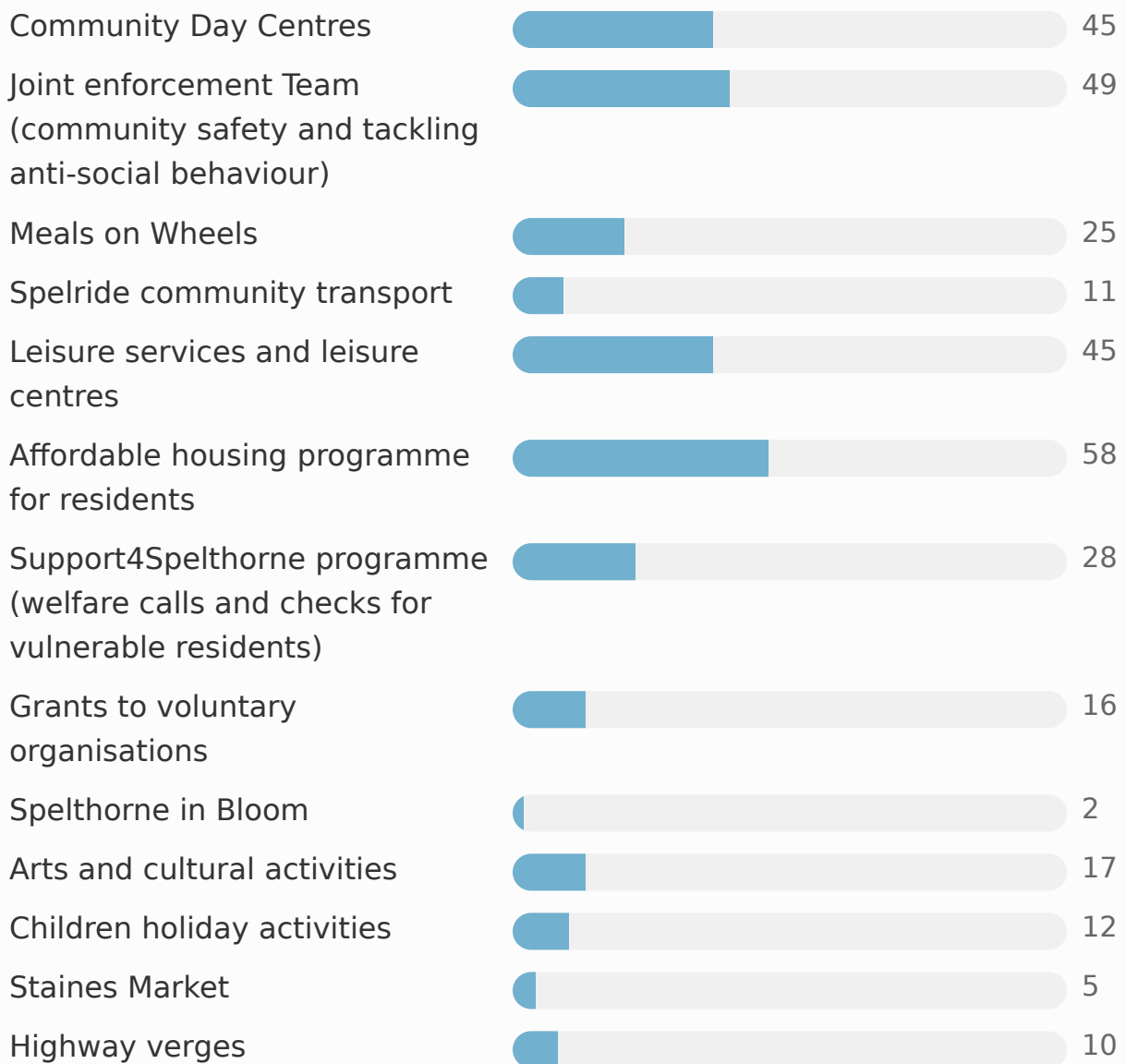
| Details of Savings Offered | Explanation of proposed saving | Committee | Service Area | Cost Centre | Cost Centre code details | Amount | Full / Part Year | Ongoing or one off | Full year cost if different | Service impact Assessment of saving | Offered By |
|--------------------------------------|---|------------------------|--|----------------------|--------------------------|----------------|------------------|--------------------|-----------------------------|-------------------------------------|---------------|
| £15k saving on NNDR for KG | The NNDR team supplied calculations for NNDR for SBC assets. A saving of £15k can be made which relates to the WestWing not being part of the rateable value. | CP&R | Facilities Manage. (Knowle Green & Print Unit) | Knowle Green Offices | 307032404 | 15,000 | Full year | Ongoing | | None | John Hesbrook |
| £13.2k savings on Elmsleigh Car Park | xxxxx in NNDR team supplied calculations for NNDR for SBC assets. A saving of £13.4k savings has been identified against the current year budget | Neighbourhood Services | Car Parks | Elmleigh MS Car Park | 266082404 | 13,200 | Full year | Ongoing | | None | Jackie Taylor |
| | | | | | | 182,600 | | | | | |

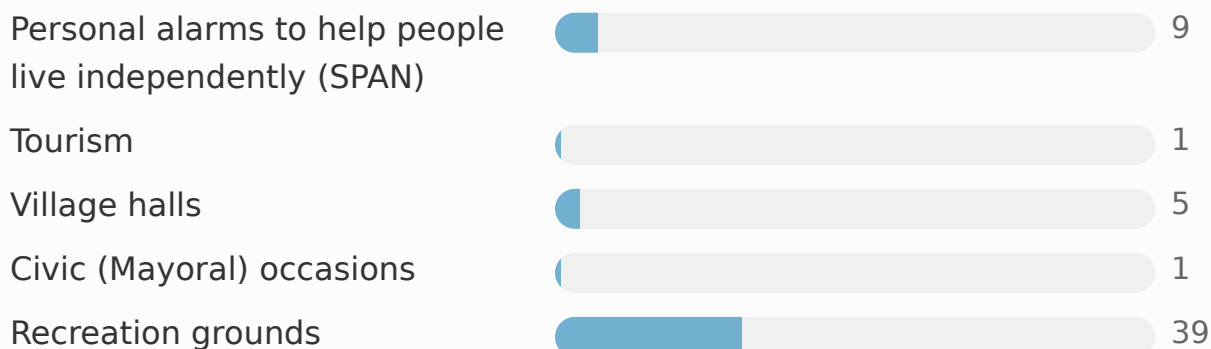
Summary of Responses

1

Discretionary services are those which the Council chooses to offer for the benefit of residents but is not legally obliged to provide. We know how important many of these services are to residents in the Borough and for supporting and caring for the vulnerable in our community. We would like to know which services are most important to you.

Please choose 3 services that you identify as a priority.

