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Date: 12 February 2019

Notice of meeting

Cabinet

Date: Wednesday, 20 February 2019

Time: 7.00 pm

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

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

Spelthorne Borough Council, Council Offices, Knowle Green

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AGENDA

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- 1. Apologies for absence**
To receive any apologies for non-attendance.
- 2. Minutes** **5 - 8**
To confirm the minutes of the meeting held on 30 January 2019 as a correct record.
- 3. Disclosures of Interest**
To receive any disclosures of interest from councillors in accordance with the Council's Code of Conduct for members.
- 4. Recommendation of Members' Development Steering Group - Induction Programme** **9 - 16**
Councillor Harman

To consider the recommendation of the Members' Development Steering Group and proposed induction programme for new and re-elected councillors following the elections in May 2019.
- 5. Capital Strategy Report** **17 - 76**
Councillor Harvey

To consider the proposed Capital Strategy and make a recommendation to Council.
- 6. Capital Programme 2019/20 to 2022/23** **77 - 92**
Councillor Williams

To consider the Capital Programme and Prudential Indicators for 2019/20 to 2022/23 and make a recommendation to Council.
- 7. Revenue Budget 2019/20** **93 - 104**
Councillor Williams

To consider the detailed Revenue Budget for 2019/2020 and make recommendations to Council.
- 8. Fees and Charges - 2019/20 - Key decision** **105 - 170**
Councillor Williams

To consider the Fees and Charges for 2019/20 as set out in Appendix

A.

- | | | |
|------------|---|------------------|
| 9. | Annual Revenue Grants 2019/20 - Key decision
Councillor Harman | 171 - 178 |
| | To consider the proposed annual grants awards for 2019/20, to aid charities and voluntary organisations operating in the Borough. | |
| 10. | Pay Award 2019/20
Councillor Boughtflower | 179 - 180 |
| | To consider a report on the Spelthorne Pay Award for 2019/20 and make a recommendation to Council. | |
| 11. | Pay Policy Statement
Councillor Boughtflower | 181 - 202 |
| | To consider the Pay Policy Statement for 2019/20 and make a recommendation to Council. | |
| 12. | Members' Allowances 2019
Councillor Harvey | 203 - 218 |
| | To consider the recommendations of the Independent Remuneration Panel on the Members' Allowances Scheme for 2019/20 and make a recommendation to Council. | |
| 13. | Capital Monitoring (Q3 Oct to Dec) & Projected Outturn
Councillor Williams | 219 - 224 |
| | To note the current Capital spend. | |
| 14. | Revenue Monitoring (Q3 Oct to Dec) & Projected Outturn
Councillor Williams | 225 - 236 |
| | To note the current Revenue spend. | |
| 15. | Members' ICT 2019
Councillor Boughtflower | 237 - 242 |
| | To consider a report on the provision of tablet computers to councillors following the May 2019 election. | |

16. Food and Health and Safety Service Plans **243 - 280**
Councillor Patel

To consider the adoption of the Food and Health and Safety Service Plans for 2019/20.

17. Laleham Park Pavilion **281 - 282**
Councillor Harvey

To consider a report on the demolition of Laleham Park Pavilion and toilets and replacement with a new toilet facility and hardstanding area for mobile catering. To make a recommendation to Council on a supplementary estimate.

18. Leader's announcements

To receive any announcements from the Leader.

19. Urgent items

To consider any items which the Chairman considers as urgent.

Minutes of Cabinet

30 January 2019

Present:

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

2559 Minutes

The minutes of the Cabinet meeting held on 11 December 2018 were agreed as a correct record.

2560 Disclosures of Interest

There were none.

2561 Leader's announcements

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

Christmas events and initiatives included:

- A Christmas lunch for carers
- Gifts for meals on wheels customers
- Lantern parade in Stanwell
- Funding provided to help replace the Rotary Club Christmas float
- Christmas Glow badminton event

Also in December, a Pride of Spelthorne award ceremony was held in recognition of the people who give their time and commitment to a variety of organisations, charities and local Groups.

The Council promoted its environmental contributions in 2018 including adding solar panels to day centres, replacing plastic cups with paper cups for visitors and meetings, and making the Knowle Green building more energy efficient by replacing windows and lighting.

Property investment FAQs have been added to the website and social media accounts to explain the reasons behind the strategy and what is enabling us to achieve.

January 2019

The Council sent comprehensive responses to Surrey County Council's recent consultations which propose changes to children's centres, concessionary bus fares, Special Educational needs and disability (SEND), libraries and cultural services, and community recycling centres (CRCs). We realize that the County Council is facing unprecedented financial pressure, however cuts should not be at the expense of the most vulnerable in our communities and the County needs to flesh out their proposals so that residents understand the full implications.

The Council is urging residents to respond to Heathrow's latest consultation on proposed changes to airspace and future operations. People need to be aware that changes to airspace will have an impact on the whole Borough, not just those towns and villages closest to the airport, and includes proposals to change the existing airport operations regardless of whether or not the airport gets a third runway. This includes a proposal for an additional 25,000 flights and the areas where flight paths could be positioned.

Spelthorne Borough Council has been working with Runnymede Council and Metropolitan Housing to improve the CCTV coverage in Sunbury with new cameras being installed at Spelthorne Grove and Sunbury Cross roundabout. There are further plans to improve CCTV coverage in other parts of the Borough.

Expected to be completed by early February, Clare Road shopping parade is the latest area to benefit from improvements following completion of works to the shopping parades in Edinburgh Drive and Groveley Road. Works to improve Woodlands Parade, Ashford are expected to start in mid-February.

2562 *Treasury Management Strategy Statement - Key Decision

Cabinet considered a report on the Treasury Management Strategy Statement 2019/20 which the Council is required to approve before the start of each financial year.

The Council had taken advice from its Treasury advisers, Arlingclose, to ensure a prudent and robust approach in the Strategy, which considers the external financial context and provides information on the local context in terms of current investment and borrowing.

Resolved to recommend that Council approves the proposed Treasury Management Strategy for 2019/20 as set out in this report.

Reason for the decision:

The Treasury Management Strategy is fundamental to developing the financial sustainability of the Council.

2563 Urgent Action

Cabinet noted that on 28 November 2018, the Chief Executive in consultation with the Leader, agreed a letting within the Thames Tower, Reading. This was not a Key Decision.

The matter was considered as an urgent action because the lease had to be signed before the Cabinet was next due to meet.

2564 Urgent items

There were none.

2565 Exempt Business

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

2566 Exempt report - Acquisition update

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

Cabinet received an exempt report providing an update on progress with an investment acquisition.

Resolved to note the update on an investment acquisition.

NOTES:-

- (1) Members of the Overview and Scrutiny Committee are reminded that under Overview and Scrutiny Procedure Rule 16, the “call-in” procedure shall not apply to recommendations the Cabinet makes to the Council. The matters on which recommendations have been made to the Council, if any, are identified with an asterisk [*] in the above Minutes.**
- (2) Members of the Overview and Scrutiny Committee are entitled to call in decisions taken by the Cabinet for scrutiny before they are implemented, other than any recommendations covered under (1) above.**
- (3) Within five working days of the date on which a decision of the Cabinet or a Cabinet Member is published, not less than three**

members [one of whom must be the Chairman] of the Overview and Scrutiny Committee are able to "call in" a decision;

- (4) *To avoid delay in considering an item "called in", an extraordinary meeting of the Overview and Scrutiny Committee will be convened within seven days of a "call in" being received if an ordinary meeting is not scheduled in that period;***
- (5) *When calling in a Cabinet decision for review the members doing so should in their notice of "call in":-***
- *Outline their reasons for requiring a review;***
 - *Indicate any further information they consider the Overview and Scrutiny Committee needs to have before it in order to conduct a review in addition to the written report made by officers to the Cabinet;***
 - *Indicate whether, where the decision was taken collectively by the Cabinet, they wish the Leader or his nominee (who should normally be the Cabinet Member) or where the decision was taken by a Cabinet Member, the member of the Cabinet making the decision, to attend the committee meeting; and***
 - *Indicate whether the officer making the report to the Cabinet or the Cabinet Member taking the decision or his/her representative should attend the meeting.***
- (6) *The deadline of five working days for "call in" by Members of the Overview and Scrutiny Committee in relation to the above decisions by the Cabinet is the close of business on 7 February 2018.***

Cabinet – 20 February 2019

Recommendation from Members' Development Steering Group

The Members' Development Steering Group (MDSG) has met on four occasions between June 2018 and January 2019 to discuss members' development generally and to consider the induction programme following the elections in May 2019.

The MDSG considered that Induction training should be delivered by officers and external professional trainers, with input from experienced councillors where appropriate.

The MDSG were keen to utilise the LGA (Local Government Association) councillor workbooks and e-learning resource to supplement training sessions. The workbooks will be provided in paper copy to those who request them and will be available on members' mobile devices.

The MDSG agreed that it would be useful to follow up the induction training with a mandatory, core skills online assessment, covering the basic requirements of being a councillor, including: Code of Conduct, GDPR, IT policies, expenses, interests and how business is conducted.

The assessment would assist in identifying training gaps as well as assessing members' level of understanding.

It will be the responsibility of Chairmen to ensure their members have attended the relevant training for their Committee.

The Members Development Steering Group recommend the Induction Programme, as attached, to Cabinet for approval.

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New and Re-elected Councillor Induction 2019

Induction programme for councillors following the Spelthorne Borough Council elections in May 2019.

RSVP by Thursday 18 April 2019 to committee.services@spelthorne.gov.uk or 01784 446240, if you are unable to attend any of the events intended for you.

Date	Topic	Facilitator	Intended audience
<p>Friday 10 May</p> <p>8.00am to 9.30am</p> <p>Breakfast provided</p> <p>9.30am to 4.00pm</p> <p>Lunch provided – Group Heads to ‘drop-in’</p> <p>Council Chamber and Goddard Room</p>	<p>*New Councillor Induction Day</p> <p>Photos for all councillors – New Members’ ID badges and Reception Board</p> <p>Spelthorne as a Council (Induction presentation) Including the Local Plan - aspirations for the future</p> <p>Councillor roles and responsibilities</p> <ul style="list-style-type: none"> • What it means to be a councillor • Standard Required • How can you best represent the interests of your community • Skills and tactics you might use in your role • Developing effective relationships with fellow councillors and with officers • The importance of effective communication – Influencing to get your point across. • Civic Events – expectations • Induction Training Programme 	<p>Chief Executive/ Leader</p> <p>South East Employers and Member peers from all Groups</p>	<p>Newly elected councillors ONLY</p>

Date	Topic	Facilitator	Intended audience
	<p>New Councillor Induction Cont'd</p> <ul style="list-style-type: none"> • How business is conducted – Constitution, decision-making process and protocols for Council • Overview of Committee work <p>Operating Safely</p> <ul style="list-style-type: none"> • Code of Conduct • Declaration of interests / Gifts and Hospitality • GDPR • Safeguarding/Security • Use of Social Media • Members Expenses <p>Reflections on the day (questions and answers)</p>	<p>Michael Graham Head of Corporate Governance/ Experienced previous Chairmen</p> <p>CX, Michael, IGO, Comms</p>	<p>Returning cllrs invited to attend this session. OR Provide for returning cllrs on an alternative evening?</p>
<p>Tues 14 May</p> <p>7.00pm to 8.30pm</p> <p>Goddard Room Evening buffet</p>	<p>*IT</p> <ul style="list-style-type: none"> • IT Policies • Personal mobile device issued • How to get access to Spelthorne network • Email management/Skype calls • Modern.gov 	<p>IT, Committee Services</p>	<p>All councillors</p>
<p>Thurs 16 May</p> <p>10.00 to 11.30am</p> <p>Goddard Room</p>	<p>*IT</p> <ul style="list-style-type: none"> • IT Policies • Personal mobile device issued • How to get access to Spelthorne network • Email management/ Skype calls • Modern.gov 	<p>IT, Committee Services</p>	<p>All councillors</p>



Date	Topic	Facilitator	Intended audience
Tuesday 21 May 7 - 9.30pm Council Chamber Evening Buffet	*Local Government Planning Planning in the District Council context – role of the Planning Committee and how it operates	Esme Spinks, Strategic Planning Manager	Councillors on Planning Committee and all other councillors for planning issues arising in their wards.
June 3 to 7	Drop in to Committee Services for 1-2-1 help with mobile device.	Committee Services staff	All Councillors
Tuesday 4 June 6.30pm – 9.30pm Meet outside Council Offices Buffet Tea	Coach Tour around Borough including buffet tea at a Community Centre	Senior Management Team /Assets/ Group Heads	All councillors but specifically newly elected.
Thursday 6 June 7 – 9.30pm Council Chamber Evening Buffet	Local Government Finance, Spelthorne structure and services Local Government Finance Senior Management Structure and delivering services <ul style="list-style-type: none"> - Investment Strategy - Current key issues - SCC Finances - partnerships and contracts 	Terry Collier, Deputy Chief Executive and Chief Finance Officer Senior Management Team / Group Heads and officers	All new councillors and re-elected councillors for refresher



Date	Topic	Facilitator	Intended audience
Wednesday 12 June 7.00pm to 9.00pm Council Chamber Evening Buffet	*Licensing Training (and Committee meeting if required) Training to include: Licensing Act 2003	Chambers under Surrey Administrators and Solicitors Framework	Councillors on Licensing Committee, lawyers and committee managers from Spelthorne
Tuesday 18 June 7.00pm to 9.30pm Council Chamber Evening Buffet	*Local Government Planning - Design in the Planning Process	Esme Spinks, Strategic Planning Manager	Councillors on Planning Committee. New and re-elected councillors for planning issues arising in their wards.
w/c 24 June 7.00pm to 8.00pm Evening Buffet	Emergency Planning	Applied Resilience and Council Officers	All Councillors
Tuesday 25 June 7.00pm to 9.00pm Council Chamber Evening Buffet	*Overview and Scrutiny Training Training to cover the role of Scrutiny, how it can make a positive impact and add value.	South East Employers – Mark Palmer	Councillors on O&S Committee and members of Cabinet. All other interested councillors

Date	Topic	Facilitator	Intended audience
Weds 3 July 7.00pm to 8.30pm Council Chamber Evening Buffet	*Licensing Training (and Committee meeting if required) Training to include: Gambling Act 2005, Hackney Carriage and private hire taxi regime, Scrap Metal Dealers regime, sex establishments	Chambers under Surrey Administrators and Solicitors Framework	Councillors on Licensing Committee, lawyers and committee managers from Spelthorne
Tuesday 9 July 7.30pm to 9.30pm Council Chamber	Overview and Scrutiny Committee meeting Work Programming session		Councillors on O&S Committee
Thursday 18 July 5.30 - 7pm (before the Council meeting) Evening Buffet	Services marketplace and meet Heads of Service/Managers Committee Suite and Social Club	Group Heads and service representatives	All new councillors and re-elected councillors for refresher
Thursday 25 July 7.00pm to 9.30pm Goddard Room Evening Buffet	*Audit Committee and Training Training to include: <ul style="list-style-type: none"> • Purpose of audit • roles and responsibilities • what is good governance • risk management • working with internal audit and understanding audit reports • practical skills: questioning and challenging officers and auditors 	Chartered Institute of Public Finance and Accountancy – Elizabeth Humphrey	All members of Audit Committee All other interested councillors



Date	Topic	Facilitator	Intended audience
w/c 16 September 7pm to 9.30pm Council Chamber	*Being an Effective Councillor <ul style="list-style-type: none"> – Handling casework – How to have an impact in your ward – Supporting constituents with difficult situations – Personal resilience – Being a community leader – Training attendance <p>LGA workbooks covering most of these topics are available on Councillor’s mobile devices and paper on request.</p> <p>LGA Councillor Guide is available to download to tablets.</p>	Local Government Association and Member peer	All new councillors and re-elected councillors as refresher

***Mandatory Training for intended audience, optional for others**

Further Seminars on Local Government Planning are planned for the July – October period. Dates and locations to be confirmed. Provisional dates:

- | | | |
|--------------------------------|------------------------------------|---|
| • Thursday 4 or 11 July 2019 | Transportation issues and Planning | Facilitated by Surrey County Council |
| • Monday 22 July 2019 | Planning Enforcement and Appeals | Facilitated in-house by Planning/Legal officers |
| • Thursday 5/12 September 2019 | Green Belt, Flooding | Facilitated in-house by Planning/Legal officers |
| • Thursday 10 October 2019 | Minerals (and other short items) | “ “ “ |

Planning seminars are for members of Planning Committee and all new/re-elected councillors to assist in understanding Planning issues arising in their wards.

Further member development workshops and seminars will be arranged throughout the year and publicised to councillors including training/briefing relating to specific topics.

Cabinet**20 February 2019**

Title	Capital Strategy		
Purpose of the report	To make a recommendation to Council		
Report Author	Terry Collier, Deputy Chief Executive Heather Morgan, Group Head Growth and Regeneration Michael Graham, Head of Corporate Governance		
Cabinet Member	Councillor Ian Harvey	Confidential	No
Corporate Priority	Financial Sustainability		
Recommendations	Cabinet is asked to recommend to Council: (1) Adoption of the Capital Strategy shown at Appendix B of this report		
Reason for Recommendation	The Council is under a new obligation to develop a Capital Strategy which identifies its need for capital financing in future years. This proposed policy has been considered by Overview and Scrutiny Committee in its development.		

Key issues**Background**

1. In relation to its investment activity, the Council operates under Statutory Guidance from the Secretary of State for Housing, Communities and Local Government. This is supplemented by guidance from the Chartered Institute of Public Finance and Accounting (CIPFA). Following a reissue of statutory guidance in early 2018, which took effect from 1 April 2018, the Council is obliged to have a "Capital Strategy" in place from end of March 2019. This report is about the development of that strategy.

Considerations

2. Since many Councils have now started to undertake commercial activities, including like Spelthorne, greater investment in "non-treasury assets" (essentially, property investments), the government has tightened up the governance requirements for councils to report and explain the approach they are taking.
3. There is a new requirement on the Council to have a document which is called a Capital Strategy. The essence of this document is to provide stakeholders with a plain English explanation of what need the Council has for capital financing, why it has this need and what the money will be spent on. In addition to that, there are other more technical aspects which have to be included and

the document should also outline our approach to risk management and how we are resourcing this side of our business.

4. Over the course of the last year, officers have attended conferences and training. Guidance documents have been provided by CIPFA. Work has been ongoing in order to produce a document which meets the requirements of the guidance.
5. A presentation was made by the Chief Finance Officer and the Finance Portfolio Holder to the Overview and Scrutiny Committee in January 2018 to outline the approach the Council takes to property investment generally
6. A further presentation was made to the Overview and Scrutiny Committee on 20 November 2018 to highlight officers thinking on the development of the Capital Strategy. In January 2019 a report was presented to the Overview and Scrutiny Committee to outline the draft Capital Strategy and its supporting documents.
7. This report is the conclusion to that process of strategy development and shows the final proposed Strategy.
8. Members should note that officers have approached this document by aiming to have the “story” of Spelthorne’s investment activity and its need for finance as the main content in the Strategy itself. Supporting and technical detail is provided in the Appendices or otherwise signposted by reference to our website etc. Officers have aimed for a short, readable, informative yet persuasive document.
9. Members should note that this final document is presented to Cabinet and Council in the same committee cycle as the adoption of the Budget. This will allow publication within the relevant statutory timescales.
10. In addition to publication through the Committee process and publication of Committee papers etc, the Council is producing a short readable Executive Summary which will be sent to residents associations and other interested stakeholders. We will also be highlighting the development of this Strategy in a forthcoming edition of the bulletin. All the relevant documents will be made available via our website.

Background papers: There are none

Appendices:

- (A) Executive Summary
- (B) Capital Strategy
 - (1) Historical background
 - (2) Housing information
 - (3) Investment parameters
 - (4) Risk and decision making
 - (5) Treasury Management

Spelthorne Borough Council

Capital Strategy





Executive Summary

At a time when many councils have been cutting services to survive austerity, Spelthorne has developed a programme of commercial property investment which has safeguarded the services we deliver to residents. It has also enabled us to develop much-needed housing across the Borough, and a key goal of our new Capital Strategy is to continue this momentum and build many more homes in the years to come.

This Executive Summary expands on our Strategy, looking at where we have come from, what we are currently doing and what we will be doing in the future.

Where we have come from



2008 – 2016

Developing a strategy to safeguard services

Following the financial crash, Spelthorne was subject to increasing spending constraints and cuts in government funding. This resulted in a marked reduction in overheads and a declining ability to deliver new services. Staff headcount was reduced and budgets were trimmed in all council services, threatening our future ability to deliver for residents. In response, the Council developed a strategy – Towards a Sustainable Future – part of which aimed to generate income from property.



2016

Investing in the BP HQ in Sunbury-on-Thames

In 2016, the Council acted on a unique opportunity to invest in a landmark business park – BP's headquarter's campus in Sunbury-on-Thames. The campus now generates £3.8m of net annual revenue which underpins the running of the Borough and helps to maintain services for our residents. This also established an investment model: investing in commercial properties that will generate substantial secured income from good quality tenants.



2016 – 2018

Focusing on commercial property investments

Following the BP investment, we identified and acquired a number of additional best-in-class commercial properties. All told, these assets now contribute around £10m net annually to the Council. This means that in 2018-19 about half of our budget will come from property investments. This has avoided the need for any and helped to protect key services that many other authorities are having to do without, including:

- Day centres
- Meals on wheels
- Community transport
- Grants to voluntary organisations
- Changes to frequency of refuse and recycling collections



2018

Delivering much-needed affordable housing

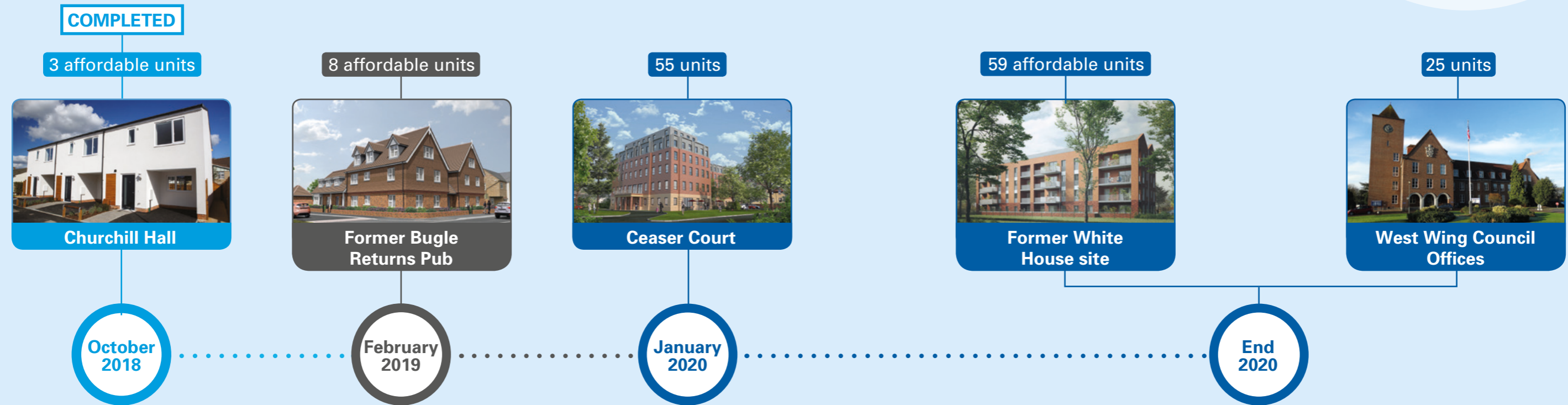
The Council's finances are now more stable. There are still external financial challenges, but we can now concentrate on one of the most pressing problems we face; providing the wide range of housing types that our residents require. Affordable rented accommodation is in particularly short supply, with around 1,400 households currently in need.

With the assets already owned by the Council and a number of other strategic purchases, we have developed an ambitious building programme which could produce over 600 units over the next 5 years. This is 20% of the current housing need in our new Local Plan.

What we are currently doing

Our pipeline of housing projects

We have a number of developments currently underway and we are actively investing so we can build more homes throughout the Borough.



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Managing costs

With housing projects being so capital intensive – a huge outlay is needed before rent income is generated. We recognise the importance of managing costs: we are ensuring that the funds generated by our commercial investments work as hard as possible and make more developments possible.

Key costs of housing projects

- Purchase of the site
- Interest cost of holding the site after it has been purchased
- Securing planning
- Choosing contractors
- Paying construction costs
- Paying interest on capital costs over a number of years



Developing infrastructure

We also know that residents want to see that new housing is supported by increased and improved infrastructure. As a developer, we are making planning contributions to allow this new infrastructure to be provided and we are also adhering to our own planning policies to ensure high quality developments.

We are also looking at a number of sites that have been overlooked until now, such as town centre regeneration opportunities, and our plan is to develop these to go some way to meet the shortfall in housing.

What we will be doing in the future



Focusing on moving forward our housing delivery and Borough wide regeneration programme

Looking ahead, we will be continuing to improve our Borough's housing and associated infrastructure, the revenue income we are already generating from recent commercial investments will offset the revenue budget impacts in the first phase of the programme and moving

forwards we will be looking to use a range of funding sources including borrowing for housing, exploration of joint ventures to deliver specific projects, grant funding and use of capital receipts.



Maintaining our team

We will continue to ensure that the Council employs sufficiently qualified and experienced staff to be able to deliver our Capital Strategy, including:

- Commercial and Residential Asset Managers
- Development Managers
- Legal and accountancy support staff

We will also continue to engage leading City advisors to help us acquire and manage our investments.



Ongoing management

Having identified opportunities that meet our criteria, we will manage them well to produce solid returns. We will adopt a prudent approach to all our investments, setting aside cautious sinking funds to allow us to maintain their value and cushion

the Council during periods when there may be pressure on some of the rents. We will invest the sinking funds using a well-established treasury management regime which has produced excellent results to date.



Other requirements for future funding

Beyond housing, we have identified a number of projects that are a priority for the Borough, including:

- Providing a new high quality Leisure Centre to replace the existing facility in Staines-upon-Thames, which is approaching the end of its economic life.
- Promoting a new light rail transport scheme from Staines-upon-Thames to Heathrow Airport, which will protect Spelthorne's environment in the face of airport development and bring new

investment and employment into Staines Town Centre, **the bulk of the scheme will be funded from private sector partners.**

We also want to strengthen our social infrastructure through projects such as key worker housing and health centres. We are committed to working in partnership with other organisations to deliver all of these initiatives in the most efficient and economical way for the benefit of residents.

Our tenants include:



Conclusion

Our focus over the last decade on commercial property investment has played a key part in putting the Council on the firm financial footing that it enjoys today. This has enabled us to protect essential services while pursuing a Capital Strategy that prioritises the provision of much-needed housing **for the benefit of our residents.**



New tenants move into their homes in Sunbury.



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The Capital Strategy of Spelthorne Borough Council

Contents

1. Introduction
2. What is a Capital Strategy?
3. How do existing strategies feed into the Capital Strategy?
4. Where does the Council get its money from and what does it spend it on?
5. What if we had not invested?
6. Our commercial activity
7. The focus on housing and homelessness
8. The focus on economic development
9. How we finance our capital spend
10. How we manage risk and ensure sound decision making
11. How we ensure we have enough money day-to-day and maximise return on investment

1. Introduction

This document sets out Spelthorne Council's Capital Strategy. It gives residents and other stakeholders an overview of why, where and how we intend to spend capital to provide services and meet some of the Council's wider strategic aims. Supported by other documents including Asset Management plans and Treasury Management strategies, it spells out our priorities in the short-, medium- and long-term.

In particular, this document demonstrates how our Capital Strategy will help to deliver against two key goals contained in our [Corporate Plan](#):

- **To deliver much-needed housing** in order to help reduce homelessness locally, increase affordable provision and help meet the overall need for additional homes.
- **To regenerate our town centres** so that we can contribute to the economic development of the Borough.

How capital expenditure is defined

Capital expenditure is money used by the Council to acquire, upgrade, and maintain physical assets such as property, operational buildings and equipment. Capital expenditure can include everything from repairing a roof or purchasing a piece of equipment to constructing a brand new building. Capital expenditure is different to revenue expenditure, which is the money used by the Council for the day-to-day delivery of services, staffing and supplies.

2. What is our Capital Strategy?

2.1 Put very simply, our Capital Strategy is to **Invest, Create, Deliver**.



- We have **invested** in commercial property which will deliver an ongoing sustainable income stream to support development activity
- We are **creating** new housing for residents and the regeneration of our town centres
- We are **delivering** the affordable homes which the market fails to provide and we are prioritising people who are on our Housing Register

2.2 Beyond housing, our Capital Strategy will also help us meet our need to upgrade and maintain:

- Operational buildings
- Infrastructure in the Borough
- Our vehicle fleet
- Our ICT infrastructure

2.3 **Our duty to look after public money**

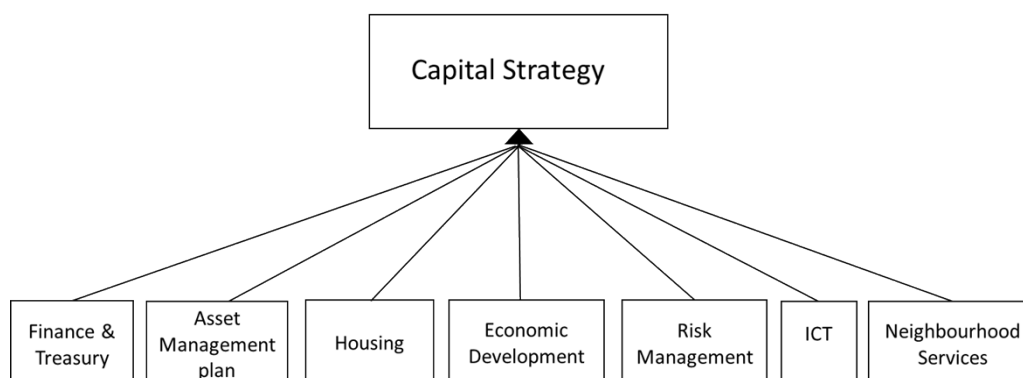
As a Council, we also have a duty to look after the public purse, and residents and businesses expect us to do so in a sensible and rational way. This Capital Strategy will demonstrate how we:

- **Finance our spending** through prudent borrowing and other sources of funding including use of reserves (called capital financing) within the upper level of our borrowing (called the external debt boundary)

- **Spend wisely and safely**, especially in relation to the investment portfolio that we hold (called commercial activity)
- **Manage risk and make decisions**, ensuring we have the appropriate skills and expertise, and taking a measured approach to investment
- **Ensure we have enough money** immediately to hand to keep services running on a day-to-day basis
- **Maximise our returns** on monetary investments (called treasury management)

2.4 Underpinning the whole Capital Strategy is the need to ensure that the Council achieves financial sustainability in the future (this is another [Corporate Plan](#) priority), something that is especially challenging in the current financial landscape.

3 How do existing strategies feed into the Capital Strategy?



3.1 The Council already has a number of strategies in place which cover various aspects of spending. We appreciate that it can be difficult to understand how all of these elements mesh together to form a ‘whole’, which is where the Capital Strategy comes in. By bringing everything together in one document, we can show how the need to invest in assets – such as the building of a new waste depot, for example – has a range of implications.

3.2 **An overview of our individual strategies**

The various strategies that we currently have in place are set out below, although some are being updated to reflect the intentions set out in this document. Please follow the links if you would like to read them in full.

3.3 **Medium Term Financial Strategy** *link* (also known as the Council’s Outline Budget) – how the Council sees our need for revenue funding in the next five years

3.4 **Treasury Management Strategy** *link* – how the Council properly manages the money we have at hand (cash flow) to make sure money is always available to run the Council and deliver services

3.5 **Asset Management Plan** *link* – how the Council’s assets support our corporate objectives and the services we provide. It sets out principles, priorities and action to ensure our assets are used and managed as efficiently and effectively as possible

3.6 **Housing and Homelessness Strategy** *link* – detailing the Council’s strategic approach to ensure that there is a choice of housing options available to people living

in Spelthorne, including supporting those who are homeless or at risk of homelessness, and preventing people from becoming homeless.

4 Where does the Council get its money from and what does it spend it on?

4.1 Our sources of income

The Council gets its money from a variety of sources – for 2018/19, our revenue funding is coming from:

	£	%
Interest Earned	900,000	4
General Grants from government	956,900	4
Our share of Council Tax	7,803,500	36
Our share of Business rates	4,300,000	20
Income from our investments	7,865,500	36
TOTAL	21,825,900	100

Table 1: Sources of income

4.2 What we fund

Our income is used to fund the range of services we provide – for 2018/19, this covers:

	Net cost after charges grants etc £		%
Electoral Registration & Elections	247,900		1
Democratic & Corporate Services	3,222,900		15
Grants to Community Organisations	209,600		1
Housing Benefits	323,200		2
Housing & Homelessness	1,780,700		8
Planned Maintenance	1,479,900		7
Planning & Economic Development	1,979,300		9
Asset Management	974,900		4
Environmental Services & Compliance	1,701,200		8
Refuse Collection	1,497,900		7
Street Cleaning	898,500		4
Grounds Maintenance	1,593,600		7
Community Wellbeing	393,300		2
Support Services & Central Overheads	4,776,000		22
Revenue Contribution to Capital	747,000		3
TOTAL	21,825,900		100

Table 2: What we fund

4.3 Our capital expenditure plans

In 2019/20, the Council is planning capital expenditure of £78m as summarised below:

	2017/18 actual	2018/19 forecast	2019/20 budget	2020/21 budget	2021/22 budget
Other Services Programme	273	335	48.3	0.5	0.5
Housing Investment Programme	0	10	29	51	38.6
ICT	0.4	0.3	0.5	0.1	0.1
Waste, Parks and Parking	0.9	0.5	0.3	0.1	0.1
TOTAL	275.3	345.8	78.1	51.7	39.3

Table 3: Prudential indicator: estimates of capital expenditure in £ millions

4.4 Our capital projects include:

- Investment property acquisitions to generate revenue income streams
- Property development projects for operational purposes e.g. for supporting housing service needs (Expenditure: £10m 2018/19; £29m 2019/20; £51m 2020/21)
- Leisure centre refurbishment / development (Original budget estimate for initial fees: £2m. This is being reviewed, with costs dependant on new location and facilities)
- Various corporate projects including facilities improvements and IT (including document management system, Customer Relationship Management (CRM), hardware and software)
- Waste, parks and parking includes new waste vehicles, reducing carbon footprint, improving management of parks and open spaces and enhancing CCTV.

- 4.5 The Council also plans to incur £78m of capital expenditure on housing and regeneration within the Borough (as per the table above), which are detailed later in this report in paragraph 7.9. For full details of the Council's Capital Programme, including the project appraisals undertaken, see: [link to be provided]
- 4.6 All capital expenditure must be financed either from external sources (government grants and other contributions), the Council's own resources (revenue, reserves and capital receipts) or debt (borrowing and leasing). The planned financing of the above expenditure is as follows:
- 4.7 On our commercial asset acquisitions the overall initial net yield (before financing costs etc) is 4.89%. As there is upwards indexation of the rental every five years on most of the assets, the yield is likely to rise over time. After taking account of paying off loan instalments each year, interest, supervision costs and setting aside in the sinking funds to cover future potential costs such as refurbishments of assets on lease expiry and rent-free periods, the net surplus contribution to the Council's Revenue Budget in 2019/20 will be £10.1m per annum.

Where our borrowing comes from

	2018/19 as at end of Aug 18 £'000	2018/19 remainder £'000	2018/19 full year forecast £'000	2019/20 budget £'000	2020/21 budget £'000	Total 2018/21 £'000
PWLB	364,000	29,000	393,000	80,000	39,000	551,000
Of which to be used for refinancing existing debt	0	0	0	0	0	0
Other sources	16,000	6,000	22,000	0	0,000	6,000
Of which to be used for refinancing	0	0	0	0	0	0

existing debt						
Total PWLB and other sources	380,000	35,000	415,000	80000	39,000	557,000
Of which to be used for refinancing existing debt	0	0	0	0	0	0
Of which to be used funding new long term borrowing	380,000	35,000	415,000	80,000	39,000	557,000

Table 4. Source of borrowing

4.8 Background

Over the last five years, the Council has seen a year-on-year reduction in the funding we receive from central government.

Making up the shortfall

The Council had to take a view on how to offset the loss of general Revenue Support Grant, with these the only viable options:

- (1) Grow income
- (2) Reconfigure, reduce or deliver services in a different way
- (3) A combination of both the above

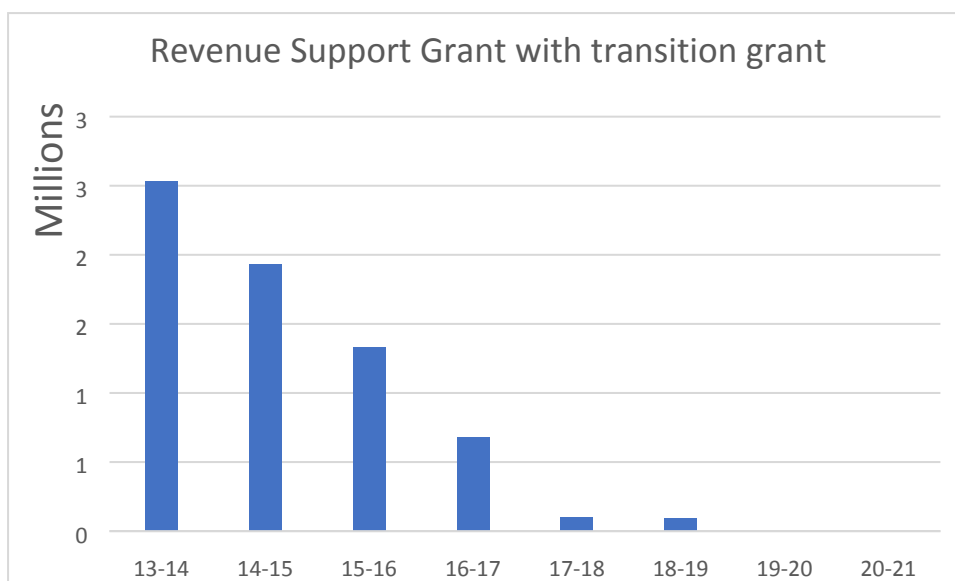


Illustration 1: Reduced Government funding

4.9 Our investment so far

Although this Capital Strategy looks forward, it is worth noting the significant level of investment activity that the Council has already undertaken. *Appendix 1* sets out the historical background to our acquisitions up to 2018, including our first major acquisition - the BP international campus in Sunbury. Information is included to explain why we set out on this journey, our previous 'Towards a Sustainable Future' programme, and our activity up to 2018.

- 4.10 Total commercial investments are currently valued at £933m, providing a gross average return of 4.89% and the Council has chosen, after taking account of interest and repayment of debt, to accept a net surplus contribution of 1% and to set aside a significant contribution into sinking funds to ensure we have funds available in future to cover voids and refurbishments. This is a comparable net return to that being achieved by pension funds on commercial assets.

Assets	Town	Sector	£m	Purchase Date
BP Campus, Sunbury Business Park	Sunbury	Office	385	Sept 2016
12 Hammersmith Grove	London	Office	170	Jan 2018
The Charter Building	Uxbridge	Office	119	Aug 2018
Thames Tower	Reading	Office	97	Aug 2018
The Porter Building	Slough	Office	66	Aug 2018
World Business Centre 4	Heathrow	Office	47	Aug 2018
3 Roundwood Avenue	Heathrow	Office	21	Sept 2017
Communications House	Staines	Office	11	July 2018
Elmsleigh Shopping Centre	Staines	Retail	10	Oct 2006
Elmbrook House	Sunbury	Office	7	Dec 2016
TOTAL			933	

Table 5: The Council's commercial assets portfolio

4.11 On our commercial asset acquisitions, the overall initial net yield is 4.89%. As there is upwards indexation of the rental every five years on most of the assets, over time the yield is likely to rise. After taking account of paying off loan instalments each year, interest, supervision costs and setting aside in the sinking funds to cover future potential costs such as refurbishments of assets on lease expiry and rent-free periods, the net surplus contribution to the Council's Revenue Budget in 2019/20 will be £9.8m per annum.

5 What if we had not invested?

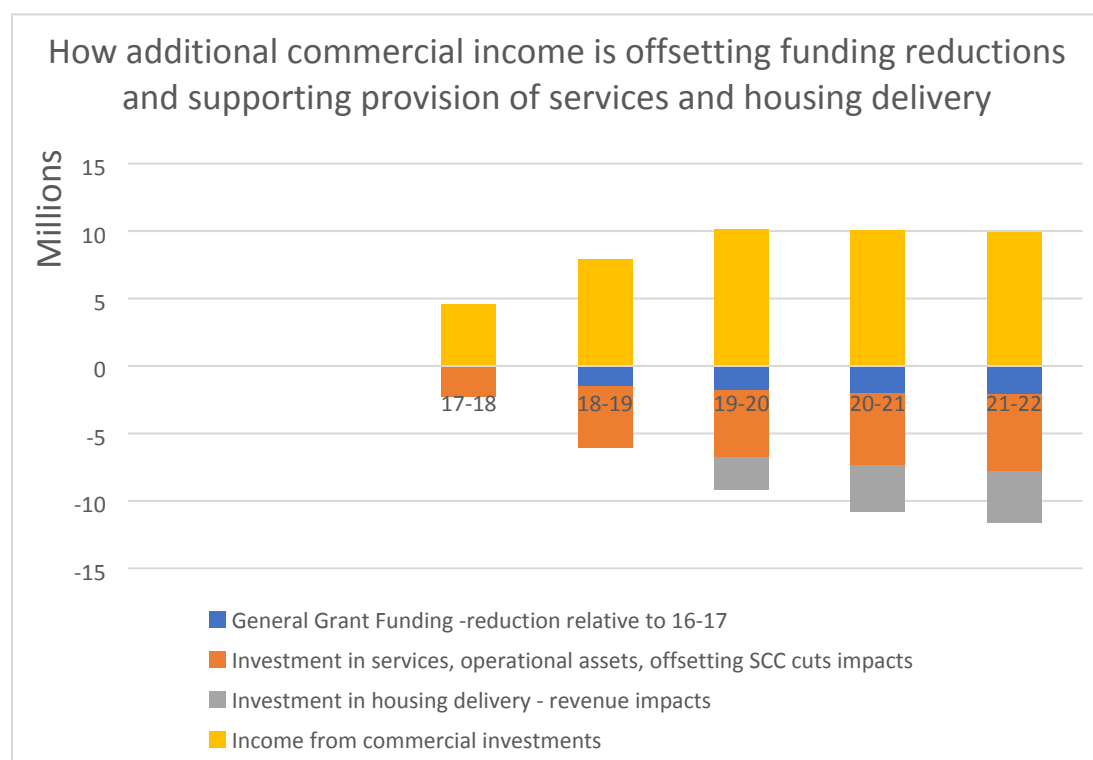


Illustration 2: The growing role of commercial income in the Council's funding of services

5.1 If the Council had not taken the decision to invest to deliver significant commercial income from 2016-2018, this would have led to major cuts in services, particularly the services we are not under a statutory duty to deliver such as:

- Day Centres (net cost of £384,000)
- Meals on Wheels (net cost of £48,900)
- Spelride Community Transport net cost (£186,600)
- Extension of the Greeno Centre to provide additional facilities for older people (additional £100k investment)
- New Meals on Wheels vans (£126,000) or Spelride vehicles (£250,000)

5.2 It would also have led to a reduction in the overall capacity of the Council to deliver for residents, leading to:

- Reduced maintenance of parks and open spaces
- Reduced waste collection frequency
- Increased budget for planned maintenance of frontline operational assets supporting service delivery (additional £750,000 per annum)

- Need for revenue contributions to capital expenditure to cover projects not financed by grant, receipts or generating revenue savings/income (£750,000 per annum)
- Increased fees and charges, such as significantly increasing car parking charges
- Inability to plug the considerable gaps which are emerging as a result of Surrey County Council cuts on social care services (estimated impact on Spelthorne budget to date is approximately £500,000)

Some of these cuts would have hit older and vulnerable residents the hardest.

The additional income the Council has generated has enabled us to put our Revenue budget on a more sustainable footing by ceasing to use reserves to support the Revenue Budget (in 2016/17 Budget - £786,000 use of reserves)

6 Our commercial investment activity

6.1 Since 2016, the Council has made a number of prime commercial investments, all of which are in the Heathrow economic area. The Council considers that defining an economic area restricted to Spelthorne only is to ignore the reality that Heathrow Airport is the real driver of the economy for West London, North Surrey and the Thames Valley. We are part of that economic zone and the airport plays an important role in our local economy. 7% of our resident's (6,700 in 2018) work at Heathrow, and this figure increases to 25% in our two northernmost wards. For every 10 direct jobs at Heathrow, there are 26 jobs created locally within the supply chain. The future expansion of the airport is something that the Borough has supported for a number of years, as long as the proposed scheme comprehensively and effectively mitigates the impacts on our communities, businesses, services and environment.

6.2 An overview of our assets and approach

The Council has chosen to invest in best-in-class assets which have a presence in the Heathrow economic area and are very well sited next to transport hubs.

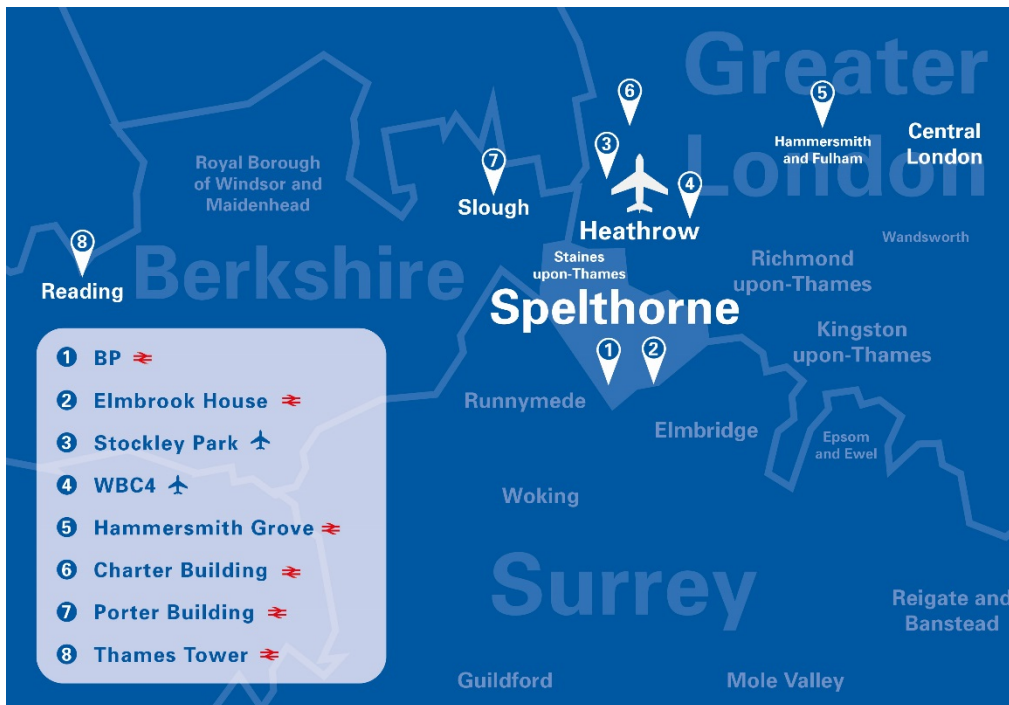


Illustration 3: Location of our commercial assets

Investment criteria

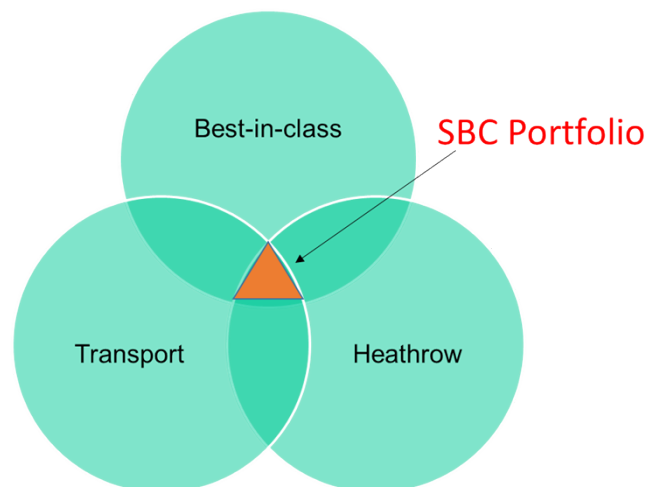


Illustration 4: Factors shaping our investment decisions

6.3 The Council has invested in properties that have attracted a strong and diverse tenant mix from different sectors of the economy. These are blue-chip tenants which provide good levels of security for the Council’s investment activities.

6.4 Repayment allocation - as at August 2018

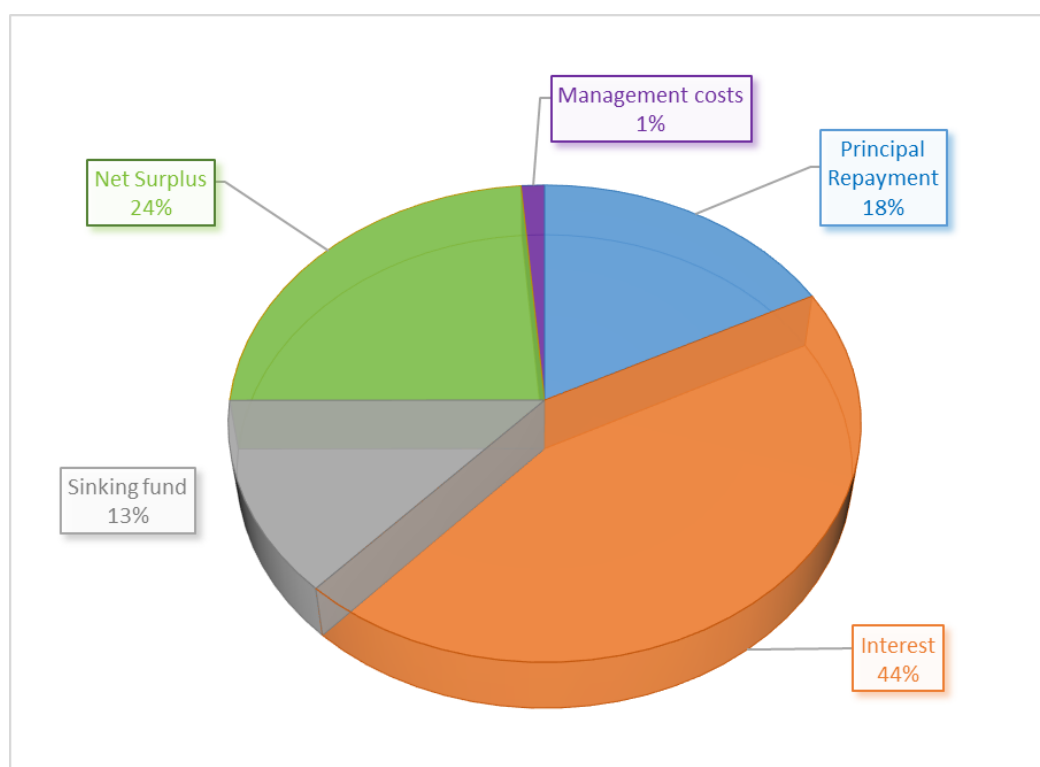


illustration 5: How loans are repaid and money allocated

The income from our investments (see Table 1, above) has made a substantial impact on the stability of the Council. In 2017/18 the net surplus (after making allowances for management costs, interest etc.) was around £7.5m.

6.5 Our reasons for investing

In order to fund our developments we have acquisition parameters – they are set out in full in *Appendix 2*, but these are the primary reasons we have previously invested:

- to generate income to offset reducing Government funding and other pressures in order to support provision of services for residents
- for housing development
- for strategic purposes to allow for regeneration either now or in the future.

Having achieved our objective of significantly boosting our income to support provision of services, our focus is now on the second and third objectives set out above. It is also important to note that we maintain the assets which we purchased in 2016-2018 and which support the revenue budget. We regularly review and update our acquisition parameters.

7 The focus on housing and homelessness

7.1 The focus of the Council was previously to generate revenue in order to safeguard its basic services. The focus now is on providing affordable housing. Housing is one of the Council's four strategic priorities in the [Corporate Plan](#), reflecting the significant pressures the Borough is facing, with relatively high numbers of families in temporary accommodation, insufficient affordable housing provided by Registered Providers of social housing and a severe shortage of affordable private rental housing supply.

