



Please reply to:

Contact: Michelle Beaumont
Service: Committee Services
Direct Line: 01784 446337
E-mail: m.beaumont@spelthorne.gov.uk
Date: Friday, 25 June 2021

Notice of meeting

Corporate Policy and Resources Committee

Date: Monday, 5 July 2021

Time: 7.00 pm

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

To the members of the Corporate Policy and Resources Committee

Councillors:

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

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

www.spelthorne.gov.uk customer.services@spelthorne.gov.uk Telephone 01784 451499

Agenda

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1. Apologies for absence

To receive any apologies for non-attendance.

2. Minutes of former Committees

7 - 26

This is the first meeting of the Corporate Policy and Resources Committee and whilst there are no minutes for this Committee yet this is the most appropriate Committee for the final minutes of the Cabinet and Overview and Scrutiny Committee to be confirmed as a correct record.

Members are therefore asked to confirm the following minutes as a correct record:

1. the minutes of the ordinary meeting of the Cabinet on 19 May 2021;
2. the minutes of the ordinary meeting of the Overview and Scrutiny Committee on 23 March 2021 and the extraordinary minutes of the meeting held on 7 April 2021.

All three sets of minutes are attached.

Members are reminded that the only part of the minutes that can be discussed are their accuracy (Standing Order 10.1).

3. Disclosures of Interest

To receive any disclosures of interest from members in accordance with the Members' Code of Conduct.

4. Terms of Reference - Corporate Policy and Resources Committee

27 - 30

To note the Corporate Policy and Resources Committee's Terms of Reference as detailed in part 3b of the Council's constitution which can be found online [here](#) and attached for ease.

5. Nominations for Development Sub-Committee

31 - 32

To nominate five members to the Development Sub-Committee taking into account political balance as set out in the attached document.

6. Appointments to Outside Bodies for 2021-22

33 - 34

This report seeks approval to appoint the representatives and deputy representatives to the Outside Bodies for 2021-2022 as shown at Appendix 1.

(Appendix 1 will be published as soon as possible)

7.	Establishment of Task Group	To Follow
	Committee are asked to:	
	<ol style="list-style-type: none"> 1. consider the establishment of an investigatory task group; and 2. the Terms of Reference for the task group (<i>the terms of reference are to follow and will be published as soon as possible</i>) 	
8.	Assets Portfolio Working Group	35 - 38
	To consider the establishment of an Asset Portfolio Working Group.	
	The Committee are asked to:	
	<ol style="list-style-type: none"> 1. agree to set up an Assets Portfolio Working Group 2. agree the proposed Terms of Reference (Appendix 1) 3. confirm the membership of the group (Appendix 1) 4. confirm the frequency of the group (Appendix 1) 	
9.	Treasury Management Strategy Outturn report	39 - 52
	Committee is asked to:	
	Note the treasury outturn position for 2020/21 and the challenging context of the financial environment in global markets in the face of the COVID-19 pandemic which pushed down both investment returns and borrowing costs.	
10.	Recovery Action Plan	53 - 90
	Committee are asked to note the contents of the Recovery Action Plan report and Appendices.	
11.	Corporate Plan - Update	
	To receive a verbal update on the status of the Corporate Plan.	
12.	Urgent Actions	91 - 92
	To note those urgent actions which have been taken by the Chief Executive in consultation with the Leader since the last Cabinet meeting on 19 May 2021.	
13.	Forward Plan	93 - 102
	To consider the Forward Plan for committee business.	

14. Exempt Report - Acquisition Report - Property AB

103 - 140

Committee is asked to:

1. approve the commencement of negotiations, by officers, to agree Heads of Terms with the vendor (if possible) on the terms as set out in the main report.
2. require officers to report back to either the Corporate Policy and Resources Committee or, once established, the Development Sub Committee, once negotiations on Heads of Terms have concluded, and for that body to determine:
 - a) whether to recommend the acquisition
 - b) the acquisition price
 - c) the capital budget for redevelopment
 - d) all aspects of due diligence to proceed further (if approved), including legal, planning, design, construction, costing, ground conditions, environmental considerations, financial strategy, treasury management strategy, governance, statutory compliance, tenant review and any other issues that may arise during the due diligence process.
3. agree for the body agreed above to report to the Corporate Policy and Resources Committee and full Council as required.

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.

15. Exempt Report - Ashford Victory Place - Key Decision

141 - 174

The Corporate Policy and Resources Committee are asked to:

1. agree specification changes sought by Planning Committee prior to submitting revisions to the Local Planning Authority (LPA).
2. note that subject to the above, Assets will finalise contract terms and build costs with the contractor. Execution of their contract is subject to planning, Development Sub-Committee, the Corporate Policy and Resources Committee and Full Council approval dependent on the value of spec enhancements agreed above.

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/services 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/services in order to enable regeneration in the Borough.

16. Exempt Report - COVID-19 recovery support for Leisure Centre Operators- amendment to Deed of Variation - Key Decision 175 - 194

Committee is asked to:

approve the amendment of the Deed of Variation, extending the cap on the cash support, as approved by Cabinet on 24 March 2021 and as set out in paragraph 2.1 of the report towards the operator of the Council's two leisure centres to cover the period from April 2021 to end of June 2021, to now cover to the end of September 2021.

Reason for exemption

The report may be exempt from publication in accordance with Paragraph 3 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). The public interest in being transparent in transactions is outweighed by the financial affairs of the leisure operator being disclosed in discussions; this being financial information which is not publicly accessible. If the Council made this available to the public then it could impact the financial position of the operator as their competitors would have access to such information which in turn might affect the viability of the centres moving forward.

17. Exempt Report - Proposed Award of Leisure Centre Contractor contract - Key Decision 195 - 222

Committee is asked to:

1. approve the award of a Pre-Construction Services Agreement (PCSA) to the preferred bidder as the main contractor for the construction of the proposed new leisure centre.

2. recommend to Council the approval of the expenditure for this appointment.

Reason for exemption:

The report and appendices contain 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 a competitive procurement process by allowing other bidders to know the financial position of the Council and other bidders. This in turn prejudices the Council by (i) distorting the procurement process and (ii) prejudicing the opportunity for the Council to achieve a competitive price and good value for money and (iii) might dissuade organisations bidding for the Council's tenders if their commercial information was put into the public domain.

Minutes of Cabinet

19 May 2021

Present:

Councillor J.R. Boughtflower, Leader
Councillor J. McIlroy, Deputy Leader
Councillor M.M. Attewell, Deputy Leader and Portfolio Holder for Community Wellbeing and Housing
Councillor R.O. Barratt, Portfolio Holder for Compliance, Waste and Risk
Councillor S. Buttar, Portfolio Holder for Finance
Councillor R. Chandler, Portfolio Holder for Leisure Services and New Leisure Centre Development
Councillor A.J. Mitchell, Portfolio Holder for Planning and Economic Development
Councillor S.C. Mooney
Councillor R.J. Noble, Portfolio Holder for Environment, Communications and Corporate Management

Councillors in attendance:

Councillor C. Bateson

2852/21 Minutes

The minutes of the Cabinet meeting held on 24 March 2021, and the Extraordinary Cabinet meetings held on 29 March 2021, and 14 April 2021 were agreed as a correct record.

2853/21 Disclosures of Interest

There were none.

2854/21 Leader's announcements

Spelthorne, along with the rest of the country, continues along the government's roadmap out of lockdown. From 17 May, indoor hospitality could reopen, and our Officers have been working with these businesses to ensure they remain Covid secure. We have been supporting our 'non-essential' retail since they were given the green light to reopen on 12 April. Almost £50 million in relief and grants has been provided to businesses in the Borough during the pandemic so far. This includes:

- £16m for original lockdown and discretionary business support grants
- £18m for 20-21 Business Rates reliefs for retail, leisure, hospitality, and nurseries
- £5.6m for Tiers and new lockdown business support grants (this includes £496k for the Additional Restrictions Grant paid to date)
- £3.9m for three months business rates relief and two thirds relief thereafter for rest of financial year for retail, leisure, hospitality to the tune of £7.7m

The Council held a public consultation with businesses about what support is most needed. The consultation closed on 16 May. Applications are also open for the Restart Grant scheme, under this scheme local authorities will receive funding to be allocated in one-off grants to businesses.

The Council ran a successful election on Thursday 6 May and delivered a Covid-safe environment for voters, volunteers, and staff. If I could take this opportunity to thank all those who were involved, your hard work is very much appreciated. The full results can be found on our website.

The first consultation on the Staines Town Centre Development Framework began at 9am on Tuesday 18 May and runs for six weeks until Tuesday 29 June. The Council is asking people who live, work, study, shop and spend leisure time in Staines to respond. A leaflet is being sent to every home in the Borough to make residents aware of the consultation. This Objectives and Options consultation is the first stage of consultation on the Staines Development Framework and is open to all.

This Council will be eliminating 5.7 tonnes of annual carbon dioxide emissions with the installation of solar panels at the Council's depot in Ashford. The works, which have been supported by an £11,000 grant by the Enterprise M3 Clean Growth Programme, took place in Spring.

Nominations are open for the Spelthorne Youth Awards. These are for special young people aged between 5 and 19 years living or receiving education within Spelthorne who deserve recognition. The deadline for nominations this year is Friday 28 May, with the awards evening taking place in July.

A new online Leisure Directory for 2021 has been published on our website. The directory contains a huge range of clubs, social groups, and sporting activities on offer in Spelthorne as well as halls for hire, parks and open spaces, providing a wealth of options for residents. Following a workshop undertaken with IESE in February this administration has confirmed its intention to implement its CARE priorities for the Council's forthcoming Corporate Plan:

Community
Affordable Housing
Recovery
Environment (Climate Change)

The IESE workshop also included a discussion about options for a set of values for the Council. Such values are useful for Councils to help define who we are and provide the underlying context to the way in which we do our work.

Using the options discussed it is proposed to base the new values around a relevant acronym 'PROVIDE'. In doing so, this would potentially fit well with the CARE priorities (as a Council we CARE and PROVIDE) and would assist

in the process of embedding these with staff and Councillors. The proposed values would be:

Pride in our Council, communities and borough
Responsive and flexible
Open and accountable
Value for money
Integrity
Dependable
Empowering

It is proposed that these values are incorporated into any future draft Corporate Plan, which will need to go through the new Policy and Resources Committee and Full Council for discussion/debate before any formal adoption.

Lastly, this is our final Cabinet meeting under the current structure, before we move to the Committee model of governance. I thank you for your support and look forward to this new chapter for Spelthorne Borough Council.

2855/21 Psychoactive substances public space protection order - Key Decision

Cabinet considered a report on a Public Space Protection Order (PSPO) for psychoactive substances.

Cabinet noted that Spelthorne has long encountered issues with the use, and associated littering, of Nitrous Oxide canisters and that a legal loophole meant possession and personal use is not currently covered by legislation.

Initial hotspot crime analysis revealed that the problem was widespread throughout the borough, with particularly high usage noted in the town centres. It was also a problem in parks and borough car parks.

A public consultation took place between 18 January and 28 February 2021 and 97.3% of respondents were in favour of adopting a PSPO.

Cabinet acknowledged that more needed to be done to ensure that young people were better informed of the dangers of psychoactive substances and commended the work of Spelthorne Litter Pickers who have helped clear the borough of Nitrous Oxide canisters and raise the profile of the issue.

Alternative options considered and rejected by the Cabinet:

There were no alternative options considered.

Resolved to

- 1) make a Public Space Protection Order (PSPO) relating to possession and use of Nitrous Oxide, in accordance with the Antisocial Behaviour, Crime and Policing Act 2014;
- 2) adopt the Fixed Penalty Notices, for breaches of the Nitrous Oxide PSPO, which currently stand at £100;

- 3) delegate authority to the Group Head of Neighbourhood Services to issue Fixed Penalty Notices for breaches of the above PSPO.

Reasons for decision:

To reduce the possession and use of psychoactive substances for recreational consumption, to increase public health awareness of potentially dangerous substances, to reduce dangerous littering (metal nitrous oxide canisters), and to help provide a safe and clean environment for all.

2856/21 Interim Revenue Monitoring Report 2020/21 as at 31 March 2021

Cabinet considered the Interim Revenue Monitoring Report for 2020/21 as at 31 March 2021.

Cabinet noted that the recommendations in the report would utilise the forecast underspend of £3.48 million, deliver a balanced outturn, and that this prudent approach would see the Council increase its reserves to provide greater options over the next two to five years were it was anticipated that there would be some significant deficits on the annual budget due to changes to local government funding.

Alternative options considered and rejected by the Cabinet:

No alternative options were considered.

Resolved to:

Note the forecast outturn for 2020/21 as at 31 March 2021, and approve the following:

1. Appropriation of the special projects underspend to an earmarked reserve of £0.497m to enhance the Budget provision available to support Green/Climate Change initiatives.
2. Appropriation of the special projects underspend to an earmarked reserve of £0.9m to enhance the Budget provision available to support Green Belt Fighting Fund initiatives.
3. The £0.453m revenue carry forwards for 2021/22 as detailed in Appendix C.
4. Transfer of £0.538m surplus from retained business rates to business rates equalisation reserve.
5. Transfer £0.776m to the general fund.
6. To set aside £0.094m for Sunbury Swimming Pools repairs.

Noting that by approving items 1 to 6 above the surplus for the year would be reduced to £0, in other words a balanced outturn, and that the total useable reserves were £55m as at 31 March 2021.

Reasons for decision:

To utilise the forecast underspend of £3.48m and deliver a balanced outturn.

2857/21 Interim Capital Monitoring Report 2020/21 - 31 March 2021

Cabinet received the Interim Capital Monitoring Report for 2020/21 as at 31 March 2021.

Cabinet noted that prior to 31 March 2017 the Council had a modest capital programme which would see projects normally completed in the relevant financial year or carried forward into the following year, when it was completed quickly thereafter.

Since 1 April 2017 the Council's Capital Programme has evolved considerably, and the Council's financial reporting needed to evolve to keep pace with the changes. As a result finance officers are now reporting on the cumulative impact of the Council's Capital Programme from 1 April 2017 to date, for budget (original and amendments) actual expenditure and expected outturn to complete the whole project, with a variance between the approved cumulative budget and expected outturn shown.

Resolved to note the Interim Capital Monitoring Report 2020/21 as at 31 March 2021.

2858/21 Spelthorne Finance Peer Review Action Plan March 2021

Cabinet considered a report on the Spelthorne Finance Peer Review Action Plan.

Cabinet noted that officers, in consultation with the Leader and the two Deputy Leaders of the Council, had worked up a draft action plan identifying how they would address each of the 26 recommendations that came out of the LGA Finance Peer Review and that progress would be regularly reported to both the Corporate Policy and Resources Committee and the Audit Committee.

Alternative options considered and rejected by the Cabinet:

There were no alternative options considered.

Resolved to

- 1) approve the draft Action Plan, which will be maintained as a living document;
- 2) recommend that regular progress updates are provided to the Corporate Policy and Resources Committee.

Reasons for decision:

Effective management of its finances underpins everything the Council does. Addressing the Peer Review's recommendations will help support effective financial management.

2859/21 Community Letting Policy

Cabinet considered a report the Community Lettings Policy (formerly known as the Community Asset Policy).

Cabinet noted that the policy was new and that historically requests from organisations to lease surplus Council assets had been dealt with in a variety of ways.

Cabinet agreed that the new policy provided a more joined up approach, especially when considering whether surplus assets should be offered to community organisations, who provide such valuable services to residents, and will ensure there is close liaison between the assets and community wellbeing teams.

Cabinet further noted that officers had considered the request made by the Overview and Scrutiny Committee regarding what assistance could be given to smaller fledgling organisations and acknowledged that the Community Lettings Policy would apply to organisations looking to take a lease of 5 years or more but for those starting up, and looking at a lesser period of time, a licence would be considered which would allow them to build up their service offer and demonstrate that they have a sustainable business model, which would put them in a much stronger position to be able to take on a lease of a building or piece of land in future.

Alternative options considered and rejected by the Cabinet:

To continue to deal with requests from organisations in an ad hoc fashion as and when they come forward. This would not necessarily expose the opportunity to everyone within the wider community, there was also a risk that the Council may not achieve best value for money. Continuing this approach would not maximise openness and transparency and runs the risk of potential challenge.

Resolved to:

- 1) approve the Community Letting Policy attached at Appendix 1 and the Stage 1 Further Information Form, Stage 1 Matrix Scoring Form, Exceptional Circumstances Form and Flow Chart;
- 2) approve the list of properties/sites to which the Community Letting Policy applies;
- 3) approve the named roles of the Councillors who will make the final decision (as per paragraph 1.17 of the report).

Reasons for decision:

The Council regularly has calls for the use of its assets by a range of organisations and community groups. It is critical that the Council advertises any opportunities which come up for the assets that it owns and assess them in an open and transparent way. This policy sets out how the Council will achieve this.

2860/21 Corporate Debt Policy

Cabinet considered a report on the Corporate Debt Policy.

Cabinet noted that the policy had been compiled to consolidate the recovery process for all service areas within Spelthorne Borough Council and that the report included the recovery process for all invoices raised for the Council and a corporate process for all service areas to follow in relation to the collection and recovery of an outstanding debt.

Alternative options considered and rejected by the Cabinet:

No alternative options were considered.

Resolved to approve the Corporate Debt Policy.

Reasons for decision:

The Corporate Debt Policy has been compiled to consolidate the recovery process for all services areas within Spelthorne Borough Council. The policy formulates a corporate process for all invoices raised for the Council and brings together a corporate approach in relation to the collection of invoices raised, and the recovery process that will be used to secured payment.

2861/21 Local Walking and Cycling Infrastructure Plan (LWCIP)

Cabinet considered a report on the Local Walking and Cycling Infrastructure Scheme (LWCIP).

Cabinet noted that the development of LCWIPs form part of the Department for Transports' current investment strategy for cycling and walking to help deliver the Government's aim of doubling cycling by 2025. LCWIPs are a new, strategic approach to identifying cycling and walking improvements required at the local level.

