



*Please reply to:*

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Date: 26 November 2019

## Notice of meeting

### Cabinet

**Date:** Wednesday, 4 December 2019

**Time:** 7.30 pm

**Place:** Council Chamber, Council Offices, Knowle Green, Staines-upon-Thames

<b>The members of the Cabinet</b>	<b>Cabinet member areas of responsibility</b>
I.T.E. Harvey (Leader)	Leader and Council Policy co-ordination
A.C. Harman (Deputy Leader)	Deputy Leader and Finance
M.M. Attewell	Community Wellbeing and Housing
R.O. Barratt	Environment and Compliance
J.R. Boughtflower	Corporate Management
O. Rybinski	Economic Development, Customer Service, Estates and Transport

*Councillors are reminded that the Gifts and Hospitality Declaration book will be available outside the meeting room for you to record any gifts or hospitality offered to you since the last Committee meeting.*

**Spelthorne Borough Council, Council Offices, Knowle Green**

**Staines-upon-Thames TW18 1XB**

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## AGENDA

**Page nos.**

- 1. Apologies for absence**  
To receive any apologies for non-attendance.
- 2. Minutes** **5 - 12**  
To confirm the minutes of the meeting held on 6 November 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 the Audit Committee on Corporate Risk Management** **13 - 24**  
**Councillor A.C. Harman**  
  
To consider the recommendation of the Audit Committee following its review of the Corporate Risk Register.
- 5. Outline Budget 2020/21 to 2023/24 - Key Decision** **25 - 36**  
**Councillor A.C. Harman**  
  
To consider a report on the outline budget for 2020/21 to 2023/24.
- 6. Capital Monitoring Report** **37 - 42**  
**Councillor A.C. Harman**  
  
To note the current Capital spend covering the period April to September 2019.
- 7. Revenue Monitoring Report** **43 - 52**  
**Councillor A.C. Harman**  
  
To note the Revenue spend covering the period April to September 2019.
- 8. Calendar of Meetings** **53 - 60**  
**Councillor I.T.E. Harvey**  
  
To consider the draft Calendar of Meetings for 2020/21 and make a recommendation to Council.

**9. Leader's announcements**

To receive any announcements from the Leader.

**10. Urgent Action**

To note an urgent action undertaken by the Chief Executive.

On 7 November 2019 the Chief Executive in consultation with the Leader, agreed a letting within the fourth floor of the Thames Tower Building, Reading. This is not a Key Decision. The matter was considered as urgent action because the proposed tenant required completion of the letting before the Cabinet was next due to meet.

**11. Urgent items**

To consider any items which the Chairman considers as urgent.

**12. Exempt Business**

To move the exclusion of the Press/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.

**13. Exempt report - Investment acquisition Y - Key decision  
Councillor I.T.E. Harvey**

**61 - 84**

To consider an exempt report on the acquisition of a site.

**Reason for exemption**

This report contains 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 Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information) and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information because, disclosure to the public would prejudice the financial position of the authority in the bidding process for the site by allowing other bidders to know the position of the Council. This in turn prejudices the Council by (i) distorting the bids process and (ii) prejudicing the opportunity for the Council to acquire a site in order to enable regeneration in the Borough.

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**Minutes of Cabinet**

**6 November 2019**

**Present:**

Councillor I.T.E. Harvey, Leader and Council Policy co-ordination  
Councillor A.C. Harman, Deputy Leader and Finance  
Councillor M.M. Attewell, Community Wellbeing and Housing  
Councillor R.O. Barratt, Environment and Compliance  
Councillor J.R. Boughtflower, Corporate Management  
Councillor O. Rybinski, Economic Development, Customer Service, Estates  
and Transport

**Councillors in attendance:**

Councillor I.J. Beardsmore – Special Portfolio Holder for Strategic Planning  
Councillor C. Bateson  
Councillor I.J. Beardsmore  
Councillor L. E. Nichols

**2644 Minutes**

The minutes of the Cabinet meeting held on 25 September 2019 were agreed as a correct record.

**2645 Disclosures of Interest**

There were none.

**2646 Leader's announcements**

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

The Council is consulting on a new Local Plan for the Borough which will set out how much development we need for the next 15 years and where it should go. Residents are being asked for their views on the proposed draft policies and possible development sites set out by the Council and have until 7 January 2020 to respond. The consultation is being promoted on the Council's website, on social media, in the Bulletin magazine, via the press, on the notice boards and in libraries.

The hard work and achievements of local businesses was celebrated at the Spelthorne Means Business Awards dinner at Shepperton Studios on 17 October. Awards were presented in twelve categories from a short-list of finalists and the accolade of 'best business in Spelthorne' was given to Quality Fruit Veg and Flowers from Shepperton.

The Council has announced the purchase of the Oast House in Staines-upon-Thames. Comprising of a historic Grade II listed building and car park, the

property sits adjacent to Staines Railway Station with fast links to London Waterloo. The purchase represents another significant step in the Council's wider plan to rejuvenate Staines-upon-Thames.

The Council has announced that the multi-storey car park in Ashford will continue to be free to use until the beginning of next year following the disruption caused by development work at the former Brooklands College site.

The Council has protected Staines Park for current and future generations to enjoy by signing a 'Deed of Dedication' with Fields in Trust, an independent charity which champions the country's parks and green spaces. A grant of £15,000 has been received from the London Marathon Charitable Trust for the creation of a fitness trail in the park plus an additional £5,000 from Fields in Trust for other improvements.

A planning application has been approved to build a new emergency accommodation facility in Ashford on the site of the former Harper House. The new facility will provide significantly improved facilities for up to 20 local families. The target for completion is early 2021.

Meadhurst Primary School won this year's Spelthorne schools quiz in a close contest which tested the contestants' knowledge on everything from politics to Harry Potter. Runners-up were Staines Preparatory School in 2nd place and Riverbridge Primary School in 3rd place.

Leisure Services hosted four creative workshops during the October school holidays to give young people a flavour of the skills and techniques used in the creative industries. The full-day workshops were run by industry professionals and subsidised by Better Neighbourhood grants from Cllr Colin Barnard, Cllr Nichola Cornes, Cllr Susan Doran, Cllr Vivienne Leighton and Cllr Robin Sider BEM.

The Council has appealed for information following the vandalism of the 'silent soldier' in Memorial Gardens in Staines-upon-Thames.

#### **2647 A Masterplan for Staines - Key Decision**

Cabinet considered a report on a proposal for a Staines-upon-Thames Masterplan.

Proceeding with a Masterplan brings a number of advantages, as set out in Paragraph 2.4 of the report, including setting out an ambitious and deliverable overall vision for the transformation and regeneration of the whole town.

Alternative options considered, and rejected, by Cabinet:

- Do nothing and continue with ad-hoc decision making
- Deliver masterplan using in-house resource

#### **Resolved to:**

1. agree to go out to tender for a Staines-upon-Thames Masterplan; and

2. agree that the Deputy Chief Executive (Finance), in consultation with the Leader, be given delegated authority to enter into a contract to appoint the external advisors.

### **Reasons for Decision**

The production of a Masterplan for Staines-upon-Thames will help shape and develop the town alongside the new Local Plan which is being reviewed, and which will be adopted in 2021.

It will set a clear vision and strategy for the transformation and regeneration of the centre of the town, focusing on deliverable outcomes and policies in an holistic way.

It will set out our expectations of developers, investors and the local community and will be rooted in commercial reality.

### **2648 Council Tax Exemption for Young People Leaving Care**

Cabinet considered a report on a proposal to provide a council tax exemption to care leavers living in independent accommodation from 18 up until the age of 25.

Alternative options considered, and rejected, by the Cabinet:

- A variance on the scheme could be proposed *i.e.* a different level of discount, or for a shorter time.
- Do nothing

### **Resolved:**

1. that Care Leavers living in independent accommodation be exempt from Council Tax until the age of 25 from April 2020; and
2. to note that from January 2020 Everyone Active, who operate Spelthorne and Sunbury Leisure Centres, will provide free swimming for children in care and care leavers up to age of 25

### **Reason for Decision**

Care leavers who are living independently for the first time find managing their own finances extremely challenging, due to issues such as limited family support. This can mean that care leavers may fall into debt and financial difficulty.

### **2649 Public Space Protection Orders - Unauthorised Mooring**

Cabinet received a report on the responses to consultation on unauthorised Mooring and a proposed Public Space Protection Order (PSPO).

Spelthorne, Elmbridge and Runnymede Borough Councils are considering options along a specified area of the River Thames due to the unreasonable and persistent nature of mooring without consent, which is having a detrimental effect on those living in the locality.

**Resolved to:**

1. note the Consultation responses; and
2. agree that the results of the initial stakeholder consultation are considered with Elmbridge BC and Runnymede BC to propose next steps and thereafter to report back to Cabinet.

**Reasons for Decision**

To engage with the community on a proposed change to enforcement on the River Thames.

To work in partnership with other councils to achieve a consistent approach to mooring enforcement in this area.

**2650 Decision making in respect of Council property and the role of the Property and Investment Committee**

Cabinet considered a report on a proposal to set up a Property and Investment Committee as a Cabinet Sub-Committee.

The existing process of decision making has been appropriate and sufficient for many years, but due to dramatic changes in the Council's property portfolio over the last few years it is now apparent that it is no longer 'fit for purpose'. Cabinet considered how decision making is structured in the future to ensure that the Council can make fully informed and transparent decisions but at a speed that is acceptable within a fast moving and commercial environment.

Alternative options considered, and rejected, by the Cabinet:

- Leave arrangements as they are

**Resolved to** approve the set up and Terms of Reference of the Property and Investment Committee as a Cabinet Sub-Committee.

**Reason for Decision**

To update and streamline the decision making process for dealing with asset transactions whilst providing a clear audit trail for decisions

**2651 Urgent Action**

Cabinet noted the urgent action taken on 8 October 2019 by the Chief Executive in consultation with the Leader, to agree a letting within the Porter Building, Slough. The matter, which was not a Key Decision was considered as urgent action because the proposed tenant required completion of the letting before the Cabinet was next due to meet.

**2652 Urgent items**

The Leader welcomed Councillor Ian Beardsmore to the Cabinet as the special portfolio holder for Strategic Planning. Councillor Beardsmore commented on the Local Plan consultation which had opened on 5 November



and how the housing requirement policy set by government would impact the Borough. He provided feedback on a meeting that he and the Leader had attended with Housing ministers in an attempt to reduce the impact on Spelthorne of what the government was asking the Council to deliver.

**2653 Exempt Business**

**Resolved** to move the exclusion of the Press and Public for the following items 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.

**2654 Exempt report: Redevelopment Costs for Harper House - Key Decision**

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

Cabinet considered an exempt report seeking approval of the costs for the redevelopment of Harper House.

A revised capital programme provision and an increased net financing cost was required as a result of the redesign of Harper House following feedback from Homes England.

Alternative options considered, and rejected, by the Cabinet:

- Delay works
- Do nothing

**Resolved to:**

1. recommend to Council the approval of a supplementary estimate of increase in the existing capital programme provision of £400k for the demolition and rebuild of Harper House, for the reasons set out in the report, and in line with the Order of Costs Estimate in Appendix 1;
2. authorise the Chief Financial Officer to make prudent financing arrangements for the project;
3. authorise the Head of Corporate Governance to enter into any legal documentation necessary to implement this construction project, including any legal agreements required in order to receive grant funding from Homes England; and
4. authorise the Portfolio Holder for Community Wellbeing and Group Head for Regeneration and Growth to authorise the appointment of a suitable contractor to undertake these works.

**Reasons for Decision:**

To take advantage of a time-limited grant funding programme.

To improve the quality and quantum of accommodation within the Borough for vulnerable homeless households.

To align Spelthorne Borough Council with the requirements of the Homelessness Reduction Act.

**2655 Exempt report: Procurement of provider of housing management and resident support services at Harper House  
(Paragraph 2 – Information relating to any individual)**

Cabinet considered an exempt report on the procurement of a provider of housing management and resident support services at Harper House.

Alternative options considered, and rejected, by the Cabinet:

- Recruit internally to provide a housing management and resident support service in-house
- do nothing and manage Harper House on existing resources available to Housing

**Resolved to:**

1. note the benefits of procuring a managed service provider to provide a housing management and resident support service at the rebuild Harper House;
2. authorise the Group Head for Community Wellbeing to determine the provider to be appointed, in consultation with the Corporate Procurement Manager, the Portfolio Holder for Community Wellbeing & Housing and the Chief Financial Officer; and
3. authorise the Head of Corporate Governance to enter into any legal documentation necessary to appoint the new provider.

**Reason for Decision**

To allow sufficient time to appoint the provider up to six months prior to the anticipated practical completion of the rebuilds, so as to be party to key decisions to be made on the furniture, fixtures and fittings, as well as the operational logistics of running the accommodation.

**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 14 November 2019.***

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

**Cabinet: 4 December 2019**

- 1.1 The Council's Risk Management Policy/Strategy was approved by the Executive in 2002.
- 1.2 The Audit Committee is responsible for considering the effectiveness of the authority's risk management arrangements, and receives regular reports on risk issues.
- 1.3 The Audit Committee reviewed the revised Corporate Risk Register (attached as Appendix 1) at its meeting on 7 November 2019 and noted and accepted the contents. The revised register is considered to be an accurate reflection of the high level risks affecting the Authority, as well as the progress made on actions previously proposed, based on our assessment of risk and controls in operation.
- 1.4 The Audit Committee supported proposals to change the Corporate Risk Register to provide a greater focus on corporate objectives, with fewer risk categories, and identify the risks associated with those. The strategic planning process would also be taken into account. The Chief Finance Officer would be working closely with the Internal Audit Manager on this.

### **Audit Committee Recommendation**

The Audit Committee recommends to the Cabinet:

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

**Contact: Punita Talwar, Internal Audit Manager**

**Cabinet member: Councillor Tony Harman**

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## APPENDIX 1

CORPORATE RISK REGISTER

This register summarises the Council's most significant risks which align to one or more Corporate Priority. It sets out controls in place and identifies any further action needed to mitigate risks. Actions are assigned to appropriate officers with target dates for implementation. The relevant Portfolio Holder for each risk category is also highlighted.