7.2 Local housing need

Going back to the 1990s, the Council used to provide traditional council housing. In the 1990s, it was decided to transfer the council housing stock to what was then Spelthorne Housing Association and is now part of A2Dominion. The main reason for the transfer of properties at the time was the need to bring the properties up to an acceptable state of repair, which the Council could not afford at the time. Since then, the council has not had a direct role in the development of homes; this has been carried out by A2Dominion and other Registered Providers, as well as private developers. Fluctuation in the delivery of new housing has been dictated by the economy and the availability of grant funding to subsidise affordable housing.

7.3 The Council's [Housing Strategy 2014-19](#) contains five strategic priorities which will contribute to achieving the overall vision of 'ensuring best quality homes in a thriving and sustainable community'. Additionally, the Council is required to have a [Homelessness Strategy](#), which outlines the Council's approach to preventing homelessness.

7.4 In common with many other local authorities in the South East, Spelthorne has a growing demand for genuinely affordable housing and is facing a number of key challenges:

- **Increasing numbers on the Housing Register:** Over the past three years, the number of applicants on the Council's Housing Register has grown by 79%. See *Appendix 3 Table H1*
- **Lack of availability of existing affordable housing:** In 2017/18 there were eleven applicants for every social housing vacancy. See *Appendix 3 Table H2*

- **High rates of statutory homelessness:** There is an average of 116 Main Duty acceptances per year, with one in five approaches due to the termination of a private sector tenancy. See *Appendix 3 Table H3*
- **High use of emergency and temporary housing for homeless households:** The average occupancy of temporary accommodation at the end of each quarter in the four years to 2017/18 was 111 households. See *Appendix 3 Table H4*. For example, the average cost to the Council to accommodate one homeless household in emergency housing is approximately £6,500 per annum
- **Increasing affordability issues:** ratio of the median house price to the median wage in the area evidences a year-on-year rise over the past four years, with Spelthorne outpacing the ratios for both the South East and England. See *Appendix 3 Table H5*
- **Lack of new-build affordable housing:** The net increase of provision over the past four years has been just 152 units – an average of 38 per year. See *Appendix 3 Table H6*

7.5 The effect of our proximity to London

As well as the evident demand for affordable housing from local residents, there is also considerable pressure from London. The cost of housing in London is even higher than in Spelthorne, and London boroughs are actively placing homeless households from their boroughs into Spelthorne, as well as ‘block booking’ emergency accommodation facilities within Spelthorne for their homeless people, placing further demand on the already strained private sector.

7.6 The Heathrow expansion

Another key issue that will have a significant impact on our community is the proposed third runway at Heathrow airport and the major expansion of works which are planned for Heathrow. Work on various parts of the airport and the surrounding infrastructure is likely to go on for around nine years. This will introduce further pressure as people working on the Heathrow expansion seek to be housed close to their workplace.

7.7 Key worker accommodation

Whilst housing affordability is a significant issue in general, it acutely affects key workers, who help to run the essential local services such as schools, hospitals, doctor surgeries and fire stations. According to Government statistics released in

2016, the latest records available, the mean income for employed households within Spelthorne is £33,500. However, the starting salaries for essential local workers is much less. Table H6 in **Appendix 3** shows the starting salaries for newly qualified professionals outside of London. We know anecdotally that key worker staff are moving further and further away from Spelthorne into Hampshire and Berkshire and commuting to work. This means that when they look for their next promotion they are more likely to look in those areas; this is another factor leading to loss of workforce. Whilst some key workers are being recruited from London, one of the main factors which will keep them in Spelthorne is availability of affordable housing. The Council is seeking to tackle this through our housing company Knowle Green Estates Ltd (paragraph 6.12).

7.8 **Strategic objectives**

In 2018 government and CIPFA guidance to local authorities changed with regards to borrowing to invest in commercial properties. The council has carefully considered this guidance and this Capital Strategy reflects both that guidance and our strategic objectives of borrowing in order to support housing investment.

As detailed above (see section 2), the Council's strategic objectives are to **invest, create, and deliver**.

7.9 **Subsidies are key**

As affordable housing is provided at up to 80% of the market rate, subsidies are essential to make it viable. A private developer who pays market rate for land, finance, supplies and labour has to sell their properties at market rate to make a profit. When Spelthorne Council is acting as the developer, even if we forgo the profit element, it is still difficult to deliver truly affordable housing.

7.10 Housing for rent can pay for itself over a period of time because of the rental income which it generates. However, the Council needs to be in a position to forward fund such developments and the cost of finance for the acquisition, development and construction stages is prohibitive for councils unless they receive government subsidy. This is similar to the way in which Housing Associations operate – having a market rate product to sell and rent, the surplus of which subsidises the affordable elements of their business.

7.11 The bottom line is that, even with the Government grant funding available through Homes England, affordable housing developments need significant capital investment and cash flow to deliver.

7.12 Spelthorne's Housing Development Programme

Spelthorne has a pipeline of properties for residential development:

Development Funding Timeline

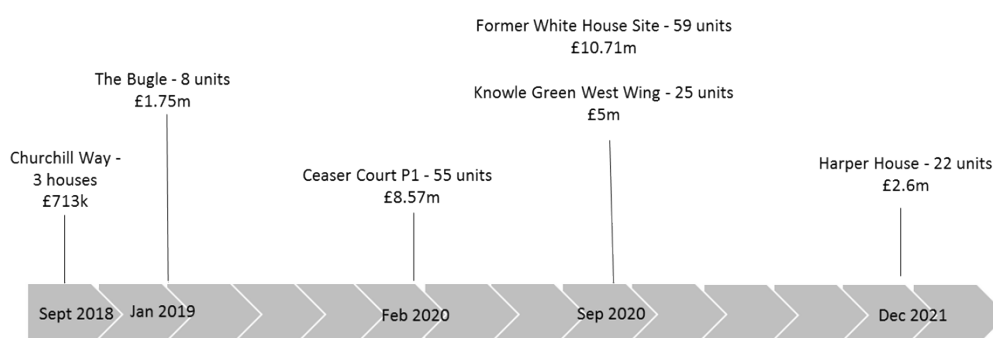


Illustration 6: Projected funding

7.12 Knowle Green Estates Ltd (KGE)

The Council formed its housing company in 2016 when we acquired Harper House in Ashford for emergency accommodation. Since then, the Council has made numerous improvements to make Harper House a safer and better managed solution for families who have been made homeless.

We also identified a need to promote our own affordable housing schemes, and KGE is the vehicle we use to deliver them to residents. We currently have a number of projects in the pipeline which will deliver 20% of the Borough's assessed 5-year land supply requirement in the Local Plan (628 units to be delivered by the Council out of a required 3,218).

KGE performs several functions on behalf of Spelthorne Borough Council, as outlined in the table below.

How we share housing functions with KGE

	Owned by	Developed by	Managed by
Investments	Council	n/a	KGE
Municipal	Council	Council / KGE	KGE
Residential	KGE	Council / KGE	KGE

Table 6: KGE and Spelthorne's roles in housing provision

7.13 Development costs

Developing homes results in upfront costs such as planning and construction which have to be financed before the housing units are let and start to generate income streams. This creates a short-term financial pressure on the Council's Revenue Budget and an immediate need to generate additional income from investment assets to offset these costs. The estimated revenue financing impacts of the current housing delivery programme is:

	19-20	20-21	21-22	22-23
	£	£	£	£
Total Development costs impact	2,441,400	3,420,800	3,785,800	271,500

8 The focus on economic development

8.1 Economic development is another one of the Council's four strategic priorities and reflects the importance that the Council places on stimulating more investment, jobs and visitors to Spelthorne in order to further the overall economic wellbeing and prosperity of the Borough and its residents. How we look to achieve this is set out in the [Economic Strategy](#). Importantly, a vibrant economy also provides income through our share of business rates, helping the Council to be financially sustainable. Where and how we invest our capital plays a central role in terms of economic development.

8.2 Significant progress

It is true for all local authority areas that, if they do not pay close attention to the economic development and vitality of their area, they will move backwards as other areas around them move forwards. In previous years, the Council has made

significant changes to Staines-upon-Thames which have revitalised the town centre. These include contributing to the development of the Two Rivers shopping centre, pedestrianisation of the High Street and the upgrading of the Riverside area around Memorial Gardens and Market Square.

- 8.3 The Council has significant landholdings in Staines-upon-Thames, and has made a number of recent acquisitions in line with our investment parameters to further cement our position. We bought back the long leaseholds of both Communications House and Thameside House so we now have control over a key portion of the town centre close to the River Thames. The Council also acquired Hanover House, which sits on the River adjacent to Bridge Street car park and represents a major redevelopment opportunity. We will continue to acquire properties where it makes strategic sense to do so for regeneration purposes.
- 8.4 Further work needs to be done in Staines-upon-Thames and that there is considerable scope for improvement around Sunbury Cross. So the aspirations of the Council should therefore be bold and ambitious.

8.5 **Planning to meet housing need**

There is a need as part of the current review of the Council's Local Plan to create around 590 housing units each year over the next 15 years. As part of its Issues and Options Consultation in summer 2018, the Council consulted on four main ways to meet this significant requirement for new housing:

- Brownfield development
- Green belt development
- Staines development
- Combination development

- 8.6 Following a Sustainability Appraisal, the professional opinion was that the fourth option (combination) should be taken forward, but with additional safeguards to take account of the public's views on loss of Green Belt. This has been agreed by Cabinet. Within this option, the focus will need to remain very much on realising the considerable latent potential of Staines-upon-Thames (but not to the absolute exclusion of housing development anywhere else in the borough).

The Strategic Housing Availability Assessment (SLAA) 2018 estimates that the 5-year housing land supply in the borough is 3,448 units on 64 sites. Over 1,420 of these units are expected to be delivered in Staines-upon-Thames, with around 420 to be delivered on Council-owned sites. In the medium term (6 to 10 years), Council-

owned sites could deliver another 1000 units (with other sites not owned by Spelthorne bringing forward approximately 250).

- 8.7 The preferred approach of focusing on Staines-upon-Thames as the major residential opportunity area will be guided by Capacity Study. A Masterplan will then be developed as part of the new Local Plan which will focus in detail on where and how this new development can best be accommodated, in order to ensure we achieve a sustainable solution for the town.
- 8.8 The Council's landholdings within the town centre (including our recent strategic acquisitions) provide a clear opportunity to bring forward at least 1,420 units in the next 10 years. In the next five years, the level of investment that the Council aims to make is likely to be in the region of £300m. As the land owner, we are confident that we can deliver this level of residential development whilst retaining sufficient car parking to sustain the town centre (though some sites may well be reconfigured to make more efficient use of the land that we have).
- 8.9 The SLAA has identified that, within the town centre, the Council is able to develop the following housing units as a minimum (within the immediate confines of the town centre):

Thameside House	flatted	120 units	Years 1 - 5
Hanover House and Bridge Street car park	mixed use	300 units	Years 1 – 5
Riverside car park (subject to re-provision)	flatted	100 units	Years 6 – 10
Elmsleigh Centre and adjoining land	flatted	650 units	Years 6 - 10

- 8.10 The Council is currently part of a consortium promoting a light rail link to Heathrow from Staines-upon-Thames – the Southern Light Rail (SLR). A proposal has been made to the Department for Transport setting out the details of the scheme, and making clear that it will be entirely privately funded (this is known as a market-led proposal). There are a number of potential investors and it is not envisaged at this stage that the Council will be contributing to the capital cost of around £375m.

9 How we finance our capital spend

9.1 As referred to in Table 4, Section 3, above, we finance our capital expenditure from a range of sources. These include:

- **Revenue Contributions to Capital** – beginning in 2018-19, we are now funding £750,000 per annum of our capital programme from the Council’s Revenue Budget contribution. This covers most of the capital items which are not funded by grant or will not generate revenue savings or revenue income streams. This puts these elements of the Capital Programme on a more sustainable basis
- **Grants** – principally Disabled Facilities Grant. The Council may seek grant assistance from sources such as Homes England for some of our housing delivery schemes such as the Homelessness Hostel
- **Community Infrastructure Levy (CIL)** - the Council will apply our share of CIL to support capital schemes which meet the CIL criteria
- **S106 funds (planning contributions from developers)** – we will use s106 funds to support affordable housing schemes
- **Capital receipts** – these are generated from either the Council’s share of Right to Buy proceeds on housing stock, which used to belong to the Council before the transfer to Spelthorne Housing Association (now A2D) in the 1990s, or from sales of other assets
- **Borrowing** – mainly from the Public Works Loans Board at fixed rates. Some borrowing on a shorter term basis from other local authorities. In future, further borrowing will be focused on financing directly housing and regeneration within the Borough

10 How we manage risk and ensure sound decision-making

10.1 The Council needs to ensure that we have clear ways of mitigating the risks that are inherent in acquiring property and in bringing forward development. We must also show that we have the right decision-making processes in place with robust checks and balances (this is called governance). *Appendix 4* sets out our risk management approach in more detail.

10.2 Risks

From a risk management perspective, and in order to ensure the Council's investments are as safe as possible, we have employed a range of due diligence techniques, including:

- Evaluation of tenants by external global property advisers
- Using industry-standard information sources such as the credit rating agency Standard and Poor's
- Modelling the impact of tenant failure (and securing parent company guarantees where necessary) and setting aside money from investments to establish sinking funds to cover worst-case scenarios and possible future voids

10.3 We are also very clear on how we spread risk by diversifying the portfolio. In any commercial property portfolio, it is important to achieve a level of diversification in order to ensure that 'not all of our eggs are in one basket'. Portfolios can be diversified by property type (e.g. office, residential, industrial or retail), sector (e.g. pharmaceutical, media or fin-tech) and geography (e.g. local Borough or Heathrow). The Council's portfolio is heavily weighted towards the south-east office market, but the tenant mix is diversified. The Council will keep under continuous review the performance of our portfolio of commercial assets.

10.4 Under the Council's constitution, risk management is overseen by the Audit Committee, which reviews the Corporate Risk Register at each meeting. The Corporate Risk Register is also reviewed by Cabinet on a quarterly basis. Risk management is an integral aspect of the Council's project methodology, with projects required at initiation to identify risks and how they mitigate them, and to maintain a project risk register. The approach to risk management includes planning and identification, monitoring and review for all risks and projects throughout their lifecycle. The Corporate Risk Register includes details of commercial investments. A key focus of our approach to commercial assets is to ensure that we understand the full range of risks – including the financial robustness of tenants and guarantors, legal risks, and physical and locational risks – so that we put in place appropriate risk mitigation measures.

10.5 Skills

The changing nature of our portfolio has meant that we have enhanced our property team to ensure that we have with the right mix and level of skills and commercial

experience. The Council also employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions (including treasury management). The cost of strengthening of our property team has been met through funding and management set-asides from investment income. There is now an 11-strong asset management team which includes a manager of the property unit formerly employed by BAA who brings considerable expertise in the commercial property market around Heathrow; a development manager with significant experience of building residential property in the private sector; and a property manager formerly at a commercial fund.

10.6 The Council will ensure that the assets team continues to grow in proportion to size of our investment and development activity. We have added further resources to our in-house finance team and legal team to support this acquisition and development activity. We also encourage our professional staff to complete ongoing continuous professional development, ensuring expertise levels are maintained.

10.7 Where we do not have necessary knowledge and skills within the Council team, we use external advisers and consultants that are specialists in their field. These include Clyde and Co (legal), Cushman and Wakefield (property and valuation), Arlingclose Limited (treasury management), Landid (asset management), Standard and Poor's (credit rating) and Deloitte (valuation and financial evaluation). This ensures that we have access to experts who can help us to operate in line with our risk appetite. We also seek to ensure that our councillors' knowledge on our approach to investments (both treasury management and commercial) is appropriately maintained.

10.8 **Governance**

The Council needs to ensure that we consider all opportunities in a managed way, and that we do so as transparently as we can (bearing in mind we are making commercially sensitive decisions). All property acquisitions are overseen by a small group of senior councillors and officers including the Leader of the Council, who has a background in property investment and the Finance Portfolio Holder, whose background is in corporate finance. Councillors are involved at key stages of the process (which is set out at the end of *Appendix 4*).

10.9 The Council is committed to following local government guidelines and we take appropriate legal and technical advice to ensure we are always doing so.

11 How we ensure we have enough money day-to-day and maximise return on investment

11.1 Treasury management is concerned with keeping sufficient but not excessive cash available to meet the Council's spending needs, whilst managing the risks involved. Surplus cash is invested until required, and a shortage of cash is met by borrowing – this avoids excessive credit balances or overdrafts in the bank current account. The Council is typically cash-rich in the short-term as revenue income is received before it is spent, but cash-poor in the long-term as capital expenditure is incurred before being financed. The revenue cash surpluses are offset against capital cash shortfalls to reduce overall borrowing.

11.2 Current borrowings

Based on acquisitions and investment decisions up to 31 December 2018, the Council currently has £1,031m borrowing at an average interest rate of 1.85%, and £19.5m pooled and medium term treasury investments at an average rate of 4.37% (based on the position as at end December 2018). *Appendix 5* sets out in detail how this is achieved with the headline information set out below.

11.3 Factors shaping our borrowing decisions

From a borrowing point of view, the Council needs to achieve a low but certain cost of finance whilst retaining flexibility should plans change in future. This requires striking a balance between cheap short-term loans and long-term fixed rate loans where the future cost is known, but higher. Statutory guidance is that debt should remain below the capital financing requirement, except in the short-term. This is the approach that the Council takes.

11.4 In addition to the above, the Council is legally obliged to set an affordable borrowing limit (also termed the 'authorised limit for external debt') each year and to keep it under review. In line with statutory guidance, a lower 'operational boundary' is also set as a warning level should debt approach the limit. *Appendix 5* provides more detail on the boundary and the limit.

11.5 The Council's policy on treasury investments is to prioritise security and liquidity over yield – in other words, we focus on minimising risk rather than maximising returns. Cash that is likely to be spent in the near term is invested securely, for example with the government, other local authorities or selected high-quality banks, to minimise the risk of loss. Money that will be held for longer terms is invested more widely,

including in bonds, shares and property, to balance the risk of loss against the risk of receiving returns below inflation. Both near-term and longer-term investments may be held in 'pooled funds', where an external fund manager makes decisions on which particular investments to buy and the Council may request its money back at short notice. The breakdown of near-term and longer-term investments is set out in *Appendix 5*.

- 11.6 In addition to debt of £1,033m detailed above, the Council is committed to making future payments to cover the pension fund deficit (valued at £44.86m). We have also set aside £2.23m to cover risks of business rates appeals, and £6m per annum into sinking funds to cover future liabilities on our investment properties.
- 11.7 Sound treasury management also has to consider the impact on the Revenue budget. Although capital expenditure is not charged directly to the Revenue Budget, interest payable on loans and Minimum Revenue Provision (i.e. repayment of loans provision) / loans fund repayments *are* charged to Revenue, and this is offset by any investment income (details of revenue implications of capital expenditure will be found in the 2019/20 revenue budget). *link*.
- 11.8 Due to the very long-term nature of capital expenditure and financing, the revenue budget implications of expenditure incurred in the next few years will extend for up to 50 years into the future. The Chief Finance Officer is satisfied that the proposed Capital Programme and recent capital expenditure decisions are prudent, affordable and sustainable. 50-year forecasting is undertaken on a base and worst case basis for commercial assets to estimate future liabilities – this ensures sufficient funds are set aside in sinking funds to meet those liabilities.
- 11.9 The Council has put the maintenance of our operational assets on a more sustainable basis by increasing the planned maintenance budget by £750,000 per annum over last two financial years and addressing a number of backlog maintenance issues at the Council Offices as part of a refurbishment project. The Council has also put the funding of our Capital Programme on a more sustainable basis by making annual revenue contributions to capital.

APPENDICES –

Historic background - included

Investment parameters - included

Housing information - included

Risks and decision making - included

Treasury Management - included

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Historical Background

After the financial crash in 2008 and the austerity imposed on local authorities since 2010, the Council received less and less general revenue grant from government to support its Revenue Budget for the provision of services to residents. Over the years from 2008 to 2016, the Council made savings/income of about £8m or equivalent to 54% of the net 2008/09 budget.

Although no cuts were made to front-line services during this time, the gradual reduction of staff from front-line and support services, did have an impact on the Council's operations. It is fair to say that by 2014 the gradual "salami slicing" of the Budget had reached a stage where some services were becoming unsustainable. The Council launched a programme "Towards a Sustainable Future" with different strands aiming to make a difference to the Council's longer-term finances:

- Investing in property
- Continuing to maximise returns on its financial investments
- Investigating different ways of delivering council services through partnerships and companies/public sector mutuals
- Restructuring the Council

In addition to this ambitious plan, in 2016, a change in administration set a new priority for the Council: provision of much-needed affordable housing for residents. It was against this background of needing to make big changes and find new sources of funding to tackle big social issues, that in 2016 the Council had an opportunity to purchase the BP Campus in Sunbury.

Until 2016, the Council's most significant investment asset was the freehold of the Elmsleigh Shopping Centre in Staines upon Thames. The Council receives a 13.445% share of profits from the shop rents, but the difficult financial trading environment in the retail sector since 2008 had reduced our income from the Elmsleigh Centre.

Against this reducing income the Council had made savings across the Council whilst at the same time it had protected frontline services for residents. However the financial landscape meant that further government cuts and changes to business rates meant that the savings requirements were still there. Protecting front-line services was becoming harder. Acquiring the BP Campus in September 2016 brought about a significant change in the Council's finances.

BP campus

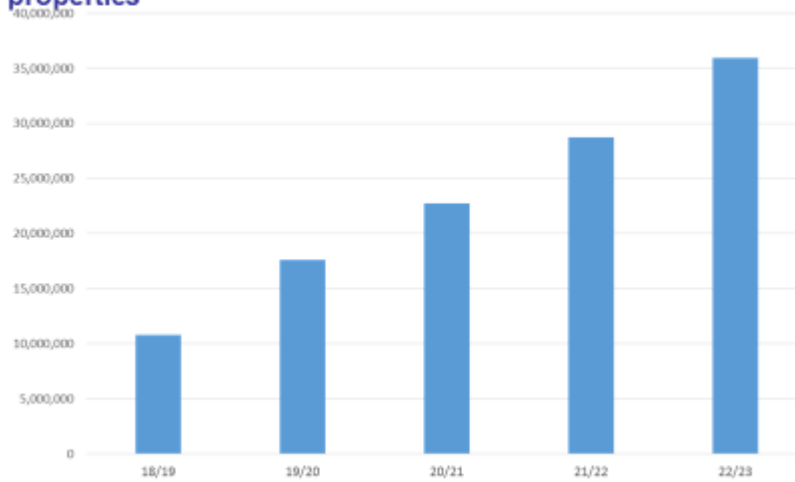
This transaction is worth a special mention because it is so significant that it has on-going importance. The chance to purchase the BP Campus was a once in a generation opportunity. BP has been in Sunbury for 100 years. Its campus was significantly enlarged and improved in 1990s. BP wanted to sell its campus to raise money, in return, it would sign a lease on the premises for 20 years, guarantee increases in rent and provide a parent company guarantee. In a separate transaction shortly afterwards, the Council also purchased research buildings on the same campus (known as the south-west corner).

The combined purchase price of the Campus was £380m, which the Council borrowed with a number of 50 year loans (by taking 50 loans out rather than one single loan the Council saved a significant amount of money) from the Public Works Loans Board (PWLB). The PWLB is a government agency which exists to provide funding to public bodies for capital projects. The interest payable on these loans was fixed at the time the loans were taken out at extremely low rates of interest. Statutory guidance from the Secretary of State and CIPFA governs the way that councils can borrow and how they must repay the money they have borrowed. In taking out this finance, the Council was advised by leading professional practices so that the decision was based on robust due diligence. The Council repays these loans on what is called a “fully prudential basis”, i.e. like a repayment mortgage it repays the principal loan alongside the interest as it goes along.

The significance of the BP acquisition is that it made a big contribution to council finances even after:

- Repaying the loans and interest
- Setting aside money for the management costs of the buildings (which are well constructed and well maintained by the tenants)
- Setting aside a sinking fund for refurbishment or redevelopment costs when the lease ends. This also provides a cushion to protect against potential periods between tenants leaving and new tenants starting to pay rent

How the sinking fund will increase to cover future liabilities, such as refurbishments and void periods on investment properties



The additional income provides significant funding on a long term ongoing basis to offset the loss of general Revenue Support Grant and to reverse the impacts of the previous years' salami slicing which was beginning to put the sustainability of services at risk

Longer term strategy for the BP Campus

With the leases for BP running for 20 years and with the finance running for 50 years, the obvious risk for the Council is that BP may give up its lease at the end of the contract. The Council considered that a number of likely alternative uses were highly probable; use as another business park with one or more tenants; redevelopment as housing or a use related to the near-by airport. It has already started the work of reviewing the options available at the end of the lease with a view to looking to the long-term uses for the site.

Diversification of the portfolio

Although the BP acquisition went a substantial way to stabilising the finances of the Council, a number of factors meant that the Council had to consider further acquisitions:

- The need to ensure that “not all the eggs were in one basket”
- Government policy to remove all council general grants
- Government policy to introduce negative grant allocations

Why the Council continued to invest in property after the BP deal

Residents will understand from recent newspaper headlines that many local authorities are having to cut services in order to adjust to the austerity measures imposed by the government budgets of since 2010. One council in Northamptonshire has already failed and questions have been asked about the sustainability of other local authorities including Surrey County Council and others. The National Audit Office has reported on the financial sustainability of local authorities in 2018. It is fair to say that there is, within local government, a major change to the way in which it was financed.

The BP acquisition provided a very helpful opportunity for the Council to stop making cuts and to put itself back onto a more sustainable footing. We have not had to make cuts in services because we have had better finances than most councils.

From 2016 to 2018 the focus of the Council was on achieving financial sustainability and making investments in order to bolster its revenue budget by deploying surplus income from investing in commercial property. This strategy has been successful and the 2019/20 budget of the Council will include around £10 million of net income for the revenue budget which is derived from successful investments made by the Council since the acquisition of BP in 2016.

Strategic Property Investment Parameters

Spelthorne Borough Council currently invests in property for one of three primary reasons:

- Revenue generation
- Social investment, and
- Strategic purposes

1. Revenue Generation

1.1 Purpose

To deliver additional ongoing income to support the revenue budget to:

- a. Offset funding reductions from external sources (central government and the county council) and other budgetary pressures, and
- b. Aspirationally to go beyond that to increase the quality and quantity of services we deliver to the residents of Spelthorne.

Our aim is that the Borough Council becomes financially self-sufficient.

Net income generated is calculated net of all costs associated with the investment, including interest, provisions to cover refurbishment and possible future rent-free/void periods, external professional fees etc.

These investments are intended to deliver a surplus to be used to support the provision of services but can carry significant risk. Approximately 5% target gross return dependent upon covenant.

At this margin a small loss can have a disproportionate negative effect.

We therefore need to have clear guidelines and underwriting criteria.

1.2 Investment Guidelines

- i. We will always undertake thorough due diligence to ensure that the Council understands the risks associated with a particular proposed acquisition and how those risks are mitigated.
- ii. Preference is given to investing within borough, or in an adjoining area that is economically important to Spelthorne (for example Heathrow / areas immediately south of Staines Bridge). Properties outside this preferred area should represent a lower risk and higher return.

This is because:

- a. local investment ensures that we are best placed to know all the facts surrounding a property, its history, potential developments in the area etc. and, as the planning authority, the borough can optimize the benefits that provides, and

- b. any loss-mitigating exit strategy that may be required and that may result in a change of use or conversion of the investment from profit-making into a non-profit-making social investment (e.g. conversion from rented offices to emergency, social or affordable housing) will benefit residents of Spelthorne i.e. the taxpayers who are funding the investment. Variation from this requires a better return to mitigate above considerations.
- iii. We have a clear view of the asset security curve.
- iv. We have a clear exit strategy, fully costed, at the various critical points in the investment (lease break points etc.).
- v. We do not attempt to second-guess what a tenant may do in the future. We always rely solely on the contractual obligations and plan for the worst-case scenario.
- vi. We do not make speculative investments for revenue-generation purposes. The properties should ordinarily be complete, free of any ongoing redevelopment work and occupied by creditworthy tenants with a minimum of 10 years' lease remaining.
- vii. Any exposure to interest rate fluctuations must be mitigated. We will ordinarily only borrow at fixed interest rates.
- viii. Once completed (funding drawn down and purchase completed), the funding arrangements for investment should require only minimal supervision or intervention, avoiding technically complex, long-term refinancing exercises (e.g. bond issues, dependence on future refinancing) or dependence on external professionals or professional, specialist knowledge from councilors or officers (who may well have left the Council by the time the decision-making point arrives).
- ix. We do not invest in incomplete builds, conversions, etc unless a water tight pre-completion occupier lease is in place
- x. We will not normally invest in retail units
- xi. We do not engage with sellers or tenants who may present a significant reputational risk
- xii. The credit rating of all incumbent tenants is to be understood, recorded at the time, and must be sufficiently strong for the level of investment. We aim for primarily "Blue Chip" covenants.
- xiii. We do not engage in high-risk / high-reward investments.
- xiv. We do not invest in properties that have a material flood risk (1/100 years or more frequent) unless robust flood mitigation has been designed in.

2. Social Investments

2.1 Purpose

To deliver projects that improve quality of life for our residents, such as emergency, social and affordable housing, community infrastructure and well-being projects, flood prevention and flood relief infrastructure.

These investments do not have to generate additional income/profits but must provide the taxpayer with value for money (a legal requirement on the council)

and should be self-financing (although exceptions may be made if the social benefit warrants a small subsidy from taxpayers' money).

2.2 Conditions of investing

- i. Some element of speculation may be inevitable and acceptable (e.g. building affordable housing when the housing market is subject to market pressures).
- ii. We do not ordinarily invest outside the borough (these social investments are designed to benefit the residents/taxpayers of Spelthorne). Consideration will be given for investments nearby where we can ensure Spelthorne residents benefit.
- iii. Any exposure to interest rate fluctuations must be mitigated. We will ordinarily only borrow at fixed interest rates.
- iv. Once completed (funding drawn down and purchase completed), the funding arrangements for investment should require only minimal supervision or intervention, avoiding technically complex, long-term refinancing exercises (e.g. bond issues, dependence on future refinancing) or dependence on external professionals or professional, specialist knowledge from councilors or officers (who may well have left the Council by the time the decision-making point arrives).
One exception to this is the ongoing operational management of rented/leased (social or affordable) accommodation and emergency housing. Where practical, these ongoing responsibilities may be transferred to the Council's wholly-owned property company, Knowle Green Estates Ltd..
- v. We do not engage with sellers or tenants who may present a significant unmitigated reputational risk.
- vi. We do not invest in properties that have a material flood risk (1/100 years or more frequent) unless robust mitigation measures designed in unless robust flood mitigation has been designed in.
- vii. Social investments are not an alternative to proper funding and provision by the County Council of infrastructure and services that the County Council is required to provide. Spelthorne does not intend these social investments by the Borough Council to alleviate the financial and social responsibilities borne by the County Council.
- viii. In all cases the Council will structure investments to give maximum control, financial and social benefit to itself and Spelthorne residents and priority will be given to retaining ownership and receipt of revenue.

3. Strategic purposes

3.1 Purpose

To augment either Revenue Generation or Social Investments, for example to increase the value of an existing asset value by "marriage" or where it facilitates or enhances another project / investment covered above.

Investment criteria and funding to be in accordance with relevant purpose and criteria.

Cllr. Howard Williams, Cabinet Member for Finance, Spelthorne Borough Council.
and Cllr Ian Harvey, Leader of the Council and Portfolio Holder for Policy and Strategic Assets Portfolio,

Note:

The Council will pay due attention to prevailing laws, statutory regulations and Chartered Institute of Public Finance and Accountancy guidance and best practice recommendations. The Government on 10th November issued several consultations on the statutory parameters for local authorities' investment activity. Once the Government confirms in the New Year the final guidance we will need to review and update this document.

Housing and homelessness

Table H1: Number of applicants on the Council's Housing Register

	2015	2016	2017	2018
Number on Housing Register as at 1 April	1,224	1,598	1,869	2,186

Table H2: Number of social housing vacancies offered to the Council for re-letting

	2014/15	2015/16	2016/17	2017/18
Number of lettings	209	249	197	199
Ratio applicants to vacancies	6:1	6:1	9:1	11:1

Table H3: Number of households accepted as unintentionally homeless, in priority need, and owed the "Main Duty"

	2014/15	2015/16	2016/17	2017/18
Number of households owed rehousing duty	123	120	115	116

Table H4: Number of households in temporary accommodation per quarter

2014/15				2015/16				2016/17				2017/18			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
95	100	111	110	113	139	131	121	117	117	108	104	103	91	111	108
Average 104				Average 126				Average 112				Average 103			
Average 111															

Table H5: Ratio of median house prices to median wages by region

	2014/15	2015/16	2016/17	2017/18
Spelthorne	8.5	9.39	10.42	11.16
South East	8.2	8.81	9.43	9.79
England	7.09	7.53	7.72	7.91

Table H6: Number of affordable homes completed by tenure

Year	Affordable dwelling completions (Gross)	Affordable dwellings lost (Gross)	Affordable dwellings completed (Net)	Rented (Gross)	%	Shared Ownership (Gross)	%
2014-15	16	43	-27	8	50%	8	50%
2015-16	138	14	124	82	59%	56	41%
2016-17	46	0	46	46	100%	0	0%
2017-18	9	0	9	5	55%	4	45%
Total	209	57	152	141	66%	68	34%

Risk management and sound decision making

Risk management

In order to ensure the council's investments are as safe as possible we have employed a range of robust due diligence techniques including:

- Evaluation of the tenant by our agents Cushman and Wakefield, by our in-house asset management team and utilising industry-standard information sources such as Standard and Poor's
- This includes modelling over the 50 year funding period future capital expenditure needs relating to the assets and identifying and quantifying potential void periods
- The Council model models the impact of tenant failure and when necessary secures parent company guarantees from tenants.
- Second opinions are taken on all of the above work by Deloitte to give the Council further reassurance
- The Council models financial projections on a basic and worst-case scenario
- Following acquisition there is ongoing management of the property and monitoring of key financial metrics and performance metrics by qualified asset managers including the appointment of appropriate qualified asset management firms particularly with the larger multi-tenant buildings.
- The Council has set aside money from investments to establish sinking funds to cover worst-case scenarios and also planned future voids (i.e the periods between one tenant leaving and the next occupying) and rent free periods at end of term and refurbishment works

All this is in accordance with good asset management practice.

Diversification – spreading the risk

In any commercial property portfolio it is important to achieve a level of diversification in order to ensure that, “not all the eggs are in one basket”.

Portfolio can be diversified by:

- property type e.g. office, residential, industrial or retail
- sector e.g. pharmaceutical, media, fin-tech et cetera
- geography e.g. south-east, national or international

It can be seen from the Council's portfolio that it is heavily weighted towards south-east office market although the tenant mix is diversified. The council will keep under review its investment parameters and the needs to properly ensure a diversification of its assets particularly in light of changes to the economy which may emerge following the exit of United Kingdom from the European Union

Skills and expertise

Another feature of good risk management is to have professionally qualified, experienced staff in sufficient numbers that they can look after the acquisitions of investments, the development of properties and ongoing asset management.

Prior to 2016 the council had a small internal team which was focused on the needs of a typical municipal portfolio since that time the focus of the team has shifted considerably and the resources which are being put into it have also been increased. The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. For example, the Chief Finance Officer is a qualified accountant (CIPFA, ICAS) with 29 years' experience. The strengthening of this team has come from funding, management set-asides from investment income itself, and we have focused on bringing in individuals with significant commercial experience.

There is now an 11 strong asset management team including:

- a manager of the property unit formerly employed by BAA and with considerable expertise in their commercial property market around Heathrow
- a development manager with considerable experience from building residential property in the PRS sector
- the property manager formerly at a commercial fund

The Council will ensure that the team continues to grow and is currently in the process of recruiting to a further three new property posts. It has also added further resources to its in-house finance team and legal team to support this acquisition and development activity. The Council pays for junior staff to study towards relevant professional qualifications including CIPFA, encourages its professional staff to undertake ongoing continuous professional development.

Where Council staff do not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field which it can rely on including:

- Clyde and Co— the council's solicitors have worked with Spelthorne Borough Council since the development of the Elmsleigh centre and two rivers shopping centre
- Cushman and Wakefield – the councils lead town centre and property advisers, Cushman and Wakefield have worked with the council since the development of the Elmsleigh Centre and the two rivers shopping centre
- Arlingclose Limited– a leading treasury management consultancy
- Landid – asset managers of our portfolio in Slough Hillingdon and Uxbridge
- Standard and Poor's – A financial services company which has been brought in to provide ongoing credit assessments of our commercial tenants
- Deloitte – well-known accountants and auditors provide a second opinion on valuation and other aspects of advice. They provide independent triangulation on the robustness of approach and on tenants' financial health

This approach is more cost effective than employing such staff directly, and ensures that the Council has access to knowledge and skills commensurate with its risk appetite.

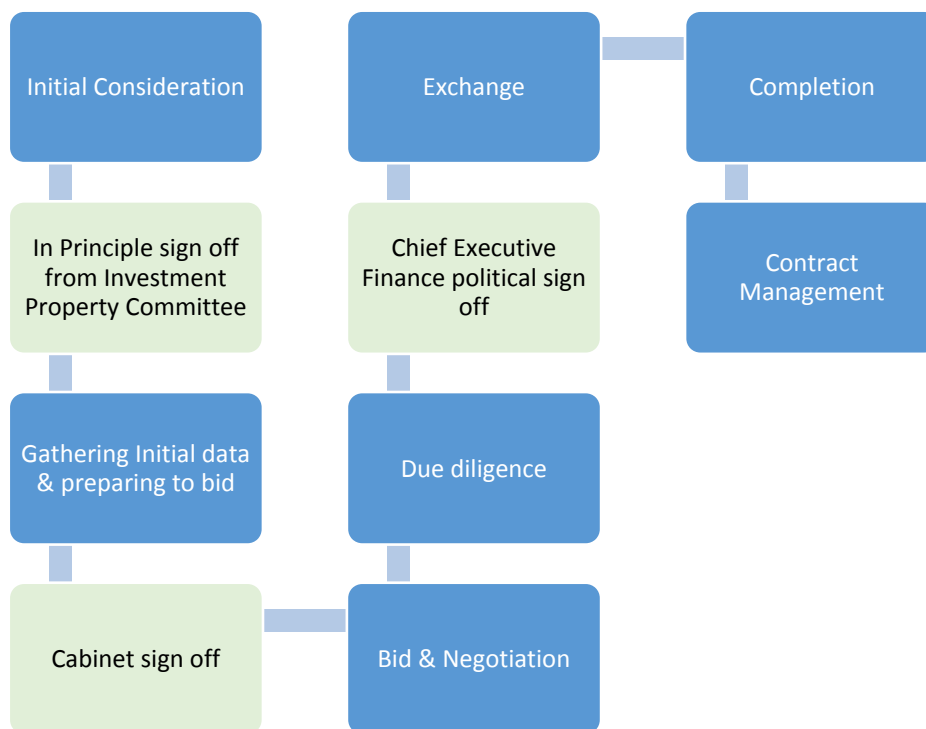
We also seek to ensure that our councillors' knowledge on our approach to investments both treasury management and commercial is appropriately maintained. The Finance Portfolio Holder attends quarterly briefings with Arlingclose our Treasury Management advisers. We have run sessions on our property investment approach for members of our Overview and Scrutiny Committee and we will provide induction training for the fresh intake of councillors following the May 2019 elections.

Governance

As a council we need to ensure that we consider all opportunities in a managed way, and that we do so as transparently as we can (bearing in mind we are making commercially sensitive decisions). This process includes both officers and councillors (who at the end of the day are the people who are accountable to the electorate and need to ensure the council spends its money wisely).

All property acquisitions are overseen by a small group of senior councillors and officers including Leader of the Council, Councillor Ian Harvey, who has a background in property investment and Councillor Howard Williams, the Finance Portfolio Holder, whose background is in corporate finance.

Councillors are involved at key stages of the process. The Leader and Finance Portfolio Holder attend an Investment and Property Committee on a regular basis where they are presented with details of potential acquisitions and development schemes. This is also attended by the Chief Executive, the Deputy Chief Executive who is also the S151 officer and the Property and Development Manager. (It should be noted that a large number of acquisitions are discarded by officers before reaching this stage). An informed decision is then made by that Committee on whether an acquisition/proposal should proceed to the next stage. Those that do go through a further due diligence process before Cabinet sign off the acquisition/development and the price/budget. In order to streamline the actual completion process, delegations are given to the Chief Executive, S151 officer, Leader and Financer Portfolio Holder. Property and most other commercial investments are also capital expenditure and purchases will therefore also be approved as part of the Capital Programme.



Treasury Management Appendix 2019/20

1. Capital Expenditure and Financing

1.1 Capital expenditure is where the Council spends money on assets, such as property or vehicles, which will be used for more than one year. In local government, this includes spending on assets owned by other bodies, and loans and grants to other bodies enabling those bodies to buy assets. The Council has some limited discretion on what counts as capital expenditure, for example, the council could set a limit on the amount capitalised and charged to revenue during the year.

1.2 In 2019/20, the Council is planning capital expenditure of £82m as summarised below:

Table 1: Prudential Indicator: Estimates of Capital Expenditure

	2017/18 actual	2018/19 forecast	2019/20 budget	2020/21 budget	2021/22 budget
	£m	£m	£m	£m	£m
Capital Expenditure excluding HIP	272	405	48	0	0
Housing Investment Programme HIP	1	4	30	52	39
TOTAL	273	409	78	52	39

1.3 The main General Fund capital projects up to the end of 2018-19 were acquisitions of property including investment properties. From 2019-20, the focus is on regeneration within the Borough and delivery of our housing investment programme.

1.4 **Governance:** Service managers bid annually around October to include projects in the Council's capital programme. Bids are collated by the Finance Team who calculate the financing cost (which can be nil if the project is fully externally financed). Cabinet appraises all bids based on a comparison of service priorities against financing costs and makes recommendations to Council. The final capital programme is then presented to Cabinet and to Council in February each year.

1.5 All capital expenditure must be financed, either from external sources (government grants and other contributions), the Council's own resources (revenue, reserves and capital receipts) or debt (borrowing, leasing and Private Finance Initiative). The planned financing of the above expenditure is as follows:

Table 2: Capital financing

	2017/18 actual	2018/19 forecast	2019/20 budget	2020/21 budget	2021/22 budget
	£m	£m	£m	£m	£m
External sources	(1)	(1)	(1)	(1)	0
Own resources	(2)	(17)	(11)	(12)	(10)
Debt	(270)	(391)	(66)	(39)	(29)
TOTAL	(273)	(409)	(78)	(52)	(39)

1.6 Debt is only a temporary source of finance, since loans and leases must be repaid. The replacement of debt finance from revenue is through the Minimum Revenue Provision (MRP).

Appendix 5

Alternatively, proceeds from selling capital assets (known as capital receipts) may be used to replace debt finance.

- 1.7 The Council's cumulative outstanding amount of debt finance is measured by the capital financing requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP and capital receipts used to replace debt. The CFR is expected to increase by £300m during 2019/20. Based on the above figures for expenditure and financing, the Council's estimated CFR is as follows:

Table 3: Prudential Indicator: Estimates of Capital Financing Requirement

	31.3.2018 actual	31.3.2019 forecast	31.3.2020 budget	31.3.2021 budget	31.3.2022 budget
	£m	£m	£m	£m	£m
Investment Properties	681	1,068	1,090	1,077	1,067
Housing and Regeneration	0	3	33	73	113
Other services	1	2	20	21	22
TOTAL CFR	682	1,073	1,143	1,171	1,202

- 1.8 **Asset disposals:** When a capital asset is no longer needed, it may be sold so that the proceeds (capital receipts) can be spent on new assets or to repay debt. The Council is currently also permitted to spend capital receipts on service transformation projects until 2021/22. Repayment of capital grants, loans and investments also generates capital receipts. The Council plans to receive £0.4m of capital receipts in the coming financial year as follows:

Table 4: Capital receipts

	2017/18 actual	2018/19 forecast	2019/20 budget	2020/21 budget	2021/22 budget
	£m	£m	£m	£m	£m
Preserved share of RTB	(1.3)	(0.5)	(0.1)	(0.1)	(0.1)
Other	0.0	0.0	(0.3)	0.0	0.0
TOTAL Capital receipts	(1.3)	(0.5)	(0.4)	(0.1)	(0.1)

2. Treasury Management

- 2.1 Treasury management is concerned with keeping sufficient but not excessive cash available to meet the Council's spending needs, while managing the risks involved. Surplus cash is invested until required, while a shortage of cash will be met by borrowing, to avoid excessive credit balances or overdrafts in the bank current account. The Council is typically cash rich in the short-term as revenue income is received before it is spent, but cash poor in the long-term as capital expenditure is incurred before being financed. The revenue cash surpluses are offset against capital cash shortfalls to reduce overall borrowing.
- 2.2 Due to decisions taken in the past, the Council has £1,033m borrowing as at 31 December 2018 at an average interest rate of 1.85% and £22m medium-term treasury investments at an average rate of 4%.
- 2.3 **Borrowing strategy:** The Council's main objectives when borrowing are to achieve a low but certain cost of finance while retaining flexibility should plans change in future. These objectives are often conflicting, and the Council therefore seeks to strike a balance between cheap short-

Appendix 5

term loans (currently available at around 0.75%) and long-term fixed rate loans where the future cost is known but higher.

- 2.4 Projected levels of the Council's total outstanding debt are shown below, compared with the capital financing requirement (see above at 2.7).

Table 5: Prudential Indicator: Gross Debt and the Capital Financing Requirement

	31.3.2018 actual	31.3.2019 forecast	31.3.2020 budget	31.3.2021 budget	31.3.2022 budget
	£m	£m	£m	£m	£m
Debt	665	1,056	1,111	1,135	1,155
CFR	682	1,073	1,143	1,171	1,202

- 2.5 Statutory guidance is that debt should remain below the capital financing requirement, except in the short-term. As can be seen from Table 5, the Council expects to comply with this..
- 2.6 **Liability benchmark:** To compare the Council's actual borrowing against an alternative strategy, a liability benchmark has been calculated showing the lowest risk level of borrowing. This assumes that cash and investment balances are kept to a minimum of £50m at each year-end including £10m investments. This benchmark is currently £1,385m and is forecast to rise to £1,469m over the next three years.

Table 6: Borrowing and the Liability Benchmark

	31.3.2018 actual	31.3.2019 forecast	31.3.2020 budget	31.3.2021 budget	31.3.2022 budget
	£m	£m	£m	£m	£m
Outstanding borrowing	665	1,056	1,111	1,135	1,155
Liability benchmark	649	989	1,102	1,131	1,171

- 2.7 The table shows that the Council expects to borrow below its liability benchmark after the current year. Up to now, a deliberate decision has been made to borrow sums at fixed low rates for investment property acquisitions to generate rental streams that will enable increased financial sustainability. In the future, the focus will be on regeneration within the Borough and delivery of our housing investment programme, and capital expenditure and related borrowing requirements will therefore be reduced.
- 2.8 **Affordable borrowing limit:** The Council is legally obliged to set an affordable borrowing limit (also termed the authorised limit for external debt) each. In line with statutory guidance, a lower "operational boundary" is also set as a warning level should debt approach the limit.

Table 7: Prudential Indicators: Authorised limit and operational boundary for external debt

	2018/19 limit	2019/20 limit	2020/21 limit	2021/22 limit
	£m	£m	£m	£m
Authorised limit – borrowing	1,350	1,350	1,350	1,350
Operational boundary – borrowing	1,250	1,250	1,250	1,250

- 2.9 **Investment strategy:** Treasury investments arise from receiving cash before it is paid out again. Investments made for service reasons or for pure financial gain are not generally considered to be part of treasury management.
- 2.10 The Council’s policy on treasury investments is to prioritise security and liquidity over yield, that is, to focus on minimising risk rather than maximising returns. Cash that is likely to be spent in the near term is invested securely, for example with the government, other local authorities or selected high-quality banks, to minimise the risk of loss. Money that will be held for longer terms is invested more widely, including in bonds, shares and property, to balance the risk of loss against the risk of receiving returns below inflation. Both near-term and longer-term investments may be held in pooled funds, where an external fund manager makes decisions on which particular investments to buy and the Council may request its money back at short notice.

Table 8: Treasury management investments

	31.3.2018 actual	31.3.2019 forecast	31.3.2020 budget	31.3.2021 budget	31.3.2022 budget
	£m	£m	£m	£m	£m
Near-term investments	1	22	24	26	28
Longer-term investments	21	30	35	40	45
TOTAL	22	52	59	66	73

- 2.11 **Governance:** Decisions on treasury management investment and borrowing are made daily and are therefore delegated to the Director of Finance and staff, who must act in line with the treasury management strategy approved by Council. Half yearly reports on treasury management activity are presented to Council. The Overview and Scrutiny Committee is responsible for scrutinising treasury management decisions.

3. Investments for Service Purposes

- 3.1 The Council makes investments to assist local public services, including making loans to local service providers, local small businesses to promote economic growth, and the Council’s subsidiary that provides services. In light of the public service objective, the Council is willing to take more risk than with treasury investments, however it still plans for such investments to generate a profit overall after all costs.
- 3.2 **Governance:** Decisions on service investments are made by the relevant service manager in consultation with the Chief Finance Officer and must meet the criteria and limits laid down in the Treasury Management Strategy. Most loans and shares are capital expenditure and purchases will therefore also be approved as part of the capital programme.

4. Commercial Activities

- 4.1 With central government financial support for local public services declining, the Council has invested in commercial property mainly for financial gain and will lend to its subsidiary Knowle Green Estates Ltd for the similar reasons. Total commercial investments are currently valued at £1,002m, the largest being the BP International Campus site providing a net return after all costs of 4%.
- 4.2 With financial return being the main objective, the Council accepts higher risk on commercial investment than with treasury investments. The principal risk exposures include vacancies and fall in asset capital value. . These risks are managed by having a high specification investment property portfolio, with detailed market and tenant appraisals starting before acquisition and

employment of professional property and facilities management to maintain high property and tenancy standards. In order that commercial investments remain proportionate to the size of the authority, these are subject to an overall maximum investment limit of £500m.

- 4.3 **Governance:** Decisions on commercial investments are made by the Council in line with the criteria and limits approved by Cabinet in the investment strategy. Property and most other commercial investments are also capital expenditure and purchases will therefore also be approved as part of the capital programme.

5. Liabilities

- 5.1 In addition to the debt detailed above, the Council is committed to making future payments to cover its pension fund deficit (valued at £44.86m). The Council has modelled potential future liabilities on its investment properties to cover future voids, rent free periods and refurbishments and is currently setting aside £6m per annum into sinking funds with an anticipated balance of £11m as at end 2018/19.
- 5.2 **Governance:** Decisions on incurring new discretionary liabilities are taken by service managers in consultation with the Chief Finance Officer.

6. Revenue Budget Implications

- 6.1 Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue, offset by any investment income receivable. The net annual charge is known as financing costs; this is compared to the net revenue stream i.e. the amount funded from Council Tax, business rates and general government grants.

Table 9: Prudential Indicator: Proportion of financing costs to net revenue stream

	2017/18 actual	2018/19 forecast	2019/20 budget	2020/21 budget	2021/22 budget
Financing costs (£m)	15	26	35	35	28
Proportion of net revenue stream	68%	65%	69%	71%	70%

- 6.2 **Sustainability:** Due to the very long-term nature of capital expenditure and financing, the revenue budget implications of expenditure incurred in the next few years will extend for up to 50 years into the future. The Chief Finance Officer is satisfied that the proposed capital programme is prudent, affordable and sustainable because the objective underlying investment and borrowing decisions is security and liquidity before yield, and borrowing is at fixed rates, taking advantage of low rates currently available.

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Cabinet**20 February 2019**

Title	Draft Capital Programme and Strategy 2019/20 to 2022/23		
Purpose of the report	To make a recommendation to Council		
Report Author	Laurence Woolven (Chief Accountant)		
Cabinet Member	Councillor Howard Williams	Confidential	No
Corporate Priority	Financial Sustainability		
Recommendations	<p>The Cabinet is asked to recommend that Council :</p> <p>1) Consider and approve the Capital Programme for 2019/20 to 2022/23</p> <p>2) Consider and approve the Prudential Indicators for 2019/20 to 2022/23.</p>		
Reason for Recommendation	To allow the authority to spend its capital resources for the financial year 2019/20.		