Cabinet further noted that the proposed LWCIP tied in to the wider Staines transport package and leisure proposals for the River Thames scheme, which includes walking and cycling routes, and that there were health and well-being benefits as well as environmental benefits.

Cabinet acknowledged that some concerns had been expressed in relation to using the Green Initiatives budget provision to fund £20k of the initial feasibility cost before the Environment and Sustainability Committee had approved the allocation criteria for use of this budget. In recognition of these concerns Cabinet proposed an amendment to the recommendation that Spelthorne's initial £20k contribution will be funded from the Spelthorne Surrey Infrastructure Feasibility Study Reserve, which was established to help fund feasibility studies of this nature, this could subsequently be reviewed by the Environment and Sustainability Committee to consider whether they would wish to reinstate the £20k contribution. Cabinet noted that, additionally, £40k will be funded by Surrey County Council.

Alternative options considered and rejected by the Cabinet:

Not to participate in the feasibility study. It was acknowledged that all other Councils across Surrey are being programmed into LWCIPs in phases, and if Cabinet did not agree to participate there was a risk Spelthorne would be put

in a later phase and the opportunity of linking in with the River Thames scheme would be lost.

Resolved to:

- a) agree to participating in the production of a Local Walking and Cycling Infrastructure Plan;
- b) agree the allocation of the available funds:
 - £20,000 towards Phase 1 of the feasibility study to be funded from the Spelthorne Surrey Infrastructure Feasibility Study Reserve (which was established to help fund feasibility studies of this nature). This can be subsequently reviewed by the Environment and Sustainability Committee to consider whether they would wish to reinstate the £20k contribution.
 - £175,000 towards the production of an LWCIP for Phase 2 to be funded from Spelthorne's Surrey Infrastructure Feasibility Study Fund but as we transition to the Committee system this project may form part of the Green Initiatives Fund work.
- c) note that in order to deliver the LWCIP future capital funds would be required over the next 5 to 10 years from the Council (match funding). The actual amounts will depend on the scale and number of schemes identified by the feasibility study and until the initial work is complete the overall potential cost can only be indicative.

Reasons for decision:

LWCIP's are blueprints to increase walking and cycling routes. They have benefits in terms of modal shift, health and well-being of residents, especially as the Council move into COVID-19 recovery and beyond, and reducing the impacts of climate change.

2862/21 Recovery Strategy Summary

Cabinet considered a report on the Summary Recovery Plan.

Cabinet noted that for some time, the Council had been taking forward a range of measures to assist the borough in recovering from the effects of the pandemic.

Cabinet further noted the summary recovery plan accompanying the report outlined the key principles and processes the Council were planning to undertake under five key themes:

1. Supporting community recovery
2. Supporting economic recovery
3. Supporting a green recovery
4. Keeping people informed
5. Delivering key services

Cabinet acknowledged that a comprehensive Action Plan was in development, which would accompany and build on the summary plan presented, that this was near completion, and would likely be taken forward by the Corporate Policy and Resources Committee.

Resolved to note the contents of the Summary Recovery Plan, which will form the basis of a more detailed Action Plan which will follow.

2863/21 Urgent Actions

Cabinet noted urgent actions taken by the Chief Executive in consultation with the Leader since the last Cabinet meeting in March 2021.

2864/21 Urgent items

The Leader informed the Cabinet that he wished to consider an urgent item on the amendment to specific policies in the adopted 2009 Local Plan, the details of which had been circulated earlier that day.

Cabinet noted that there had been considerable concern expressed by some local residents within and around Staines-upon-Thames about current and future applications coming forward for large scale development within the town. There were also wider concerns around numbers, height and density, which were being considered as part of the review of the Local Plan. As a result Cabinet felt that urgent advice was needed to be sought on whether or not there was scope, legally, to change a number of policies in the adopted 2009 Local Plan to prevent development over 6 stories within Staines-upon-Thames.

Cabinet further noted that officers were asked to secure expert external legal advice in advance of the Cabinet meeting and that this expert legal advice stated that to amend the Local Plan 2009, even for a single issue, would require compliance with the Local Plan Regulations 2012. A proposal to include a policy preventing development over 6 stories would need to be supported by a proportionate evidence base and be subject to consultation and examination. For such a policy to be adopted soundness tests would need to be fulfilled. The external legal advice concluded that there was no likelihood that this policy would be considered sound by an inspector as one of the tests for soundness is compliance with national policy and the National Planning Policy Framework (NPPF) 2019 places an enhanced role of higher density in appropriate locations.

Cabinet discussed the advice and agreed that they felt residents needed to be heard and that a wider debate on the issue was required. Cabinet agreed that they would like Full Council to consider the issue.

Alternative options considered and rejected by the Cabinet:

To note the advice received from Counsel at confidential Appendix B, and, in light of this advice, to continue to proceed with the current process, which has been underway for the past two years, to revise the Local Plan in its entirety.

This was rejected as Cabinet did not feel satisfied that residents views would be taken into account.

Resolved that;

- a) the decision to amend specific policies within the 2009 Local Plan be deferred pending the implementation of the Committee system;
- b) the issue be considered by the Environment and Sustainability Committee, with a request that this is deferred to Full Council.

1/21 Exempt Business

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

2865/21 Sundry Debt Write Offs

Cabinet considered a report on Sundry Debt Write-Offs.

Cabinet noted that Sales Ledger invoices had been issued for services, reminder letters had been issued and every attempt had been made to secure payment of the outstanding invoices.

Cabinet agreed that the invoices, all over six years old, were irrecoverable.

Alternative options considered and rejected by the Cabinet:

No alternative options were considered as no further action can be taken to recover the debts.

Resolved to approve the Sundry Debt write-offs as set out in the exempt report.

Reasons for decision:

It was agreed that the debt was irrecoverable.

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 27 May 2021.***

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**Minutes of the Overview and Scrutiny Committee
23 March 2021**

Present:

Councillor V.J. Leighton (Chairman)
Councillor O. Rybinski (Vice-Chairman)

Councillors:

J.H.J. Doerfel	M. Gibson	L. E. Nichols
J.T.F. Doran	A.C. Harman	D. Saliagopoulos
R.D. Dunn	I.T.E. Harvey	R.A. Smith-Ainsley
T. Fidler	N. Islam	

Apologies: Councillors C.L. Barratt

In attendance: Councillors C. Bateson, Buttar and R.W Sider BEM

80/21 Minutes

The minutes of the meeting held on 19 January 2021 and the extraordinary meeting on 9 February were approved as a correct record.

81/21 Disclosures of Interest

There were none.

82/21 Call-in of Cabinet decisions

No Cabinet decisions have been called in.

83/21 Cabinet Forward Plan

The Cabinet Forward Plan was noted.

84/21 Revenue Monitoring Q3 (Oct - Dec)

The Chief Accountant introduced the report and highlighted the main points. He informed the Committee that he had not had the opportunity to revamp the report yet but that he would be making changes to improve readability in future.

The Chief Accountant explained that there was an error in the Councils favour where the reported underspend at paragraph 1.1 should have stated £1.36 million not £1.29 million. He explained that this error had been due to environmental enhancements being treated incorrectly and the report would be amended.

The Chief Accountant drew the Committees attention to table 2.2 (loan interest payable) where a budget figure of £24.035 million against a forecast outturn of £24.258 million was recorded, but the correct figure was actually

£24.035million as that related to the loan interest on the Council's commercial and regeneration assets. He explained that as a result the variance was only £23k, that the error was purely presentational and did not impact on the bottom line.

The Chief Accountant stated that COVID-19 had had a significant impact with an underspend of £1.357 million forecast, which equated to just under 90% of the projected underspend.

In response to questions the Chief Accountant explained that the government were going to reimburse 75% of the Councils recoverable loses over a three year period and that each year the deficit would be recalculated. He further explained that the Council were waiting for confirmation of the methodology the government would use to calculate the amount but that if they applied the traditional method it would be around £434k.

A member queried if a year to date column could be added to the report in future to enable members to monitor progress. He also asked how members should interpret the interest receivable and interest payable short term in appendix A. The Chief Accountant advised that the interest had been split between short and long term but that it should not have applied in this case and should have been presented differently.

A members asked if it would be possible for Cabinet to consider using the outstanding unallocated balance of the Project Delivery Fund as an allowance, or bidding scheme, for Councillors and community groups to bid for to support green initiatives in the borough. In response the Deputy Chief Executive confirmed that he would note the request and raise it with Cabinet. The Finance Portfolio Holder, Councillor Buttar, confirmed that he had noted the suggestion and would consider it.

The Committee agreed to note the forecast outturn for 2020/21 as at 31 December 2020.

85/21 Capital Monitoring Q3 (Oct-Dec)

The Chief Accountant informed the Committee that the report had been adapted and reflected the decision taken by Council on the moratorium earlier in the year. He explained that the projected outturn was £3.25 million with £110.1 million underspend to be carried over in 2021-22.

In response to a members question on the underspend as a result of the delayed purchase of property Y the Deputy Chief Executive advised that he would need to provide the Committee with a written response as the answer would contain information that was currently exempt.

In response to a members queries the Chief Accountant explained that he would need to look into the reported underspend on Harper House and the year to date expenditure on the Oast House and Ceaser Court and provide a written response for circulation to the Committee. Members of the Committee

expressed concern that the appendices were not providing a clear picture and welcomed a written response on the queries raised.

A member queried why there was a carry forward of £24,500 against the air quality line and expressed concern that progress was not being made. The Deputy Chief Executive explained that the Council did want to move this forward and he would provide the Committee with a written update on progress after the meeting.

The Committee agreed to note the report.

86/21 River Thames Task Group update

The Group Head of Neighbourhood Services introduced the report and provided the Committee with a detailed update on the work and achievements of the task group to date. She informed the Committee that the Council had completed several projects including providing a jetty for boat trips to support Staines' economy and upgraded lifesaving stations along the river. A variety of projects were ongoing with external assistance from the Thames Landscape Strategy.

In response to members questions the Group Head of Neighbourhood Services explained that the manager of the Llamas café had done a lot of work in preparation for providing electric boats for residents and visitors to enjoy and that work was due to commence to remove the unsightly raised flower beds, that had fallen into disrepair, so that electric charging points could be installed. She explained that the café manager understands the river and was very keen to deliver and was considering bringing back the crazy golf.

The Committee noted that residents has also contributed to improving the riverscape with one resident pulling trolleys from the river for the Council to collect. The Committee also noted that Councillor Gibson was in the process of arranging a joint river and land clean up and would share the details with the Committee in due course.

The Committee thanked the Group Head of Neighbourhood Services, the Chairman of the Overview and Scrutiny and members of the task group for their work to date.

87/21 Task Group - updates and closure

The Committee noted that the Clean Streets task group had agreed to close as the Spelthorne Litter Pickers were doing a fantastic job and there was no need for duplication. The Committee expressed their thanks and gratitude to the Spelthorne Litter Pickers and noted that a combined land and river litter pick was in the process of being organised.

The Chairman informed the Committee that if the Committee system is adopted by Council at its extraordinary meeting on 25 March 2021 any future work of the Task Groups will be subsumed into the relevant Committee and the Committees shall decide whether there is a need to set up a sub-

committee or Task Group to look at a particular matter. The Chairman thanked members and officers for all their work and for providing the Overview and Scrutiny Committee with regular updates.

The Committee noted the updates.

88/21 Work Programme

The Chairman advised the Committee that as there were no further ordinary meetings of the Committee scheduled there was no further work to be considered. The Chairman explained that although the Committee were due to have an extraordinary meeting to conduct a Review of the Eco Park officers had not been able to arrange this with the relevant responsible agencies.

The Committee noted that as there were no further ordinary meetings scheduled there was no further work to be considered.

**Minutes of the Overview and Scrutiny Committee
7 April 2021**

Present:

Councillor V.J. Leighton (Chairman)
Councillor O. Rybinski (Vice-Chairman)

Councillors:

J.H.J. Doerfel	M. Gibson	D. Saliagopoulos
J.T.F. Doran	A.C. Harman	H. Harvey
R.D. Dunn	N. Islam	
T. Fidler	L. E. Nichols	

Apologies: Councillors C.L. Barratt and R.A. Smith-Ainsley

In attendance: Councillors C. Bateson, R.W Sider BEM, S. Buttar and I.T.E Harvey

98/21 Disclosures of Interest

There were none.

99/21 URGENT - Call-in of Cabinet decisions

The Deputy Chief Executive introduced the Call in response report and drew the Committees attention to the seven key points of clarification and the supplement containing a visual graphic of the themes the Committee may wish to discuss.

The Group Head of Corporate Governance, Housing Strategy and Policy Manager (Housing Options), Property and Development Manager (Asset Management), Asset Management Contractor (Asset Management) and Chief Accountant were also present to provide advice and responses to questions relating to their service areas.

In response to members questions the Housing Strategy and Policy Manager advised that the tenure split provided for was within the scope of the Council's policy objective, as set out by the administration at the Extraordinary Council meeting on 21 January, of achieving at least 50% affordable housing as well as providing for key workers. He explained that the split set out at option d in the response report was appropriate, that it was important to ensure the right housing mix was achieved to create sustainable communities and that a key worker policy had been drafted and provided to the Committee to inform their debate.

In response to further questions the Housing Strategy and Policy Manager, stated Section 106 (S106) affordable housing provision varied and was dependent on the scheme. The Group Head of Corporate Governance

confirmed that in addition to the S106 affordable housing the Council would have a nominations agreement with Knowle Green Estates (KGE).

A member queried when the levels of income and discount for key workers had been decided. The Housing Strategy and Policy Manager stated that it had been set for quite some time and the Deputy Chief Executive confirmed this.

In response to members questions on the basis of property valuations, the Asset Management Contractor explained that land is valued on its existing use rather than the development land value but that assets deal with real time costs.

Members noted the Council would make a nominal saving on its homelessness budget where affordable units are filled by tenants from the Council's housing register but expressed the view that potential private rental tenants may not want to live in the same development. In response the Housing Strategy and Policy Manager advised that the Council was trying to achieve balanced and sustainable communities but may need to review its approach in future.

In response to a member's question the Asset Management Contractor explained that each scheme went through extensive consultation with planning officers to ensure they were policy compliant prior to being presented to the Planning Committee for determination.

A member expressed concern that the depreciation list at paragraph 3.22 of the response report appeared to be generous and a one-off incident or accident could see items destroyed. The Property and Development Manager informed the Committee that the Council has a good property management resource in place with warranties on items and had made provision in the costs to cover such incidents.

In response to further questions the Property and Development Manager explained that he was looking into an insurance policy that would ensure KGE would continue to receive a rental income if any repairs or rebuilding were required. This insurance would be necessary to safeguard KGE against loss of income if there were a fire for example.

Councillor Helen Harvey stated that she had spent a lot of time analysing the documents ahead of the meeting and felt that some information required clarification and that more detailed information was required in order for her to fully scrutinise the decision. In response to Councillor Harvey's query on the confidential Appendix A the Chief Accountant advised that the report contained annual figures and the net monthly label was there because the report is produced monthly. The Chief Accountant agreed to investigate adding an explanatory note in future to provide clarification.

The Committee discussed the Key Worker Housing Policy. Councillor Helen Harvey expressed concerns that the rent levels stated in paragraph 10.1

would reduce viability and asked that Cabinet review the level of discount as her proposal that the clause be removed was not supported by the Committee. The Deputy Chief Executive stated that it might not be possible to apply the financing rules and stressed that the policy was an interim policy that had been through internal consultation and to mitigate the risk of empty properties the Council could fill units from the housing register if a key worker was not found. Councillor Harvey also requested that Professor Urwin's report on key worker demand for Spelthorne be shared with members of the Committee and that Cabinet is briefed on it.

The Committee expressed the view that the policy was in draft form and should continue to be developed. The Committee noted that whilst Cabinet could note its comments on the policy members did not want to make recommendations and that it wasn't appropriate to do so at this stage.

The Committee agreed that the visual graphic of themes was useful and that a term sheet setting out the terms of a transfer would be valuable. The Committee agreed the term sheet should set out assumptions at an early stage and be amended if things changed.

The Committee agreed that it was supportive of the Cabinet's decision (Transfer of properties from Spelthorne Borough Council to Knowle Green Estates Ltd.) but recommended that the appropriate documentation must be in place.

The Chairman invited the Portfolio Holder for Finance, Councillor Buttar, to address the Committee. Councillor Buttar stated that officers had spent a considerable amount of time addressing the points raised by members who had called in the decision. He explained that private developers had not provided the level affordable housing and as a result the Council had acted to resolve the issue itself and was trying to make all of its developments affordable and viable.

Members of the Committee concluded that it was important that the Cabinet take decisions that have been clearly defined and with the right policies in place. Cabinet and Committee papers need to be clear and concise and contain all relevant information, so members are able to look back and see that all the relevant facts had been considered.

The Committee resolved to recommend to Cabinet the following three recommendations:

Recommendation 1:

That Cabinet instructs officers to draw up the following documents:

1. A Term Sheet to set out the basis of developments and supporting policy. A Term sheet should be required for each Spelthorne Borough Council residential development and will be created prior to planning application submission and monitored and adjusted as required thereafter.

2. A policy for valuation and transfers of developments.
3. An interest rate policy.
4. Documentation of Knowle Green Estates (KGE) depreciation policy.

Recommendation 2:

A Term sheet template and draft policy documents are to be presented for approval by the Policy and Resources Committee and KGE Board as soon as possible and no later than the end of July 2021.

Recommendation 3:

That Cabinet confirms that no housing units will be sold unless a policy to do so is formally approved by the Council.