A

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

Content reviewed October 2019 by the Internal Audit Manager

March July

PREVIOUS RAG	CURRENT RAG	RISK / IMPACT (WITH REFERENCE TO CORPORATE PRIORITY)	LIKELIHOOD OF RISK	IMPACT OF RISK	LEVEL OF RISK (to evaluate)	CONTROLS (RISK MITIGATION)	OUTSTANDING ACTIONS	RISK OWNERSHIP	TARGET DATE	PROGRESS /REASONS WHERE NOT IMPLEMENTED
		<p><b>1. Health &amp; Safety</b></p> <p>If Health and Safety fails it could result in death or serious injury to staff /public and legal action against the Council, with associated reputational damage  <b>(CLEAN &amp; SAFE ENVIRONMENT)</b>  <b>Operational risk</b></p>	2	4	4	<p>Approved Health and Safety Policy. Health and Safety Plan. Health and Safety at Work Regulations. SHE (Safety Health and Environment) system with dedicated training . Health, Safety and Insurance Risk Manager. Dedicated Health and Safety Officer in Neighbourhood Services. Managers have a legal requirement to conduct regular risk assessments. Staff Induction training. Annual reminders to complete/update health and safety risk assessments (DSE, Homeworking, and Service). Annual Health and Safety checklist, activity and compliance programme for Managers. Health and Safety Champions and meetings. Personal Safety Training and Lone Worker protection process. IOSH training provision and Champions encouraged to attend. Dedicated training available for First Aiders, Fire Wardens and Marshals. The robustness of inspections and site monitoring is periodically discussed at the Corporate Risk Management Group.</p>	<p>1i. There is scope to tighten up controls relating to training, procedures and the Management activity/compliance programme  1ii. The inspection process across the authority needs to be made more robust - regular inspections/site monitoring to be carried out and consistently documented to ensure evidence is available. 1iii A project is due to be undertaken to enhance the efficiency of the SHE system (health and safety management). 1iv. The Corporate Risk Management Group will continue to provide an opportunity for Managers to raise any issues of concern regarding Health and Safety 1v. Additional corporate health and safety resources for both SBC and KGE have been approved and are being taken forward</p>	SEHM * Cllr Boughtflower	31 October 2019 *R Requires Monitoring	<p><b>October 2019 - Updates outstanding.</b></p> <p>1i. <b>Partially Implemented &amp; Progressing.</b> Further documentation and development of Health and Safety Procedures is ongoing.  1ii. <b>Partially Implemented &amp; Progressing</b> . The monthly Health and Safety Committee is now attended by most service areas, however, some services are regularly absent. Going forward an attendance register will be taken. Work has been undertaken to address the shortfalls in the inspection process with ongoing improvements in health and safety monitoring, however, further improvements are still required. The restructure of the parks team is nearing completion and greater control measures for supervision and inspection of this area are currently being developed. 1iii. <b>Commenced.</b> Changes have been made to SHE with additional measures are planned. A number of SHE user guidance notes have been written. Additional guidance notes will be developed. Systems for health and safety monitoring, along with auditing and review are to be developed and implemented. Risk Assessments are being made more readily accessible. 1iv. <b>In Progress</b> It is important that there is sufficient representation at the Corporate Risk Management Group across all Service areas to enable relevant concerns to be raised.</p>
		<p><b>2. Emergency Planning</b></p> <p>If there was a major Disaster in the borough, e.g. flooding, this may result in significant strain on council services  <b>(CLEAN &amp; SAFE ENVIRONMENT)</b>  <b>Strategic Risk</b></p>	2	4	4	<p>Performance monitoring by Commissioning and Transformation. Emergency Planning support. Corporate Emergency Plan has been Updated and a public version placed on the Council's website.. Multi- agency flood plan reviewed January 2018. Membership of Local Resilience Forum (LRF). Regular testing of Emergency Assistance Centre plan. Borough Emergency Centre (BEC) Plans and staff training in 2017 &amp; 2019. Staff feedback considered in updates to (BEC) plan and equipment. Incident management and Multi-Agency training. Prevent Strategy training and awareness (September 2019).</p>	NONE	CX (DM)/ GH C & T* Cllr Boughtflower	Completed/ Ongoing Monitoring	<p><b>October 2019 - There are no further updates to report.</b></p>
		<p><b>3i. Performance Management</b></p> <p>If performance at corporate and service level is not effectively managed then the authority could fail to deliver priorities, objectives and targets. 3ii. If there is failure to align service objectives to corporate priorities and objectives this could result in services not meeting residents /stakeholder needs. <b>(ALL PRIORITIES)</b></p>	2	3	3	<p>Corporate Planning process incorporates a vision, priorities and targets. Monitoring by Members and Management Team. Service Planning and review process. Individual Service Plans should consider the Council's Corporate Priorities and statutory/other responsibilities (this is in the guidance). Service performance monitored by Management Team. Individual performance monitored through 1 to 1's and the appraisal process. Appraisal timetable. Priority Flagship project performance is reported regularly to Management Team and Members. Corporate Annual Report is reported to Cabinet.</p>	<p>3i. Quarterly reporting and monitoring of Service Plan implementation.  3ii. Improved alignment between Service Plans and the Corporate Plan as well as the budgetary cycle is planned .  3iii. A new Corporate Plan will be prepared.</p>	GH C & T* Cllr Boughtflower	i. January 2020 * R Requires Monitoring ii. January 2020 * R Requires monitoring	<p><b>October 2019 -</b></p> <p>3i &amp; 3ii Proposals for more frequent reporting and monitoring of progress in implementing service plans for 2019/20 have been communicated to Group Heads and Managers in February 2019, as have further planned developments to the service planning process. Reporting of KPIs takes place on a quarterly basis. Service plan templates will be issued early November 2019.  3iii. <b>In Progress</b> - The corporate plan is currently being reviewed and developed</p>

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		<b>4. Project Governance</b> If there are inadequate project management arrangements (including lack of resources and relevant expertise or skills), then outcomes are unlikely to meet community/ service needs or projects fail to be delivered on time/ to budget. If projects do not incorporate sufficient governance standards, then this could result in poor decision making and unclear justification for actions, resulting in potential challenge (ALL PRIORITIES)	2	3	3	Project governance framework/methodology. Corporate Project Register updated as necessary. Corporate Project resource is in place but ownership for ensuring that project documentation is completed, resource implications assessed and necessary control processes are applied rests with Project Managers and Sponsors. Priority Flagship project performance is reported weekly to Management Team and includes asset acquisitions and development projects. On a quarterly basis a report goes to MAT, Cabinet Briefing and Overview and Scrutiny committee outlining progress made with projects and the work of the corporate project team.	<i>4 i Management team to consider limited capacity and revenue implications prior to approving additional / new projects. (Ongoing) 4ii . Whilst the Council has a proportionate project governance framework, consistent and proportionate application of project governance arrangements are required to contribute to the likely success of projects whilst reducing potential risks of delays and overspend. Effective governance should incorporate the necessary structures and processes to support key decisions and approvals, promote the need for robust plans, monitor progress against pre-determined plans and milestones, and include regular effective reporting to Management Team and Members. 4iii. Actions from the internal audit review of Project Governance (REVISED).</i>	GH C&T * Cllr Boughtflower	January 2020 * R Requires Monitoring	<b>October 2019 - There are no further updates to report for 4i &amp; 4ii further to the status reported in July 2019.</b> 4i. <b>Ongoing.</b> Resourcing of projects remains an ongoing challenge as officers are often balancing several work tasks. Through the root and branch review of Services, the Commissioning and Transformation team will continue to identify projects and resources required but also improve processes and systems to assist the organisation's capacity and resilience. This also links in with risk categories 8 & 9 below. (There are no further developments to report) 4ii. <b>In Progress.</b> (Links with point 4iii below) 4iii. <b>In Progress.</b> Management have considered and are addressing some of the audit recommendations raised from the internal audit review of Project Governance (links with point 4ii above). Revised documentation (streamlined) has been circulated and the Corporate Project team have encouraged consistency in approaches, with online training being developed for rollout in 2020. Oversight by the Project Steering Group and Management Team continues.
		<b>5a. Information Governance</b> risks relating to organisational measures. Non compliance with data protection legislation. Information could be processed inappropriately resulting in breaches of the DP legislation, Information Commissioner fines, reputational damage, and loss of public confidence. Potential to breach Freedom of Information (FOI) Act resulting in disclosure of personal data or commercial sensitive data, and ICO enforcement. (ALL PRIORITIES)	4	4	4	Mandatory data protection online training on a yearly basis. In house (more specific) training for staff continues as requested by services; supplemented by external training. Member training. Data Protection Officer (trained and experienced) provides ongoing guidance on the Data Protection Act (2018), and the Privacy and Electronic Communications Regulations. Information Governance structure agreed by MAT and made available on Spelnet; this identifies the Senior Information Risk Owner (SIRO) and lines of responsibility for Information Assets. Work plan has fed into Data protection compliance plan for services agreed by MAT+ and distributed to Group Heads and Managers to progress data protection compliance within service lines. Training of identified Information Asset Owners ongoing. An Internal Audit review of GDPR preparedness was undertaken in April 2018 and many improvement actions have been taken forward.  FOI requests: FOI online training and guidelines, FOI process flowchart.	<i>5i. Data Protection Officer to pursue plan to ensure information assets are identified and managed. 5ii. Raise awareness of Information Governance and the requirements of the DP legislation amongst staff and members. Train remaining Information Asset Owners. 5iii. Information flows to be mapped 5iv. Completion of information assets registers for all Information Assets. 5v. Group Heads to actively promote the Data protection compliance plan for services to progress compliance within service lines. This plan includes identification of information assets and data mapping (relates also to 5i &amp; 5iii above).</i>	GH C & T *DPO * All Portfolio Holders	January 2020 * R Requires Monitoring	<b>October 2019</b> 5i. <b>Implemented &amp; Ongoing</b> : Data Protection Officer has pursued plan and many information assets are now identified and associated risks identified. Data protection compliance plan for services (issued Autumn 2018) - see 5v. 5ii. <b>Implemented &amp; Ongoing</b> : The level of data protection awareness in the Council continues to increase. The former temporary administrator helped move forward completion of many of the Information Asset Registers. Due to the volume of work short term resource is currently in place. A total of 78 staff members have been trained with a further 28 still to attend training delivered by the Data Protection Officer. 5iii. <b>In Progress</b> - Process flows are being mapped as part of the Route & Branch review being undertaken by the Projects team which will significantly assist with mapping data flow. See also response to 5v below. 5iv <b>In Progress</b> - Identification of information asset assets for customer Information Assets is mostly complete. <b>5v. Progress</b> - Deadlines in the data protection compliance plan for services have not been achieved in many areas.
		<b>5b Information Governance</b> risks relating to technological measures. If security breaches occurred this may cause system failure, non compliance with various information legislation which might lead to Information Commissioner fines/enforcement and reputational damage, with loss of public confidence. (ALL PRIORITIES)	2	4	3	Data Back up and continuity arrangements managed by ICT and tested by Managers. ICT security policies and security alerts. Personal Commitment statement required from staff on appointment. ICT security group assess ongoing risks. Series of Security Awareness updates conducted in October 2017 for all staff and a representative from the Cyber Crime Unit raised specific awareness of Cyber crime in July 2018 (mandatory session). Desktop video training rolled out to all staff from June 2019. Information Governance Officer in post. Annual ICT Disaster Recovery test.	<i>5b i. A Disaster Recovery test (ICT) is scheduled for September 2019 and any issues arising will require addressing.</i>	GH C & T (SIRO)/DH ICT * Cllr Boughtflower	30 November 2019 * O Requires Monitoring	5b. <b>October 2019 - In Progress.</b> The Disaster Recovery rehearsal has been postponed to take place mid October 2019.



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		<b>6. Cybersecurity /IT</b> Failure to meet the minimum security requirements of the Government's Public service Network resulting in termination of connection to any other government sites/data; unavailability of ICT systems impacts service provision; unauthorised creation & amendment of records for fraudulent purposes; inadequate measures to combat cyber security attacks or respond effectively resulting in reputational damage and financial losses <b>(ALL PRIORITIES)</b>	2	3	3	National Cyber Security Strategy. A review group assesses compliance with security requirements - Public Service Network (PSN). Successful certification of the Public Service Network (PSN) compliance. Self-assessment for PCI (Card Industry Data Security Standard) submitted in February 2019 and are compliant. Security measures include firewalls, encryption, egress, black-listing of memory stick, CD's and DVD'S, and universal serial bus (USB) ports locked down. Dual factor authentication on all laptops. All Baseline Personnel Security Standard checks completed. Annual health check and security penetration test. Mimecast e-mail filtering software in place. Disaster Recovery plan for ICT developed alongside Applied Resilience. ICT Strategy being developed to support the core objectives of the Council. Network refresh undertaken. System Administrators are currently assigned for each key application system, with privileged access rights to undertake relevant duties - the application of compensating controls in this area is encouraged. Independent review of the ICT function/resources undertaken in 2018. Telephony review underway considering remote devices.	6i. Following the recent annual health check and ICT Security penetration test any risks highlighted are being addressed.	DHICT *Cllr Boughtflower	6i 30 September 2019 R * Requires Monitoring	6i. <b>October 2019 - Completed/Ongoing Monitoring.</b> All issues were addressed and a Public Service Network (PSN) certificate was received. Currently testing software to be followed by revised password policy application.
		<b>7. Business Resilience - Continuity Planning</b> Ineffective business continuity planning to cover loss of building, equipment, ICT or staff could lead to loss of service or disruption in a real scenario <b>(CLEAN &amp; SAFE ENVIRONMENT)</b>	2	3	3	New contract in place from September 2018 for ongoing provision of Business Continuity Planning support . Performance monitoring by Commissioning and Transformation. Business Continuity (BC) Policy . Corporate Business Continuity Plan and Service Level plans with periodical review. The BC Forum oversees progress of BC planning. Business Impact Assessments . Service level business continuity plans. Emergency protocols for loss of building access/loss of power/loss of ICT are being developed. Emergency messaging system for staff. Telephony resilience. Key responders - Incident Management Team and recovery team. Security policy updated and Applied Resilience have a text messaging system which will alert staff and instruct on whether to leave or stay where they are.	7i. Management Team are keen to undertake a fire evacuation procedure combined with a scenario where re-entering the building is not possible.	GH C & T * Cllr Boughtflower	30 January 2020 R * Requires monitoring	<b>October 2019 - There are no further status updates to report for 7i.</b> 7i. <b>Outstanding.</b> Previously advised that Applied Resilience are organising an exercise for late Spring 2019. At July 2019 no further developments have been reported in this area.
		<b>8. Workforce - Resilience</b> If there is over reliance on individual officers then in the event of absence or departure this may cause a gap in technical/systems knowledge and expertise, with subsequent failings in delivery of functions/ services <b>(ALL PRIORITIES)</b>	3	3	3	Business continuity arrangements to cover loss of key staff. Critical procedures should be documented and staff appropriately trained. Any weaknesses in resilience arrangements should be highlighted in the service planning process. In some larger service areas greater resilience is being built into teams with some individuals taking on a variety of roles. (An example of this is the Project Officer/Committee Manager within the Commissioning and Transformation team)	8i. Management Team to keep resilience arrangements under review. 8ii. Root and Branch service reviews are underway giving consideration to resilience, resourcing and capacity.	GH C & T * Cllr Boughtflower	30 January 2020 R * Requires monitoring	<b>October 2019 - There are no further status updates to report for 8i &amp; 8ii.</b> 8i. <b>Ongoing Monitoring.</b> Resilience is one of the issues being considered as part of the root and branch service reviews. 8ii. <b>In progress</b> - Developments on Root and Branch reviews including efficiencies identified are communicated at corporate staff meetings and via Spelnet. Root and Branch reviews form part of a large programme of work .