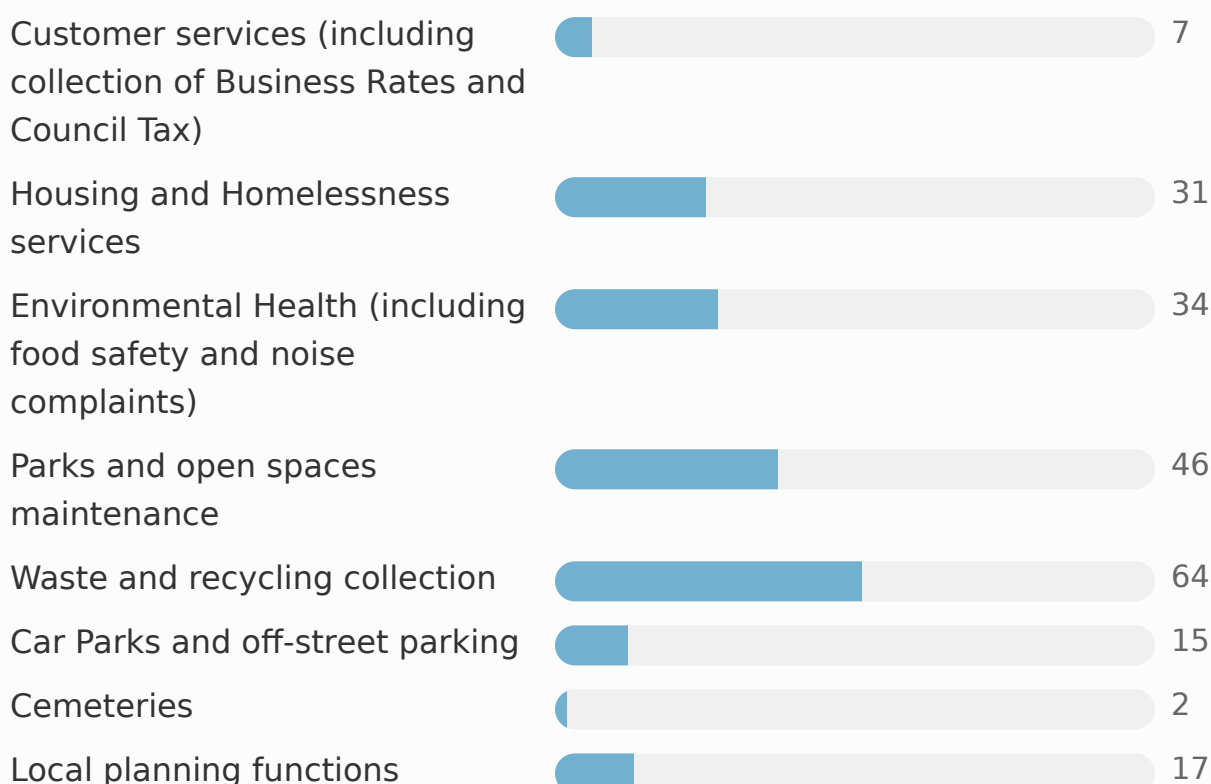


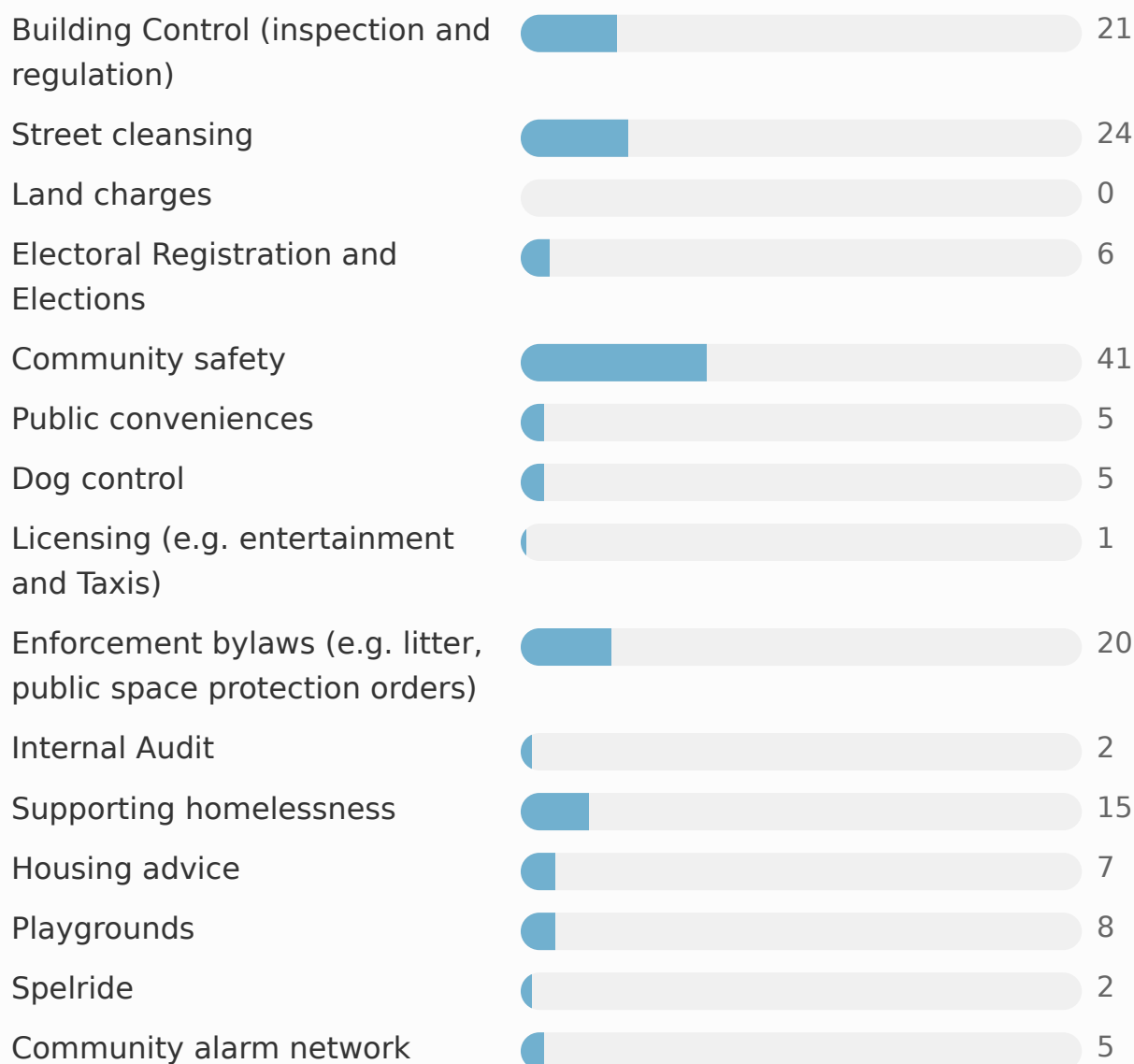


2

Mandatory services are those which the Council is legally obliged to provide. These services are integral to ensure that this Council can provide for its residents and respond appropriately. We would like to know which services are most important to you.

Please choose 3 services that you identify as a priority.

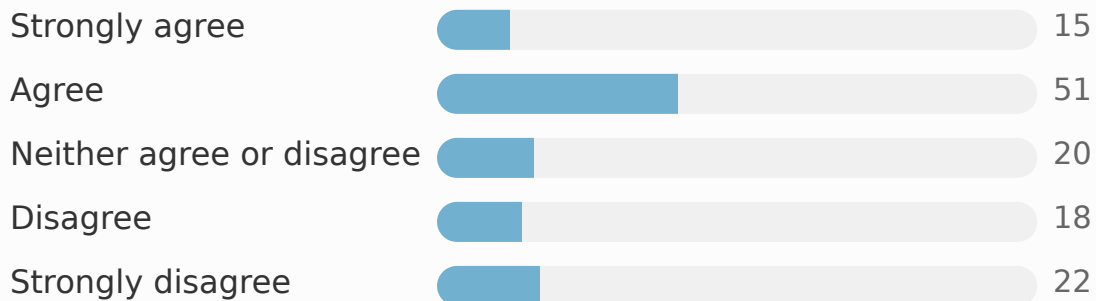




3

Introducing and increasing charges for some services: The Council already charge for some local services which generates £7.8m (this is included in the £13.6m of the Budget), such as car parks, Meals on Wheels and Spelride community transport, but could consider increasing existing charges or introducing new charges for services which are currently free. Any fees and charges would be aimed at recovering the cost of running the service and not to make a profit.