TERMS OF REFERENCE

All Committees will have the following functions in respect of their respective areas:

- To develop the Council's policy, strategy and budget proposals
- To work at meeting the Council's corporate objectives, as set out in the Corporate Plan.
- To encourage performance improvement in relevant services, consistent with Value for Money principles and within the policy and budgetary framework agreed by the Council. This includes responding appropriately to statutory reports on external inspections and service reviews.
- To develop a full understanding of the functions and services within the Committee's remit
- To facilitate and encourage public participation in the Council's activities by engaging key stakeholders in the Council's processes for decision making.
- To oversee the publication of consultation papers on key issues and ensure that there is appropriate public consultation.
- To consider budget priorities and actions on the delivery of Council services within the overall policy and budgetary framework agreed by the Council.
- To consult with local Ward councillors about policy developments or service initiatives which have a specific relevance to the Committee.
- To support positive relationships and practices through co-operative working with staff.
- To commission studies or the collection of information relating to policy issues (Corporate Policy and Resources Committee) or service delivery (Service Committees).
- Each Committee is limited in authority to grant expenditure to £1 million for any particular project without seeking approval from full Council. Any project must be taken as a whole, and the project cannot be sub-divided into its constituent parts with each being authorised separately to avoid this limit set by this rule.

CORPORATE POLICY & RESOURCES COMMITTEE

Membership

15 members reflecting political balance, comprising the Chairs and Vice-Chairs of the Service Committees and with the Leader and Deputy Leader appointed as Chair and Vice-Chair of this Committee

Functions

This committee has responsibility for the following functions of the Council:

- Formulation of the Council's annual budget, including the capital and revenue budgets, prudential controls and council tax, and to recommend to Council
- Overseeing and managing the Council's financial strategies plans, and regulations
- Formulating the Council's community and corporate plans and to recommend to Council
- Formulating and co-ordinating the Council's Policy Framework and to recommend to Council accordingly
- Revenues and benefits
- Human Resources Policy
- Performance management, Project management & service delivery options/transformation
- Property asset management including investment, purchases and disposals, and compulsory purchases
- Making appointments to those Outside Bodies which are not reserved to Council
- Matters that cross the remits of two or more 'service' committees and/or to resolve conflict
- To monitor and review relevant Council policies and strategies.
- To review and scrutinise service delivery and in particular ensuring that best value in service delivery is being obtained for the community.
- To undertake scrutiny and monitor the performance of external bodies who deliver services to the community

Development Sub-Committee

Objective:

Within the overall policies and strategies set by the Council, to provide leadership, decision making and accountability for the implementation of the Council's planned programme of capital works, both housing and large - scale non-housing schemes.

Membership

5 members nominated by the Corporate Policy and Resources Committee and 2 members nominated by the Environment and Sustainability Committee drawn from all members of the Council and reflecting political balance.

Functions

1. Acquisitions

- (a) To receive recommendations from officers (where officer/member delegation financial limits are exceeded) as to possible new property acquisitions
- (b) Following (a) above, to give an initial steer on whether to investigate further those potential acquisitions
- (c) Following (b) above and any subsequent reports from officers, to make recommendations to the Corporate Policy & Resources Committee to proceed with particular acquisitions in accordance with relevant Council procedure rules.

2. Disposals

- (a) To receive recommendations from officers (where officer/member delegation financial limits are exceeded) as to the potential freehold disposal of property assets
- (b) Following (a) above, to give an initial steer on whether to investigate further those potential disposals
- (c) Following (b) above and any subsequent reports from officers, to make recommendations to the Corporate Policy & Resources Committee to proceed with particular freehold disposals in accordance with relevant Council procedure rules.

3. Management of Strategic Investments

- (a) To approve leasehold disposals (lettings) in residential developments, investment and retail properties ((where officer/member delegation financial limits are exceeded)
- (b) To approve the transfer of residential property assets from Knowle Green Estates Ltd if deemed necessary for the appropriate and effective management of the estate
- (c) To receive quarterly reports on the management of the investment assets, including rental income, potential letting opportunities, significant assignments and any other estate management issues based on officer recommendations.

4. Management of Municipal Portfolio

To approve leasehold disposal (lettings) of municipal properties which exceed officer/member financial delegation limits

5. Development

- (a) To fully review the business case for all potential development projects including scheme detail, build costs, risks and issues and financial performance including viability
- (b) To oversee the budget for each approved project and the effective implementation of the council's development programme
- (c) To approve the award of development contracts over the Public Contracts Regulations threshold or where the requirement is strategic/critical in accordance contract standing orders
- (d) To receive reports from officers and make decisions as set out on the Development-Gateway stages - Appendix A to this document. This includes instances (at any point in the Gateway stage process) where there has been any variance of projected

- costs over and above the agreed budget (whether the budget was set by the P&R Committee in a specific report, or in the Capital Programme).
- (e) To receive bi-monthly 'Red, Amber and Green' rating reports on all approved development projects. To include high-level finance projections, risk registers and project timeline.
 - (f) To receive bi-annual presentations of the longer-term expenditure plan across the development portfolio which is to indicate future funding streams and expectations.
 - (g) To receive an annual report on progress and success, setting out performance against any targets (including projected expenditure and costs).

Appendix A – Development-Gateway stages

Five stages of sign off:

1. Acquisition/Feasibility
2. Outline design
3. Detailed design prior to planning permission application
4. Construction
5. Transfer to business as usual

Stage	Decision	Reference back to P&R	Documentation required
Acquisition/feasibility	To undertake initial design development up to feasibility stage. Appointment of consultants if decision at committee level is under contract standing orders.	For actual purchase if appropriate.	Project brief
Outline design	To progress to Concept design (RIBA stage 2) up to planning submission	If supplementary expenditure required	Outline design and project progress report
Detailed design	To sign off detailed design (RIBA stage 3-4) post grant of planning permission. Sign off tender for contractor if required under CSOs.	If supplementary expenditure required	Detailed design and project progress documentation
Construction	To award the contract for the contractor if required under CSOs. To progress to construction	If supplementary expenditure required	Tender report and project progression documentation
Transfer to business	To make any	Report to note on	Project completion

Updated 27 May 2021

ALLOCATION OF SEATS FOR DEVELOPMENT SUB-COMMITTEE

Membership of the Development Sub-Committee will consist of:

5 members nominated by the Corporate Policy and Resources Committee and **2 members nominated by the Environment and Sustainability Committee** drawn from all members of the Council and reflecting political balance.

The Political allocation will be:

Conservatives	3 seats
Liberal Democrats	1 seats
USG	1 seat
Other Groups	2 seats

The **Environment and Sustainability Committee** will consider their nominations at their meeting on 30 June 2021*.

The **Corporate Policy and Resources Committee** will consider nominations at their meeting on 5 July 2021 and it may be necessary for further discussions to take place to ensure that political balance has been achieved.

Appointments to the Development Sub-Committee will be determined at the Council meeting on 15 July 2021.

*The nominations from the Environment and Sustainability Committee will be published in a supplement as soon as they have been received.

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Corporate Policy and Resources

Monday 5 July 2021



Title	Appointments to Outside Bodies for 2021-22
Purpose of the report	To make a decision
Report Author	Michelle Beaumont
Ward(s) Affected	All Wards
Exempt	No
Exemption Reason	NA
Corporate Priority	This item is not in the current list of Corporate Priorities but still requires a Committee decision
Recommendations	The Committee is asked to appoint representatives to the Outside Bodies as shown at Appendix 1 for 2021-22.
Reason for Recommendation	The annual appointment of representatives to Outside Bodies helps the Council fulfil its community engagement role.

1. Key issues

- 1.1 The annual appointment of representatives to Outside Bodies helps the Council fulfil its community engagement role.

2. Options analysis and proposal

- 2.1 The Committee is asked to consider the nominations as shown at Appendix 1 and make appointments of representatives and deputy representatives to those Outside Bodies that seek Council representation.

3. Financial implications

- 3.1 There are none.

4. Other considerations

- 4.1 The list of outside bodies and their terms of reference were circulated to group leaders for them to discuss with their members and nominations were received as shown in Appendix 1.

5. Equality and Diversity

- 5.1 Group leaders were advised at the same time of the process and all nominations were dealt with fairly.

6. Sustainability/Climate Change Implications

- 6.1 Na.

7. Timetable for implementation

- 7.1 The appointments will be effective immediately until June 2022

Background papers:

There are none.

Appendices:

Appendix 1 – Nominations to Outside Bodies *(to follow)*

Corporate Policy and Resources



5 July 2021

Title	<i>Assets Portfolio Working Group</i>
Purpose of the report	To make a decision
Report Author	<i>Nick Cummings</i> <i>Property and Development Manager</i>
Ward(s) Affected	All Wards
Exempt	No
Exemption Reason	N/A
Corporate Priority	Financial Sustainability
Recommendations	<p>Committee is asked to:</p> <ol style="list-style-type: none"> 1. Agree to set up an Assets Portfolio Working Group 2. Agree the proposed Terms of Reference (Appendix 1) 3. Confirm the membership of the group (Appendix 1) 4. Confirm the frequency of the group (Appendix 1)
Reason for Recommendation	<p>The Working Group will ensure close liaison between councillors and officers on all matters within the investment, development and municipal portfolios.</p> <p>It will ensure that there is expert councillor input from an assets, financial and housing perspective to ensure an holistic approach is taken on dealing with all our assets.</p> <p>This is particularly important as we move into the COVID-19 recovery phase as we know there will still be particular challenges over the next year or so whilst the local and national economy recovers.</p>

1. Key issues

- 1.1 Historically, there has been individual liaison between the Assets Portfolio Holder and the Group Head for Regeneration and Growth or the Property and Development Manager. Whilst this worked when the Council only had a small

municipal portfolio, a more rigorous and holistic approach was clearly required as our investment portfolio grew. The advent of a residential development portfolio has reinforced the need for a new approach.

- 1.2 When the COVID-19 pandemic hit in March 2020, the then Leader immediately instituted confidential weekly briefings (known as Rent Review meetings). This was to ensure that he and relevant portfolio holders were made immediately aware of any issues regarding rental payments which might have an adverse impact on the Councils £1bn investment portfolio. Those initial meetings focused solely on risk management and mitigation for the Investment Portfolio, and the Elmsleigh Centre which sits in the Regeneration Portfolio. They considered arrears reports, Sinking Fund worst case and expected case scenarios, potential lettings for vacant space, tenant issues, and operational building matters. An initial political steer was given at those meetings (entirely within the remit of the Strong Leader and Cabinet system).
- 1.3 Items which required Urgent Action (i.e. those that could not wait to be agreed at the next Cabinet meeting) were discussed, and a report was submitted to councillors who sat on the group. This gave them all the information required to confirm whether they were content for the Urgent Action (UA) to be agreed. The UA decision rests solely with the Chief Executive, but it was considered that in order to ensure openness and transparency, these matters should nevertheless be discussed and agreed by those key councillors. These decisions were all formally minuted and reported to the next available Cabinet meeting.
- 1.4 Councillors on this Committee should be aware that the UA provision was used sparingly as it sat outside the formal Cabinet process. The provision still remains as part of the Constitution under the new Committee system and the same principle of only using when absolutely necessary will still apply. Those areas that require UA are often matters where officers are looking to secure a rental and head of terms which need to be agreed very quickly. Moving forwards, where at all possible reports will be presented to and considered by the Development Sub Committee of the Corporate Policy and Resources Committee (CPRC), if required, in line with that Sub-Committees agreed terms of reference.
- 1.5 The remit of the Rent Review Group has expanded since March 2020, to include regeneration (including development) and municipal portfolios. From a regeneration point of view, the group were made aware at the inception stage of any regeneration proposals that were being considered by the Council as landowner.
- 1.6 Municipally, whilst a number of leases by value fall under the officer scheme of delegation, it was considered important in light of the COVID-19 situation that councillors were involved in discussions throughout on municipal assets. A lot of charities and local groups who lease or licence our premises have had particular challenges during the COVID-19 pandemic. This has proved to be very beneficial, and the input of councillors has been invaluable.
- 1.7 The membership of this group (under the Cabinet system) was the Leader, the Deputy Leader (who had the Assets Portfolio), and the Financial Portfolio Holder. The Deputy Leader with responsibility for Community Wellbeing also attended when particular municipal issues required their expert input. Having

all the relevant portfolio holders in 'one place at one time' enabled an holistic view to be taken. Councillors were supported by MAT, as well as professional officers from the assets and legal teams.

- 1.8 The review group has proved to be very successful, and has enabled officers to gain clear political direction and agreement on investment, regeneration and municipal matters.
- 1.9 The Rent Review meeting was formed as a leader's working group and therefore ceased with the move to the committee system of governance. There is clearly an opportunity to consider whether a new group should be set up in a similar format, but with different councillors sitting on the group.

2. Options analysis and proposal

Preferred Option

- 2.1 It is recommended that the Assets Portfolio Working Group be set up on the basis of the proposed Terms of Reference as set out in Appendix 1.
- 2.2 Committee need to be aware that the main difference between this group and the previous one is not around the work areas but that as a result of moving to the committee system the councillors who sit on the group will not be able to make any decisions – it will be an advisory working group only.
- 2.3 Such a group will be an effective and efficient way of ensuring that all the key councillors are briefed on matters systematically and at the same time. Whilst we are moving into the recovery phase of the COVID-19 pandemic, our tenants are still facing economic challenges and there is still a need to ensure a close eye is kept on our asset portfolios.
- 2.4 Another benefit is that officers can inform key councillors about work activities prior to any subsequent professional and technical negotiations. It is anticipated that this will be more efficient as those on the Working Group will be fully informed when reports (if required) come forward to either the CPRC or the Development Sub Committee. It enables officers to highlight any issues immediately which need addressing, which in turn ensures key councillors have full sight of any risks to the portfolio. The regular review of the Sinking Fund worst and expected case scenarios is particularly important for both the portfolio and the financial position of the Council as a whole.

Alternative option

- 2.5 Not to set up this group. There is a considerable risk that information will not flow as easily, and that not all key councillors hear the same information at the same time. The benefit of collective understanding and critical questioning will be lost. Without this there is a risk that officers will be relying solely on their professional opinion without having the opportunity to understand the wider political context. This is not recommended.
- 2.6 Committee members are advised that this Working Group is not a decision making body. That role will be fulfilled by the Development Sub Committee and the main Corporate Policy and Resources Committee as per the Constitution and relevant Terms of Reference.
- 2.7 Consideration was given on whether this work could be undertaken by the Development Sub Committee but this group has a specific terms of reference in relation to its decision making powers. Adding a further 'advisory' layer would not only muddy the waters, it would dilute the work of the Development

Sub Committee and require the terms of reference of that group to be amended and then agreed by Council.

3. Financial implications

3.1 There are no financial implications.

4. Other considerations

4.1 None.

5. Equality and Diversity

5.1 There are no equality and diversity implications which need to be taken into consideration.

6. Sustainability/Climate Change Implications

6.1 There are no sustainability and climate change implications which need to be taken into consideration

7. Timetable for implementation

7.1 If agreed the Assets Portfolio Review Group would commence immediately.

Background papers: There are none.

Appendices:

Appendix 1 Proposed Terms of Reference

Corporate Policy and Resources Committee



05 July 2021

Title	Treasury Management Annual Report 2020/21
Purpose of the report	To note
Report Author	Anna Russell, Deputy Chief Accountant
Wards Affected	All Wards
Exempt	No
Corporate Priority	Financial Sustainability
Recommendations	Committee is asked to: Note the treasury outturn position for 2020/21 and the challenging context of the financial environment in global markets in the face of the COVID-19 pandemic which pushed down both investment returns and borrowing costs
Reason for Recommendation	Not applicable.

1. Key issues

- 1.1 This report provides outturn details on treasury management for 2020/21 (section 3), initially giving external background (section 2). In the context of £28.6m additional capital investment (Table 1), borrowing has increased by £18.7m to £1,131.5m (Table 2), with £18.4m of the increase short-term (at an in-year average rate of 0.12%) and effectively unchanged long-term borrowing.
- 1.2 The scale of capital investment decreased by £49.5m compared to the previous year, reflecting the moratorium on high-rise developments as well as slowdown in development works due to COVID-19 restrictions. The capital investments reflect the Council's strategy of focusing on schemes to facilitate regeneration and support housing needs, particularly affordable, of the borough.
- 1.3 The overall return on £100.3m treasury investments was 1.20% on average for 2020-21, with 3.12% average return on £32.5m pooled funds (3.16, Appendix A) (last year 3.97% return). The impact of COVID-19 on investment yield has been significant, although yield from fixed term deposits resulted in a net return of £80k above budget (Table 4). 'As a consequence of the COVID-19 crisis, capital values of the pooled funds at the start of the financial year decreased significantly, by £4.3m. However, since then, the capital value

has recovered and rebounded by £1.4m overall to £33.9m compared to £32.5m purchase value.

- 1.4 This report fulfils the Council's legal obligation to have regard to the CIPFA Treasury Management Code of Practice (2017), which requires that authorities report on the performance of the treasury management function at least twice a year.
- 1.5 The Council's Treasury Management Strategy for 2020-21 was approved by Cabinet on 26 February 2020 and then by full Council on 27 February 2020 as were prudential indicators as part of Capital reporting.
- 1.6 CIPFA's 2017 Prudential Code includes a requirement for local authorities to provide a Capital Strategy, a summary document approved by full Council covering capital expenditure and financing, treasury management and non-treasury investments. The Council's Capital Strategy for 2020/21, complying with CIPFA's requirement, was approved by full Council on 27 February 2020.
- 1.7 The Council has invested and borrowed substantial sums of money and is therefore exposed to financial risks including the potential loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk are therefore central to the Council's effective treasury management.

2. External Context provided by Arlingclose

- 2.1 The narrative for external context is provided by the Council's treasury advisers, Arlingclose, with minor revisions by council officers reflecting for example the timing of this report compared to the Arlingclose draft.