1. Key issues

- 1.1 The report is to consider and approve the proposed Capital Programme for 2019/20 to 2022/23 in the light of the available resources and corporate priorities. The report covers progress on current schemes and includes future schemes for consideration.
- 1.2 The Potential cost of the schemes proposed in the 2019/20 programme total £78,050,500 broken down as follows:

Scheme	2018/19 Original £	2018/19 Revised £	2019/20 £	2020/21 £	2021/22 £	2022/23 £
Housing Programme	11,015,000	4,438,000	30,525,150	52,815,600	38,986,300	26,374,100
Grants Received	(746,900)	(746,900)	(796,350)	(770,000)	(770,000)	(770,000)
Total Housing Programme	10,286,100	3,691,100	29,728,800	52,045,600	39,216,300	25,604,100
Other Services Programme	208,955,300	782,931,800	48,321,700	105,600	105,600	105,600
Total Capital Programme	219,223,400	786,622,900	78,050,500	52,151,200	39,321,900	25,709,700

The largest items in the 2019/20 programme relate to funding the initial cost of developing Housing on Council owned assets which will deliver additional housing and an ongoing revenue stream which will improve the Council's revenue position in future years. There is also £40m set aside for investment in Regeneration, Strategic and Investment Acquisitions within the Borough.

- 1.3 With the exception of some small schemes funded by specific grant, the majority of the Capital Programme is now funded from borrowing on a Prudential basis and Revenue contributions as the Council has very limited capital receipts or capital reserves.

Proposed Programme

- 1.4 All bids to go on the Capital Programme for 2019/20 have been critically assessed and reviewed by Management team and Cabinet to ensure that they meet the new Criteria of Capital expenditure. The level of spend proposed has also been revised to reflect the level of capital resources now available to finance future capital expenditure.
- 1.5 Included within the 2019/20 Programme are a number of schemes that were transferred from the 2018/19 programme. These schemes include the following:
 - (a) Regeneration, Strategic and Investment Acquisitions - £40m
 - (b) Ceaser Court - £7.5m
 - (c) Thameside - £2m
 - (d) Whitehouse – £0.75m
- 1.6 There are a number of new schemes identified for the programme in 2019/20 and these include:
 - (a) Various development schemes
 - (b) Neighbourhood Services Vehicles - £129k
 - (c) CCTV Provision - £37k
 - (d) Recycling Bins - £27k
- 1.7 The Budget also includes provision for on-going schemes and upgrades on specific areas including Information Technology – The various IT schemes include equipment refresh, upgrades to systems and improvements to ways of working which will help facilitate efficiencies.
- 1.8 The calculation for the prudential Indicators is attached as Appendix 4

2. Options analysis and proposal

- 2.1 The Housing Investment and Other Services Programmes have in the past been funded from Capital receipts as the use of any long term borrowing would have resulted in the loss of the Council's debt free status. However under the prudential regime Councils now have much greater freedom to borrow for capital investment. Any borrowing would of course result in a charge to the General Fund for principal and interest.

2.2 If borrowing is not undertaken the programme would need to be financed from additional capital receipts through the selling of assets or a significant revenue contribution to Capital from the services proposing the capital works.

3. Financial implications

3.1 As set out within the report and appendices Recommended Capital Programme for 2019/20 is estimated at £78,050,500.

3.2 The Council is looking to retain most of its freeholds, which means that future capital receipts will be limited. There will still be a small amount of receipts from the Council's share of Right to Buy. To improve the resiliency of the Capital Programme, the Council is maintaining its revenue contribution to capital and over time its repair and renewal funds. Borrowing will be undertaken to fund acquisitions and developments where future income streams or cashable savings are generated, for example reducing the office footprint.

3.3 The Planned financing of the 2019/20 Capital Programme is as follows:

Type of Funding	Amount £'000	Revenue Impact
External Funding (Disabled Facilities Grant / Housing Improvement Agency)	796	None
Borrowing	77,200	Financing and borrowing repayments
Revenue Contribution to Capital Outlay	750	Interest foregone to allow for future income streams and cashable savings to be generated
Capital Receipts (Council element of Right to Buy etc)	101	Required to progress operational need
Total	78,847	

The external funding shown in the above table is already included in the net capital programme position of £78,051k, hence the difference in the total shown.

4. Other considerations

4.1 There are none

5. Timetable for implementation

5.1 Schemes included in the Capital Programme are programmed to commence in 2019/20 and will be monitored monthly to ensure that any slippage of schemes is identified at an early date and the programme is adjusted accordingly.

- 5.2 Any schemes incomplete at the end of March 2019 may be incorporated as part of the revised programme for 2019/20.
- 5.3 Bi Monthly reports are prepared for MAT to show the current status of the schemes and presented to cabinet and Overview and Scrutiny Committee quarterly for revisions and updates to both estimates and projected.

Background papers: None

**Appendices: 1 Summary of 2019/20 to 2022/23 Capital Programme Estimates
2 Capital Project Breakdown relating to Housing
3 Capital Project Breakdown relating to Other Schemes
4 Prudential Indicators & MRP Statement
5 Summary of 2019/20 Capital Bids**

CAPITAL ESTIMATES 2019/2020 - 2022/23								
SCHEME	FYE	ACTUALS	ESTIMATED PROGRAMME					
	ACTUALS 2017/18	TO DATE 2018/19	2018/19		2019/20	2020/21	2021/22	2022/23
			ORIGINAL	REVISED				
			ESTIMATE	ESTIMATE				
£	£	£	£	£	£	£	£	
<u>CAPITAL PROGRAMME SUMMARY</u>								
Housing Investment Programme	834,080	2,133,825	10,268,100	3,691,100	29,728,800	52,045,600	39,216,300	25,604,100
Other Services Programme	271,618,052	320,437,827	208,955,300	782,931,800	48,321,700	105,600	105,600	105,600
TOTAL CAPITAL PROGRAMME	272,452,132	322,571,652	219,223,400	786,622,900	78,050,500	52,151,200	39,321,900	25,709,700

CAPITAL ESTIMATES 2019/2020 - 2022/23									
SCHEME	FYE	ACTUALS	ESTIMATED PROGRAMME						
	ACTUALS	TO DATE	2018/19		2019/20	2020/21	2021/22	2022/23	4.00%
			ORIGINAL	REVISED					INTEREST
	2017/18	2018/19	ESTIMATE	ESTIMATE					LOST
£	£	£	£	£	£	£	£	£	
<u>House Renovation Grants</u>									
Disabled Facilities Grants									
- Mandatory	947,969	732,935	707,400	845,400	770,000	770,000	770,000	770,000	-
- Discretionary	4,231	5,000	29,600	29,600	29,600	29,600	29,600	29,600	1,200
	952,200	737,935	737,000	875,000	799,600	799,600	799,600	799,600	1,200
Less Specified Capital Grant	(783,268)	(770,400)	(707,400)	(707,400)	(770,000)	(770,000)	(770,000)	(770,000)	
Net Cost of Disabled Facilities Grants	168,932	(32,465)	29,600	167,600	29,600	29,600	29,600	29,600	1,200
Home Improvement Agency grant	80,451	-	83,000	83,000	81,000	81,000	81,000	81,000	2,200
HIA Funding	(52,865)	-	(39,500)	(39,500)	(26,350)				
Total - House Renovation Grants	27,586	-	43,500	43,500	54,650	81,000	81,000	81,000	2,200
Bugle	356,909	988,220	1,450,000	1,450,000					
Churchill	-	471,948	570,000	570,000					
Ceaser Court	280,653	322,239	8,000,000	545,000	10,123,050	7,822,500	182,700		
Thameside	-	269,864	-	600,000	7,980,000	28,350,000	13,923,000	493,500	
Whitehouse	-	102,419	175,000	235,000	1,501,500	10,132,500			
West Wing	-	11,600	-	80,000	5,040,000	630,000			
Building Improvements	-	-	-	-	5,000,000	5,000,000	25,000,000	25,000,000	
	637,562	2,166,290	10,195,000	3,480,000	29,644,550	51,935,000	39,105,700	25,493,500	-
TOTAL - HOUSING	834,080	2,133,825	10,268,100	3,691,100	29,728,800	52,045,600	39,216,300	25,604,100	3,400

CAPITAL ESTIMATES 2019/2020 - 2022/23									
SCHEME	FYE ACTUALS 2017/18	ACTUALS TO DATE 2018/19	ESTIMATED PROGRAMME						
			2018/19		2019/20	2020/21	2021/22	2022/23	4.00% INTEREST LOST
			ORIGINAL ESTIMATE	REVISED ESTIMATE					
	£	£	£	£	£	£	£	£	£
Housing, Health, Wellbeing & Independent Living									
Affordable Housing Opportunity	200,236	-	966,000	343,200					-
Community buildings grant scheme	21,900	2,500	-	3,100					-
Ward grants	186,856	30,900	-	73,100					-
Civica Housing EDMS & Locata Integration	18,465	-	-	-					-
Landlord Guarantee Scheme	-	-	-	65,000					-
Environment									
Grounds Maintenance Project	445,000	55,930	-	55,900					-
Tennis Court Refurbishment		14,000	27,500	27,500					-
Small Scale Area Regeneration	15,917	135,293	605,800	605,800					-
External Funding	(71,840)	-	(238,100)	(238,100)					-
Wheelie Bins	49,630	38,697	50,000	50,000	50,000	50,000	50,000	50,000	2,000
Recycling Bins	-	-	-	-	27,000				1,100
Refuse/Recycling Vehicles	236,240	-	-	-	129,000				5,200
Replacement Multi use vehicle	-	80,000	-	80,000					-
Miniature Railway Staines Park	14,271	-	-	-					-
Installation of Electric Vehicle Charging Points	13,080	1,320	-	1,900					-
Tothill Car Park (Lighting Upgrade)	19,800	-	-	-					-
Greeno Day Centre (lighting Upgrade)	10,385	-	-	-					-
Solar PV for Staines Community Centre	17,592	6,454	25,000	7,400					-
Parking Service Vans	21,452	-	-	-					-
CCTV Provision	-	-	-	-	37,100				1,500
Air Quality	-	-	24,500	24,500					-
Domestic Home Energy	32,815	917	30,000	30,000	30,000				1,200
Stanwell Skate Park	-	(1,249)	-	-					-
External Funding	-	-	-	-					-
Skate track/Keep Fit Hengrove Park	2,689	-	-	11,900					-
Runnymede Estates	54,883	-	55,600	55,600	55,600	55,600	55,600	55,600	2,200
Ashford MSCP Improvements		30,267	-	-	465,000				-
Plot 12&13 Towpath Car Park		-	41,200	56,200					-
Renewal of Toilet Facilities		4,745	60,000	60,000					-
Memorial Gardens	-	(2,256)							-
Project Lima		537,241	885,000	885,000					-
Knowle Green Car Park Improvements		50,371	100,000	100,000					-
Community Centre projects		5,847	100,000	100,000					-
Bridge Street Car Parking Machines	5,038	-	-	-					-
Laleham Park Upgrade	-	1,625	200,000	200,000					-
ICT									

CAPITAL ESTIMATES 2019/2020 - 2022/23									
SCHEME	FYE ACTUALS 2017/18	ACTUALS TO DATE 2018/19	ESTIMATED PROGRAMME						
			2018/19		2019/20	2020/21	2021/22	2022/23	INTEREST LOST 4.00%
			ORIGINAL ESTIMATE	REVISED ESTIMATE					
	£	£	£	£	£	£	£	£	£
New Software	20,107	667	20,000	20,000	20,000				800
Other Hardware	24,264	12,806	38,000	38,000	40,000				1,600
Mobiles & Tablets	-	2,248	15,000	15,000	10,000				400
Mobile Device Management	-	8,832	10,000	10,000					-
Replacement Data Cabinets	-	-	-	-	12,000				
Members electronic devices	-	-	-	-	41,000				1,600
VDI	180,265	21,938	90,000	90,000					-
ICT Network	147,208	28,605	30,000	30,000					-
Peripheral Devices	2,904	-	-	-					-
Chamber Audio Cap Equipment	33,470	1,186	-	-					-
Customer Portal	-	-	10,000	10,000					-
Customer Services Contact Centre	-	-	40,000	40,000					-
Oracle Upgrade	-	8,735	10,000	10,000					-
Reception / Meeting Room Terminals	-	841	8,000	8,000	10,000				400
Sharepoint Upgrade	-	-	35,000	35,000					-
SQL Server 8000	-	2,940	30,000	30,000					-
Corporate Eelectronic Document Management System (EDMS)	3,492	-	93,300	104,800	305,000				12,200
Scanners for Corporate EDMS roll out	5,550	-	31,000	31,000					-
Sharepoint Redesign and Relaunch	-	-	90,000	90,000					-
Agile Working	45,353	671	27,000	27,000					-

CAPITAL ESTIMATES 2019/2020 - 2022/23									
SCHEME	FYE ACTUALS 2017/18	ACTUALS TO DATE 2018/19	ESTIMATED PROGRAMME						
			2018/19		2019/20	2020/21	2021/22	2022/23	INTEREST LOST 4.00%
			ORIGINAL ESTIMATE	REVISED ESTIMATE					
	£	£	£	£	£	£	£	£	£
CCTV Enhancement	1,500	-	145,500	145,500					-
Strategic Assets									
Spelthorne Leisure Centre Redevelopment	-	74,935	1,800,000	100,000	7,090,000				-
Regeneration, Strategic and Investment Acquisitions	269,859,530	319,280,821	203,500,000	779,499,500	40,000,000				1,600,000
TOTAL - OTHER PROJECTS	271,618,052	320,437,827	208,955,300	782,931,800	48,321,700	105,600	105,600	105,600	1,630,200

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Prudential Indicators Statement 2019/20

The Local Government Act 2003 requires the Council to have regard to the Chartered Institute of Public Finance and Accountancy's Prudential Code for Capital Finance in Local Authorities (the Prudential Code) when determining how much money it can afford to borrow. The objectives of the Prudential Code are to ensure, within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable, and that treasury management decisions are taken in accordance with good professional practice. To demonstrate that the Council has fulfilled these objectives, the Prudential Code sets out the following indicators that must be set and monitored each year.

Estimates of Capital Expenditure: The Council's planned capital expenditure and financing may be summarised as follows.

Capital Expenditure and Financing	2018/19 Revised £m	2019/20 Estimate £m	2020/21 Estimate £m	2021/22 Estimate £m
Total Expenditure	787.3	78.9	53.0	40.1
Capital Grants / Contributions	(0.7)	(0.8)	(0.8)	(0.8)
Capital Reserves / Revenue	(3.5)	(0.8)	(0.3)	(0.2)
Borrowing	(783.1)	(77.3)	(51.9)	(39.1)
Total Financing	(787.3)	(78.9)	(53.0)	(40.1)

Estimates of Capital Financing Requirement: The Capital Financing Requirement (CFR) measures the Council's underlying need to borrow for a capital purpose.

Capital Financing Requirement	31.03.19 Revised £m	31.03.20 Estimate £m	31.03.21 Estimate £m	31.03.22 Estimate £m
Total CFR	996	1,065	1,056	1,070

The CFR is forecast to rise again in 2019/20 to reflect the further funding being made available for housing development and strategic acquisitions. It will slowly reduce over time in line with the annuity based funding model used by the Council to support each of the strategic acquisitions made.

Gross Debt and the Capital Financing Requirement: In order to ensure that over the medium term debt will only be for a capital purpose, the Council should ensure that debt does not, except in the short term, exceed the total of

Appendix 4

capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years. This is a key indicator of prudence.

Debt	31.03.19 Revised £m	31.03.20 Estimate £m	31.03.21 Estimate £m	31.03.22 Estimate £m
Total Debt	1,051	982	954	923

Total debt is expected to remain below the CFR requirement during the forecast period.

Operational Boundary for External Debt: The operational boundary is based on the Council's estimate of most likely (i.e. prudent but not worst case) scenario for external debt. It links directly to the Council's estimates of capital expenditure, the capital financing requirement and cash flow requirements, and is a key management tool for in-year monitoring. Other long-term liabilities comprise finance lease, Private Finance Initiative and other liabilities that are not borrowing but form part of the Council's debt.

Operational Boundary	2018/19 Revised £m	2019/20 Estimate £m	2020/21 Estimate £m	2021/22 Estimate £m
Total Debt	1,500	1,500	1,500	1,500

Authorised Limit for External Debt: The authorised limit is the affordable borrowing limit determined in compliance with the Local Government Act 2003. It is the maximum amount of debt that the Council can legally owe. The authorised limit provides headroom over and above the operational boundary for unusual cash movements, including the short term VAT related costs incurred with any acquisitions.

Authorised Limit	2018/19 Revised £m	2019/20 Estimate £m	2020/21 Estimate £m	2021/22 Estimate £m
Borrowing	1,520	1,520	1,520	1,520
Total Debt	1,520	1,520	1,520	1,520

Ratio of Financing Costs to Net Revenue Stream: This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet financing costs, net of investment income.

Ratio of Financing Costs to Net Revenue Stream	2018/19 Revised %	2019/20 Estimate %	2020/21 Estimate %	2021/22 Estimate %
General Fund	65	69	71	70

The ratio has changed significantly following the acquisitions completed since 2016. The ratio will continue to increase in future years due to increasing MRP requirements (which reflects the borrowing we are repaying each year) and the reducing income stream the Council is going to receive in grants from central Government.

Adoption of the CIPFA Treasury Management Code: The Council adopted the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2011 Edition at its meeting on 24th January 2012.

Where the Council finances capital expenditure by debt, it must put aside resources to repay that debt in later years. The amount charged to the revenue budget for the repayment of debt is known as Minimum Revenue Provision (MRP), although there has been no statutory minimum since 2008. The Local Government Act 2003 requires the Council to have regard to the Ministry of Housing, Communities and Local Government's Guidance on Minimum Revenue Provision (the CLG Guidance).

The broad aim of the CLG Guidance is to ensure that debt is repaid over a period that is either reasonably commensurate with that over which the capital expenditure provides benefits, or, in the case of borrowing supported by Government Revenue Support Grant, reasonably commensurate with the period implicit in the determination of that grant.

The Council's current policy of fully repaying borrowing and associated liability by using annual MRP set asides to pay annual amortising debt is a fully prudent approach.

The CLG Guidance requires the Council to approve an Annual MRP Statement each year, and recommends a number of options for calculating a prudent amount of MRP. The following statement incorporates options recommended in the Guidance.

Capital expenditure incurred during the financial year on asset acquisitions will not be subject to a MRP charge until the following complete financial year. For capital expenditure incurred that is funded from borrowing, MRP will be determined by charging the expenditure over the expected useful life of the relevant asset as the principal repayment on an annuity with an annual interest rate equal to the relevant PWLB rate at the point the expenditure is incurred. MRP on purchases of freehold land will be charged over 50 years. MRP on expenditure not related to fixed assets but which has been capitalised by regulation or direction will be charged over 20 years.

The annuity method makes provision for an annual charge to the General Fund which takes account of the time value of money (whereby paying £100 in 10 years' time is less of a burden than paying £100 now). The schedule of charges produced by the annuity method thus results in a consistent charge over an asset's life, taking into account the real value of the annual charges when they fall due.

The annuity method also matches the repayment profile to how the benefits of the asset financed by borrowing are consumed over its useful life (i.e. the method reflects the fact that asset deterioration is slower in the early years of an asset and accelerates towards the latter years). This re-profiling of MRP therefore conforms to the DCLG "Meaning of Prudent Provision" which provide that "debt [should be] repaid over a period that is reasonably commensurate with that which the capital expenditure provides benefits".

Capital expenditure incurred during 2019/20 will not be subject to a MRP charge until 2020/21.

Bid No	Amount	Project	Requested By	Date	Explanation	Associated Revenue Costs	Associated Savings	Accountancy / Comments
1	30,000	Domestic Home Energy	Mark Rachwal/ Jackie Taylor	02/11/18	Working in partnership with energy suppliers we aim to improve levels of warmth, comfort and quality of life for vulnerable people who have cold related illnesses. They need help with the installation of heating and insulation measures which they can't afford themselves. The service is to provide boilers, central heating systems, and hot water tanks to the most vulnerable in the community.	0	0	Capital related expenditure
2	50,000	Purchase of New Wheelie bins	Jackie Taylor	02/11/18	Purchase of green and brown wheelie bins and small food waste bins/caddies to enable additional customers to join the green waste scheme as and when required. We are also required to provide new bins for new housing developments. There will be an increase in property numbers during 19/20	0	0	Capital related expenditure
3	27,000	Purchase 'restricted aperture' recycling bins and food waste bins for use at Flats	Jane Lowe/ Jackie Taylor	02/11/18	To purchase 'restricted aperture' recycling bins and food waste bins for use at flats. This is a flat- specific project with the purpose of reducing contamination at flats and increasing tonnage from comingled recycling and food waste at flats. This project will be match funded by Surrey Waste Partnership (SWP)	0	0	Capital related expenditure
4	22,500	CCTV Provision	Martin Cole/ Jackie Taylor	02/11/18	SBC's CCTV strategy is currently being reviewed in line with the Information surveillance commissioners' guidelines and GDPR regulations. The current CCTV portfolio is disparate and ageing, some systems no longer fit for purpose using outdated technology and equipment that cannot be used effectively by SBC at Laleham Nursery	2,400	0	Capital related expenditure
5	14,600	CCTV Provision	Paul Smith/ Jackie Taylor	02/11/18	The current CCTV portfolio is disparate and ageing, some systems no longer fit for purpose using outdated technology and inappropriately located to help address local problems.	2,400	0	Capital related expenditure
6	129,000	Neighbourhood Services Vehicles	Alan Potter/ Jackie Taylor	02/11/18	Replacement of Neighbourhood Services Vehicles	0	0	Capital related expenditure
7	305,000	Document Management	Alistair Corkish	02/11/18	In June 2018, the Projects team submitted a report proposing the re-implementation of SharePoint as a document management system. Although SharePoint 2010 is installed and used by many departments, it has not been adopted by all across the authority		0	Capital related expenditure
8	40,000	Hardware	Alistair Corkish	02/11/18	General contingency for non-specific hardware requirements	0	0	Capital related expenditure
9	20,000	Software	Alistair Corkish	02/11/18	General contingency for non-specific software requirements	0	0	Capital related expenditure
10	10,000	Mobiles & Tablets	Alistair Corkish	02/11/18	Usage of Mobiles and tablets is continually increasing	0	0	Capital related expenditure
11	12,000	Replacement Data Cabinets	Alistair Corkish	02/11/18	It is our understanding that the West Wing will be converted into flats in the future. Currently, ICT have 3 data cabinets in the west wing, housing all the network equipment. (Cab 2, cab 4 and cab 6). We will need to create a new cab (the proposed location is outside room 232) before any work commences on the west wing. We can use existing switches but the cabling costs and cab costs are to be incurred	0	0	Capital related expenditure

Bid No	Amount	Project	Requested By	Date	Explanation	Associated Revenue Costs	Associated Savings	Accountancy / Comments
12	41,000	Councillor IT devices	Alistair Corkish	02/11/18	Prior to Helen's departure, she submitted a cabinet report proposing that councillors all be given iPads. This report will need revision. However, presuming there is still a desire for them to have devices, this bid provides for the capital budget for their purchase. The costs should be offset by a similar reduction in revenue for the members ICT allowance	0		Capital related expenditure
13	10,000	Meeting Room Tablets	Alistair Corkish	02/11/18	We now use Outlook for room bookings. As part of Project Lima, room booking areas are changing and are more likely to be in high demand. Tablets on the key meeting rooms to allow ad-hoc booking of rooms. It will display the bookings for the room and show availability. Available rooms can then be booked via the tablet, which in turn will update the Outlook calendar	0	0	Capital related expenditure
	711,100					4,800	0	

Cabinet**20 February 2019**

Title	Detailed Revenue Budget for 2019/20		
Purpose of the report	To make a recommendation to Council		
Report Author	Laurence Woolven (Chief Accountant)		
Cabinet Member	Councillor Howard Williams	Confidential	No
Corporate Priority	Financial Sustainability		
Reason for Recommendation	The Authority is required to set a balanced budget and a Council tax rate for the financial year 2019/20.		
Recommendations	<p>The cabinet is asked to recommend that Council consider and approves :</p> <ol style="list-style-type: none"> 1. Continuing the Council's Local Council Tax Support Scheme with the current rules and regulations. 2. Continuing the complete disregard of war pension / armed forces pension income from benefit calculations. 3. The growth and savings items as set out in the report's appendices. 4. The Council Tax Base for the whole council area for 2019/20. [Item T in the formula in Section 31b(3) of the local government Finance Act 1992, as amended (the "act")] should be 39,688.00 band D equivalent dwellings and calculate that the Council Tax requirement for the Council's own purpose for 2019/20 is £202.44 Per Band D equivalent dwelling. 5. To approve a £5 or 2.53% increase on Band D in the Spelthorne Borough Council element of the Council Tax for 2019/20. 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 2019/20. c) To agree that the Council Tax base for the year 2019/20 is 39,688.00 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. 		

That the following sums be now calculated by the Council for the year 2019/20 in accordance with Section 31 to 36 of the Local Government Act 1992.

A	107,042,500	Being the aggregate of the amount which the council estimates for the items set out in Section 31A(2) of the Act taking into account all precepts issued to it by Parish Councils.
B	99,008,100	Being the aggregate of the amount which the Council estimates for the items set out in Section 31A(3) of the Act
C	8,034,400	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	202.44	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	202.44	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.

That the following amounts be calculated for the year 2019/20 in accordance with Sections 31 to 36 of the Local Government Finance Act 1992 as amended by the Localism Act 2011.

A	B	C	D	E	F	G	H
£	£	£	£	£	£	£	£
134.96	157.45	179.95	202.44	247.43	292.41	337.40	404.88

Being the amounts given by multiplying the amount at (F) above by the number which in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the sum which in that proportion is applicable to dwellings listed in valuation band 'D', calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different band.

That it be noted that for the year 2019/20 Surrey County Council and Surrey Police and Crime Commissioner have stated the following amounts in precepts issued to Spelthorne Borough Council in accordance with Section 40 of the Local Government Finance Act 1992 for each of the categories of dwellings shown below:

Precepts issued to the Council

	A £	B £	C £	D £	E £	F £	G £	H £
Surrey County Council	969.00	1,130.50	1,292.00	1,453.50	1,776.50	2,099.50	2,422.50	2,907.00
Surrey Police & Crime Commissioner	173.71	202.67	231.62	260.57	318.47	376.38	434.28	521.14

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 2019/20.

The Council has determined that its relevant basic amount of Council Tax for 2019/20 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 2019/20 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 The 2019/20 revenue budget shows a very positive picture in that a balanced budget has been put forward without the use of reserves, with investment being made in retaining staff, addressing resourcing issues in areas such as Property Management, ICT and Environmental Health and also maintaining the Council's operational service assets and making revenue contributions to Capital.
- 1.2 Appendix 1 summarises the current draft detailed Budget proposed for 2019-20. After allowing for Housing Benefit the gross budget is financed as follows,
 - Fees and Charges
 - Rental Income – Increasingly representing a greater proportion of the overall funding

- General Revenue Grants (now consisting only of a reduced New Homes Bonus) & Retained Business Rates
- Council Tax

Business Rates Retention Pilot

- 1.3 Whilst Spelthorne and the other Surrey authorities were successful in their application to be a 100% Business Rates Retention pilot in 2018/19, the Surrey Councils bid to be 75% pilot in 2019/20 was unsuccessful. Spelthorne along with three other Surrey district/borough and Surrey County Council will form a Surrey Business Rates pool for 2019/20 which should enable the Council to retain £300k to £600k more business rates than would be the case if it were not in a pool.

Grant Settlement

- 1.4 The Government grant settlement confirmed that Spelthorne would continue to receive no general grant support in 2019/20. On a positive note the Government dropped its proposal for negative grant allocations for 2019/20 which would have meant the Council paying £750,000 to the Government. We are assuming in our financial planning that this is only a temporary reprieve and that from 2020/21 we will face further such reductions in our net funding.

Council Tax and Capping

- 1.5 It has been announced that the referendum limit has been maintained at either 3% or a rise of £5 on Band D for shire districts and boroughs. Counties and unitaries are able to levy an additional adult social care precept over the period 2017/18 to 2019/20 either in the form of 3 increases (i.e. in 2017/18, 2018/19 and 2019/20) of 2% or two increases of 3%, with Surrey County Council having already made two increases of 3% it is not able to make a further adult social care precept increase in 2019/20 and will be limited to a 3% increase. The police can now increase by up to £24 on Band D. Therefore the Council will continue its current strategy of protecting services by growing its income stream and setting a moderate council tax increase of (£5 or 2.53%) which provides an additional £340k per annum whilst also being a below inflation increase.

Council Tax Support Scheme

- 1.6 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 taking into account any annual uprating of applicable amounts or premiums that is announced by central government for the following year.

War Widows

- 1.7 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 £18,330. We intend to continue to make this disregard for 2019/20.

Basis of preparation of Detailed Budget

- 1.8 Service levels – the estimates have been prepared on the basis of maintaining existing service levels except where variations have been approved by the Cabinet and or the Council. Members should be aware that considerable work has been undertaken to reduce the list of growth proposals down to just the absolute essentials.

Pay and price levels – the estimates have been prepared with regard to the discussions the Council has been having with the local Unison branch as to the intended increase in 2019/20, the first year following the Council's move to a local pay agreement. The proposal is for a 2.5% increase to be applied for staff and Councillors remuneration.

Inflation has been included in respect of contracts where appropriate.

Pensions

- 1.9 Following the triennial valuation of the Surrey Local Government Pension Fund as at the 31st March 2016, it is not necessary for employers to increase their lump sum employer contributions as there is no deficit relating to benefits earned by scheme members as a result of service up to 31st March 2016 known as past service deficit contributions. For 2019/20 there is therefore no change to the budget.

Fees and charges

- 1.10 All fees and charges have been reviewed. See separate report on the agenda.

Income Generation

- 1.11 The Budget forecasts have reflected the performance of the Council's income over the last three years during which time income levels have held up despite the general economic pressures. The Council has been mindful of the impact on the local economy of raising car parking fees and kept increases in this area to a minimum.
- 1.12 The Council has continued to progress its programme of acquiring sound commercial assets which will deliver robust long term ongoing income streams to support the provision of services. Such acquisitions are only made

after extensive due diligence and risk analysis. The 2019/20 Budget is being supported by an additional full year net income of £10.1m from commercial assets acquired since 2016.

Contingencies

- 1.13 No provision has been made for any general contingencies. The General fund reserve exists as a source of contingency funds should a need arise which can be addressed through offsetting savings.

Interest Rates

- 1.14 The Council at present has benefited from several years of above average investment returns through a diversified range of pooled investment funds. The return on these funds is 4.5% as at December 2018 which is a very good rate of return when compared to base rate of 0.75%.
- 1.15 Returns on maturing cash deposits are currently within the range of 0.71% to 0.77% and the average overall return on investments is expected to be around 1.7%.

Investment Income

- 1.16 The Cabinet has separately received on the January meeting agenda the Treasury Management Strategy for 2019/20 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.
- 1.17 Arlingclose advise the Council on expected rate changes which would affect investments. The Bank Rate was increased from 0.50% to 0.75% in August 2018; no changes to monetary policy have been made since then. The Bank expects that should the economy continue to evolve in line with its November forecast, further increases in Bank Rate will be required to return inflation to the 2% target. The Monetary Policy Committee continues to reiterate that any further increases will be at a gradual pace and limited in extent.
- 1.18 Cabinet is receiving separately on this agenda the draft Capital Strategy setting out the Council's broader approach to management of capital expenditure and risk mitigation with respect to financial and non-financial investment assets.

Use of Reserves

- 1.19 The change in the financial sustainability of the authority as a result of the recent investment property purchases means that for the year 2019/20, the authority will not need to draw on its Reserves in order to balance the budget. The income from these acquisitions has enabled the authority to provide a revenue contribution to help finance the capital programme as well as setting up/topping up sinking funds to cover the Council in the event of unexpected income loss. Sinking funds by the end of 2019/20 are anticipated to total £17.6m.

Growth Items

- 1.20 Additional spending pressures or reduced income streams totalling £2.6m have been included in the budget. Appendix 2 summarises the discretionary budget growth items.
- 1.21 The evaluation of growth bids received from services have been evaluated using a number of criteria including
- Whether there is an invest to generate future income aspect
 - Whether there is an invest to achieve future savings
 - Whether it is necessary to meet statutory obligations
 - Whether it is necessary for operational reasons, for example service resilience
 - The extent to which it supports corporate priorities
- 1.22 There are a number of areas of new or increased expenditure items included in the 2019/20 budget and some of these are highlighted below:
- Additional staffing resources / recruitment & retention
 - Additional costs due to reduced Surrey County Council funding
 - Cost of Borough Elections
 - Some areas of reduced income

Savings / Additional Income

- 1.23 In total savings/additional income of approximately £2.7m have been found. These savings are necessary to offset the reduced general government grant and the additional pressures identified in appendix 2. All savings proposals have been incorporated into the budget estimates.
- 1.24 The salary savings target for 2019/20 will remain the same at £300k.

Property

- 1.25 Additional net income from investment properties of £2.3m has been achieved. This income helps offset support our Housing Development programme. The Housing Development programme has a £2.4m revenue impact in 2019/20.

Precepts

- 1.26 Surrey County Council at its meeting on the 6th February set a Band D council tax of £1,453.50 representing a 2.99% increase and Surrey Police at its tax setting meeting on the 5th February set a band D council tax of £260.57 representing a £24 increase.

2. Options analysis and proposal

- 2.1 The Council is required to set a balanced budget and in the light of the detailed budget prepared, a council tax Band D increase of £5 which is equivalent to 2.53% is recommended.

3. Financial implications

- 3.1 Addressed in the body of the report.

4. Other considerations

- 4.1 Robustness of estimates the Local Government Act 2003 requires me, as the Council's Chief Financial Officer, to report on the robustness of the estimates made for the purposes of calculating the council tax. I am satisfied that each service budget has been prepared in the context of the Council's corporate strategies, including the new 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. The nature and size of our revenue budget carries a degree of risk, this is particularly the case in the current economic climate.
- 4.2 Reserves and provisions – the local Government Act 2003 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. Under the local government finance act 1988, all revenue balances held by the council are at the direct disposal of the general fund with the exception of the Collection Fund and the investment reserve. However a number of these balances are earmarked specifically for social housing and the new scheme fund. Taken together with the Council's financial strategy to reduce the reliance on revenues to support the council tax, I consider that the reserves and provisions will ensure that the Council maintains a reasonably healthy financial position. In forming this judgement I have had regard to the new Chartered Institute of Public Finance and Accountancy (CIPFA) Resilience Index results for the Council which show a strong positive picture particularly with respect to reserves levels.
- 4.3 Officers are undertaking an equalities impact assessment of the budget proposals. In particular a detailed equalities impact assessment was undertaken for the proposed Local Council Tax Support Scheme.
- 4.4 The budget has a number of risks and these are set out below:

Outside control	Internally based
Interest rates	Failure to sufficiently resource delivery of key asset income generation projects
Severe public sector spending cuts	Collection of retained business rates
Volatility of BREXIT on level of economic activity including business rates income and tenants occupancy in commercial assets	Reliance on interest earnings to balance the budget

Economic downturn impacting on commercial tenants	Ability to deliver Towards a Sustainable Future objectives in accordance with planned timetable
Staines town centre rents	
Down turn in property development market	
Impact of budget pressures on Surrey County Council and other public sector entities.	
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.

5. Timetable for implementation

5.1 Full Council to approve the Budget on 21 February 2019.

Background papers: None

Appendices: 1 & 2

Revenue Budget		
	18-19	19-20
	Original	
	£	£
Broken down over Portfolios		
Leader of the Council	1,404,000	1,567,200
Deputy Leader	563,400	579,800
Corporate Management	2,155,700	2,398,300
Housing	2,103,900	1,911,400
Finance	2,660,500	2,721,300
Customer Service, Estates and Transport	2,016,400	2,296,400
Planning and Economic Development	4,446,500	3,748,200
Environment and Compliance	5,691,200	5,523,900
Community Wellbeing	393,300	585,700
	21,434,900	21,332,200
Salary expenditure - vacancy monitoring	(300,000)	(300,000)
Service Expenditure	21,134,900	21,032,200
NET EXPENDITURE	21,134,900	21,032,200
Interest earnings	(900,000)	(1,290,000)
Asset Acquisition Income	(31,305,500)	(50,629,100)
Debt Interest payable	14,395,300	23,028,200
Minimum Revenue Provision	7,344,700	11,051,700
Housing Development Project revenue impact	0	2,441,400
NET EXPENDITURE AFTER INTEREST EARNINGS	10,669,400	5,634,400
Appropriation from Reserves:		
Set aside for Independent Living	(56,000)	0
Revenue Contributions to Capital Outlay	747,000	750,000
Refurbishments Reserve Contributions	1,700,000	6,405,000
BUDGET REQUIREMENT	13,060,400	12,789,400
Retained Business Rates	(3,300,000)	(3,000,000)
Non Ring-fenced Grants	0	(981,400)
Business Rates - Economic Development Set Aside	(1,000,000)	0
New Homes Bonus Grant	(956,900)	(754,600)
NET BUDGET REQUIREMENT	7,803,500	8,053,400
Collection Fund (Surplus)/Deficit	(48,100)	(19,000)
CHARGE TO COLLECTION FUND	7,755,400	8,034,400
Tax base	39,280	39,688
Council Tax rate	197.44	202.44
Council Tax yield	7,755,400	8,034,400
Deficit/(surplus)	0	0
		2.53%

	19-20	Description of Growth required
	£	
Human Resources	30,300	HR Systems & Statistics Officer
	10,000	Occ Health & EAP Scheme - increased costs
Information & Comms Technology	115,000	Increased staffing costs, slightly offset by reduction in licenses from 18-19
	4,000	100mb fibre broadband for guest Wi-Fi
Project Management	34,600	Root & Branch Project Officer
	15,000	Casual staff - subject access queries
Proj Man - Back Scanning	19,000	Data Protection Administrator - extend for 9 months
Committee Services	3,000	Annual fee for mod.gov - allows ipad access confidential papers
Corporate Management	230,900	
Audit	6,000	Counter Fraud resource
	12,900	Reduced income from undertaking ICT audit for other LA's
Finance	18,900	
Insurance	49,400	£49,400 to insurance, £14,300 to general employee insurance codes
Customer Service, Estates & Transport	49,400	
Allotments	6,600	Reduced income
Community Safety	4,800	CCTV Provisions
Energy Initiatives	600	Reduced income
Environmental Health Admin	44,200	Pollution Control Officer
	49,200	Licensing HMO application post
	103,000	Salary regrades
	85,800	Heathrow expansion
Environmental Protection Act	20,000	Air Quality monitoring work
	2,000	Station at Sunbury Cross works
	1,000	OOH Noise service
Food Safety	1,200	Training for private water supply risk assessments
Grounds Maintenance	54,000	Trees for WW1
Rodent & Pest Control	3,000	Staff training on Animal Welfare Licensing
	4,500	Pest control / stray dog collection service
Waste Recycling	55,200	Change of system - SCC Green Waste funding removed
Environment	435,100	
Housing Needs	5,100	Increased charges from suppliers (Locata/Civica)
Housing	5,100	
Building Control	25,000	Trainee Building Control Surveyor (generates additional income)
Asset Mgn Administration	6,000	Asset Apprentice to permanent position
Planning Policy	3,000	Regrade Planning Policy Support Assistant to Planning Policy Technician
	7,500	University course
	1,500	Tree Officer increased hours
Planning and Economic Development	43,000	
Democratic Rep & Management	46,000	ICT allowances for fresh intake of councillors
Elections	80,000	May 2019 Borough elections
People	17,000	Continued secondment of the Diocese of Guildford
Leader	143,000	
Corporate Publicity	29,300	Additional 0.5 FTE added to Communications Manager post
Deputy Leader	29,300	
Com Care Administration	78,000	DFG recharge to capital removed
Day Centres	8,000	Enhanced catering at Staines Community Centre
	80,000	Reduced income - £40k Greeno and £40k Fordbridge
Leisure Administration	16,900	Leisure Apprentice
Community Well Being	182,900	
Budget Total	1,137,600	

Cabinet**20 February 2019**

Title	Fees and Charges Report 2019/20		
Purpose of the report	To make a Key Decision		
Report Author	Anna Russell (Deputy Chief Accountant)		
Cabinet Member	Councillor Howard Williams	Confidential	No
Corporate Priority	Financial Sustainability		
Recommendations	Cabinet is asked to consider and approve the charges as set out in Appendix A.		
Reason for Recommendation	Fees & Charges are an important source of income for the authority each year and are a key importance in balancing the budget.		

1. Key issues

- 1.1 In the current challenging economic climate, the Council has to perform a balancing act between maximising additional income that can be generated through fees and charges, and setting fee levels which are sustainable and will not adversely impact on overall income levels. The Council also needs to be mindful of the impact on residents and the local business community.
- 1.2 Additional income of £216k is estimated to be generated for 2019/20 from increasing fees and charges, £93k of which relates to changes in HMO licensing.
- 1.3 The total potential income therefore from rents, fees and charges and grant income, excluding housing benefit grant income, to be incorporated into the 2019/20 budget will be approximately £4.3m.
- 1.4 More than a third of the Council's total income, excluding housing benefit grant income, is generated through fees and charges, rents and grants. This therefore is of key importance in balancing the budget.

2. Options analysis and proposal

- 2.1 The detailed schedule of proposed fees and charges effective from 1 April 2019 is shown in the 2019/20 fees and charges document.
- 2.2 The inflation rate as at December 2018 is 2.7% (RPI). For 2019/20, the Council's fees and charges have been reviewed in the context of inflation and other factors, and revised with a range of changes. Some fees have been amended to reflect the maximum level it is perceived that the market can currently stand, a few have been reduced for consistency, while some fees have not been increased from 2018/19 rates.

- 2.3 All fees and charges were reviewed in 2018/19 by Group Heads in the context of the services concerned and in terms of reasonability of the fee being set.
- 2.4 For 2019/20, as with previous years, Group Heads have been asked to revisit the overall budgeted income estimates, compare them with other authorities' charges and then base revisions on the income seen in 2018/19 to date in order to reassess the likely full-year income position.
- 2.5 In respect of the economic climate, all areas are being monitored through the 2018/19 budget monitoring process to assess the actual income compared to budgets. Management team receive a monthly report on the major income areas highlighting the current position against that for the previous year.
- 2.6 Local authorities are able to increase planning fees by 20% if they commit to invest the additional fee income in their planning department. In addition, the draft regulations also state that a planning application fee may be charged by local planning authorities where permitted development rights have been withdrawn by a condition imposed on a planning permission.

Planning fees that are discretionary have been reviewed, including by comparison to other authorities, and increased on average by 5%, with an estimated increase in income of £26k. Planning application fees are set by Government and have not been increased.
- 2.7 Car parking charges remain at 2018/19 rates. This reflects the Council's desire to help local retailers and the business community.
- 2.8 It should be noted that in exceptional circumstances discounted pricing may be considered where an activity supports a strategic priority of the Council to the benefit of a particular community group.
- 2.9 The Council is continuing to look at services to ensure that all areas make charges for services provided where appropriate. In this way, users of such services are charged for those services, and Council Tax payers are not subsidising those services.

3. Financial implications

- 3.1 As in the body of the report.

4. Other considerations

- 4.1 There are none.

5. Timetable for implementation

- 5.1 The fees and charges proposed are to be implemented from 1 April 2019.

Background papers: None

Appendices: A

Fees and Charges

2019/20



Printed Date: 22/01/2019 Last modified: 22/01/2019

Report Description:

A full schedule of the fees and charges for all Council services for the coming year

Asset Management

Asset Management

Property Fees

Work charges (general fees)

Consent under Lease (assignment, alterations etc.)

Disposal of Council land (at third party's request)

Entering into a new Lease

Entering into a new Licence

Lease Renewal (substantially new terms)

Lease Renewal (substantially same terms as before)

Licence Renewal (substantially new terms)

Licence Renewal (substantially same terms as before)

New Wayleave, Easement etc.

Regularisation of encroachment

	2018/19	2019/20	VAT	Record No	
	400.00	400.00	S	1493	Discretionary
	750.00	750.00	S	1496	Discretionary
	750.00	750.00	S	1487	Discretionary
	400.00	400.00	S	1488	Discretionary
	600.00	600.00	S	1489	Discretionary
	450.00	450.00	S	1490	Discretionary
	325.00	325.00	S	1491	Discretionary
	250.00	250.00	S	1492	Discretionary
	500.00	500.00	S	1494	Discretionary
	500.00	500.00	S	1495	Discretionary

Fees and Charges

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Asset Management

Property Fees

Work charges (third sector fees)

	2018/19	2019/20	VAT	Record No	
Consent under Lease (assignment, alterations etc.)	200.00	200.00	S	1503	Discretionary
Disposal of Council land (at third party's request)	750.00	750.00	S	1506	Discretionary
Entering into a new Lease	375.00	375.00	S	1497	Discretionary
Entering into a new Licence	200.00	200.00	S	1498	Discretionary
Lease Renewal (substantially new terms)	300.00	300.00	S	1499	Discretionary
Lease Renewal (substantially same terms as before)	225.00	225.00	S	1500	Discretionary
Licence Renewal (substantially new terms)	160.00	160.00	S	1501	Discretionary
Licence Renewal (substantially same terms as before)	125.00	125.00	S	1502	Discretionary
New Wayleave, Easement etc.	250.00	250.00	S	1504	Discretionary
Regularisation of encroachment	250.00	250.00	S	1505	Discretionary

Corporate Governance

Land Charges

Land Charges

Copying Charges

	2018/19	2019/20	VAT	Record No	
Copy Of Duplicate Search	8.64	8.64	S	620	Discretionary
Copy of Tree Preservation Order	18.00	18.00	S	1447	Discretionary
Each Agreement - Each Following Sheet	0.90	0.90	S	619	Discretionary
Each Agreement - First Sheet	3.48	3.48	S	618	Discretionary

Service Fees (Please note full searches fee is £247.00)

a) LLC1	22.00	22.00	O	1418	Discretionary
b) Con29R	180.00	180.00	S	1419	Discretionary
c) Con29R Surrey County Council Search Fee (payable in addition to the fees above on all full searches completed)	42.00	45.00	S	611	Discretionary
d) Additional Parcel (Con29)	18.48	18.48	S	613	Discretionary
e) Each Con 29 'O' Optional Enquiry	18.00	19.20	S	614	Discretionary
f) Each Additional Enquiry/Solicitors Question	24.00	24.00	O	615	Discretionary
g) Personal Search Con29 Component data per question	2.04	2.04	S	1247	Discretionary
h) Personal Search Service	0.00	0.00	O	616	Discretionary

Legal Fees

Legal Fees

2018/19	2019/20	VAT	Record No
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Commercial Organisations

	2018/19	2019/20	VAT	Record No	
Lettings and renewals (£0-£50,000 yearly rental income)	*	1,500.00	S	1545	Discretionary
Lettings and renewals (£50,000 - £300,000 yearly rental income)	*	2,500.00	S	1546	Discretionary
Lettings and renewals (£300,000 - £750,000 yearly rental income)	*	4,000.00	S	1547	Discretionary
Lettings and renewals (> £750,000 yearly rental income)	*	6,000.00	S	1548	Discretionary
Rent Deposit Agreement	*	1,000.00	S	1549	Discretionary
Deed of Variation	*	1,500.00	S	1550	Discretionary
Licence to Assign	*	1,500.00	S	1551	Discretionary
Licence to Alter	*	1,500.00	S	1552	Discretionary
Licence to Sublet	*	2,000.00	S	1553	Discretionary
Tenancy at Will	*	300.00	S	1554	Discretionary
Easement or Wayleave	1,750.00	1,500.00	S	1555	Discretionary
Licences	600.00	600.00	S	1556	Discretionary
Renewal of a simple licence	400.00	*	S		Discretionary
Renewal of a simple wayleave agreement/lease	1,000.00	*	S		Discretionary
Surrender	*	1,500.00	S	1557	Discretionary

Commercial Organisations - Hourly rates

Solicitor/ Legal Executive with over 8 years experience	300.00	320.00	S	1291	Discretionary
Solicitor/ Legal Executive with between 4 to 8 years experience	230.00	250.00	S	1290	Discretionary
Solicitor/ Legal Executive with less than 4 years experience	200.00	220.00	S	1289	Discretionary
Trainee/ Paralegal	145.00	165.00	S	1287	Discretionary

* No equivalent in the year indicated as Legal fees were revised substantially for 2019/20.

Legal Fees

Legal Fees

Community Groups

	2018/19	2019/20	VAT	Record No	
Lettings and renewals	*	525.00	S	1558	Discretionary
Rent Deposit Agreement	*	250.00	S	1559	Discretionary
Deed of Variation	*	350.00	S	1560	Discretionary
Licence to Assign	*	350.00	S	1561	Discretionary
Licence to Alter	*	350.00	S	1562	Discretionary
Licence to Sublet	*	350.00	S	1563	Discretionary
Tenancy at Will	*	150.00	S	1564	Discretionary
Easement or Wayleave	525.00	525.00	S	1565	Discretionary
Licences	225.00	225.00	S	1566	Discretionary
Grazing Licences (grants and renewals)	150.00	150.00	S	1567	Discretionary
Renewal of a simple licence	150.00	*	S		Discretionary
Renewal of a simple wayleave agreement/lease	350.00	*	S		Discretionary
Surrender	*	350.00	S	1568	Discretionary

Community Groups - Hourly rates

Solicitor/ Legal Executive with over 8 years experience	145.00	145.00	S	1300	Discretionary
Solicitor/ Legal Executive with between 4 to 8 years experience	125.00	125.00	S	1299	Discretionary
Solicitor/ Legal Executive with less than 4 years experience	105.00	105.00	S	1298	Discretionary
Trainee/ Paralegal	85.00	85.00	S	1296	Discretionary

* No equivalent in the year indicated as Legal fees were revised substantially for 2019/20.