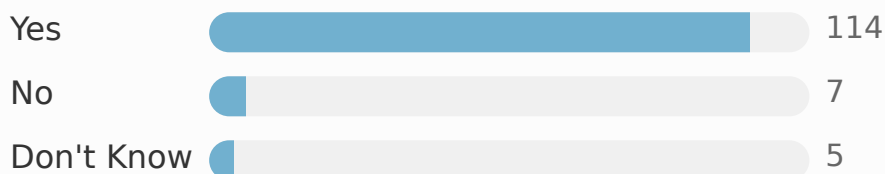
To what extent do you agree or disagree with the proposal to raise existing charges or introduce new charges next year in line with inflation (we are assuming 3% for budgeting purposes) to cover the costs of running some local services?



4

The Council provides approximately £350,000 per annum of annual financial support and community grants to a range of voluntary organisations throughout the Borough, including Age UK, Rentstart, Citizens Advice, Homestart and Shopmobility, as part of an arrangement to provide outsource specialist services to our residents, rather than deliver these services in house and compete with these voluntary bodies.

Are you happy for this arrangement to continue?

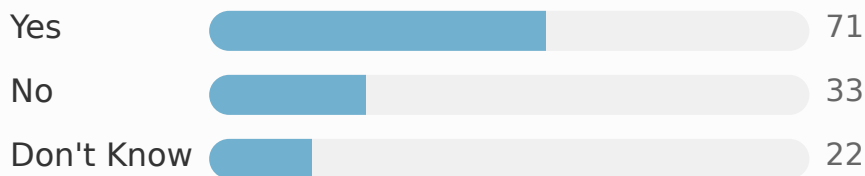


5

Many local authorities in Surrey manage a community lottery which

generate additional funding for community-based projects. The schemes raises funds for an authority and a significant amount goes to non-profit organisations that benefit the Borough and its residents .

Would you support the establishment of a Spelthorne Community Lottery?



6

How satisfied are you with services that you or a family member use that Spelthorne Borough Council provide?

Please rate the service you use and your level of satisfaction.

List of services:

| | Very satisfied | Satisfied | Neither satisfied or dissatisfied | Dissatisfied | Extremely dissatisfied |
|--|----------------|-----------|-----------------------------------|--------------|------------------------|
| Customer services (including collection of Business Rates and Council Tax) | 2 | 48 | 30 | 8 | 5 |
| Housing support and Homelessness services | 5 | 20 | 21 | 6 | 6 |
| Environmental Health (including food safety and noise complaints) | 4 | 34 | 34 | 19 | 3 |

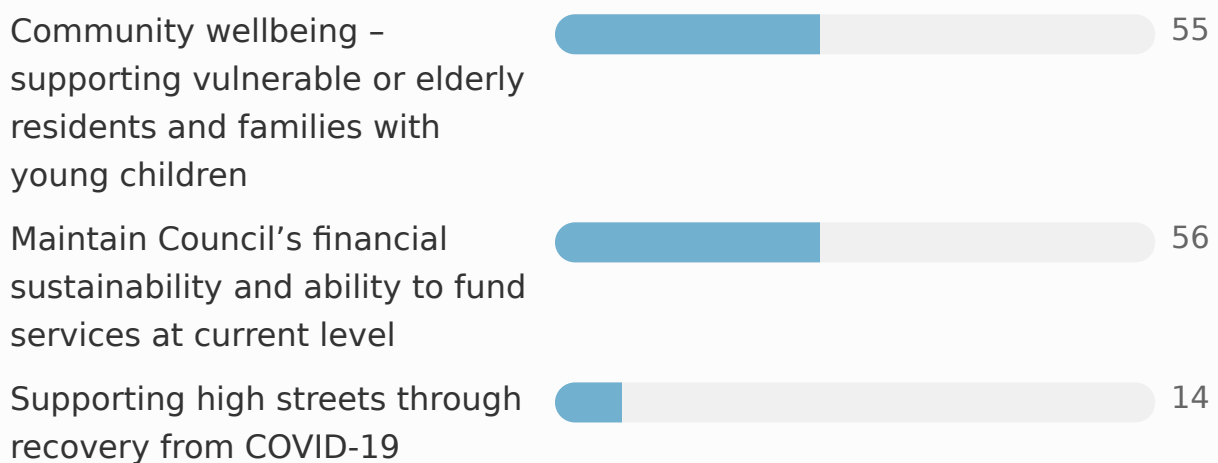
| | | | | | |
|--|----|----|----|----|----|
| Parks and open spaces maintenance | 11 | 66 | 22 | 12 | 3 |
| Waste and recycling collection | 37 | 51 | 20 | 4 | 4 |
| Car Parks and off-street parking | 4 | 51 | 31 | 20 | 6 |
| Cemeteries | 13 | 29 | 18 | | |
| Local planning functions | 5 | 18 | 31 | 18 | 10 |
| Building Control (inspection and regulation) | 2 | 32 | 28 | 13 | 4 |
| Street cleansing | 6 | 44 | 27 | 22 | 8 |
| Land charges | 2 | 8 | 25 | 5 | 3 |
| Electoral Registration and Elections | 25 | 63 | 20 | | 1 |
| Community safety | 3 | 32 | 27 | 20 | 4 |
| Public conveniences | 2 | 13 | 25 | 39 | 14 |
| Dog control | 4 | 18 | 29 | 16 | 6 |
| Licensing (e.g. entertainment and Taxis) | 2 | 18 | 35 | 6 | |
| Enforcement bylaws (e.g. litter, public space protection orders) | 2 | 36 | 28 | 24 | 8 |