Economic background

- 2.2 The coronavirus pandemic dominated 2020/21, leading to almost every country being in some form of lockdown during the year. The start of the financial year saw many central banks cutting interest rates as lockdowns caused economic activity to grind to a halt. The Bank of England cut Bank Rate to 0.1% and the UK government provided a range of fiscal stimulus measures, the size of which has not been seen in peacetime.
- 2.3 Some good news came in December 2020 as two COVID-19 vaccines were given approval by the UK Medicines and Healthcare products Regulatory Agency (MHRA). The UK vaccine rollout resulted in over 31 million people receiving their first dose by 31 March.
- 2.4 A Brexit trade deal was agreed with the European Union by the 31 December 2020 deadline. The exit from the European Union has resulted in a shortage of labour as EU citizens leave the UK, which is likely to continue into future months, and a shortage of materials, which may be eased as new trading relationships are established with other countries.
- 2.5 The Bank of England (BoE) held Bank Rate at 0.1% throughout the year but extended its Quantitative Easing programme by £150 billion to £895 billion at its November 2020 meeting. In its March 2021 interest rate announcement, the BoE noted that while GDP would remain low in the near-term due to COVID-19 lockdown restrictions, the easing of these measures means growth is expected to recover strongly later in the year. Inflation is forecast to increase in the near-term, and indeed CPI has roughly doubled to 1.5% in the latest figures, and while the economic outlook has improved there are

downside risks to the forecast, including from unemployment which is still predicted to rise when the furlough scheme is eventually withdrawn.

- 2.6 Government initiatives supported the economy and the Chancellor announced in the 2021 Budget a further extension to the furlough (Coronavirus Job Retention) scheme until end of September 2021. Access to support grants was also widened, enabling more self-employed people to be eligible for government help. Business rates reliefs for leisure, hospitality and retail were extended into 2021-22. Since March 2020, the government schemes have help protect more than 11 million jobs.
- 2.7 Despite the furlough scheme, unemployment still rose. Labour market data showed that in the three months to January 2021 the unemployment rate was 5.0%, in contrast to 3.9% recorded for the same period 12 months ago. Wages rose 4.8% for total pay in nominal terms (4.2% for regular pay) and was up 3.9% in real terms (3.4% for regular pay). Unemployment is still expected to increase once the various government job support schemes come to an end.
- 2.8 Inflation has remained low over the 12-month period. Latest figures showed the annual headline rate of UK Consumer Price Inflation (CPI) at 1.5% in the year to April 2021 below the Bank of England's 2% target.
- 2.9 After contracting sharply in Q2 (Apr-Jun) 2020 by 19.8% quarter on quarter, economic growth in Q3 and Q4 bounced back by 15.5% and 1.3% respectively. The easing of some lockdown measures in the last quarter of the calendar year enabled construction output to continue, albeit at a much slower pace than the 41.7% rise in the prior quarter. When released, figures for Q1 (Jan-Mar) 2021 are expected to show a decline given the national lockdown.
- 2.10 After collapsing at an annualised rate of 31.4% in Q2, the US economy rebounded by 33.4% in Q3 and then a further 4.1% in Q4. The US recovery has been fuelled by three major pandemic relief stimulus packages totalling over \$5 trillion. The Federal Reserve cut its main interest rate to between 0% and 0.25% in March 2020 in response to the pandemic and it has remained at the same level since.
- 2.11 The European Central Bank maintained its base rate at 0% and deposit rate at -0.5% but in December 2020 increased the size of its asset purchase scheme to €1.85 trillion.

Financial markets

- 2.12 Monetary and fiscal stimulus helped provide support for equity markets which rose over the period, with the Dow Jones beating its pre-crisis peak on the back of outperformance by a small number of technology stocks. The FTSE indices performed reasonably well during the period April to November, before being buoyed in December by both the vaccine approval and Brexit deal, which helped give a boost to both the more internationally focused FTSE 100 and the more UK-focused FTSE 250, however they remain lower than their pre-pandemic levels.
- 2.13 Ultra-low interest rates prevailed throughout most of the period, with yields generally falling between April and December 2020. From early in 2021 the improved economic outlook due to the new various stimulus packages

(particularly in the US), together with the approval and successful rollout of vaccines, caused government bonds to sell off sharply on the back of expected higher inflation and increased uncertainty, pushing yields higher more quickly than had been anticipated.

- 2.14 The 5-year UK benchmark gilt yield began the financial year at 0.18% before declining to -0.03% at the end of 2020 and then rising strongly to 0.39% by the end of the financial year. Over the same period the 10-year gilt yield fell from 0.31% to 0.19% before rising to 0.84%. The 20-year declined slightly from 0.70% to 0.68% before increasing to 1.36%.
- 2.15 UK gilt rates impact on PWLB rates, which Government reduced by 100 basis points (1.0%) in November 2020, returning the rate to the level a year earlier.
- 2.16 SONIA (Sterling Overnight Index Average) is used as a benchmark for assessing and setting interest rates. SONIA bid rates for 1-month, 3-month and 12-month averaged 0.01%, 0.10% and 0.23% respectively over the financial year.
- 2.17 The yield on 2-year US treasuries was 0.16% at the end of the period, up from 0.12% at the beginning of January but down from 0.21% at the start of the financial year. For 10-year treasuries the end of period yield was 1.75%, up from both the beginning of 2021 (0.91%) and the start of the financial year (0.58%).

Credit review

- 2.18 A credit default swap (CDS) is a financial derivative or contract that allows an investor to "swap" or offset their credit risk with that of another investor. It is used as an indicator of the riskiness of counterparties. After spiking in March 2020, CDS spreads declined over the remaining period of the year to broadly pre-pandemic levels. The gap in spreads between UK ringfenced and non-ringfenced entities remained. The Council, on the advice of its treasury management advisers, has elected to be able to invest as a 'professional' client with ring-fenced financial institutions that are riskier (if fail, retail clients are 'bailed out' first), but that give much better returns, than retail.
- 2.19 Credit rating actions to the period ending September 2020 have been covered in previous outturn reports. Subsequent credit developments include Moody's downgrading the UK sovereign rating to Aa3 with a stable outlook which then impacted a number of other UK institutions, banks and local government.
- 2.20 The vaccine approval and subsequent rollout programme are both credit positive for the financial services sector in general, but there remains much uncertainty around the extent of the losses banks and building societies will suffer due to the economic slowdown which has resulted due to pandemic-related lockdowns and restrictions. The institutions and durations on the Authority's counterparty list recommended by treasury management advisers Arlingclose remain under constant review, but at the end of the period no changes had been made to the names on the list or the recommended maximum duration of 35 days.

3. Local Context

Overview

- 3.1 Two years ago, the Council's strategy shifted from acquisition of investment properties towards schemes strengthening its strategic policy objectives such as on housing and regeneration
- 3.2 The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. The CFR, and resources applied, are summarised in Table 1. This shows that capital investment for 2020/21 was £28.6m, which increased the CFR, offset by capital inflows and contribution from revenue, resulting in a closing CFR of £1,128.5m (prudential indicator estimate was £1,161m as noted in the Capital Strategy for 2020/21).

Table 1: Balance Sheet Summary as at 31 March 2021

	Actual 31/03/2020 £m	Movement 2020/21 £m	Actual 31/03/2021 £m
Opening Capital Financing Requirement	1,051.1	65.0	1,116.1
<i>Capital investment</i>			
Property, Plant and Equipment	62.5	(34.8)	27.7
Investment Properties	14.6	(14.6)	0.0
Intangible Assets	0.0	0.1	0.1
Revenue Spend			
Funded from Capital under Statute	1.0	(0.1)	0.9
Total Capital Investment	78.1	(49.4)	28.6
<i>Sources of Finance</i>			
Capital Receipts	(0.6)	0.2	(0.4)
Government Grants and Contributions	(0.8)	(0.2)	(1.0)
Revenue Contributions *	(0.8)	(2.1)	(2.9)
Repayment of debt *	(11.1)	(0.8)	(11.9)
Total Sources of Finance	(13.2)	(2.9)	(16.2)
Closing Capital Financing Requirement	1,116.1	12.7	1,128.5

* Repayment of Debt reflects the Minimum Revenue Provision (MRP).

Revenue contributions are financing payments from revenue over and above MRP

Totals in this table are adjusted for rounding differences

- 3.3 On 31 March 2021, the Council had net borrowing of £1,031.2m (shown at Table 2 below) arising from its revenue and capital income and expenditure, a marginal increase on 2019/20 of £1.1m. Borrowing does not affect the CFR. However, Council does borrow to finance capital spend.
- 3.4 The Council's strategy is to maintain borrowing at levels that minimise risk and keep interest costs low. Borrowing levels are shown at Table 3. The Council also continues to consider alternative funding to assess availability of funders at rates cheaper than the PWLB. The treasury management position as at 31 March 2021 and the change over the period are show in Table 2.

Table 2: Treasury Management Summary

	Balance 31/03/2020 £m	Movement £m	Balance 31/03/2021 £m	Rate 31/03/2021 %
Long-term borrowing	(1,053.5)	(0.3)	(1,053.8)	2.29%
Short-term borrowing *	(59.3)	(18.4)	(77.7)	0.36%
Total borrowing	(1,112.8)	(18.7)	(1,131.5)	
Long-term investments	30.9	3.3	34.2	3.16%
Short-term investments	35.2	19.3	54.5	0.38%
Cash and cash equivalents	16.6	(5.0)	11.6	0.02%
Total investments	82.7	17.6	100.3	1.20%
Net borrowing	(1,030.1)	(1.1)	(1,031.2)	

* Short term borrowing includes £9m relating to PWLB (including PWLB accrued interest). The average rate given of 0.36% relates to local authorities. For local authorities: short-term borrowing raised in-year was at 0.12%; the rate for long term borrowing averaged 1.08%.

- 3.5 Available funds, totalling £66.1m by year end, have been held in short-term funds (£54.5m) and as cash (£11.6m) as far as possible during 2020/21. This approach, based on Arlingclose advice in the context of the low rates available through local authorities, was also in response to the uncertainty due to COVID-19.
- 3.6 Delays in capital projects due to COVID-19 constraints and the availability of low-cost borrowing mean that related funding needs are not as pressing as expected. Additionally, the government provided local authorities with various streams of funding to address the effects of COVID-19, such as: additional council costs resulting from lockdowns and isolation measures; loss of income from sales, fees and charges; and grants for third parties in the borough. This additional funding was therefore offset by emergency spending pressures and income losses due to COVID-19.
- 3.7 At the end of 2020/21, the cash balance on the current bank account exceeded the internal limits. This was due to delay in £3.3m Money Market Funds from BNP Paribas, which had a technical issue that meant that BNP was unable to fulfil the agreed release of funds. BNP acknowledged their error and have confirmed that they will pay the resulting overdraft fee of £2,016.66 on the Council's current account. The Section 151 officer was kept informed of this matter from the start.

Borrowing Activity

- 3.8 The Council's Treasury Management Strategy (TMS) estimated borrowing to be £1,198m for 2020/21. The operational boundary (OB) limit for borrowing, the Council's performance indicator, was a limit of £1,250m. At 31 March 2021, the Council held £1,131.5m of loans, within the OB limit and 94% of the TMS estimate.
- 3.9 The £1,131.5m borrowing, an increase of £18.7m from 31 March 2020, included £1,053.7m previously borrowed from the Public Works Loan Board (PWLB) as part of the strategy for funding major acquisitions and developments. The borrowing position as at 31 March 2021 is shown in Table 3 below.

Table 3: Borrowing Position

	Balance 31/03/2020	Movement	Balance 31/03/2021	Rate 31/03/2021	Maturity (weighted average) years
	£m	£m	£m	%	
PWLB	1,060.3	(6.6)	1,053.7	2.29%	48
Local authorities					
- Long-term	1.9	5.0	6.9	1.08%	1
- Short-term	50.6	20.3	70.9	0.36%	<1
Total Borrowing	1,112.8	18.7	1,131.5		

- 3.10 Total borrowing increased during 2020/21 by £18.7m net, with PWLB reduced by £6.6m, and a net £25.3m increase in loans from local authorities. This local authority borrowing, taking advantage of historically low inter-authority rates, supported capital programme spend, which in 2020/21 included housing regeneration and leisure centre developments. It should be noted that there is no requirement to link such borrowing to specific spend. Also, all borrowing through PWLB and local authorities is at fixed rates of interest over fixed terms.
- 3.11 The Council will need to borrow additional funds on both long- and short-term bases to fund the housing and regeneration programme in the future. Work is ongoing with Arlingclose to ensure that the cheapest and most appropriate duration and source are secured.
- 3.12 The Council's chief objective when borrowing has been to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required. Flexibility to renegotiate loans should the Council's long-term plans change is a secondary objective.
- 3.13 Affordability and the "cost of carrying" remained important influences on the Council's borrowing strategy alongside the consideration that, for any borrowing undertaken ahead of need, the proceeds would have to be invested in the money markets at rates of interest significantly lower than the cost of borrowing.

Investment Activity to 31 March 2021

- 3.14 The Guidance on Local Government Investments in England gives priority to security and liquidity and the Council's aim is to achieve a yield consistent with these principles. The ability to maximise interest returns within these guidelines is paramount to generating sufficient funds to support the Council's revenue budget.
- 3.15 As at 31 March 2021, the Council's investment portfolio was a total of £103.1m (1.20% average return), with £33.9m of this in pooled funds (3.12%), £2m Network Housing Group and £67.2m in short-term and cash-flow funds (0.02% to 1.3% return). A breakdown of the investments is given in **Appendix A**.
- 3.16 The £33.9m pooled fund investments form a key part of the portfolio and a full list of these and their current performance is detailed in **Appendix B**.
- 3.17 As mentioned earlier, the Government has provided funding for local businesses, organisations, individuals and directly to the Council to reduce the impact of COVID-19 lockdowns. This has resulted in cash availability in the short-term, some for the Council's own costs, and others for grant payments out to third parties.
- 3.18 For pooled funds, the impact on 2020/21 dividend income has been significant, with pooled funds delivering £275k less than budgeted (see Table 4 below). However, this is offset by net £374k interest from fixed term deposits to give a net return of £80k (£611k last year 2019/20).
- 3.19 Additionally, COVID-19 has adversely affected certain pooled fund capital values as at end March 2021. Of 19 pooled funds: 9 had depreciated by £1.4m in total as at end March 2021 compared to purchase value; 10 funds had increased by £2.7m. Overall, pooled fund values have increased by £1.4m (4.17% gain).
- 3.20 The unrealised capital losses (that is, decrease in capital value) will not impact on the General Fund as the Council has elected to present changes in the funds' fair values in other comprehensive income (FVOCI). If the council had not elected to do this, then the movement in capital value would have been reflected in the cost of services as a £1.4m gain (last year £4.3m loss), even though no pooled funds have been ended.

Investment Performance Monitoring

- 3.21 Security of capital has remained the Council's main investment objective. This has been maintained by following the Council's counterparty policy as set out in its Treasury Management Strategy Statement for 2020/21.
- 3.22 Table 4 shows the performance of the Council's investments compared to budget.

Table 4: Performance of investments

Investment Income 2020/21	Budget	Actual	Variance from budget
	£'000	£'000	£'000
Pooled Fund - Dividends	(1,290)	(1,015)	275
Fixed Term Deposits - Interest	0	(374)	(374)
Money Market Funds - Dividends	(50)	(31)	19
Total Investment Income	(1,340)	(1,420)	(80)

- 3.23 The Council seeks professional advice from Arlingclose and closely adheres to the advice set out in the Ministry for Housing, Communities and Local Government (MHCLG) guidance. The Council's investment strategy is also kept under constant review to ensure that the investment portfolio is balanced and reflects current circumstances. Regular quarterly review meetings are held with Arlingclose, the Council's treasury advisors, and include updates on the economic situation, review of the Council's current treasury position and plans for capital investment. All investment and borrowing decisions are made in consultation with our advisors.
- 3.24 Counterparty credit quality is assessed and monitored with reference to credit ratings, credit default swap prices, financial statements, information on potential government support and reports in the quality financial press.

Non-Treasury Investments

- 3.25 The definition of investments in CIPFA's revised Treasury Management Code now covers all the financial assets of an authority as well as other non-financial assets that an authority holds primarily for financial return. This is replicated in MHCLG's Investment Guidance, in which the definition of investments is further broadened to also include all such assets held partially for financial return.
- 3.26 The Council also held £939.7m of such investments in directly owned property. These investments generated £51.2m of investment income for the Council after taking account of direct costs, representing a rate of return of 5.5%. Note that property assets held in council-owned subsidiary, Knowle Green Estates Limited, are not categorised as investment property, as the assets are held mainly for operational purposes such as meeting housing needs in the borough and supporting regeneration, and not for rental return.

4. Financial implications

- 4.1 The financial implications are as set out in this report. Spelthorne has a diverse investment portfolio which helped increase overall resilience during 2020/21, so that, even though pooled funds and money market funds delivered less because of low interest rates, fixed rate deposits bolstered returns to £80k overall (Table 4 above). Likewise, borrowing costs are managed by being at fixed and relatively low rates. This outcome supports our aim to maintain flexibility commensurate with the high level of security and liquidity and minimal risk when making investment decisions.

5. Other considerations

- 5.1 The Council fully complies with best practice as set out in the Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code for Capital Finance in Local Authorities, the Department for Communities and Local Government (DCLG, now MHCLG) Guidance on Investments issued in March 2004 and the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Treasury Management in the Public Sector 2009 and Cross Sectional Guidance Notes.

6. Equality and Diversity

- 6.1 This report does not impact equality and diversity.

7. Sustainability/Climate Change Implications

- 7.1 This report is to note historic financial performance. Sustainability issues, for example in how the Council invests, are currently being considered in conjunction with the Council's Treasury advisers, Arlingclose, and is outside the scope of this report.

8. Timetable for implementation

- 8.1 Treasury management is an ongoing activity and normally there is no specific timetable for implementation.

Background papers: There are none.