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		<b>9. Workforce - Resourcing/Capacity</b> If increased service demands coincide with a lack of staff resources/capacity to deliver then this may result in reduced morale, high staff stress levels with possible impact on staff mental and physical wellbeing, increased sickness and turnover, with subsequent failings in delivery of services. Reduced service capacity may also result in greater instances of error, loss, fraud, theft or irregularity. <b>(ALL PRIORITIES)</b>	2	3	3	Short term reductions in capacity are accommodated by prioritisation and reallocating work. Longer term impacts and changes to demand may be more difficult to address. Employment arrangements and staff support mechanisms. Market supplements/allowances to assist with recruitment and retention. Training and development. Performance management systems, (appraisals, one to one's). Stress audits (risk assessments) can be arranged if necessary. Human Resources reporting to MAT. Significant investment was built into the 2017-18, 2018-19 & 2019-20 budget to address resourcing for some service areas (such as HR, Legal, Independent Living, Environmental Health). Strategic Management Team have committed to supporting mental health wellbeing and training to raise awareness of mental health has been delivered for a number of Managers in June 2019. Management as the first line of defence in the overall assurance framework are responsible for maintaining key services and internal controls. Reduced resource levels in some areas are likely to impact on the ability to operate an adequate level of controls. Compensating controls are required where appropriate.	<i>9i. Management Team will need to keep resourcing levels under review, particularly the impact of new projects and any statutory obligations on service/project delivery. (Ongoing monitoring action)</i> <i>9ii See action at 8ii above relating to Root and Branch reviews.</i>	9i MAT 9ii. GH C & T <b>*Cllr Boughtflower</b>	30 January 2020 R * Requires monitoring	<b>October 2019 - There are no further status updates to report for 9i &amp; 9ii. Completed/Ongoing Monitoring.</b> Additional staffing resource approved for some Service areas in 2019/20, such as ICT, HR, Environmental Health and Assets. K28Since March 2016 73.19 posts have been added to the Council's establishment list and so there has been increased resources, even after allowing for the transfer of the grounds maintenance operation back in-house. This has helped improve resilience and Spelthorne have been able to do so as a result of additional commercial asset income. Further growth approved and built into the 2019- 20 Budget for 9ii. <b>In Progress</b> - Root and branch review of services is underway and ongoing in order to identify efficiencies and capacity issues which can be resolved to improve organisational performance and resilience. Some quick wins have been achieved.
		<b>10. Workforce - Recruitment and Retention</b> If there are prolonged staff vacancies due to inability to recruit, then this may result in a failure in service delivery <b>(ALL PRIORITIES)</b>	3	4	4	Market supplements awarded to certain roles when recruiting. Annual review of recruitment and retention allowances. Salary review/enhancements in some services. Posts advertised with Surrey Jobs as well as a wider network of job sites. Specialist websites are also used to advertise posts where necessary. Annual report summarising staff recruitment and turnover. National apprenticeship scheme. Levy to be focussed on upskilling internal employees as well as some recruitment of new apprenticeships. Local arrangements in place for deciding pay awards and moved to local terms and conditions of employment. Initial discussions are underway in terms of the pay settlement for 2020-21. Briefing note reported to the March 2019 Audit Committee setting out the effectiveness of recruitment and retention measures.	<i>10i. Any future review of the recruitment and retention strategy should consider the feasibility of a staff referral scheme.</i>	GH C & T/HRM * <b>Cllr Boughtflower</b>	30 January 2020 R * Requires monitoring	<b>10i. At October 2019</b> - Whilst the specific action at 10i is outstanding, the HR Manager has advised that Spelthorne have not experienced any recruitment challenges since March 19, when the last update to Audit Committee was provided. The addition of a market supplement for posts that have been traditionally hard to recruit has been working effectively at present and Management Team supports this. A new HR Systems Information Officer has been appointed and will look at external benchmarking.
		<b>11a. Procurement</b> - If governance arrangements are weak with a lack of transparency, this could result in any of the following: financial penalties for non-compliance with legislative requirements; contractual disputes and claims through poor specifications; contractors/partners failing to deliver expected outcomes; reputational damage, challenge and poor VFM. <b>(This section links also with section 4 above - Project Management) (ALL PRIORITIES)</b>	3	3	3	Contract Standing Orders (April 2016). Contract guidelines with compliance checklist (to be updated). Requirement for declaration of interests (Officers and Members). Corporate Procurement training provided in May 2019. E-procurement system in place and contracts sourced with this solution. Revised Procurement strategy and vision (February 2019) An initial indicative spend analysis exercise undertaken during 2019. Developing improved reporting systems. Interim Procurement Manager in post to establish revised procurement processes. Enhanced monitoring for key suppliers now added to the S&P Watch list to enable concerns to be picked up pro-actively. Procurement Projects group (PPG) . Production of a monthly PPG Report to highlight status of a range of procurements.	<i>11ai. Full compliance with the Local Government Transparency Code is required and should be confirmed once achieved. 11aii. To ensure there is an ongoing reference for officers involved in procurement activity, Procurement and Contract Management guidelines need to be updated and publicised to reflect regulatory changes of 2015. 11aiii. Implement a programme of training for contract managers where the principles of Contract Standing Orders and Contract Check list form the core element of the learning. 11aiv. Revised Procurement processes are being established . 11av. Recommendations arising from the recent Internal Audit review.</i>	HOCG <b>*Cllr Boughtflower</b>	30 January 2020 R * Requires monitoring	<b>At October 2019</b> - no updates have been received f in this area. The Internal Audit Manager has updated this section to the best of her knowledge. 11i <b>In Progress</b> - Contract information (register) has been collated and is being published on the Council's website in October which meets requirements under the Transparency Code. ii. <b>Outstanding</b> 11iii. <b>In Progress</b> - Training has taken place (May 2019) attended by a number of Service representatives. The external trainer highlighted regulatory requirements (PCR 2015) for further consideration. A further session to outline local processes including Spelthorne's Contract Standing Orders seems appropriate to promote awareness and understanding of expectations. 11v. <b>In Progress</b> - The interim Procurement Manager is leading on implementing and promoting revised Procurement processes. Linkages between project governance and procurement continue to be integrated into processes to ensure alignment. . Head of CG will be attending Audit Committee in November 2019 to provide an update. 11vi. <b>In Progress</b> - Audit recommendations will be followed up in due course.

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		<b>11b. Major Procurement</b> - A lack of ongoing forward planning in preparation for the expiry of existing Leisure Centre arrangements in 2021 may result in delays in delivery of key project milestones and provision of leisure facilities to the community. If the project is not effectively managed, this could result in overspends, delays and significant ongoing strain on the Council's financial resources. <b>(This section links also with section 4 above - Project Management)</b>	3	3	3	Current Leisure centre operator contract ends 2021. An extended contract is in the process of being agreed via Legal. "Leisure Centre Needs Analysis" submitted to MAT in 2014 and updated in 2017, which endorsed the recommendation to carry out a feasibility study. A high level discussion document was presented to Cabinet in October 2016 and a project team formed. Project Sponsors and Project Managers identified. Project related documentation. Risk Register. Councillors and staff kept informed of key progress milestones, requirements and timeframes . Feasibility study completed March 2018 by specialist Advisors, design brief signed off and public consultation undertaken in summer 2018. The Leisure Centre Development Working Group (LCDWG) was formed in early summer 2018 to oversee the project, comprising the Leader (Chair), Cllr Attewell and representatives from Management Team, Comms, Leisure Services and Assets. Overview and Scrutiny progress report of January 2019	11b. An assessment of possible sites for the new leisure centre has been undertaken and a preferred option will be put forward to Cabinet for consideration prior to going back out for public consultation. (REVISED)	Dcex (LO) * Cllr Attewell	30 March 2020 R * Requires monitoring	11b. <b>At October 2019</b> - Negotiations to extend the current operator contract are nearing completion. The process for reviewing alternative sites has been peer reviewed by an independent consultant and a preferred option for locating the new leisure centre will be put forward to Cabinet for consideration prior to going back out for public consultation.
		<b>12. Housing</b> External factors including national housing shortage , insufficient affordable properties, London Boroughs increased use of Spelthorne properties and welfare reforms such as Universal Credit may all impact on the effective delivery of Spelthorne's Housing Service to the community. Ongoing uncertainty over recovery of outstanding Housing Benefit debt. <b>(HOUSING )</b>	3	3	3	Group Heads/ MAT/Members are aware of ongoing risks in this area. Local Plan Policy currently being reviewed. Housing and Homelessness Strategies. Universal Credit rollout/migration is under consideration. Housing Benefit regulations (DWP) stipulate limitations around overpayment debt recovery. Current debt stands at approx. £3m. Discretionary housing payments Corporate Debt Group and Strategic Housing Group monitor progress. Officers and A2D continue to work with families affected by the benefit cap. Close working with private landlords. Landlord guarantee scheme. Knowle Green Estates Ltd (subsidiary) focusing on the Housing Delivery Programme to meet Housing targets - a review/audit of the governance arrangements of Knowle Green Estates is due to take place . Council was assessed by the Ministry for Housing, Communities and Local Government as being well prepared for the implementation of the 2018 Homelessness Reduction Act, which was reported to Overview and Scrutiny in January 2019.	12i. Management Team to continue to monitor the ongoing pressures facing the Housing Service highlighted by Management (eg impact of SCC cuts) 12ii.As part of the 'duty to refer' requirement of the 2018 Homelessness Reduction Act statutory responsibility for making referrals into the local housing authority rests with the public body or agency. Housing are continuing to work proactively with all public bodies to promote awareness and encourage referrals into Spelthorne, ensuring pathways are clearly communicated. This will ensure that any wider risk implications in terms of homelessness levels for Spelthorne are minimised through early intervention. 12iii. Review of Housing and Homelessness strategies to include stakeholder involvement and participation.	Joint Group Heads CW * Cllr Attewell	Completed/ Ongoing Monitoring	12i. Ongoing. 12ii. <b>October 2019 - Ongoing</b> -Monitoring continues as appropriate. 12iii. <b>October 2019 - In Progress</b> . Strategies are under review and consultation will be taking place for the Homelessness Strategy. These will link into the Housing Delivery Programme.
		<b>13a. Economy/ Funding</b> Uncertainty over economic growth and supplier failure could impact on: • Delivery of contracts and services • Business Rate income collected/retained , thereby affecting the Council's overall finances. <b>(ECONOMIC DEVELOPMENT &amp; FINANCIAL SUSTAINABILITY)</b>	2	3	3	Financial Services monitor the financial media in relation to larger companies and critical commercial partners. Enhanced Monitoring arrangements implemented as key suppliers now added to the S&P Watch list . Aim to maximise Business Rate collection/minimise losses for the Council.Additional quarterly monitoring of collection and projected outturn retention implemented . Participated in the 100% retention of business rates pilot for 2018/19 and exceeded target. Additional counter fraud resource is available to identify and investigate potential tax avoidance and evasion cases, which can be translated into cashable savings for the authority. (Being pursued under Corporate Counter Fraud work - see risk category 20).	13i. Impact of Business Rate arrangements on Council finances is under ongoing review.	DCX (TC)/ Deputy Group Head CR * Cllr Harman	Completed/ Ongoing Monitoring	13i. <b>Implemented and ongoing.</b>

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		<b>13b. Economic Development</b> If the Economic Development Strategy fails to be implemented, this could impact on growth <b>(ECONOMIC DEVELOPMENT)</b>	2	3	3	Regular reporting to Members. A 5 year economic assessment & development strategy for 2017 - 2022 (previous audit recommendations were taken into account). Economic Development Strategy is reviewed periodically. Periodical review and refreshing of the strategy, enabling targets that have been achieved to be commented upon and removed; new targets that have emerged over the previous period are then included. Prioritisation of projects to benefit from the business rates retention has been completed.	<i>13bi. Economic development is a Council priority and growth will impact on business rate income - this is under ongoing review.</i> <i>13bii. Regarding governance, through the EDEG 5 areas have been identified as the most important areas of delivery within the strategy and will be reported on every 6 months to the group to strengthen performance monitoring. The refreshed strategy needs to be approved by the EDEG.</i>	EDM* Cllr Rybinski	Completed/ Ongoing Monitoring	13bi & ii. <b>Implemented and ongoing review. At October 2019</b> - there are no further updates to report for this area.
		<b>14. Safeguarding</b> If there was failure to comply with statutory duty / adhere to Safeguarding Policy, (including failure by County to address Spelthorne referrals), this could lead to death or injury to a child or vulnerable adult, resulting in legal action and reputational damage. <b>(CLEAN &amp; SAFE ENVIRONMENT)</b>	2	4	4	Council has statutory responsibility for safeguarding children and Adults. Approved and publicised Safeguarding policies and procedures. Staff and Member training and staff inductions include Safeguarding. All referrals to Surrey County Council should be reported to a nominated Spelthorne Officer. Regular liaison with Surrey County Council and the Surrey Safeguarding Children's Board (SSCB). Annual Section 11 audit (a review of training records was also undertaken in 2018). Liaison with Human Resources for training purposes and DBS checks. Online safeguarding training module and cascade training. Procedure to deal with the Multi Agency Safeguarding Hub (MASH) enquiries. Spelthorne is represented on the new Early Help Advisory Board by the Deputy Chief Executive. Internal officer group coordinates responding to safeguarding and early help issues. Monitoring of changes to the referral process.	<i>14i. Officers are currently undertaking the statutory children's Safeguarding audit which is completed annually. Any recommendations arising are to be considered.</i>	LSM* Cllr Attewell	30 January 2020 R * Requires monitoring	14. <b>At October 2019 - no updates have been received for this area . In Progress</b> - Results of the children's audit have been received and there are some recommendations to address. The Surrey Borough and District group have asked the children's safeguarding team to attend their meeting to discuss the audit recommendations for all the Boroughs and Districts as some themes are similar. Awaiting feedback following submission of an adult safeguarding audit .



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		<p><b>15. Financial - Income Generation(Property)</b></p> <p>In light of ongoing reduction in Central Government funding, if opportunities for significant income generation and investments are missed, then this will impact on the Council's ability to close the budget gap and deliver vital services. If weak governance arrangements prevail, this may contribute to poor investment outcomes and increase exposure to financial risk including loss of anticipated rental income and poor investment returns.</p> <p><b>(FINANCIAL SUSTAINABILITY)</b></p>	3	4	4	<p>Long term strategic/financial plan. Corporate Plan / priorities reviewed. Member engagement.</p> <p>The Council is applying innovative ways to fund services and create new revenue streams through significant commercial asset acquisitions and investments. Since September 2016 an additional ongoing annual net income of £9.5m has been generated from commercial asset acquisitions. This enabled a balance budget to be set for 2018-19 and to make revenue contributions towards capital to put capital programme financing on a more sustainable basis.</p> <p>Investment Asset Strategic Parameters approved by Council in December 2017. Advice is sought from the Treasury Management advisors as appropriate. Thorough due diligence undertaken with respect to leases and acquisitions and with respect to evaluating strength of covenant of tenants- now using S&amp;P to evaluate. A second set of advisers used to independently assess the robustness and appropriateness of modelling assumptions for acquisitions.</p> <p>A robust governance framework has been developed and continues to support property acquisitions and investment processes, to include 1. Asset Governance framework and action plan; 2. Property Investment Strategy; 3.DIG meet weekly to track project progress plus a Councillor led Investment and Development Committee; 4. Revised regulatory investment guidance (Feb 18) requires LA'S to develop quantitative indicators to assess a local authority's total risk exposure as a result of its investment decisions, with reporting on Prudential indicators; 5. Presentation by the Portfolio Holder for Finance and DCX (TC) to O &amp; S on the council's approach to management of risk; 6. Robust Treasury Management Strategy; 7. Weekly update to MAT on status of Priority Flagship projects(incl. commercial asset acquisitions).</p> <p><b>Further control measures for this risk category are recorded below.</b></p>	<p>15i. A robust governance framework continues to be developed to support property acquisitions and investment processes.</p>	GH R & G* Cllr Harman	15i. Completed /Ongoing Monitoring	<p><b>15i. Implemented/ Ongoing</b> . Performance is monitored regularly at Development and Investment Group (DIG) and a quarterly performance report is produced for the Investment Portfolio. DIG comprises of senior officers from across the Council and meets weekly to undertake a review of performance of acquisition, progress of developments, and evaluation of possible acquisitions. Monthly meetings of Investment and Property Committee (IPC), on which Leader and Finance Portfolio Holder sit, review and discuss performance of investments, developments and consider/ evaluate possible acquisitions and whether to put forward to Cabinet for consideration. Planned reporting of prudential indicators has taken place and went to the Development and Investment Group (DIG), with formalised reporting to take effect once the new Property Management System is operational. Council approved at its February 2019 meeting the Capital Strategy. The draft Strategy was scrutinised by Overview and Scrutiny as a draft before going to Council for approval. The first internal officer quarterly review of the Capital Strategy was undertaken at the end of June 2019, and updated to reflect the fact that a number of new development proposals are coming forward. The review scheduled for September 2019 focussed on refining performance indicators. In addition, it will set out a suite of Key Performance Indicators against which the Portfolio will be evaluated (over and above that already reflected in the quarterly performance report).</p>
		Risk Category 15 (See above)				<p><b>Further control measures relating to risk category 15 (Property Acquisitions)</b></p> <p>Monitoring arrangements relating to property development work arising from asset acquisitions - The Group Head for Regeneration and Growth prepared a briefing note for Audit Committee in November 2018 on monitoring arrangements, for example quality control measures undertaken by professionals. Due Diligence measures for tenant management - The Council has brought in additional advisers to provide a second opinion on lead advisers advice, and to produce reports on the financial robustness of tenants in potential and acquired acquisitions. The Council has subscribed to Standard &amp; Poor's credit rating database and set up watch lists for its tenants to alert it to any deterioration in the health of its tenants. Where there is any deterioration the potential impact of this is reviewed by the internal team. Sensitivity analysis is undertaken with respect to variables such as rental growth.</p>	<p>15ii. Robust and effective systems need to be in place to record and recover significant rental income due to SBC from it's increased property portfolio.</p> <p>15iii. Effective implementation of Property Management Software (NEW)</p> <p>15iv. Internal Audit Review undertaken of Commercial Asset Acquisitions and Investments (NEW)</p>	GH R & G* Cllr Harman	15.ii & 15iii. 30 April 2020 R * Requires monitoring 15iv. January 2020	<p>15ii &amp; iii. <b>Progress underway-</b> Work is underway to deliver a new Property Management System to effectively manage Spelthorne's property portfolio (investment, community, commercial and residential properties).The initial 'go live' implementation for the acquired software is set for end of September 2019. There is then a 6 month period for the uploading of the property, sales ledger and finance information. Within this there will be extensive testing to ensure it is robust. It is currently anticipated that the final 'go live' for billing will be April 2020 (subject to billing). The Council uses expert external advisors (where required) for its investment portfolio to manage matters such as service charges. DIG receives timely updates on rental income collected on the Council's commercial investment assets. The Deputy Chief Executive (TC ) has advised of 100% of commercial assets rent due having been received within 2 weeks of quarter date for quarter 4 of 2018/19 and for quarter 1 of 2019/20.</p>