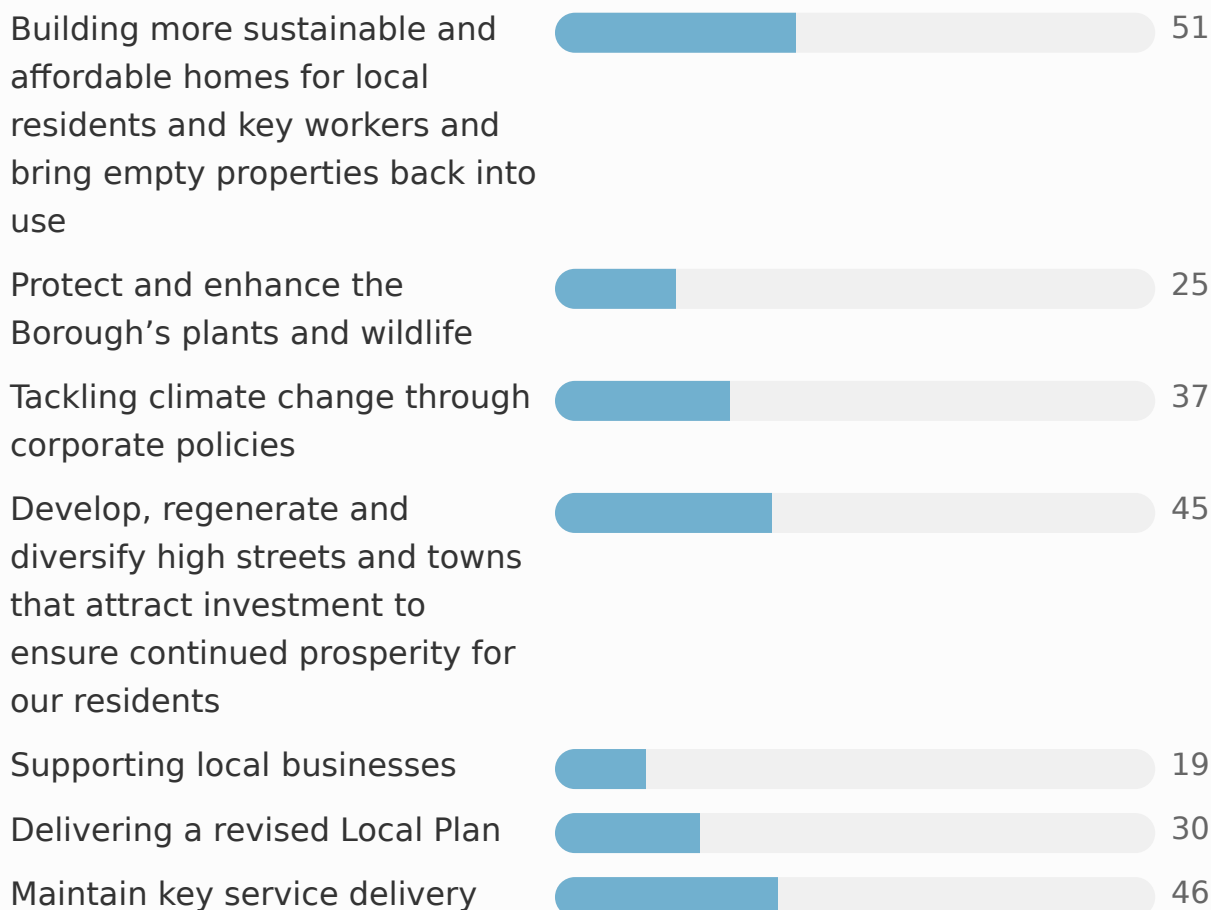
| | | | | | |
|--|----|----|----|----|---|
| Sports, leisure, and recreational facilities | 7 | 49 | 25 | 15 | 4 |
| Playgrounds | 2 | 42 | 23 | 17 | 4 |
| Housing advice | 5 | 23 | 18 | | 3 |
| Supporting homelessness | 6 | 28 | 21 | 4 | 3 |
| Community Day Centres | 8 | 30 | 18 | 5 | 4 |
| Joint enforcement Team (community safety and tackling anti-social behaviour) | 4 | 32 | 21 | 25 | 8 |
| Meals on Wheels | 4 | 23 | 20 | | |
| Spelride community transport | 3 | 16 | 19 | | 2 |
| Leisure services and leisure centres | 7 | 57 | 27 | 13 | 3 |
| Affordable housing programme for residents | 2 | 12 | 22 | 12 | 1 |
| Support4Spelthorne programme (welfare calls and checks for vulnerable residents) | 10 | 17 | 20 | 3 | |
| Grants to voluntary organisations | 9 | 43 | 32 | 2 | 2 |

| | | | | | |
|--|----|----|----|----|----|
| Spelthorne in Bloom | 6 | 37 | 29 | 3 | |
| Arts and cultural activities | 3 | 36 | 35 | 18 | 5 |
| Children holiday activities | | 13 | 32 | 8 | 3 |
| Staines Market | 11 | 39 | 35 | 13 | |
| Highway verges | 4 | 35 | 18 | 31 | 12 |
| Personal alarms to help people live independently (SPAN) | 2 | 24 | 17 | 2 | 1 |
| Village halls | 3 | 20 | 27 | 7 | |
| Civic (Mayoral) occasions | 3 | 5 | 36 | 7 | 4 |
| Recreation grounds | 4 | 50 | 26 | 17 | 3 |