Appendices:

Appendix A - Investments

Appendix B - Pooled Funds

Details of Investments Held as at 31 March 2021

Investment Type	Initial Investment Amount £m	Valuation as at 31Mar21 £m	Yield %	Start Date	Maturity Date
<i>Pooled Investment Funds</i> <i>(see Appendix B for more details)</i>					
Charteris Elite Equity Income	0.80	0.79	2.78	11 May 2012	N/A
Schroders UK Corporate Bond	1.50	1.95	3.64	11 May 2012	N/A
Schroders Income Maximiser	1.00	0.95	4.48	06 Jul 2012	N/A
Schroders Income Maximiser	1.00	0.77	3.64	24 Jul 2015	N/A
Schroders Income Maximiser	1.00	0.82	3.87	26 Aug 2016	N/A
Schroders Income Maximiser	3.00	2.40	3.78	25 Feb 2019	N/A
M&G Global Dividend	1.00	1.95	3.74	27 Jun 2012	N/A
M&G Global Dividend	3.00	3.46	2.21	20 Feb 2019	N/A
M&G Optimal Income Sterling	1.69	1.74	1.36	13 Apr 2015	N/A
M&G Extra Income Fund	2.00	1.86	3.43	15 Aug 2016	N/A
Investec Diversified Income	3.00	2.87	2.74	25 Aug 2016	N/A
Investec Diversified Income	1.50	1.49	2.85	20 Feb 2019	N/A
Threadneedle UK Equity Fund	2.00	2.05	2.04	08 Sept 2016	N/A
Threadneedle UK Equity Fund	1.50	1.52	2.02	21 Feb 2019	N/A
Threadneedle Global Equity Fund	1.50	1.68	2.38	21 Feb 2019	N/A
CCLA Property Fund (LAMIT)	1.50	1.94	4.39	31 Mar 2013	N/A
CCLA Property Fund (LAMIT)	1.00	1.11	3.76	30 Apr 2014	N/A
UBS Multi- Asset Income Fund	1.50	1.46	3.85	22 Feb 2019	N/A
Kames Diversified Monthly Income Fund	3.00	3.02	3.95	21 Feb 2019	N/A
Total	32.49	33.85	3.12		
<i>Fixed Rate Deposits</i>					
Network Housing Group	2.00	2.00	3.60	28 Apr 2016	28 Apr 2021
Total	2.00	2.00	3.60		
Total of Core Investment Portfolio	34.49	35.85	3.15	Average	

Details of Investments Held as at 31 March 2021

Investment Type	Investment as at 31Mar21 £m	Yield %	Start Date	Maturity Date
<i>Cash Flow Investments</i>				
BNP	4.85	0.02		Instant Access
CCLA	5.00	0.05		Instant Access
Total (yield % based on all funds)	9.85	0.02	Average	
<i>Investments: Other Local Authorities</i>				
Birmingham CC	5.00	1.15	Apr 2020	Apr 2021
Plymouth City Council	5.00	0.20	Sep 2020	Jun 2021
LB Southwark	5.00	0.25	Sep 2020	Jun 2021
PCC for Merseyside	5.00	0.33	Sep 2020	Oct 2021
North Lanarkshire Council	5.00	0.09	May 2019	Apr 2020
Woking Borough Council	5.00	0.30	Nov 2020	Nov 2021
Merthyr Tydfil County BC	2.00	0.10	Nov 2020	May 2021
Uttlesford District Council	5.00	0.35	Nov 2020	May 2022
Conwy County Borough Council	5.00	0.15	Dec 2020	Jun 2021
South Ayrshire Council	5.00	0.25	Dec 2020	Sep 2021
Total	47.00	0.32	Average	
<i>Investments: Other</i>				
Lloyds notice account	5.00	0.03	22 Mar 2021	-
Close Brothers	5.00	0.70	16 Apr 2015	N/A
Funding Circle - small businesses loans	0.36	1.29		
Total short-term investments	67.15	0.37		
Total Investments at 31 March 2021	103.06	1.20	Overall average	

Pooled Funds as at 31 March 2021

Fund	Date of Purchase	Initial Investment	Valuation as at 31/03/2021	Dividends Received to 31/03/2021	Dividend Yield (Income/ cost)	Capital Gain/ (Loss) at 31/03/2021	Total Return at 31/03/2021	Total Return, Yield
		£	£	£	%	£	£	£
WS Charteris Premium Income Fund	11/05/12	800,120	789,937	22,249.42	2.78%	(10,183)	12,066	1.51%
Schroders UK Corporate Bond Fund	11/05/12	1,500,000	1,954,930	54,525.35	3.64%	454,930	509,455	33.96%
Schroders Income Maximiser Fund	06/07/12	1,000,000	948,689	44,785.26	4.48%	(51,311)	(6,526)	(0.65%)
Schroders Income Maximiser Fund	24/07/15	1,000,000	771,224	36,407.57	3.64%	(228,776)	(192,369)	(19.24%)
Schroders Income Maximiser Fund	26/08/16	1,000,000	819,406	38,682.16	3.87%	(180,594)	(141,911)	(14.19%)
Schroders Income Maximiser Fund	25/02/19	3,000,000	2,401,946	113,389.93	3.78%	(598,054)	(484,664)	(16.16%)
M&G Global Dividend Fund	27/06/12	1,000,000	1,954,878	37,411.25	3.74%	954,878	992,289	99.23%
M&G Global Dividend Fund	20/02/19	3,000,000	3,464,009	66,292.07	2.21%	464,009	530,301	17.68%
M&G Optimal Income Sterling	13/04/15	1,690,636	1,741,358	23,032.06	1.36%	50,722	73,754	4.36%
M&G UK Income Distribution Sterling	15/08/16	2,000,000	1,859,009	68,605.35	3.43%	(140,991)	(72,386)	(3.62%)
Ninety One Diversified Income	25/08/16	3,000,000	2,871,735	82,237.19	2.74%	(128,265)	(46,028)	(1.53%)
Ninety One Diversified Income	20/02/19	1,500,000	1,494,630	42,801.37	2.85%	(5,370)	37,432	2.50%
Threadneedle Inv Services - UK Equity	08/09/16	2,000,000	2,047,057	40,880.33	2.04%	47,057	87,937	4.40%
Threadneedle Inv Services - UK Equity	21/02/19	1,500,000	1,515,327	30,261.52	2.02%	15,327	45,588	3.04%
Threadneedle Global Equity Fund	21/02/19	1,500,000	1,682,876	35,713.60	2.38%	182,876	218,590	14.57%
CCLA - The LAs Property Fund	31/03/13	1,500,000	1,940,308	69,790.83	4.32%	440,308	510,099	34.01%
CCLA - The LAs Property Fund	30/04/14	1,000,000	1,107,885	31,987.47	3.70%	107,885	139,872	13.99%
UBS Multi- Asset Income Fund	22/02/19	1,500,000	1,457,781	57,740.07	3.85%	(42,219)	15,522	1.03%
Aegon Diversified Monthly Income Fund	21/02/19	3,000,000	3,023,832	118,366.55	3.95%	23,832	142,198	4.74%
Value at 31/03/2021		32,490,756	33,846,817	1,015,159	3.12%	1,356,060	2,371,220	7.30%

Pooled Fund Performance to 31 March 2021

Capital gains and losses may fluctuate throughout the period that the investments are held. In 2020/21, any gains/ losses would only have been realised/ borne had the funds been sold. Dividends are received at various times during the year, with some paid quarterly and others half yearly.

The impact of COVID-19 is evident from the capital depreciation of nine of the funds as at 31/03/2021, by £1.386m in total. Returns are likely to be affected over coming months and maybe years.

The income yield for 2020/21 as at 31/03/2020 is 3.12% for the year.

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Corporate Policy and Resources Committee

5 July 2021



Title	Recovery Action Plan
Purpose of the report	To note
Report Author	Lee O'Neil, Deputy Chief Executive Sandy Muirhead, Group Head for Commissioning & Transformation
Ward(s) Affected	All Wards
Exempt	No
Exemption Reason	
Corporate Priority	Housing Economic Development Clean and Safe Environment Financial Sustainability
Recommendations	Committee is asked to: Note the contents of the report
Reason for Recommendation	Not applicable

1. Key issues

- 1.1 The COVID-19 pandemic has presented the biggest challenge this Council has ever faced. Following the national response to the outbreak of coronavirus and the introduction of the Government's first national lockdown, Spelthorne had to provide a rapid response to protect those at most risk within our communities.
- 1.2 As the pandemic progressed, the work of the Council increased significantly, with the authority given additional responsibilities to support vulnerable people, protect public health, enforce new regulations, and support businesses, including overseeing the distribution of a range of government grants.
- 1.1 A report on the emergency response was taken to Full Council on 21 May 2020 and throughout the pandemic Councillors received regular briefings on the high volume of work undertaken by the Council, as demonstrated by the infographic shown in **Appendix 1**. Some services continue to be under considerable pressure responding to the effects of the pandemic and preventing the spread of COVID-19.

- 1.2 Although our initial work was focused primarily on responding to the immediate and developing threats posed by COVID-19, the Council has also been planning and introducing a range of measures to assist in both the Council's organisational recovery and the recovery of the wider borough as a whole, as the Government implements its roadmap out of the latest lockdown. On 19 May 2021 the Cabinet received a report on the Council's Summary Recovery Plan ('the SR Plan') which outlined the measures the Council would be taking to assist our communities (both residential and business) to recover from the effects of the pandemic. This Plan (see **Appendix 2**) focusses on how the Council will lead and assist with the wider-borough recovery under five key areas:
- (a) Supporting Community Recovery
 - (b) Supporting Economic Recovery
 - (c) Supporting Green Recovery
 - (d) Keeping People Informed, and
 - (e) Delivering Key Services.
- 1.3 A comprehensive Action Plan document ('the Action Plan'), attached as **Appendix 3**, has now been developed to accompany and build on the SR Plan. This outlines a range of key tasks to deliver each action, with target dates and desired outcomes.
- 1.4 Both the SR Plan and associated Action Plan will be 'live' documents, which will need to be adapted to take into account any future changes in the Government's recovery roadmap, any new responsibilities given to the Council and any new outbreaks of the virus which may arise.
- 2. Options analysis and proposal**
- 2.1 The Committee is asked to note the contents of the Action Plan.
- 2.2 Progress on the Action Plan will be reported to the Corporate Policy and Resources Committee (CPRC) at future meetings.
- 2.3 Elements of the Action Plan are clearly relevant to other committees (e.g. progress on Economic Recovery will be of interest to the Economic Development Committee). In order to give Councillors on those committees the opportunity to comment and input into the future development of the SR Plan/Action Plan, lead officers have been asked to give regular updates to their respective committees and any comments/suggested changes will then be reported to the CPRC.
- 3. Financial implications**
- 3.1 During the pandemic, significant additional expenditure has been incurred by the Council. This has included costs associated with supporting vulnerable residents, putting in place COVID-19 safe measures for service delivery, moving to home working and providing additional support to homeless residents.
- 3.2 The Council, like most organisations, has been significantly impacted financially by the COVID-19 pandemic and there remain ongoing risks to the Council's income streams, as outlined in **Appendix 4**. The full extent of these impacts will not become clear until at least the autumn, when we will better understand the impacts on our residents and businesses of elements such as

the national furlough scheme ending, landlord evictions resuming and court debt recovery processes getting back up to speed.

- 3.3 Whilst Spelthorne has received a range of financial support from the Government to cover some of the costs of this additional work and loss of income, this does not fully cover the expenditure incurred by this authority. The Council previously agreed the allocation of reserves to cover any unrecoverable net costs associated with the pandemic. In implementing and further developing our recovery plans it will be important for the Council to continue to monitor and evaluate the financial impacts on the authority and, if necessary, draw on these reserves to support the essential work required.
- 3.4 There is strong and clear linkage between pursuing an effective economic development recovery plan for the Borough and aiding the recovery of the Borough Council's finances, as if we help our local businesses to prosper and employ residents, then the Council's own income streams, in particular business rates and council tax, will recover more quickly.

4. Other considerations

- 4.1 A number of actions within the Action Plan are already in progress or have been completed. These are outlined in the document.

5. Equality and Diversity

- 5.1 Equality and diversity issues will need to be carefully considered in delivering each element of the Action Plan to ensure that we can reach vulnerable people from all sections of our communities.
- 5.2 Working with faith groups, the voluntary sector and other key stakeholders, as outlined in the Action Plan, will help to ensure that we can reach all those most in need.

6. Sustainability/Climate Change Implications

- 6.1 The Action Plan make specific reference to actions aimed at delivering a Green Recovery, thus assisting in mitigating climate change.

7. Timetable for implementation

- 7.1 Work delivering aspects of the Action Plan are already in progress and target dates for the tasks listed are outlined in the document.

Background papers:

There are none.

Appendices:

APPENDIX 1 – Infographic outlining the response from the Borough Council to the COVID-19 pandemic (up to February 2021)

APPENDIX 2 – Summary Recovery Plan

APPENDIX 3 – Action Plan

APPENDIX 4 - Risks to Council income streams

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COVID19 – Spelthorne’s response, 16 months on...



17,223 welfare calls, visits and checks to vulnerable residents

supporting school children with nutritious meals.



Over **772,017** meals distributed by food banks to families



supporting **NHS** and partners with the vaccination programme and local testing sites

community helpline; over **29,629** phone calls to residents



Support4Spelthorne community hub



Support4Spelthorne



35 rough sleepers have been placed into settled accommodation

39 COVID-19 Champions recruited



Spelthorne Covid Champions

financial and equipment

assistance to food banks, leisure centres and community groups



37,450 tonnes of waste and recycling has been collected



2,415 fly tips cleared

parks, playgrounds, cemeteries and toilets **open, clean and safe**



supporting recovery of **highstreets and Staines Market**

£23.4m in business and discretionary grants



£29.6m of business rates 12 month reliefs



over **2,974** COVID-19 business compliance checks



26 Enews publications
7,520 social media posts
1.52m page views on website
220,000 Bulletin magazines delivered



50,569 total number of meals on wheels delivered

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SUMMARY RECOVERY PLAN (Version 1 - updated 14.05.21)

KEY AREA	KEY ISSUE	CORE PRINCIPLES/PROCESSES
SUPPORTING COMMUNITY RECOVERY	Provide strong leadership within our communities	Ensure we ... <ul style="list-style-type: none"> • Increase our engagement within our communities, capturing, harnessing and further developing their energy and commitment to support the delivery of services. • Include all sections of our communities, particularly hard to reach groups (including the voluntary sector and faith groups). • Develop and implement a new Health and Wellbeing Strategy, taking into account lessons learnt from the impact of COVID-19.
	Support those most in need in our communities to help them to stay safe and healthy	Continue to ... <ul style="list-style-type: none"> • Support local food banks; work with the charity sector to increase capacity and resilience. • Review our existing meals-on-wheels provision. • Explore a range of options to expand provision to other vulnerable members of the community. • Ensure the Community Centres offer provided by our Independent Living Team is appropriate and safe for all community groups. • Enhance cross-agency working with health professionals and Surrey County Council to ensure a holistic approach is taken to improving the health and social wellbeing of the community. • Undertake joint projects directed at specific vulnerable residents. • Recognise and prepare to support the emotional needs caused by the pandemic on the community – to do this with the assistance of partner organisations and all council services.
	Help prevent or reduce debt or financial hardship	<ul style="list-style-type: none"> • Analyse and evaluate the financial impact of the pandemic on our community – including residents and businesses. • Ensure our residents and businesses are informed and directed to appropriate government support/benefit schemes. • Support partner agencies to enable them to provide financial advice and assistance to the community.
	Reduce and help prevent homelessness	<ul style="list-style-type: none"> • Maintain momentum of the Council’s affordable housing development schemes. • Provide appropriate resources to address the predicted increase in numbers and breadth of homelessness provision. • Assist and support vulnerable families to remain in their existing homes. • Facilitate and advise those in financial hardship, with direct support when appropriate.

KEY AREA	KEY ISSUE	CORE PRINCIPLES/PROCESSES
	Promote and increase leisure activities	<ul style="list-style-type: none"> • Improve and develop a broad range of activities and family-orientated leisure pursuits. • Work in partnership with a range of local leisure, art and sport clubs to provide a range of activities to help promote good mental health and fitness. • Introduce 10 new outside gyms and continue to encourage extensive use of parks and open green spaces. • Continue to develop and improve our outdoor leisure facilities and options for all groups. • Work with our partners 'Everyone Active', providing financial assistance and support with communications to enable them to continue to operate the leisure centres in our borough.
SUPPORTING ECONOMIC RECOVERY	Minimise unemployment	<ul style="list-style-type: none"> • Monitor and measure the impact of COVID on local businesses and assist in how they can respond and adapt. • Ensure effective implementation of relevant government initiatives – including business rate relief and payment of business grants – through strong and effective communications. • Keep under review the Council's discretionary grant policy and ensure the funds available are put to best use supporting individual businesses to survive and assisting with the broader economic recovery of the borough.
	Develop skills and getting people back in work	<ul style="list-style-type: none"> • Implement our new Economic Development Recovery Plan (including addressing any impacts caused by Brexit). • Continue to work with the 'Jobs and Recovery Task Group' (including reps from Spelthorne BC, Department for Work and Pensions, Job Centre Plus, Brooklands College, Heathrow Academy and A2Dominion) to help develop new employment opportunities for local residents. • Support and promote employment and training initiatives – including a 'Virtual Jobs Fair'; 'Kickstart' scheme; 'Job Fuse' (working with EM3 Local Enterprise Partnership). • Work with partners to bid for funding for a 'Youth Hub' in the borough, focused on helping specific groups between the ages of 18 – 24 to access employment opportunities and assist with 'work readiness' and resilience.
	Assist future business growth and adaptation	<ul style="list-style-type: none"> • Establish and promote our new business incubator to help local fledgling businesses to rent collaborative desk and meeting space and include training and mentoring to ensure new business development and sustainability. • Promote and encourage businesses in the 'Green Economy' to establish themselves in the Borough thereby creating greater opportunities for employment within the green sector. • Promote 'shop-local' to our residents and visitors. • Promote 'buy-local' for business-to-business procurement. • Through our new Town Centre Managers, help provide additional frontline support for Ashford, Sunbury and Shepperton businesses and retailers. • Work in collaboration with Staines-upon-Thames Business Improvement District to support businesses and retailers in the town.