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		<b>16. Heathrow expansion</b> (As set out in the Airport Expansion Consultation summer 2019) has the potential to significantly impact the borough/its residents on a wide number of fronts (e.g. increased noise, poorer air quality, 22,000 space southern parkway, roads being brought closer to properties, loss of green belt and open space, ongoing construction sites, increased traffic leading to greater congestion and pollution levels, indiscriminate parking etc.) <b>(ALL PRIORITIES)</b>	4	4	4	The Group Head for Regeneration and Growth is the Corporate lead for the Heathrow Expansion. The Council responded in detail to Heathrow's AEC on 13 September 2019. The Council set out its issues in a 177 page document with 76 actions for Heathrow. 16 key strategic requirements were also set out which Heathrow are expected to meet.	<i>(i) Bi-lateral meetings with Heathrow (where beneficial to do so) to ensure the requirements are met (NEW)</i> <i>(ii) To continue to work as part of Heathrow Strategic Planning Group to ensure that Spelthorne's views are represented at a wider strategic level (NEW)</i> <i>(iii) Work in preparation for the Development Consent Order (statement of common ground and areas/issues for challenge)</i>	GH R & G Cllr Boughtflower	On-going * R Requires Monitoring	This is a new risk category for inclusion on the Council's Corporate Risk Register.
		<b>17. Political Uncertainty</b> In light of the changing political landscape & Brexit, this represents many potential uncertainties of a recruitment, financial, regulatory and supply chain management nature arising from currency devaluation/volatility, trade, investments, relocation of Partners/Suppliers, changing access to EU funds, level of compliance with EU regulations, workers rights (EU Nationals). These could all impact on existing policies, procedures & processes. <b>ALL PRIORITIES</b>	3	3	3	The Group Head for Commissioning and Transformation is the Corporate lead for Brexit. Summary briefing note issued to MAT/Cabinet/Audit Committee in August 2018 on possible implications of a Brexit "no deal" on the Council. This note highlighted the potential indirect impact in terms of skills shortages with implications for increased costs and timings, particularly in the construction and social care sectors. Further briefing note presented to Audit Committee in March 2019. Brexit Continuity Planning continues to take place.	<i>17i. MAT to regularly consider potential Brexit uncertainties for Spelthorne and have a plan in place to address.</i> <i>17ii. Group Head Transformation &amp; Commissioning is participating in regular Countywide Brexit Continuity Planning meetings and briefing MAT, Group Heads and Members. (REVISED)</i>	GH C & T (Lead) All Portfolio Holders	31 October r 2019 R * Requires monitoring	17i. Progress underway - MAT and Group Heads are briefed regularly regarding developments. Preparing/planning as much as possible given the current uncertainty of a "no deal" scenario. 17ii. Progress underway - There is of course continued uncertainty associated with scenario planning for Brexit. The Group Head for Commissioning and Transformation considers that overall Spelthorne are aware of the risks and trying where possible to address these. A weekly report on preparedness for Brexit is issued to the Local resilience Forum which feeds through to Central Government. Also attending weekly tactical and fortnightly strategic teleconferences with the Local Resilience Forum to ensure contingencies where appropriate in place. Services are updating on any information/impacts relevant to their service via weekly reports back to the LRF and onto central Government. Services are noting potential implications including staffing, environmental health and data protection. Currently awaiting further instructions on next stages. Guidance for Councils on Brexit secondary legislation has been circulated to Group Heads and Managers.
		<b>18. Financial (Returns)</b> If the Council receives a poor return on long term investments and/or investments become insecure in the current climate, then this will have an adverse impact on the Council's financial position. <b>(FINANCIAL SUSTAINABILITY)</b>	2	3	3	Treasury Management Strategy approved annually by Members. Approved Capital Strategy (see risk category 15). Reporting of Treasury Management performance to Members. (The Council exceeded Treasury Management target income for 2018/19 and achieved average rate of interest on medium term pooled funds of 4.23% ) Aim to select counter parties of the highest credit quality; credit ratings monitored closely and apply criteria recommended by Arlingclose. Council's investments managed internally in consultation with Arlingclose. The team continues to explore options for diversifying the portfolio. Roles and responsibilities assigned within Accountancy. Deputy Chief Executive and Portfolio Holder are involved in key decisions. Regular monitoring, reporting of investment portfolio and returns achieved. CIPFA Code of Practice and Prudential Code being applied with new recommended indicators for measuring investment performance.	<i>18. The team are addressing the recommendations arising from the recent internal audit review of the Treasury Management function</i>	DCX (TC) * Cllr Harman	30 January 2020 * R Requires Monitoring	18. A review of the Accountancy structure has taken place in August 2019 to assess staff contingency arrangements/ requirements which should also assist in further enhancing the control environment. The recommendations are being implemented with all anticipated to be implemented by end of 2019. Council commissioned an options paper from Arlingclose on financing which is being considered in the context of the recent uplift by 100 basis points in Public Works Loan Board (PWLb).

PREVIOUS RAG	CURRENT RAG	RISK / IMPACT REFERENCE TO CORPORATE PRIORITY) (WITH)	LIKELIHOOD OF RISK	IMPACT OF RISK	LEVEL OF RISK (to evaluate)	CONTROLS (RISK MITIGATION)	OUTSTANDING ACTIONS	RISK OWNERSHIP	TARGET DATE	PROGRESS /REASONS WHERE NOT IMPLEMENTED
		<b>19. Financial (Debt)</b> If there is a failure to collect/recover income due, this will result in financial losses to the authority. Where there is poor system integrity due to increased risk of error, duplication of data, irreconcilable systems and inefficient processes, this could lead to a significant level of aged debt and financial losses. <b>(FINANCIAL SUSTAINABILITY)</b>	3	3	3	Corporate Debt Group monitor the more material items on the aged debt analysis and also coordinate action to tackle debt that is unlikely to be recovered, reviewing progress made by lead Officers. Monitoring developments in recovering CIL focuses on larger sums due. Some good results have been achieved in enforcing collection and monitoring CIL debts. The Chief Finance Officer reviews a monthly status report of higher value aged debts over 6 months old for reasonableness. Analysis undertaken by Customer Services to identify and address historic debts which are not cost effective to pursue or with low probability of recovery, and therefore require write off. A progress review of relevant audit recommendations is discussed at each Corporate Debt Group meeting. Recovery policies recently reviewed (Corporate Debt and HBO). Debt collection statistics produced and analysed. Budget Monitoring identifies any anticipated shortfall in income. Accountancy report to Management Team and Members on significant variances and comparisons with previous year. Housing Benefit regulations (DWP) stipulate limitations around overpayment debt recovery. Weekly payments cycle introduced for Housing Benefits to address timing differences for Bed and Breakfast debt/assist monitoring.	19i. The corporate debt recovery policy is being reviewed 19ii. In order to improve efficiency, there is scope for Customer Services to take greater control over the persual of all sundry debts at every stage. (REVISED) 19iii. Development of systems to assist in monitoring of Bed and Breakfast debt in terms of enhancing efficiency and avoiding duplication is ongoing.	DCX (TC)/CS & RM/ GH CW Cllr Harman	30 September 2019 * R Requires Monitoring	19i. <b>Completed</b> - The corporate debt recovery policy has been reviewed and submitted to the Corporate Debt Group, with further revisions underway, after which the final draft version will be circulated to the group by mid October. It will then go to MAT for approval. 19ii. <b>Progress underway</b> - This point has been reiterated in the internal audit review of sundry debtors (June 2019) with regards action beyond the stage three invoice reminder. If Customer Services are to take a greater lead role in the persual of all sundry debts including decisions where appropriate and firming up expected response timelines from Services, this needs to be reflected in the revised corporate debt policy to ensure clarity (see action 19i). It is acknowledged that Debts are being referred back to departments on a quarterly report to which they are asked to respond within 6 weeks as to how they wish to move forward with the outstanding balance and provide any debts that need to be written off. 19 (iii) <b>In Progress</b> - Project set up to address and move forward the operational issues but dedicated resourcing, skillset and ownership remains an issue. Internal audit review is underway and advice issued.
		<b>20. Climate Change</b> Environmental breakdown represents a significant global threat driving social and economic disruption with far ranging consequences for socioeconomic stability ; climate change and extreme weather events impact on food systems, supply chains & procurement, economic productivity and losses. If the Council is not seen to be taking action it could result in criticism/bad press/public demonstration <b>(CLEAN AND SAFE ENVIRONMENT)</b>	3	4	4	Consideration of Government targets for reducing carbon emissions/greenhouse gases to tackle climate change. Whilst there are no specific targets set on local councils, Officers are working in the spirit of ethical and social responsibility to address climate change concerns, reviewing the Council's carbon footprint and thereby contributing to the overall government targets. Sustainability Strategy Energy & Water Efficiency policy (2015 - 2020) Corporate Emergency Plan. Active members of Surrey Energy & Sustainability Partnership (SESP) and Association of Lead Energy Officers (ALEO). Consideration as part of project implementation as follows : New developments - minimum renewable energy requirement Fuel Poverty - through administering energy grants and promoting energy efficiency measures. Increased renewables capacity with solar PV installations on 2 Day Centres and further plans to do so on other sites. Implementing energy efficiency measures in Council owned buildings Increasing renewables capacity, including with solar PV installations ( 2 of the Day Centres),EV charging provision(some car parks).	20i. The Sustainability Strategy and the Energy & Water Efficiency Policy are being reviewed. (NEW) 20ii. A new Sustainability Strategy is to be developed in 2020. (NEW) 20iii. A new Biodiversity Action Plan is being developed for 2020.(NEW)	SO - MR* Cllr Barratt	31 March 2020 * R Requires Monitoring	This is a reasonably new risk category for inclusion on the Council's Corporate Risk Register. A report from the Institute for Public Policy Research (IPPR) has concluded that global greenhouse gas emissions must be reduced by 45% from 2010 levels by 2030 to avoid catastrophic warming. The Government has now committed to net zero carbon emissions by 2050 and declared a climate emergency, with many local councils following suit.
		<b>21. Fraud, Bribery &amp; Corruption</b> If there is an increased risk of fraud / theft/ bribery or corruption arising from a weak control environment this will result in financial losses and reputational damage. Housing tenancy fraud reduces availability of social housing impacting on the Housing register. Business Rates Avoidance and Evasion results in loss of income. <b>(FINANCIAL SUSTAINABILITY &amp; HOUSING)</b>	3	3	3	Various corporate Policies including Confidential Reporting Code (Whistle blowing), Anti-fraud, Bribery and Corruption Strategy, Proceeds of Crime and Anti-Money Laundering, Code of Conduct, Gifts and Hospitality, Financial Regulations and Contract Standing Orders. Fundamental controls to be embedded to enable prompt identification and investigation of discrepancies, errors and potential theft or fraud. (Management oversight, segregation of duties, financial reconciliation processes, authorisation limits and IT Security measures). Specialist Fraud groups with Surrey Partners enable sharing of skills, knowledge and approaches. Fraud alerts circulated. Enhanced verification checks for new housing claims. Non-benefit fraud returns are collated quarterly, focusing on housing, council tax support, and business rates (evasion and avoidance). These are reported to the Surrey Counter Fraud Board. Collaborative working with Reigate and Banstead's Counter Fraud team has continued to produce positive outcomes and impressive financial returns/payback. Wider benefits are also being realised from this counter fraud work and a further growth bid has been secured (February 2019) for these counter fraud measures to continue. Overview & Scrutiny Committee report of 2018(tax evasion/avoidance)	21i. To arrange refresher Counter Fraud, anti-bribery and corruption training for all staff and Members. 21ii. To undertake a risk assessment for money laundering to ensure compliance with regulations.	21i. IAM 21ii. Head of CG Cllr Harman & Cllr Attewell	30 January 2020 * R Requires Monitoring	As at 31.3.19 the cumulative fraud return for Spelthorne (since the start of the Surrey Fraud Partnership in January 2015) equates to just under £2.5m in terms of notional savings to the public purse, with estimated cashable savings for Spelthorne of £482k. This figure incorporates positive fraud outcomes for Corporate Fraud and includes Housing, Business Rates and Council Tax. A business case has been prepared for continued collaborative working with another authority. Further counter fraud measures are being explored in partnership with the Surrey Counter Fraud Board which will provide continued benefits for all partner authorities. 21i. <b>Progress underway.</b> Counter Fraud, anti-bribery and corruption refresher training for staff and Members is being pursued with a view to scheduling mandatory training sessions by the end of 2019. The Internal Audit Manager gave a presentation at the corporate staff meetings of September 2019 to raise awareness of the Whistleblowing Policy, in particular promoting the correct reporting channels for raising serious concerns such as fraud, bribery, corruption amongst other categories. 21ii. <b>At October 2019 - No further updates received.</b>

\*KEY TO RAG RATING

PREVIOUS RAG	CURRENT RAG	RISK / IMPACT REFERENCE TO CORPORATE PRIORITY) (WITH LIKELIHOOD OF RISK	IMPACT OF RISK	LEVEL OF RISK (to evaluate)	CONTROLS (RISK MITIGATION)	OUTSTANDING ACTIONS	RISK OWNERSHIP	TARGET DATE	PROGRESS /REASONS WHERE NOT IMPLEMENTED
Actions Overdue & Outstanding					Partially Actioned		Completed/Ongoing Monitoring		

Note that previous RAG ratings are included to illustrate the Direction of Travel for recommended actions

**\*KEY TO TARGET DATES**

**\* N = New Action**

**\*R = Revised target date for assigned action**

**\*O = Original target date for assigned action**

**\*KEY TO OFFICERS**

MAT - Management Team

CX, - Chief Executive, Daniel Mouawad

Head of CG – Head of Corporate Governance, Michael Graham

DHIT - Deputy Head of ICT – Alistair Corkish

Deputy Chief Executive (Chief Finance Officer)- DCX (TC) – Terry Collier

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

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

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

Deputy Chief Executive - DCX (LO) – Lee O'Neil

SEHM - Senior Environmental Health Manager, Tracey Wilmott-French

PS - Principal Solicitor, Victoria Statham

DGH CR - Deputy Group Head for Customer Relations, Roy Tilbury

CS & RM - Customer Services and Revenue Manager, Martyn Forward

**PORTFOLIO HOLDERS - recorded under risk ownership column**

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

DPO - Data Protection Officer, Clare Williams

HRM – Human Resources Manager, Debbie O'Sullivan

CM- Contract Managers

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

LSM - Leisure Services Manager, Lisa Stonehouse

RRO – Risk and Resilience Officer, Nick Moon

EDM – Economic Development Manager, Keith McGroary

IAM - Internal Audit Manager, Punita Talwar

SO- Sustainability Officer, Mark Rachwal



**Cabinet****04 December 2019**

<b>Title</b>	Outline Budget 2020-21 to 2023-24		
<b>Purpose of the report</b>	To make a Key Decision		
<b>Report Author</b>	Chief Finance Officer		
<b>Cabinet Member</b>	Councillor Tony Harman	<b>Confidential</b>	No
<b>Corporate Priority</b>	Financial Sustainability		
<b>Recommendations</b>	<p><b>1. The net budgeted expenditure (before investment and use of reserves) for 2020-21 be set at a maximum level of £22.4m</b></p> <p><b>2. That Cabinet support the overall strategy set out in the report for addressing efficiencies and achieving medium term financial sustainability</b></p> <p><b>3. That the financial health indicators set out in paragraph 3.23 be agreed.</b></p>		
<b>Reason for Recommendation</b>	<b>The recommended options set out in the Report will help to ensure the ongoing financial sustainability of the Council.</b>		

**1. Key issues**

- 1.1 The key issue facing Council continues to be their ongoing financial sustainability. In January 2016 the Council received confirmation that it would no longer receive any general Revenue Support Grant (RSG) to support its Revenue Budget from 2017-18 and it was anticipated that in future years it would in fact have a negative adjustment of £750k, meaning it would be paying that sum to the Treasury, effectively negative RSG.
- 1.2 The recent spending review only covered one year, it identified that the Fair Funding Review (looking at the formulae determining the relative distribution of revenue grant and business rates retention) would be delayed for a year effectively pushing back negative RSG for another year, it is anticipated that this will now impact the council from 2021-22.
- 1.3 The spending review also outlined that the New Homes Bonus (NHB) would be extended for another year but without legacy payments, i.e. the 2020-21 allocation would not continue for a further three years.