7

Please choose three Council priorities for the next 2 years

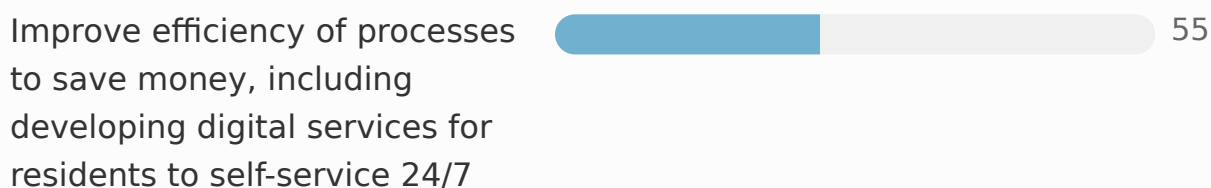


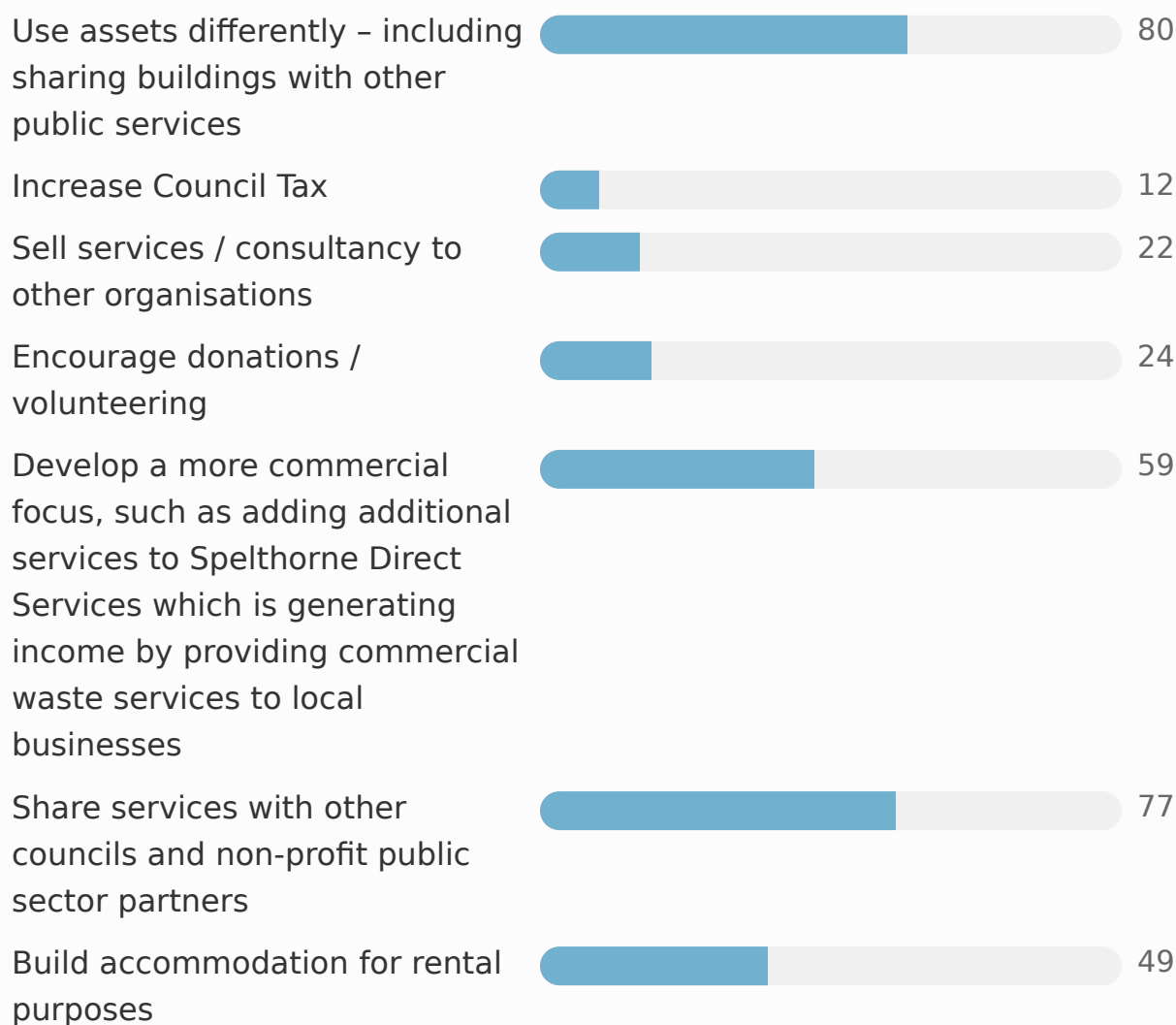


8

The Council generates income to fund services. This includes investments in property and asset management which after financing costs are delivering £10m per annum towards the financing of services.

Please choose 3 preferences from the list below on how you think the Council should generate additional income to supplement potential future budget shortfall.

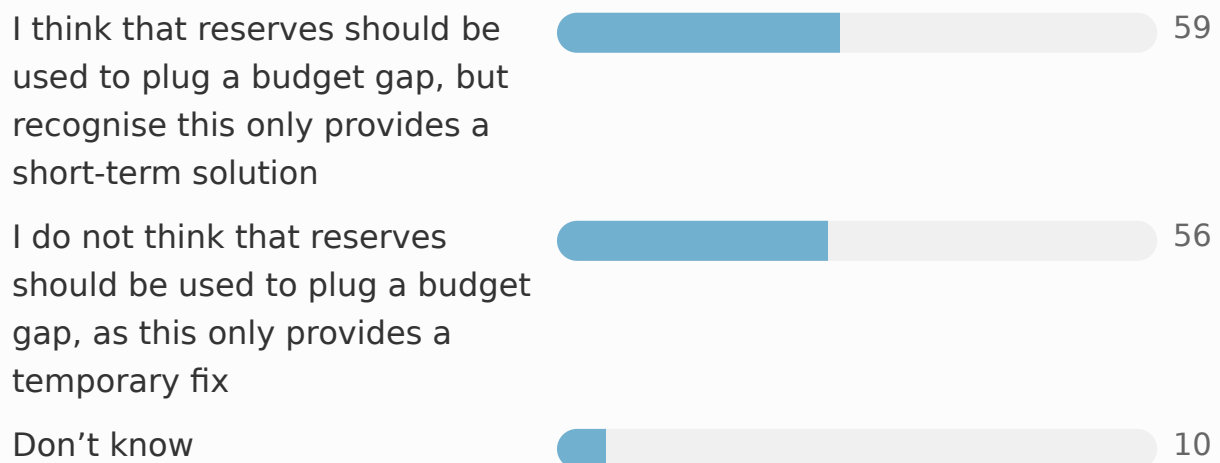




9

The Council has a strategy to build its reserves (money put to one side to cover unexpected cost/expenses) in order to ensure that it has sufficient funds in place to protect the tax payer and avoid some of the challenges experienced by other Councils, who have not had the same level of reserves. However, reserves can only be spent once, so only provide a temporary fix.

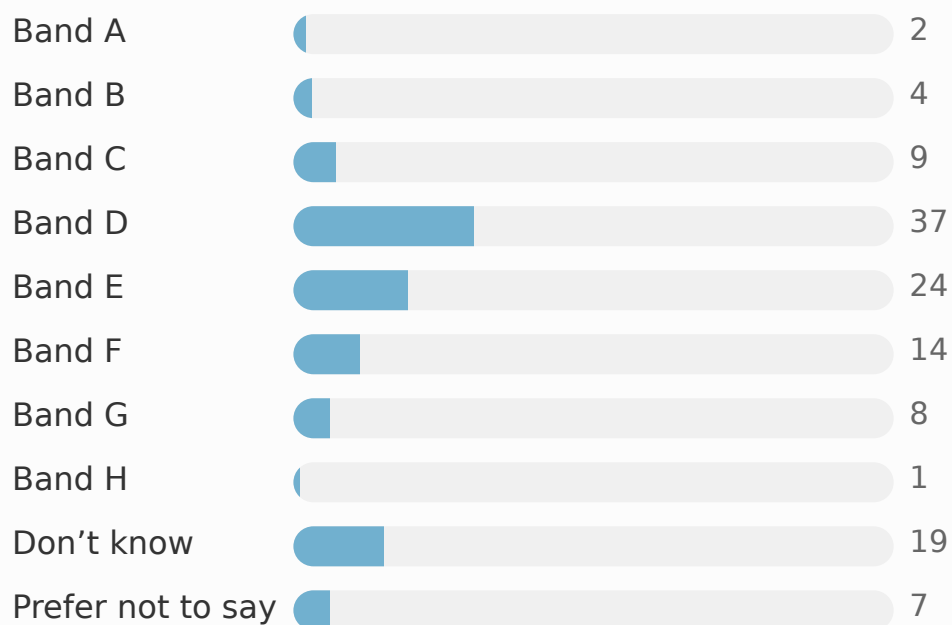
When considering how the Council should balance its budget, which one of the following two statements is closest to your view on how reserves should be used?



10

In which Council Tax band is your property? (please choose one option)

To find out what Council Tax band you fall within visit my.spelthorne.gov.uk

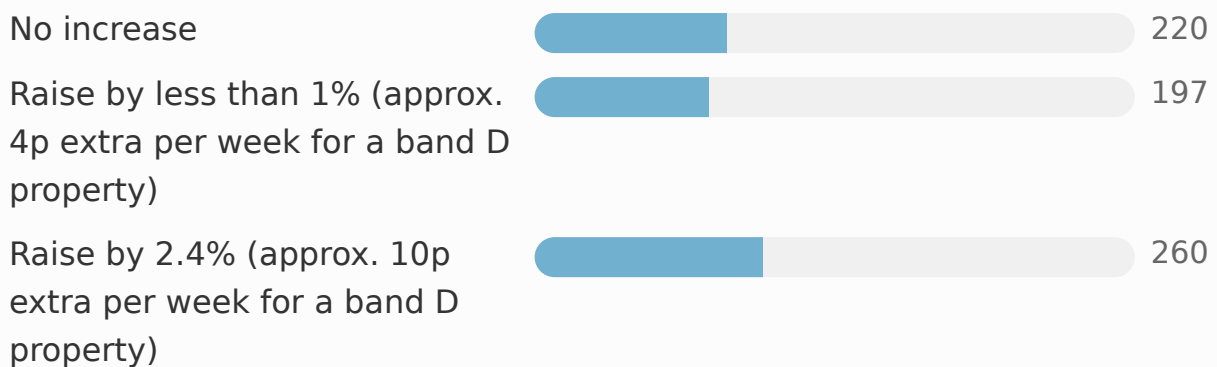


11

Increasing Council Tax: Spelthorne was the only Council in Surrey to freeze its portion of the Council Tax this year with a 0% increase. Only 10.6% of Council Tax that you pay goes towards the services that Spelthorne Borough Council provide. The Council could choose to increase Council Tax to protect front line services and discretionary services. Each 1% rise in Council Tax generates £80,000 to support services.