KEY AREA	KEY ISSUE	CORE PRINCIPLES/PROCESSES
	Placemaking, regeneration and development of infrastructure	<ul style="list-style-type: none"> • Maintain momentum of the Council's regeneration schemes. • Deliver the Staines-upon-Thames Development Framework as part of the review of the Local Plan up to 2035. • Improve broadband speeds in the borough (full fibre to premises up to 1GB), starting with Sunbury and expanding to Staines-upon-Thames and Ashford. • Consider bids for future rounds of the Government's Levelling Up Fund for smaller transport projects, town centre and high street regeneration and maintaining and expanding cultural and heritage assets.
	Attract visitors back into the borough	<ul style="list-style-type: none"> • Continue to promote Spelthorne as a place to live, visit and do business through the Visitor Economy Forum (SBC and business). • Continue to monitor the implementation and effectiveness of guidance for the safe use of our town centres, open spaces and other areas, providing relevant information to businesses on operating safely under COVID restrictions. • Utilise EM3 LEP funding and government support in opening-up town centres post-COVID (using, for example, the Welcome Back Fund).
SUPPORTING A GREEN RECOVERY	Climate Change Policy	<ul style="list-style-type: none"> • Focus on actions to lower the Borough's carbon emissions in line with government targets or sooner. • Explore and devise a future financial treasury management strategy that takes into account Environmental, Social, Governance and Responsible Investments.
	Reduce the carbon footprint of Council operations	<ul style="list-style-type: none"> • Aim to develop a more environmentally sustainable economy post-COVID and Brexit. • Explore further opportunities provided by agile working of council staff to enhance and accelerate climate change initiatives by reducing commuting and requirement for office space. • Continue to develop our programme to use more electric vehicles by staff to reduce CO2 emissions. • Purchase electric fuelled equipment when existing liquid fuelled equipment reaches end of life. • Consider opportunities to create and support carbon-sink initiatives within the Borough including more tree planting where possible. • Improve all council-owned properties and facilities through better insulation, investment in alternative heating and ventilation and aim to reduce utilities costs where possible. • Review and improve, where possible, our waste management strategy.
	Increase use of clean energy	<ul style="list-style-type: none"> • Work with businesses and communities to promote and support cleaner and greener living and working. • Develop opportunities for increased locally generated 'clean' energy through renewable sources.

KEY AREA	KEY ISSUE	CORE PRINCIPLES/PROCESSES
	Encourage greater use of cycling and walking	<ul style="list-style-type: none"> • Undertake a borough-wide feasibility study to identify potential walking and cycling routes in conjunction with Surrey County Council. • Increase opportunities for exercise through walking and cycling and improving air quality by reducing car dependency, working with the highways authority where necessary.
	Improve and increase provision of public open spaces and enhancement of biodiversity	<ul style="list-style-type: none"> • Enhance our parks and open spaces to adapt to climate change. • Provide clean, accessible, outdoor spaces with access to nature for education and well-being purposes. • Seek to landscape and enhance planting to assist with carbon capture. • Increase management of the land to provide greater biodiversity to encourage wildlife and insect populations.
	Improve energy efficiency of housing stock	<ul style="list-style-type: none"> • Promote residential development that is sustainably constructed and located, that allows safe and easy access for residents to existing services and transport hubs. • Seek and support the retrofit of existing residential housing to enable alignment with more demanding energy efficiency standards.
KEEPING PEOPLE INFORMED	Communicate regular updates using a range of different media	<ul style="list-style-type: none"> • Lead the strategic briefing and dissemination sessions for community partners through the COVID Champions initiative. • Maintain welfare and information-sharing calls to vulnerable community members and prepare for new and, as yet, unforeseen demands due to COVID. • Continue to update and maintain the accessibility of our website, responding to changes in national and local guidance. • Continue to use and develop our social media to ensure rapid communication of key messages. • Continue to regularly publish eNews publications and encourage residents to subscribe to the platform. • Ensure residents and businesses can continue to contact the Council by phone, letter or digitally. • Work with the Surrey-wide Communications Group to share information and best practice. • Work with other stakeholders including Councillors, Residents' Associations, businesses, charities, faith groups and other voluntary organisations to disseminate information and utilise support from their outside communications.

KEY AREA	KEY ISSUE	CORE PRINCIPLES/PROCESSES
DELIVERING KEY SERVICES	More resilient services	<ul style="list-style-type: none"> • Remodel services to adapt to new challenges and new ways of working. • Continue to review and update the Council’s Pandemic Plan – taking into account lessons learned to ensure greater resilience in future. • Further develop our new telephony system, implementing additional useful functions to assist the customer and provide them with a better experience, linking this to Council’s digital transformation. • Take steps to ensure the Council maintains its financial sustainability.
	Workforce development	<ul style="list-style-type: none"> • Train and equip our staff to adapt to new ways of working and any future restrictions. • Ensure all staff understand the Council’s focus on best working practices to tackle the climate emergency.
	Protecting staff and clients	<ul style="list-style-type: none"> • Ensure continued use of strict Personal Protective Equipment/social distancing requirements for site/face-to-face visits and enhanced cleaning regimes. • Continue to offer ongoing health and wellbeing support to our staff.
	Maintaining mobile and flexible working	<ul style="list-style-type: none"> • Use the experience of enforced remote working to develop future plans for more flexible working methods to further reduce costs and enable more efficient service delivery.
	New ways to access services	<ul style="list-style-type: none"> • Make it as easy as possible for customers to access our services remotely. • Deliver more services remotely (e.g. Spelthorne’s community alarm network - SPAN). • Implement a plan for the safe transition back to public meetings.

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RECOVERY ACTION PLAN (Version 3: 18 June 2021)

Key to task owners:

AB	Ann Biggs	DA	Deborah Ashman	IS	Isabel Soane	MR	Mark Rachwall
AC	Alistair Corkish	DC	Dennis Codd	JM	Jennifer Medcraff	NR	Nicky Rentall
AR	Applied Resilience	DD	Daniel Dredge	JT	Jackie Taylor	PT	Paul Taylor
AW	Andy Willmott	DG	David Gold	KE	Ken Emerson	RM	Richard Mortimer
CI	Carrie Isaac	MI	Marta Imig	KM	Keith McGroary	SLL	New Strategic Lead - Leisure
CIP	Continuous Improvement Team	H&S	Health & Safety Team	LK	Louise King	SM	Sandy Muirhead
CL	Catherine Learmonth	HG	Hilary Gillies	LS	Lisa Stonehouse	SMC	Stephen Mortimer-Cleevly
CM	Claire Moore	HR	HR Team	MB	Mandy Binley	SN	Sarah Nicholson
CS	Carolyn Sheppard	ICT	ICT Team	MH	Mary Holdaway	TC	Tracey Carter
						TCo	Terry Collier

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Table of acronyms used:

A2D	A2 Dominion	EM3 LEP	Enterprise M3 Local Enterprise Partnership	SAG	Safety Advisory Group
ARG	Additional Restrictions Grant	ICP/ICS	Integrated Care Partnership/Services	SBC	Spelthorne Borough Council
BID	Business Improvement District	KGE	Knowle Green Estates Ltd.	SBF	Spelthorne Business Forum
DFG	Disabled Facilities Grant	MIG	Multi-agency Information Group	SPAN	Spelthorne Community Alarm Network

INTRODUCTION

Spelthorne has developed a recovery plan outlining the measures the Council will be taking to assist our communities (both residential and business) to recover from the effects of the COVID-19 pandemic. This focusses on how the Council will lead and assist with the wider-borough recovery under five key areas/themes:

- a. Supporting Community Recovery
- b. Supporting Economic Recovery
- c. Supporting a Green Recovery
- d. Keeping People Informed, and
- e. Delivering Key Services

This Action Plan forms part of, and builds on the Recovery Plan, outlining a range of key tasks to deliver each of the actions listed.

SUPPORTING COMMUNITY RECOVERY - ACTION PLAN

Ref.	Key Action	Key task	Desired outcome	Target date	Owner
LEADERSHIP WITHIN OUR COMMUNITIES					
CR1	a. Maintain visibility and engagement within our communities (including the voluntary sector and faith groups); capturing, embedding and further developing their energy and commitment, to support the delivery of services; and b. Ensure inclusion of all sections of our communities, including hard to reach groups.	i. Build on COVID Champion programme to use as forum for promoting health topics and for relevant public consultation.	Engagement with 15-20 champions on a fortnightly/monthly basis	Autumn 2021	SLL
		ii. Build on the residents' association forum.	Establish regular meetings with at least 8 residents associations attending	Autumn 2021	Council Leader & SLL
		iii. Sustain and increase volunteer database in case of future emergency.	Volunteer database with number of volunteers established	Ongoing	SLL
CR2	Develop and implement a new Health and Wellbeing Strategy, taking into account lessons learnt from the impact of COVID-19.	New Health & Wellbeing Strategy produced.	Strategy launched and action plan adopted	Autumn 2021	MH
SUPPORTING VULNERABLE PEOPLE TO HELP THEM TO STAY SAFE AND HEALTHY					
CR3	Continue to support local food banks; working with the charity sector to increase capacity and resilience.	Relaunch food poverty group to share good practice and address local need	Quarterly meetings with food banks, family support and relevant community leads.	June 2021	SLL

Ref.	Key Action	Key task	Desired outcome	Target date	Owner
CR4	<p>a. Review our existing meals-on-wheels provision; and</p> <p>b. Explore options to expand provision to other vulnerable members of the community.</p>	Expand Meals on Wheels provision to include a fully staffed evening service	Now fully subscribed offering 25 evening meals.	Completed Spring 2021	SMC NR
CR5	Undertake a review to ensure the Community Centre offer provided by our Independent Living Team is appropriate and safe for all community groups.	Include the provision of more staff at community centres to cater for increased needs of those with a long-term condition	Have recruited a full complement of Care Support Workers and High Needs Level 5 Health and Social Care Managers.	Completed Spring 2021	SMC NR
CR6	<p>a. Enhance cross-agency working with health professionals and Surrey County Council to ensure a holistic approach is taken to improving the health and social wellbeing of the community; and</p> <p>b. including undertaking joint projects directed at specific vulnerable residents.</p>	<p>i. Provide two borough representatives embedded in the discharge functions of the hospital both acute and community setting.</p> <p>ii. Provide step down accommodation to ensure our residents can be discharged from hospital settings into independence focussed safe settings.</p> <p>iii. Expand our range of tech services to include more prevention-based tech.</p>	<p>Two Borough Discharge Coordinators recruited and inducted and funded by the ICP.</p> <p>Create the provision of 9 Step Down flats across North West Surrey ICS funded and Spelthorne led.</p> <p>Used DFG funding to broaden and update offer including a planned Dementia Suite.</p>	<p>Ongoing Summer 2021</p> <p>Ongoing Summer 2021</p> <p>Ongoing Summer 2021</p>	<p>SMC</p> <p>SMC</p> <p>SMC</p>

Ref.	Key Action	Key task	Desired outcome	Target date	Owner
CR7	Recognise and prepare to support the emotional needs caused by the pandemic on the community, with the assistance of partner organisations and all council services.	Centre managers are planning a COVID secure return to the centres which includes safe provision for the most vulnerable and to include extra emotional support to help residents cope with the long-term impacts of COVID 19.	Liaising with ASC to facilitate safe return and with H&S to ensure long term sustainability of COVID secure environment. Whilst maximising the number of clients who can attend the setting.	Autumn 2021	NR
PREVENTING DEBT/FINANCIAL HARDSHIP					
CR8	Analyse and evaluate the impact of the pandemic on the financial health of the community.	Increase the number of residents that receive advice on financial management and debt advice through Advice+ project delivered by A2 Dominion.	500 visits or phone calls over one year, measured monthly.	April 2021- March 2022	MI/KE
CR9	Promote/signpost our residents to appropriate government support/benefit schemes.	Deliver Project Breakthrough for tenancy support residents aged 18-30 including support with employment, skills and training to those Not in Employment, Education or Training (NEETs), those at risk of homelessness and those in need of welfare support. An under-30 specialist has been recruited to deliver wellbeing and life sessions.	100 young adults cope with the socio-economic effects of the pandemic with a priority of residents in Stanwell and Ashford North.	April 2021- March 2022	MI/KE
CR10	Support partner agencies to enable them to provide financial advice and assistance to the community.	Increase funding from annual grants for Citizens Advice to enable to meet higher demand due to COVID.	Monthly monitoring	Ongoing	SLL

Ref.	Key Action	Key task	Desired outcome	Target date	Owner
PREVENTING HOMELESSNESS AND ROUGHSLEEPING					
CR11	Maintain momentum of the Council's affordable housing development schemes.	NOTE: At present, apart from the White House, Harper House & the West Wing conversion into 25 affordable units, all the Council's current and proposed development schemes are either on hold as they need to be reviewed by the Sub Committee of the Corporate Policy and Resources Committee, or as a result of the moratorium on Council schemes in Staines-upon-Thames. Once the outcome is known the Action Plan will be updated.	44 affordable/key worker units at Benwell House (completed); 25 affordable units at West Wing Delivery of Harper House. Delivery of White House Hostel.	May 2021 July 2021 June/July 2021 End of July 2021	HM/RM HM/RM HM/RM HM/RM
CR12	Provide appropriate resources to address the predicted increase in numbers and complexity of homelessness approaches.	20 additional emergency properties on a temporary basis arranged with A2 Dominion to house homeless households whilst seeking settled accommodation.	Home suitable households on a prompt basis minimising void period.	October 2021	MI/KE
CR13	Assist and support vulnerable families to stay in their existing homes.	Reduce evictions through commissioning A2D Advice services (listed above)	Listed above (see CR8)	April 2021- March 2022	MI/KE

Ref.	Key Action	Key task	Desired outcome	Target date	Owner
CR14	Facilitate and advise those in financial hardship, with direct support when appropriate.	Deliver a 50+ Tenancy sustainment service for people with multiple needs who are claiming universal credit. Over 50 specialists recruited to support with employment, training and skills, claiming benefits and money management.	150 individuals through tenancy sustainment intervention.	April 2021- March 2022	MI/KE
		Bid for rough sleeper initiative funding to sustain rough sleeper support worker to offer outreach service	KPI to be agreed if successful with funding.	March 2022 dependent on funding	MI/KE
		Bid to extend Housing First scheme by recruiting a second housing support worker in partnership with A2 Dominion. A service for entrenched rough sleepers which offers an intense wrap around support for people with multiple and complex needs.	50 interventions split between homelessness prevention and homelessness recovery.	March 2022 dependent on funding	MI/KE
		Homelessness Prevention Fund to support residents with rent in advice, rent deposit, mortgage/rental payment support or storage costs.	Administer fund as part of our prevention duty where needed through an eligible homelessness application.	Ongoing	KE

Ref.	Key Action	Key task	Desired outcome	Target date	Owner
PROMOTING AND INCREASING LEISURE ACTIVITIES					
CR15	Improve and develop a broad range of leisure activities and family-orientated leisure pursuits.	Restart Leisure activities including Walking for Health and Cycling for Health under COVID safe guidance.	At least 2 walks a week and 1 ride a week/fortnight offered in line with COVID restrictions.	April 2021	MH
		Communicate restarting of Leisure activities with residents to inform them of activity programme and COVID measures in place	Weekly social media posts on leisure activities.	May onwards	JM
		Deliver a free programme of holiday activities through the Club 4 programme for children on free school meals and those most in need (subject to funding)	15 young people to attend sessions including food for one week.	Summer 2021	LS
		To deliver a programme of activities in partnership with Active Surrey to deliver Specsavers Surrey Youth Games to meet local demand	Establish local need and identify relevant KPI.	Summer 2021/Autumn 2021	MH
		Work with home school link workers, family support, family centres and housing to refer families to utilise play scheme vouchers	150 families to be referred.	Summer 2021	LS

Ref.	Key Action	Key task	Desired outcome	Target date	Owner
CR16	Work in partnership with local art and sport clubs to provide a range of activities to promote mental health and fitness.	Work with local community organisations to deliver art and cultural activities in empty shopping units in the Elmsleigh Centre (subject to funding).	At least 2 organisations to deliver up to 6 weeks of activities in 2021.	Summer 2021 onwards	CL
		Develop a 10-week exercise programme for young clients aged 18-25 with mental health issues.	A course delivered with 10 people attending.	Summer 2022	MH
CR17	a. Continue to develop and improve our outdoor leisure facilities and options for all groups; and b. Encourage use of our parks and open green spaces, developing these further by introducing new outside gyms.	Recognise the extensive use of the parks and open green spaces, developing these further by introducing 10 new outside gyms.	10 gyms installed in parks including in areas of high need.	March 2022	JT
CR18	Work with our partners Everyone Active, providing financial assistance and communications to enable them to continue to operate our leisure centres.	Work in partnership with Everyone Active to support the leisure centres to resume all activities (when restrictions allow) and with COVID measures in place.	Attendance figures to resume to pre-COVID numbers.	Target date to be confirmed after 21 June 2021	DA/CM/CS

SUPPORTING ECONOMIC RECOVERY - ACTION PLAN

Ref.	Key Action	Key task	Desired outcome	Target date	Owner
MINIMISING UNEMPLOYMENT					
ER1	Continue to monitor, measure and understand how COVID has affected local businesses and adapt to respond to impacts.	Develop a Dashboard with key areas of impact.	Will enable informed and timely decisions regarding existing and future responses.	Monthly - starting June 2021	KM
ER2	Provision/signposting of advice and support and ensuring effective implementation of relevant government initiatives, including business rate relief, payment of business grants etc.	Ensure that the Council website contains updated information with regards to information for business. Utilise SBF, Staines-upon-Thames BID and social media to cascade information.	Business owners will be able to access support and help (including financial support) as soon as it becomes available and do not miss it.	Ongoing	TC/KM
ER3	Keep under review the Council's discretionary grant policy and ensure that the Council distributes the funds available to best support individual firms to survive and to assist the broader economic recovery of the borough.	To identify interventions linked to the Spelthorne economy, scan implementation of ARG elsewhere for ideas. Consultation carried out with businesses. Generate policy on agreed spend areas for ARG and allocate fund by govt's target date.	Businesses will have a voice and influence on how the ARG is allocated; best value will be achieved with allocation of the fund.	Completed Complete spend by March 2022	KM KM