- 1.4 Clearly at the time of writing, with a general election about to be undertaken, there is a considerable uncertainty as to future national funding approach. Therefore the projections need to be treated with caution.
- 1.5 There is still some uncertainty around Business Rates, with the roll out of 75% business rate retention also pushed back to 2021-22. When the change happens it is anticipated that in relative terms Surrey councils may lose and that there may also be a further shift in resources towards upper tier councils with responsibilities for adult social care. We therefore anticipate in the years beyond 2020-21 there will be steady reductions in the amount of business rates we as a borough council will be allowed to retain, other districts and boroughs are making similar assumptions. These assumptions have been fed into our projections are a key factor in the increase in the budget gap in 2021/22 and 2022/23, this is further discussed below.
- 1.6 The above uncertainties are some of the main drivers in the projected budget gaps summarised in Appendix A which will develop and which would not be sustainable if not addressed.

The projected gaps currently include an assumption around the level of growth required by departments, the actual growth bids received will be reviewed by Management Team.

**Projected Budget Gaps if mitigating actions not put in place (positive figures indicate a budget shortfall to be addressed):**

	<b>2020-21</b> <b>£'000</b>	<b>2021-22</b> <b>£'000</b>	<b>2022-23</b> <b>£'000</b>	<b>2023-24</b> <b>£'000</b>
Estimated Gap	(1,412)	255	71	1,810

- 1.7 Sections 2 and 3 of the report below summarises the medium term financial strategy in place designed to generate offsetting income, deliver efficiencies and to mitigate any budget gaps. The Council, over the outline Budget period, is undertaking a significant housing delivery programme which will potentially deliver over 600 housing units across a range of tenures including emergency accommodation, single person homelessness, affordable housing and private rental housing all of which there is a need for our residents. Once these housing units are completed they will deliver ongoing rental income streams (mainly in the form of an interest margin received from Knowle Green Estates) which will improve the Council's longer term financial position as well as addressing the Borough's housing needs.

**100% Business rates retention and the Fair Funding review**

- 1.8 The Government shifted its proposals for implementing "100%" business rates retention to now proposing a "75%" retention model. The percentages refer to the amount of business rates retained across local government as a whole, there will continue to be a redistribution mechanism with councils with strong business rates tax bases such as the Surrey districts and boroughs paying significant tariffs to help fund councils with weaker tax bases relative to their need to spend. The 75% scheme is now anticipated to be implemented nationally in 2021-22. When this change occurs the Business Rates baseline

will be reset and there will also potentially be a shift in the proportion retained by each tier of Government.

- 1.9 For 2020/21 Spelthorne will be part of the Surrey wide business rates pool. A business rates pool is where a top up council (i.e. a council, such as a county council, which receives a transfer of business rates from other councils) combines with a group of tariff councils (i.e. councils which are making transfers to other councils, for example any of the Surrey districts and boroughs) in such a combination that the 50% levy the tariff councils have to pay on any growth in their tax base above the baseline set by the Government is reduced to more or less zero. If the pool proposal were accepted Spelthorne would be one of four Surrey districts and boroughs combined with Surrey CC. This would enable us to potentially retain an additional £300k to £600k of business rates which are not ring-fenced.
- 1.10 The Government are committed to introducing their Fair Funding Review at the same time as the 75% retention scheme nationwide. The review is important as this will be reviewing the underpinning formulae which over the years have sought to achieve an element of resource equalisation by trying to take into account councils "need to spend" relative to the strength of their tax bases. The review will feed into the determination of the baseline positions set by the Government as to how much business rates should be retained initially (before growth) after taking into account tariff payments (for councils, such as the Surrey districts with strong tax bases) or top up receipts (for those councils with weaker tax bases relative to need to spend).

## **2. Options analysis and proposal**

The Outline Budget needs to cover the following areas:

- (a) Zero or negative revenue grant support and other funding support from the Government including New Homes Bonus, and address the risks and volatility associated with increasing reliance on business rates retention and the potential for the amount of business rates allowed to be retained to be reduced in future years.
- (b) Anticipated external pressures such as statutory changes impacting over the outline budget period.
- (c) Need to invest in meeting the challenges of climate change, which may generate upfront capital requirements whilst potentially generating future revenue benefits.
- (d) The impact of pressures on Surrey County Council cascading down as a result of reduced funding from the upper tier authority and its transformation proposals which may have knock on effects on districts and boroughs.
- (e) How we fund our corporate priorities by generating increased sustainable income streams
- (f) The level of Council Tax, which the Council wishes to levy

- (g) Future assumptions on interest rates and investment types.
- (h) The level of services that the Council wishes to provide and the level of revenue expenditure the Council wishes to incur in the provision of those services. This is particularly important in light of the significantly reduced grant the Council will now receive. To support the challenging process of prioritisation of budget spending and saving decisions it is proposed that serious consultation be given to undertaken a statistically robust budget consultation exercise to inform decision making.
- (i) The level and range of charges the Council should make for its services.
- (j) The use of revenue reserves (if any) the Council wishes to use to support that level of service.
- (k) The level of reserves the Council wishes to retain to provide investment income and ensure stability for the future.
- (l) The alternative use of reserves to generate future savings.
- (m) To review the Council's portfolio of assets to ensure that it is maximising value obtained from use of assets (both in terms of cost of maintaining those assets and income generated from them) and to review opportunities to rationalise the portfolio and generate additional income streams.
- (n) The level of capital expenditure which the Council wishes to support and how it will seek to borrow, including being prepared to borrow where there are robust business cases in support. This will be more fully expanded on in the Capital Strategy document which will be updated and will go to February Council for approval.

### **3. OUTLINE BUDGET 2020/2021 – 2023/2024**

- 3.1 Attached as Appendix A is a summary of projected expenditure and possible financing to 31 March 2024. Service expenditure would total some £22.4m in 2020/21.
- 3.2 The Council Tax rate increase for 2020-21 is based on an inflationary increase of 2% (which equates to a £4 rise) rather than utilise the full 2.5% or £5 (whichever is greater) increase allowed. This is in recognition of the pressures our residents are under. If the Council determine to set an increase at the lower of the referendum limit of £5 or inflation, then if inflation, as measured by CPI, at the time of budget setting were lower, the increase could be less than 2%.
- 3.3 The Outline Budget projections take into account anticipated inflation on significant contracts which the Council has in place.
- 3.4 The projections currently assume an annual increase in pay awards of 2.5%. This reflects the move to local pay arrangements from April 2019 under which the Council normally seek to, subject to affordability, slightly more than match the national pay increase. We are aware that nationally the unions have

asked for a 10% increase and that employers have indicated that they will not respond until January.

- 3.5 Budget consultation exercise - one option to aid the Cabinet to make future difficult budget decisions between competing budget priorities would be to commission a statistically robust budget consultation exercise. It is proposed that this be considered in 2022-23 to assist with feeding into the budget process for 2023-24 when the gap is potentially more challenging.
- 3.6 Currently the Council's treasury management investments are performing well with the core investments achieving an average of 4.2% in 2018-19. It is anticipated this level of performance can be maintained and has been built into the Outline Budget projections. This level of performance will also help generate interest on the monies being set aside in the sinking funds building up to cover future needs to incur expenditure on our commercial assets such as capital refurbishments or to cover rent free periods.
- 3.7 The Council has made excellent progress with respect to taking opportunities to maximise income streams from assets. As result of recent acquisitions the Council has secured additional income from assets for a sustained period well beyond the outline budget period of around £10m per annum net of financing and management costs. The Council has grown its dedicated property unit to ensure that it has the right mix of expertise to manage a significant commercial portfolio. The Council also uses a range of advisors to ensure it continually monitors the performance of its portfolio.
- 3.8 In 2020-21 the Council's commercial assets portfolio will generate a net (after paying interest, loan repayments, supervision costs, and sinking funds set asides) £9.9m to support the Council's revenue budget, see table below:

	<b>2020-21 £'000</b>	<b>2021-22 £'000</b>	<b>2022-23 £'000</b>	<b>2023-24 £'000</b>
Rental Income	(50,162)	(51,156)	(51,406)	(50,350)
Loan Interest Payable	23,019	22,866	22,474	22,653
Minimum Revenue Provision	11,515	11,808	12,108	12,530
Sinking Funds	5,090	6,090	6,985	6,090
Set aside for specific revenue purposes	630	630	630	555
<b>Net Income (used to fund Revenue budget)</b>	<b>(9,908)</b>	<b>(9,762)</b>	<b>(9,209)</b>	<b>(8,522)</b>

3.9 The projected sinking fund balances at the start of each year is summarised in the table below:

	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
BP Main Site	3,690	4,190	5,190	6,690
BP SW Corner	805	955	1,105	1,255
Elmbrook House	273	323	373	423
Hanover House	0	0	0	400
12 Hammersmith Grove	3,108	4,008	4,908	6,608
Stockley Park	550	650	750	950
WBC4	200	400	600	1,000
Communications House	1,036	1,536	2,036	2,036
Thames Tower	1,961	3,011	4,061	5,086
Charter Building	4,023	5,213	7,013	8,873
Porter Building	1,362	1,562	1,652	1,102
Summit Centre	391	641	891	1,141
<b>Total</b>	<b>17,399</b>	<b>22,489</b>	<b>28,579</b>	<b>35,564</b>

The reduction in the sinking fund reserve for the Porter Building in 2023-24 reflects a drawdown to offset a void/rent free period.

3.10 As mentioned above the Council is continuing to look at acquiring properties either directly or through appropriate delivery vehicles to enable it to provide temporary accommodation as an alternative to Bed and Breakfast accommodation which is expensive and has other issues and to deliver affordable housing and a range of tenure types across the Borough. During 2016-17 the Council set up Knowle Green Estates (KGE) as its housing delivery company and through the company it seized the opportunity to purchase the Harper House emergency accommodation establishment. The ownership of Harper House is to transfer to the Council from KGE and is to be rebuilt as a new fit for purpose facility for homeless families using funding from Homes England.

3.11 The Council will continue to take forward the strategies outlined above to help support the revenue budget in future years. Additionally the following factors and actions are anticipated to help close the gaps:

- Outcome of business rates retention/pooling/section 31 grants associated with business rates
- Continuing to look for acquisition opportunities to assist with our housing development plans and in line with the Council's updated Housing Strategy
- Focus on cross cutting savings in areas such as printing, postage

- Reflecting ongoing savings arising from Knowle Green offices reconfiguration
- Assessing one off use of new and existing grants
- Pursuing external funding from business partners
- Reviewing revenue contributions to finance capital to ensure sustainability of the Capital Programme
- Root and Branch efficiency outcomes
- Additional income levels being generated by some service areas
- Prioritising growth proposals

### **The Level of Revenue Reserves to use in Support of the Council Tax**

3.12 Reserves are financial balances set aside within the Council's balance sheet to enable future financing of revenue or capital expenditure. These can be held for three main purposes:

- A working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing – this forms part of general reserves
- A contingency to cushion the impact of unexpected events or emergencies – this also forms part of general reserves. The key general reserve is the General Fund.
- Funds to meet known or predicted liabilities and future spending are often referred to as earmarked or specific reserves. This purpose is reflected in the build-up of sinking fund reserves for our commercial assets.

The cash balances held in our reserves are invested to earn interest income which helps support the overall revenue budget and the provision of services.

3.13 The Council currently uses specific revenue reserves to finance expenditure in the following ways:

- a) Interest equalisation – is built up in years when investment returns are better than expected and used to support investment income in years when returns are lower.
- b) The Housing Initiatives Reserve has been identified as being a source of funding for supporting Housing Strategy initiatives.
- c) Sinking funds for commercial assets to be built up to cover potential end of lease refurbishment and possible future void and rent free periods.
- d) The Local Environmental Assessment reserve has been set up to enable the Council to react to any environmental impacts on the Borough.
- e) The Planned Project Reserve has been set up to allow the council to progress environmental and other sustainable projects

3.14 The Council will be looking to implement arrangements to make repair and renewal annual contributions for addressing maintenance of service assets – addressing issues early in a planned way is usually cheaper in the long run.

As part of addressing this it is proposed to have a further additional stepped increase in planned maintenance of £250k in 2020-21 which will take the increase in the planned maintenance budget on an ongoing basis to £1m since 2017/18 This is helping to ensure that the Council is appropriately maintaining its operational assets supporting the delivery of services for residents.

3.15 In order to deliver the Council’s ambitious housing programme, as set out in the Housing Strategy and Capital Strategy, there will be a need to borrow over the outline budget period to fund the capital expenditure. Given the relatively low rates the Council can obtain from the likes of the Public Works Loan Board (PWLB); Homes and Community Agency or the European Investment Bank it is more cost effective to borrow rather than draw down medium term investment funds. The Council’s treasury management advisers Arlingclose have assisted in developing the Council’s borrowing strategy and have been working closely with the Council to identify alternative commercial borrowing opportunities particularly in light of the recent move by the Treasury to increase the margin on PWLB rates by 100 basis points. It should be noted however that Council’s cannot borrow to cover deficits in their Revenue Budgets.

3.16 Any underspend in the current year’s budget can be set aside to assist with funding 2020-21 or beyond, at quarter 2 of 2019-20 the projected underspend that would be available to assist future years is around £3m.

3.17 At 1 April 2019 Revenue Reserves were as follows:

	2019 £'000
Revenue Grants Unapplied	2,265
Capital Fund*	1,443
Insurance Reserve	50
Planned Spending Funds	8,863
Funds for Acquired Properties	10,809
Youth Fund	20
General Fund Balance	1,000
Local Environmental Assessment Reserve	300
<b>Total</b>	<b>24,750</b>

Note: The funds for acquired properties are being built up in a planned way to ensure that the Council has sufficient funds to protect council taxpayers in the event of future need to incur expenditure on capital refurbishments of the assets and to cover future possible void and rent free periods. The balance on these funds will increase by a further £6m by the end of 2020-21.



### **The Level of Capital Expenditure to be supported**

- 3.18 Each year the Council approves a four-year Capital Programme, which is split between Housing and “Other Services.”