Electoral Services

Electoral Registration

Electoral Registration

Statutory Fees

	2018/19	2019/20	VAT	Record No	
Register Of Electors And Marked Copies Of Polling Station Registers Per Sale (Statutory Fixed Charge) - Data Copy	20.00	20.00	O	33	Statutory
Register Of Electors And Marked Copies Of Polling Station Registers Per Sale (Statutory Fixed Charge) - Hard Copy	10.00	10.00	O	32	Statutory
Register Of Electors And Marked Copies Of Polling Station Registers Per Thousand Names (Statutory Fixed Charge) - Data Copy	1.50	1.50	O	31	Statutory
Return Of Election Expenses - Per Copy	0.20	0.20	O	35	Statutory

Environmental Health/Bdg Cont

Building Control

Building Control

Charges For Certain Small Buildings And Extensions - Additional Charge (Non Part P Electrician)

	2018/19	2019/20	VAT	Record No	
01 Extensions Under 10m2 (single storey)	300.00	300.00	S	1074	Statutory
02 Extensions 10m2 - 40m2 (single storey)	300.00	300.00	S	1075	Statutory
03 Extensions 40m2 - 100m2 (single storey)	300.00	300.00	S	1076	Statutory
04 Two storey extension not exceeding 40m2	300.00	300.00	S	1077	Statutory
05 Two storey extension 40m2 - 100m2	300.00	300.00	S	1078	Statutory
06 Two storey extension 100m2 to 200m2	300.00	300.00	S	1080	Statutory
07 Loft conversion without dormers (max 60m2)	300.00	300.00	S	1081	Statutory
08 Loft conversion that includes a dormer or changes to roof line (max 60m2)	300.00	300.00	S	1082	Statutory
09 Erection or extension of a non exempt domestic detached garage or carport up to 100m2	300.00	300.00	S	1083	Statutory
10 Erection of a single storey domestic garage extension or carport up to 100m2	300.00	300.00	S	1084	Statutory
11 Conversion of a domestic garage to habitable rooms (max 40m2)	300.00	300.00	S	1085	Statutory
12 Alterations to extend or create a basement up to 100m2	300.00	300.00	S	1086	Statutory

Building Control

Building Control

Charges For Certain Small Buildings And Extensions - Building Notice Charge (Note 1)

	2018/19	2019/20	VAT	Record No	
00 No Fee Required i.e. Cavity Wall	0.00	0.00	S	227	Statutory
01 Extensions Under 10m2 (single storey)	612.00	630.00	S	228	Statutory
02 Extensions 10m2 - 40m2 (single storey)	885.00	912.00	S	229	Statutory
03 Extensions 40m2 - 100m2 (single storey)	1,040.00	1,071.00	S	230	Statutory
04 Two storey extension not exceeding 40m2	1,040.00	1,071.00	S	231	Statutory
05 Two storey extension 40m2 - 100m2	1,315.00	1,354.00	S	232	Statutory
06 Two storey extension 100m2 to 200m2	1,559.00	1,606.00	S	1046	Statutory
07 Loft conversion without dormers (max 60m2)	730.00	752.00	S	1047	Statutory
08 Loft conversion that includes a dormer or changes to roof line (max 60m2)	874.00	891.00	S	1048	Statutory
09 Erection or extension of a non exempt domestic detached garage or carport up to 100m2	484.00	499.00	S	1049	Statutory
10 Erection of a single storey domestic garage extension or carport up to 100m2	575.00	592.00	S	1050	Statutory
11 Conversion of a domestic garage to habitable rooms (max 40m2)	681.00	701.00	S	1051	Statutory
12 Alterations to extend or create a basement up to 100m2	1,333.00	1,373.00	S	1052	Statutory

Building Control

Building Control

Charges For Certain Small Buildings And Extensions - Inspection Charge

	2018/19	2019/20	VAT	Record No	
00 No Fee Required i.e. Cavity Wall	0.00	0.00	S	220	Statutory
01 Extensions Under 10m2 (single storey)	412.00	430.00	S	221	Statutory
02 Extensions 10m2 - 40m2 (single storey)	685.00	712.00	S	222	Statutory
03 Extensions 40m2 - 100m2 (single storey)	740.00	771.00	S	223	Statutory
04 Two storey extension not exceeding 40m2	740.00	771.00	S	224	Statutory
05 Two storey extension 40m2 - 100m2	1,015.00	1,054.00	S	225	Statutory
06 Two storey extension 100m2 to 200m2	1,259.00	1,306.00	S	1053	Statutory
07 Loft conversion without dormers (max 60m2)	530.00	552.00	S	1054	Statutory
08 Loft conversion that includes a dormer or changes to roof line (max 60m2)	674.00	691.00	S	1055	Statutory
09 Erection or extension of a non exempt domestic detached garage or carport up to 100m2	284.00	299.00	S	1056	Statutory
10 Erection of a single storey domestic garage extension or carport up to 100m2	375.00	392.00	S	1057	Statutory
11 Conversion of a domestic garage to habitable rooms (max 40m2)	481.00	501.00	S	1058	Statutory
12 Alterations to extend or create a basement up to 100m2	1,033.00	1,073.00	S	1059	Statutory

Building Control

Building Control

Charges For Certain Small Buildings And Extensions - Plan Charge

	2018/19	2019/20	VAT	Record No	
00 No Fee Required i.e. Cavity Wall	0.00	0.00	S	213	Statutory
01 Extensions Under 10m2 (single storey)	200.00	200.00	S	214	Statutory
02 Extensions 10m2 - 40m2 (single storey)	200.00	200.00	S	215	Statutory
03 Extensions 40m2 - 100m2 (single storey)	300.00	300.00	S	216	Statutory
04 Two storey extension not exceeding 40m2	300.00	300.00	S	217	Statutory
05 Two storey extension 40m2 - 100m2	300.00	300.00	S	218	Statutory
06 Two storey extension 100m2 to 200m2	300.00	300.00	S	1060	Statutory
07 Loft conversion without dormers (max 60m2)	200.00	200.00	S	1061	Statutory
08 Loft conversion that includes a dormer or changes to roof line (max 60m2)	200.00	200.00	S	1062	Statutory
09 Erection or extension of a non exempt domestic detached garage or carport up to 100m2	200.00	200.00	S	1063	Statutory
10 Erection of a single storey domestic garage extension or carport up to 100m2	200.00	200.00	S	1064	Statutory
11 Conversion of a domestic garage to habitable rooms (max 40m2)	200.00	200.00	S	1065	Statutory
12 Alterations to extend or create a basement up to 100m2	300.00	300.00	S	1066	Statutory

Building Control

Building Control

2018/19	2019/20	VAT	Record No
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2018/19	2019/20	VAT	Record No
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2018/19	2019/20	VAT	Record No
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Charges For Certain Small Buildings And Extensions - Regularisations (Note 2)

00 No Fee Required i.e. Cavity Wall	0.00	0.00	O	234	Statutory
01 Extensions Under 10m2 (single Storey)	764.00	787.00	O	235	Statutory
02 Extensions 10m2 - 40m2 (single Storey)	1,107.00	1,140.00	O	236	Statutory
03 Extensions 40m2 - 100m2 (single storey)	1,300.00	1,339.00	O	237	Statutory
04 Two storey extension not exceeding 40m2	1,300.00	1,339.00	O	238	Statutory
05 Two storey extension 40m2 - 100m2	1,643.00	1,692.00	O	239	Statutory
06 Two storey extension 100m2 to 200m2	1,949.00	2,007.00	O	1067	Statutory
07 Loft conversion without dormers (max 60m2)	913.00	940.00	O	1068	Statutory
08 Loft conversion that includes a dormer or changes to roof line (max 60m2)	1,092.00	1,125.00	O	1069	Statutory
09 Erection or extension of a non exempt domestic detached garage or carport up to 100m2	604.00	622.00	O	1070	Statutory
10 Erection of a single storey domestic garage extension or carport up to 100m2	719.00	741.00	O	1071	Statutory
11 Conversion of a domestic garage to habitable rooms (max 40m2)	852.00	878.00	O	1072	Statutory
12 Alterations to extend or create a basement up to 100m2	1,667.00	1,717.00	O	1073	Statutory

Domestic Alterations to a Single Building - Building Notice Charge

	2018/19	2019/20	VAT	Record No	
Electrical work (non competent persons scheme)					
Any electrical work	367.00	378.00	S	1115	Statutory
Internal alterations, installation of fittings (not electrical) and/or structural alterations					
01 Estimated cost less than £5,000	396.00	408.00	S	1109	Statutory
02 Estimated cost exceeding £5,000 and up to £25,000	622.00	641.00	S	1110	Statutory
03 Estimated cost exceeding £25,001 and up to £50,000	816.00	840.00	S	1111	Statutory
04 Estimated cost exceeding £50,001 and up to £75,000	1,267.00	1,305.00	S	1112	Statutory

Electrical work (non competent persons scheme)

Any electrical work

Internal alterations, installation of fittings (not electrical) and/or structural alterations

01 Estimated cost less than £5,000

02 Estimated cost exceeding £5,000 and up to £25,000

03 Estimated cost exceeding £25,001 and up to £50,000

04 Estimated cost exceeding £50,001 and up to £75,000

Building Control

Domestic Alterations to a Single Building - Building Notice Charge

Renovation of thermal element

Renovation of thermal element to a single dwelling

396.00

408.00

S

1108

Statutory

Underpinning

Underpinning (POA)

0.00

0.00

S

1107

Statutory

Window replacement (non competent persons scheme)

Per installation over 20 windows

330.00

340.00

S

1114

Statutory

Per installation up to 20 windows

225.00

232.00

S

1113

Statutory

Domestic Alterations to a Single Building - Inspection Charge

Electrical work (non competent persons scheme)

Any electrical work (Inc in Plan Charge)

0.00

0.00

S

1105

Statutory

Internal alterations, installation of fittings (not electrical) and/or structural alterations

01 Estimated cost less than £5,000 (Inc in Plan Charge)

0.00

0.00

S

1099

Statutory

02 Estimated cost exceeding £5,000 and up to £25,000 (Inc in Plan Charge)

422.00

441.00

S

1100

Statutory

03 Estimated cost exceeding £25,001 and up to £50,000

616.00

640.00

S

1101

Statutory

04 Estimated cost exceeding £50,001 and up to £75,000

967.00

1,005.00

S

1102

Statutory

Renovation of thermal element

Renovation of thermal element to a single dwelling (Inc in Plan Charge)

0.00

0.00

S

1098

Statutory

Underpinning

Underpinning (Price on Application)

0.00

0.00

S

1097

Statutory

2018/19	2019/20	VAT	Record No	
396.00	408.00	S	1108	Statutory
0.00	0.00	S	1107	Statutory
330.00	340.00	S	1114	Statutory
225.00	232.00	S	1113	Statutory
2018/19	2019/20	VAT	Record No	
0.00	0.00	S	1105	Statutory
0.00	0.00	S	1099	Statutory
422.00	441.00	S	1100	Statutory
616.00	640.00	S	1101	Statutory
967.00	1,005.00	S	1102	Statutory
0.00	0.00	S	1098	Statutory
0.00	0.00	S	1097	Statutory

Building Control

Domestic Alterations to a Single Building - Inspection Charge

Window replacement (non competent persons scheme)

Per installation over 20 windows (Inc in Plan Charge)

Per installation up to 20 windows (Inc in Plan Charge)

2018/19	2019/20	VAT	Record No	
0.00	0.00	S	1104	Statutory
0.00	0.00	S	1103	Statutory

Domestic Alterations to a Single Building - Plan Charge

Electrical work (non competent persons scheme)

Any electrical work

2018/19	2019/20	VAT	Record No	
367.00	378.00	S	1095	Statutory

Internal alterations, installation of fittings (not electrical) and/or structural alterations

01 Estimated cost less than £5,000

02 Estimated cost exceeding £5,000 and up to £25,000

03 Estimated cost exceeding £25,001 and up to £50,000

04 Estimated cost exceeding £50,001 and up to £75,000

396.00	408.00	S	1089	Statutory
200.00	200.00	S	1090	Statutory
200.00	200.00	S	1091	Statutory
300.00	300.00	S	1092	Statutory

Renovation of thermal element

Renovation of thermal element to a single dwelling

396.00	408.00	S	1088	Statutory
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Underpinning

Underpinning (POA)

0.00	0.00	S	1087	Statutory
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Window replacement (non competent persons scheme)

Per installation over 20 windows

Per installation up to 20 windows

330.00	340.00	S	1094	Statutory
225.00	232.00	S	1093	Statutory

Domestic Alterations to a Single Building - Regularisation Charge

2018/19	2019/20	VAT	Record No	
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Building Control

Domestic Alterations to a Single Building - Regularisation Charge

Electrical work (non competent persons scheme)

Any electrical work

2018/19	2019/20	VAT	Record No	
459.00	473.00	O	1125	Statutory

Internal alterations, installation of fittings (not electrical) and/or structural alterations

01 Estimated cost less than £5,000

02 Estimated cost exceeding £5,000 and up to £25,000

03 Estimated cost exceeding £25,001 and up to £50,000

04 Estimated cost exceeding £50,001 and up to £75,000

495.00	510.00	O	1119	Statutory
778.00	801.00	O	1120	Statutory
1,020.00	1,051.00	O	1121	Statutory
1,584.00	1,632.00	O	1122	Statutory

Renovation of thermal element

Renovation of thermal element to a single dwelling

495.00	510.00	O	1118	Statutory
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Underpinning

Underpinning (POA)

0.00	0.00	O	1117	Statutory
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Window replacement (non competent persons scheme)

Per installation over 20 windows

Per installation up to 20 windows

417.00	430.00	O	1124	Statutory
280.00	288.00	O	1123	Statutory

Highways

Street Trading

New Application Submission Fee - Deducted From Licence Fee If Application Is Approved

2018/19	2019/20	VAT	Record No	
86.50	89.00	S	1243	Discretionary

Building Control

Highways

Street Trading - Per Annum

	2018/19	2019/20	VAT	Record No	
a) Consent For Mobile Shops, Ice Cream Vans And The Like For Not More Than 30 Minutes In Any One Place: All Residential Areas	849.50	875.00	S	101	Discretionary
b) Consent For Mobile Shops, Ice Cream Vans And The Like For Not More Than 30 Minutes In Any One Place: Sites In Classified Rc	849.50	875.00	S	102	Discretionary
c) Consent For Sites Adjacent To The Public Highway (Static Sites), for Specified Periods From Identified Sites During Street Trading	849.50	875.00	S	103	Discretionary

Non Domestic Alterations - Inspection Charge

Alterations not described elsewhere including structural alterations and installation of controlled fittings

	2018/19	2019/20	VAT	Record No	
01 Estimated cost up to £5,000 (Included in Plan Charge)	0.00	0.00	S	1194	Statutory
02 Estimated cost exceeding £5,000 and up to £25,000	473.00	493.00	S	1195	Statutory
03 Estimated cost exceeding £25,000 and up to £50,000	808.00	838.00	S	1196	Statutory
04 Estimated cost exceeding £50,000 and up to £100,000	985.00	1,024.00	S	1197	Statutory
05 Estimated cost exceeding £100,000 and up to £150,000	1,168.00	1,212.00	S	1198	Statutory
06 Installation of a Mezzanine floor up to 500m2	740.00	771.00	S	1199	Statutory

Office / Shop fit out

01 Floor area up to 500m2	532.00	554.00	S	1200	Statutory
02 Floor area 500m2 to1000m2	740.00	771.00	S	1201	Statutory
03 Change of use of a Building (charged in addition to the above works)(Included in Plan Charge)	0.00	0.00	S	1202	Statutory

Renovation of thermal element

01 Estimated cost up to £50,000 (Included in Plan Charge)	0.00	0.00	S	1191	Statutory
02 Estimated cost exceeding £50,001 and up to £100,000	382.00	399.00	S	1192	Statutory
03 Estimated cost exceeding £100,001 and up to £250,000	473.00	493.00	S	1193	Statutory

Building Control

Non Domestic Alterations - Inspection Charge

Window replacement (non competent persons scheme).

	2018/19	2019/20	VAT	Record No	
Per installation over 20 windows (Included in Plan Charge)	0.00	0.00	S	1190	Statutory

Per installation up to 20 windows (Included in Plan Charge)

0.00 0.00 S 1189 Statutory

Non Domestic Alterations - Plan Charge

2018/19 2019/20 VAT Record No

Alterations not described elsewhere including structural alterations and installation of controlled fittings

01 Estimated cost up to £5,000	460.00	474.00	S	1180	Statutory
02 Estimated cost exceeding £5,000 and up to £25,000	200.00	200.00	S	1181	Statutory
03 Estimated cost exceeding £25,000 and up to £50,000	200.00	200.00	S	1182	Statutory
04 Estimated cost exceeding £50,000 and up to £100,000	300.00	300.00	S	1183	Statutory
05 Estimated cost exceeding £100,000 and up to £150,000	300.00	300.00	S	1184	Statutory
06 Installation of a Mezzanine floor up to 500m2	300.00	300.00	S	1185	Statutory

Office / Shop fit out

01 Floor area up to 500m2	200.00	200.00	S	1186	Statutory
02 Floor area 500m2 to 1000m2	300.00	300.00	S	1187	Statutory
03 Change of use of a Building (charged in addition to the above works)	300.00	300.00	S	1188	Statutory

Renovation of thermal element

01 Estimated cost up to £50,000	428.00	441.00	S	1177	Statutory
02 Estimated cost exceeding £50,001 and up to £100,000	200.00	200.00	S	1178	Statutory
03 Estimated cost exceeding £100,001 and up to £250,000	200.00	200.00	S	1179	Statutory

Window replacement (non competent persons scheme).

Per installation over 20 windows	330.00	340.00	S	1176	Statutory
Per installation up to 20 windows	225.00	232.00	S	1175	Statutory

Building Control

Non Domestic Alterations - Regularisation Charge

2018/19	2019/20	VAT	Record No
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Alterations not described elsewhere including structural alterations and installation of controlled fittings

01 Estimated cost up to £5,000	574.00	593.00	O	1208	Statutory
02 Estimated cost exceeding £5,000 and up to £25,000	841.00	866.00	O	1209	Statutory
03 Estimated cost exceeding £25,000 and up to £50,000	1,259.00	1,298.00	O	1210	Statutory
04 Estimated cost exceeding £50,000 and up to £100,000	1,607.00	1,655.00	O	1211	Statutory
05 Estimated cost exceeding £100,000 and up to £150,000	1,836.00	1,890.00	O	1212	Statutory
06 Installation of a Mezzanine floor up to 500m2	1,300.00	1,339.00	O	1213	Statutory

Office / Shop fit out

01 Floor area up to 500m2	915.00	943.00	O	1214	Statutory
02 Floor area 500m2 to 1000m2	1,300.00	1,339.00	O	1215	Statutory
03 Change of use of a Building (charged in addition to the above works)	250.00	250.00	O	1216	Statutory

Renovation of thermal element

01 Estimated cost up to £50,000	536.00	551.00	O	1205	Statutory
02 Estimated cost exceeding £50,001 and up to £100,000	728.00	749.00	O	1206	Statutory
03 Estimated cost exceeding £100,001 and up to £250,000	841.00	866.00	O	1207	Statutory

Window replacement (non competent persons scheme).

Per installation over 20 windows	417.00	430.00	O	1204	Statutory
Per installation up to 20 windows	280.00	288.00	O	1203	Statutory

Non Domestic Extensions and New Build - Inspection Charge

2018/19	2019/20	VAT	Record No
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Building Control

Non Domestic Extensions and New Build - Inspection Charge

All Other Use Classes

	2018/19	2019/20	VAT	Record No	
01 Floor Area not exceeding 10m2	626.00	651.00	S	1167	Statutory
02 Floor area exceeding 10m2 but not exceeding 40m2	776.00	826.00	S	1168	Statutory
03 Floor area exceeding 40m2 but not exceeding 100m2	923.00	960.00	S	1169	Statutory
04 Floor area exceeding 100m2 but not exceeding 200m2	1,228.00	1,274.00	S	1170	Statutory

Assembly and Recreational Use & Other Residential (Institution and Other)

01 Floor Area not exceeding 10m2	655.00	681.00	S	1143	Statutory
02 Floor area exceeding 10m2 but not exceeding 40m2	923.00	960.00	S	1144	Statutory
03 Floor area exceeding 40m2 but not exceeding 100m2	1,350.00	1,400.00	S	1145	Statutory
04 Floor area exceeding 100m2 but not exceeding 200m2	1,729.00	1,791.00	S	1146	Statutory

Industrial and Storage Use

01 Floor Area not exceeding 10m2 (Inc in Plan Charge)	0.00	0.00	S	1155	Statutory
02 Floor area exceeding 10m2 but not exceeding 40m2	473.00	493.00	S	1156	Statutory
03 Floor area exceeding 40m2 but not exceeding 100m2	716.00	743.00	S	1157	Statutory
04 Floor area exceeding 100m2 but not exceeding 200m2	840.00	871.00	S	1158	Statutory

Non Domestic Extensions and New Build - Plan Charge

All Other Use Classes

	2018/19	2019/20	VAT	Record No	
01 Floor Area not exceeding 10m2	200.00	200.00	S	1163	Statutory
02 Floor area exceeding 10m2 but not exceeding 40m2	200.00	200.00	S	1164	Statutory
03 Floor area exceeding 40m2 but not exceeding 100m2	300.00	300.00	S	1165	Statutory
04 Floor area exceeding 100m2 but not exceeding 200m2	300.00	300.00	S	1166	Statutory

Building Control

Non Domestic Extensions and New Build - Plan Charge

Assembly and Recreational Use & Other Residential (Institution and Other)

	2018/19	2019/20	VAT	Record No	
01 Floor Area not exceeding 10m2	200.00	200.00	S	1139	Statutory
02 Floor area exceeding 10m2 but not exceeding 40m2	300.00	300.00	S	1140	Statutory
03 Floor area exceeding 40m2 but not exceeding 100m2	300.00	300.00	S	1141	Statutory
04 Floor area exceeding 100m2 but not exceeding 200m2	350.00	350.00	S	1142	Statutory

Industrial and Storage Use

01 Floor Area not exceeding 10m2	548.00	564.00	S	1151	Statutory
02 Floor area exceeding 10m2 but not exceeding 40m2	200.00	200.00	S	1152	Statutory
03 Floor area exceeding 40m2 but not exceeding 100m2	200.00	200.00	S	1153	Statutory
04 Floor area exceeding 100m2 but not exceeding 200m2	200.00	200.00	S	1154	Statutory

Non Domestic Extensions and New Build - Regularisation Charge

All Other Use Classes

	2018/19	2019/20	VAT	Record No	
01 Floor Area not exceeding 10m2	1,032.00	1,064.00	O	1171	Statutory
02 Floor area exceeding 10m2 but not exceeding 40m2	1,219.00	1,283.00	O	1172	Statutory
03 Floor area exceeding 40m2 but not exceeding 100m2	1,529.00	1,575.00	O	1173	Statutory
04 Floor area exceeding 100m2 but not exceeding 200m2	1,909.00	1,968.00	O	1174	Statutory

Assembly and Recreational Use & Other Residential (Institution and Other)

01 Floor Area not exceeding 10m2	1,069.00	1,101.00	O	1147	Statutory
02 Floor area exceeding 10m2 but not exceeding 40m2	1,529.00	1,575.00	O	1148	Statutory
03 Floor area exceeding 40m2 but not exceeding 100m2	2,063.00	2,125.00	O	1149	Statutory
04 Floor area exceeding 100m2 but not exceeding 200m2	2,599.00	2,677.00	O	1150	Statutory

Building Control

Non Domestic Extensions and New Build - Regularisation Charge

Industrial and Storage Use

	2018/19	2019/20	VAT	Record No	
01 Floor Area not exceeding 10m2	685.00	705.00	O	1159	Statutory
02 Floor area exceeding 10m2 but not exceeding 40m2	841.00	866.00	O	1160	Statutory
03 Floor area exceeding 40m2 but not exceeding 100m2	1,145.00	1,179.00	O	1161	Statutory
04 Floor area exceeding 100m2 but not exceeding 200m2	1,300.00	1,339.00	O	1162	Statutory

Planning Publications

Photocopying Charges For Current Applications (Available At Reception)

	2018/19	2019/20	VAT	Record No	
A4 Per Page	0.20	0.00	S	652	Statutory

Small Domestic Buildings - Building Notices (New Dwellings Up To 300M2 Each)

	2018/19	2019/20	VAT	Record No	
a) 1	1,315.00	1,355.00	S	191	Statutory
b) 2	1,772.00	1,825.00	S	192	Statutory
c) 3	2,079.00	2,141.00	S	193	Statutory
d) 4	2,384.00	2,456.00	S	194	Statutory
e) 5	2,782.00	2,865.00	S	195	Statutory
f) 6	3,179.00	3,274.00	S	196	Statutory
g) 7	3,515.00	3,620.00	S	197	Statutory
h) 8	3,852.00	3,968.00	S	198	Statutory
i) 9	4,188.00	4,314.00	S	199	Statutory
j) 10	4,523.00	4,659.00	S	200	Statutory
k) exceeding 10 - Price on Application	0.00	0.00	S	201	Statutory

Number Of Dwellings

Building Control

Small Domestic Buildings - Inspection Charge (New Dwellings Up To 300M2 Each)

Number Of Dwellings

	2018/19	2019/20	VAT	Record No	
a) 1	1,015.00	1,055.00	S	169	Statutory
b) 2	1,472.00	1,525.00	S	170	Statutory
c) 3	1,779.00	1,841.00	S	171	Statutory
d) 4	1,884.00	1,956.00	S	172	Statutory
e) 5	2,282.00	2,365.00	S	173	Statutory
f) 6	2,679.00	2,774.00	S	174	Statutory
g) 7	3,015.00	3,120.00	S	175	Statutory
h) 8	3,352.00	3,468.00	S	176	Statutory
i) 9	3,688.00	3,814.00	S	177	Statutory
j) 10	4,023.00	4,159.00	S	178	Statutory
k) exceeding 10 - Price on Application	0.00	0.00	S	179	Statutory

Small Domestic Buildings - Plan Charge (New Dwellings Up To 300M2 Each)

Number Of Dwellings

	2018/19	2019/20	VAT	Record No	
a) 1	300.00	300.00	S	147	Statutory
b) 2	300.00	300.00	S	148	Statutory
c) 3	300.00	300.00	S	149	Statutory
d) 4	500.00	500.00	S	150	Statutory
e) 5	500.00	500.00	S	151	Statutory
f) 6	500.00	500.00	S	152	Statutory
g) 7	500.00	500.00	S	153	Statutory
h) 8	500.00	500.00	S	154	Statutory
i) 9	500.00	500.00	S	155	Statutory
j) 10	500.00	500.00	S	156	Statutory
k) exceeding 10 - Price on Application	0.00	0.00	S	157	Statutory

Building Control

Small Domestic Buildings - Regularisation Charge (New Dwellings Up To 300M2 Each)

Number Of Dwellings

	2018/19	2019/20	VAT	Record No	
a) 1	1,643.00	1,692.00	O	1035	Statutory
b) 2	2,215.00	2,281.00	O	1036	Statutory
c) 3	2,599.00	2,677.00	O	1037	Statutory
d) 4	2,980.00	3,069.00	O	1038	Statutory
e) 5	3,478.00	3,582.00	O	1039	Statutory
f) 6	3,974.00	4,093.00	O	1040	Statutory
g) 7	4,394.00	4,526.00	O	1041	Statutory
h) 8	4,815.00	4,959.00	O	1042	Statutory
i) 9	5,235.00	5,392.00	O	1043	Statutory
j) 10	5,653.00	5,823.00	O	1044	Statutory
k) exceeding 10 (POA)	0.00	0.00	O	1045	Statutory

Environmental Protection Act

Environmental Information Regulations 2004

Contaminated Land Enquiries

	2018/19	2019/20	VAT	Record No	
Commercial - Hourly rate	55.00	55.00	S	322	Discretionary
Domestic - Hourly rate	55.00	55.00	S	323	Discretionary
General Inquiries - Hourly Rate	55.00	55.00	S	324	Discretionary

Environmental Protection

Environmental Protection Schedule 1 Part B Premises

	2018/19	2019/20	VAT	Record No	
a) Summary Of Register	26.00	27.00	S	317	Discretionary
b) First Sheet - A4	17.00	17.50	S	318	Discretionary
c) Each Subsequent Sheet - A4	4.50	4.50	S	319	Discretionary
d) First Sheet-A3	17.00	17.50	S	320	Discretionary
e) Each Subsequent Sheet-A3	4.50	4.50	S	321	Discretionary

Pollution Prevention & Control Act

LA-IPPC charges

	2018/19	2019/20	VAT	Record No	
a) Application	3,218.00	3,218.00	O	899	Statutory
b) Additional fee for operating without a permit	1,137.00	1,137.00	O	900	Statutory
c) Annual Subsistence (Low)	1,384.00	1,384.00	O	901	Statutory
d) Annual Subsistence (Medium)	1,541.00	1,541.00	O	902	Statutory
e) Annual Subsistence (High)	2,233.00	2,233.00	O	903	Statutory
f) Substantial Variation	1,309.00	1,309.00	O	904	Statutory
g) Transfer	225.00	225.00	O	905	Statutory
h) Partial transfer	668.00	668.00	O	906	Statutory
i) Surrender	668.00	668.00	O	907	Statutory

Environmental Protection Act

Pollution Prevention & Control Act

LAPPC & LAIPPC substance charges

	2018/19	2019/20	VAT	Record No	
Where paid quarterly the total amount payable will be increased by	36.00	36.00	O	908	Statutory

Environmental Protection Act

Pollution Prevention & Control Act

LAPPC Annual Subsistence Charge

	2018/19	2019/20	VAT	Record No	
1.a) Standard process Low	739.00	739.00	O	807	Statutory
1.b) Standard process Medium	1,111.00	1,111.00	O	809	Statutory
1.c) Standard process High	1,672.00	1,672.00	O	811	Statutory
1.d) Standard process Low - Where a LAPPC Part B installation is subject to reporting under the E-PRTR Regulation.	838.00	838.00	O	808	Statutory
1.e) Standard process Medium - Where a LAPPC Part B installation is subject to reporting under the E-PRTR Regulation.	1,210.00	1,210.00	O	810	Statutory
1.f) Standard process High - Where a LAPPC Part B installation is subject to reporting under the E-PRTR Regulation.	1,771.00	1,771.00	O	812	Statutory
2.a) Reduced fee activities (Low)	76.00	76.00	O	813	Statutory
2.b) Reduced fee activities (Med)	151.00	151.00	O	814	Statutory
2.c) Reduced fee activities (High)	227.00	227.00	O	815	Statutory
2.d) Reduced fee activities (Low) - Where a LAPPC Part B installation is subject to reporting under the E-PRTR Regulation.	175.00	175.00	O	816	Statutory
2.e) Reduced fee activities (Med) - Where a LAPPC Part B installation is subject to reporting under the E-PRTR Regulation.	250.00	250.00	O	817	Statutory
2.f) Reduced fee activities (High) - Where a LAPPC Part B installation is subject to reporting under the E-PRTR Regulation.	326.00	326.00	O	818	Statutory
3.a) PVR I & II combined (Low)	108.00	108.00	O	1234	Statutory
3.b) PVR I & II combined (High)	326.00	326.00	O	821	Statutory
3.c) PVR I & II combined (Med)	216.00	216.00	O	820	Statutory
3.d) PVR I & II combined - Where a LAPPC Part B installation is subject to reporting under the E-PRTR Regulation (high)	425.00	425.00	O	824	Statutory
3.e) PVR I & II combined - Where a LAPPC Part B installation is subject to reporting under the E-PRTR Regulation (med)	315.00	315.00	O	823	Statutory
3.f) PVR I & II combined - Where a LAPPC Part B installation is subject to reporting under the E-PRTR Regulation (low)	207.00	207.00	O	822	Statutory
4.a) Other reduced fee activities (Low)	218.00	218.00	O	825	Statutory
4.b) Other reduced fee activities (Med)	349.00	349.00	O	826	Statutory
4.c) Other reduced fee activities (High)	524.00	524.00	O	827	Statutory
4.d) Other reduced fee activities (Low) - Where a LAPPC Part B installation is subject to reporting under the E-PRTR Regulation.	317.00	317.00	O	828	Statutory
4.e) Other reduced fee activities (Med) - Where a LAPPC Part B installation is subject to reporting under the E-PRTR Regulation.	448.00	448.00	O	829	Statutory
4.f) Other reduced fee activities (High) - Where a LAPPC Part B installation is subject to reporting under the E-PRTR Regulation.	623.00	623.00	O	830	Statutory
6.a) Standard mobile plant, for first and second permits (Low)	618.00	618.00	O	837	Statutory
6.b) Standard mobile plant, for first and second permits (Medium)	989.00	989.00	O	838	Statutory
6.c) Standard mobile plant, for first and second permits (High)	1,484.00	1,484.00	O	839	Statutory
6.d) Standard mobile plant, for first and second permits (Low) - Where a LAPPC Part B installation is subject to reporting under the E	717.00	717.00	O	840	Statutory

Environmental Protection Act

Pollution Prevention & Control Act

	2018/19	2019/20	VAT	Record No	
6.e) Standard mobile plant, for first and second permits (Medium) - Where a LAPPC Part B installation is subject to reporting under the E-PRTR Regulation.	1,088.00	1,088.00	O	841	Statutory
6.f) Standard mobile plant, for first and second permits (High) - Where a LAPPC Part B installation is subject to reporting under the E-PRTR Regulation.	1,583.00	1,583.00	O	842	Statutory
7.a) For the third to seventh permits (Low)	368.00	368.00	O	843	Statutory
7.b) For the third to seventh permits (Medium)	590.00	590.00	O	844	Statutory
7.c) For the third to seventh permits (High)	884.00	884.00	O	845	Statutory
7.d) For the third to seventh permits (Low) - Where a LAPPC Part B installation is subject to reporting under the E-PRTR Regulation.	467.00	467.00	O	846	Statutory
7.e) For the third to seventh permits (Medium) - Where a LAPPC Part B installation is subject to reporting under the E-PRTR Regulation.	689.00	689.00	O	847	Statutory
7.f) For the third to seventh permits (High) - Where a LAPPC Part B installation is subject to reporting under the E-PRTR Regulation.	983.00	983.00	O	848	Statutory
8.a) Eighth and subsequent permits (Low)	189.00	189.00	O	849	Statutory
8.b) Eighth and subsequent permits (Medium)	302.00	302.00	O	850	Statutory
8.c) Eighth and subsequent permits (High)	453.00	453.00	O	851	Statutory
8.d) Eighth and subsequent permits (Low) - Where a LAPPC Part B installation is subject to reporting under the E-PRTR Regulation.	288.00	288.00	O	852	Statutory
8.e) Eighth and subsequent permits (Medium) - Where a LAPPC Part B installation is subject to reporting under the E-PRTR Regulation.	401.00	401.00	O	853	Statutory
8.f) Eighth and subsequent permits (High) - Where a LAPPC Part B installation is subject to reporting under the E-PRTR Regulation.	552.00	552.00	O	854	Statutory
LAPPC charges - Application Fee					
Additional fee for operating without a permit	1,137.00	1,137.00	O	1217	Statutory
Additional fee where a LAPPC application for any of the above is for a combined Part B and waste application	297.00	297.00	O	806	Statutory
Other Reduced Fee Activities	346.00	346.00	O	801	Statutory
PVR I & II combined	246.00	246.00	O	800	Statutory
PVRI, SWOBs, and Dry Cleaners Reduced Fee Activities	148.00	148.00	O	799	Statutory
Reduced fee activities: Additional fee for operating without a permit	68.00	68.00	O	802	Statutory
Standard process	1,579.00	1,579.00	O	797	Statutory

Environmental Protection Act

Pollution Prevention & Control Act

LAPPC mobile plant charges - Application fees

	2018/19	2019/20	VAT	Record No	
Number of permits = 1	1,579.00	1,579.00	O	867	Statutory
Number of permits = 2	1,579.00	1,579.00	O	868	Statutory
Number of permits = 3 through to 8	943.00	943.00	O	869	Statutory
Number of permits = 8 and over	477.00	477.00	O	874	Statutory

LAPPC subsistence fees

Late Payment Fees	50.00	50.00	O	1233	Statutory
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LAPPC Substantial change

Reduced fee activities	98.00	98.00	O	866	Statutory
Standard process	1,005.00	1,005.00	O	864	Statutory
Standard process where the substantial change results in a new PPC activity	1,579.00	1,579.00	O	865	Statutory

LAPPC Temporary transfer for mobiles

First transfer	51.00	51.00	O	861	Statutory
Repeat following enforcement or warning	51.00	51.00	O	863	Statutory

LAPPC Transfer and Surrender

New operator at low risk reduced fee activity	75.00	75.00	O	857	Statutory
Reduced fee activities: partial transfer	45.00	45.00	O	860	Statutory
Reduced fee activities: transfer - Price on application	0.00	0.00	O		
Standard process partial transfer	476.00	476.00	O	856	Statutory
Standard process transfer	162.00	162.00	O	855	Statutory
Surrender: all Part B activities	0.00	0.00	O	858	Statutory

Pollution, Prevention And Control Act 1999

2018/19	2019/20	VAT	Record No
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Environmental Protection Act

Pollution, Prevention And Control Act 1999

LAPPC Annual Subsistence Charge

	2018/19	2019/20	VAT	Record No	
1.a) Standard process Low (where permit is for a combined Part B and waste installation)	838.00		O	1235	Statutory
1.b) Standard process Medium (where permit is for a combined Part B and waste installation)	1,260.00		O	1236	Statutory
1.c) Standard process High (where permit is for a combined Part B and waste installation)	1,870.00		O	1237	Statutory

Food Safety

Food Safety

Food Hygiene Courses

	2018/19	2019/20	VAT	Record No	
Cancellation of booked appointment (no fee applies if notification of cancellation is given more than 24 hours in advance)	25.00	25.75	S	1484	Discretionary
Courses Held (on Site or off site) (Per Person)	80.00	80.00	S	311	Discretionary
Voluntary Surrender Of Foodstuffs Certificate	69.00	71.00	S	308	Discretionary

Food Hygiene Rating Scheme

Request for re-inspection under the Food Hygiene Rating Scheme	0.00	200.00	S	1592	Discretionary
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Foodstuffs For Export

Per Certificate (If Visit Needed)	148.50	153.00	O	307	Discretionary
Per Certificate (If Visit Not Needed)	74.60	77.00	O	306	Discretionary

Foodstuffs for Import

Imported organic foodstuffs authentication certificate	48.50	48.50	O	1026	Discretionary
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Health and Safety

Health and Safety in the Workplace

Courses

	2018/19	2019/20	VAT	Record No	
Cancellation of booked appointment (no fee applies if notification of cancellation is given more than 24 hours in advance)	25.00	26.00	S	1485	Discretionary
Emergency First Aid at Work (EFAW)	70.00	72.00	S	1331	Discretionary
First Aid at Work (FAW)	165.00	170.00	S	1330	Discretionary
First Aid at Work Re-Qualification (RE-QUAL)	110.00	113.00	S	1332	Discretionary
Institute of Occupational Safety and Health - Managing safely refresher (1 day)	200.00	206.00	S	1448	Discretionary
Institute of Occupational Safety and Health - Managing safely	350.00	360.00	S	1333	Discretionary
Institute of Occupational Safety and Health - Working safely	125.00	129.00	S	1334	Discretionary
Institute of Occupational Safety and Health - Working safely passport	25.00	26.00	S	1335	Discretionary

Licensing

Animal Welfare

New or renewal application

	2018/19	2019/20	VAT	Record No	
Arranging for the Provision of Boarding - Application Fee	0.00	354.00	O	1585	Discretionary
Arranging for the Provision of Boarding - Grant Fee	0.00	99.00	O	1586	Discretionary
Boarding for cats - Application Fee	0.00	354.00	O	1577	Discretionary
Boarding for cats - Grant Fee	0.00	99.00	O	1578	Discretionary
Boarding in dogs in kennels - Application Fee	0.00	354.00	O	1575	Discretionary
Boarding in dogs in kennels - Grant Fee	0.00	99.00	O	1576	Discretionary
Dog Breeders - Application Fee	0.00	354.00	O	1569	Discretionary
Dog Breeders - Grant Fee	0.00	99.00	O	1570	Discretionary
Dog Day Care - Application Fee	0.00	354.00	O	1579	Discretionary
Dog Day Care - Grant Fee	0.00	99.00	O	1580	Discretionary
Each additional licensable activity/inspection	0.00	99.00	O	1588	Discretionary
Hiring out horses - Application Fee	0.00	354.00	O	1571	Discretionary
Hiring out horses - Grant Fee	0.00	99.00	O	1572	Discretionary
Home boarders (dogs only) - Application Fee	0.00	354.00	O	1573	Discretionary
Home boarders (dogs only) - Grant Fee	0.00	99.00	O	1574	Discretionary
Keeping or training animals for exhibition - Application Fee	0.00	354.00	O	1583	Discretionary
Keeping or training animals for exhibition - Grant Fee	0.00	99.00	O	1584	Discretionary
Replacement Licence	0.00	50.00	O	1591	Discretionary
Re-rating Inspection	0.00	225.00	O	1587	Discretionary
Selling Animals as Pets - Application Fee	0.00	354.00	O	1581	Discretionary
Selling Animals as Pets - Grant Fee	0.00	99.00	O	1582	Discretionary
Variation to Licence with no visit	0.00	83.00	O	1589	Discretionary
Variation to Licence with visit	0.00	225.00	O	1590	Discretionary

Animals

2018/19	2019/20	VAT	Record No
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Licensing

Animals

Riding Establishments (Plus Vets Fees)

Initial Application (PLUS ALL ASSOCIATED VET FEES AND CHARGES)

Subsequent Applications (PLUS ALL ASSOCIATED VET FEES AND CHARGES)

Variation to any Animal Licence

Variation to Licence with no visit required

Variation to Licence with visit

Zoo Licence

Initial applications (PLUS ALL ASSOCIATED VET FEES AND CHARGES)

	2018/19	2019/20	VAT	Record No	
Initial Application (PLUS ALL ASSOCIATED VET FEES AND CHARGES)	309.00	309.00	O	300	Discretionary
Subsequent Applications (PLUS ALL ASSOCIATED VET FEES AND CHARGES)	214.50	214.50	O	301	Discretionary
Variation to Licence with no visit required	76.50	83.00	O	1024	Discretionary
Variation to Licence with visit	130.00	225.00	O	1025	Discretionary
Initial applications (PLUS ALL ASSOCIATED VET FEES AND CHARGES)	405.00	453.00	O	1023	Discretionary

Gambling Act 2005

	2018/19	2019/20	VAT	Record No
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Licensing

Gambling Act 2005

Gambling Act Fees

	2018/19	2019/20	VAT	Record No	
Adult Gaming Centres: a) New Applications	2,000.00	2,000.00	O	488	Statutory
Adult Gaming Centres: b) Annual Fees	1,000.00	1,000.00	O	489	Statutory
Adult Gaming Centres: c) Variations	1,000.00	1,000.00	O	490	Statutory
Adult Gaming Centres: d) Transfers	1,200.00	1,200.00	O	491	Statutory
Adult Gaming Centres: e) Reinstatements	1,200.00	1,200.00	O	492	Statutory
Adult Gaming Centres: f) Provisionals Statements	2,000.00	2,000.00	O	493	Statutory
Adult Gaming Centres: g) Licence Application (Provisional Statement Holders)	1,200.00	1,200.00	O	494	Statutory
Adult Gaming Centres: h) Copy of licence	25.00	25.00	O	927	Statutory
Adult Gaming Centres: i) Notification of change	50.00	50.00	O	926	Statutory
Betting Premises (Excluding Tracks): a) New Applications	2,700.00	2,700.00	O	467	Statutory
Betting Premises (Excluding Tracks): b) Annual Fees	600.00	600.00	O	468	Statutory
Betting Premises (Excluding Tracks): c) Variations	1,500.00	1,500.00	O	469	Statutory
Betting Premises (Excluding Tracks): d) Transfers	1,200.00	1,200.00	O	470	Statutory
Betting Premises (Excluding Tracks): e) Reinstatements	1,200.00	1,200.00	O	471	Statutory
Betting Premises (Excluding Tracks): f) Provisionals Statements	3,000.00	3,000.00	O	472	Statutory
Betting Premises (Excluding Tracks): g) Licence Application (Provisional Statement Holders)	1,200.00	1,200.00	O	473	Statutory
Betting premises (Excluding Tracks): h) Copy of licence	25.00	25.00	O	921	Statutory
Betting premises (Excluding Tracks): i) Notification of change	50.00	50.00	O	920	Statutory
Bingo Clubs: a) New Applications	3,500.00	3,500.00	O	460	Statutory
Bingo Clubs: b) Annual Fees	1,000.00	1,000.00	O	461	Statutory
Bingo Clubs: c) Variations	1,750.00	1,750.00	O	462	Statutory
Bingo Clubs: d) Transfers	1,200.00	1,200.00	O	463	Statutory
Bingo Clubs: e) Reinstatements	1,200.00	1,200.00	O	464	Statutory
Bingo Clubs: f) Provisionals Statements	3,500.00	3,500.00	O	465	Statutory
Bingo Clubs: g) Licence Application (Provisional Statement Holders)	1,200.00	1,200.00	O	466	Statutory
Bingo Clubs: h) Notification of change	50.00	50.00	O	918	Statutory
Bingo Clubs: i) Copy of licence	25.00	25.00	O	919	Statutory
Club Gaming Permit (Where The Applicant Holds A Club Premises Certificate Under The Licensing Act 2003): a) Application Fee (Net)	100.00	100.00	O	519	Statutory

Licensing

Gambling Act 2005

	2018/19	2019/20	VAT	Record No	
Club Gaming Permit (Where The Applicant Holds A Club Premises Certificate Under The Licensing Act 2003): b) Application Fee (Conversion Of Part 2 / Part 3 Registration)	100.00	100.00	O	520	Statutory
Club Gaming Permit (Where The Applicant Holds A Club Premises Certificate Under The Licensing Act 2003): c) Annual Fee	50.00	50.00	O	521	Statutory
Club Gaming Permit (Where The Applicant Holds A Club Premises Certificate Under The Licensing Act 2003): d) Renewal Fee	100.00	100.00	O	522	Statutory
Club Gaming Permit (Where The Applicant Holds A Club Premises Certificate Under The Licensing Act 2003): e) Variation Fee	100.00	100.00	O	523	Statutory
Club Gaming Permit (Where The Applicant Holds A Club Premises Certificate Under The Licensing Act 2003): f) Copy Of Permit	15.00	15.00	O	524	Statutory
Club Gaming Permit: a) Application Fee (New Permit)	200.00	200.00	O	513	Statutory
Club Gaming Permit: b) Application Fee (Conversion Of Part 2 / Part 3 Registration)	100.00	100.00	O	514	Statutory
Club Gaming Permit: c) Annual Fee	50.00	50.00	O	515	Statutory
Club Gaming Permit: d) Renewal Fee	200.00	200.00	O	516	Statutory
Club Gaming Permit: e) Variation Fee	100.00	100.00	O	517	Statutory
Club Gaming Permit: f) Copy Of Permit	15.00	15.00	O	518	Statutory
Family Entertainment Centre: a) New Applications	2,000.00	2,000.00	O	481	Statutory
Family Entertainment Centre: b) Annual Fees	750.00	750.00	O	482	Statutory
Family Entertainment Centre: c) Variations	1,000.00	1,000.00	O	483	Statutory
Family Entertainment Centre: d) Transfers	950.00	950.00	O	484	Statutory
Family Entertainment Centre: e) Reinstatements	950.00	950.00	O	485	Statutory
Family Entertainment Centre: f) Provisionals Statements	2,000.00	2,000.00	O	486	Statutory
Family Entertainment Centre: g) Licence Application (Provisional Statement Holders)	950.00	950.00	O	487	Statutory
Family Entertainment Centre: h) Copy of licence	25.00	25.00	O	925	Statutory
Family Entertainment Centre: i) Notification of change	50.00	50.00	O	924	Statutory
Licensed Premises - Notification Of Intent To Use Automatic Entitlement (1-2 Machines)	50.00	50.00	O	495	Statutory
Licensed Premises Gaming Machine Permit (3+ Machines): a) Application Fee (New Permit)	150.00	150.00	O	496	Statutory
Licensed Premises Gaming Machine Permit (3+ Machines): b) Application Fee (Conversion Of S34 Permit)	100.00	100.00	O	497	Statutory
Licensed Premises Gaming Machine Permit (3+ Machines): c) Annual Fee	50.00	50.00	O	498	Statutory
Licensed Premises Gaming Machine Permit (3+ Machines): d) Variation Fee	100.00	100.00	O	499	Statutory
Licensed Premises Gaming Machine Permit (3+ Machines): e) Transfer Fee	25.00	25.00	O	500	Statutory
Licensed Premises Gaming Machine Permit (3+ Machines): f) Change Of Name	25.00	25.00	O	501	Statutory
Licensed Premises Gaming Machine Permit (3+ Machines): g) Copy Of Permit	15.00	15.00	O	502	Statutory
Prize Gaming Permit: a) Application Fee (New Permit)	300.00	300.00	O	508	Statutory
Prize Gaming Permit: b) Application Fee (Conversion Of S34 Permit)	100.00	100.00	O	509	Statutory

Licensing

Gambling Act 2005

	2018/19	2019/20	VAT	Record No	
Prize Gaming Permit: c) Renewal Fee	300.00	300.00	O	510	Statutory
Prize Gaming Permit: d) Change Of Name	25.00	25.00	O	511	Statutory
Prize Gaming Permit: e) Copy Of Permit	15.00	15.00	O	512	Statutory
Small Society Lotteries: a) New Registration	40.00	40.00	O	525	Statutory
Small Society Lotteries: b) Annual Fee	20.00	20.00	O	526	Statutory
Tracks: a) New Applications	2,500.00	2,500.00	O	474	Statutory
Tracks: b) Annual Fees	1,000.00	1,000.00	O	475	Statutory
Tracks: c) Variations	1,250.00	1,250.00	O	476	Statutory
Tracks: d) Transfers	950.00	950.00	O	477	Statutory
Tracks: e) Reinstatements	950.00	950.00	O	478	Statutory
Tracks: f) Provisionals Statements	2,500.00	2,500.00	O	479	Statutory
Tracks: g) Licence Application (Provisional Statement Holders)	950.00	950.00	O	480	Statutory
Tracks: h) Copy of licence	25.00	25.00	O	923	Statutory
Tracks: i) Notification of change	50.00	50.00	O	922	Statutory
Unlicensed Family Entertainment Centre Gaming Machine Permit: a) Application Fee (New Permit)	300.00	300.00	O	503	Statutory
Unlicensed Family Entertainment Centre Gaming Machine Permit: b) Application Fee (Conversion Of S34 Permit)	100.00	100.00	O	504	Statutory
Unlicensed Family Entertainment Centre Gaming Machine Permit: c) Renewal Fee	300.00	300.00	O	505	Statutory
Unlicensed Family Entertainment Centre Gaming Machine Permit: d) Change Of Name	25.00	25.00	O	506	Statutory
Unlicensed Family Entertainment Centre Gaming Machine Permit: e) Copy Of Permit	15.00	15.00	O	507	Statutory

HMO Licensing Scheme

Licensing

HMO Licensing Scheme

HMO Licence Renewal

	2018/19	2019/20	VAT	Record No	
a) Up to 6 Occupants (application fee £350; maintenance fee £169)	503.50	519.00	O	1261	Discretionary
b) 7 to 9 occupants (application fee £405; maintenance fee £237)	623.50	642.00	O	1262	Discretionary
c) 10 to 14 occupants(application fee £460; maintenance fee £245)	684.50	705.00	O	1263	Discretionary
d) 15 or more occupants ((application fee £515; maintenance fee £275)	766.50	790.00	O	1264	Discretionary
e) Penalty for late or incomplete applications	127.50	131.00	O	1265	Discretionary
f) Extra charge for processing separate licence holder and manager applications	33.00	34.00	O	1266	Discretionary
g) Discount for members of an approved landlords association	33.00	34.00	O	1267	Discretionary

HMO New Licence

a) Up to 6 Occupants (application fee £504.00; maintenance fee £188)	671.50	692.00	O	1008	Discretionary
b) 7 to 9 occupants (application fee £555; maintenance fee £301)	831.50	856.00	O	1009	Discretionary
c) 10 to 14 occupants (application fee £605; maintenance fee £335)	913.00	940.00	O	1010	Discretionary
d) 15 or more occupants (application fee £655; maintenance fee £398)	1,022.50	1,053.00	O	1011	Discretionary
e) Penalty for late or incomplete applications	127.50	131.00	O	1012	Discretionary
f) Extra charge for processing separate licence holder and manager applications	32.50	33.50	O	1013	Discretionary
g) Discount for members of an approved landlords association	32.50	33.50	O	1014	Discretionary

Housing

2018/19	2019/20	VAT	Record No
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Immigration Housing Inspection

Cancellation of booked appointment (no fee applies if notification of cancellation is given more that 24 hours in advance)	25.00	26.00	S	1486	Discretionary
Housing Inspection	161.50	166.00	O	915	Discretionary

Licensing

Housing

2018/19	2019/20	VAT	Record No
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Mobile Homes Site Licenses

a) Application for a new site licence - 1 to 5 pitches	465.00	479.00	O	1336	Discretionary
b) Application for a new site licence - 6 to 24 pitches	542.00	558.00	O	1337	Discretionary
c) Application for a new site licence - 25 to 99 pitches	599.00	617.00	O	1338	Discretionary
d) Application for a new site licence - 100+ pitches	714.00	735.50	O	1339	Discretionary
e) Application to alter conditions to a site licence - 1 to 5 pitches	221.50	228.00	O	1340	Discretionary
f) Application to alter conditions to a site licence - 6 to 24 pitches	231.50	238.50	O	1341	Discretionary
g) Application to alter conditions to a site licence - 25 to 99 pitches	241.50	249.00	O	1342	Discretionary
h) Application to alter conditions to a site licence - 100+ pitches	261.00	269.00	O	1343	Discretionary
i) Application to transfer a site licence	125.00	129.00	O	1344	Discretionary
j) Annual fee - 1 to 5 pitches	177.00	182.00	O	1345	Discretionary
k) Annual fee - 6 to 24 pitches	216.50	224.00	O	1346	Discretionary
l) Annual fee - 25 to 99 pitches	246.00	253.00	O	1347	Discretionary
m) Annual fee - 100+ pitches	304.50	313.50	O	1348	Discretionary
n) Recover of cost of enforcement - hourly rate	59.50	61.00	O	1415	Discretionary

Housing Act Notices

Building Control

Sale Of Approval Notices

	2018/19	2019/20	VAT	Record No	
Sale Of Approval Notices	20.00	21.00	S	357	Discretionary

Building Control Research

Additional Copies of Documents/Notices
Historical Research Per Hr (Inc 4 Copies)

Additional Copies of Documents/Notices	25.00	26.00	S	360	Discretionary
Historical Research Per Hr (Inc 4 Copies)	65.00	67.00	S	359	Discretionary

Housing Act 1985 - Section 265 - Demolition Order

Hourly Rate

Hourly Rate	59.50	61.00	O	355	Discretionary
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Licensing

Housing Act Notices

Housing Act 2004 - Section 11,12,20,21,28,29,40 & 43 - Enforcement Notices

Hourly Rate

	2018/19	2019/20	VAT	Record No	
Hourly Rate	59.50	61.00	O	356	Discretionary

Street Numbering & Re-Numbering

- a) Renaming Property Per Property
- b) Single Property
- c) 2-5 Properties
- d) 6-10 Properties
- e) 11 Plus Properties (£100 plus an additional £2 per property up to a max of £300)

a) Renaming Property Per Property	54.00	56.00	O	367	Discretionary
b) Single Property	88.00	91.00	O	363	Discretionary
c) 2-5 Properties	125.00	129.00	O	364	Discretionary
d) 6-10 Properties	177.00	182.00	O	365	Discretionary
e) 11 Plus Properties (£100 plus an additional £2 per property up to a max of £300)	177.00	182.00	O	366	Discretionary