Under Government regulations, the Council could currently increase its share of council tax by a maximum of 2.4% (£5 on a band D or 10p extra per week)

Should the Council consider raising its Tax and by how much next year to help protect services? Please identify your choice preference 1,2 or 3 (1 being your first choice)



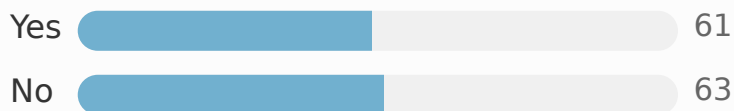
12

The Council provides financial support in certain circumstances to households that are in financial difficulty.

There is growing evidence that people are struggling financially because of the coronavirus pandemic, and applications to the Council Tax Localised Support Scheme have increased compared to previous years.

In principle, would you be willing to pay more Council Tax if the

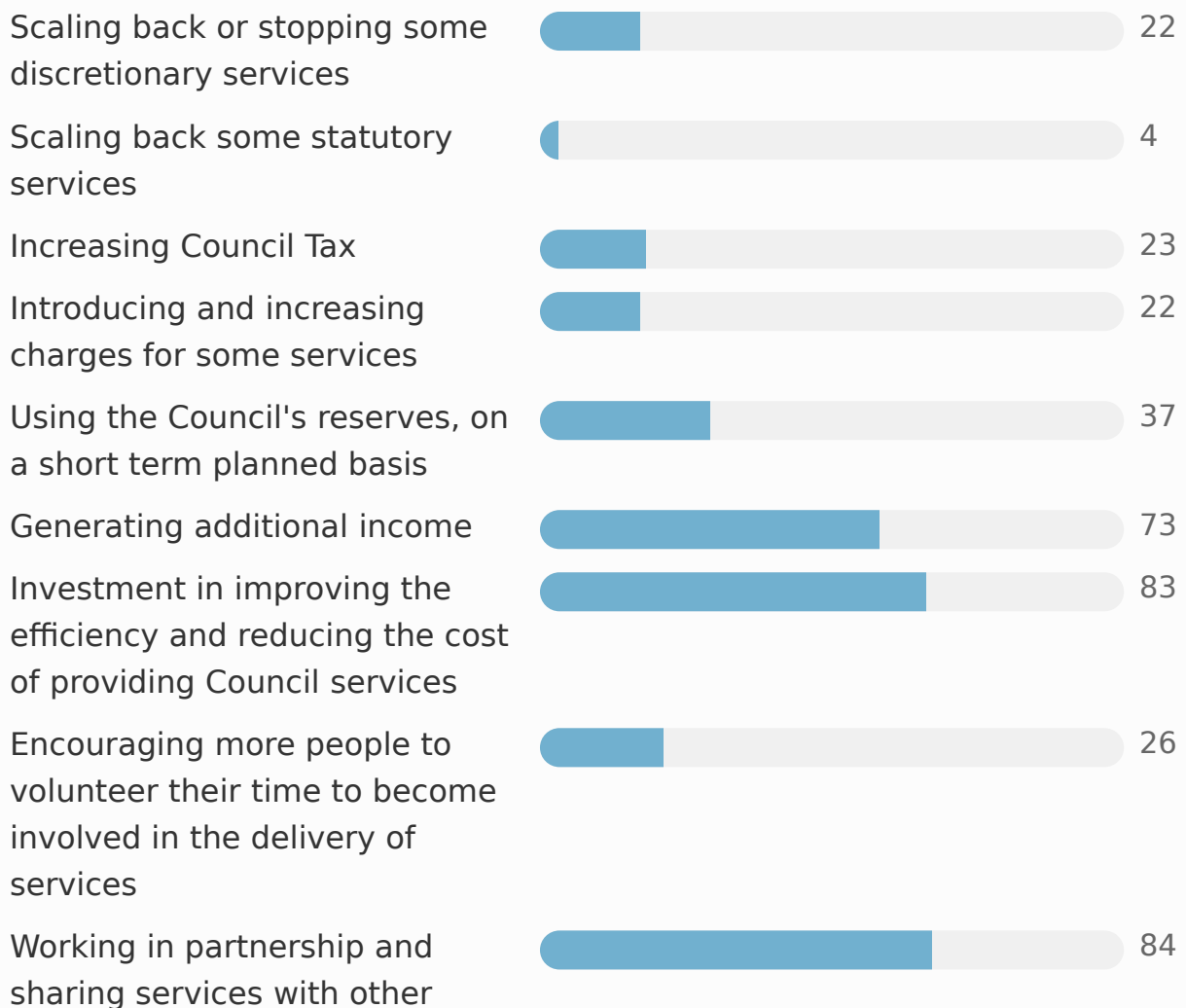
increase was used to help households on low incomes?



13

Please choose your top 3 preferences for balancing the budget.

Local authorities are required by law to have a balanced budget, that is robust, sustainable, and based on sound assumptions, which show how income will equal spend over the short and medium terms.



Councils and public sector agencies

14

Please describe what, if any, impact the Council's options for balancing its budget could have on you (or your community, organisation, group, or business) Please summarise your comments in the box below:

This question has been answered 55 times.

15


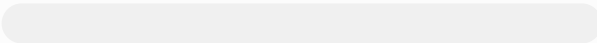
If you have any further comments or suggestions as to how the Council could balance its budget, please summarise these below:

To be entered into our prize draw, if responding without an account, please include your email address to be entered into the draw.

This question has been answered 33 times.

17

Is this a personal response, or are you responding on behalf of an organisation, group, or business or as a democratically elected representative? (please choose one option)

| | | |
|--|--|-----|
| I am responding as an individual (skip to section 8) |  | 125 |
| I am providing the official |  | 0 |

response on an organisation,
group, or business

I am responding as a
democratically elected
representative (e.g. Borough/
County Councillor/ MP)

 0

18

If you are providing the official response on an organisation, group or business please put the details in the box below.

- The name of your organisation, group or business
- The postcode of your organisation, group or business
- Your name
- Your position in your organisation, group or business

No responses have been submitted to this question.

19

Which of these options best describes the function of your organisation, group or business? (please choose one option)

No responses have been submitted to this question.