The ‘other services’ programme consists mainly of capital expenditure on leisure, assets, replacement vehicles and information technology.

The ‘other services’ capital programme has generally been financed from our Revenue Contribution to Capital (£750k) and capital receipts, i.e. money received in past years from the sale of assets such as the sale of the housing stock under the Local Stock Voluntary Transfer (LSVT) reserved right to buy receipts (RTB) and other ‘one off’ sales.

Commercial income generating assets acquisitions are funded through borrowing, however these are designed to ensure that they generate a net surplus in excess of borrowing costs in order to provide funds which can be used to support the revenue budget.

- 3.21 The Housing Capital Programme will be financed by a mixture of Right To Buy (RTB) receipts, the Social Housing Fund, grants from Homes England, S106 receipts and borrowing where required.
- 3.22 The Prudential Code, which came into effect on 1st April 2004, gave Council’s the scope to borrow to fund capital investment. The Council has used these powers to undertake borrowing to acquire assets for housing or economic wellbeing purposes where there has been a robust business case and where the loan costs are more than offset by revenue savings or additional income streams. The Council is actively looking at further opportunities for sustainable income streams.

### **Financial Health Indicators**

- 3.23 Spelthorne maintain a selected number of indicators useful for monitoring purposes. Targets are set for capital and revenue outturn, and for debtors and creditors. The current set of indicators is set out below:
- a) Revenue outturn against original budget target: +/- 1.5%.
  - b) Capital outturn against original budget target: +/- 20%.
  - c) Council Tax collection target: 98.5%.
  - d) Business rates collection target: 98.5%.
  - e) Sundry debts aged more than 90 days overdue no more than 13% of total debts.
  - f) Payment of creditors within 30 days target: 96.5%.
- 3.24 Parallel to the above, the Council, when it refreshes its Capital Strategy, will bring forward a set of Key Performance Indicators to aid the monitoring of performance around commercial assets.
- 3.25 Clearly we need to take account of the challenging economic climate on the achievability of the above indicators particularly the collection rate (which

through business rates and council tax support will feed through directly into the Council's financial position and debt indicators) and we will keep these indicators under regular review.

In addition to the above there are the existing Prudential and Treasury Management indicators which are reported on throughout the year.

### **Financial implications**

3.26 As set out in the report above

### **Other considerations**

3.27 Where service efficiency proposals are put forward to assist in balancing the Budget the Council will need to undertake appropriate equality impact assessments.

### **Timetable for implementation**

3.28 A detailed Budget timetable is being issued to ensure that we are able to set a balanced budget for 2020-21 at the meeting of Council on 27<sup>th</sup> February 2020.

### **Background papers:**

**Appendices: Appendix A – Outline Budget Details**

Outline Budget					
	19-20	20-21	21-22	22-23	23-24
	Original				
	£	£	£	£	£
Gross Expenditure	63,663,700				
Less: Fees and Charges and Specific Grants (excl Housing Benefits)	(10,310,500)				
Less: Housing Benefits Grant	(32,021,000)				
<b>Net Service Expenditure:</b>	<b>21,332,200</b>				
<b>Broken down over Portfolios</b>					
Leader of the Council	1,567,200	1,390,400	1,398,600	1,406,800	1,600,000
Deputy Leader and Finance	3,301,100	3,386,100	3,366,100	3,360,100	3,360,100
Corporate Management	2,398,300	2,386,600	2,344,700	2,344,700	2,451,900
Community Wellbeing and Housing	2,497,100	2,476,800	2,497,100	2,497,100	2,497,100
Economic Development, Customer Service, Estates and Transport	4,892,500	5,177,500	5,177,500	5,177,500	5,177,500
Planning	1,152,100	1,217,100	1,209,600	1,209,600	1,209,600
Environment and Compliance	5,523,900	5,485,200	5,475,000	5,476,700	5,478,700
	<b>21,332,200</b>	<b>21,519,700</b>	<b>21,468,600</b>	<b>21,472,500</b>	<b>21,774,900</b>
Salary expenditure - vacancy monitoring	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)
Pay award		400,000	800,000	1,200,000	1,600,000
Overtime		26,000	26,000	26,000	26,000
Pensions		0	0	0	0
As yet unidentified annual growth anticipated to come		700,000	1,100,000	1,500,000	1,900,000
Fees and charges		0	0	0	0
<b>Service Expenditure</b>	<b>21,032,200</b>	<b>22,345,700</b>	<b>23,094,600</b>	<b>23,898,500</b>	<b>25,000,900</b>
<b>NET EXPENDITURE</b>	<b>21,032,200</b>	<b>22,345,700</b>	<b>23,094,600</b>	<b>23,898,500</b>	<b>25,000,900</b>
Interest earnings	(1,290,000)	(1,290,000)	(1,290,000)	(1,290,000)	(1,290,000)
Asset Acquisition Income	(50,629,100)	(50,162,100)	(51,155,900)	(51,405,800)	(50,349,554)
Debt Interest payable	23,028,200	23,018,551	22,865,798	22,474,117	22,653,377
Minimum Revenue Provision	11,051,700	11,514,867	11,808,176	12,108,258	12,530,421
Housing Development Project revenue impact	2,441,400	0	85,100	86,700	88,500
Net interest margin on loans to KGE	0	0	(561,623)	(2,311,202)	(2,279,369)
<b>NET EXPENDITURE AFTER INTEREST EARNINGS</b>	<b>5,634,400</b>	<b>5,427,018</b>	<b>4,846,151</b>	<b>3,560,573</b>	<b>6,354,275</b>
<b>Appropriation from Reserves:</b>					
Revenue Contributions to Capital Outlay	750,000	750,000	664,900	663,300	661,500
Refurbishments Reserve Contributions	6,405,000	5,090,000	6,090,000	6,985,000	6,090,000
<b>BUDGET REQUIREMENT</b>	<b>12,789,400</b>	<b>11,267,018</b>	<b>11,601,051</b>	<b>11,208,873</b>	<b>13,105,775</b>
Allocation from National Non-Domestic Rate pool	0	0	0	0	0
Retained Business Rates	-3,000,000	(3,000,000)	(2,200,000)	(1,800,000)	(1,800,000)
Section 31 Grants	-981,400	(800,000)	(800,000)	(800,000)	(800,000)
Business Rates - Economic Development Set Aside	0	0	0	0	0
Negative RSG	0	0	750,000	750,000	750,000
New Homes Bonus Grant	-754,600	(563,400)	(492,000)	(388,000)	(244,000)
<b>NET BUDGET REQUIREMENT</b>	<b>8,053,400</b>	<b>6,903,618</b>	<b>8,859,051</b>	<b>8,970,873</b>	<b>11,011,775</b>
Collection Fund (Surplus)/Deficit	(19,000)	0	0	0	0
<b>CHARGE TO COLLECTION FUND</b>	<b>8,034,400</b>	<b>6,903,618</b>	<b>8,859,051</b>	<b>8,970,873</b>	<b>11,011,775</b>
Tax base	39,688	40,283	40,888	41,501	42,123
Council Tax rate	202.44	206.44	210.44	214.44	218.44
Council Tax yield	8,034,400	8,316,100	8,604,400	8,899,400	9,201,400
<b>Deficit/(surplus)</b>	<b>0</b>	<b>(1,412,482)</b>	<b>254,651</b>	<b>71,473</b>	<b>1,810,375</b>
Year on year movement		(1,412,482)	1,667,133	(183,178)	1,738,902

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**Cabinet****04 December 2019**

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

**1. Expenditure to date and Estimated Outturn**

- 1.1 Attached as Appendix A & B is the actual spend to date on capital covering the period April to September 2019.
- 1.2 For the period ending September 2019, capital expenditure including commitments was £30.3m, with the projected outturn of £62.2m leading to an expected underspend of £38.4m.

**Councillor Attewell – Housing**

- 1.3 The Landlord guarantee scheme is currently expected to be £25k underspent this year.

**Councillor Barratt – Environment and Compliance**

- 1.4 There are no major variances forecast in this area.

**Councillor Harvey – Planning and Regeneration**

- 1.5 It is projected that this area could underspend by £38.4m, primarily as a result of slippage of some of the works on Thameside House, West Wing, Whitehouse Hostel, Ashford Hospital and the Leisure Centre.

### **Councillor Harvey – Leader**

- 1.6 The Acquisition of Assets scheme is currently forecast to be fully spent as the council continue to look for opportunities within the borough.

### **Councillor Boughtflower – Corporate Management**

- 1.7 This area is forecasting an underspend of £11k on members electronic devices.

## **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 30 SEPTEMBER 2019

Portfolio Member	ORIGINAL BUDGET	CARRY FORWARDS	SUPPLEMENTARY ESTIMATE	REVISED BUDGET	ACTUALS YTD	COMMITMENTS	MANAGERS PROJECTED OUTTURN	MANAGERS PROJECTION TO REVISED BUDGET
<b>Cllr Attewell - Housing</b>	84,200	65,000	-	149,200	287,550	0	124,200	(25,000)
<b>Cllr Barratt - Environment &amp; Compliance</b>	273,100	216,700	-	489,800	112,249	112,351	489,800	-
<b>Cllr Harvey - Planning and Economic Development</b>	37,255,200	16,745,900	6,978,300	60,979,400	2,783,439	12,603,179	20,915,350	(38,358,180)
<b>Cllr Harvey - Leader</b>	40,000,000	-	-	40,000,000	14,103,861	71,810	40,000,000	-
<b>Cllr Boughtflower - Corporate Management</b>	438,000	249,000	-	687,000	68,590	48,844	676,000	(11,000)
	<b>78,050,500</b>	<b>17,276,600</b>	<b>6,978,300</b>	<b>102,305,400</b>	<b>17,355,689</b>	<b>12,836,184</b>	<b>62,205,350</b>	<b>(38,394,180)</b>

## CAPITAL MONITORING REPORT AT 30 SEPTEMBER 2019

Portfolio Member / Service Head	Cost Centre	Description	Original Budget	Carry Forwards	Supplementary Estimate	Revised Budget	Actuals YTD	Commit ments	Managers Projected Outturn	Managers Projection to Revised Budget	Comments
<b><u>Housing Investment Programme</u></b>											
<b><u>Cllr Attewell - Housing</u></b>											
Deborah Ashman & K Sinclair	40203	Disabled Facilities Mandatory	770,000	-	-	770,000	282,550	0	770,000	-	
Deborah Ashman & K Sinclair	40204	Disabled Facilities Discretion	29,600	-	-	29,600	5,000	-	29,600	-	Expenditure expected in the latter part of the financial year
		Less Specified Capital Grant	(770,000)	-	-	(770,000)	-	-	(770,000)	-	
		<b>Net Cost of Disabled Facilities Grants</b>	<b>29,600</b>	<b>-</b>	<b>-</b>	<b>29,600</b>	<b>287,550</b>	<b>0</b>	<b>29,600</b>	<b>-</b>	
Deborah Ashman & K Sinclair	40209	Home Improvement Agency grant	81,000	-	-	81,000	-	-	81,000	-	Expenditure expected in the latter part of the financial year
		HIA Funding	(26,400)	-	-	(26,400)	-	-	(26,400)	-	
		<b>Total</b>	<b>54,600</b>	<b>-</b>	<b>-</b>	<b>54,600</b>	<b>-</b>	<b>-</b>	<b>54,600</b>	<b>-</b>	
<b>Total For HIP</b>			<b>84,200</b>	<b>-</b>	<b>-</b>	<b>84,200</b>	<b>287,550</b>	<b>0</b>	<b>84,200</b>	<b>-</b>	
<b><u>Other Capital Programme</u></b>											
<b><u>Cllr Attewell - Housing</u></b>											
Sandy Muirhead	42015	Landlord Guarantee Scheme	-	65,000	-	65,000	-	-	40,000	(25,000)	The project is much dependent on module end at another Council
		<b>Total</b>	<b>-</b>	<b>65,000</b>	<b>-</b>	<b>65,000</b>	<b>-</b>	<b>-</b>	<b>40,000</b>	<b>(25,000)</b>	
<b><u>Cllr Barratt - Environment &amp; Compliance</u></b>											
Jackie Taylor	41025	Tennis Court Refurbishment	-	6,000	-	6,000	5,995	-	6,000	-	This project has now been completed. .
Jackie Taylor	41502	Refuse/Recycling Vehicles	129,000	-	-	129,000	-	-	129,000	-	Different specifications are being developed and project is expected to be completed by end of this financial year
Jackie Taylor	41612	Recycling Bins	27,000	-	-	27,000	-	-	27,000	-	Bins will be ordered throughout the financial year depending on need as & when identified
Jackie Taylor	41614	CCTV Provision	37,100	-	-	37,100	-	-	37,100	-	Project is underway and expected to be completed by end of this financial year
Jackie Taylor	41620	Wheelie Bins	50,000	11,000	-	61,000	22,343	-	61,000	-	Bins will be ordered throughout the financial year depending on need as & when identified
Jackie Taylor	42027	Domestic Home Energy	30,000	-	-	30,000	7,808	5,670	30,000	-	Project is underway and expected to be completed by end of this financial year
Jackie Taylor	42043	Renewal of Toilet Facilities	-	55,200	-	55,200	59,686	1,567	55,500	300	This project is expected to be completed in this financial year and overspends are funded through other capital projects. Jackie to look into the outstanding commitments
Jackie Taylor	41621	CCTV Enhancement	-	120,000	-	120,000	16,417	105,114	119,700	(300)	Project is underway but is currently stalled due to issues giving access to Staines Police Station to install antenna
		<b>Total</b>	<b>273,100</b>	<b>192,200</b>	<b>-</b>	<b>465,300</b>	<b>112,249</b>	<b>112,351</b>	<b>465,300</b>	<b>-</b>	
Lee O'Neil	41314	Air Quality	-	24,500	-	24,500	-	-	24,500	-	The project is in progress with other priorities and expected to be completed by end of 2019/20.
		<b>Total</b>	<b>-</b>	<b>24,500</b>	<b>-</b>	<b>24,500</b>	<b>-</b>	<b>-</b>	<b>24,500</b>	<b>-</b>	