Licensing Act 2003

	2018/19	2019/20	VAT	Record No	
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Licensing

Licensing Act 2003

2018/19	2019/20	VAT	Record No
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Licensing Fees

Application For Provisional Statement Where Premises Are Being Built etc (Sec 29)	315.00	315.00	O	444	Statutory
Application For Transfer Of A Premises Licence (Section 42)	23.00	23.00	O	447	Statutory
Application To Vary Licence To Specify Individual As Premises Supervisor (Section37)	23.00	23.00	O	446	Statutory
Change Of Relevant Registered Address Of Club (Section 83,(1) Or (2)	10.50	10.50	O	451	Statutory
Duty To Notify Change Of Name Or Address (Section 127)	10.50	10.50	O	454	Statutory
Interim Authority Notice Following Death Etc Of Licence Holder (Section 47)	23.00	23.00	O	448	Statutory
Notification Of Change Of Name And Address (Section 33)	10.50	10.50	O	445	Statutory
Notification Of Change Of Name Or Alteration Of Rules Of The Club (Section 82)	10.50	10.50	O	450	Statutory
Personal Licence	37.00	37.00	O	423	Statutory
Personal Licence Grant Or Renewal (Section 117)	37.00	37.00	O	442	Statutory
Right Of Freeholder Etc To Be Notified Of Licensing Matters (Section 178)	21.00	21.00	O	455	Statutory
Temporary Events Notice	21.00	21.00	O	422	Statutory
Temporary Events Notice (Section100)	21.00	21.00	O	441	Statutory
Theft, Loss etc Of Certificate Or Summary (Section 79)	21.00	21.00	O	449	Statutory
Theft, Loss etc Of Personal Licence (Section 126)	10.50	10.50	O	453	Statutory
Theft, Loss etc Of Premises Licence Or Summary (Section 25)	10.50	10.50	O	443	Statutory
Theft, Loss etc Of Temporary Event Notice (Section 110)	10.50	10.50	O	452	Statutory

Licensing Register Entries

For All Entries (If Plans Are Required)	3,000.00	3,000.00	O	440	Statutory
For All Entries (No Plans Are Required)	1,000.00	1,000.00	O	439	Statutory
Per Individual Copy	26.00	26.00	O	438	Statutory

Premises Licence

Minor Variation	89.00	89.00	O	917	Statutory
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Licensing

Licensing Act 2003

Premises Licence - Annual Fee

	2018/19	2019/20	VAT	Record No	
A	70.00	70.00	O	431	Statutory
B	180.00	180.00	O	432	Statutory
C	295.00	295.00	O	433	Statutory
D	320.00	320.00	O	434	Statutory
E	350.00	350.00	O	435	Statutory

Premises Licence - Annual Fee (For Town Centre Pubs Only)

D X 2	640.00	640.00	O	436	Statutory
E X 3	1,050.00	1,050.00	O	437	Statutory

Premises Licence - New And Full Variation Applications

A	100.00	100.00	O	424	Statutory
B	190.00	190.00	O	425	Statutory
C	315.00	315.00	O	426	Statutory
D	450.00	450.00	O	427	Statutory
D X 2	900.00	900.00	O	429	Statutory
E	635.00	635.00	O	428	Statutory
E X 3	1,905.00	1,905.00	O	430	Statutory

Pollution

Scrap Metal Dealers

	2018/19	2019/20	VAT	Record No	
Scrap Metal collector fee	335.00	335.00	O	1307	Discretionary
Scrap Metal dealer site license fee	530.00	530.00	O	1308	Discretionary
Scrap Metal Licence Variation	61.00	61.00	O	1315	Discretionary
Scrap Metal replacement of Licence	26.00	26.00	O	1316	Discretionary

Licensing

Retail

Registration for skin piercing treatments: acupuncture, tattooing, skin piercing, electrolysis, semi-permanent skin colouring

	2018/19	2019/20	VAT	Record No	
Practitioner registration	214.50	221.00	O	458	Discretionary
Registration of premises	214.50	221.00	O	459	Discretionary
Replacement certificate	48.50	50.00	O	935	Discretionary
Transfer of registration	106.00	109.00	O	1238	Discretionary
Variation of registration	57.00	59.00	O	1430	Discretionary

Sex establishment licence fee

Change of licence details	155.50	160.00	O	1269	Discretionary
New, Renewal, Intermediate, Temporary	3,108.00	3,201.00	O	1268	Discretionary

Sex Shop Registration

New, Renewal, Intermediate, Temporary	3,108.00	3,201.00	O	456	Discretionary
transfer Of Licence	3,108.00	3,201.00	O	457	Discretionary

Public Health

Health and Safety

Health And Safety At Work Act 1974

Officer Statement Of Facts - hourly rate	59.50	61.00	O	314	Discretionary
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Water Testing Charges

Private water supply

a) Private water supply sample (each visit)	100.00	100.00	O	1027	Discretionary
b) Risk Assessment (each assessment)	500.00	500.00	O	1028	Discretionary
c) Investigation (per investigation)	100.00	100.00	O	1029	Discretionary
d) Granting an Authorisation (per authorisation)	100.00	100.00	O	1030	Discretionary
e) Analysing a Sample Taken Under Regulation 10 - at cost - max price shown	25.00	25.00	O	1032	Discretionary
f) Analysing a Sample Taken Under Check Monitoring - at cost - max price shown	100.00	100.00	O	1033	Discretionary
g) Analysing a Sample Taken Under Audit Monitoring - at cost - max price shown	500.00	500.00	O	1034	Discretionary

Rodent & Pest Control

Rodent and Pest Control

Pest Control

	2018/19	2019/20	VAT	Record No	
Bedbugs	106.00	109.00	S	1260	Discretionary
Mice Per Visit	67.00	69.00	S	326	Discretionary
Rat Disinfestation - Domestic Properties	42.00	43.00	S	325	Discretionary
Wasps, Fleas etc - Per Visit	62.00	64.00	S	327	Discretionary

Stray Dogs

Stray Dogs - Collection Fee

	2018/19	2019/20	VAT	Record No	
Plus Kennelling And Vets Fees	180.00	185.00	O	295	Discretionary

Taxi Licensing

Taxi Licensing - 1 Year & General Fees

Hackney Carriages Driver and Vehicles

	2018/19	2019/20	VAT	Record No	
Application pack fee - deducted from licence fee if enquirer subsequently makes a formal application	18.00	19.00	O	1239	Discretionary
Cancellation of booked appointment (no fee applies if notification of cancellation is given more that 24 hours in advance)	25.00	36.00	S	1449	Discretionary
Criminal Record Bureau Fee - 3 Yearly Check	48.00	49.00	O	542	Discretionary
English & Numeracy Retest Fee	30.00	31.00	O	547	Discretionary
Geographic Knowledge Retest Fee	65.00	67.00	O	544	Discretionary
Hackney Carriage /Private Hire Vehicle Plate Replacement	18.00	19.00	O	541	Discretionary
Hackney Carriage Driver - New	296.00	305.00	O	538	Discretionary
Hackney Carriage Driver - Renewal	142.00	164.00	O	539	Discretionary
Hackney Carriage Vehicle	341.00	351.00	O	537	Discretionary
Hackney Carriage Vehicle (adapted for disabled persons)	170.50	175.00	O	931	Discretionary
Licence Conditions Retest	37.00	38.00	O	546	Discretionary
Re-Issue Of Licence (Change of address, name or any other reason)	21.00	22.00	O	540	Discretionary
Re-Issue Of Licence (Change of Vehicle)	99.00	102.00	O	1259	Discretionary
Transfer From Private Hire to Hackney Carriage Fee	155.00	160.00	O	545	Discretionary

Taxi Licensing

Taxi Licensing - 1 Year & General Fees

Private Hire Driver Operator And Vehicle

	2018/19	2019/20	VAT	Record No	
a) Private Hire Operator - 1 Vehicle	206.00	212.00	O	527	Discretionary
b) Private Hire Operator - 2 To 5 Vehicles	256.00	264.00	O	528	Discretionary
c) Private Hire Operator - 6 To 20 Vehicles	366.00	377.00	O	529	Discretionary
d) Private Hire Operator - 21 or more the hourly rate applies	55.00	57.00	O	1018	Discretionary
Application pack fee - deducted from licence fee if enquirer subsequently makes a formal application	18.00	19.00	O	1241	Discretionary
Cancellation of booked appointment (no fee applies if notification of cancellation is given more that 24 hours in advance)	25.00	26.00	S	1450	Discretionary
Criminal Record Bureau Fee - 3 Yearly Check	48.00	49.00	O	535	Discretionary
English & Numeracy Retest Fee	31.00	32.00	O	534	Discretionary
Geographic Knowledge retest fee	37.00	38.00	O	928	Discretionary
Hackney Carriage /Private hire vehicle plate replacement	18.00	19.00	O	1022	Discretionary
Private Hire Driver Licence - New	286.00	295.00	O	531	Discretionary
Private Hire Driver Licence - Renewal	142.00	146.00	O	532	Discretionary
Private Hire Vehicle	300.00	309.00	O	530	Discretionary
Private Hire Vehicle (adapted for disabled persons)	150.00	155.00	O	929	Discretionary
Private Hire Vehicle plate replacement	18.00	19.00	O	933	Discretionary
Re-Issue Of Licence (Change of address, name or any other reason)	21.00	22.00	O	1020	Discretionary
Re-Issue Of Licence (Change of vehicle)	99.00	102.00	O	533	Discretionary

Taxi Licensing - 3 Year Fees

Hackney Carriage and Private Hire Driver

	2018/19	2019/20	VAT	Record No	
Cancellation of booked appointment (no fee applies if notification of cancellation is given more that 24 hours in advance)	25.00	26.00	S	1451	Discretionary
Hackney Carriage Driver - New	498.00	513.00	O	1355	Discretionary
Hackney Carriage Driver - Renewal	383.00	394.00	O	1356	Discretionary
Private Hire Driver Licence - New	188.00	194.00	O	1374	Discretionary
Private Hire Driver Licence - Renewal	344.00	354.00	O	1375	Discretionary

Taxi Licensing - 5 Year Fees

	2018/19	2019/20	VAT	Record No	
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Taxi Licensing

Taxi Licensing - 5 Year Fees

Private Hire Vehicle Operator

	2018/19	2019/20	VAT	Record No	
a) Private Hire Operator - 1 Vehicle	898.00	925.00	O	1395	Discretionary
b) Private Hire Operator - 2 To 5 Vehicles	1,123.00	1,157.00	O	1396	Discretionary
c) Private Hire Operator - 6 To 20 Vehicles	1,667.00	1,717.00	O	1397	Discretionary
d) Private Hire Operator - 21 or more the hourly rate applies	55.00	57.00	O	1398	Discretionary
e) Cancellation of booked appointment (no fee applies if notification of cancellation is given more that 24 hours in advance)	25.00	26.00	S	1452	Discretionary

Works in Default

Works in Default

Works in Default

30% administration fee applied to cost of any works that are carried out in default by Environmental Health

	2018/19	2019/20	VAT	Record No	
			S	1453	Discretionary

Housing Options

Homelessness

Homelessness

Bed & Breakfast

	2018/19	2019/20	VAT	Record No	
Charge Is Maximum Eligible For Housing Benefit (2 Bed Rate, Per Week, Per Individual)	288.46	288.46	O	550	Statutory
Charge Is Maximum Eligible For Housing Benefit (4 Bed Rate, Per Week, Per Individual)	413.01	413.01	O	1320	Statutory

Ind Living

Day Centres

Greeno & Fordbridge Centres (Community Use)

Committee/Meeting Rooms

Mon-Fri Evening (per hour)

Saturday (per hour)

Large Hall

Mon-Fri Evening (per hour)

Saturday Day Time Rates before 6.00 PM (per hour)

Saturday Evening after 6.00 PM (per hour)

Sunday (per hour)

Quiet Lounge

Mon-Fri Evening (per hour)

Saturday Day Time Rates before 6.00 PM (per hour)

Saturday Evening after 6.00 PM (per hour)

	2018/19	2019/20	VAT	Record No	
	13.50	13.90	E	558	Discretionary
	15.50	16.00	E	561	Discretionary
	20.50	21.10	E	551	Discretionary
	24.50	25.25	E	553	Discretionary
	41.00	42.25	E	554	Discretionary
	41.00	42.25	E	555	Discretionary
	13.50	13.90	E	562	Discretionary
	20.50	21.50	E	564	Discretionary
	25.50	26.25	E	565	Discretionary

Greeno & Fordbridge Centres (Semi Commercial Use e.g. Weight Watchers and Dance)

Large Hall

Mon - Fri Evening (per hour)

Saturday Day Time Rates before 6.00 PM (per hour)

Saturday Evening after 6.00 PM (per hour)

Sunday (per hour)

	2018/19	2019/20	VAT	Record No	
	28.50	29.35	E	1222	Discretionary
	31.00	32.00	E	1223	Discretionary
	53.50	55.10	E	1224	Discretionary
	54.00	55.65	E	1225	Discretionary

Older Peoples Services

	2018/19	2019/20	VAT	Record No
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Day Centres

Older Peoples Services

Membership Fees

Joint Day Centre/Spelride
Non SBC Resident
SBC Resident

2018/19	2019/20	VAT	Record No	
22.00	22.65	S	959	Discretionary
23.00	23.70	S	604	Discretionary
15.00	15.45	S	603	Discretionary

Staines Community Centres (Community Use)

Upstairs meeting room

Mon-Fri Evening (per hour)
Saturday Daytime (per hour)
Saturday Evening (per hour)
Sunday all day (per hour)

2018/19	2019/20	VAT	Record No	
13.50	13.90	E	1435	Discretionary
15.50	16.00	E	1436	Discretionary
25.50	26.25	E	1437	Discretionary
25.50	26.25	E	1438	Discretionary

Upstairs or downstairs area

Mon-Fri Evening (per hour)
Saturday Daytime (per hour)
Saturday Evening (per hour)
Sunday all day (per hour)

17.00	17.50	E	1431	Discretionary
22.50	23.20	E	1432	Discretionary
36.00	37.10	E	1433	Discretionary
36.00	37.10	E	1434	Discretionary

Staines Community Centres (Semi-Commercial Use)

Upstairs meeting room

Mon-Fri Evening (per hour)
Saturday Daytime (per hour)
Saturday Evening (per hour)
Sunday all day (per hour)

2018/19	2019/20	VAT	Record No	
18.50	19.05	E	1443	Discretionary
20.50	21.10	E	1444	Discretionary
35.50	36.50	E	1445	Discretionary
35.50	36.50	E	1446	Discretionary

Day Centres

Staines Community Centres (Semi-Commercial Use)

Upstairs or downstairs area

Mon-Fri Evening (per hour)

Saturday Daytime (per hour)

Saturday Evening (per hour)

Sunday all day (per hour)

2018/19	2019/20	VAT	Record No	
22.50	23.20	E	1439	Discretionary
25.50	26.25	E	1440	Discretionary
45.50	46.85	E	1441	Discretionary
45.50	46.85	E	1442	Discretionary

Meals On Wheels

Luncheon Clubs

Service Fees

Charge Per Meal

2018/19	2019/20	VAT	Record No	
4.00	4.00	O	609	Discretionary

Meals On Wheels

Service Fees

Charge Per Meal

2018/19	2019/20	VAT	Record No	
3.90	3.90	O	608	Discretionary

Span

Span

Service Fees (Weekly Charge)

Individual Customers In The Spelthorne Area Who Have Lifeline Telephones

2018/19	2019/20	VAT	Record No	
4.30	4.30	*	606	Discretionary

Leisure

Public Halls

Shepperton Hall

Community Use (9am to Midnight) (Hire to local groups)

Mon-Fri 9am to 5pm per hour
Mon-Fri After 5pm per hour
Sat 9am to 6pm per hour
Sat After 6pm per hour
Sunday 9am to 10.30pm per hour

	2018/19	2019/20	VAT	Record No	
	19.00	19.60	E	641	Discretionary
	20.50	21.10	E	642	Discretionary
	24.50	25.25	E	643	Discretionary
	41.00	42.20	E	644	Discretionary
	41.00	42.20	E	645	Discretionary

Semi Commercial Use (9am to Midnight) (Commercial firms providing a community benefit)

Mon-Fri 9am to 5pm per hour
Mon-Fri After 5pm per hour
Sat 9am to 6pm per hour
Sat After 6pm per hour
Sunday 9am to 10.30pm per hour

	25.90	26.70	E	1006	Discretionary
	28.50	29.30	E	1016	Discretionary
	31.00	31.80	E	1021	Discretionary
	53.50	54.30	E	1031	Discretionary
	53.50	54.30	E	1221	Discretionary

Planning/Housing

Planning Development Control

A) Pre-Application Charges

a) Householder Applications - Advice (Written)

Householder advice on acceptability of a proposal

2018/19	2019/20	VAT	Record No	
70.00	75.00	S	1249	Discretionary

b) Householder Applications - Other

Site Visit and advice on historic buildings

110.00	120.00	S	1251	Discretionary
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Site visit and advice on trees

65.00	80.00	S	1250	Discretionary
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c) Planning Investigation/Research - Commercial Organisations Only

Investigation/ Research Requiring Both Office And Site Based Work Per Hr

200.00	210.00	S	667	Discretionary
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Investigation/ Research Requiring Office Based Work Only Per Hr

180.00	200.00	S	666	Discretionary
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d) Planning Investigation/Research - Service Fees

High Hedge Legislation

620.00	630.00	S	665	Discretionary
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e) Written Advice (Initial advice plus one additional response)

01) Single New Dwelling/Replacement Dwelling

275.00	280.00	S	1303	Discretionary
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02) Minor Proposals - 2 - 9 dwellings, up to 1000 sq m commercial

600.00	625.00	S	780	Discretionary
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03) Major Proposals - 10+ dwellings or 1,000 - 2,000 sq m commercial

1,200.00	1,250.00	S	779	Discretionary
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04) Strategic Proposals - 50+ dwellings or +2,000 sq m commercial

2,200.00	2,250.00	S	778	Discretionary
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05) Dropped kerbs - confirmation whether planning permission required

55.00	60.00	S	1322	Discretionary
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06) Advertisements, per advertisement

110.00	115.00	S	1422	Discretionary
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07) Other Miscellaneous developments (as agreed by the Planning Development Management)

110.00	115.00	S	1423	Discretionary
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Planning Development Control

A) Pre-Application Charges

f) Meetings (charge per meeting)

	2018/19	2019/20	VAT	Record No	
01) Single New Dwelling/Replacement Dwelling	350.00	355.00	S	1304	Discretionary
02) Minor Proposal (2-9 dwellings or up to 1000 sq m commercial)	1,000.00	1,050.00	S	777	Discretionary
03) Major Proposal 10 - 49 dwellings or 1,000 - 2,000 sq m commercial)	1,800.00	1,850.00	S	776	Discretionary
05) Strategic Proposals (+50 dwellings or +2000 sq m commercial)	3,000.00	3,050.00	S	774	Discretionary
06) Strategic Proposals (+50 dwellings or +2000 sq m commercial) where Head of Service attends	3,250.00	3,300.00	S	775	Discretionary
07) Advertisements	350.00	360.00	S	1424	Discretionary
08) Planning Performance Agreements for major/complex proposals (Terms to be agreed)			S	1454	Discretionary

B) Planning Application Fees

a) Household Development

	2018/19	2019/20	VAT	Record No	
Alteration/Addition To Existing Dwelling	206.00	206.00	S	669	Statutory
Alteration/Addition To Two Or More Existing Dwellings	407.00	407.00	S	670	Statutory
Erection Of Outbuildings, Fences Etc Within Curtilage Of A Dwelling	206.00	206.00	S	671	Statutory

b) Outline Applications

The site area does not exceed 2.5 hectares: for each 0.1 hectare of the site area	462.00	462.00	S	673	Statutory
The site area exceeds 2.5 hectares (and an additional £115 for each 0.1 hectare in excess of 2.5 hectares, subject to a maximum in	11,432.00	11,432.00	S	672	Statutory

c) Full Applications And Reserved Matters

Erection Of Dwellings Per Dwelling Created Up To A Max of 50 Dwellings	462.00	462.00	S	674	Statutory
Where the number of dwellinghouses to be created by the development exceeds 50 (and an additional £115 for each dwellinghouse	22,859.00	22,859.00	S	675	Statutory

Planning Development Control

B) Planning Application Fees

d) Erection Of Buildings Other Than Dwellings, Agricultural Buildings, Glasshouses Or Plant And Machinery

	2018/19	2019/20	VAT	Record No	
No new floor space	234.00	234.00	S	680	Statutory
Where floor space does not exceed 40m ²	234.00	234.00	S	678	Statutory
Where the floor space created is between 40m ² and 75m ²	462.00	462.00	S	679	Statutory
Where the floor space created is between 75m ² and 3750m ²	462.00	462.00	S	677	Statutory
Where the floor space created is more than 3750m ² (with £115 for each additional 75m ² in excess of 3750m ² subject to a maximum f 22,859.00	22,859.00	22,859.00	S	676	Statutory

e) Erection Of Other Agricultural Buildings On Land Used For Purposes Of Agriculture (Other Than Glasshouses)

Where the gross floor space does not exceed 465m ²	96.00	96.00	S	686	Statutory
Where the gross floor space exceeds 540m ² but does not exceed 4215m ² £385 for the first 540m ² and an additional £385 for each 7	462.00	462.00	S	685	Statutory
Where the gross floor space exceeds 4215m ² £19,049 (and an additional £115 for each 75m ² in excess of 4215m ² up to a maximum	22,859.00	22,859.00	S	683	Statutory
Where the gross floor space exceeds 465m ² but does not exceed 540m ²	462.00	462.00	S	684	Statutory

f) Erection Of Glasshouses Used For Purposes In Agriculture

Where the gross floor space does not exceed 465m ²	96.00	96.00	S	681	Statutory
Where the gross floor space exceeds 465m ²	2,580.00	2,580.00	S	682	Statutory

g) Erection, Alteration Or Replacement Of Plant And Machinery

Where the site area does not exceed 5 hectares, £385 for each 0.1 hectare of the site area	462.00	462.00	S	688	Statutory
Where the site area exceeds 5 hectares £19,049 (an additional £115 for each 0.1 hectares in excess of 5 hectares subject to a maxii	22,859.00	22,859.00	S	687	Statutory Statutory

h) Applications other than Building Works

Car Parks, Service Roads Or Other Accesses (Existing Uses Only)	234.00	234.00	S	704	Statutory
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Planning Development Control

B) Planning Application Fees

2018/19	2019/20	VAT	Record No
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i) Exploratory Drilling For Oil Or Natural Gas

where the site area does not exceed 7.5 hectares, £423 for each 0.1 hectare of site area	508.00	508.00	S	699	Statutory
where the site area exceeds 7.5 hectares, £31,725 (with an additional £126 for each 0.1 hectares in excess of 7.5 hectares up to a maximum of 38,070.00)	38,070.00	38,070.00	S	1273	Statutory

j) Operations For Winning And Working Of Minerals

where the site area does not exceed 15 hectares, £195 for each 0.1 hectare of the site area	234.00	234.00	S	701	Statutory
where the site area exceeds 15 hectares, £29,112 (and an additional £115 for each 0.1 hectares in excess of 15 hectares up to a maximum of 34,934.00)	34,934.00	34,934.00	S	1274	Statutory

k) The carrying out of any operations not coming within any of the above categories

£195 for each 0.1 hectare of the site area, subject to a maximum of £1,690	234.00	234.00	S	703	Statutory
For Non-Compliance With Conditions , Including Retention Of Temporary Building (If Not As A Revision)	234.00	234.00	S	705	Statutory

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n) Change Of Use Of Building To Use As One Or More Separate Dwellings - change of use is from a previous use as a single dwelling house to use as two or more

Where the change of use is to use as 50 or fewer dwelling houses £385 per new dwelling	462.00	462.00	S	1275	Statutory
where the change of use is to use as more than 50 dwelling houses, £19,049 (and an additional £115 for each dwelling house in excess of 50)	22,859.00	22,859.00	S	1276	Statutory

m) Change Of Use Of Building To Use As One Or More Separate Dwellings - In all other cases:

Where the change of use is to use as 50 or fewer dwelling houses £385 per new dwelling	462.00	462.00	S	1277	Statutory
where the change of use is to use as more than 50 dwelling houses, £19,049 (and an additional £115 for each dwelling house in excess of 50)	22,859.00	22,859.00	S	1278	Statutory

Planning Development Control

B) Planning Application Fees

2018/19

2019/20

VAT

Record No

n) The use of land for: a) the disposal of refuse or waste materials; b) the deposit of material remaining after minerals have been extracted from land; or c) the

Where the site area does not exceed 15 hectares, £195 for each 0.1 hectares of the site area	234.00	234.00	S	1279	Statutory
Where the site area exceeds 15 hectares, £29,112 (and an additional £115 for each 0.1 hectare in excess of 15 hectares, subject to	34,934.00	34,934.00	S	1280	Statutory

o) Other Changes Of Use

Other Changes Of Use (Except Waste Or Minerals)	462.00	462.00	S	710	Statutory
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p) Concessionary Fees and Exemptions

01) Works To Improve The Disabled Person Access To A Public House, Or To Improve His Access, Safety, Health Or Comfort At His	0.00	0.00	S	689	Statutory
02) Applications By Parish etc. Councils (Advertisement Applications Also) - Half the normal fee	0.00	0.00	S	690	Statutory
03) Applications Required Because Of The Removal Of Permitted Development Rights By A Condition Or By Article 4 Direction	0.00	0.00	S	691	Statutory
04) Playing Fields (For Sports Clubs)	462.00	462.00	S	692	Statutory
05) Revised Or Fresh Application For Development Of The Same Character Or Description Within 12 Months Of Receiving Permissi	0.00	0.00	S	694	Statutory
06) Exemptions For Applications Following A Refusal, Withdrawn Application etc., Are Available On The Same Basis As For Plannin	0.00	0.00	S	723	Statutory
07) Revised / Fresh Application For Development (Or Advertisement_ Of Same Character Or Description Within 12 Months Of Expire	0.00	0.00	S	693	Statutory
08) Duplicate Applications Made By The Same Applicant Within 28 Days - Normal fee for both applications	0.00	0.00	S	695	Statutory
09) Alternative Applications For One Site. Highest Of Fees Applicable For Each Alternative And A Sum Equal To Half The Rest.	0.00	0.00	S	696	Statutory
10) Development Crossing Planning Authority Boundaries, Requiring Several Applications - Only 1 Fee Is Paid To The Authority Hav	0.00	0.00	S	697	Statutory
11) Reserved Matters Where The Applicants Earlier Reserved Matters Applications Have Incurred Total Fees Equalling That For A F	462.00	462.00	S	698	Statutory

q) Applications In Relation To Permission In Principle

£402 for each 0.1 hectare of the site area	402.00	402.00	S	1219	Statutory
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Planning Development Control

B) Planning Application Fees

r) Advertisements

	2018/19	2019/20	VAT	Record No	
Advance Signs Directing The Public To A Business	132.00	132.00	S	718	Statutory
Advertisements Relating To The Business On The Premises	132.00	132.00	S	717	Statutory
Other Advertisements	462.00	462.00	S	719	Statutory

s) Fees For Applications For Certificates Of Lawful Use Or Development

For Existing Use Or Development - The Amount That Would Be Payable In Respect Of An Application For Planning Permission			S	720	Statutory
For Proposed Use or Development - Half The Amount That Would Be Payable In Respect Of An Application For Planning Permission			S	722	Statutory
Lawful not to comply with any condition	234.00	234.00	S	1428	Statutory

t) Miscellaneous Applications

Notification of Agricultural Or Forestry Development Or Demolition Under The General Development Order	96.00	96.00	S	712	Statutory
Notification of Demolition under the General Development Order	96.00	96.00	S	1281	Statutory
Notification of Telecommunication Development Under The General Development Order	462.00	462.00	S	713	Statutory

u) Confirmation of Compliance with planning condition attached to Planning Permission

Application or removal or variation of a condition following grant of planning permission	234.00	234.00	S	1429	Statutory
Per Condition for a householder application	34.00	34.00	S	978	Statutory
Per condition for all other types of application	116.00	116.00	S	979	Statutory

v) Requests for Non Material Amendments

Householder	34.00	34.00	S	783	Statutory
Others	234.00	234.00	S	782	Statutory

Planning Development Control

B) Planning Application Fees

w) Hazardous Substances Consent

	2018/19	2019/20	VAT	Record No	
Applications For Removal Of Conditions And Continuation Of An Existing Consent	240.00	200.00	S	716	Statutory
Applications Where Twice The Controlled Quantity Of Substance Is Not Exceeded	300.00	250.00	S	714	Statutory
Applications Where Twice The Controlled Quantity Of Substances Will Be Exceeded	480.00	400.00	S	715	Statutory

x) Fees For Certain Applications Under The General Permitted Development Order

01) Part 4 Class CA (Provision of a temporary state-funded school on "vacant commercial land")	96.00	96.00	S	1509	Statutory
02) Part 4 Class E (temporary use of land or building for the purposes of "commercial film making")	96.00	96.00	S	1510	Statutory
03) Part 7 Class C (erection of a "collection facility" within the curtilage of a shop)	96.00	96.00	S	1511	Statutory
04) Part 14 Class J (Installation of solar panels on a non-domestic building)	96.00	96.00	S	1512	Statutory

C) Planning Miscellaneous Fees

a) Photocopying Charges For Current Applications

	2018/19	2019/20	VAT	Record No	
01) A4 - First Sheet	3.50	3.50	S	654	Discretionary
02) A4 - Each Subsequent Sheet	1.00	1.00	S	655	Discretionary
03) A3 - First Sheet	4.50	4.50	S	656	Discretionary
04) A3 - Each Subsequent Sheet	1.20	1.20	S	657	Discretionary
05) A2 - First Sheet	7.50	20.00	S	658	Discretionary
06) A2 - Each Subsequent Sheet	3.00	3.00	S	659	Discretionary
07) A1 - First Sheet	7.50	20.00	S	660	Discretionary
08) A1 - Each Subsequent Sheet	4.00	4.00	S	661	Discretionary
09) A0 - First Sheet	10.50	20.00	S	662	Discretionary
10) A0 - Each Subsequent Sheet	5.50	5.50	S	663	Discretionary

b) Service Fees

Planning Decision Notice and copies of TPO's (Each)	20.00	30.00	S	651	Discretionary
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Planning Development Control

C) Planning Miscellaneous Fees

c) Publicity Schedule Of Planning Proposals

By email	0.00	0.00	S	1282	Discretionary
Paper Copy	105.00	105.00	S	664	Discretionary

Street Scene

Abandoned Vehicles

Abandoned Vehicles

Collection Fee

Collection And Disposal From Private Property	120.00	120.00	O	106	Discretionary
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Miscellaneous

Collection Fee

Supermarket Trolleys - Collection Charge Per Trolley	75.00	75.00	S	750	Discretionary
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2018/19	2019/20	VAT	Record No
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2018/19	2019/20	VAT	Record No
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2018/19	2019/20	VAT	Record No
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Cemeteries

Interment

Adult Grave

	2018/19	2019/20	VAT	Record No	
Adult Grave 24 Hour Burial for one only (5 foot)	1,890.00	1,950.00	O	1245	Discretionary
Adult Grave For 1 Interment	1,350.00	1,390.00	O	725	Discretionary
Adult Grave For 1 Interment - Casket	1,500.00	1,545.00	O	726	Discretionary
Adult Grave For 2 Interments	1,400.00	1,445.00	O	727	Discretionary
Adult Grave For 2 Interments - Casket	1,600.00	1,650.00	O	728	Discretionary
Brick Vault (Inter only)	475.00	490.00	O	1305	Discretionary

Advance Purchase

Purchase in advance of adjacent plot at time of burial only	3,500.00	3,600.00	O	785	Discretionary
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All

Cremated Remains	480.00	495.00	E	732	Discretionary
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Child Grave

Child Grave For 1 Interment	430.00	442.00	O	729	Discretionary
Child Grave For 2 Interment	430.00	442.00	O	730	Discretionary
Child Internment within 24 hours	550.00	567.00	O	1414	Discretionary
Child plot within 24 hours	630.00	649.00	O	1413	Discretionary
Stillborn Grave	350.00	360.00	E	731	Discretionary

Non Residents/Parishioners Charge

Treble Fees For Residents out of Borough (Price on Application)			O	744	Discretionary
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Memorial Garden

2018/19	2019/20	VAT	Record No
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Cemeteries

Memorial Garden

Ashford

Plot Fee - Cremated remains

2018/19	2019/20	VAT	Record No	
900.00	927.00	E	1001	Discretionary

Other

Exclusive Right - Purchase of

Burial in a Vault

Child Grave

Cremated Remains

Earthen Grave

Earthen Grave within 24 hours

Issue of duplicate deed of grant

2018/19	2019/20	VAT	Record No	
1,970.00	2,030.00	E	1416	Discretionary
490.00	505.00	E	735	Discretionary
760.00	782.00	E	734	Discretionary
1,800.00	1,854.00	E	733	Discretionary
2,190.00	2,255.00	E	1301	Discretionary
100.00	105.00	E	1321	Discretionary

Exhumation

Exhumation of ashes (Price on Application)

Exhumation of body (Price on Application)

1,530.00		E	784	Discretionary
1,530.00		E	1246	Discretionary

Miscellaneous Fees

Registration Of Assignment

140.00	144.00	O	749	Discretionary
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Right to Erect Memorial Bench

Memorial Bench

Supply & Installation of Memorial Bench

2018/19	2019/20	VAT	Record No	
1,300.00	1,400.00	S	967	Discretionary

Right to Erect Memorial Plaque

2018/19	2019/20	VAT	Record No	
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Cemeteries

Right to Erect Memorial Plaque

Memorial Tower Plaque

	2018/19	2019/20	VAT	Record No	
10 Yrs	312.00	322.00	E	998	Discretionary
15 Yrs	468.00	482.00	E	999	Discretionary
25 Yrs	624.00	643.00	E	1000	Discretionary

Right To Erect Monument

1. Traditional Graves

	2018/19	2019/20	VAT	Record No	
Additional Inscription	182.00	188.00	E	742	Discretionary
Erection Of a Wooden Cross (after 12 months)	354.00	365.00	S	1313	Discretionary
Headstone	354.00	365.00	E	739	Discretionary
Headstones And Kerbstones	513.00	529.00	E	736	Discretionary
Perbs Only	341.00	352.00	E	741	Discretionary
Monument Over 91.5cm (3')	936.00	964.00	E	737	Discretionary
Vase Or Tablet	239.00	246.00	E	738	Discretionary

2. Garden Of Remembrance Tablet

Garden Of Remembrance Tablet	187.00	193.00	E	743	Discretionary
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Use Of Chapel

Location

	2018/19	2019/20	VAT	Record No	
Ashford And Staines	280.00	288.00	O	724	Discretionary

Grounds Maintenance

Spelthorne In Bloom

Spelthorne In Bloom

	2018/19	2019/20	VAT	Record No	
a) Hanging Basket - Winter	36.00	36.00	O	962	Discretionary
b) Window Box - Winter	56.00	56.00	O	966	Discretionary
c) Hanging Basket - Summer	59.00	60.00	O	961	Discretionary
d) Window Box - Summer	92.00	92.00	O	965	Discretionary
e) Round Basket - Winter	44.00	44.00	O	1507	Discretionary
f) Round Basket - Summer	65.00	66.00	O	1508	Discretionary

Refuse Collection

Domestic

Purchase of bins for New Developments

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	2018/19	2019/20	VAT	Record No	
a) 140L - Plastic	60.00	60.00	S	793	Discretionary
b) 240L - Plastic	60.00	60.00	S	794	Discretionary
c) 660L - Plastic	250.00	260.00	S	795	Discretionary
d) 1100L - Plastic	300.00	310.00	S	796	Discretionary
e) 1100L - Metal	400.00	415.00	S	1455	Discretionary

Service Fees

Annual Charge for 240ltr Green Waste Bin	54.00	56.00	O	756	Discretionary
Annual Charge for 660ltr Green Waste Bin	140.00	145.00	O	1314	Discretionary
Annual charge for emptying of 2nd & 3rd 240L garden bin £30	30.00	30.00	O	1513	Discretionary
Annual Charge for Green Waste Sack	37.00	38.00	O	757	Discretionary
Bulky Items (Excess) And Other Items By Arrangement	170.00	170.00	O	755	Discretionary
Provision of a waste skip - on private land	250.00	250.00	S	1312	Discretionary
Replacement AWC Bin	60.00	60.00	O	751	Discretionary
Sale of new 240ltr Green Waste Bin to new scheme members	25.00	25.00	O	1309	Discretionary
Sale of second hand 240ltr Green waste bin (if available)	15.00	15.00	O	1457	Discretionary

Non - Domestic

Non - Domestic Properties only, not commercial waste (charge for the emptying of each individual bin per occasion)

	2018/19	2019/20	VAT	Record No	
a) Rubbish 240ltr bin	11.00	11.50	O	787	Discretionary
b) Rubbish 660ltr bin	13.00	13.50	O	788	Discretionary
c) Rubbish - Large 1100ltr bin	13.00	13.50	O	937	Discretionary
d) Recycling 240ltr bin	4.00	4.10	O	938	Discretionary
e) Recycling 660ltr bin	5.00	5.15	O	939	Discretionary
f) Recycling - Large 1100ltr bin	6.00	6.20	O	940	Discretionary
g) Food Waste - up to 240ltr bin	4.00	4.15	O	1306	Discretionary

Refuse Collection

Non - Domestic

Non - Domestic Properties only, not commercial waste (disposal cost of each individual bin per occasion)

	2018/19	2019/20	VAT	Record No	
a) Rubbish 240ltr bin	1.50	1.55	O	1458	Discretionary
b) Rubbish 660ltr bin	4.00	4.10	O	1459	Discretionary
c) Rubbish - Large 1100ltr bin	7.00	7.20	O	1460	Discretionary
d) Recycling 240ltr bin	1.10	1.15	O	1461	Discretionary
e) Recycling 660ltr bin	3.00	3.10	O	1462	Discretionary
f) Recycling - Large 1100ltr bin	5.00	5.15	O	1463	Discretionary
g) Food Waste - up to 140ltr bin	3.00	3.10	O	1464	Discretionary

SAT

Spelride Accessible Transport (S A T)

Membership

	2018/19	2019/20	VAT	Record No	
Annual	20.00	21.00	O	758	Discretionary

Spelride

Per Single Trip	4.00	4.10	Z	759	Discretionary
Return Trip	7.00	7.10	Z	760	Discretionary

Staines Market

Markets

Staines High Street

Ad Hoc Rentals (Price on Application)

Casual Pitch (Friday)

Casual Pitch (Saturday)

Causal Pitch (Wednesday)

Permanent Pitch (Friday)

Permanent Pitch (Saturday)

Permanent Pitch (Wednesday)

	2018/19	2019/20	VAT	Record No	
			S	1425	Discretionary
	45.00	45.00	S	1252	Discretionary
	50.00	50.00	S	109	Discretionary
	45.00	45.00	S	108	Discretionary
	40.00	40.00	S	111	Discretionary
	45.00	45.00	S	110	Discretionary
	40.00	40.00	S	1253	Discretionary

Sustainability

Allotments

Allotments

Rental

Gate Key Deposit

With Piped Water (Per 25.29Sq Meter Per Annum)

Without Piped Water (Per 25.29Sq Meter Per Annum)

	2018/19	2019/20	VAT	Record No	
	20.00	20.00	O	39	Discretionary
	14.50	15.00	O	37	Discretionary
	11.50	11.90	O	38	Discretionary

Car Parks

Ashford Multi-Storey

Parking Fees

- a) Up to 30 minutes
- b) Up to 2 hours
- c) Over 2 hours

Season Tickets

- a) 3 Months
- b) 6 Months
- c) 12 months

2018/19	2019/20	VAT	Record No	
0.50	0.50	S	61	Discretionary
1.00	1.00	S	62	Discretionary
3.00	3.00	S	63	Discretionary
60.00	60.00	S	65	Discretionary
100.00	100.00	S	66	Discretionary
180.00	180.00	S	67	Discretionary

Dumsey Meadow, Abbey Drive, The Broadway Laleham

Pay And Display

- a) Up to 1 hour
- b) Up to 2 hours
- c) Over 2 hours

2018/19	2019/20	VAT	Record No	
0.00	0.00	S	88	Discretionary
1.50	1.50	S	89	Discretionary
2.00	2.00	S	90	Discretionary

Elmsleigh Car Park

Blue Badge Holder Concession

- a) 3 Months
- b) 6 Months
- c) 9 Months
- d) 12 Months

2018/19	2019/20	VAT	Record No	
26.00	26.00	S	60	Discretionary
51.50	51.50	S	995	Discretionary
77.00	77.00	S	996	Discretionary
103.00	103.00	S	997	Discretionary

Green Street & Old Bathing Station, Sunbury

2018/19	2019/20	VAT	Record No
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Car Parks

Green Street & Old Bathing Station, Sunbury

Pay And Display

- a) Up to 1 hour
- b) Up to 2 hours
- c) Over 2 hours

2018/19	2019/20	VAT	Record No	
0.00	0.00	S	1466	Discretionary
1.50	1.50	S	1467	Discretionary
2.00	2.00	S	1468	Discretionary

Laleham Park/Thameside Car Parks

Pay And Display

- a) Up to 1 hour
- b) Up to 2 hours
- c) Up to 4 hours
- d) Over 4 hours
- e) 3 consecutive days

2018/19	2019/20	VAT	Record No	
0.50	0.50	S	1229	Discretionary
2.00	2.00	S	1228	Discretionary
3.00	3.00	S	1230	Discretionary
7.00	7.00	S	1231	Discretionary
15.00	15.00	S	1465	Discretionary

Lammas Park

Pay And Display

- a) Up to 1 hour
- b) Up to 2 hours
- c) Up to 4 hours
- d) Over 4 hours

2018/19	2019/20	VAT	Record No	
0.50	0.50	S	72	Discretionary
2.00	2.00	S	71	Discretionary
3.00	3.00	S	73	Discretionary
7.00	7.00	S	74	Discretionary

Manor Park

Pay and Display

- a) Up to 1 hour
- b) Up to 2 hours
- c) Over 2 hours

2018/19	2019/20	VAT	Record No	
0.00	0.00	S	947	Discretionary
1.50	1.50	S	948	Discretionary
2.00	2.00	S	949	Discretionary

Car Parks

Manor Park

Permits - Business

	2018/19	2019/20	VAT	Record No	
a) 3 Months	65.00	65.00	S	953	Discretionary
b) 6 months	80.00	80.00	S	954	Discretionary
c) 12 months	100.00	100.00	S	955	Discretionary

Orchard Meadow, Walled Garden & Thames Street Sunbury

Business Season Tickets

	2018/19	2019/20	VAT	Record No	
a) 3 Months	65.00	65.00	S	85	Discretionary
b) 6 Months	85.00	85.00	S	86	Discretionary
c) 12 Months	110.00	110.00	S	87	Discretionary

Pay And Display

	2018/19	2019/20	VAT	Record No	
a) Up to 1 hour	0.00	0.00	S	79	Discretionary
b) Up to 2 hours	1.50	1.50	S	80	Discretionary
c) Over 2 hours	2.00	2.00	S	81	Discretionary

Residents Season Tickets

a) 3 Months	35.00	35.00	S	82	Discretionary
b) 6 Months	45.00	45.00	S	83	Discretionary
c) 12 Months	60.00	60.00	S	960	Discretionary

Other

Dispensations & waivers

	2018/19	2019/20	VAT	Record No	
Dispensation grant for up to 3 days	15.00	15.00	S	97	Discretionary
Plus per day charge after 3 days	5.00	5.00	S	1470	Discretionary

Car Parks

Other

Other

Film Concessions (£12-£100 per vehicle per day - Price on application)

Lost Or Replacement Tickets & Entry/Exit Cards

Residents visitors permits (per month)

Visitor Permits (Pack of 10)

	2018/19	2019/20	VAT	Record No	
Film Concessions (£12-£100 per vehicle per day - Price on application)			S	99	Discretionary
Lost Or Replacement Tickets & Entry/Exit Cards	14.00	14.00	S	100	Discretionary
Residents visitors permits (per month)	2.00	2.00	S	1469	Discretionary
Visitor Permits (Pack of 10)	11.00	11.00	S	1244	Discretionary

Suspensions

Suspensions - reserved parking (one off admin fee)

Suspensions - Vehicle Charge Per Day

Suspensions - reserved parking (one off admin fee)	30.00	30.00	S	98	Discretionary
Suspensions - Vehicle Charge Per Day	15.00	15.00	S	1426	Discretionary

Penalties

Penalty Bands

Full Band 1

Full Band 2

Mitigated Band 1

Mitigated Band 2

	2018/19	2019/20	VAT	Record No	
Full Band 1	70.00	70.00	S	56	Discretionary
Full Band 2	50.00	50.00	S	57	Discretionary
Mitigated Band 1	35.00	35.00	S	58	Discretionary
Mitigated Band 2	25.00	25.00	S	59	Discretionary

Shepperton Village Hall

Business season tickets

a) 3 Months

b) 6 Months

c) 12 Months

	2018/19	2019/20	VAT	Record No	
a) 3 Months	65.00	65.00	S	1471	Discretionary
b) 6 Months	85.00	85.00	S	1472	Discretionary
c) 12 Months	110.00	110.00	S	1473	Discretionary

Car Parks

Shepperton Village Hall

Pay and Display

- a) Up to 1 hour
- b) Up to 2 hours
- c) Over 2 hours

2018/19	2019/20	VAT	Record No	
0.00	0.00	S	950	Discretionary
1.00	1.00	S	951	Discretionary
3.00	3.00	S	952	Discretionary

Staines Long-Stay - Monday to Sunday 8am to 7pm

Pay And Display

- a) Up to 1 hour
- b) Up to 2 hours
- c) Up to 3 hours
- d) Up to 4 hours
- e) Up to 5 Hours
- f) Over 5 Hours
- g) 5 days Monday to Friday only (Kingston Road only)

2018/19	2019/20	VAT	Record No	
1.30	1.30	S	46	Discretionary
2.30	2.30	S	47	Discretionary
2.70	2.70	S	48	Discretionary
3.50	3.50	S	1427	Discretionary
3.70	3.70	S	49	Discretionary
7.30	7.30	S	50	Discretionary
35.00	35.00	S	1474	Discretionary

Staines Long-Stay - Monday to Sunday Evening Charge

Pay And Display

Bridge Street - 7pm to 12 midnight

2018/19	2019/20	VAT	Record No	
1.20	1.20	S	1007	Discretionary
2.00	2.00	S	1311	Discretionary

Staines - Town centre car parks

Sunday Charge (excludes Lammas Park)

2018/19	2019/20	VAT	Record No	
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Staines Pay and Display

Car Parks

Staines Pay and Display

Contract Parking - Elmsleigh Road & South Street

Up to 12 Months

Contract parking Riverside underground only

- a) 3 Months
- b) 6 Months
- c) 12 Months

Season Tickets - Kingston Road CP only - Railway Users

- a) 3 Months
- b) 12 Months

Season Tickets - Staines (working in Staines)

- a) 3 Months
- b) 6 Months
- c) 12 Months

Staines Short-Stay

Pay And Display

- a) Up to 1 hour
- b) Up to 2 hours
- c) Up to 3 hours
- d) Up to 4 hours
- e) Up to 5 Hours
- f) Over 5 Hours
- g) 7pm to 12 midnight (Riverside Surface & Elmsleigh surface only)

	2018/19	2019/20	VAT	Record No	
	830.00	830.00	S	991	Discretionary
a) 3 Months	207.00	207.00	S	1475	Discretionary
b) 6 Months	415.00	415.00	S	1476	Discretionary
c) 12 Months	829.00	829.00	S	1477	Discretionary
a) 3 Months	230.00	230.00	S	993	Discretionary
b) 12 Months	800.00	800.00	S	994	Discretionary
a) 3 Months	205.00	205.00	S	52	Discretionary
b) 6 Months	380.00	380.00	S	53	Discretionary
c) 12 Months	715.00	715.00	S	54	Discretionary

	2018/19	2019/20	VAT	Record No	
a) Up to 1 hour	1.30	1.30	S	40	Discretionary
b) Up to 2 hours	2.30	2.30	S	41	Discretionary
c) Up to 3 hours	2.70	2.70	S	42	Discretionary
d) Up to 4 hours	3.80	3.80	S	43	Discretionary
e) Up to 5 Hours	7.00	7.00	S	44	Discretionary
f) Over 5 Hours	12.20	12.20	S	45	Discretionary
g) 7pm to 12 midnight (Riverside Surface & Elmsleigh surface only)	1.20	1.20	S	1005	Discretionary

Car Parks

The Broadway, Laleham Village

Business Season Tickets

	2018/19	2019/20	VAT	Record No	
a) 3 Months	65.00	65.00	S	94	Discretionary
b) 6 Months	85.00	85.00	S	95	Discretionary
c) 12 Months	100.00	100.00	S	96	Discretionary

Cabinet**20 February 2019**

Title	Annual Revenue Grants 2019-20		
Purpose of the report	To make a Key Decision		
Report Author	Jayne Brownlow		
Cabinet Member	Councillor Tony Harman	Confidential	No
Corporate Priority	This item is not in the current list of Corporate priorities but still requires a Cabinet decision		
Recommendations	Cabinet is asked to: <ul style="list-style-type: none"> • agree the grants awards for 2019/20. • note all other support to the voluntary/charity sector. • note the development of Service Level Agreements (SLA's) for our top funded organisations 		
Reason for Recommendation	The agreement to award grants for 2019/2020 will: <ul style="list-style-type: none"> • enable a number of charities and voluntary organisations to continue operating in the borough for the year ahead; • maintain service levels where charities provide complementary activities to Council and other public sector frontline services; • enable new charities and community groups to begin working in the borough, or expand their operations 		

1. Key issues

- 1.1 Applications for the grants programme for 2019/20 were opened mid October and closed mid-November 2018. Any enquiries received before these dates were noted and the organisations alerted when the applications of interest were opened. In addition, all previous applicants were contacted individually and invited to apply again.
- 1.2 The use of social media to advertise the grants was employed this year to widen the awareness of the grants process and criteria for application.
- 1.3 This year 59 applications for funding were received, compared with 34 last year, the increase possibly being attributed to the extended publicity through direct contacts and social media channels
- 1.4 Grant funding levels were maintained in 2019/20 with £209,600 made available by the Council to financially aid charities and voluntary organisations operating in the Borough.
- 1.5 The voluntary sector is seen as a key driver of services to address unmet need so financial support for this sector is essential to complement Council

services. Other public bodies such as the North West Surrey CCG and Surrey County Council also see the voluntary sector as important providers of certain complementary services and in some cases they fund these separately.

- 1.6 Due to a decrease in services and support offered by Surrey County Council, careful allocation of grant funding to voluntary organisations is becoming more important to ensure key services are available to citizens ongoing.
- 1.7 If the voluntary sector did not provide services in certain areas it is likely that there would be even more pressure on Spelthorne to provide services. It is widely acknowledged that for every pound spent by a local authority in grant aid, six pounds of value is received.
- 1.8 As well as funding charities and voluntary organisations, provision is made for annual grants to arts, sports and cultural bodies. A proportion of the allocation of the overall funding is dedicated to these sectors to provide art and culture, sporting, health and wellbeing opportunities to residents and members of the community.
- 1.9 Following the expiry of the previous Service level Agreements (SLA's) last year, the Council have developed further SLA's with enhanced monitoring requirements and outcomes for those organisations awarded grants of £15K or more. These SLA's will be in place for 3 years and include regular reporting to allow the Council to manage the relationship with the organisations and ensure the money granted is used to maintain or improve provision.

2. Options analysis and proposal

- 2.1 The Grants Panel met on the 29 November 2018 to consider the applications. Information on the grant applications was circulated in advance to panel members, allowing the process to be streamlined. The panel consisted of Cllr Tony Harman (Chair), Cllr Alfred Friday, Cllr Colin Barnard, Jayne Brownlow (Deputy Group Head, Community Wellbeing), and Mary West (Sport & Active Lifestyle Officer).
- 2.2 The top 6 funded organisations were invited to present their cases for continued funding. This also gave the panel an opportunity to question the organisations and ensure the money allocated by the Council was being used to maximum effect. Following interviews, the resulting grant support is proposed for the top 6 funded organisations.