Ref.	Key Action	Key task	Desired outcome	Target date	Owner
DEVELOPING SKILLS AND GETTING PEOPLE BACK IN WORK					
ER4	Implement our new Economic Development Recovery Plan (including addressing Brexit impacts).	To ensure that the momentum is maintained in delivering the interventions identified.	That a broad range of actions help improve the economic vitality of the borough.	July 2021	KM
ER5	Continue to work with the newly developed Jobs and Recovery Task Group (including reps from SBC, DWP, Brooklands College, Heathrow Academy, JCP and A2D) to develop new opportunities for local residents.	To organise dates and support for the group to meet and develop an Action Plan for the Group	The information collected by a variety of critical sources will help inform better decision making dynamically as we navigate through the pandemic. Action Plan will outline opportunities for local residents.	July 2021 August 2021	KM KM
ER6	Support/promote employment and training initiatives – including Virtual Jobs Fair, ‘Kickstart’ scheme, and ‘Job Fuse’ (working with EM3 LEP).	Work with Brooklands College / BUPA / DWP / Surrey Chambers of Commerce and others to promote job fairs / Kickstart and development of an APP by Brooklands to access jobs.	Development of App will bring businesses together to offer jobs that are available. Upskill young people with App development that will result in a new way of promoting work opportunities.	July 2021 Ongoing	KM/TC KM/TC
ER7	Work with partners to bid for funding for a Youth Hub in the borough focused on helping specific groups between the ages of 18 – 24 to access employment opportunities and assist with ‘work readiness’ and resilience.	Submit an application to the DWP for funding for a Youth Hub to support the 16 – 24-year-old unemployed youth into employment.	Local young people will be provided with better skills to apply for jobs.	Awaiting outcome of grant application	TC

Ref.	Key Action	Key task	Desired outcome	Target date	Owner
ER8	Set up pop-up-shop where budding entrepreneurs can test the market in advance of setting up a business.	Access empty shop premises for temporary use.	Encourage people made redundant / unemployed to set up new businesses.	Summer 2021	TC/KM
ASSISTING FUTURE BUSINESS GROWTH AND ADAPTATION					
ER9	Prepare and promote our new business incubator to help local fledgling businesses to rent collaborative desks/space and provide training and mentoring to ensure business sustainability.	To prepare the incubator for occupation, arrange for the operations of the incubator to be managed, launch the incubator, market opportunities for tenants and fill the building as far as CV-19 restrictions will allow and completely fill when lifted.	This will encourage and support / mentor new and recently incorporated businesses to become successful, grow, and create new jobs within the borough. To become a council flagship.	Officially opened 11 th June 2021	KM/TC
ER10	Promote opportunities in the Borough for the development of 'green' jobs.	Through targeting some of the ARG funds and Green Initiatives Fund to the green economy, strengthen the participation of businesses in this sector.	Increase new green jobs measured through feedback from those businesses that receive a grant.	Start review 01.06.21	KM/TC

Ref.	Key Action	Key task	Desired outcome	Target date	Owner
ER11	a. Promote 'shop-local' to our residents and visitors; and	Exploring opportunities to develop a Buy Local App.	More people purchasing goods locally.	Existing baseline data collected: Aug 2021;	KM/TC
	b. Promote 'buy-local' procurement.	Internal SBC procurement rules amended to encourage local procurement.	SBC increases the amount of procurement of local goods & services of a value under £5k.	App launched: Oct 2021; Uptake survey: Target date to be confirmed	
		To develop sustainable procurement strategy and ensure local and sustainable purchasing is built into procurement practice.	Sustainability is effectively built into all purchases.	2022	HG/CI
ER12	Provide additional frontline support for Ashford, Sunbury and Shepperton businesses and retailers through our new Town Centre Manager.	Recruit a Town Centre Manager for the 3 towns to help promote them and support businesses. Staines already has a Business Improvement District in place.	Business via feedback speak highly of the Town Centre Manager and each town has functioning business groups in place.	October 2020 Completed	AW
ER13	Work in collaboration with Staines-upon-Thames Business Improvement District to support businesses and retailers in the town.	Ensure that there is SBC representation on the SBF Board.	SBC is able to influence the direction and priorities of the BID and enhance Staines-upon-Thames as a destination.	Ongoing – re-ballot in Feb 2022	KM

Ref.	Key Action	Key task	Desired outcome	Target date	Owner
PLACEMAKING, REGENERATION AND DEVELOPING INFRASTRUCTURE					
ER14	<p>a. Maintain momentum of the Council's regeneration schemes; and</p> <p>b. Deliver the Staines-upon-Thames Development Framework as part of the review of the Local Plan up to 2035.</p>	Funding and support is provided to develop the Development Framework	The Framework will provide a template for the future development of Staines-upon-Thames.	Ongoing, Framework not yet completed. Aiming for adoption 2023.	HM
ER15	Improve broadband speeds in the borough (fibre to the premises (FTTP) up to 1GB), starting with Sunbury and expanding to Staines-upon-Thames and Ashford.	Work closely with a broadband provider to commit to install FTTP starting in Sunbury and then other areas of the Borough.	This will give Spelthorne a competitive advantage by providing excellent broadband speeds throughout the Borough making it a more attractive destination for businesses.	Started June 2020 - rollout programme is determined by external providers	KM
ER16	Consider bids for future rounds of to the Government's Levelling Up Fund for smaller transport projects, town centre and high street regeneration and maintaining and expanding cultural and heritage assets.	Work with other services within the Council and develop a range of options for schemes which could secure funding (including liaison with SCC on transport projects).	Secure government funding under the Levelling Up Fund for specific projects to deliver the projects (monitored via Corporate Project Management).	Target date to be confirmed depending on future bid round deadlines	KM

Ref.	Key Action	Key task	Desired outcome	Target date	Owner
ATTRACTING VISITORS BACK INTO THE BOROUGH					
ER17	Continue to promote Spelthorne as a place to live, visit and do business through the Visitor Economy Forum (SBC and business).	Set up and maintain a representative group to highlight needs and help improve the business opportunities available.	Feedback from the group will show that there has been positive steps to help the visitor economy.	Completed September 2020	DG
ER18	Continue to monitor the implementation and effectiveness of guidance for the safe use of our town centres, open spaces and other areas; providing relevant information to businesses on operating safely under COVID restrictions.	Make full use of the 6m x 4m digital screen in the Elmsleigh Centre, use of social media via SBC Communications Team. EH Team continue to advise safe use of business premises.	Low level of complaints to EH regarding potential breaches of COVID-19 restrictions.	Screen completed Feb 2021. EH work ongoing whilst government restrictions in place.	KM
ER19	Utilise EM3 LEP funding and government support in opening-up town centres post-COVID (using, for example, the Welcome Back Fund).	Apply for funding to support initiatives to assist towns to open up safely. Make use of the allocated Welcome Back Fund.	Successful in bid to EM3 to install 9 cycle racks in the borough, a 6m x 4m digital information screen in Elmsleigh Centre to remind adherence to restrictions.	Completed Oct 2020	KM/TC/DG

SUPPORTING A GREEN RECOVERY - ACTION PLAN

Ref.	Key Actions	Key task	Desired outcome	Target date	Owner
CLIMATE CHANGE POLICY					
GR1	To develop a strategy to deliver carbon neutrality for the Council in line with Government targets or sooner.	Prepare a draft strategy to deliver carbon neutrality for the Council and support actions to lower the wider-borough's carbon emissions.	Enabling policy/strategy to support delivery of a green recovery.	June 2021	SM
GR2	Explore and devise a future financial treasury management strategy that take into account environment, social governance and responsible investments.	To discuss with the Council's treasury management advisors how to progress a change in the Council's investments.	A Green Investment Strategy	2022	TCo/SM
GR3	Aim to develop a more environmentally sustainable economy post-COVID and Brexit.	To develop a green recovery strategy which includes measures to evolve a more sustainable and resilient economy.	A thriving community which minimises its impact on the environment measured through buildings meeting appropriate environmental standards (e.g. BREEAM) and well-being surveys.	2024	SM/KM/AB
REDUCE THE CARBON FOOTPRINT OF COUNCIL OPERATIONS					
GR4	Use opportunities provided by agile working to enhance/accelerate climate change initiatives	Develop a policy to enable long term homeworking and office hot desking.	Reduced car travel, emissions (compared to pre-pandemic levels) and release offices for multi-use.	Dec 2021	SM

Ref.	Key Actions	Key task	Desired outcome	Target date	Owner
GR5	<p>a. Continue to develop our programme to use more electric vehicles by staff to reduce CO2 emissions</p> <p>b. Purchase electric fuelled equipment when existing liquid fuelled equipment reaches end of life.</p>	<p>Examine options for future purchase of electric cars & bikes; introduce measures to enable staff to purchase/lease electric cars.</p> <p>Implement measures to reduce the Council's carbon footprint through purchase of a green fleet equipment for grounds maintenance.</p>	<p>Electric pool vehicles/bikes in use by staff for business purposes.</p> <p>10% of staff to own electric vehicles.</p> <p>Green Fleet and electric tools in use.</p>	<p>Completed</p> <p>2025</p> <p>2028</p>	<p>MR/HR</p> <p>MR/SM</p> <p>JT/ /DC</p>
GR6	Improve all council-owned residential and municipal properties and facilities through better insulation, investment in alternative heating and ventilation and aim to reduce utilities costs where possible.	To undertake energy studies of Council properties to identify cost effective improvements and then to progress installation.	Council properties being less expensive to run	2021 for completion of study. Installation target to be set	SM/MR
GR7	Review and improve, where possible, our waste management strategy.	To undertake a review of waste strategy in line with Government changes proposed for 2023.	Increased recycling and reduced quantities of household rubbish.	2022	JT/DL

Ref.	Key Actions	Key task	Desired outcome	Target date	Owner
INCREASE USE OF CLEAN ENERGY					
GR8	a. Work with businesses and communities to promote and support cleaner and greener living and working.	To work with economic development team to build in opportunities for providing a sustainable environment. Promote opportunities in the Borough for the development of 'green' jobs including training.	To have a Staines development plan which demonstrates leadership in developing sustainable communities. 10% Increase in "green" employment in the Borough, in roles that have a positive impact on the environment measured through sector analysis of local employment.	2023 Target to be confirmed	HM/AB/ SM/KM KM/HM
	b. Develop opportunities for increased locally generated clean energy.	Work in partnership via the Economic Development team.	50% of local businesses to use clean energy.	2027	KM/HM/ MR/SM
GR9	Implement technologies to maximise clean energy usage.	Develop opportunities (and schemes) for increased locally generated clean energy on Council buildings and in new build.	Council owned offices and housing sites to have a minimum capacity of 10% renewable energy generation.	2024	RM/MR
ENCOURAGE GREATER USE OF CYCLING AND WALKING					
GR10	a. Undertaking a borough-wide feasibility study to identify potential walking and cycling routes in conjunction with Surrey CC; and b. Increase opportunities for exercise through walking and cycling and improving air quality by reducing car dependency, working with the highways authority.	Undertake actions to encourage greater cycling and walking by the community and Council.	A Local Walking and Cycling Infrastructure Plan to allow future implementation of schemes in an appropriate way.	2022	SM/AB

Ref.	Key Actions	Key task	Desired outcome	Target date	Owner
IMPROVE AND INCREASE PROVISION OF PUBLIC OPEN SPACES AND ENHANCEMENT OF BIODIVERSITY					
GR11	a. Enhance our parks and open spaces to adapt to climate change.	To develop and implement park strategies which meet both the environmental and social needs required of our open spaces and meet future climate change (mitigation and adaptation) and educational needs (a, b, and c).	That parks have both environmental and social benefits for our residents, including reduced air emissions,	2023	JT/IS
	b. To seek ways of improving the environmental and social value of our parks and open spaces and consider opportunities to create and support carbon sink initiatives within the Borough including landscaping and more tree planting where possible.				
	c. Enhance our parks and open spaces to adapt to climate changes, providing clean, accessible, outdoor spaces with access to nature for education and well-being purposes; and	Map out opportunities, including rain gardens, to improve the landscape and adapt and mitigate climate change.	To develop a suite of enhancement opportunities	2023	MR/IS/SM
	d. Increase land management to provide greater biodiversity to encourage wildlife and insect populations.	Develop a biodiversity strategy	Actions from the strategy to enhance wildlife and measurable increases in populations of key species.	2022	IS

Ref.	Key Actions	Key task	Desired outcome	Target date	Owner
IMPROVE ENERGY EFFICIENCY OF HOUSING STOCK					
GR12	a. Promote residential development that is sustainably located and allows safe and easy access for residents to existing services and transport hubs; and	Develop as part of developments and the Local Plan opportunities for better accessible developments.	Local Plan	2023	AB
	b. Seek and support the retrofit of existing residential housing to enable alignment with more demanding energy efficiency standards.	Identify ways of making the housing stock more sustainable, including through better insulation, alternative heating and ventilation and aim to reduce utility costs where possible.	i. Ensure KGE housing stock meets highest viable environmental standards.	2026	RM
			ii. Participate in current and future opportunities for seeking funding, such as Green Jump, to enhance the energy efficiency of housing stock across the Borough.	2023	MR

KEEPING PEOPLE INFORMED – ACTION PLAN

Ref.	Key Actions	Key task	Desired outcome	Target date	Owner
COMMUNICATE REGULAR UPDATES USING A RANGE OF DIFFERENT MEDIA					
K1	Lead the strategic briefing and dissemination sessions for community partners through the COVID Champions initiative.	Continue bi-weekly webinars to inform and educate Champions on latest national and Borough specific COVID updates, information, and regulations.	Champions will disseminate information into the wider community – in particular ‘harder to reach’ groups or not digitally connected residents. To use network as key stakeholders for engagement to share other ‘health/community/council’ updates.	Ongoing	JM
K2	Maintain welfare and information-sharing calls to vulnerable community members and prepare for new and, as yet unforeseen demands due to COVID.	Prepare for future comms issues e.g. roadmap changes and surge testing.	Information needs to be accessible to all members of the community through different comms channels.	Ongoing	JM
K3	Continue to update and maintain the accessibility of our website, responding to changes in national and local guidance.	Accessibility website tool has launched. Use tools and reports to monitor development – Sitemorse and google analytics	To be at the top of accessibility report for Surrey Boroughs and top 20% nationally.	Ongoing – in line with government regulations.	MB/JM
K4	Continue to use and develop our social media to ensure rapid communication of key messages.	To continue to grow social media platforms and audience we currently use – Facebook, Instagram, and Twitter. Facebook receives best engagement – grow followers by 60% in comparison to January 2020.	Launch Next-door. Look at how TikTok and WhatsApp could benefit organisation. Undertake relevant training for all team members.	Launch Next-door by end of 2021.	JM

Ref.	Key Actions	Key task	Desired outcome	Target date	Owner
K5	Continue to publish eNews publications and encourage residents to subscribe to the platform.	Produce monthly Newsletter and quarterly business editions.	To grow subscribers by 15%. To run subscription campaign across all channels. Launch community newsletter with Community wellbeing and Leisure team.	Subscribers – end of 2021. Campaign to start in July.	JM/LK
K6	Ensure residents and businesses can continue to contact the Council by phone, letter or digitally.	Created 'Keep Connected' visual. Continue to promote through branding and marketing. Use all platforms including digital screens in Staines.	New window signage at Knowle Green. Finalise customer charter document. Increase reputational standing for the Council as an authority that responds quickly and efficiently.	Ongoing	JM
K7	Work with the Surrey-wide Communications Group to share information and best practice.	Ensure SBC is represented on calls including MIG/ Surrey Comms Groups and relevant SAG and Public Health calls.	Learn from best practise and ensure messages are shared. To develop and implement comms strategies.	On-going	JM
K8	Work with other stakeholders including Councillors, Residents' Associations, businesses, charities, and other voluntary organisations to disseminate information and utilise support from their outside communications.	Update shareholder matrix regularly to make sure contacts are correct. Use different tools to share information. Look at alternative ways to communicate.	To increase engagement.	On-going	JM

DELIVERING KEY SERVICES – ACTION PLAN

Ref.	Key Actions	Key task	Desired outcome	Target date	Owner
MORE RESILIENT SERVICES					
WR1	Remodel services to adapt to new challenges and new ways of working using the experience of enforced remote working to develop future plans for more flexible working methods to further reduce costs and enable more efficient service delivery.	Develop hybrid working policy.	Staff have an appropriate office/home working mix. Reduced commuting and requirement for office space	Jan 2022	SM/HR
WR2	Continue to review and update the Council's Pandemic Plan – taking into account lessons learned to ensure greater resilience in future.	Update plans.	Updated and useable plans for future emergencies.	Dec 2021	SM/AR
WR3	Further develop our new telephony system, implementing additional useful functions to assist the customer and provide them with a better experience, linking this to Council's digital transformation.	To move forward digital transformation.	Increased percentage of customers using online services (TBC).	2022	DD/AC/ SN/SM
WR4	Take steps to ensure the Council maintains its financial sustainability.	Ensure all staff appropriately equipped to manage budgets effectively. Encourage innovative thinking in methodologies used.	Efficiencies achieved and savings recorded.	2021 Ongoing	CIP PT

Ref.	Key Actions	Key task	Desired outcome	Target date	Owner
WORKFORCE DEVELOPMENT					
WR5	Train and equip our staff to adapt to new ways of working and any future restrictions.	Ensure promotion of training and personal development through appraisals/performance management.	Hybrid home and office working policy in place. Staff productive and fully feel part of the organisation and understand and embrace corporate objectives.	Dec 2021 Ongoing	HR
WR6	Ensure all staff understand the Council's focus of best working practices to tackle the climate emergency.	Implement training via on-line module and in transformation programme.	Understanding of the actions staff need to take to mitigate and adapt to climate change	June 2021	SM
PROTECTING STAFF AND CLIENTS					
WR7	Ensure continued use of strict COVID related Personal Protective Equipment & social distancing requirements for site/face-to-face visits & enhanced cleaning regimes	Providing equipment/social distancing requirements for site/face-to-face visits and enhanced cleaning regimes.	Staff and Councillors feel safe.	2021 & ongoing depending on government guidance	SM/H&S
WR8	Continue to offer ongoing health and wellbeing support to our staff.	Promote Carefirst part of our Employee Assistance Programme.	Staff are fully aware of and can use the services offered.	Carefirst delivered 2021 (completed) Ongoing support offered	HR

Ref.	Key Actions	Key task	Desired outcome	Target date	Owner
MAINTAINING MOBILE AND FLEXIBLE WORKING					
WR9	Maintaining mobile and flexible working Use the experience of enforced remote working to develop future plans for more flexible working methods to further reduce costs and enable more efficient service delivery.	Develop the hybrid working policy and continue with the Continuous Improvement Programme to reduce costs and efficiency.	Workforce productivity maximised	Dec 2021	SM/HR
NEW WAYS TO ACCESS SERVICES					
WR10	a. New ways to access services Make it as easy as possible for customers to access our services remotely; and b. Deliver more services remotely (e.g. SPAN).	Part of continuous improvement programme and digital transformation.	Improved customer service and innovative methods of delivery.	Target dates to be set for individual service area improvements	DD/SMC/ ICT/SM
WR11	Implement a plan for the safe transition back to public meetings	To plan appropriate social distancing and then return to normal.	Safe meetings.	September 2021	SM/MB/ H&S

APPENDIX 4 – Financial pressures/risks faced by Spelthorne

The COVID-19 pandemic presents a range of potentially significant financial risks to the Council including:

1. **Fees and charges income** - A significant drop in the Council's services' fees and charges income, particularly car parking. Whilst the Government's 71.25% sales, fees and charges scheme runs until the end of June 2021, it is unclear as to the full extent of longer-term behavioural changes, and when/if these income streams will recover to the levels they were before the pandemic.
2. **Homelessness** - There is a risk that there could be a surge in numbers presenting themselves as homeless once furlough fully ends and landlord evictions have recommenced. This will potentially put pressure on the Council's housing budget and reinforces the need for the Council to maintain the momentum of its affordable housing delivery programme.
3. **Business rates/council tax** - It is anticipated that it will be more challenging to collect business rates and council tax in the coming financial year. There is additional uncertainty in 2022-23 as to what will happen to collection rates if the Government ends the partial business rates relief for retail, leisure and hospitality businesses.