## CAPITAL MONITORING REPORT AT 30 SEPTEMBER 2019

Portfolio Member / Service Head	Cost Centre	Description	Original Budget	Carry Forwards	Supplementary Estimate	Revised Budget	Actuals YTD	Commitments	Managers Projected Outturn	Managers Projection to Revised Budget	Comments
<b>Cllr Harvey - Planning and Economic Development</b>											
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	7,090,000	-	-	7,090,000	570,939	1,563,776	726,610	(6,363,390)	Site selection and public consultation strategy to be approved in Jan 20. Construction, subject to planning, likely to start in Q4 2020.
Heather Morgan	41026	Laleham Park Upgrade	-	-	248,300	248,300	2,075	-	248,300	-	Currently at the design stage. Project hoping to be completed in May 2020.
Heather Morgan	41622	Affordable Housing Opportunity	-	343,200	-	343,200	-	450	-	(343,200)	Options will continue to be explored for potential residential acquisitions.
Heather Morgan	42010	KG Car Park Improvements	-	44,000	-	44,000	(2,000)	-	44,000	-	Project delayed due to scope of works being widened. Contract to go out to tender again with the works expected to start within this financial year. Cost to be provided once more clarity on tender and the programme of works known.
Heather Morgan	42017	Memorial Gardens	-	-	-	-	2,256	-	2,260	2,260	There are some retention payments are still due to Runnymede Borough Council
Heather Morgan	42034	Community Centre Projects	-	-	130,000	130,000	(4,478)	4,478	130,000	-	Design work underway, project expected to be complete summer 2020. Once tender work is done, full programme of works and costing will be known.
Heather Morgan	41328	Ashford MSCP Improvements	465,000	-	-	465,000	-	-	465,000	-	Early feasibility stage. Yet to establish what stakeholders want and for eventual cabinet approval.
Heather Morgan	42036	Plot 12&13 Towpath Car Park	-	56,200	-	56,200	-	-	56,200	-	Initial project feasibility being carried out.
Heather Morgan	42039	Bugle	-	50,000	-	50,000	-	46,935	47,000	(3,000)	Project complete. Awaiting final retention payment March 20.
Heather Morgan	42040	82 Cranford Avenue	-	-	-	-	-	-	-	-	
Heather Morgan	42041	Churchill	-	14,500	-	14,500	(50)	15,351	15,350	850	Project complete. Awaiting final retention payment Sept 19.
Heather Morgan	42042	Ceaser Court	10,123,100	-	-	10,123,100	860,675	9,396,580	8,476,510	(1,646,590)	Project now under construction and completion date anticipated in October 2020.
Heather Morgan	42051	Building Improvements	5,000,000	-	-	5,000,000	-	-	-	(5,000,000)	
Heather Morgan	42052	Whitehouse	1,501,500	-	-	1,501,500	14,473	307,691	321,790	(1,179,710)	Delayed until allocated under local plan.
Heather Morgan	42054	Thameside House	7,980,000	-	-	7,980,000	131,377	36,406	2,227,470	(5,752,530)	Construction due to start Q2 in 2020 subject to planning permission being approved. Plans to be submitted mid October.
Heather Morgan	42055	West Wing	5,040,000	-	-	5,040,000	457,845	1,009,635	3,153,110	(1,886,890)	Construction and project completion anticipated Q4 2020.
Heather Morgan	42056	Whitehouse Hostel	-	-	4,000,000	4,000,000	84,378	45,521	1,605,390	(2,394,610)	Planning permission obtained. Construction to start Q4 2019 with project completion early 2021.
Heather Morgan	42057	Ashford Hospital	-	16,238,000	-	16,238,000	437,310	165,775	2,189,730	(14,048,270)	Application submitted and construction due to start Q2 2020 subject to planning permission being approved. Demolition works to start Q1 2020.
Heather Morgan	42058	Waterfront	-	-	-	-	-	-	-	-	Tender work started 29 July. Cabinet expected to approve preferred partner in Feb 2020.
Heather Morgan	42059	Northumberland Close	-	-	-	-	89,563	9,626	100,000	100,000	Planning refused. Reconsidering option extension.
Heather Morgan	42060	Oast House	-	-	-	-	30,465	-	50,000	50,000	Yet to complete acquisition & refine feasibility design budget.
Heather Morgan	42061	Laleham Park Pavilion Redev.	-	-	-	-	1,718	955	-	-	Duplicate code, this will come under 41026.
Heather Morgan	42062	Harper House Redevelopment	-	-	2,600,000	2,600,000	-	-	894,130	-	Plans to be heard at planning committee on 16 October, construction could start late Q4 2019.
Heather Morgan	41619	Small Scale Area Regeneration	-	-	-	-	106,895	-	106,900	106,900	Project complete
<b>Total</b>			<b>37,255,200</b>	<b>16,745,900</b>	<b>6,978,300</b>	<b>60,979,400</b>	<b>2,783,439</b>	<b>12,603,179</b>	<b>20,915,350</b>	<b>(38,358,180)</b>	
<b>Cllr Harvey - Leader</b>											
Heather Morgan	42038	Acquisition of Assets	40,000,000	-	-	40,000,000	14,103,861	71,810	40,000,000	-	

## CAPITAL MONITORING REPORT AT 30 SEPTEMBER 2019

Portfolio Member / Service Head	Cost Centre	Description	Original Budget	Carry Forwards	Supplementary Estimate	Revised Budget	Actuals YTD	Commit ments	Managers Projected Outturn	Managers Projection to Revised Budget	Comments
<b>Total</b>			<b>40,000,000</b>	-	-	<b>40,000,000</b>	<b>14,103,861</b>	<b>71,810</b>	<b>40,000,000</b>	-	
<b>Cllr Boughtflower - Corporate Management</b>											
Alistair Corkish	43003	New Software	20,000	-	-	20,000	7,104	5,000	20,000	-	Expenditure on various software enhancements throughout the financial year.
Alistair Corkish	43606	Replacement Data Cabinets	12,000	-	-	12,000	-	-	6,000	(6,000)	The project is expected to be completed in this financial year
Alistair Corkish	43608	Other Hardware	40,000	-	-	40,000	20,403	10,006	40,000	-	Expenditure on various hardware enhancements throughout the financial year
Alistair Corkish	43611	Mobiles and Tablets	10,000	-	-	10,000	6,054	-	16,000	6,000	Expenditure expected later during this financial year
Alistair Corkish	43619	Members Electronic Devices	41,000	-	-	41,000	26,118	-	30,000	(11,000)	Project is in progress and further expenditure expected later during this financial year
Alistair Corkish	43625	Customer Portal	-	10,000	-	10,000	-	-	10,000	-	Part of Telephony project, please see below.
Alistair Corkish	43626	Customer Services Contact Cent	-	40,000	-	40,000	-	-	40,000	-	Part of Telephony project. Various quotes have been invited which will be looked at and the decision will be taken based on specific requirements. There may be overspend against the project for which supplementary estimates will be requested.
Alistair Corkish	43628	Reception Terminals	10,000	-	-	10,000	-	-	10,000	-	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	-	Part of Telephony project, please see above.
Alistair Corkish	43630	SQL Server	-	-	-	-	(4,500)	4,500	-	-	Creditors relating to 2018/19
<b>Total</b>			<b>133,000</b>	<b>85,000</b>	-	<b>218,000</b>	<b>55,180</b>	<b>19,506</b>	<b>207,000</b>	<b>(11,000)</b>	
Sandy Muirhead	42008	Project Lima	-	69,000	-	69,000	10,651	26,843	69,000	-	This project has been completed, however some retention payments are still outstanding
Sandy Muirhead	43511	ScannersCorporateEDMS Roll out	-	5,000	-	5,000	2,759	-	5,000	-	Further backscanning equipment is also required for Human Resources.
Sandy Muirhead	43512	Sharepoint redesign & Relaunch	-	90,000	-	90,000	-	-	90,000	-	This project is under review and will be integrated with other ICT projects.
Sandy Muirhead	43515	Corporate EDMS Project	305,000	-	-	305,000	-	2,495	305,000	-	This is part of office 365 and currently the full analysis is being undertaken to find out Licence requirements & software set up. The project is expected to be completed by end of the financial year.
<b>Total</b>			<b>305,000</b>	<b>164,000</b>	-	<b>469,000</b>	<b>13,410</b>	<b>29,338</b>	<b>469,000</b>	-	
<b>Total For Other</b>			<b>77,966,300</b>	<b>17,276,600</b>	<b>6,978,300</b>	<b>102,221,200</b>	<b>17,068,139</b>	<b>12,836,184</b>	<b>62,121,150</b>	<b>(38,394,180) #</b>	
Total Expenditure			78,846,900	17,276,600	6,978,300	103,101,800	17,355,689	12,836,184	63,001,750	(38,394,180)	
Total Funding			(796,400)	-	-	(796,400)	-	-	(796,400)	-	
<b>GRAND TOTAL</b>			<b>78,050,500</b>	<b>17,276,600</b>	<b>6,978,300</b>	<b>102,305,400</b>	<b>17,355,689</b>	<b>12,836,184</b>	<b>62,205,350</b>	<b>(38,394,180)</b>	

**Cabinet****4 December 2019**

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

**1. Key issues**

1.1 This report provides a summary of the forecast outturn position for the 2019-20 financial year, based on income and expenditure up to the end of September 2019.

1.2 The forecast outturn below shows a positive variance of £4.368m.

	Revised Budget £'000	Forecast Outturn £'000	Variance £'000
Service level Expenditure	65,992	64,829	(1,163)
Housing Benefit Income	(32,021)	(31,971)	50
Service level Income	(11,013)	(12,052)	(1,039)
Salary budget saving ( <i>actual vacancy savings are reflected in services expenditure outturn</i> )	(300)	-	300
Net Acquisition Income	(10,144)	(10,219)	(75)
Property Development costs	2,441	-	(2,441)
Other Adjustments	(540)	(540)	-
External Financing	(4,736)	(4,736)	-
Revenue Carry forward	(1,626)	(1,626)	-
Council Tax Income	(8,053)	(8,053)	-
Net	-	(4,368)	(4,368)

## 2. Options analysis and proposal

2.1 The following highlights variances greater than 5% or £5k of the spend area.

### Leader

<b>Spend Area</b>	<b>Variance £'000</b>	<b>Comment</b>
Elections	(7)	Minor saving expected provided there is no by election
<b>Total</b>	<b>(7)</b>	

### Deputy Leader and Finance

<b>Spend Area</b>	<b>Variance £'000</b>	<b>Comment</b>
Corporate Publicity	(8)	Underspend expected due to vacant post and higher recharges for shared services
<b>Total</b>	<b>(8)</b>	

### Corporate Management

<b>Spend Area</b>	<b>Variance £'000</b>	<b>Comment</b>
ICT	(40)	Underspend expected due to vacant posts
Corporate Management	(122)	Retention allowance payments lower than anticipated
Emergency Planning	14	Prior year payment made in this year
<b>Total</b>	<b>(148)</b>	

### Planning

<b>Spend Area</b>	<b>Variance £'000</b>	<b>Comment</b>
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Planning Policy	10	Legal and court costs
Planning Development Control	(229)	Planning performance agreement and an increase in pre-application advice
Building Control	(25)	Increased activity
<b>Total</b>	<b>(244)</b>	

### Environment & Compliance

<b>Spend Area</b>	<b>Variance £'000</b>	<b>Comment</b>
DS Management & Support	6	Long term sickness covered by temporary agency staff
Refuse Collection	(5)	Slightly higher income than budgeted
Waste Recycling	(5)	Slightly higher income than budgeted
Public Conveniences	(10)	Saving on business rates
Parks Strategy	(10)	Higher filming rights income
Car Parks	(50)	Higher income from increased usage of major car parks expected
Environmental Health Admin	(6)	Additional income relating to enforcement notices
Rodent and Pest Control	(11)	No external contract cost payments this year
Licensing	5	Income written off
<b>Total</b>	<b>(86)</b>	

### Community Well Being and Housing

<b>Spend Area</b>	<b>Variance £'000</b>	<b>Comment</b>
Com Care Admin	(13)	Saving due to senior vacancy early in the year
Day Centres	(85)	Vacancy savings and additional income due to prior year reimbursement
Meals on Wheels	(44)	Vacancy savings and additional income due to prior year reimbursement

SAT	(7)	Additional income and funding
Leisure Admin	6	Temp staff to cover maternity leave
Leisure Centre	(8)	Additional income received
Resource Centre	(12)	Reduced staff costs
Housing Needs	45	Increased salary costs – some may be offset by additional MHCLG grant
Homelessness	(627)	Lower than expected B&B expenditure, largely due to the impact of the Rent Guarantee Scheme, plus additional grant received
Housing Benefit Admin	(60)	Salary vacancies and additional grant
Housing Benefit Payments	(198)	Over payments raised higher than budget
<b>Total</b>	<b>(1,003)</b>	

### **Economic Development, Customer Services, Estates and Transport**

<b>Spend Area</b>	<b>Variance £'000</b>	<b>Comment</b>
Customer Services	40	Software costs expected to be higher due to card charges and CT localisation expenditure
Facilities Management	(46)	Underspend on office moves expected
Economic Development	(733)	Slippage of the ring-fenced Economic Development pot, schemes are currently being investigated for use of these funds, this underspend will require a carry forward
Asset Management	189	Expenditure on development projects partially offset by vacant posts and a Business Rates refund
Staines-upon-Thames Programme	(90)	Project underspend will be required to be carried forward
General Property Expenses	(30)	Reduced spend on leases/contracts and additional income from wayleaves/easements
<b>Total</b>	<b>(670)</b>	

## **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.

	<b>Revised Budget £'000</b>	<b>Forecast Outturn £'000</b>	<b>Variance £'000</b>
<b>Rental Income</b>	(50,629)	(51,149)	(520)
<b>Loan Interest Payable</b>	23,028	23,082	54
<b>Minimum Revenue Provision</b>	11,052	11,052	0
<b>Sinking Funds</b>	6,405	6,796	391
<b>Set Aside for specific revenue purposes</b>	555	630	75
<b>Net Income (used to fund Revenue budget)</b>	<b>(9,589)</b>	<b>(9,589)</b>	<b>0</b>

- 2.3 It can be seen above that the Council places a significant amount of the income earned into 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:

	<b>Balance 31/03/19 £'000</b>	<b>Movements 2019/20 £'000</b>	<b>Balance 31/03/20 £'000</b>
<b>BP Main Site</b>	3,190	500	3,690
<b>BP SW Corner</b>	655	150	805
<b>Elmbrook House</b>	223	50	273
<b>12 Hammersmith Grove</b>	2,208	900	3,108
<b>Stockley Park</b>	450	100	550
<b>World Business Centre 4</b>	0	200	200
<b>Communications House</b>	536	500	1,036
<b>Thames Tower</b>	1,121	840	1,961
<b>Charter Building</b>	1,543	2,480	4,023
<b>Porter Building</b>	677	685	1,362
<b>Summit Centre</b>	0	391	391
<b>Total</b>	<b>10,603</b>	<b>6,796</b>	<b>17,399</b>

## **2.4 Property Development Costs**

The council has been working with its treasury advisors (Arlingclose) to consider borrowing options for these projects in order to take advantage of interest rates and other opportunities.

The forecast underspend of £2.4m on this line is due to the Council's amended policy of capitalising the initial borrowing and interest costs and only making MRP payments once the schemes are complete.

This approach is in line with proper guidance and regulations and has also resulted in a positive impact on the revenue budget in future years.