Organisation	Primary focus	Amount proposed by grants panel for 2019/20	Amount awarded 2018/19
Rentstart	Assists homeless singles and childless couples. Key partner with the introduction of HRA (Homelessness Reduction Act)	£45,000	£45,000
Citizens' Advice,	Impartial advice on debt, housing, divorce, benefits, family matters etc.	£40,000	£40,000

(Runnymede & Spelthorne)			
AgeUK Surrey	Advice & Information for older people and befriending service	£30,000	£30,000
Voluntary Support North Surrey (VSNS)	Voluntary sector infrastructure advice	£30,000	£30,000
HomeStart	Family support organisation	£15,000	£15,000
Shopmobility	Assists those with mobility problems to access facilities	£15,000	£15,000
Total		£175,000	£175,000

- 2.3 Again this year it was agreed to provide reduced funding to Citizens Advice (CA). Citizens Advice requested £75K in grant funding, but due to case data indicating that the bulk of the CA work was in the Housing area (particularly with the introduction of the Homelessness Reduction Act (HRA) and Universal Credit), top up funding will be provided from Council budgets for targeted advice in these areas to address a projected increase in demand for housing, debt and welfare support advice. As in 2018/19, the overall package for CA is anticipated to maintain their level of funding at £75K.
- 2.4 The relationship and close working between the Council and Rentstart was noted, particularly with the introduction of the Homeless Reduction Act (HRA) and the role of the Council in assisting young single persons through referrals to Rentstart. The relationship has also strengthened over the use of private landlords both by the Council and Rentstart. This was demonstrated by a joint Landlord Forum being held in May 2018.
- 2.5 Following the interviews of the top funded organisations, subsequent consideration was given to the other grant applications. The resulting grant support is proposed.

Organisation	Primary focus	Amount proposed by grants panel 2019/20	Amount awarded 2018/19
One to One	Running Costs - Social activities for adults with learning disabilities	£2,000	£2,000
The Mulberry Centre	Cancer information and support	£3,000	£3,000
North Surrey Domestic Abuse	Community Outreach	£1,000	£3,000
Crossroads	Respite breaks for unpaid carers	£3,000	£3,000
Spelthorne Community & Arts Association	Administers small grants to Community and Arts associations	£2,400	£2,400

Spelthorne Sports Council	Administers small grants to local Sports Organisations and individuals	£2,400	£2,400
Cruse Bereavement Care	Support, advice, information for bereaved	£2,000	£2,000
Browns Community Services CIC	The rebuild project – support to families of children at risk of child sexual exploitation	£1,000	£1,000
CREST Cancer support	Providing complementary therapies	£2,000	£1,000
Talk Surrey CIO	Support for those with communication difficulty after a stroke	£1,000	£1,000
SCAN	Improve access awareness for people with disabilities	£500	£500
Total		£20,300	

2.6 The budget for the 2019/20 grants allocations was set at £209,600. During the overall review process, a total of £195,300 of grant money was assigned.

3. Financial implications

3.1 The grant funding awarded to date from applications received for funding in 2019/20 is £195,300 out of £209,600 available. This leaves a surplus of £18,300 (including a carry forward from 2018/19 of £4,000). This will be ring-fenced for projects which arise during the course of the year 2019/20.

3.2 Funding position summary

	£
Total grant allocation available for 2019/20	209,600
Carry forward unallocated grant funding from 2018/19	4,000
Less currently allocated funding 2019/20	195,300
Remaining for 2019/20 (available for in year grant allocation)	18,300

3.3 The overall cost to Spelthorne for 'support in kind' for 2019/20 is difficult to estimate due to the upcoming changes to accommodation arrangements at Knowle Green for 5 of our Voluntary sector partners (Rentstart, One to One, AgeUK, Action for Carers and CREST Cancer support). As a comparator, the overall cost to Spelthorne for support in kind was £84K in 2018/19. Due to the decrease in office space occupied by the above charities an estimate for 2019/20 is £76.5K. This includes:

- i) a Spelthorne contribution to Business Rates and Rate Relief,
- ii) free use of facilities, both at Knowle Green and other locations in the borough eg CA at Sunbury Library and VSNS at Staines

Library and is based on the cost of the amount of office space used if let commercially

- 3.4 In addition to the above, a number of other forms of funding in kind are attributable to the voluntary and charity sector. These are outlined in Appendix A – Other support for charities and community organisations.

4. Other considerations

- 4.1 The Voluntary Sector offers services to a wide range of communities in Spelthorne. The value of the sector shows itself in its involvement with a cross section of residents from across the borough. It can deliver outcomes the public sector finds hard to deliver on its own, such as one-to-one support, dedication to a specific group or cause; expert guidance and advice and non-statutory services. Some providers represent or advocate for minority groups, user groups and faith communities.
- 4.2 The sector's activities enhance aspects of health and wellbeing, self-reliance, community resilience and social cohesion.
- 4.3 The grants panel aim to support a cross section of voluntary organisations to ensure a presence is maintained in all aspects of the third sector including voluntary, arts, sporting, and charitable organisations.

5. Timetable for implementation

- 5.1 Following agreement by Cabinet, letters will be sent to applicants advising them of the outcome of their applications by late February
- 5.2 All qualifying grants will be paid in April 2019
- 5.3 The ring-fenced surplus funding (£18,300) will be paid out by the grants panel as applications are received and evaluated during the course of the financial year 2019/20.

Appendices:

Appendix A – Other support for charities & community organisations

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As well as direct grant funding, Spelthorne Council supports the voluntary sector in a number other ways. Some examples are detailed below.

1.1 Rate / Business Rate Relief to charities and organisations

There is a range of relief on rates / business rates for charities. Many organisations are entitled to mandatory relief of 80% but the Council has the authority to offer additional discretionary rate relief of up to 20%. In order to apply this, Cabinet approval is required for any organisations receiving a “top up” of over £2,000 per annum. Officers may approve a “top up” of up to £2,000.

The Council also has the ability to offer discretionary rate relief, provided the criteria are met. Again, Cabinet agree discretionary awards over £2,000 and officer under £2,000

Examples of organisations who receive relief include

Business rate relief categories	Examples of organisations
Top up on mandatory over £2,000	Leisure Centres / Art Galleries
Top up on mandatory under £2,000	Scout Huts
Discretionary over £2,000	Sailing clubs / Sports clubs
Discretionary under £2,000	Village Halls / Sports clubs.

1.2 In Kind Support

Organisations such as Civic Pride and The Allotment Society receive meeting rooms free of charge, storage and office time to help to deliver projects.

1.3 Free Accommodation

A number of voluntary organisations receive free accommodation in Knowle Green. As a result of the current office space reorganisation they will be required to move offices in 2019/20 and occupy a smaller space overall. The breakdown of the estimated 2019/20 rental costs are detailed below.

Organisation	m2	Rental cost/ m2 (£)	Rental cost (£)	Additional costs
Action for Carers	20.9	189.00	£3,950	Additional benefits (not costed) include use of building facilities, rate relief, car parking spaces, utility costs, wi-fi etc.
Age UK	18.2	189.00	£3,440	
One to One	7.7	189.00	£1,455	
Crest	12.6	189.00	£2,381	
Rentstart	19.2	189.00	£3,629	
Rental Rates	78.6		£14,855.00	

The projected total open market rental value of the office space provided to voluntary/charitable organisations within Knowle Green for 2019/20 is £14,855 a nominal saving of £ 7,447 per annum on previous years.

1.4 **Facilities with no rent or rental income of ground rent only.**

There are a few facilities which the Council leases to organisations at no cost. The main facilities are Riverside Arts Centre Sunbury and Spelthorne Museum and archive store. The facilities above provide service for residents of the Borough and are extensively used by the community. They are operated by volunteers. The values associated with these spaces are as follows:

- Riverside Arts Centre £44,000 per annum (open market rental value)
- Spelthorne Museum £11,000 per annum (put aside to cover utilities, business rates & other charges)

There are also a number of groups/organisations located on Council land for which the Council receives a ground rent. Of these, community/charity use brings in £13,014.50 a year.

1.5 **Better Neighbourhood Grants (BNG)**

Councillors are expected to each be allocated £1,000 per annum from the 2019/20 budget to make their neighbourhood better. This equates to a total of £39,000. In some cases ward councillors put their allocations together to try to make better use of the money.

Cabinet**20 February 2019**

Title	Pay Award 2019/20		
Purpose of the report	To make a recommendation to Council		
Report Author	Debbie O'Sullivan/Angela Tooth, Human Resources Manager		
Cabinet Member	Councillor John Boughtflower	Confidential	No
Corporate Priority	This item is not in the current list of Corporate priorities but still requires a Cabinet decision		
Recommendations	The Cabinet is asked to recommend to Council that the 2019/20 pay award of 2.5% is approved		
Reason for Recommendation	<p>As a result of the move to local pay, the pay award for 2019/20 is to be decided by full Council</p> <p>The pay award is made to help attract and retain staff and is comparative to other pay awards in the County</p>		

1. Key issues

- 1.1 On 10 December 2018 a Collective Agreement was signed between Spelthorne Borough Council and the Spelthorne Branch of UNISON ("UNISON") to move from national pay terms and conditions to local pay, terms and conditions with effect from 1 April 2019. Pay awards are to be decided by full Council and Cabinet are asked to recommend to Council the pay award for 2019/20
- 1.2 The Chief Finance Officer will present at a Budget Briefing for Cabinet on 24 January 2019 a proposal for the pay award which will take into consideration pay review data from other councils within Surrey and the national pay award. In order to remain competitive and retain staff a total increase of 2.5% is recommended and sufficient provision is built into the 2019/20 budget.
- 1.3 If agreed the pay award is applicable to all staff including those on protected salaries, personal salaries and apprentices.
- 1.4 The proposal has been subject to consultation and negotiation, within the limits of the Collective Agreement, between the Chief Executive, Deputy Chief Executive, Human Resources and UNISON.

2. Options analysis and proposal

- 2.1 To approve the pay award of 2.5%. This is required to remain competitive with our comparators and will demonstrate a commitment to staff.
- 2.2 To not approve the pay award or award a lower pay award. This may be in breach of Part 1 of the Collective Agreement where the Council have agreed to at least match the overall national pay award for 2019/20 of 2%, subject to local affordability.

3. Financial implications

- 3.1 The budget for 2019/20 has built in sufficient provision to cover the proposed additional percentage increase.

4. Other considerations

- 4.1 As agreed within the Collective Agreement, UNISON may make representations to Cabinet Briefing on 4 February 2019 when the budget for 2019/20 is considered, before Cabinet making a recommendation to Council on the pay award for 2019/20.
- 4.2 The pay award is to be made to all staff.

5. Timetable for implementation

- 5.1 The pay award will be effective from 1 April 2019.

Background papers: There are none

Appendices: There are none

Cabinet**20 February 2019**

Title	Pay Policy Statement 2019/20		
Purpose of the report	To make a recommendation to Council		
Report Author	Debbie O'Sullivan/Angela Tooth, Human Resources Manager		
Cabinet Member	Councillor John Boughtflower	Confidential	No
Corporate Priority	This item is not in the current list of Corporate priorities but still requires a Cabinet decision		
Recommendations	The Cabinet is asked to recommend to Council that the Pay Policy Statement is approved.		
Reason for Recommendation	The Pay Policy Statement must be agreed by full Council and be published by 31 March each year		

1. Key issues

- 1.1 Local authorities are required to publish an annual pay policy statement to increase transparency regarding the use of public funds to pay council staff. This requirement was set out in the Localism Act 2011 with guidance on items to be included issued by the Secretary of State for Communities and Local Government.
- 1.2 Pay Policy Statements must be agreed by full Council and be published by 31 March each year to apply to pay decisions during the next financial year.
- 1.3 The Pay Policy Statement must set out the Council's policies on a range of issues relating to the pay of its workforce, particularly its senior staff and the lowest paid employees. The statement must set out the policies for the financial year relating to:
 - Remuneration of its Chief Officers
 - Remuneration of its lowest paid employees
 - The relationship between the remuneration of its Chief Officers and the remuneration of those employees who are not Chief Officers
 - The publication of and access to information relating to remuneration of Chief Officers.
- 1.4 The term 'Chief Officer' in this context is as set out in the Local Government and Housing Act 1989 ('the Act') and includes

- The Head of Paid Service (the Chief Executive)
- The Monitoring Officer
- Statutory and non-statutory Chief Officers under section 2 of the Act
- A deputy Chief Officer mentioned in section 2 of the Act

This is a wider definition than is usually understood by the term: in other contexts the term Chief Officer at Spelthorne is used to mean posts on Management Team (Chief Executive and Deputy Chief Executives only).

- 1.5 It is up to the Council to determine who its lowest paid employees are but they must give reasons as to why they have defined them as such. At Spelthorne the lowest paid employees are those in jobs paid at the lowest grade and apprentices.
- 1.6 The term 'remuneration' is defined as follows:
- The Chief Officer's salary
 - Any bonuses payable
 - Any charges, fees or allowances payable by the Council to the Chief Officer
 - Any benefits in kind to which the Chief Officer is entitled as a result of their office or employment
 - Any increase in or enhancement of the Chief Officer's pension entitlement where the increase or enhancement is as a result of the resolution of the Council
 - Any amounts payable by the Council to the Chief Officer on the Chief Officer ceasing to hold office under or be employed by the Council other than amounts that may be payable by virtue of any enactment.
- 1.7 The statement must be approved by a resolution of Council before it comes into force. It can be amended by resolution after the financial year is underway but, if it is amended, it must be published on the Council's website.
- 1.8 On 10 December 2018 a Collective Agreement was signed between Spelthorne Borough Council and the Spelthorne Branch of UNISON to move from national pay, terms and conditions to local pay, terms and conditions with effect from 1 April 2019. Pay awards are to be decided by full Council as part of the annual budget process. Retention affordability and local circumstances will be taken into consideration as part of this decision.
- 1.9 There has been no further guidance from the Secretary of State this financial year.
- 1.10 This explains the main criteria upon which the decision is to be based.

2. Options analysis and proposal

- 2.1 The draft Pay Policy Statement for 2019/20 is in the **Appendix**. It is proposed that the Council resolves to approve the Pay Policy Statement for 2019/20.
- 2.2 No options as the Pay Policy Statement for 2019/20 must be published by 31 March 2019.

3. Financial implications

- 3.1 No direct financial implications to the Pay Policy Statement 2019/20. All pay decisions in the year must be in accordance with the published pay policy statement.

4. Other considerations

- 4.1 Spelthorne is required to approve and publish a pay policy statement annually. The Council is an individual employer in its own right and has autonomy on pay elements that are appropriate to local circumstances. The provisions in the Localism Act and the guidance do not seek to change this or to determine what decisions on pay should be taken or what policies individual employing authorities should have in place. Rather, the provisions require that authorities are more open about their own local policies and how their local decisions are made.
- 4.2 Arrangements for pay and employment must comply with relevant UK employment legislation, the Council's agreed Standing Orders, policies, procedures and arrangements, staff terms and conditions of employment and the regulations of the Local Government Pension Scheme. Arrangements for compensation for loss of office must comply with the Council's Discretionary Payments Policy.
- 4.3 It is anticipated that the statutory exit payments reforms will be implemented in 2019. Spelthorne must comply with these regulations within the Council's Discretionary Payments Policy.
- 4.4 The matters contained in the Pay Policy Statement include arrangements which are part of the contractual terms and conditions of employment, which cannot be changed without prior consultation.
- 4.5 Since February 2015 there is also a requirement to publish other information on senior salaries/posts following the government's publication of the Local Government Transparency Code 2014. This information is published on the Council's website alongside the Pay Policy Statement and is updated annually.
- 4.6 The Pay Policy Statement is in relation to all staff and will be accessible by all staff.

5. Timetable for implementation

- 5.1 The Pay Policy Statement for the 2019/20 financial year must be agreed by Council by 31 March 2019 and be published on the website. All pay decisions in the year will be in accordance with the published pay policy statement and any agreed amendments.

Background papers: There are none

Appendices:

Pay Policy Statement 2019/20

Appendix to the Pay Policy Statement – Discretionary Compensation Policy

Appendix to the Pay Policy Statement – Pensions Policy

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Spelthorne Borough Council

Pay Policy Statement 2019-20

1 Purpose

This Pay Policy Statement is the annual statement as required by the Localism Act 2011, Section 38(1), and applies for the financial year 2019-20. The purpose is to provide transparency about how Spelthorne uses public funds to pay staff.

The statement sets out Spelthorne Borough Council's policies relating to the remuneration of chief officers, the remuneration of its lowest paid employees, and the relationship between the remuneration of Spelthorne Chief Officers and other employees.

2 Definitions

For the purposes of this pay policy statement the following definitions will apply:

2.1 Chief Officers

The following Spelthorne Borough Council posts are included in the definition of chief officers:

- a) The head of paid service designated under section 4(1) of the Local Government and Housing Act 1989.

This is the Chief Executive

- b) The monitoring officer designated under section 5(1) of that Act.

This is the Head of Corporate Governance

- c) A statutory chief officer mentioned in section 2(6) of that Act.

This is the Deputy Chief Executive who acts as the chief finance officer.

- d) Non statutory chief officers mentioned in section 2(7) of that Act.

This is the other Deputy Chief Executive post.

- e) Deputy Chief officers mentioned in section 2(8) of that Act. These are posts reporting to the Head of Paid Service, the Monitoring Officer, the Chief Finance Officer and the other Deputy Chief Executive, except where the duties are clerical, secretarial or support.

Reporting to the Chief Executive

Deputy Chief Executive (chief finance officer)
Deputy Chief Executive

Reporting to the Head of Corporate Governance (monitoring officer)

Principal Solicitor (deputy monitoring officer)

Reporting to the Deputy Chief Executive (chief finance officer) and the other Deputy Chief Executive

Chief Accountant

Internal Audit Manager (this is a part time post)

Group Head Commissioning and Transformation

Group Head Neighbourhood Services

Group Head Community Wellbeing

Group Head Regeneration and Growth

Deputy Group Head, Customer Services and Communications

Family Support Programme Team Manager (this post is shared with Elmbridge Borough Council and Epsom & Ewell Borough Council)

Building Control Manager

Senior Environmental Health Manager

Any restructures during the year or secondments to cover short-term requirements may alter reporting relationships which could change the roles reporting to specific Chief Officer posts.

The definition of chief officers and deputy chief officers for the purposes of this Pay Policy Statement is wider than the definition normally used at Spelthorne. The 3 Management Team posts of Chief Executive and Deputy Chief Executives are generally referred to as 'chief officers' with the Group Head posts as their deputies for their area of responsibility. A number of posts are part time or shared with other councils, as noted above.

2.2 Management Team

Spelthorne Borough Council's Management Team is the Chief Executive and 2 Deputy Chief Executive posts.

2.3 Pay

In addition to salary remuneration includes fees, allowances, benefits in kind and termination payments.

2.4 Lowest paid employees

Refers to those staff employed within grade Scale 1 of the Council's pay framework, which is the lowest grade on the Council's pay framework. Currently there are 95 posts, 24.05% of the Council's establishment, at this level.

Additionally, there are 4 apprenticeship posts, 1.01% of the Council's establishment, which fall under Scale 1.

Therefore the number of posts which fall within or under Scale 1 total 99, 25.06% of the Council's establishment.

2.5 Employees who are not a chief officer

Refers to all staff who are not covered under the 'Chief Officer' group above, including the lowest paid employees.

3 Pay framework – general principles applying to all staff

3.1 General approach

Remuneration at all levels needs to be adequate to recruit, retain and develop a skilled and flexible workforce to deliver services to the community and fulfil the Council's business objectives. Remuneration must be fair and reasonable in the circumstances and not unnecessarily excessive. Each Council has responsibility for balancing these factors in the light of the unique challenges locally and retaining flexibility to deal with circumstances that might arise. Pay arrangements must comply with UK legislation. Salary payments for individual postholders are pro-rated where they are employed for less than full time. Salary payments are pensionable payments, except where specified in the Pension Regulations.

Terms and conditions of employment are local Spelthorne terms and conditions as amended by Spelthorne.

3.2 Responsibility for decisions on remuneration

Decisions on pay are made in line with Spelthorne Borough Council's scheme of delegations and in accordance with employment policies, procedures and arrangements in place and staff terms and conditions of employment.

Approval for any change to the Chief Executive's salary is by the Leader of the Council if within the salary scale and existing policies or otherwise by the Cabinet/Council. Approval for any changes to the salary range for Management Team posts below Chief Executive is by the Head of Paid Service (Chief Executive) in consultation with the Leader. Approval for changes for posts below management team are the responsibility of the Head of Paid Service and Management Team or Group Head within the budget, council policy framework and delegations.

Pay awards are considered annually for staff. Spelthorne operate local arrangements for deciding pay awards in consultation and negotiation with the Spelthorne Branch of UNISON ("UNISON"), within the limits of the Collective Agreement between UNISON and Spelthorne. Pay awards are decided by full Council as part of the annual budget process. Retention, affordability and local circumstances will be taken into consideration as part of this decision.

3.3 Salary grades and grading framework

Grades are determined by taking account of the full scope of the job including the complexity of work, range of responsibilities and the skills and experience required to undertake them, having regard to the need for equal pay for work of equal value. Each grade consists of a number of points from the Spelthorne pay spine, from the bottom to the top of the grade. The top of grade is considered to be the rate of pay for a fully experienced, qualified and

Pay Policy Statement for 2019-20

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competent post holder. Incremental progression is subject to satisfactory performance. Accelerated increments can be awarded in exceptional circumstances within the grade but not beyond the top of the grade. Incremental progression for the two Deputy Chief Executives is subject to performance and achievement of targets.

3.4 New starters joining the Council

Appointments are made at the bottom of the salary scale, or at an appropriate point taking into account relevant skills and experience, and staff progress through the scale to the maximum of the grade over a number of years as experience is gained, subject to satisfactory performance.

3.5 Allowances and additional payments

Additional payments may be approved by the Chief Executive, Deputy Chief Executives and Management Team in the case of a member of staff undertaking additional duties for an extended period of time outside the normal responsibilities of their post or to complete specific tasks. For example to cover the duties of a vacant post which is at a higher grade, to undertake additional work in relation to a time-limited project, or where a formal partnership/secondment arrangement is in place with another local authority resulting in additional duties, responsibilities, complexity and working hours and it is not appropriate to otherwise change the grade of the post.

Spelthorne will consider paying a recruitment, retention or market supplement allowance in order to maintain service provision where it has been difficult to recruit to a vacant post or to retain staff in a particular service and specific criteria are met. Recruitment and retention payments are a separate payment, not consolidated into salary, and are subject to annual review and removed when no longer justified.

Essential user and casual user car allowances are payable where staff are required to use their own vehicles for council business. A non-pensionable car allowance is applied to the Chief Executive and Deputy Chief Executive posts. A non-pensionable car allowance is applied to Management Team posts and Group Head posts on Chief Officer local terms and conditions of employment. Committee Allowance payments are payable where staff are required to attend Council meetings outside normal working hours (except for Management Team and Chief Officer posts who do not receive additional payment).

3.6 Pay awards

Pay awards are considered annually for staff. Spelthorne operate local arrangements for deciding pay awards in consultation and negotiation with UNISON, within the limits of the Collective Agreement between UNISON and Spelthorne. Pay awards are decided by full Council as part of the annual budget process. Retention, affordability and local circumstances will be taken into consideration as part of this decision.

3.7 Pension scheme

All Spelthorne staff including Chief Officers are eligible to join the Local Government Pension Scheme with employee contributions tiered according to salary band. Employee contributions range from 5.5% for pensionable pay up

Pay Policy Statement for 2019-20

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to £14,100 to 12.5% for pensionable pay above £157,801 (the top rate does not apply to any Spelthorne posts).

The Council's pension current service contribution as employer is currently 15.8% (additionally there is a past service deficit contribution paid as a single lump sum of £1,167,000 by the Council). Employer contribution rates are reviewed every 3 years following a revaluation of the pension fund and pension liabilities in relation to current and past members. The next revaluation is due in 2019

3.8 Policy on employing someone who has taken redundancy from another authority

An individual who has been made redundant from another council may apply to work at Spelthorne and would be considered against the required criteria for the post. If they accept an offer of employment with Spelthorne before the end of their employment with the other council to take effect within 4 weeks of leaving then they will not be due a redundancy payment from the previous employer and will retain continuity of service. If the gap is longer than 4 weeks their continuous service is broken, which means that they would have no eligibility for redundancy payments until they have 2 years further service.

The government are planning to implement exit payment reforms and, if agreed, this may affect the repayment of any redundancy payments.

3.9 Policy on employing someone who is also drawing a pension

In line with the pension regulations Spelthorne has a flexible retirement policy and will consider requests from staff who wish to draw their pension and continue working in a reduced capacity. Requests will only be agreed where there is a salary saving through either reduced hours or responsibility.

An individual who is drawing a pension in relation to a previous employment may apply to work at Spelthorne and would be considered against the criteria for the post. If they are appointed, the salary will be in accordance with the grade for the job, with abatement of their pension subject to the rules of the appropriate pension scheme of the pension in payment, as apply at the time.

3.10 Policy on increase in or enhancement to pension entitlements

Pension entitlements are in line with the Local Government Pension Scheme Regulations and Spelthorne Pensions Policy in operation at the time.

Spelthorne's Pension Policy was agreed by the Council on 24 April 2014. It applies to all Spelthorne employees including Chief Officers. The Pension Policy is attached as Appendix 3 (to the Pay Policy Statement).

3.11 Payment arrangements

Employees, including chief officers, are paid through payroll and subject to appropriate income tax and national insurance deductions.

4 Level and elements of remuneration for chief officers

4.1 Salaries for chief officers

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Spelthorne policy is to pay chief officers according to the Spelthorne salary grade appropriate for the duties and responsibilities of the job. Each grade consists of a number of points from the Spelthorne pay spine, from the bottom to the top of the grade.

The salary paid to Group Head posts depends upon the range of responsibilities and consists of a salary range of a number of increments taken from a 4 point Group Head Salary band.

The current full time salary scales for chief officer posts listed in Paragraph 2.1 above are set out in the table below. Where posts are filled on a part-time basis the post holders are paid pro-rata to their contractual hours.

Post	Bottom of salary range	Top of salary range
Chief Executive	£106,313	£119,864
Head of Corporate Governance	£63,522	£72,228
Deputy Chief Executives	£85,049	£95,890
Principal Solicitor and deputy monitoring officer	£46,069	£58,715
Chief Accountant	£67,500	£67,500
Group Heads	£70,040	£76,274
Deputy Group Head Customer Services and Communication	£55,031	£65,069
Family Support Programme Manager	£66,862	£66,862
Internal Audit Manager	£32,045	£49,460
Building Control Manager	£46,069	£54,637
Senior Environmental Health Manager	£51,149	£54,637
Communications Manager	£36,207	£43,770

Any restructures during the year or secondments to cover short-term requirements may alter reporting relationships and could change the roles reporting to specific Chief Officer posts, with the appropriate salary range from Spelthorne grades applying.

4.2 Other pay elements for chief officers

A non-pensionable car allowance is applied to the Chief Executive, Deputy Chief Executives and Group Head posts as part of the total remuneration package. Current car allowance values are £6,300 for the Chief Executive and £4,900 for the Deputy Chief Executives and Group Heads.

Deputy Group Head posts are eligible for essential user car allowances if they are required to undertake business mileage and provide a car for work.

The salaries for chief officer and Chief Executives / Chief Officers (the Chief Executive, Deputy Chief Executives, Group Head, Deputy Group Head and certain professional posts) are inclusive salaries with no additional recompense for additional hours worked, for attendance at Council or other

Pay Policy Statement for 2019-20

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meetings outside of normal working hours, for expenses, for telephone use or for business mileage, except for journeys of 100 miles or more. A mileage rate equivalent to the HMRC rate for company cars applies (13p per mile for most vehicles) for journeys of 100 miles or more.

Posts listed as deputy chief officers are eligible for car allowances if they are required to undertake business mileage, committee attendance allowance if they are required to attend council or other meetings outside normal working hours, overtime payments if required to work additional hours and they may claim for reimbursement of expenses incurred in the performance of their duties.

Professional fees required for the post are paid (for example membership of CIPFA for the chief finance officer and legal practising certificate for the monitoring officer).

Election fees are paid separately for additional duties and responsibilities undertaken as elections fall. The Chief Executive acts as Returning Officer at elections and other chief officers may receive payments for any additional work undertaken during a national or local election as deputy returning officers, presiding officers or poll clerks at polling stations or for working at the election counts. Election fees are set as elections are called taking account of guidance issued by the Ministry of Justice.

4.3 Remuneration of chief officers on recruitment

Starting salaries are at the bottom of the salary scale, or at an appropriate point taking into account relevant skills and experience.

Chief Executive and Management Team or Group Head approval is required before recruitment to any post below management team level. Approval to fill posts at management team level and for Group Heads requires the agreement of the Leader of the Council, with selection decisions made by a member Appointments Committee and ratified by Council if required (for Chief Executive). New appointments may be eligible for removal expenses under the Council's Home Relocation Policy.

4.4 Increases and additions to remuneration for each chief officer

Pay awards are considered annually for staff including Chief Officer. Spelthorne operate local arrangements for deciding pay awards in consultation and negotiation UNISON, within the limits of the Collective Agreement between UNISON and Spelthorne. Pay awards are decided by full Council as part of the annual budget process. Retention, affordability and local circumstances will be taken into consideration as part of this decision.

Changes to salary ranges and other pay elements must be agreed by the Leader/Cabinet for the Chief Executive, by the Chief Executive in conjunction with the Leader for Deputy Chief Executive posts and by the Chief Executive and Management Team for all other posts.

4.5 Performance related pay for chief officers

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There is no additional performance related pay for Spelthorne chief officers or any other staff. Progression through increments is subject to satisfactory performance. Incremental progression for Deputy Chief Executives is subject to performance and achievement of targets. Once an employee reaches the top of their salary scale there is no opportunity to earn more.

4.6 Bonuses for chief officers

There are no bonuses available for chief officers or for other staff.

4.7 The approach to the payment of chief officers on their ceasing to hold office under or to be employed by the authority

Spelthorne's Discretionary Compensation Policy agreed by the Executive on 6 February 2007 and confirmed by Cabinet in July 2014, sets out the approach for payments in the event of termination on the grounds of redundancy and efficiency of the service. There is a consistent method of calculating redundancy pay which is applied to all redundant employees, including chief officers, with the level of redundancy pay calculated using the statutory matrix with a multiplier of 2 and at actual weekly earnings (to a maximum of 60 weeks' pay for staff with over 20 years local government service). The redundancy payment is intended to recompense employees for the loss of their livelihood and provide financial support whilst they seek alternative employment and applies when a post is deleted. In the case of termination on efficiency grounds payments would depend on the circumstances of the case and would exceed the amount due for redundancy only in exceptional circumstances, to a maximum of 104 weeks.

The government are planning to implement exit payment reforms and, if agreed, this may affect redundancy/termination payments.

The taxation of termination payments is in accordance with statutory provisions.

4.8 Additional payments for chief officers

Additional payments may be approved in the case of a member of staff undertaking additional duties for an extended period of time outside the normal responsibilities of their post. For example to undertake additional responsibilities, to cover the duties of a vacant post which is at a higher grade, to undertake additional work in relation to a time-limited project, or where a formal partnership/secondment arrangement is in place with another local authority resulting in additional duties, responsibilities, complexity and working hours and it is not appropriate to otherwise change the grade of the post.

5. The remuneration of the lowest paid employees

The lowest paid employees are those in posts graded at Scale 1, which has a current salary range from £18,322 to £19,140 per annum. The pay rate at the bottom of scale 1 is £10.20 per hour compared to the national minimum wage of £7.70 per hour (National Minimum Wage rate from 1 April 2019 for workers aged 21 to 24 years) and the National Living Wage of £8.21 per hour from April 2019 for workers aged 25 and over. The Living Wage Foundation's non-statutory UK Living Wage for 2018/2019 is £9.00 per hour.

Young people employed as Apprentices for the temporary period of their apprenticeship training are paid on an appropriate pay rate taking into account the level of work and level of qualifications to be obtained with a minimum of the appropriate statutory minimum wage rates [£3.90 per hour Apprentice rate in the first year, The National Minimum Wage rate of £4.35 per hour for under 16-17 year olds, £6.15 per hour for 18 – 20 year olds, £7.70 per hour for 21 – 24 year olds and £8.21 per hour for age 25 and over from 1 April 2019].

6. The relationship between the lowest and highest paid staff

The ratio between the lowest and highest paid salaries is less than 1:7. The lowest salary rate is £18,322, the top of the Chief Executive's salary scale is £119,864 which is a pay multiple of 1:6.47.

7. The relationship between the highest paid employee and employees who are not chief officers

The ratio between the median earnings across the organisation and the taxable pay of the highest paid employee (the Chief Executive) is 1:5.04.

The ratio between the mean average earnings across the organisation and the taxable pay of the highest paid employee (the Chief Executive) is 1:3.95

8. Salary and severance payments over £100,000

8.1 Spelthorne has one post with a salary package above £100,000, the Chief Executive. The appointment of a new Chief Executive is made in accordance with the council's Constitution and statutory provisions. There would be a report to members on the arrangements for an appointment, including the salary level, and the appointment would be made by a member Appointments Committee and confirmed after ratification by full Council.

8.2 Severance payments are made in accordance with the council's Discretionary Compensation Policy and would exceed £100,000 only in exceptional circumstances. Redundancy payments are based on the statutory matrix and Spelthorne multiplier to a maximum of 60 weeks' pay. Severance payments on the grounds of efficiency will exceed that level only in exceptional circumstances. To date no staff have received direct severance payments over £100,000.

8.3 Where the severance payment made to the individual and any pension costs payable by Spelthorne total over £100,000 the amounts are reported in the Statement of Accounts for the year that the termination was agreed (the termination may take effect in a subsequent financial year).

8.4 The government are planning to implement exit payment reforms and, if agreed, this may affect severance payments.

9. The publication of and access to information relating to remuneration of chief officers

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Pay Policy Statement for 2019-20

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The annual pay policy statement is published on the Spelthorne Borough Council website where it can be easily accessed by tax payers and external organisations.

Appendix 1 Pay Policy Statement effective from April 2017

Appendix 2 Discretionary Payments Policy

Appendix 3 Pension Policy

Discretionary Compensation Policy agreed in 2007 (reviewed in 2014)

The Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006

Policy Statement

The policy sets out the arrangements for discretionary compensation to staff who are leaving employment due to redundancy or efficiency, including to

- Employees who are dismissed on the grounds of redundancy
- Employees who are retiring early in the interests of the efficiency of the service
- Employees whose employment is terminated in the interests of the efficiency of the service

Factors to be taken into account in awarding compensation to include

- Overall cost and reasonableness, including benefits to the Council Tax payer of the employee leaving the Council's service
- Financial savings to be incurred by the employee leaving the Council's service
- Ability to implement organisational change
- Employee relations considerations
- Fairness and consistency of approach
- Protecting the Council from legal challenge

Discretion available under 2006 regulations	Spelthorne Policy – Redundancy
Pay at actual week's pay	All Redundancy Payments to be calculated on the employee's actual week's pay
Lump sum payment up to 104 week's pay to include the statutory redundancy payment (ie up to 3.46 times the statutory amounts)	Redundancy payments at the end of a temporary fixed term contract to be at statutory weeks. Redundancy payments in other cases to be at twice the statutory minimum, using the government's redundancy payments calculator (to a maximum of 60 weeks). To be inclusive of the statutory redundancy payment.
No added years	Employees who are members of the Local Government Pension Scheme be given the option to convert lump sum compensation payments into additional pensionable service on a strictly cost-

	<p>neutral basis, in accordance with the formula published by the government. Decisions must be made before the last day of service with full costs of augmentation confirmed by Surrey County Council Pensions Unit. The statutory redundancy payment element cannot be converted.</p> <p>Redundancy payments to be agreed by the Chief Executive in consultation with the Leader or the Chief Financial Officer in consultation with the Leader as appropriate</p>
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Discretion available under 2006 regulations	Spelthorne Policy – Efficiency of the service
<p>Lump sum payment up to 104 week’s pay</p> <p>No added years</p>	<p>A one-off lump sum payment, based on the merits of each individual case, up to the maximum of 104 weeks’ pay. Only in exceptional circumstances would payments exceed 60 weeks’ pay (the maximum lump sum for redundancy).</p> <p>Employees who are members of the Local Government Pension Scheme be given the option to convert lump sum compensation payments into additional pensionable service on a strictly cost-neutral basis, in accordance with the formula published by the government. Decisions must be made before the last day of service with full costs of augmentation confirmed by Surrey County Council Pensions Unit.</p> <p>Compensation payments to be agreed by the Chief Executive in consultation with the Leader or the Chief Financial Officer in consultation with the Leader as appropriate</p>

This Policy is effective from 1 April 2007. The Policy will be kept under review. Any future changes to the policy will come into effect one month after the amended policy is agreed and published.

Reviewed by Cabinet on 15 July 2014.

**Local Government Pension Scheme Regulations
Policy on Augmentation of Service under Section 52**

The Local Government Pension Scheme (LGPS) regulations give the discretion to augment pension service (award added years of pension service) at any point in the employment relationship. Spelthorne has adopted the discretion to be used in appropriate cases.

If augmentation is agreed under the LGPS regulations it is not possible to pay a lump sum under the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006.

Redundancy

Individuals will have the option of converting the discretionary element of the compensation payment to added years if they wish to do so, with decisions made before their last day of service. The discretionary element of the lump sum payment in the event of redundancy is the total amount less the statutory redundancy payment at actual weeks pay.

Efficiency

Where a lump sum compensation payment is made under the Discretionary Compensation regulations individuals will have the option of converting the lump sum compensation to added years service if they wish to do so, with decisions made before their last day of service. Spelthorne may augment service in exceptional circumstances agreed by the Chief Executive in consultation with the Leader or the Chief Financial Officer in consultation with the Leader, as appropriate to the case. Augmentation can only be granted where no compensation payments are made under the 2006 compensation regulations.

Other cases

Spelthorne may consider augmentation of service in other exceptional circumstances in cases agreed by the Chief Executive and Leader.

January 2007

This Policy is effective from 1 April 2007. The Policy will be kept under review. Any future changes to the policy will come into effect one month after the amended policy is agreed and published.

Reviewed by Cabinet on 15 July 2014.

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Spelthorne Borough Council

Pensions Policy Statements

1. These following statements of policy are made in respect of the exercise of discretionary functions under the Local Government Pension Scheme Regulations 2013, which come into effect from 1 April 2014.

Pension Regulation	Policy	Delegation
<p>Regulation 16 (2)(e) and 16 (4)(d) Funding of additional pension contributions.</p> <p>Voluntary funding of additional pension contributions via a Shared Cost Additional Pension Contribution (SCAPC) contract, either by regular on-going contribution or one-off lump sum</p>	<p>Spelthorne will not offer shared cost additional pension contributions.</p> <p>Employees who are members of the Local Government Pension Scheme (LGPS) may fully fund their own additional pension contributions.</p>	
<p>Regulation 17. Additional voluntary contributions.</p> <p>Additional voluntary contributions (AVC) via an approved AVC scheme.</p>	<p>Spelthorne will not offer Shared Cost Additional Voluntary Contributions.</p> <p>Employees who are members of the LGPS may fully fund their own AVC arrangements.</p>	
<p>Regulation 30 (6). Flexible retirement</p>	<p>To consider requests for Flexible Retirement on their merits and to agree where it is in the Council's interests. On the basis that pension benefits taken before normal retirement age are reduced in accordance with guidance issued by the Government Actuary.</p>	<p>Management Team for cases up Group Head</p> <p>The Cabinet for members of Management Team.</p>

	<p>In exceptional circumstances the actuarial reduction could be waived on compassionate grounds, or where it is in Spelthorne's business interests, and taking into account the affordability of the employer costs arising.</p> <p>See separate Flexible Retirement Policy Statement</p>	
<p>Regulation 30 (8). Waiving all or part of any actuarial reduction for a retirement before normal retirement age</p>	<p>Employees voluntarily retiring from age 55 before their normal pension age will have their benefits reduced so that there is no cost to the council.</p> <p>In exceptional circumstances the actuarial reduction could be waived on compassionate grounds, or where it is in Spelthorne's business interests, and taking into account the affordability of the employer costs arising.</p>	<p>Chief Executive in consultation with the Leader for cases below Management Team level.</p> <p>The Cabinet for cases at Management Team level.</p>
<p>Regulation 31. Award of up to £6,500 additional pension (at whole cost to the employer)</p>	<p>To consider and decide individual cases on their merits where it is in Spelthorne's interests and taking account of the employer costs of the additional pension.</p>	<p>Chief Executive in consultation with the Leader for cases below Management Team level.</p> <p>The Cabinet for cases at Management Team level.</p>

2. The following statement of policy is made under the Local Government (Transitional Provisions and Savings) Regulations 2014, effective from 1 April 2014

Pension Regulation	Policy	Delegation
Whether to apply the 85 year rule to the pre 1 st April benefits on or after age 55 and before age 60.	<p>Employees may retire early from age 55 before their normal pension age with retirement benefits taken before age 60 reduced in accordance with guidance issued by the Government Actuary, with 85 year rule protection not applying.</p> <p>In exceptional circumstances to agree to apply the 85 year rule protection to pre-1 April 2014 benefits (waiving actuarial reduction) on compassionate grounds, or where it is in Spelthorne's business interests, and taking into account the affordability of the employer costs arising.</p>	<p>Chief Executive in consultation with the Leader for cases below Management Team level.</p> <p>The Cabinet for cases at Management Team level.</p>

3. The following statement of policy is made in relation to former employees who left before 1 April 2014, who may ask for early access to their pension benefits.

Pension Regulation	Policy	Delegation
<p>Requests for early payment of pension benefits before age 60 where employer consent is required.</p> <p>(Normal retirement age 65, with former employees able to access pension benefits</p>	Former employees may take their pension benefits from age 55 before their normal pension age on the basis that the pension benefits are reduced in accordance with guidance from the Government Actuary and there is no employer cost falling on Spelthorne.	

from age 60 without the employer's consent. Employer's consent required before age 60).	In exceptional circumstances to agree to waive the actuarial reduction on compassionate grounds, taking into account the employer pension costs arising.	Chief Executive in consultation with the Leader of the Council.
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Council April 2017

Cabinet**20 February 2019**

Title	Members' Allowances Scheme 2019/20		
Purpose of the report	To make a recommendation to Council		
Report Author	Gillian Scott, Principal Committee Manager		
Cabinet Member	Councillor Ian Harvey	Confidential	No
Corporate Priority	This item is not in the current list of Corporate priorities but still requires a Cabinet decision		
Recommendations	Cabinet is asked to consider the recommendations of the Independent Remuneration Panel, set out in full in the attached report, and recommend the amended scheme to Council.		
Reason for Recommendation	The Council is required to make a scheme of allowances and the Independent Remuneration Panel is appointed by the Council to advise on the type of its allowances and the amounts to be paid.		

1. Key issues

- 1.1 The Independent Remuneration Panel met on 14 December 2018 and 7 January 2019 to review the Members' Allowances Scheme for 2019/20.
- 1.2 It is a matter for the Council to decide the level of members' allowances under the Spelthorne Members' Allowances Scheme.
- 1.3 The function of the Independent Remuneration Panel (the Panel) is to provide the Council with advice on the type of its allowances and the amounts to be paid.
- 1.4 The statutory position is that Spelthorne Borough Council "shall have regard to" the advice from the Panel and the Council cannot make any changes to its Scheme of Members' Allowances without first considering the Panel's advice on the issues involved. The Panel acknowledges that it is a matter for the Council to decide the level of Members' Allowances. In having regard to the Panel's advice, the Council is to "give proper consideration" to the Panel's report. In this way, the Council can take full account of its particular circumstances and be directly accountable to its electorate.

2. Options analysis and proposal

- 2.1 The proposals recommended by the Panel are set out in detail in the attached report. A summary of the Panel's recommendations can be found on pages 9-10 of the report.

2.2 Cabinet is asked to consider the Panel's recommendations and make a recommendation to Council.

3. Other considerations

3.1 There are none.

4. Financial implications

4.1 The budget for Members' Allowances for 2018/19 was £336,095. Taking into account the proposed increases in the Basic and Special Responsibility Allowances recommended by the Panel, a budget of £346,735 will be required for 2019/20.

5. Timetable for implementation

5.1 Subject to approval by the Council on 21 February 2019, increases in the levels of Basic and Special Responsibility Allowances will take effect from 1 April 2019.

5.2 In accordance with the Local Authorities (Members' Allowances) (England) Regulations 2003 the Scheme will be made available on the website and a notice published in a local newspaper giving details of the Scheme and the amounts payable in respect of each allowance mentioned in the Scheme.

Background papers: There are none.

Appendices:

Report of the Independent Remuneration Panel – January 2019



REPORT OF THE

INDEPENDENT REMUNERATION PANEL

ON

THE MEMBERS' ALLOWANCES SCHEME 2019-2020

FOR

SPELTHORNE BOROUGH COUNCIL

January 2019

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INTRODUCTION

1. This report has been prepared in accordance with the *Local Authorities (Members' Allowances) (England) Regulations 2003* ("the 2003 Regulations") as amended, which require all local authorities to appoint an Independent Remuneration Panel ('the Panel') to advise on the terms and conditions of their Scheme of Members' Allowances ('the Scheme').
2. The Panel acknowledges that it is a matter for the Council to decide the level of Members' Allowances. The statutory position (Paragraph 19 of the 2003 Regulations) is that Spelthorne Borough Council "**shall have regard to**" the advice from the Panel and the Council cannot make any changes to its Scheme without first considering the Panel's advice on the issues involved. In "having regard" to the Panel's advice, the Council is to "give proper consideration" to the Panel's report. In this way, the Council can take full account of its particular circumstances and be directly accountable to its electorate.
3. The function of the Panel is therefore to provide the Council with advice on the type of its allowances and the amounts to be paid.
4. The 2003 Regulations require the authority to make copies of the Scheme available for inspection by members of the public at all reasonable hours and publish a notice in a local newspaper giving details of the Scheme and the amounts payable in respect of each allowance mentioned in the Scheme.

INDEPENDENT REMUNERATION PANEL

5. Spelthorne Borough Council appointed the following persons to comprise the Panel at its meeting on 27 April 2017:
Sir Ivan Lawrence QC (Chairman)
Mr. George McLaughlin
Mr. Colin Squire
6. The members of the Panel have between them diverse experience in central Government, the law, local business, local authorities and charity work.
7. The Panel is fully independent of the Council and is not fettered in any way from providing impartial enquiry, scrutiny, advice and recommendation.
8. The Panel does not receive any payment for the time or work that it expends in undertaking the annual review of Members' Allowances.

TERMS OF REFERENCE

9. Our terms of reference are in accordance with the requirements of the 2003 Regulations, together with "Guidance on Consolidated Regulations for Local Authority Allowances" ("the Guidance") issued in 2003. We are required to make recommendations to the Council about the following:
 - a) The amount of basic allowance payable to all Council members;
 - b) The categories of Council members who should receive a special responsibility allowance (SRA) and the amount of that allowance;

- c) Whether the Scheme should include an allowance for the expenses of arranging for the care of children and dependants, and, if so, the amount of this;
- d) The amount of travel and subsistence allowances and the approved duties in respect of which they can be paid;
- e) Allowances for co-optees (for example the independent members appointed by the Council to serve on the Council's Members' Code of Conduct Committee); and
- f) Whether adjustments to the level of allowances may be determined according to an index and, if so, which index and how long that index should apply, subject to a maximum of four years before its application is reviewed.

PRINCIPLES UNDERPINNING OUR REVIEW

10. The following principles, which were established at the time of the Panel's review in 2000, continue to underpin this review: -
- (i) The basic allowance is intended to recognise the time devoted by councillors to their work, not just work in formal council meetings, but in the community and in meetings with constituents, officers and their political group, and also to cover incidental costs (such as the use of their homes and private telephones).
 - (ii) Special responsibility allowances (SRAs) are used to recognise the *significant additional responsibilities* which attach to some roles, not just the extra time required.
 - (iii) Members' allowances are not intended to compensate for loss of earnings, nor are they to recompense for the total number of hours councillors spend on their duties, bearing in mind the voluntary element of service in fulfilling the role of a local councillor, as recognised in government guidance. Councillors are not paid employees of the Council and their allowances should not be treated as salary.
 - (iv) The Scheme¹ should be fair, easy to understand and straightforward to administer.
11. Alongside the general principle that the payment of an allowance is not intended to compensate for loss of earnings, the Panel advocates a principle of fair remuneration and subscribes to the view promoted by the Independent Councillors' Commission which says that remuneration should not be an incentive for service as a councillor, nor should lack of remuneration be a barrier. The level of remuneration should be sufficient to allow most people to consider becoming an elected member without suffering unreasonable financial disadvantage and equally applies to existing councillors who may be deterred from fulfilling their role successfully if the remuneration is not sufficient.²
12. The Panel has sought to reflect the views of ordinary ratepayers in considering its recommendations. It aspires to a Scheme that is both fair to members and seen to be fair by council taxpayers.

¹Proposed Scheme payments for April 2018 is attached at Annex 1

²Rodney Brooke and Declan Hall, *Members' Remuneration: Models, Issues, Incentives and Barriers*. London: Communities and Local Government, 2007.

CURRENT SCHEME

13. The Panel's last review of Members' Allowances for the financial year 2018/19 took place in November 2017. The Panel undertook a complete and in depth review of the Members' Allowances Scheme which included consideration of the following matters:
 - A member questionnaire on the Allowances Scheme
 - Public Service element discount
 - Councillor workload
 - Basic Allowance
 - Special Responsibility Allowances
 - Whether to apply an index to the level of allowances
 - Co-optees allowance
 - Dependants' carer's allowance
 - Travel and subsistence allowance
 - Approved Duties
14. The Panel recommended:
 - a) that the Basic Allowance should be increased by reference to the staff pay award for 2018/2019;
 - b) that the Special Responsibility Allowances should be frozen at their current amounts for 2018/19 but retain the current multiplier methodology for use in future years;
 - c) that the Co-optees allowances remain at the current level;
 - d) that no changes be made to the current payments for dependants' carer's allowance and travel and subsistence allowance;
 - e) Inclusion of Armed Forces Covenant and site visits by Planning Committee members to the list of Approved Duties.
15. The Panel decided not to commit to an index at the 2018/19 review as it preferred to undertake an annual review rather than formally commit to an index for future uplifts. The Panel stated it would return to consideration of this matter at future reviews.
16. The Council considered the Panel's recommendations at its meeting in July 2018 and accepted them with the exception of increases to Special Responsibility Allowances. The Council agreed that these should increase by the same amount as the Basic Allowance; by reference to the staff pay award for 2018/19. The Council stated that it was focussed on having a clear and simple pay policy in order to embed a "one team" approach between officers and members and was keen to ensure that there was parity in the awards for both councillors and officers alike.

APPROACH FOR 2019/20

17. The Panel met in December 2018 to consider its approach for the 2019/20 review. The Panel decided it did not wish to undertake a further in-depth review as the issues were covered at length in the previous review.
18. The Panel considered data from Boroughs and Districts across Surrey comparing Basic Allowances and Special Responsibility Allowances (SRA) for each authority in 2018/19.

CONSIDERATIONS AND RECOMMENDATIONS

Basic Allowance

19. The Scheme must include provision for a Basic Allowance, payable at an equal flat rate to all councillors.³
20. The Basic Allowance is intended to recognize the time commitment of all councillors including such inevitable calls on their time as attending Council and other formal meetings, training/briefings, civic events and political group meetings and undertaking general constituency work. It is also intended to cover incidental costs such as the use of their homes and telephones.
21. The Panel compared Spelthorne's current Basic Allowance against the other Surrey Boroughs and Districts (Annex 2) and considered that the most relevant comparators are our closest neighbours; namely, Runnymede, Elmbridge and Woking. It notes that Spelthorne has maintained its position as third highest in Surrey.

Council	Basic Allowance (£) 2018-19 ⁴
Woking Borough Council	7200
Guildford Borough Council	6864
Spelthorne Borough Council	6049
Reigate & Banstead Borough Council	5599
Surrey Heath Borough Council	5087
Elmbridge Borough Council	5066
Waverley Borough Council	4758
Mole Valley District Council	4370
Tandridge District Council	4212
Runnymede Borough Council	3680
Epsom & Ewell Borough Council	3631

22. The Panel also noted that 6 of the other 10 authorities link increases in their Members' Allowances to the staff pay award at that Council.
23. As Spelthorne Borough Council's level of Basic Allowance still compared favourably against the other Surrey authorities, the Panel agreed to continue on the basis of its recommendation for the Basic Allowance in 2018:

that an increase in the Basic Allowance which reflects the staff pay award for 2019/20 would be both fair and reasonable and ensure that most councillors continue to not be financially disadvantaged as a result of undertaking their role.

³ The Local Authorities (Members' Allowances) (England) Regulations 2003: Part 2, Regulation 4.