20

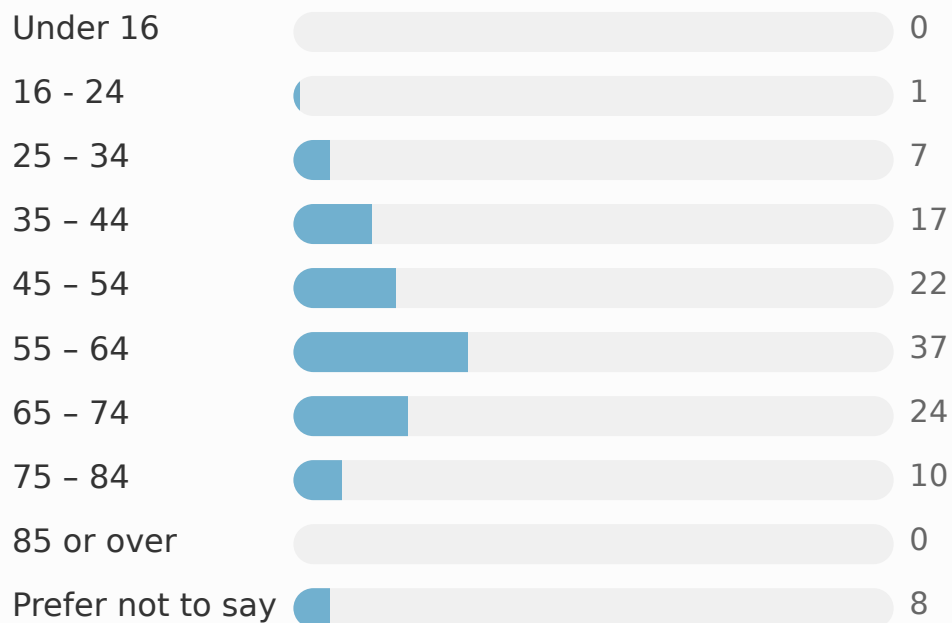
Please provide your postcode e.g. TW18 1XB *(By providing your postcode you are consenting to the Council using this information to analyse the response to the consultation from different locations and to*

understand how views differ by geographical areas)

This question has been answered 104 times.

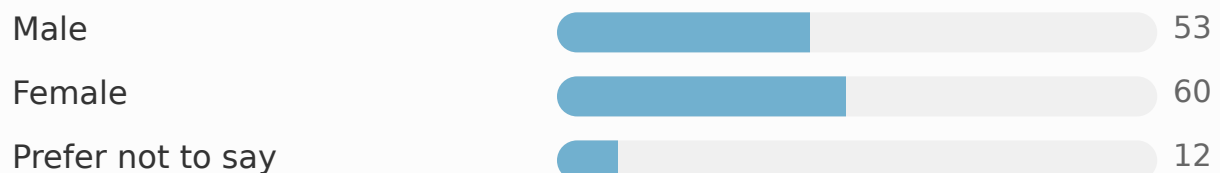
21

What is your age?



22

Which of the following describes your gender (please choose one option)

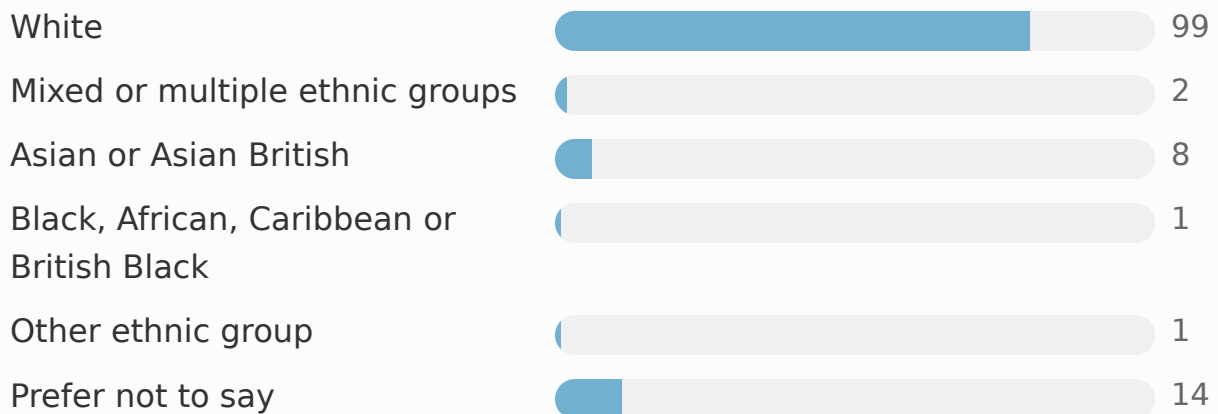


Prefer to self describe (please specify)



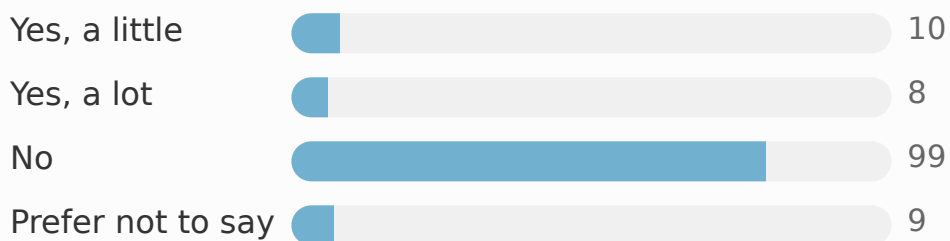
23

What is your ethnic group?



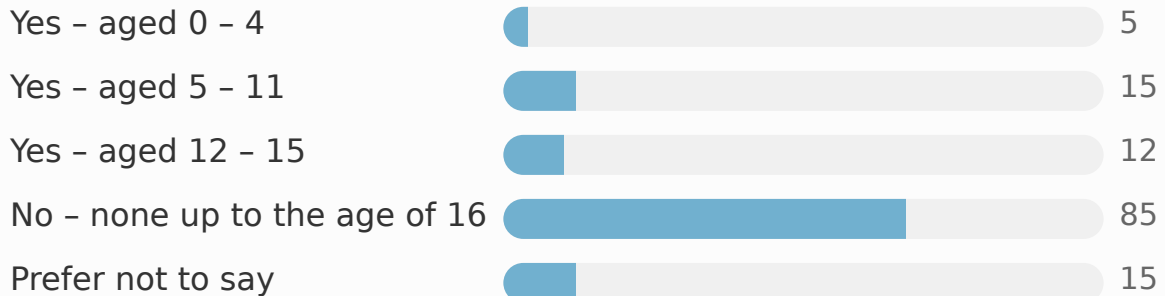
24

Are your day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months? (please choose one option)