## **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**



# APPENDIX A

## 2019/20 Net Revenue Budget Monitoring As at end of 30 SEPTEMBER 2019

	19/20	19/20	19/20	19/20
	Budget		Forecast	Variance
	Original	Revised	Outturn	to Revised
	£	£	£	£
Gross Expenditure	63,666,200	65,992,300	64,828,655	(1,163,645)
Less Housing Benefit grant	(32,021,000)	(32,021,000)	(31,971,000)	50,000
Less Specific fees and charges income	(10,313,000)	(11,013,000)	(12,052,250)	(1,039,250)
<b>Net Expenditure - broken down as below</b>	<b>21,332,200</b>	<b>22,958,300</b>	<b>20,805,405</b>	<b>(2,152,895)</b>
Leader of the Council	1,622,800	1,671,400	1,663,590	(7,810)
Deputy Leader and Finance	3,192,400	3,192,400	3,184,100	(8,300)
Corporate Management	2,451,200	2,521,200	2,376,800	(144,400)
Planning	1,012,100	1,012,100	767,760	(244,340)
Environment and Compliance	5,524,000	5,698,800	5,617,800	(81,000)
Community Wellbeing and Housing	2,497,200	2,531,600	1,531,200	(1,000,400)
Economic Dev, Customer Ser, Estates & Transport	5,032,500	6,330,800	5,664,155	(666,645)
<b>NET EXPENDITURE AT SERVICE LEVEL</b>	<b>21,332,200</b>	<b>22,958,300</b>	<b>20,805,405</b>	<b>(2,152,895)</b>
Salary expenditure - vacancy monitoring	(300,000)	(300,000)	(300,000)	-
<b>NET EXPENDITURE</b>	<b>21,032,200</b>	<b>22,658,300</b>	<b>20,505,405</b>	<b>(2,152,895)</b>
<b>NET EXPENDITURE</b>	<b>21,032,200</b>	<b>22,658,300</b>	<b>20,505,405</b>	<b>(2,152,895)</b>
Asset Acquisition Income	(50,629,100)	(50,629,100)	(51,149,100)	(520,000)
Debt Interest Payable	23,028,200	23,028,200	23,082,500	54,300
Minimum Revenue Provision	11,051,700	11,051,700	11,051,700	-
Refurbishments Reserve Contributions	6,405,000	6,405,000	6,795,700	390,700
Housing Development Project revenue impact	2,441,400	2,441,400	-	(2,441,400)
Interest earnings	(1,290,000)	(1,290,000)	(1,290,000)	-
Revenue Contributions to Capital Outlay	750,000	750,000	750,000	-
<b>BUDGET REQUIREMENT</b>	<b>12,789,400</b>	<b>14,415,500</b>	<b>9,746,205</b>	<b>(4,669,295)</b>
Baseline NNDR Funding	(3,000,000)	(3,000,000)	(3,000,000)	-
Non Ring-fenced Grants	(981,400)	(981,400)	(981,400)	-
New Homes Bonus	(754,600)	(754,600)	(754,600)	-
<b>NET BUDGET REQUIREMENT</b>	<b>8,053,400</b>	<b>9,679,500</b>	<b>5,010,205</b>	<b>(4,669,295)</b>
2017/18 Revenue carry forward	0	(1,626,100)	(1,626,100)	-
Collection Fund Surplus/(deficit)	(19,000)	(19,000)	(19,000)	-
Income from Council Tax	(8,034,400)	(8,034,400)	(8,034,400)	-
<b>Net Position</b>	<b>-</b>	<b>-</b>	<b>(4,669,295)</b>	<b>(4,669,295)</b>

<b>Appendix B</b>				
<b>REVENUE MONITORING 2019/20</b>				
<b>EXPENDITURE AND INCOME SUMMARY 30 SEPTEMBER 2019</b>				
<b>Results to 30-Sep-19</b>	<b>Budget</b>		<b>Forecast</b>	<b>Variance</b>
	<b>Original</b>	<b>Revised</b>	<b>Outturn</b>	<b>to Revised</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Leader of the Council</b>				
Employees	970,700	1,019,300	1,075,290	55,990
Other Expenditure	835,600	835,600	816,000	(19,600)
Income	(183,500)	(183,500)	(227,700)	(44,200)
	<b>1,622,800</b>	<b>1,671,400</b>	<b>1,663,590</b>	<b>(7,810)</b>
<b>Deputy Leader and Finance</b>				
Employees	2,712,200	2,712,200	2,706,800	(5,400)
Other Expenditure	485,200	485,200	484,400	(800)
Income	(5,000)	(5,000)	(7,100)	(2,100)
	<b>3,192,400</b>	<b>3,192,400</b>	<b>3,184,100</b>	<b>(8,300)</b>
<b>Corporate Management</b>				
Employees	1,754,600	1,764,600	1,606,200	(158,400)
Other Expenditure	697,600	757,600	825,100	67,500
Income	(1,000)	(1,000)	(54,500)	(53,500)
	<b>2,451,200</b>	<b>2,521,200</b>	<b>2,376,800</b>	<b>(144,400)</b>
<b>Planning</b>				
Employees	1,636,400	1,636,400	1,621,780	(14,620)
Other Expenditure	276,900	276,900	272,330	(4,570)
Income	(901,200)	(901,200)	(1,126,350)	(225,150)
	<b>1,012,100</b>	<b>1,012,100</b>	<b>767,760</b>	<b>(244,340)</b>
<b>Environment and Compliance</b>				
Employees	5,930,900	5,930,900	5,935,300	4,400
Other Expenditure	3,822,300	3,997,100	4,162,300	165,200
Income	(4,229,200)	(4,229,200)	(4,479,800)	(250,600)
	<b>5,524,000</b>	<b>5,698,800</b>	<b>5,617,800</b>	<b>(81,000)</b>
<b>Community Wellbeing and Housing</b>				
Employees	3,735,000	3,735,000	3,670,000	(65,000)
Other Expenditure	34,956,600	35,691,000	35,139,200	(551,800)
Housing Benefit grant income	(32,021,000)	(32,021,000)	(31,971,000)	50,000
Income	(4,173,400)	(4,873,400)	(5,307,000)	(433,600)
	<b>2,497,200</b>	<b>2,531,600</b>	<b>1,531,200</b>	<b>(1,000,400)</b>
<b>Economic Dev, Customer Services, Estates &amp; Transport</b>				
Employees	1,982,000	1,982,000	1,797,950	(184,050)
Other Expenditure	3,870,200	5,168,500	4,716,005	(452,495)
Income	(819,700)	(819,700)	(849,800)	(30,100)
	<b>5,032,500</b>	<b>6,330,800</b>	<b>5,664,155</b>	<b>(666,645)</b>
<b>NET EXPENDITURE AT SERVICE LEVEL</b>	<b>21,332,200</b>	<b>22,958,300</b>	<b>20,805,405</b>	<b>(2,152,895)</b>
Total Employees	<b>18,721,800</b>	<b>18,780,400</b>	<b>18,413,320</b>	<b>(367,080)</b>
Total Other Expenditure	<b>44,944,400</b>	<b>47,211,900</b>	<b>46,415,335</b>	<b>(796,565)</b>
Housing Benefit grant income	<b>(32,021,000)</b>	<b>(32,021,000)</b>	<b>(31,971,000)</b>	<b>50,000</b>
Total Income	<b>(10,313,000)</b>	<b>(11,013,000)</b>	<b>(12,052,250)</b>	<b>(1,039,250)</b>
	<b>21,332,200</b>	<b>22,958,300</b>	<b>20,805,405</b>	<b>(2,152,895)</b>
<b>Total Expenditure</b>	<b>63,666,200</b>	<b>65,992,300</b>	<b>64,828,655</b>	<b>(1,163,645)</b>
<b>Total Income</b>	<b>(42,334,000)</b>	<b>(43,034,000)</b>	<b>(44,023,250)</b>	<b>(989,250)</b>

REVENUE MONITORING 2019/20				
EXPENDITURE AND INCOME SUMMARY 30 SEPTEMBER 2019				
<i>Results to</i>	Budget		Forecast	Variance
<i>30-Sep-19</i>	Original	Revised	Outturn	to Revised
	£	£	£	£
<b>Net</b>	<b>21,332,200</b>	<b>22,958,300</b>	<b>20,805,405</b>	<b>(2,152,895)</b>

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**Cabinet****04 December 2019**

<b>Title</b>	Calendar of Meetings for 2020-2021		
<b>Purpose of the report</b>	To make a recommendation to Council		
<b>Report Author</b>	Gillian Scott		
<b>Cabinet Member</b>	Councillor Ian Harvey	<b>Confidential</b>	No
<b>Corporate Priority</b>	This item is not in the current list of Corporate priorities but still requires a Cabinet decision		
<b>Recommendations</b>	<b>Cabinet is asked to recommend the Calendar of Meetings for 2020-2021 to Council for approval.</b>		
<b>Reason for Recommendation</b>	<b>The Calendar of Meetings provides a framework for the democratic and decision-making procedures that will underpin the delivery of the Council key priorities.</b>		

**1. Key issues**

- 1.1 The proposed Calendar of meetings for 2020-2021 (Appendix 1) has been compiled to enable the consideration of Council business and covers the period from May 2020 to May 2021.
- 1.2 Council meetings have been scheduled to enable effective decision-making whilst making the best use of resources available. The meetings have been programmed to ensure that the Council makes decisions in a timely way to help with the implementation of its priorities and strategies, as well as fulfilling its constitutional and legal obligations.
- 1.3 The Chief Finance Officer has been consulted on the suitability of dates to enable end-of-year financial reports to be ready for consideration at Cabinet and Overview and Scrutiny Committee.
- 1.4 The Leader of the Council and the Committee Chairmen have the power to call additional or extraordinary meetings, when required, to accommodate urgent or unscheduled matters of business.

**2. Options analysis and proposal**

- 2.1 The Calendar of meetings provides a framework for the democratic and decision making processes that will underpin the delivery of the Council's key priorities. It is proposed to agree the dates as set out in Appendix 1.

**3. Financial implications**

- 3.1 The cost of administering the proposed meetings will be met from within existing budgets.

**4. Other considerations**

- 4.1 Council, Cabinet and Committee meetings are held in venues that meet the requirement of the Equality Act in terms of accessibility and hearing loops etc. in order to ensure access to meetings for all.

**5. Timetable for implementation**

- 5.1 Once agreed at the Council meeting on 19 December 2019, the Calendar of Meetings will be published on the Council's website and implemented from May 2020.

**Background papers: There are none**

**Appendices:**

**Appendix 1 – proposed Calendar of meetings (A3 x 2)**

**Appendix 1a – proposed Calendar of Meetings (A4)**

## 2020 Year Planner

2020	M	T	W	T	F	W	M	T	W	T	F	W	M	T	W	T	F	W	M	T	W	T	F	W	M	T	W	T	F	W	M	T	
January			1 Bank Holiday	2	3	4 5	6 Group (Provsnl)	7	8 Planning	9	10	11 12	13 Cabinet Briefing	14	15 Licensing	16	17	18 19	20 Group	21 O&S	22	23 Cabinet Budget Briefing	24	25 26	27	28	29 Cabinet	30	31				
February						1 2	3	4	5 Planning	6 MCCC	7	8 9	10 Cabinet Briefing	11	12 Licensing	13	14	15 16	17 Group	18	19	20	21	22 23	24	25	26 Cabinet	27 Council	28	29			
March							2	3	4 Planning	5	6	7 8	9 Cabinet Briefing	10	11 Licensing	12	13	14 15	16 Group	17 O&S	18	19 Audit	20	21 22	23 SJC?	24	25 Cabinet	26	27	28 29	30	31	
April			1 Planning	2 MCCC	3	4 5	6	7	8	9	10	11 12	13	14	15	16	17	18 19	20 Group	21	22 Licensing	23	24	25 26	27	28	29 Planning	30 Council					
May					1	2 3	4	5 Cabinet Briefing	6	7 PCCC Election	8 V E D a y	9 10	11 Cons Group	12	13 Licensing	14	15	16 17	18	19	20 Cabinet	21 Council ACM	22	23 24	25	26	27 Planning	28	29	30 31			
June	1 Cabinet Bfg	2	3 MCCC	4	5	6 7	8 Cons Group	9	10 Licensing	11 Business Plan Comp. TBC	12	13 14	15	16	17 Cabinet	18	19	20 21	22	23	24 Planning	25	26	27 28	29 Cabinet Briefing	30 LGA Conf							
July			1 LGA Conf	2 LGA Conf	3	4 5	6 Cons Group	7 O&S	8 Licensing	9	10	11 12	13 Cons Group	14	15 Budget Bfg (pm) Cabinet (Eve)	16 Council	17	18 19	20	21	22 Planning	23 Audit	24	25 26	27	28	29	30	31				
August						1 2	3	4	5	6	7	8 9	10	11	12	13	14	15 16	17	18	19 Planning	20	21	22 23	24	25	26	27	28	29 30	31 B H		
September		1	2 MCCC	3	4	5 6	7 Cabinet Briefing	8	9 Licensing	10	11	12 13	14 Cons Group	15	16 Planning	17	18	19 20	21	22	23 Cabinet	24	25	26 27	28	29 O&S	30						
October				1	2	3 4	5 Conservative Party Conf	6 Conservative Party Conf	Licensing	8	9	10 11	12	13 Cons Group	14 Planning	15	16	17 18	19 Budget Bfg/ Cab Bfg	20	21	22 Council	23	24 25	26 Cons Group	27	28	29	30	31			
November						1	2	3	4 Cabinet	5	6	7 8	9	10 O&S	11 Planning	12	13	14 15	16 Cabinet Briefing	17	18	19 Licensing	20	21 22	23 Cons Group	24	25 MCCC	26 Audit	27	28 29	30		
December		1	2	3 Cabinet	4	5 6	7 Cons Group	8	9 Planning	10 Council	11	12 13	14	15	16 Licensing	17	18	19 20	21	22	23	24	25	26 27	28	29	30	31					

<b>Council</b>	
<b>Cabinet</b>	
<b>Cabinet Briefing</b>	
<b>Cabinet Budget Briefing</b>	
<b>Overview and Scrutiny Committee</b>	
<b>Planning Committee</b>	
<b>Licensing Committee</b>	
<b>Audit Committee</b>	
<b>Members' Code of Conduct Cttee (MCCC)</b>	
<b>SJC (Spelthorne Joint Committee)</b>	
<b>Surrey Schools Holidays</b>	
<b>Group</b>	
<b>2019 Councillor Induction sessions</b>	



## 2021 Year Planner

2021	M	T	W	T	F	SS	M	T	W	T	F	SS	M	T	W	T	F	SS	M	T	W	T	F	SS	M	T	W	T	F	SS	M	T	
January					1 Bank Holiday	2 3	4	5	6 Planning	7	8	9 10	11 Cabinet Briefing	12	13 Licensing	14	15	16 17	18 Cons. Group	19 O&S	20	21 Cabinet Budget Briefing	22	23 24	25	26	27 Cabinet	28	29	30 31			
February	1	2	3 Planning	4 MCCC	5	6 7	8 Cabinet Briefing	9	10 Licensing	11	12	13 14	15 Cons. Group	16	17	18	19	20 21	22	23	24 Cabinet	25 Council	26	27 28									
March	1	2	3 Planning	4	5	6 7	8 Cabinet Briefing	9	10 Licensing	11	12	13 14	15 Cons. Group	16	17 MCCC	18 Audit	19	20	21	22	23 O&S	24 Cabinet	25	26	27 28	29	30	31 Planning					
April				1	2 Bank Holiday	3 4	5 Bank Holiday	6	7	8	9	10 11	12	13	14 MCCC	15	16	17 18	19 Cons. Group	20	21	22 Licensing	23 Council	24 25	26	27	28 Planning	29	30				
May						1 2	3 Bank Holiday	4 Cabinet Briefing	5	6	7	8 9	10 Cons. Group	11	12 Licensing	13	14	15 16	17	18	19 Cabinet	20	21	22 23	24	25	26 Planning	27 Annual Council	28	29 30	31 Bank Holiday		
June		1	2	3	4	5 6	7	8	9	10	11	12 13	14	15	16	17	18	19 20	21	22	23	24	25	26 27	28	29	30						
July				1	2	3 4	5	6	7	8	9	10 11	12	13	14	15	16	17 18	19	20	21	22	23	24 25	26	27	28	29 Audit	30	31			
August						1	2	3	4	5	6	7 8	9	10	11	12	13	14 15	16	17	18	19	20	21 22	23	24	25	26	27	28 29	30 Bank Holiday	31	
September			1	2	3	4 5	6	7	8	9	10	11 12	13	14	15	16	17	18 19	20	21	22	23	24	25 26	27	28	29	30					
October					1	2 3	4	5	6	7	8	9 10	11	12	13	14	15	16 17	18	19	20	21	22	23 24	25	26	27	28	29	30 31			
November	1	2	3	4	5	6 7	8	9	10	11	12	13 14	15	16	17	18	19	20 21	22	23	24	25	26	27 28	29	30							
December			1	2	3	4 5	6	7	8	9	10	11 12	13	14	15	16	17	18 19	20	21	22	23	24	25 26	27 Bank Holiday	28 Bank Holiday	29	30	31				

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## Calendar of Meetings May 2020 to May 2021

Meeting	2020 May	June	July	Aug	Sept	Oct	Nov	Dec	2021 Jan	Feb	Mar	Apr	May
Cabinet Briefing	5	1 / 29			7	19	16		11	8	8		4
Group	11	8	6/13		14	13/26	23	7	18	15/22	15	19	10
Cabinet	20	17	15		23		4	3	27	24	24		19
Council	21 ACM		16			22		10		25		22	27 ACM
Cabinet Budget Briefings			15			19			21				
DO&S Committee			7		29		10		19		23		
Audit			23				26				18		
Planning	27	24	22	19	16	14	11	9	6	3	3 / 31	28	26
Licensing	13	10	8		9	7	18	16	13	10	10	21	12
Members' CoC		2			2		25			4	17	14	
Spelthorne Joint Committee													
Borough Election	7 PCC												6
Inductions													
Bank Holidays Council Offices closed	4 / 31							25 / 28	1			2 / 5	3 / 31

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