⁴ Data from South East Employers, Members' Allowances Survey 2017 (October 2017)

24. For the purposes of illustration, assuming a staff pay award of 2.5% would mean the Basic Allowance for 2019/20 will be £6200.
25. In making its recommendation the Panel has sought to maintain a sensible balance between:
 - (a) the financial constraints facing the Council due to the fall in Government Grant during the years 2018-2022 which will continue to be a pressure for Council finances;
 - (b) the need to maintain a Scheme which is fair, easy to understand and straightforward to administer; and
 - (c) the need to ensure the level of remuneration continues to be sufficient to allow existing councillors to fulfil their role successfully.

RECOMMENDATION

The Panel recommends that the Basic Allowance payable to all members of Spelthorne Borough Council should be increased by reference to the staff pay award for 2019/2020.

Special Responsibility Allowances

26. A Special Responsibility Allowance (SRA) may be paid to recognize the significant additional time and responsibility that certain roles in the Council require of councillors. The payments for SRAs do not have to be the same across different roles. SRAs do not have to be paid but there is a requirement that, if they are paid, at least one Member of a minority group should receive an SRA.
27. The 2003 Regulations do not limit the number of SRAs which may be paid, nor do they prohibit the payment of more than one SRA allowance to any one Member. The Regulations specify the categories of role which the Council may make provision for paying an SRA. Amongst these is: chairing meetings of a council committee or a sub-committee, or a joint committee of the council and one or more other authorities, or a sub-committee of such a joint committee.
28. Under the current Scheme of allowances for Spelthorne there are 5 categories for Special Responsibility Allowances which are paid to a total of 15 councillors:
 - Leader (1)
 - Deputy Leader (1)
 - Cabinet Member (7)
 - Chairman (Planning, Licensing, Audit, Overview and Scrutiny and Joint Committees) (5)
 - Opposition Group Leader (1)
29. The Panel agrees that these roles should continue to be awarded an SRA in recognition of the significant additional responsibilities for the councillors appointed to those roles.
30. The Panel compared Spelthorne's payments for SRA with those paid across Surrey. It notes that Spelthorne has maintained its position in the top third for SRA payments when compared to other Surrey authorities (Annex 2).

31. The Panel met with the Leader, Councillor Ian Harvey, to discuss his views on the Scheme for 2019/20 and to invite comments; no negotiations or decisions were made. The Panel found the discussion useful and is grateful to Councillor Harvey for his contributions.
32. The Panel was persuaded by the strength of the Leader's argument for a "one team" approach between officers and members to ensure that there was parity in the awards for both.
33. It agreed that a case had been made to award a cost of living increase for Special Responsibility Allowances for 2019/20. This would be achieved by increasing the Special Responsibility Allowances by reference to the staff pay award for 2019/2020.
34. The Panel wishes to be clear that it is not formally committing to an index for future uplifts of Allowances but will re-consider the index recommended this year when it undertakes the next annual review.

Special Responsibility Allowance for Finance Portfolio Holder

35. During the review for 2018/19 the Panel had considered whether the heavier workload resulting from the Council's Investment Strategy, that had brought extra responsibilities to the role of the finance portfolio, merited a greater Special Responsibility Allowance than other Cabinet members. The role also required the holder of the finance portfolio to take up a position as an unpaid director of Knowle Green Estates Ltd. ("KGE").
36. The Panel was of the opinion, at that time, that it is in the nature of the role of a Cabinet member to experience fluctuating levels of work and did not recommend an increased allowance for this role. However, the Panel said it was happy to reconsider this matter at this year's review if the workload for this role continued to be high.
37. As part of this year's review and to assist its deliberations on this matter, the Panel invited the Finance Portfolio Holder, Councillor Howard Williams, to submit his comments about the additional duties and responsibilities undertaken by virtue of his role as a director of KGE.
38. The Panel also met Councillor Williams to further discuss the increased responsibilities of the finance portfolio holder as a result of the Council's Investment Strategy; again, no negotiations or decisions were made. The Panel is grateful to Councillor Williams for his comments which gave them a better understanding of the increased scope and responsibility of the role.
39. The Panel agrees that time commitment is only one factor by which to determine the value of a Special Responsibility Allowance and that the responsibility of the role is particularly relevant.
40. The Panel finds that the Finance Portfolio Holder continues to experience a heavy workload as a result of his responsibility in relation to the acquisitions, maintenance and delivery of the Council's investment programme. This brings an extraordinarily high level of additional responsibility.

41. The Panel was also persuaded that the role of this councillor as a Board Director of KGE is a burden that absorbs time and creates responsibility and legal obligations that do not form a part of a councillor's normal responsibilities. It is an optional task that is taken on by the finance portfolio holder in the absence of any other more suitable alternative councillor.
42. The Panel agrees that due to a combination of the finance portfolio's responsibilities in relation to the Council's investment portfolio, and the extra responsibilities and commitment arising from his position as a Board Director of KGE, this role merits a greater SRA than the other Cabinet member roles.
43. The Panel considered the levels of other Special Responsibility Allowances and agreed that the Cabinet member responsible for the finance portfolio should receive an allowance equivalent to that of the Deputy Leader.
44. This conclusion is considered to be both fair and reasonable for the purposes of this review. This matter will be re-visited in the Panel's review next year.
45. In making its recommendations, the Panel wishes to emphasise that they should not be interpreted as a reflection of any individual councillor's performance in the role.

RECOMMENDATION

The Panel recommends that:

- 1. all Special Responsibility Allowances are increased by reference to the staff pay award for 2019/2020; and**
- 2. the Cabinet member responsible for the finance portfolio to receive a Special Responsibility Allowance equivalent to that awarded to the Deputy Leader.**

OTHER ALLOWANCES

46. The Panel did not undertake a review of the following allowances on the basis that the reasoning underpinning the levels of allowances had not changed since its previous review.

Co-Optees Allowance

47. The current Scheme pays an allowance of £1000 and £500 to the Chairman and Vice-Chairman (this position is currently vacant), respectively of the Members' Code of Conduct Committee, both of whom are co-opted members.

RECOMMENDATION

The Panel recommends that the co-optees on the Members' Code of Conduct Committee continue to receive an allowance of £1000 and £500 for the Chairman and Vice-Chairman respectively.

Dependants' Carer's allowance

48. The current Scheme for Dependants' Carer's allowance (DCA) provides that members are simply reimbursed the actual costs incurred for expenditure in relation to the care of dependent relatives or children while they are undertaking approved Council duties, subject to submission of receipts/invoices in support of claims.

RECOMMENDATION

The Panel recommends that no change be made to the current scheme for Dependants' Carer's allowances.

Travel and subsistence allowance

49. The current payments for travel allowances which are payable at the same rate as for Council officers on a sliding scale dependent on engine size for car use, and for motorcycles, for journeys undertaken in relation to approved duties are as follows.
50. The current payments for cars, per mile, is:

	2018/19
up to 999cc	46.9p
1000cc - 1199cc	52.2p
1200cc and over	65p

51. The current payment for motorcycles is 24p per mile and for bicycles is 20p per mile.

RECOMMENDATION

The Panel recommends that the current arrangements for payment of travel and subsistence allowances be retained as at present and that no changes be made to the list of Approved Duties.

SUMMARY OF PANEL'S RECOMMENDATIONS

The Panel makes the following recommendations to the Council on the Members' Allowances Scheme for 2019-2020:

Allowance	Current amount	Number	Recommended Allowance for 2019/20 ¹
Basic:	£6049	39	£6200
Special Responsibility:			
Leader of the Council	£13911	1	£14259
Deputy Leader	£9182	1	£9412
Cabinet Member for finance	N/A	1	£9412
Cabinet Members	£6956	6²	£7130
Spelthorne Joint Committee Chairman/Vice-Chairman	£4877	1	£4999
Planning Committee Chairman	£5564	1	£5703
Licensing Committee Chairman	£4869	1	£4991
Overview and Scrutiny Committee Chairman	£4869	1	£4991
Audit Committee Chairman	£3479	1	£3566
Opposition Group Leader	£3241	1	£3322
Co-Optees' Allowance	£1000 (Chair) £500 (Vice-Chair)	1 1	£1000 (Chair) £500 (Vice-Chair)
Total Budget	£336,095		£346,735

¹ On an assumption of a 2.5% staff pay award

² Based on the existing Cabinet and excluding the Leader, Deputy Leader and Cabinet member for Finance

Allowance for expenditure incurred in relation to Approved Duties (Schedule 1 to Scheme)	Unchanged allowances for 2019/20
Dependants' Carer's Allowance	Reimbursement of actual costs incurred

Travelling and Subsistence Allowances	
Motor Mileage Allowance (per mile)	
Cars	Up to 999cc – 46.9p 1000cc – 1199cc – 52.2p 1200cc and over – 65p
Motorcycles	24p
Cycle	Nil
Day Subsistence Allowance	Reimbursement of actual costs incurred

Sir Ivan Lawrence (Chairman)
George McLaughlin
Colin Squire

January 2019

Comparison of allowances against neighbouring Surrey authorities

Annex 2

	1	2	3	4	5	6	7	8	9	10	11
Local Authority	Woking	Guildford	Spelthorne	Reigate and Banstead	Surrey Heath	Elmbridge	Waverley	Mole Valley	Tandridge DC	Runnymede	Epso m & Ewell
Basic Allowance 18/19	7200	6864	6049	5599	5087	5066	4758	4370	4212	3680	3631
Leader's SRA 18/19	12000	8236	13911	13901	13864	12665	13977	7500	5947	7360	2703
Dep. Leader SRA 18/19	2000	1373	9182	11353	8686	2533	9676	4250	1494	1840	3631
Cabinet member 18/19	750	5491	6956	9268	4626	6333	6451	0	0	0	3631
Audit Chair 18/19	0	3432	3479	0	3700	3800	3225	2135	2987	1214	2338
Licensing Chair 18/19	500	3432	4869	433	3700	2533	3225	535	2987	3680	2542
O&S Chair 18/19	500	5491	4869	3106	3700	6333	3225	2135	2987	3680	2542
Planning Chair 18/19	750	5491	5564	5346	4283	5699	3225	2560	2987	6440	3631
Opp. Group Leaders 18/19	1000	5491	3241	144	0	2533	3225	3735	1494	2760	200

Spelthorne Joint Cttee Chair	8016		4877	(SCC Allowances Scheme)							
Spelthorne Joint Cttee Vice-Chair	1503		4877								

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Cabinet**20 February 2019**

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

1. Expenditure to date and Estimated Outturn

- 1.1 Attached as Appendix A & B is the actual spend to date on capital covering the period April to December 2018.
- 1.2 By its nature the provision for acquisition of assets is variable depending on opportunities arising, due to the scale of this item the analysis is split to show the variance of the remaining capital items separately.
- 1.3 For the period ending December 2018, capital expenditure including commitments on all other items was £6.1m, the projected outturn shows an expected underspend of £11.6m.
- 1.4 For the acquisition of assets scheme, £319m had been spent as at the end of December with £500m still available to be invested.

Overall, the projected outturn shows that we are anticipating to spend £327.4m which would be £511.1m under the revised budget of £838.5m.

Councillor Francis – Housing

The level of activity relating to disability facilities grants is higher than budget, this is partly offset by increased funding from MHCLG and A2 Dominion, however an overspend of £40k is currently predicted.

Councillor Patel – Environment and Compliance

- 1.5 There are anticipated underspends in the Air Quality scheme (£24.5k) and the Domestic Home Energy scheme (£15k), these would need to be carried forward for spending in 2019/20.
- 1.6 To date £355k has been committed in this portfolio (71.6% of budget).

Councillor Barnard – Planning and Economic Development

- 1.7 It is projected that this area could underspend by £11.4m, primarily as a result of slippage of some of the works on Ceaser Court, Thameside House and the Leisure Centre.
- 1.8 Small Scale Area Regeneration is forecast to be £189k underspent, Edinburgh Drive Parade has been completed with 3 more parades still to be upgraded. Surrey County Council funding has ceased for future projects of this type.
- 1.9 To date committed expenditure in this area is £4.6m (27.3% of budget).

Councillor Harvey – Leader

- 1.10 No variance currently expected in this area.

Councillor Boughtflower – Corporate Management

- 1.11 This area is forecasting a net underspend of £188k, this is as a result of underspends on the VDI project (£40k), Sharepoint upgrade (£35k), Sharepoint Redesign (£90k) and the Corpoaret EDMS Project (£105k) being partly offset by overspends on the Customer Services contact centre (£50k) and the Canon Printer (£57k) schemes.
- 1.12 It should be noted that committed expenditure to date on this area is £908.8k out of a budget of £1.14m including carry forwards (77.6%).

Acquisition of Assets

- 1.13 The spend on the Acquisition of Assets scheme is forecast to be £320m under the revised budget. This could alter if further asset opportunities are identified.
- 1.14 To date committed expenditure in this area is £319.3m (39% of budget).

2. Financial implications

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

3. Timetable for implementation

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

Background papers: None

Appendices: A&B

CAPITAL MONITORING REPORT AT 31 DECEMBER 2018

Portfolio Member	ORIGINAL BUDGET	CARRY FORWARDS	SUPPLEMENTARY ESTIMATE	REVISED BUDGET	ACTUALS YTD	COMMITMENTS	MANAGERS PROJECTED OUTTURN	MANAGERS PROJECTION TO REVISED BUDGET
Cllr Francis - Housing	73,100	206,100	-	279,200	(29,965)	9,851	319,200	40,000
Cllr Patel - Environment & Compliance	362,500	161,900	(29,800)	494,600	202,063	151,920	455,100	(38,900)
Cllr Barnard - Planning and Economic Development	13,825,500	-	2,882,200	16,707,700	2,461,122	2,099,880	5,292,200	(11,415,500)
Cllr Harvey - Leader	-	44,200	28,900	73,100	30,900	-	73,100	-
Cllr Boughtflower - Corporate Management	1,462,300	11,500	-	1,473,800	626,710	517,003	1,285,900	(187,900)
	15,723,400	423,700	2,881,300	19,028,400	3,290,830	2,778,654	7,425,500	(11,602,300)
Acquisition of Assets Scheme	203,500,000	21,140,500	594,859,000	819,499,500	319,280,821	401	320,000,000	(499,499,500)
Acquisition of Assets Scheme	203,500,000	21,140,500	594,859,000	819,499,500	319,280,821	401	320,000,000	(499,499,500)
Grand Total	219,223,400	21,564,200	597,740,300	838,527,900	322,571,650	2,779,055	327,425,500	(511,101,800)

CAPITAL MONITORING REPORT AT 31 DECEMBER 2018

Portfolio Member / Service Head	Cost Centre	Description	Original Budget	Carry Forwards	Supplementary Adjustments	Revised Budget	Actuals YTD	Commitments	Managers Projected Outturn	Managers Projection to Revised Budget	Comments
Housing Investment Programme											
Cllr Francis - Housing											
Deborah Ashman & K Sinclair	40203	Disabled Facilities Mandatory	707,400	138,000	-	845,400	732,935	9,350	1,100,000	254,600	Potential commitments due to 6 month lag
Deborah Ashman & K Sinclair	40204	Disabled Facilities Discretion	29,600	-	-	29,600	5,000	501	29,600	-	Expenditure expected in the latter part of the financial year
		Less Specified Capital Grant	(707,400)	-	-	(707,400)	(770,400)	-	(922,000)	(214,600)	Increased grant
		Net Cost of Disabled Facilities Grants	29,600	138,000	-	167,600	(32,465)	9,851	207,600	40,000	
Deborah Ashman & K Sinclair	40209	Home Improvement Agency grant	83,000	-	-	83,000	-	-	83,000	-	Expenditure expected in the latter part of the financial year
		HIA Funding	(39,500)	-	-	(39,500)	-	-	(39,500)	-	
		Total	43,500	-	-	43,500	-	-	43,500	-	
Total For HIP			73,100	138,000	-	211,100	(32,465)	9,851	251,100	40,000	
Other Capital Programme											
Cllr Francis - Housing											
Deborah Ashman & K Sinclair	42044	CommunityBuildingsGrantScheme	-	3,100	-	3,100	2,500	-	3,100	-	
		Total	-	3,100	-	3,100	2,500	-	3,100	-	
Sandy Muirhead	42015	Landlord Guarantee Scheme	-	65,000	-	65,000	-	-	65,000	-	Further investigation as to whether all or some of the funds are needed for additional module to link with E.Series in this financial year.
		Total	-	65,000	-	65,000	-	-	65,000	-	
Cllr Patel - Environment & Compliance											
Jackie Taylor	41025	Tennis Court Refurbishment	27,500	-	-	27,500	14,000	-	27,500	-	This project is underway and expected to be completed by end of this financial year
Jackie Taylor	41030	Hengrove Park Improvement	-	11,900	-	11,900	-	-	11,900	-	Park's upgrade of equipment is expected during this financial year
Jackie Taylor	41505	GroundsMaintenanceProject	-	55,900	-	55,900	55,930	-	55,900	-	This project has been completed
Jackie Taylor	41609	Replacement Multi Use Vehicle	-	80,000	-	80,000	80,000	-	80,000	-	Delivery of Vehicle complete
Jackie Taylor	41620	Wheelie Bins	50,000	-	-	50,000	38,697	-	50,000	-	Bins will be ordered throughout the financial year depending on need as & when identified
Jackie Taylor	41624	InstallElecVehicleChargePoints	-	1,900	-	1,900	1,320	-	1,300	-	This project has been completed
Jackie Taylor	41627	Solar PV For Staines Comm Cent	25,000	12,200	(29,800)	7,400	6,454	-	6,500	(900)	This project has been completed
Jackie Taylor	42027	Domestic Home Energy	30,000	-	-	30,000	917	4,920	15,000	(15,000)	This project is underway and major expenditure expected in winter period.
Jackie Taylor	42043	Renewal of Toilet Facilities	60,000	-	-	60,000	4,745	-	60,000	-	Project is underway and expected to be completed by end of this financial year
Jackie Taylor	41621	CCTV Enhancement	145,500	-	-	145,500	-	147,000	147,000	1,500	Contract has been awarded to Runnymede BC and expected to be completed by end of this financial year. Overspent against this project is to be funded through other projects within Neighbourhood Services
		Total	338,000	161,900	(29,800)	470,100	202,063	151,920	455,100	(14,400)	
Lee O'Neil	41314	Air Quality	24,500	-	-	24,500	-	-	-	(24,500)	The project has been delayed due to staff shortages and not expected to be completed in this financial year. The budget will be requested to be carried forward into next financial year.
		Total	24,500	-	-	24,500	-	-	-	(24,500)	
								71.6%			

CAPITAL MONITORING REPORT AT 31 DECEMBER 2018

Portfolio Member / Service Head	Cost Centre	Description	Original Budget	Carry Forwards	Supplementary Adjustments	Revised Budget	Actuals YTD	Commitments	Managers Projected Outturn	Managers Projection to Revised Budget	Comments
Cllr Barnard - Planning and Economic Development											
Heather Morgan	41007	Stanwell Skate Park	-	-	-	-	(1,249)	-	-	-	Retention payment is expected to be paid in this financial year
Heather Morgan	41015	Runnymede Estates	55,600	-	-	55,600	-	-	55,600	-	Capitalised Planned Maintenance expenditure to be moved here at the end of the financial year.
Heather Morgan	41024	SpelthorneLeisurCenDevelopment	1,800,000	-	-	1,800,000	74,935	-	250,000	(1,550,000)	Development work is currently on hold until 2019. Current costs relating to consultancy services. Commitments relating to work in FY2019.
Heather Morgan	41026	Laleham Park Upgrade	200,000	-	-	200,000	1,625	-	-	(200,000)	Report due to go to cabinet in the next few months to propose a way forward.
Heather Morgan	41622	Affordable Housing Opportunity	966,000	-	(622,800)	343,200	-	-	-	(343,200)	We will continue to look for the other opportunities and in touch with Registered Social landlords Partners
Heather Morgan	42010	KG Car Park Improvements	100,000	-	-	100,000	50,371	-	50,300	(49,700)	Phase one works to rear have been completed. Remained of budget to be used in 2019/20 as a comprehensive review of car parking is currently being undertaken due to the conversion of the West Wing to residential.
Heather Morgan	42017	Memorial Gardens	-	-	-	-	(2,256)	-	-	-	There are some retention payments are still due to Runnymede Borough Council
Heather Morgan	42034	Community Centre projects	100,000	-	-	100,000	5,847	-	100,000	-	Completion due end of March 2019 using full budget allocation. Project currently on site for construction. Anticipated overspend to be funded from Towpath Car Park.
Heather Morgan	42036	Plot 12&13 Towpath Car Park	41,200	-	15,000	56,200	-	-	15,000	(41,200)	Anticipated underspend
Heather Morgan	41328	Ashford MSCP Improvements	-	-	-	-	30,267	-	30,300	30,300	MAT has agreed this project to go ahead. Current costs associated with consultants. Parking review for Ashford currently being carried out.
Heather Morgan	42039	Bugle	1,450,000	-	-	1,450,000	988,220	-	1,457,000	7,000	Project is under development and expected to be completed by end of the financial year (likely completion date Feb 2019).
Heather Morgan	42040	82 Cranford Avenue	-	-	-	-	-	-	485,000	485,000	Negotiations in progress, anticipated purchase price of £485k
Heather Morgan	42041	Churchill	570,000	-	-	570,000	471,948	-	630,000	60,000	Construction project completed, awaiting final invoices.
Heather Morgan	42042	Ceaser Court	8,000,000	-	-	8,000,000	322,239	691,656	900,000	(7,100,000)	Planning permission & designing are underway. Project is expected to be completed by end of the 2019/20 financial year.
Heather Morgan	42054	Thameside House	-	-	2,600,000	2,600,000	269,864	601,020	605,000	(1,995,000)	Preliminary design underway for residential development
Heather Morgan	42052	Whitehouse	175,000	-	680,000	855,000	102,419	539,835	175,000	(680,000)	Demolition work has been completed. Planning permission & designing work are underway. Cabinet approval of design fees for AH and Hostel approved in July & September. Project due to be complete in 2020/21.
Heather Morgan	42056	Whitehouse - Hostel	-	-	210,000	210,000	-	-	100,000	(110,000)	
Heather Morgan	42055	West Wing	-	-	-	-	11,600	263,672	260,000	260,000	Current costs associated with consultants. Further costs to be incurred in 2019/20 for actual project start.
Keith McGroary	41619	Small Scale Area Regeneration	605,800	-	-	605,800	135,293	3,697	280,000	(325,800)	The small scale area regeneration covered 4 shopping parades; Edinburgh Drive, Groveley Road, Clare Road and Woodlands Parade. The first 2 shopping parades have been completed. Clare Road started on 7 th January and will be completed in approximately 4 weeks. Work will start on Woodlands Parade as soon as Clare Road has been completed; this too will take about 4 weeks. All work on the 4 shopping parades is expected to be delivered within this financial year. SCC have committed £101k to these projects and work is now underway to recoup that investment.
		External Funding	(238,100)	-	-	(238,100)	-	-	(101,000)	137,100	
		Total	13,825,500	-	2,882,200	16,707,700	2,461,122	2,099,880	5,292,200	(11,415,500)	
											27.3%
Cllr Harvey - Leader											
Deborah Ashman & K Sinclair	42045	Ward Grants	-	44,200	28,900	73,100	30,900	-	73,100	-	Project is expected to be completed by end of this financial year
		Total	-	44,200	28,900	73,100	30,900	-	73,100	-	
											42.3%

CAPITAL MONITORING REPORT AT 31 DECEMBER 2018

Portfolio Member / Service Head	Cost Centre	Description	Original Budget	Carry Forwards	Supplementary Adjustments	Revised Budget	Actuals YTD	Commitments	Managers Projected Outturn	Managers Projection to Revised Budget	Comments
Cllr Boughtflower - Corporate Management											
Alistair Corkish	43003	New Software	20,000	-	-	20,000	667	5,000	20,000	-	Expenditure on various software enhancements throughout the financial year.
Alistair Corkish	43608	Other Hardware	38,000	-	-	38,000	12,806	10,845	38,000	-	Expenditure on various hardware enhancements throughout the financial year
Alistair Corkish	43611	Mobiles and Tablets	15,000	-	-	15,000	2,248	-	10,000	(5,000)	Expenditure expected later during this financial year
Alistair Corkish	43612	Mobile Device Management	10,000	-	-	10,000	8,832	-	8,800	(1,200)	The project has been completed
Alistair Corkish	43621	VDI	90,000	-	-	90,000	21,938	-	50,000	(40,000)	Project is in progress and expected to be completed by end of this financial year
Alistair Corkish	43622	ICT Network	30,000	-	-	30,000	28,605	-	30,000	-	Project is in progress and expected to be completed by end of this financial year
Alistair Corkish	43624	Council Chamber Audio	-	-	-	-	1,186	-	1,500	1,500	Project has already been approved by MAT to go ahead and the initial installation of equipment has been completed. Additional Expenditure for goosenecks and lapel mic to be incurred which can be funded through other ICT projects.
Alistair Corkish	43625	Customer Portal	10,000	-	-	10,000	-	-	-	(10,000)	Currently in touch with Suppliers about possible options. Project is not happening in this financial year
Alistair Corkish	43626	Customer Services Contact Cent	40,000	-	-	40,000	-	-	90,000	50,000	Various quotes have been invited which will be looked at and the decision will be taken based on specific requirements. Overspends can be funded through other projects within ICT. Project is expected to be completed by end of this financial year
Alistair Corkish	43627	Oracle Upgrade	10,000	-	-	10,000	8,735	-	8,700	(1,300)	The project has been completed
Alistair Corkish	43628	Reception Terminals	8,000	-	-	8,000	841	-	8,000	-	This is part of Lima project which is expected to start later in the year and expected to be completed by end of this financial year
Alistair Corkish	43629	Sharepoint Upgrade	35,000	-	-	35,000	-	-	-	(35,000)	It's doubtful if this project happens in this financial year. New Business case has to be completed which has to be approved in order to progress further.
Alistair Corkish	43630	SQL Server	30,000	-	-	30,000	2,940	-	20,000	(10,000)	This project is in progress and expected to be completed by end of this financial year
Alistair Corkish	43631	Canon Printer	-	-	-	-	-	57,947	57,900	57,900	Project is approved by MAT and expected to be completed by this financial year
Total			336,000	-	-	336,000	88,798	73,792	342,900	6,900	
Sandy Muirhead	42008	Project Lima	885,000	-	-	885,000	537,241	443,212	885,000	-	This project is in progress and expected to be completed by end of the financial year
Sandy Muirhead	43503	Agile Working	27,000	-	-	27,000	671	-	27,000	-	This project is interlinked with Project Lima which is to deliver office space reorganisation and consolidation, new modern furniture and storage functions. Project Lima is incorporating the roll-out of Virtual Desktop infrastructure which will create more flexible hotdesking opportunities. The Agile Working Project is therefore running alongside Lima particularly in relation to creating collaborative working spaces and providing technology to support group working.
Sandy Muirhead	43511	ScannersCorporateEDMS Roll out	31,000	-	-	31,000	-	-	31,000	-	This project will also be subsumed into an assessment of data capture and requirements for new scanners
Sandy Muirhead	43512	Sharepoint redesign & Relaunch	90,000	-	-	90,000	-	-	-	(90,000)	This project is under review along with other document management systems in the Council to determine which system best suites Council needs into the future. This project is highly unlikely to be completed in this financial year
Sandy Muirhead	43515	Corporate EDMS Project	93,300	11,500	-	104,800	-	-	-	(104,800)	Work on Phase II is being undertaken. Currently the full analysis is being undertaken to find out Licence requirements & software set up. This project is also linked with 'Project Lima' and not expected to be completed in this financial year.
Total			1,126,300	11,500	-	1,137,800	537,913	443,212	943,000	(194,800)	77.6%
Total For Other			15,650,300	285,700	2,881,300	18,817,300	3,323,295	2,768,803	7,174,400	(11,642,300) #	
Acquisition of Assets Scheme											
Heather Morgan	42038	Acquisition of Assets	203,500,000	21,140,500	594,859,000	819,499,500	319,280,821	401	320,000,000	(499,499,500)	Forecast showing if no more acquisitions are made in the current financial year.
Total			203,500,000	21,140,500	594,859,000	819,499,500	319,280,821	401	320,000,000	(499,499,500) #	39.0%
Total For Acquisition of Assets			203,500,000	21,140,500	594,859,000	819,499,500	319,280,821	401	320,000,000	(499,499,500) #	
Total Expenditure			220,208,400	21,564,200	597,740,300	839,512,900	323,342,050	2,779,055	328,488,000	(511,024,300)	
Total Funding			(985,000)	-	-	(985,000)	(770,400)	-	(1,062,500)	(77,500)	
GRAND TOTAL			219,223,400	21,564,200	597,740,300	838,527,900	322,571,650	2,779,055	327,425,500	(511,101,800)	

Cabinet**20 February 2019**

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

1. Key issues

1.1 This report provides a summary of the forecast outturn position for the 2018-19 financial year, based on income and expenditure up to the end of December 2018.

1.2 The forecast outturn below shows a positive variance of £2.960m.

	Revised Budget £'000	Forecast Outturn £'000	Variance £'000
Service level Expenditure	63,032	61,640	(1,392)
Housing Benefit Income	(31,221)	(31,171)	50
Service level Income	(9,664)	(11,358)	(1,694)
Salary budget saving (<i>actual vacancy savings are reflected in services expenditure outturn</i>)	(300)	-	300
Net Acquisition Income	(7,866)	(8,090)	(224)
Other Income	(209)	(209)	-
External Financing	(5,257)	(5,257)	-
Revenue Carry forward	(711)	(711)	-
Council Tax Income	(7,804)	(7,804)	-
Net	-	(2,960)	(2,960)

2. Options analysis and proposal

2.1 The following highlights variances greater than 5% or £5k of the spend area.

Leader

Spend Area	Variance £'000	Comment
Elections	(10)	No further expenditure expected provided there is no by election
Legal	(45)	Higher income due to more activity plus vacant posts
Total	(55)	

Deputy Leader

Spend Area	Variance £'000	Comment
Corporate Publicity	7	Additional staffing hours for Web related work partly offset by recharges
Total	7	

Corporate Management

Spend Area	Variance £'000	Comment
HR	(39)	Expenditure on Local Pay staffing lower than expected
ICT	(23)	Vacancy and software savings offset by loss of shared partnership funding
Corporate Management	(157)	Retention allowance payments lower than anticipated
Project Management	(114)	Projects not expected to be completed by year end, funding will need to be carried forward
Total	(333)	

Housing

Spend Area	Variance £'000	Comment
Homelessness	15	Floating support service contribution and other Homelessness initiatives
Housing Benefits Admin	(24)	Vacancy saving
Total	(9)	

Finance

Spend Area	Variance £'000	Comment
Chief Executive	12	Corporate training costs above budget
Audit	(45)	Savings expected due to vacancy (£35k) and counter fraud budget (£23k), although partly offset by £13k deficit on partnership income
Accountancy	14	Professional training costs
Misc Expenses	(13)	2017/18 Write off adjustment
Total	(32)	

Planning and Economic Development

Spend Area	Variance £'000	Comment
Planned Maintenance	(212)	Underspend expected on planned maintenance works
Economic Development	(866)	Majority of spending on Gigabit project (£500k), Business Incubator (£150k) and electric car charging (£175k) not happening in 18/19. Budget will need to be rolled forward to next year
Asset Management Administration	42	Thameside House costs partly offset by savings on salaries, Elmsleigh Lifts, Knowle Green relocation and redevelopment and Spelthorne Leisure Centre
Planning Policy	23	Training and Legal costs
Planning Development Control	(305)	Additional resource in salary budget plus sharp increase in income from planning application fees and performance agreement

Building Control	(20)	Increased activity
General Property Expenses	(24)	Additional licenses granted for use of part of Bugle, back rent payment
Staines Town Centre Mgmt	(87)	Additional income from Elmsleigh Centre
Total	(1,449)	

Environment & Compliance

Spend Area	Variance £'000	Comment
DS Management and Support	(5)	Additional income from shared services
Refuse Collection	(195)	Higher income expected due to increased take up on green waste and textile services
Street Cleaning	(29)	Savings due to vacant posts
Waste Recycling	(248)	Contract fees no longer paid due to changes to the recycling credit system
Public Conveniences	(20)	Savings expected due to the closure of public convenience
Allotments	6	Income lower against budget
Car Parks	(709)	Higher income from increased usage of major car parks expected and backdated PCN subsidy payment
Licensing	(49)	HMO License income higher than budgeted
Community Safety	13	Higher CCTV maintenance costs
Total	(1,236)	

Community Well Being

Spend Area	Variance £'000	Comment
Com Care Admin	53	No capital recharge of DFG work partly offset by vacancy saving
Day Centres	33	Higher cleaning, tutor and equipment expenses plus higher needs income lower than anticipated

Meals on Wheels	14	Lower number of meals invoiced to date
Spelthorne Troubled Families	24	Family support funding from SCC lower, will attempt to seek additional funding from partners
SAT	(20)	Additional funding from SCC only confirmed in July 2018 and additional income from Fordbridge Day Centre
Leisure Administration	28	Community Care expenses
Spelthorne Leisure Centre	(15)	Increase in profit share forecast
Resource Centre	(9)	Employees budget underspending
Cemeteries	(70)	Income expected to exceed budget as a result of an increase in burials
Total	38	

Customer Services, Estates and Transport

Spend Area	Variance £'000	Comment
Facilities Management	52	Reduced levels of income from Knowle Green
Total	52	

2.2 Asset Acquisitions

The table below shows the latest monitoring position for the acquired assets, the net income is used to meet additional expenditure resulting from reduced government grant, Surrey County Council funding and other pressures.

	Revised Budget £'000	Forecast Outturn £'000	Variance £'000
Rental Income	(31,306)	(39,831)	(8,525)
Loan Interest Payable	14,395	18,819	4,424
Minimum Revenue Provision	7,345	7,345	0
Sinking Funds	1,700	5,577	3,877

Set Aside for specific revenue purposes	335	559	(224)
Net Income (used to fund Revenue budget)	(7,531)	(7,529)	0

2.3 The increase in rental income is as a result of additional in year acquisitions, primarily three buildings in Reading, Slough and Uxbridge. These new acquisitions mean that the amount of loan interest payable also increases.

2.4 As the 2018/19 budget was already balanced, the bulk of this year's net income from these properties is able to be placed in sinking funds to cover future changes in circumstance, such as capital refurbishments or rent free periods. The sinking funds will be built up over a number of years in anticipation of when required. The sinking fund positions for the various acquisitions are as follows:

	Balance 31/03/18 £'000	Movements 2018/19 £'000	Balance 31/03/19 £'000
BP Main Site	2,690	500	3,190
BP SW Corner	505	150	655
Elmbrook House	173	50	223
12 Hammersmith Grove	1,308	900	2,208
Stockley Park	350	100	450
Communications House	0	536	536
Thames Tower	0	1,121	1,121
Charter Building	0	1,543	1,543
Porter Building	0	677	677
Total	5,026	5,577	10,603

2.5 £224k from the new acquisitions will be used to support the 2018/19 revenue budget and if necessary meet any additional asset management resources required to support the growing portfolio. Any unapplied resources would be carried forward and earmarked for asset management resources or the supplementing of sinking funds.

2.6 A review of the Council's approach to bad debt provision is under way, any impacts on the revenue budget will be reported in future monitoring reports.

2.7 The Budget report will be presented to Cabinet in February, this report will take into account the impact of the acquisitions on future year's budgets.

3. Financial implications

3.1 Financial implications are as set out within the report and appendices.

4. Other considerations

4.1 There are none

5. Timetable for implementation

5.1 Bi – monthly reports are produced for Management team

Background papers: None

Appendices:

A and B

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APPENDIX A

2018/19 Net Revenue Budget Monitoring As at end of 31 DECEMBER 2018

	18/19	18/19	18/19	18/19
	Budget		Forecast	Variance
	Original	Revised	Outturn	to Revised
	£	£	£	£
Gross Expenditure	63,189,300	63,031,700	61,640,310	(1,391,390)
Less Benefits (offset by grant)				
Total Gross Expenditure excluding Benefits	63,189,300	63,031,700	61,640,310	(1,391,390)
Less Housing Benefit grant	(32,021,000)	(31,221,000)	(31,171,000)	50,000
Less Specific fees and charges income	(9,733,400)	(9,664,400)	(11,358,070)	(1,693,670)
Net Expenditure - broken down as below	21,434,900	22,146,300	19,111,240	(3,035,060)
Leader of the Council	1,404,000	1,408,300	1,355,910	(52,390)
Deputy Leader	563,400	573,100	580,300	7,200
Corporate Management	2,155,700	2,335,800	2,002,200	(333,600)
Housing	2,103,900	2,103,900	2,086,300	(17,600)
Finance and Customer Service	2,660,500	2,690,800	2,656,700	(34,100)
Planning and Economic Development	4,446,500	4,891,800	3,446,700	(1,445,100)
Environment and Compliance	5,691,200	5,730,700	4,483,540	(1,247,160)
Community Wellbeing	393,300	393,300	432,800	39,500
Transport	2,016,400	2,018,600	2,066,790	48,190
NET EXPENDITURE AT SERVICE LEVEL	21,434,900	22,146,300	19,111,240	(3,035,060)
Salary expenditure - vacancy monitoring	(300,000)	(300,000)	-	300,000
NET EXPENDITURE	21,134,900	21,846,300	19,111,240	(2,735,060)
NET EXPENDITURE	21,134,900	21,846,300	19,111,240	(2,735,060)
Asset Acquisition Income	(31,305,500)	(31,305,500)	(39,831,480)	(8,525,980)
Debt Interest Payable	14,395,300	14,395,300	18,819,005	4,423,705
Minimum Revenue Provision	7,344,700	7,344,700	7,344,700	-
Refurbishments Reserve Contributions	1,700,000	1,700,000	5,577,300	3,877,300
Interest earnings	(900,000)	(900,000)	(900,000)	-
Set aside for Independent Living	(56,000)	(56,000)	(56,000)	-
Revenue Contributions to Capital Outlay	747,000	747,000	747,000	-
BUDGET REQUIREMENT	13,060,400	13,771,800	10,811,765	(2,960,035)
Baseline NNDR Funding	(3,300,000)	(3,300,000)	(3,300,000)	-
Business Rates - Economic Development Set Aside	(1,000,000)	(1,000,000)	(1,000,000)	-
New Homes Bonus	(956,900)	(956,900)	(956,900)	-
NET BUDGET REQUIREMENT	7,803,500	8,514,900	5,554,865	(2,960,035)
2017/18 Revenue carry forward	0	(711,400)	(711,400)	-
Collection Fund Surplus/(deficit)	(48,100)	(48,100)	(48,100)	-
Income from Council Tax	(7,755,400)	(7,755,400)	(7,755,400)	-
Net Position	-	-	(2,960,035)	(2,960,035)

Appendix B				
REVENUE MONITORING 2018/19				
EXPENDITURE AND INCOME SUMMARY 31 DECEMBER 2018				
Results to 31-Dec-18	Budget		Forecast	Variance
	Original	Revised	Outturn	to Revised
	£	£	£	£
Leader of the Council				
Employees	982,800	982,800	948,680	(34,120)
Other Expenditure	619,700	624,000	627,420	3,420
Income	(198,500)	(198,500)	(220,190)	(21,690)
	1,404,000	1,408,300	1,355,910	(52,390)
Deputy Leader				
Employees	137,600	137,600	153,600	16,000
Other Expenditure	431,800	441,500	451,500	10,000
Income	(6,000)	(6,000)	(24,800)	(18,800)
	563,400	573,100	580,300	7,200
Corporate Management				
Employees	1,604,000	1,612,300	1,397,000	(215,300)
Other Expenditure	596,000	767,800	614,600	(153,200)
Income	(44,300)	(44,300)	(9,400)	34,900
	2,155,700	2,335,800	2,002,200	(333,600)
Housing				
Employees	1,630,500	1,630,500	1,604,400	(26,100)
Other Expenditure	34,291,400	33,491,400	33,721,800	230,400
Housing Benefit grant income	(32,021,000)	(31,221,000)	(31,171,000)	50,000
Income	(1,797,000)	(1,797,000)	(2,068,900)	(271,900)
	2,103,900	2,103,900	2,086,300	(17,600)
Finance and Customer Service				
Employees	2,502,300	2,502,300	2,495,500	(6,800)
Other Expenditure	171,100	201,400	161,600	(39,800)
Income	(12,900)	(12,900)	(400)	12,500
	2,660,500	2,690,800	2,656,700	(34,100)
Planning and Economic Development				
Employees	2,062,300	2,062,300	1,912,930	(149,370)
Other Expenditure	3,712,700	4,158,000	3,263,050	(894,950)
Income	(1,328,500)	(1,328,500)	(1,729,280)	(400,780)
	4,446,500	4,891,800	3,446,700	(1,445,100)
Environment and Compliance				
Employees	5,308,500	5,314,500	5,483,100	168,600
Other Expenditure	4,272,700	4,237,200	3,847,040	(390,160)
Income	(3,890,000)	(3,821,000)	(4,846,600)	(1,025,600)
	5,691,200	5,730,700	4,483,540	(1,247,160)
Community Wellbeing				
Employees	1,747,500	1,747,500	1,768,200	20,700
Other Expenditure	681,400	681,400	733,700	52,300
Income	(2,035,600)	(2,035,600)	(2,069,100)	(33,500)
	393,300	393,300	432,800	39,500
Transport				
Employees	1,046,200	1,046,200	986,710	(59,490)
Other Expenditure	1,390,800	1,393,000	1,469,480	76,480
Income	(420,600)	(420,600)	(389,400)	31,200
	2,016,400	2,018,600	2,066,790	48,190
NET EXPENDITURE AT SERVICE LEVEL	21,434,900	22,146,300	19,111,240	(3,035,060)

REVENUE MONITORING 2018/19				
EXPENDITURE AND INCOME SUMMARY 31 DECEMBER 2018				
	Budget		Forecast	Variance
Results to	Original	Revised	Outturn	to Revised
31-Dec-18	£	£	£	£
Total Employees	17,021,700	17,036,000	16,750,120	(285,880)
Total Other Expenditure	46,167,600	45,995,700	44,890,190	(1,105,510)
Housing Benefit grant income	(32,021,000)	(31,221,000)	(31,171,000)	50,000
Total Income	(9,733,400)	(9,664,400)	(11,358,070)	(1,693,670)
	21,434,900	22,146,300	19,111,240	(3,035,060)
Total Expenditure	63,189,300	63,031,700	61,640,310	(1,391,390)
Total Income	(41,754,400)	(40,885,400)	(42,529,070)	(1,643,670)
Net	21,434,900	22,146,300	19,111,240	(3,035,060)

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Cabinet**20 February 2019**

Title	Members ICT post 2019 election		
Purpose of the report	To make a decision		
Report Author	Alistair Corkish		
Cabinet Member	Councillor John Boughtflower	Confidential	No
Corporate Priority	This item is not in the current list of Corporate priorities but still requires a Cabinet decision		
Recommendations	Councillors are supplied with a Council owned tablet after the May 2019 election for use with Modern.Gov. Councillors are given a reduced IT allowance to cover any additional costs.		
Reason for Recommendation	It was always intended to re-visit the provision of Members' ICT after the election in 2019. Use of an iPad/tablet will result in efficiencies and financial savings for the Council.		

1. Key issues

- 1.1 The use of Modern.Gov (mod.gov) committee management system for paperless meetings is most user friendly using iPad technology (although other Windows and Android tablets work equally well).
- 1.2 The distribution of hard copy agendas and committee documents is a financial overhead as well as an administrative burden. (Committees have calculated this cost to be approx. £5400 per annum).
- 1.3 This report is to propose all Councillors use Council owned tablets with mod.gov post the 2019 election.

This follows on from a MAT report in January 2016 where we trialled the use of iPads with mod.gov for Cabinet. This trial was well received and deemed to be a success. Several Cabinet members now prefer to use their iPad for all Council communications and do not log on to the Council's network through a desktop/laptop at all.

A second trial was done in late 2018/early 2019 using Microsoft Surface Pro 6 tablets. Some Councillors preferred having the full Windows capabilities but the majority felt the iPads were easier to navigate.

- 1.4 Members ICT kit was last addressed in 2015, so it was always intended to re-visit the provision after the election in 2019. Currently Members get a £1500 up-front allowance to enable them to buy a device of their choosing. This device is expected to cover the full 4 years of their expected tenure. If a Member resigns part way through their term, the allowance is expected to be paid back on a pro-rata basis.
- 1.5 Maintenance and support of the device is down to the Member concerned and not a function of ICT.

2. Options analysis and proposal

- 2.1 The proposal is that we purchase 39 non cellular tablets. The current members will be given the default option of an iPad Pro 64GB with 12.9” screen. Alternatively, they will be able to choose a Microsoft Surface Pro 6 128GB.
- 2.2 Cellular options will not be provided. Councillors will be expected to use the guest wifi at Knowle Green or their own wifi at home and will need to tether to their own smart phones if they need internet access anywhere else (where wifi is unavailable).
- 2.3 These devices will be pre-configured to connect to the Council’s wifi network but the home wifi connection will need to be set up by the Councillors.
- 2.4 Training will be offered on basic use of the tablets and will include how to connect to home broadband and tethering to smart phones.
- 2.5 Each tablet will be provided with different options:

The iPad Pro will come with a keyboard and case and will be engraved with ‘Property of Spelthorne Council’ on the back. (Total current cost £1168 including VAT)

The Surface Pro will come with a keyboard, case and stylus (Total current cost £1065 including VAT)
- 2.6 All tablets will have the mod.gov app installed. The mod.gov software enables downloading of agenda documents.
- 2.7 ICT will enable push email (of the Council email account) to all the tablets. Personal email accounts can also be set up, but this will be the responsibility of the Councillor. The Council will reserve the right to auto-wipe the tablet should it be lost or stolen. It is therefore preferred the device is not used for personal use (such as personal photographs, for example) beyond anything that is disposable.
- 2.8 Citrix Receiver will be set up on all tablets. This will give access to the VDI platform on the network to use applications for Microsoft Office (Word, Excel and Powerpoint). This will also give access to the Intranet. Members will therefore no longer need to use a desktop or laptop computer for Council work.
- 2.9 Mobile print is available on all the Council MFDs. (Instruction on how to use this will be provided). An MFD printer will be situated outside the Members room. Councillors will need to provide their own arrangements for printing at home. They will need to check that any printer they buy is compatible with the tablet they have chosen.

- 2.10 All tablets will also include Clickshare. This will allow screen sharing via the projector in the main meeting rooms at Knowle Green (e.g. Council Chamber, Goddard Room). We will also provide a large monitor screen in the Members' Room on which councillors can view their agenda papers, if required.
- 2.11 All tablets will include a basic Skype for Business account. This will allow Councillors to instant message, phone, video call and screen share with internal staff and other Councillors.
- 2.12 The iPads will be added to our Meraki mobile device management software and restrictions will be applied to ensure that their usage is in line with the Council's acceptable use policy and in line with the Information Security policies : <http://spelnet.spelthorne.gov.uk/securitypolicy>.
- 2.13 The Surface Pros will be added to our Meraki mobile device management software but fewer restrictions will be applied as there is less scope to apply policies to Windows devices.
- 2.14 Whilst it is hoped that by supplying tablets, we are giving Councillors the ability to go paperless and dispense with other IT equipment for their Council work, we will continue to provide paper copies where this is specifically requested and with good reason.
- 2.15 In previous years we have given Members an ICT allowance of £1500 for the term of office. It is proposed that Councillors will continue to receive £250 as an allowance for their term of office.
- When coupled with the savings in printing costs, this should generate an overall saving of slightly over £30,000 over a four year term.
- 2.16 The tablets will not be covered by any council insurance policy. This is a considered risk taking into account the fact that we will provide a protective case. The cost of cover for all 39 devices would outweigh the cost of replacement devices for the anticipated number of losses or breakages.
- 2.17 Any loss or repairs due to negligence will need to be paid for by the Councillor. The Council will not carry a stock of replacement devices so, in the event of loss or damage, the Councillor will need to report it to the helpdesk and wait for a replacement to be ordered and set up.
- 2.18 Any losses or theft of devices will need to be reported to ICT or Committees immediately so that action can be taken to remotely wipe the device (where possible). Any data breaches that occur as a result of loss or theft will need to be reported to the Information Commissioner's Office (ICO)
- 2.19 All the tablets will be issued with Council asset tags. They will remain under the ownership of the Council at all times. If a Councillor's term of office ends before the full four year term, then they will be expected to return the device. The Committees team will enforce this. At the end of the four year term, the tablets will be fully depreciated and will have zero net book value. The Councillors will therefore be given the option to keep the devices, should they wish.
- 2.20 The Spelthorne helpdesk and Committees team will provide training and support on the use of devices which will be limited to wifi connectivity at Knowle Green, push email for Council email account, issues related to Citrix Receiver in conjunction with access to the Council network, Clickshare, Skype

for Business and mod.gov queries. Support will not extend to any queries relating to apps installed independently for personal use.

- 2.21 As part of the council's licensing agreement with Microsoft, councillors and staff have been entitled to buy a copy of Microsoft Office for home use (for approx. £10-12).

This benefit is currently not available (due to an error at Microsoft) and we are talking with account managers to see if they will be able to restore the benefit. Assuming they can, then councillors who opt for a Windows Surface Pro will have the opportunity to have the Microsoft Office home use programme installed and the cost will be added to their allowance.

Office 365 subscriptions will not be provided, irrespective of the availability of the home use program.

- 2.22 Councillors with the Windows Surface Pro will be issued with a bluetooth or wireless mouse. Battery replacements for the mice will need to be supplied by the councillors.

3. Financial implications

- 3.1 There will be savings on the provision of the Members' ICT allowance. The total cost will be reduced by £50,100. (39 x £1500 = £58,500. Revised allowance will be 33 x £200 plus 6 x £300 = £8,400 (based on estimate of 85% take up of iPads and 15% take up of Surface Pros)).

- 3.2 There will be savings initially due to reduced printing expected to be £5400 per annum. Total £21,600 over four years

- 3.3 One off purchase price of iPads or Surface Pros plus peripherals such as keyboard, case and stylus (where applicable) Total: £37431 (based on estimate of 85% take up of iPads and 15% take up of Surface Pros). This can be funded by the ICT capital budget growth bid that was submitted in October 2018 (assuming that it receives approval).

- 3.4 Total four year saving $£50,100 + £21,600 - £37,431 = £34,269$

4. Other considerations

- 4.1 The guest wifi at Knowle Green has limited bandwidth. It is currently an 80mb ADSL connection. It is not designed to accommodate 39 Councillors (plus members of the public) using it simultaneously. A proposal was put in to increase the bandwidth and move it to a leased line or FTTC connection (cost approx. £12K over 4 years).

Confirmation of approval for this growth item is still awaited.

The order would need to be placed by the beginning of Feb 19, if it is going to be in place for the new term.

It is hoped that Councillors will download the papers prior to arrival at Council meetings, which will limit the need for use of the guest wifi.

5. Timetable for implementation

- 5.1 Ordering and building 39 tablets will take several weeks, therefore a decision will need to be made on how many of each device needs to be ordered before

the Councillors are elected for the new term. Orders will need to have been placed before the end of March if the devices are to be ready for the new term.

Background papers:

Appendices:

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Cabinet**20 February 2019**

Title	Food and Health and Safety Service Plans for 2019/20		
Purpose of the report	To make a decision		
Report Author	Tracey Willmott-French & Fidelma Bahoshy		
Cabinet Member	Councillor Daxa Patel	Confidential	No
Corporate Priority	Clean and Safe Environment		
Recommendations	Cabinet is asked to adopt the proposed service plans for 2019/20		
Reason for Recommendation	Local Authorities are required to produce and adopt annual service plans for their food safety and health and safety enforcement services (section 2.3 of this report refers).		

1. Key issues

- 1.1 Local Authorities are required by the Food Standards Agency and the Health and Safety Executive to produce annual service plans for their food safety and health and safety services. Each service plan must outline the aims and objectives for the year ahead and evaluate the achievements of the past year.
- 1.2 This report briefly outlines the main achievements of the Environmental Health (Commercial) Team who is responsible for enacting the plans and the objectives. The report also outlines the main objectives for the coming year.
- 1.3 Food Safety Service Plan - in 2017/18 the team continued to focus their resources on the highest risk food businesses. They carried out 425 food hygiene interventions, sent 239 written warnings, served 39 hygiene improvement notices, one emergency prohibition notice, took one successful prosecution for food hygiene offences and investigated 97 complaints.
- 1.4 The team has also continued to participate in the national Food Hygiene Rating Scheme (FHRS), with 93% of the eligible businesses having ratings of three or above. We continue to target those businesses who are below this standard though revisits and where appropriate taking further legal action against them.
- 1.5 Health and Safety in the Work Place Service Plan - in 2017/18, 28 inspections were carried out in businesses where local or national intelligence indicated a health and safety intervention was appropriate. In addition, eight health and safety improvement notices and two prohibition notices were served, and a simple caution was issued.