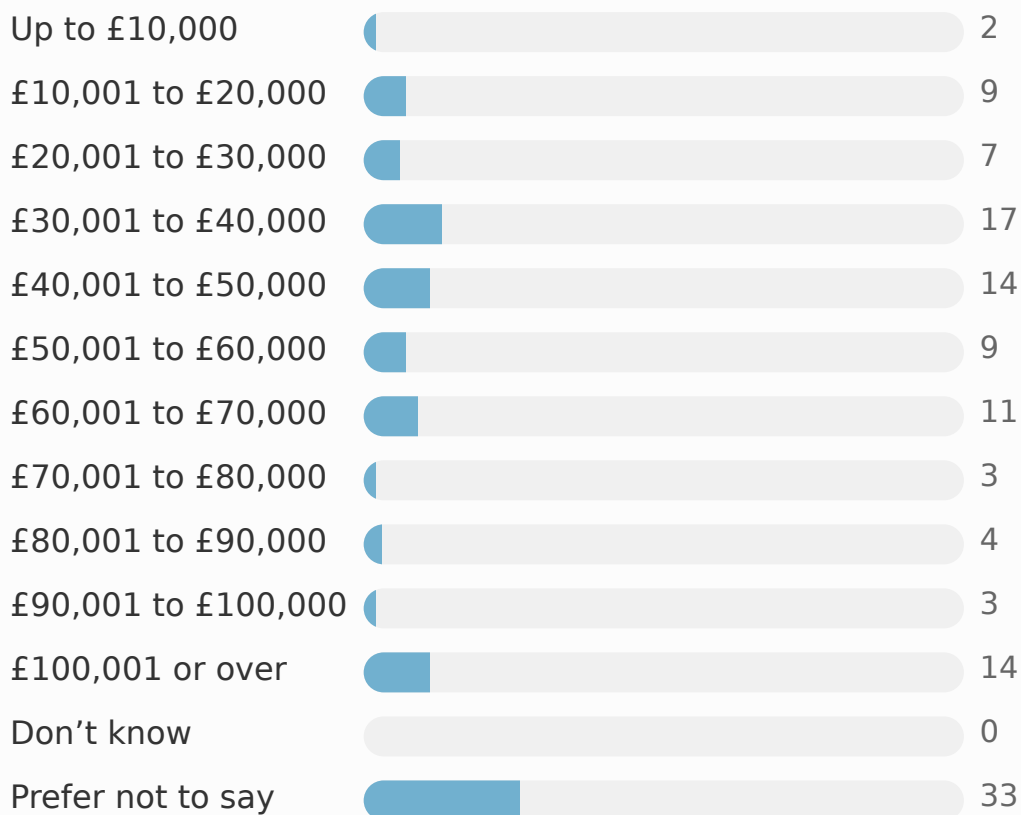
25

Are there any children or young people up to the age of 16 living in your household (including yourself)? (please choose all that apply)



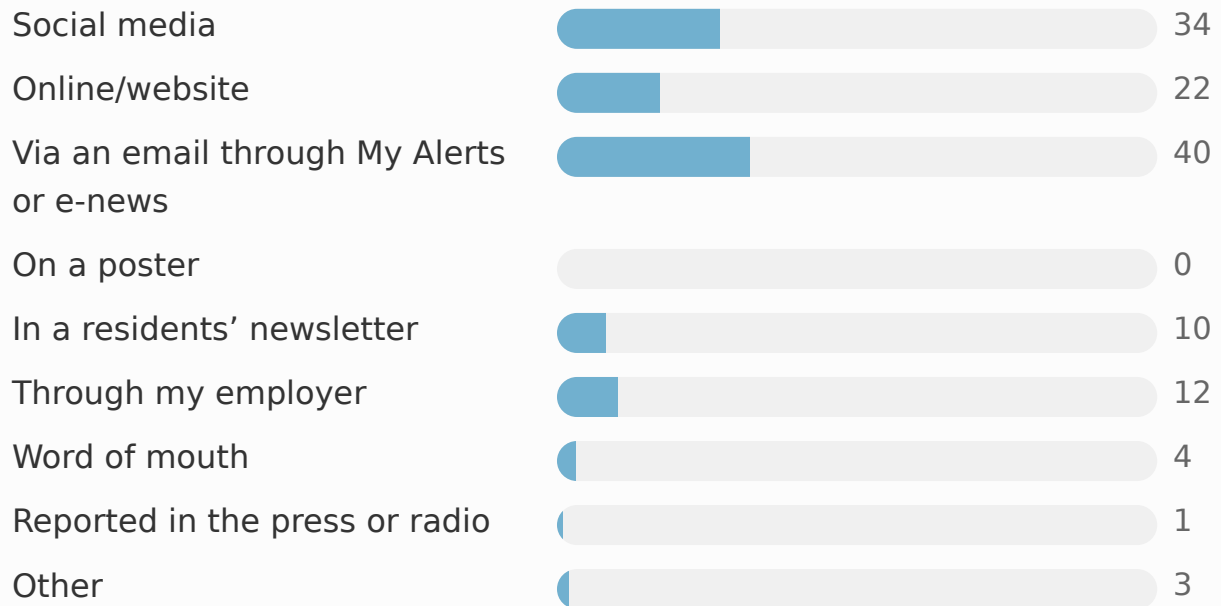
26

What is your total annual household income, from all sources, before tax and other deductions? (please choose one option)



27

To help us improve future consultations, please tell us where you heard about the consultation (please choose one option)



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Budget Gap - suggested approach post CP&RC meeting 2 February

04/02/2022

Status

Appendix 1

2022-23 £000's

| Appendix 1a | | |
|---------------|---------|---------|
| Three year to | | |
| 2023/24 | 2024/25 | 2025/26 |

| Status | | 2022-23 £000's | 2023/24 | 2024/25 | 2025/26 |
|-------------------|---|----------------|------------|-------------|-------------|
| | Current Gross Budget Gap | 1,443 | 1,112 | 925 | 908 |
| Confirmed | Interest Earnings | -100 | -100 | -100 | -100 |
| Confirmed | Minimum Revenue Provision (MRP) refinement | -75 | -75 | -75 | -75 |
| | | 1,268 | 937 | 750 | 733 |
| | Less additional KGE recharge in grossed up above | -93 | -93 | -93 | -93 |
| Confirmed | Reduced deficit and contribution on Leisure centres | -150 | 0 | 0 | 0 |
| | Increased fees and charges inflation uplift | -190 | -196 | -202 | -208 |
| | Less CW&H impact from meeting | 30 | 30 | 30 | 30 |
| | Increase in Garden Waste Income | -50 | -50 | -50 | -50 |
| | Increased cemetery fees | -10 | -10 | -10 | -10 |
| | Increasing fees and charges which have not been increased | -20 | -20 | -20 | -20 |
| | | 785 | 598 | 405 | 382 |
| | Legal/Assets fees saving - following a review of last years growth bids | -50 | -50 | -50 | -50 |
| | Assets savings in legal fees | -120 | -120 | -120 | -120 |
| | ICT SharePoint related saving | -21 | -45 | -45 | -45 |
| | Building Control restructure - net | -60 | -60 | -60 | -60 |
| Cm'tee supportive | Assured Short-term Tenancy Agreements reducing scale of programme | -50 | -50 | -50 | -50 |
| | | 484 | 273 | 80 | 57 |
| | Other Funding Sources | | | | |
| | Applying Environment Reserve | -80 | 0 | 0 | 0 |
| | Funding from Planning Performance Agreement funds | -30 | 0 | 0 | 0 |
| | Climate change officer funded for 1 year from Green Initiatives | -30 | 0 | 0 | 0 |
| | | 344 | 273 | 80 | 57 |
| | Applying existing red and amber growth bids | -88 | -24 | -24 | -24 |
| | | 256 | 249 | 56 | 33 |
| | Additional de-prioritised items | | | | |
| | FTE's priority 2 & 3 see appendix 2 | -141 | -141 | -141 | -141 |
| | Building Surveyor (reflecting 100% impacting on SBC) | -47 | -47 | -47 | -47 |
| | Building Surveyor (reflecting 25% recharge to KGE) | 12 | 12 | 12 | 12 |
| Cm'tee supportive | Tenancy Fraud | -100 | -100 | -100 | -100 |
| | Balance to be found from reduced growth/increased savings | -20 | -27 | -220 | -243 |

Any surplus can be credited to the General fund for use in year or for future years.

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