- 1.6 Customer Satisfaction – questionnaires were sent out to at least 95% of food businesses following an inspection and positive feedback was received.
- 1.7 The main objectives for the Food Safety Service Plan 2019/2020 are outlined on page 3 of the plan and include a target of inspecting at least 95% of higher risk food businesses, the promotion of the FHSR and to respond to a minimum of 95% of services requests within six days.
- 1.8 The main objectives for the Health and Safety Service Plan 2018/2019 are outlined on page 3 of the plan and include a target of 100% of all Category A inspections, to respond to at least 95% of service requests and accidents within six days and to participate in selected national/regional projects.
- 1.9 The team has had a vacant post since August 2017 (0.5 from August 2017 to March 2018 and a full-time post from February 2018 to date). Overall this has impacted on the ability of the team to deliver all aspects of the service plan, however, the team has ensured priority is given to high risk premises, and complaints and notifications have been attended to.
- 1.10 The recruitment of a competent officer as defined by the Food Law Code of Practice has proven difficult and remains a concern.

2. Options analysis and proposal

- 2.1 The preferred option is to adopt the proposed service plans for 2019/20 (available in the Members Room for viewing), to come into effect on 1 April 2019.
- 2.2 There is also an option for Members to amend the proposed service plans.
- 2.3 There is an option for Members not to adopt the proposed service plans. This would mean the Council would not be following either the Food Standards Agency's "Framework Agreement on Local Authority Food Law Enforcement" or the Health and Safety Executive's Guidance, as this requires local authorities to have food and health and safety service plans and recommends that the plans relate specifically to food and health and safety enforcement. If these service plans are not adopted, the likelihood of the FSA or HSE auditing us would increase.

3. Financial implications

- 3.1 The proposed service plans will be delivered within the proposed budget for 2019/20. The financial implications have been discussed with the relevant finance staff.

4. Other considerations

- 4.1 Under the Food Standards Act 1999 and the Health and Safety at Work etc. Act 1974, the Food Standards Agency and Health and Safety Executive have powers to audit respectively any local authority's food and health and safety enforcement services. In exceptional cases, the FSA and the HSE have the powers to take over the duties of persistently under-performing councils.

5. Timetable for implementation

- 5.1 If the service plans are approved they shall come into effect on 1 April 2019.

Background papers: None

Appendices:

Appendix 1 - Food Service Plan 2019/20

Appendix 2 - Health and Safety Service Plan 2019/20

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Spelthorne Borough Council
Health and Safety Service Plan
2019 – 2020

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1. Service Aims & Objectives

1.1 Aims

- 1.1.1 The aim of the health and safety service is to protect the health and safety of those working within the borough in workplaces where we are the enforcing authority. We also aim to protect members of the public and others who may be harmed by the work practices of those businesses.
- 1.1.2 Enforcement is shared with the Health and Safety Executive, with Spelthorne being responsible for workplaces such as offices, shops, hotels, restaurants, nurseries, pubs, wholesale distribution and warehousing.

1.2 Objectives

Our Health & Safety at Work enforcement objectives will be incorporated into the wider Environmental Health Service Plan.

- 1.2.1 For 2019/20 we have the specific objectives:

	Objective
1.	To achieve 100% of programmed Category “A” health and safety inspections in accordance with frequencies set out in HSE’s Local Authorities National Enforcement Code.
2.	To participate in the flexible warranting scheme with other Surrey local authorities across the county and agree, where appropriate, joint projects to deliver under the scheme.
3.	To comply with all new legislative requirements imposed on the Borough regarding the enforcement of Health & Safety at Work. This includes any relevant guidance, codes of practice, etc., published by the HSE.
4.	To ensure authorised officers within the Commercial team have completed the Regulators Development Needs Assessment (RDNA).
5.	To actively participate in selected national/regional projects along with other Surrey LAs and HSE.
6.	To respond to at least 95% of health and safety service requests and accidents within six working days.
7.	To continue enforcing smoke free legislation, which prohibits smoking in most workplaces, work vehicles and public buildings and working with our partners on smoke free initiatives.
8.	To undertake a review of our procedures.

1.3 Links to corporate objectives and plans

The Council’s Corporate Plan 2016 – 2019 has four key priorities for Spelthorne:

- Housing
 - Economic Development
 - Clean and Safe Environment
 - Financial Sustainability
- 1.3.1 The Health and Safety Service Plan is key in achieving a “Clean and Safe Environment” and contributes to ensuring sustainable “Economic Development”.
- 1.3.2 An effective health and safety team contributes to these priorities by protecting the health and safety of our residents and visitors through the provision of safe workplaces, the prevention of workplace injuries and illnesses, and by ensuring that good businesses are not disadvantaged by non-compliant ones.
- 1.3.2 This Plan also incorporates the five values of the Council; these are Accountability, Self-Reliance, Community, Opportunity and Tradition.

1.4 Links to the HSE’s Strategy – National Local Authorities’ Enforcement Code

- 1.4.1 This National Code was developed by the Health and Safety Executive (HSE) to ensure that Local Authority (LA) health and safety regulators take a more consistent and proportionate approach to enforcement. This Code provides statutory guidance and a framework to guide local approaches.
- 1.4.2 It identifies that we should use the full range of regulatory interventions available to influence behaviours and the management of risk with proactive inspection utilised only for premises with higher risks or where intelligence suggests that risks are not being effectively managed.
- 1.4.3 The HSE Local Authority Circular (LAC 67/2 (rev 5)) specifies how local authorities should prioritise interventions to comply with the National Local Authority Enforcement Code.
- 1.4.4 Whilst the primary responsibility for managing health and safety risks lies with the business that creates the risk, we have an important role in ensuring the effective and proportionate management of risks, supporting business, protecting our communities and contributing to the wider public health agenda.
- 1.4.5 Taking into account the special characteristics of the LA enforced sector, the HSE has decided that it will be necessary for local authorities to prioritise certain hazards. Based on this list the following hazards are a priority for us:
- Workplace transport in warehousing/distribution.

- E. coli and Cryptosporidium infection especially in children from contact with animals at visitor attractions.
- Falls from height/working at height.
- Manual handling particularly high volumes warehousing and distribution.
- Commercial catering premises using solid fuel cooking equipment.
- Violence at work.

1.5 Links to the HSE Section 18 – Guidance to Local Authorities

1.5.1 Local Authorities are responsible for the enforcement of the Health and Safety at Work etc. Act 1974 (HSW Act), to the extent as defined and prescribed in the Health and Safety (Enforcing Authority) Regulations 1998.

1.5.2 Section 18 (4) of the HSW Act requires us to perform our duties in accordance with guidance from the Health and Safety Executive (HSE). The “Section 18 Guidance” is therefore mandatory.

1.5.3 Section 18 (4) of the HSW Act states ‘it shall be the duty of every local authority to:-

- I. Make adequate arrangements for the enforcement within their area of the relevant statutory provisions; and
- II. To perform the duty imposed on them by (a) above and any other functions confirmed on them by any of the relevant statutory provisions in accordance with such guidance as the commission may give them.

1.5.4 The HSE considers the following elements are essential for a LA to adequately discharge its duty as an Enforcing Authority:-

- A clear published statement of enforcement policy and practice;
- A system for prioritised planned inspection activity according to hazard and risk, and consistent with any advice given by the HSE and HELA;
- A Service Plan detailing the LA’s priorities and its aims and objectives for the enforcement of health and safety;
- The capacity to investigate workplace accidents and to respond to complaints by employees and others against allegations of health and safety failures;
- Arrangements for benchmarking performance with peer LAs;
- Provision of a trained and competent inspectorate; and
- Arrangements for liaison and co-operation in respect of the Primary Authority Partnership Schemes.

- 1.5.5 We need to ensure that we devote sufficient resources to the health and safety enforcement to comply with our duties under section 18 (4). HSE will take a view on the performance of LA enforcement and promotional activities, in accordance with its strategy using information supplied by authorities as requested (e.g. Annual LAE1 returns) and by reviewing the reports of inter-authority audits carried out using the HELA protocol.
- 1.5.6 If a LA fails to meet its legal obligation under Section 18 of the HSW Act, the Secretary of State may, after considering a report submitted by the HSE, cause a local enquiry to be held. If the Secretary of State is satisfied by such an enquiry that a LA has failed to perform any of its enforcement function, he may make an order declaring the Authority to be in default. The order may direct the LA to perform their enforcement functions in a specified manner within a specified period of time.
- 1.5.7 If the defaulting LA fails to comply with such an order, under Section 45 of the HSW Act, the Secretary of State may enforce the order, or make an order transferring the enforcement functions of the defaulting LA to the HSE, in which case the HSE's expenses are paid by the defaulting authority.

2. Background

2.1 Profile

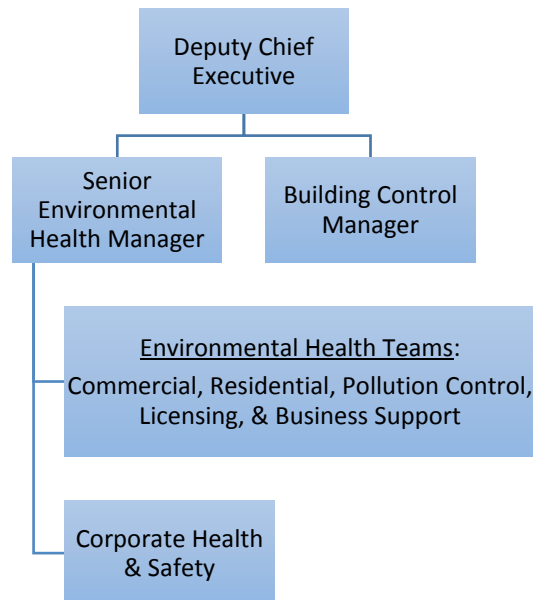
- 2.1.1 Spelthorne is located in the far north corner of Surrey. Boroughs adjacent to us are Runnymede and Elmbridge to the south in Surrey, Windsor and Maidenhead and Slough to the west in Berkshire, and Hillingdon, Hounslow and Richmond upon Thames to the north and east in Greater London.
- 2.1.2 Spelthorne's population is approximately 95,600, based on figures from the 2011 census. The main centres of population are the towns of Staines-upon-Thames, Ashford, Sunbury-on-Thames, Shepperton and Stanwell.

2.2 Organisational Structure

- 2.2.1 The organisational structure of the Council comprises of the 39 elected members and a Chief Executive who is supported by two deputies. The health and safety service forms part of the Environmental Health Department's Commercial Team. The Commercial Team is headed by the Principal Environmental Health Officer (Commercial) who reports to the Senior Environmental Health Manager (SEHM). The SEHM reports directly to the Deputy Chief Executive.

2.2.2 The Commercial Team also provide a food safety enforcement service and licensing/registration regimes, such as all animal licensing and beauty treatments in relevant premises.

2.2.3 The structure is as follows:



2.3 Scope of the Health and Safety at Work Enforcement Service

2.3.1 We provide a comprehensive service to both employers and employees of commercial premises, and the general public who may be affected by work activity within our borough. The responsibility for health and safety enforcement within commercial premises in the Borough, is shared between the Health and Safety Executive and us. This responsibility is determined by statutory legislation (The Health and Safety (Enforcing Authority) Regulations 1998) and is established on the basis of the “main activity” carried out at the premises.

2.3.2 The main elements of the service are:-

- **Programmed Health and Safety Inspections** - Regular inspection of all our commercial premises, rated in the "A" category to check on health and safety standards to promote safe practices and secure compliance with the law, whilst having regard to the national/regional priority programmes. Commercial premises rated “B1”, “B2” or “C” categories, will not form part of the planned inspection programme. However, these category premises will be subject to other “Intervention strategies” such as planned, local or national campaigns/initiatives on topic based issues (e.g. gas safety initiative and swimming pool safety). The inspections are carried out in accordance with the adopted Health and Safety Inspection Procedure. Enforcement is focused on

particular hazards or sectors where the greatest action will be necessary, to contribute to the HSE's overall strategy.

- **Revisits** are carried out to premises to check if specific action has been taken to remedy faults found at a previous inspection/visit.
- **Special/Other Health and Safety Inspections** – To undertake visits as necessary having regard to the priority programmes within HSE's Strategy, focusing our enforcement on particular hazards or sectors where the greatest action will be necessary. This may come to light having analysed trends in official accident notifications.
- **Health and Safety Investigations** - Investigation of complaints relating to health and safety received from employers, employees and the general public. In 2017/2018, 28 such investigations were carried out in addition to general requests for information.
- **Accident Investigation** - Investigation of accident notifications received via the RIDDOR notification online system. This system is managed by the HSE. The PEHO (Commercial) or, in her absence the SEHO (Commercial), checks the database on a daily basis. Accidents are investigated in accordance with the adopted Accident Investigation Procedure.
- The table below shows the numbers of notifiable accidents reported to this Council over the last four years:

Year	No. of notifiable accidents
2017/18	41
2016/17	39
2015/16	48
2014/15	47

From 1 April 2018 under 12 December 2018 we have received 28 notifications.

- **Health and Safety Initiatives** - To participate in local and national initiatives.
- **Non-Food Premises Database** - we will maintain the database of non-food premises allocated to us under the Health & Safety (Enforcing Authority) Regulations 1998, in the Borough and take steps to ensure that the information is accurate and up-to-date.

2.4 Demands on the Health and Safety at Work Enforcement Service

We have the responsibility for enforcing the provisions of the Health and Safety at Work etc. Act 1974, and health and safety regulations made under the Act in approximately 1178 (as of 4 December 2018)

commercial premises located within the Borough. This is likely to be an under-estimation as there is no longer a requirement for new businesses to inform us and as fewer inspections are being carried out this impacts the accuracy of our database.

2.5 Accessing the Service

The service can be accessed by: -

- Calling in person to the Spelthorne Borough Council, Knowle Green, Staines upon-Thames, TW18 1XB. The Offices are open from 9am to 5pm Mondays to Thursdays and 9am to 4.45pm on Fridays. The office is closed in the evenings and at weekends.
- Telephoning the support staff (01784 446291). The Business Support Team is available from 8.30 am to 5.30 pm on Monday to Thursday and 8.30 am to 5 pm on Friday.
- A duty officer is available from 9.30 am to 5.30 pm Monday to Thursday, and from 9.30 am to 5 pm on Fridays.
- By telephoning officers through their direct line telephone numbers.
- By emailing the Commercial Team at eh.commercial@spelthorne.gov.uk
- Emailing officers directly via their individual email addresses.
- Health and safety emergencies can be dealt with by telephoning our 24-hour out-of-hour's emergency service where the on-call officer will contact a senior officer from Environmental Health.
- Information and advice can be accessed via the Council's website at www.spelthorne.gov.uk.

2.5 Enforcement Policy

2.5.1 Enforcement will be carried out in a fair, equitable and consistent manner in accordance with the Regulator's Code and the Environmental Health Enforcement Policy.

2.5.2 The policy was last updated in October 2014 and is currently under review. Copies of the Environmental Health Enforcement Policy are available on request and the policy is also available on the Council's website.

3. Service Delivery

3.2 Health and Safety Complaints

3.2.1 Our policy is to investigate health and safety complaints in accordance with our policies and procedure notes, whilst having regard to our Enforcement Policy. The investigation of some complaints can be a

lengthy process, it is expected that officers will ensure a first response within 6 days of the complaint being received. It is also recognised that certain issues will require a quick response and a duty officer rota is in place during office hours to ensure this.

3.2.2 The depth and scope of investigation required will depend on the nature of the complaint and whether the complaint arose within premises for which the Council has health and safety enforcement responsibility.

3.2.3 Complainants are advised of the outcome where appropriate.

3.3 Accident Investigation

3.3.1 Our policy is to investigate accident notifications received via the online RIDDOR notification system, in accordance with the departmental policies and Accident Investigation procedure notes, whilst having regard to our Enforcement Policy and HSE's Guidance including selection criteria.

3.3.2 The depth and scope of investigation required will depend on factors such as the nature and seriousness of the accident and whether the accident arose within premises for which the Council has health and safety enforcement responsibility.

3.3.3 RIDDOR Accident notifications shall be investigated in accordance with the Accident Investigation procedure.

3.4 Asbestos Notifications

3.4.1 Asbestos notifications are received via a portal on the Health and Safety Executive's website. Contractors and others are required by law to notify the relevant enforcing authority of their intention to carry out both licensed and unlicensed work on asbestos. The PEHO (Commercial), or in her absence the SEHO (Commercial), checks this portal three times a week.

3.4.2 In 2017/18 we received 1 notification of work. In 2016/2017 we received one notification. From 1 April 2018 until 12 December 2018 we have not received any notifications.

3.5 Advice to Business

3.5.1 We recognise that the majority of businesses seek to comply with the law and during 2017/18 we have endeavoured to provide such advice and assistance as may be necessary. This includes:

- providing businesses with details of our Enforcement Policy. This may be through a leaflet either left at premises during routine visits or sent with inspection reports.

- developing and providing business free information sheets, leaflets, practical information and other guides as necessary to simplify legislation and aid compliance with specific health and safety legislation;
- providing on the spot free advice during routine visits and inspections;
- provision of free telephone advice;
- the provision of information through the Council's social media pages;
- signposting to the Health and Safety Executives website; and,
- Health and Safety initiatives.

3.6 Primary Authority Partnerships

- 3.6.1 The Primary Authority Principle (PAP) is a formal recognition of the importance of the relationship between a business and a specific local authority.
- 3.6.2 It is a statutory scheme and all local authorities will have to have regard to it when considering enforcement action in relation to a business which has a number of branches or units in other authority areas and a decision making base in another area, the relevant "Primary Authority" must be consulted before taking formal action. The only exemption to this requirement is when a local authority needs to take urgent action to avoid a significant risk of serious harm to human health.
- 3.6.3 Spelthorne does not have PA arrangements with any business at this time.
- 3.6.4 Prior to undertaking an intervention, an officer must take appropriate steps to find out if the business concerned participates in a PAP and if so the conditions of that partnership. Any inspection plan devised as part of the PAP arrangement must be adhered to and actions taken must be fed back through the specified means.

3.7 Liaison with Other Organisations

- 3.7.1 The Council actively participates in liaison arrangements with a number of other local authorities, agencies and professional organisations in order to facilitate consistent enforcement, to share good practice and to reduce duplicity of effort.
- Surrey Health and Safety Study Group
 - Surrey Environmental Health Managers' Group
 - Health and Safety Executive
 - Local Government Regulation
 - Liaison arrangements with Building Control, Planning, Solicitors

- Public Health England

4. Resources

4.1 Financial

The cost of providing the health and safety service, i.e. staff and budgetary expenses, in the current financial year (2017/18) is £48,000. The budget for 2018/19 will be similar.

4.2 Staffing Allocation

The 2018/19 staffing allocation is currently 1.13 full time equivalents; this includes administrative supports (0.3) and management support (0.08) such as reviewing service plans, officer performance, service development and budget controls.

4.3 Staff Training and Development

4.3.1 We recognise the need for all officers engaged in the health and safety service to be trained, not only to the level required by law, but also to a level commensurate with the work they carry out. We also recognise the need to develop the personal skills needed in order to work effectively in the field, and for EHOs to meet the requirements of the CIEH Continuing Professional Development (CPD) scheme.

4.3.2 Each member of staff receives one appraisal and regular one to one meetings at which development needs are identified and a plan agreed to address these.

4.3.3 Training and development of staff is provided by a range of methods including:

- i) Post Entry Training - Nominations for formal training courses/qualifications are considered annually and in appropriate cases members of staff are sponsored on formal academic and practical courses.
- ii) Short Course Training - Where appropriate, short courses, seminars and workshops can provide valuable updates for staff. We support attendance at such events through the Departments short courses training budget.
- iii) In-house/cascade Training - We carry out in-house training sessions as this helps to develop an individual's presentation skills, as well as cascading information to other members of staff following attendance at seminars and short course. They also assist in maintaining consistency of enforcement and the competency of Officers.

- iv) Peer Review - We use peer review, e.g.: joint visits, to monitor work performance; encourage exchange of expertise and skills between staff; achieve consistency in enforcement; to strive for continual improvement in service delivery.
- v) Commercial Team Meetings - These monthly meetings provide a useful forum for exchange of information and experience amongst team members, and assist in achieving a uniformity of approach to health and safety enforcement. Health and Safety is a standing item on the agenda for these meetings.
- vi) Attendance at the Surrey Health and Safety study group meetings.
- Vii) Participating in HSE webinars meaning officers do not have to leave the office but log on to a centrally hosted seminar via the internet. Dissemination of this information amongst colleagues, as above.

4.3.4 We will ensure that the Council's appraisal scheme and training plan is used effectively to identify general and personal training and development needs for all members of staff. These are addressed through each member of staff's agreed appraisal personal development plan.

5. Quality Assessment

5.1 Internal Monitoring

- 5.1.1 We have set up a number of documented internal monitoring procedures to monitor compliance with HSE strategies and guidance, and our own internal procedures and policies.
- a. Officers carry out joint visits with each other twice a year to ensure consistency between officers (Peer Review).
 - b. The Principal Environmental Health Officer (Commercial) checks a selection of post-inspection risk scores and correspondence that is sent out.
 - c. The PEHO (Commercial) shall carry out joint visits with each officer twice a year to ensure consistency between officers.
 - d. Customer questionnaires are sent out to all businesses.
 - e. We use the Regulators Development Needs Assessment as a tool for officers to self-assess their competency and to identify potential areas for improvement.

5.2 External Monitoring

- 5.2.1 Our health and safety enforcement at work service receives peer review as part of the local Surrey Districts inter-authority audit scheme.

We participated in an Inter-Authority audit organised by the Surrey Health & Safety Study Group in accordance with both the HSC Section 18: Guidance to Local Authorities, which was issued in September 2001, and the revised HELA Audit Protocol (issued in January 2002). The audits were carried out in May/June 2004. Our Health & Safety Service was audited on 29 June 2004.

There are no confirmed plans in place for further inter-authority audits at present.

- 5.2.2 We currently submit annual statistical returns to the HSE in respect of our health and safety enforcement activity.

6. Review

6.1 Performance review against the Service Plan

- 6.1.1 The team continues to provide a professional and quality service. In 2017/2018 we carried out 28 targeted inspections based on local intelligence identifying concerns.
- 6.1.2 We wrote to all our swimming pools to advise them of an outbreak of Cryptosporidium and what actions they should take to protect their users.
- 6.1.3 In 2017/2018 we served eight improvement notices and two prohibition notices.
- 6.1.4 We continue to provide free advice and support to our local businesses and attend regular liaison group meetings.
- 6.1.5 In January 2018 we successfully prosecuted an unregistered tattoo studio for health and safety offences. We subsequently wrote to all our tattooing studios highlighting this case and signposting them to where additional guidance for health and safety can be found.
- 6.1.6 In August 2018 a simple caution was issued to a limited company following an accident on their premises where a contractor was injured in a fall.

6.2 Identification of any variation

- 6.2.1 Due to staffing issues there has been difficulties in meeting some of the objectives set out in the 2017/2018 plan. Since August 2017 we have had a vacant post (0.5 from August 2017 to March 2018 and a full-time post from February 2018 to date). While we have been able to employ a contractor for food safety inspection based work, the contractor is not undertaking routine health and safety enforcement other than to address matters of evident concern that are identified during routine food hygiene inspections. As a result, completion of some objectives from the 2017/2018 that have been delayed, namely the review of our procedures.
- 6.2.2 Due to the staffing problems it has not been possible to undertake time consuming health and safety projects and initiatives.
- 6.2.3 In addition the team have been involved in a number of complex accident investigations and the preparation of a legal cases. These are labour intensive tasks and have resource implications on the service.
- 6.2.4 The team have been very heavily involved in the new animal licensing new inspection regime as a result of the change legislation introduced in October 2018. The changes to this legislation will continue to have an impact on the workload of the team for some time to come.

6.3 Areas of Improvement

- 6.3.1 The National Local Authority Enforcement Code has resulted in a decrease to the number of proactive inspections carried out each year. This has impacted the competency of officers as they now undertake fewer inspections. To offset this, we ensure that officers routinely attend training events and cascade the crucial points of these events to their team.

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Spelthorne Borough Council

Food Safety Service Plan

2019 - 2020

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Foreword

This Service Plan has been produced in response to the Food Standard Agency's Framework Agreement on Food Law Enforcement which sets out how the plan should be structured and what the plan should contain.

The Plan explains how we will protect and promote food safety throughout the Borough by a combination of measures which include the enforcement of food safety law, sampling, advice and education and liaising with other organisations. The mix of enforcement includes aspects that are demand driven, inspection driven, education driven and intelligence driven. Our activities and procedures take account of the Food Law Code of Practice and its supporting document the Food Law Practice Guidance (England). In addition our officers take account of the Food Hygiene Rating Scheme – Brand Standard.

The Plan is approved by Elected Members to ensure transparency and accountability and is published on the Council website.

The Plan is reviewed annually.

1. Service Aims and Objectives

1.1 Aims

- 1.1.1 The aim of the food safety service is to protect health by assuring the production, preparation, storage, distribution and supply of food by businesses within Spelthorne is safe.
- 1.1.2 We aim to provide a comprehensive food safety service to consumers and the operators of food businesses and achieve a good balance between providing advice, information, training and where necessary enforcement.

1.2 The following objectives have been identified for 2019/20:

	Objective
1.	To achieve at least 95% of higher risk food hygiene inspections/interventions in accordance with the frequencies set out in the Food Law Code of Practice.
2.	To promote the Food Standards Agency (FSA) national Food Hygiene Rating Scheme (FHRS), including publicising on the Council's Facebook and Twitter accounts those business receiving a 5 rating.
3.	To achieve a 92% ratio of food businesses with a food hygiene ratio of 3 – 5 compared to those scoring 0 – 2.
4.	To achieve a maximum 4% of food business with a food hygiene rating of 0 – 1. We will actively work with these businesses to improve their standards but where necessary we will take appropriate enforcement action.
5.	To inspect at least 20% of our lowest risk (category E) rated businesses.
6.	To review the Competency Assessment Framework as set down in the Code of Practice for all officers undertaking official food controls.
7.	To respond to a minimum of 95% of food safety service requests within six days.
8.	To establish a new food hygiene training programme in response to changes to the old system.
9.	To implement any outstanding recommendations arising from the Surrey inter-authority Food Hygiene Rating Scheme Audit.
10.	To actively promote the "Eat Out Eat Well" award.
11.	To participate in national and local sampling projects as appropriate.

1.3 Links to corporate objectives and plans

The Council's Corporate Plan 2016 – 2019 has four key priorities for Spelthorne:

- Housing
- Economic Development
- Clean and Safe Environment

- Financial Sustainability
- 1.3.1 The Food Safety Service Plan is key in achieving a “Clean and Safe Environment” and contributes to ensuring sustainable “Economic Development”. An effective food safety team contributes to these priorities by protecting the health of its residents and visitors through the provision of safe food, the prevention and detection of food borne illness and food poisoning and by ensuring that good businesses are not disadvantaged by non-compliant traders.
 - 1.3.2 This Plan also incorporates the five values of the Council; these are Accountability, Self-Reliance, Community, Opportunity and Tradition.

2. Background

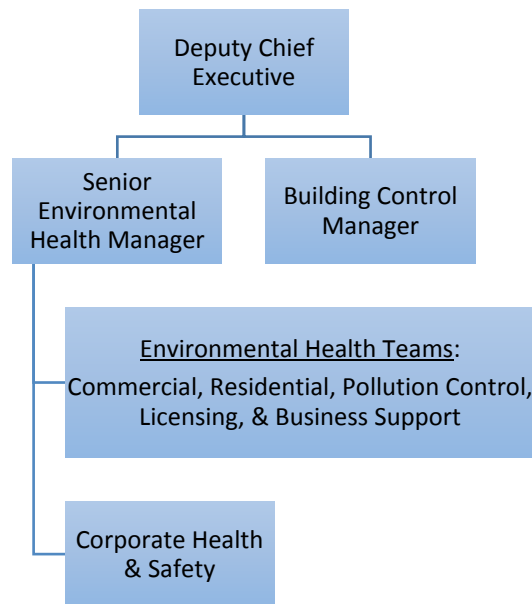
2.1 Profile

- 2.1.1 Spelthorne is located in the far North corner of Surrey. Boroughs adjacent to us are Runnymede and Elmbridge to the south in Surrey, Windsor and Maidenhead and Slough to the west in Berkshire, and Hillingdon, Hounslow and Richmond upon Thames to the north and east in Greater London.
- 2.1.2 Spelthorne’s population is approximately 95,600, based on figures from the 2011 census. The main centres of population are the towns of Staines-upon-Thames, Ashford, Sunbury-on-Thames, Shepperton and Stanwell.

2.2 Organisational Structure

- 2.2.1 The organisational structure of the Council comprises of the 39 elected members and a Chief Executive who is supported by two deputies. The food safety service forms part of the Environmental Health Department. The food team is headed by the Principal Environmental Health Officer (Commercial) who reports to the Senior Environmental Health Manager (SEHM). The SEHM reports directly to the Deputy Chief Executive.
- 2.2.2 The food safety service is provided by the Commercial Team who also provide a health and safety enforcement service including smoke-free legislation; and process, monitor and enforce various licensing/registration regimes, such as all animal licensing and beauty treatments in relevant premises.

2.2.3 The structure is as follows:



2.3 Scope of the Food Service

2.3.1 The Council provides a comprehensive service to food consumers and food businesses in Spelthorne. We have the main responsibility for enforcing the provisions of the Food Safety Act 1990, the Food Safety and Hygiene (England) Regulations 2013 and associated European Community regulations made under the European Communities Act 1972 in all food premises located within the Borough.

2.3.2 As a designated Food Authority we are responsible for a full range of duties including:

- food hygiene inspections;
- participation in the national Food Hygiene Rating Scheme to enable consumers to make informed choices about the places where they eat out or shop for food;
- the investigation of complaints and service requests relating to food safety matters;
- responding to food safety incidents;
- the provision of advice to businesses and the public on food safety matters;
- sampling of foodstuffs for microbiological and where necessary chemical examination; and analysis of food handling environments through surface swabs;
- controls of imported and exported foods;
- the investigation of notifications and outbreaks of food poisoning and gastrointestinal infection to control and prevent further cases from source of disease, identify source and prevent spread from primary case;

- provision of food hygiene training courses for food handlers, and food safety advice to managers and proprietors of food businesses;
- the implementation of the Commercial Team's Health Promotion initiatives, e.g. "Eat Out, Eat Well" Award Scheme which is promoted during inspections and via the Spelthorne website; and,
- the maintenance the database of food premises in the Borough and ensuring that the information is accurate and up to date.

2.3.3 Enforcement of food standards and animal feedstuff legislation is the responsibility of Surrey County Council Trading Standards Department and is outside the scope of the service.

2.4 Demands of the Food Service

2.4.1 The majority of food premises in our area are predominantly small to medium sized catering or retail businesses.

2.4.2 The premises profile is outlined below. Please note that this is a snapshot in time and changes regularly as new businesses open and others close.

Type of Premises	1 April 2017	4 Dec 2018
Primary Producers	0	0
Manufacturers & Packers	2	2
Importers/exporters	1	1
Distributors/Transporters	13	16
Retailers	186	182
Restaurants/Caterers	595	625
Total	797	826

2.4.3 In addition there are:

- Two markets – one in Kempton Park every Thursday and one on Staines High Street on Wednesdays, Fridays and Saturdays. There is a farmer's market once a month in Staines-upon-Thames.
- One approved premises, which is an inflight caterer and one large cereal producer.
- There are also a number of events held within the borough during the year including Staines-upon-Thames Day, Zimfest, Shepperton Big Tree Night and Shepperton Village Fair.

2.4.4 It is unclear what impacts there will be on the service when the UK leaves the European Union, particularly considering our proximity to Heathrow Airport and the presence of storage facilities within the borough. Currently we have some arrangements in place with our colleagues on the imported food team at Hillingdon, however it is still unknown what additional checks may be required on imported foods

and there are potential resourcing issues in relation to this. We are in contact with our colleagues in Hillingdon.

2.4.5 The service can be accessed by: -

- Calling in person to the Spelthorne Borough Council, Knowle Green, Staines upon-Thames, TW18 1XB. The Offices are open from 9am to 5pm Mondays to Thursdays and 9am to 4.45pm on Fridays. The office is closed in the evenings and at weekends.
- Telephoning the support staff (01784 446291). The Business Support Team is available from 8.30 am to 5.30 pm on Monday to Thursday and 8.30 am to 5 pm on Friday.
- A duty officer is available from 9.30 am to 5.30 pm Monday to Thursday, and from 9.30 am to 5 pm on Fridays.
- By telephoning officers through their direct line telephone numbers.
- By emailing the Commercial Team at eh.commercial@spelthorne.gov.uk.
- Emailing officers directly via their individual email addresses.
- Food safety emergencies can be dealt with by telephoning our 24-hour out-of-hour's emergency service where the on-call officer will contact a senior officer from Environmental Health.
- Information and advice can be accessed via the Council's website at www.spelthorne.gov.uk.
- Submitting information through the Food Standards Agency website portal.
- The food hygiene ratings of eligible businesses can be found at <http://ratings.food.gov.uk/> and via a link on the Spelthorne website.

2.5 Enforcement Policy

2.5.1 Enforcement will be carried out in a fair, equitable and consistent manner in accordance with the Regulator's Code and the Environmental Health Enforcement Policy.

2.5.2 The policy was last updated in October 2014 and is currently under review. Copies of the Environmental Health Enforcement Policy are available on request and the policy is also available on the Council's website.

3. Service Delivery

3.1 Food Premises Interventions

3.1.1 It is our policy to carry out programmed food hygiene interventions in accordance with the minimum inspection frequencies defined in the

Food Law Code of Practice. Priority will be given to inspections of higher risk premises and approved premises.

3.1.2 The current profile of premises by risk rating and the anticipated number of interventions to be undertaken during the year 2018/2019 are outlined in the table below. This is a snapshot of the system at one point in time and the profile can change quickly, for example following an intervention a premises can moved either up or down. In particular the number of “A” rated businesses can vary significantly during the year.

Risk Category	Number of Premises	Inspection Frequency
A	1	6 months
B	20	12 months
C	71	18 months
D	137	24 months
E	230	Alternative Strategy
Total	459	

3.1.3 The risk categories are derived from the scoring system laid down in the Food Law Code of Practice and are based on the type of food handled, the size of the business, the level of compliance with hygiene and structural requirements and the extent of management control.

3.1.4 In addition to this list, there will be unrated premises which are awaiting inspection and revisits to premises in line with our Food Hygiene Intervention Policy and Food Hygiene Enforcement Procedure.

3.2 Food Complaints

3.2.1 We will investigate food complaints or complaints relating to the hygiene of food premises in accordance with centrally issued guidance and our own Food Complaints Procedure. The depth and scope of investigation required will depend on the nature of the complaint.

3.2.2 All food complaints involving an imminent risk to health will be responded to as quickly as possible and all others within 6 working days. Where appropriate, complainants will be advised of the outcome.

3.2.3 The following tables outlines the number of complaints received:

Year	Complaints
2017/2018	97
2016/2017	100
2015/2016	90

From 1 April 2018 to 12 December 2018 we have received 92 food complaints.

The subject of these complaints often include allegations of illness, poor hygiene practices, concerns about cleaning and general repair, pest infestations and foreign body allegations.

3.3 Home Authority Principle and Primary Authority Scheme

- 3.3.1 We support both the Home Authority Principle and the Primary Authority Scheme. We do not currently have any formal primary authority agreements in place.
- 3.3.2 The Primary Authority scheme permits any business to register with one local authority as a source of advice on environmental health issues. Officers are required to contact the Primary Authority before taking any enforcement action against that company. The Primary Authority can then block the proposed action if it believes that it is inconsistent with advice or guidance previously given to the organisation concerned.
- 3.3.3 All authorised officers are registered with the online database and are familiar with the requirements of the scheme.

3.4 Advice to Business

- 3.4.1 We recognise that the majority of food businesses seek to comply with the law and will provide such advice and assistance as may be necessary.
- 3.4.2 This includes:
- Running food hygiene training courses/seminars as required.
 - Provision of business information sheets, including leaflets detailing local providers of food hygiene courses, practical advice on hazard analysis and controlling food safety hazards, temperature control and guides to compliance with specific food safety legislation.
 - On the spot advice during routine visits and inspections.
 - Advice in written inspection reports.
 - Provision of free telephone advice.
 - Provision of information on the Council's social media accounts.
- 3.4.3 In 2017/2018 we dealt with 84 specific requests from businesses and individuals for information requiring advice. These requests are often from new businesses setting up, businesses about to refurbish their premises or those wishing to expand upon their current activities. This is an increase of 6% from last year.

3.5 Food Sampling

- 3.5.1 Food sampling provides useful information about the microbiological constitutes an important element of the intelligence driven side of the food safety enforcement mix.

3.5.2 We will ensure that food is inspected and sampled in accordance with our sampling procedure, relevant legislation, statutory Food Safety Code of Practice and centrally issued guidance to ensure that food meets the food safety requirements.

3.5.3 Our approach to sampling is:

- We will continue to support and participate in FSA/PHE national sampling programmes as appropriate and where resources allow.
- Where appropriate, samples will be taken during routine inspection and if necessary as part of legal proceedings.
- Food complaint samples will be submitted on an ad-hoc basis as appropriate.
- We will re-sample should any sample result be unsatisfactory or potentially hazardous.

3.5.4 Food samples will be submitted for analysis to the PHE laboratory in Porton Down, Salisbury as it currently hold UKAS accreditation for the microbiological examination of food samples.

3.5.5 So far in 2018 we participated in two national surveys and submitted 24 samples.

3.6 Control and Investigation of Outbreaks & Food Related Infectious Disease

3.6.1 We work closely with our colleagues in Public Health England (PHE). In the event of an outbreak of food poisoning we follow the procedures set down in the Surrey Outbreak Control Plan.

3.6.2 We are regularly attend the Surrey Health Protection Group meetings to keep informed of local and national issues. We also regularly attend training events run by this group.

3.6.3 Certain infectious disease must by law be reported to us.

Year	Notifications
2017/2018	135
2016/2017	64
2015/2016	112

We have received 106 notifications between 1 April 2018 and 12 December 2018.

3.6.4 We have a responsibility to investigate notifications in an attempt to identify the source, to prevent cases from the source or from a primary case. In certain cases we may need to require exclusion from work or nursery/schools. Our officers refer to the Single Case Plan when

handling all notifications. This document has been drawn up in conjunction with PHE and is maintained and updated by them.

3.6.5 There were no major food poisonings outbreaks reported in the Borough during 2017/2018, however we received a request from Public Health England to make contact with our public swimming pools following a large outbreak of Cryptosporidium at an open farm in Sussex. It is expected that any major outbreak would place a significant strain on resources.

3.6.6 The team were also involved in the exclusion of two children under the age of five from their nursery and school. The protocol agreed with Public Health England requires children under five who are suffering from or have tested positive for specified E. coli infections must be excluded from any childcare setting until they have submitted two clear faecal samples.

3.7 Food Safety Incidents

3.7.1 Food alerts are issued by the FSA and notify the public and food authorities to serious problems involving food that does not meet food safety standards or food that does not meet compositionally standards. They come to a special inbox that is monitored daily.

3.7.2 The content of all food alerts received will be assessed by the Principal Environmental Health Officer (Commercial) or an Environmental Health Officer on the Commercial team and appropriate action taken as specified in the alert.

3.7.3 We will promptly notify the FSA and all other relevant agencies if any potentially serious incident are identified locally.

3.7.4 Following a routine sample of cheese imported from Poland we notified the FSA of an incident which was then followed up with their counterparts in Poland. The cheese was subsequently removed from sale.

3.8 Liaison with Other Agencies

3.8.1 We actively participate in liaison arrangements with a number of other local authorities, agencies and professional organisations in order to facilitate consistent enforcement, to share good practice and to reduce duplicity of effort.

3.8.2 This includes:

- Surrey Food Liaison Group
- Surrey Health Protection Group
- Surrey Environmental Health Managers' Group

- Liaison arrangements with Building Control, Planning, Licensing, Legal etc.
- Public Health England
- Surrey County Council Trading Standards
- Surrey Healthy Eating Award Steering Group.

3.9 Food Safety Promotion

3.9.1 We participate in the national Food Hygiene Rating Scheme. The vast majority of our food business are included in the scheme and it is well received by both food business and consumers. The aim of the scheme is to help consumers to make informed choices about where they purchase food from.

3.9.2 We adhere to the guidance contained within the FSA's document – "The Food Hygiene Rating Scheme: Guidance for local authorities on implementation and operation – the Brand Standard".

3.9.3 We further publicise businesses with the top rating of 5 on the Council's Facebook and Twitter accounts. From 1 April 2019 we will also share the names of those businesses receiving the lower ratings of 0 (urgent improvement required) and 1 (major improvement required) once their appeal period has passed.

3.9.4 From April 2019 we are introducing a cost recovery fee for requested re-inspections under the Food Hygiene Rating Scheme.

3.9.4 We work in partnership with the Trading Standards team at Surrey County Council to promote the Eat Out Eat Well scheme. The scheme is promoted during routine inspections to potentially eligible businesses and on the Council's website.

3.9.5 It is our intention to establish a new means of providing food hygiene training in 2019/2020. We plan to look at smarter and most effective means of delivery training to ensure that we meet the needs of our service users. We have not run a course since 2016. The course was generally run at a loss if it was not to capacity, however due to the positive impact on attendees the course was considered worthwhile and a good use of officer time.

4. Resources

4.1 Financial Allocation

4.1.1 The cost of providing the food safety service (including staff and budgetary expenses in 2018/2019 is £128,000. It is expected that the budget for 2019/2020 will be similar.

4.2 Staff Allocation

- 4.2.1 The 2018/2019 staffing allocation is currently 2.9 full time equivalents; this includes administrative supports (0.65) and management support (0.15) such as reviewing service plans, officer performance, service development and budget controls.
- 4.2.2 In addition approximately 0.1 FTE of authorised officer time is spent on duties such as checking notices, detailed investigations, small outbreaks and preparation for prosecutions etc.

4.3 Staff Development Plan

- 4.3.1 We recognise the need for all officers engaged in food safety work to be trained, not only to the minimum level required by law, but also to a level commensurate with the work they carry out. We also recognise the need to develop the personal skills needed in order to work effectively in the field and for EHOs' to meet the requirements of the Chartered Institute of Environmental Health Continuing Professional Development (CPD) scheme.
- 4.3.2 The Food Standards Agency Framework Agreement on Local Authority Food Law Enforcement requires Local Authorities to appoint a sufficient number of authorised officers to carry out food enforcement work and that they shall have suitable qualifications, training and experience consistent with their authorisation and duties in accordance with the relevant Food Safety Code of Practice.
- 4.3.3 The Food Safety Code of Practice requires the Local Authority to ensure that every officer receives structured on-going training, which is managed, assessed and recorded. The minimum on-going/update training for each officer should be at least 20 hours per year, of which at least 10 hours must be food based.
- 4.3.4 Each member of staff receives one annual appraisal and one to one meetings every six to eight weeks at which time development needs are identified and a plan agreed to address these.
- 4.3.5 Training and development is provided by a range of methods including:-
- i. Post Entry Training - Nominations for formal training courses/qualifications are considered annually and in appropriate cases members of staff are sponsored on formal academic and practical courses.
 - ii. Short Course Training - Where appropriate, short courses, seminars and workshops can provide valuable updates for staff. We support attendance at such events through the Council's short courses training budget.

- iii. In-house Training - We encourage in-house training as this helps to develop individual's presentation skills as well as cascade information to other members of staff.
- iv. Cascade Training - Staff are encouraged/required to cascade information skills and knowledge they possess or have gained through attendance at Seminars and short courses to other members of staff at in-house training sessions.
- v. Peer Review - Through the use of peer review, during joint visits, and in monitoring work performance we encourage exchange of expertise and skills between staff.
- vi. Surrey Food Study Group & Team Meetings - These provide useful forums for exchange of information and experience amongst team members and colleagues, and assist in achieving a uniformity of approach to food safety issues.
- vii. Consistency Exercises – these are held routinely following our monthly team meetings and involve either an exercise provided by the FSA or a recent case presented by one of the team.

5. Quality Assessment

5.1 Internal Monitoring

- 5.1.1 We have a monitoring programme in place. Each quarter one authorised food officer is identified as monitoring officer and is responsible for assessing the work of two other officers in line with our procedure. The monitoring officer selects the activity. Activities can include accompanied inspections/visits, sampling, service request reviews/visits, review of post inspection work (letters/aide memoires), imported food, enforcement follow-up etc. These checks are documented. Contractors are also included in this schedule. The implementation of the schedule is a standing item on the agenda for the monthly Commercial Team meetings.
- 5.1.2 The PEHO also carries out one to ones with each member of the food team on a regular basis.
- 5.1.3 In addition to these checks, all food businesses who are moved out of Categories A & B into lower risk categories must be counter-signed by an authorised officer. In the first instance these files should be passed to the Principal Environmental Health Officer, however in her absence another authorised food officer will be acceptable.

5.2 Customer Care

- 5.2.1 Customer care questionnaires are sent out to at least 95% of food businesses that have received an inspection to assess the levels of satisfaction with the service.

The following comments were received:

- I. Thank you*
- II. Health officer excellent in profession. There is a lot to learn from her.*
- III. Great visit with excellent feedback*
- IV. Noted all comments and will strive to put things right.*
- V. A pleasant experience.*

5.3 External Monitoring

- 5.3.1 Our service is subject to audit from the Food Standards Agency. Our last audit was carried out in October 2014 and all the issues raised at that time have been addressed to the satisfaction of the FSA.
- 5.3.2 An annual return is submitted to the FSA. This is a requirement of all Local Authorities and it outlines in detail the work of our service.
- 5.3.3 Our implementation of the FHRS was audited in December 2015 as part of an inter-authority audit organised by the Surrey Food Liaison Group and funded by the FSA. There are some outstanding recommendations from this audit to be completed and these will be completed in 2018/2019.

6. Review

This section should be read in conjunction with the Environmental Health's Performance review.

6.1 Review against the Service Plan

- 6.1.1 The service has continued to provide a professional and quality service. Overall the main food objectives of the Council's food service were met. The service aims to complete 95% of its programmed high risk inspections before 31 March 2019, however it is unlikely that this target may not be met. Priority will be given to the highest risk inspections of which we have one category A inspection, 10 category B inspections and 27 category C inspections. Some complaints, accidents, animal licensing work and legal cases may also be prioritised.
- 6.1.2 We undertook 425 food hygiene interventions in 2017/18. We served 39 Hygiene Improvement notices, 1 Emergency Hygiene Prohibition notice and sent 239 written warnings.
- 6.1.3 So far from April 2018 to December 2018 we have completed one category A inspection, 14 category B inspections, 67 category C inspections, 90 category D inspections and 34 category E inspections. A total of 206 inspections.

- 6.1.4 In April 2018 we successfully prosecuted a food business for selling food passed its use by dates on two separate occasions. This business had received a number of warnings prior to this action.
- 6.1.5 We have continued to successfully participate in the national Food Hygiene Rating Scheme. As of 4 December 2018, 93% of our eligible businesses have ratings of three or above.
- 6.1.6 As of 4 December 2018 we did not have any zero rated premises and 31 one rated premises, this is approximately 4.9% of our eligible businesses. Businesses which fail to meet the required standards are subject to re-inspections, invited to attend formal interviews in the Council Offices and where appropriate further legal action is taken.
- 6.1.7 We have continued to provide a large volume of free information and assistance to local businesses.

6.2 Identification of any Variation

- 6.2.1 Due to staffing issues there has been difficulties in meeting some of the objectives set out in the 2018/2019 plan. Since August 2017 we have had a vacant post (0.5 from August 2017 to March 2018 and a full-time post from February 2018 to date). We have employed contractors to help with inspection based work but this has meant prioritising inspections and targeting our high risk premises. As a result, completion of some objectives from the 2018/2019 that have been delayed, namely the review of our food safety training programme, the completion of our operational food safety procedures and the full implementation of the recommendations made following the FHRS Inter-authority Audit.
- 6.2.2 The recruitment of a competent officer as defined by the Food Law Code of Practice has proved difficult. The fulltime post has been advertised three times since February 2018 and we have failed to fill it each time.
- 6.2.3 An office move and ICT difficulties have also impacted the team's capacity to meet all its objectives.
- 6.2.4 The team has also been involved in a number of complex accident investigations and were very heavily involved in the new animal licensing new inspection regime as a result of the change legislation introduced in October 2018. The changes to this legislation will continue to have an impact on the team for some time to come.

6.3 Areas of Improvement

6.3.1 The following improvements are planned for 2018/2019:

- Continue to update and implement any policies and procedures required to ensure the service complies with the FSA Framework Agreement.
- Attract and retain qualified and competent food officers.
- Ensure that the service is inclusive and is provided to hard to reach groups.
- Continue to promote the FHRS across the Borough and seek to increase the number of eligible businesses achieving a rating of three and above.
- Ensure that technology is used efficiently to record information necessary to deal with customer queries, provide FSA returns and provide information to customers in an electronic format.

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Cabinet**20 February 2019**

Title	Demolition of Laleham Pavilion and toilets and replacement with new toilet facility and hardstanding area for mobile catering		
Purpose of the report	To make a decision		
Report Author	Heather Morgan, Group Head Regeneration and Growth		
Cabinet Member	Councillor Ian Harvey	Confidential	No
Corporate Priority	Clean and Safe Environment		
Recommendations	<p>Cabinet to recommend to Council that it:</p> <p>Agree that the capital programme provision of £200,000 for expenditure on Laleham Pavilion be carried forward to 2019/20</p> <p>Agree that the capital provision be increased by a maximum of £50,000 (to total £250,000)</p> <p>Subject to the above, Cabinet to:</p> <p>Agree to allocate the capital budget to demolition of the pavilion, and creation of a new toilet facility and hardstanding</p> <p>Agree to spend part of the budget now on the design stage</p> <p>Give delegated authority to the Group Head for Regeneration and Growth, in consultation with the Leader and the Portfolio Holder for Neighbourhood Services, to agree the works and appoint contractors to undertake the demolition and build.</p>		
Reason for Recommendation	<p>Laleham Park Pavilion has been derelict since 2001. Despite several attempts it has not been possible to establish an economically viable scheme for this location. It is recommended to provide new toilet facilities with a serviced hardstanding for seasonal catering offers to be provided.</p>		

1. Key issues

- 1.1 Members will be aware that there have been a number of proposals put forward over the past few years to enhance Laleham Park. None of these have proved economically viable (e.g. football pitches and a new café). Nevertheless, the park is a valuable leisure asset, sitting as it does directly fronting the Thames, and there is scope for some low key catering facilities to be provided to meet local demand.

- 1.2 This derelict building does not offer any amenity, and in its current state it detracts from what is otherwise a pleasant open space. There is a latent Health and Safety risk (for which the Council is liable) and the building will continue to require reactive maintenance to keep it, and the public, safe.

2. Options analysis and proposal

Demolition and redevelopment to provide toilets and hardstanding

- 2.1 The recommendation for demolition is based upon the need to resolve the existing health and safety concerns, and to improve the visual amenity of the park.
- 2.2 The outline specification of hardstanding, services and new toilet facility (all to be specified and designed) will provide a simple and manageable solution. It is not intended to result in any additional flood risk, and will need to be designed to comply with green belt policy. Precise details and location will be developed at design stage.
- 2.3 The introduction of a hardstanding leaves open the opportunity for a limited catering offer to support the amenity of the park. It is anticipated that this 'concession' will be tendered out and the successful company will operate via a licence arrangement.
- 2.4 This is the recommended course of action.

Do nothing

- 2.5 Should Cabinet decide to leave the situation unchanged the latent Health and Safety risk will remain, and money will need to continue to be spent on keeping the building in a safe condition.

3. Financial implications

- 3.1 A maximum budget figure of £250,000 is proposed for these works. This budget figure has been set at a conservative level and will be refined and reduced as the project progresses. £200,000 which sits within the 2108/19 capital programme needs to be carried forward and a further £50,000 agreed as part of the 2019/20 capital programme (included in the Capital Programme report which is also on this Cabinet agenda).

4. Other considerations

- 4.1 Whilst the project has not been designed as yet, we will take into account all accessibility, diversity and sustainability considerations to arrive at an optional risk assessed solution.

5. Timetable for implementation

- 5.1 Once developed, the final design and costings will be subject to approval by the Group Head for Regeneration and Growth in consultation with the Leader and Portfolio Holder for Neighbourhood Services.
- 5.2 A planning application will be made prior to demolition to 'preserve' the historic building footprint in planning terms, and to maintain future development options if required.
- 5.3 Subject to planning it is anticipated that the new toilets and hardstanding will be in place by spring 2020.