As a result of the economic impacts of the pandemic, more of the Borough's residents have moved onto Localised Council Tax Support, which means the Council will receive less council tax support and the council tax base will be reduced for 2021-22.

4. **Commercial rents** - The pandemic has created challenges for businesses as some tenants have struggled to pay their property landlords. The Council has, however, done very well so far in collecting rent from its commercial assets. By working pro-actively with our tenants, Spelthorne has collected more than 98% of the rent invoiced in the year from its investment assets. The Council has set aside £25m into sinking funds to protect taxpayers from any future dips in commercial rental income and undertakes regular 10-year worst case scenario projections.

Clearly the retail sector has been significantly impacted by the pandemic and the shape of high streets will never be the same again. The economic impacts of COVID-19 have been seen in the retail rental income from the Council's Elmsleigh Centre. Although the Council has again set aside funds to help smooth the drop in rental income from the centre, the change in shopping trends has reinforced the need for this authority to continue pursuing its regeneration plans for the centre, diversifying usage, developing additional affordable housing and bringing in a mix of leisure and community usage.

5. **Staff related costs** – Whilst the threat of COVID remains, there will be inherent corporate costs to ensuring that the Council continues to minimise the risk of our staff contracting and/or spreading the virus, including appropriate training, testing, self-isolation (where necessary), provision of PPE and social distancing provisions within Council buildings, as well as the need to equip staff with the necessary ICT equipment to continue remote working, where appropriate.

It is anticipated that it is going to take a number of years for the Council to recover from the above impacts.

Urgent actions

Corporate Policy and Resources 5 July 2021

These are the urgent actions which have been taken since the last Cabinet meeting on 19 May 2021.

The following urgent actions were agreed by the Chief Executive in consultation with the Leader, on the following dates and for the reasons stated. These are not Key Decisions.

DATE	ACTION	REASON FOR URGENCY
19 May 2021	Approve a new letting of Kiosk Space, East Mall, The Elmsleigh Centre, Staines-upon-Thames.	To secure the transaction completion of the letting before the Corporate Policy and Resources Committee was next due to meet
25 May 2021	Approve a new lease, to commence upon expiry of the existing lease in unit 6/7, The Elmsleigh Centre, Staines-upon-Thames.	To secure the transaction completion of the letting before the Corporate Policy and Resources Committee was next due to meet
27 May 2021	Agree the simultaneous surrender of an existing lease and approve a new letting in unit 40/41, The Elmsleigh Centre, Staines-upon-Thames.	To secure the transaction completion of the letting before the Corporate Policy and Resources Committee was next due to meet
8 June 2021	A new letting in Part 4 th floor of The Porter Building, Slough.	To secure the transaction completion of the letting before the Corporate Policy and Resources Committee was next due to meet
15 June 2021	A new letting in Part 1 st floor of The Charter Building, Uxbridge.	To secure the transaction completion of the letting before the Corporate Policy and Resources Committee was next due to meet
21 June 2021	Agree a lease variation in Part 1 st floor of The Charter Building, Uxbridge.	To secure the transaction completion of the letting before the Corporate Policy and Resources Committee was next due to meet
24 June 2021	Approve a new letting of unit 20, The Elmsleigh Centre, Staines-upon-Thames.	To secure the transaction completion of the letting before the Corporate Policy and Resources Committee was next due to meet

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Spelthorne Borough Council Services Committees Forward Plan and Key Decisions

This Forward Plan sets out the decisions which the Service Committees expect to take over the forthcoming months, and identifies those which are **Key Decisions**.

A **Key Decision** is a decision to be taken by the Service Committee, which is either likely to result in significant expenditure or savings or to have significant effects on those living or working in an area comprising two or more wards in the Borough.

Please direct any enquiries about this Plan to the Principal Committee Manager, Michelle Beaumont, at the Council offices on 01784 446337 or e-mail m.beaumont@spelthorne.gov.uk

Spelthorne Borough Council

Service Committees Forward Plan and Key Decisions for 17 June 2021 to 26 May 2022

Anticipated earliest (or next) date of decision and decision maker	Matter for consideration	Key or non-Key Decision	Decision to be taken in Public or Private	Lead Officer
Corporate Policy and Resources Committee 05 07 2021	Acquisition Report - Property AB	Key Decision	Private	Nick Cummings, Property and Development Manager
Corporate Policy and Resources Committee 05 07 2021	Appointments to Outside Bodies for 2021-22 The annual appointment of representatives to Outside Bodies helps the Council fulfil its community engagement role.	Non-Key Decision	Public	Michelle Beaumont, Principal Committee Manager
Corporate Policy and Resources Committee 05 07 2021 Council 15 07 2021	Ashford Victory Place	Key Decision	Private	Richard Mortimer, Asset Management Contractor
Corporate Policy and Resources Committee 05 07 2021	Assets Portfolio Working Group To decide whether to set up an Assets Portfolio Working Group.	Non-Key Decision	Public	Nick Cummings, Property and Development Manager
Corporate Policy and Resources Committee 05 07 2021	COVID-19 recovery support for Leisure Centre Operators-amendment to Deed of Variation	Key Decision It is significant in terms of its effect on communities living or working in an area comprising two or more wards	Private	Terry Collier, Deputy Chief Executive

Date of decision and decision maker	Matter for consideration	Key or non-Key Decision	Decision to be taken in Public or Private	Lead Officer
Corporate Policy and Resources Committee 05 07 2021	Establishment of Task Groups To consider whether any previous Task Groups should be continued and / or of any other Task Groups should be established.	Non-Key Decision	Public	Terry Collier, Deputy Chief Executive, Daniel Mouawad, Chief Executive, Lee O'Neil, Deputy Chief Executive, Victoria Statham, Group Head of Corporate Governance
Corporate Policy and Resources Committee 05 07 2021 Council 15 07 2021	Proposed Award of Leisure Centre Contractor contract To consider the proposed award of the Leisure Centre Contractor contract to the Preferred Bidder	Key Decision It is likely to result in the Council incurring expenditure above or making savings of up to £164,000	Private	
Corporate Policy and Resources Committee 05 07 2021	Recovery Action Plan The Committee is asked to note the contents of the Action Plan.	Non-Key Decision	Public	Lee O'Neil, Deputy Chief Executive
Corporate Policy and Resources Committee 05 07 2021	Treasury Management Strategy Outturn report	Non-Key Decision	Public	Anna Russell, Deputy Chief Accountant
Development Sub-Committee 26 07 2021	Exempt Report - Benwell House Phase 2 - Planning Determination & Build Costs - Key Decision To consider an exempt report on the construction costs for Phase 2 of Ceaser Court.	Key Decision It is likely to result in the Council incurring expenditure above or making savings of up to £164,000	Private	Richard Mortimer, Asset Management Contractor

Date of decision and decision maker	Matter for consideration	Key or non-Key Decision	Decision to be taken in Public or Private	Lead Officer
Audit Committee 29 07 2021 Corporate Policy and Resources Committee 04 10 2021	Corporate Risk Management	Non-Key Decision	Public	Punita Talwar, Internal Audit Manager
Corporate Policy and Resources Committee 04 10 2021	Acquisition of Registered Providers' Street Properties For acquiring individual properties to meet specific affordable housing needs	Non-Key Decision	Public	Marta Imig, Housing Strategy and Policy Manager
Corporate Policy and Resources Committee 04 10 2021	Ashford Multi-Storey Car Park To consider an exempt report requesting approval of consultant's fees to progress the project.	Key Decision It is likely to result in the Council incurring expenditure above or making savings of up to £164,000	Private	Richard Mortimer, Asset Management Contractor
Corporate Policy and Resources Committee 04 10 2021	Asset Management Plan - Annual Report To report and review (to reflect Capital Strategy 2021-2026)	Non-Key Decision	Public	Nick Cummings, Property and Development Manager
Corporate Policy and Resources Committee 04 10 2021	Capital monitoring (Qtr. 1 April-June) To note the current level of capital spend.	Non-Key Decision	Public	Terry Collier, Deputy Chief Executive, Paul Taylor, Chief Accountant
Corporate Policy and Resources Committee 04 10 2021	Corporate Health and Safety Policy To adopt a Corporate Health and Safety Policy	Non-Key Decision	Public	Stuart Mann, Health & Safety Officer

Date of decision and decision maker	Matter for consideration	Key or non-Key Decision	Decision to be taken in Public or Private	Lead Officer
Corporate Policy and Resources Committee 04 10 2021	Re-procurement of Property Management Contracts	Key Decision It is likely to result in the Council incurring expenditure above or making savings of up to £164,000	Public	Nick Cummings, Property and Development Manager, Hilary Gillies, Interim Corporate Procurement Manager
Corporate Policy and Resources Committee 04 10 2021	Recovery Action Plan To receive an update on the COVID-19 Recovery Action Plan	Non-Key Decision	Public	Sandy Muirhead, Group Head - Commissioning and Transformation, Lee O'Neil, Deputy Chief Executive
Corporate Policy and Resources Committee 04 10 2021	Revenue monitoring (Qtr. 1 April-June) To note the current level of revenue spend.	Non-Key Decision	Public	Terry Collier, Deputy Chief Executive, Paul Taylor, Chief Accountant
Corporate Policy and Resources Committee 04 10 2021	Sundry Debt Write Offs To consider the exempt Sundry Debt Write Offs report.	Non-Key Decision	Public	Martyn Forward, Customer Services Manager
Corporate Policy and Resources Committee 04 10 2021	Treasury Management Mid Year Report	Non-Key Decision	Public	Terry Collier, Deputy Chief Executive
Corporate Policy and Resources Committee 15 11 2021	Capital monitoring (Qtr. 2 July-Sept) To note the current level of Capital spend.	Non-Key Decision	Public	Michelle Beaumont, Principal Committee Manager
Corporate Policy and Resources Committee 29 11 2021	Draft Capital Strategy 2022-2027	Non-Key Decision	Public	Nick Cummings, Property and Development Manager

Date of decision and decision maker	Matter for consideration	Key or non-Key Decision	Decision to be taken in Public or Private	Lead Officer
Corporate Policy and Resources Committee 29 11 2021	Outline Budget 2022-2023 To consider the Outline Budget for 2022-2023	Non-Key Decision	Public	Terry Collier, Deputy Chief Executive, Paul Taylor, Chief Accountant
Corporate Policy and Resources Committee 29 11 2021	Recovery Action Plan To receive an update on the COVID-19 Recovery Action Plan	Non-Key Decision	Public	Sandy Muirhead, Group Head - Commissioning and Transformation, Lee O'Neil, Deputy Chief Executive
Corporate Policy and Resources Committee 29 11 2021	Revenue monitoring (Qtr. 1 April-June) To note the current level of revenue spend.	Non-Key Decision	Public	Terry Collier, Deputy Chief Executive, Paul Taylor, Chief Accountant
Corporate Policy and Resources Committee 29 11 2021	Treasury Management Strategy - half yearly report To consider the Treasury Management Strategy - half yearly report.	Non-Key Decision	Public	Terry Collier, Deputy Chief Executive, Paul Taylor, Chief Accountant
Corporate Policy and Resources Committee 07 02 2022 Council 24 02 2022	Capital and Revenue monitoring (Q3 Oct to Dec) & projected outturn to note the Capital and Revenue monitoring (Q3 Oct to Dec) & projected outturn.	Non-Key Decision	Public	Terry Collier, Deputy Chief Executive, Paul Taylor, Chief Accountant
Corporate Policy and Resources Committee 07 02 2022 Council 24 02 2022	Capital Programme 2022/23 To consider the Capital Programme and Prudential Indicators for 2022/23 and make a recommendation to Council.	Non-Key Decision	Public	Terry Collier, Deputy Chief Executive, Heather Morgan, Group Head - Regeneration and Growth

Date of decision and decision maker	Matter for consideration	Key or non-Key Decision	Decision to be taken in Public or Private	Lead Officer
Corporate Policy and Resources Committee 07 02 2022 Council 24 02 2022	Capital Strategy 2022 to 2027 Committee is asked to recommend to Council that the Capital Strategy for 2022 to 2027 be approved.	Non-Key Decision	Public	Terry Collier, Deputy Chief Executive, Heather Morgan, Group Head - Regeneration and Growth
Corporate Policy and Resources Committee 07 02 2022 Council 24 02 2022	Detailed Revenue Budget 2022/23 To consider the detailed Revenue Budget for 2022/23 and make recommendations to Council.	Key Decision It is significant in terms of its effect on communities living or working in an area comprising two or more wards	Public	Terry Collier, Deputy Chief Executive, Paul Taylor, Chief Accountant
Corporate Policy and Resources Committee 07 02 2022	Fees and Charges To consider the Fees and Charges for 2022/23.	Non-Key Decision	Public	Terry Collier, Deputy Chief Executive, Paul Taylor, Chief Accountant
Corporate Policy and Resources Committee 07 02 2022 Council 24 02 2022	Members Allowances Scheme 2022-23 To consider the Members Allowances Scheme for 2022-23.	Non-Key Decision	Public	Victoria Statham, Group Head of Corporate Governance
Corporate Policy and Resources Committee 07 02 2022 Council 24 02 2022	Pay Award 2022-23 To consider the Pay Award for 2022-23 and make a recommendation to Council.	Non-Key Decision	Public	Sandy Muirhead, Group Head - Commissioning and Transformation, Debbie O'Sullivan, HR Manager, Angela Tooth, Human Resources Officer

Date of decision and decision maker	Matter for consideration	Key or non-Key Decision	Decision to be taken in Public or Private	Lead Officer
Corporate Policy and Resources Committee 07 02 2022 Council 24 02 2022	Pay Policy Statement 2022/23 To consider the proposed Pay Policy Statement and make a recommendation to Council.	Non-Key Decision	Public	Sandy Muirhead, Group Head - Commissioning and Transformation, Debbie O'Sullivan, HR Manager, Angela Tooth, Human Resources Officer
Corporate Policy and Resources Committee 07 02 2022	Recovery Action Plan To receive an update on the COVID-19 Recovery Action Plan	Non-Key Decision	Public	Sandy Muirhead, Group Head - Commissioning and Transformation, Lee O'Neil, Deputy Chief Executive
Corporate Policy and Resources Committee 07 02 2022	Reserves Policy To consider the Reserves Policy.	Non-Key Decision	Public	Terry Collier, Deputy Chief Executive, Paul Taylor, Chief Accountant
Corporate Policy and Resources Committee 07 02 2022	Reserves Policy	Key Decision It is significant in terms of its effect on communities living or working in an area comprising two or more wards	Public	Terry Collier, Deputy Chief Executive
Corporate Policy and Resources Committee 07 02 2022	Treasury Management Strategy Outturn report To consider the Treasury Management Outturn report.	Non-Key Decision	Public	Anna Russell, Deputy Chief Accountant
Corporate Policy and Resources Committee 07 02 2022	Treasury Management Strategy Report	Key Decision It is likely to result in the Council incurring expenditure above or making savings of up to £164,000	Public	Terry Collier, Deputy Chief Executive

Date of decision and decision maker	Matter for consideration	Key or non-Key Decision	Decision to be taken in Public or Private	Lead Officer
Corporate Policy and Resources Committee 07 02 2022	Treasury Management Strategy Statement To consider the Treasury Management Strategy for 2022/23 and make a recommendation to Council.	Non-Key Decision	Public	Anna Russell, Deputy Chief Accountant
Corporate Policy and Resources Committee 19 04 2022	Annual Review of Community Lettings Policy	Non-Key Decision	Public	Deborah Ashman, (Joint) Group Head - Community Wellbeing, Nick Cummings, Property and Development Manager
Corporate Policy and Resources Committee 19 04 2022	Recovery Action Plan To receive an update on the COVID-19 Recovery Action Plan	Non-Key Decision	Public	Sandy Muirhead, Group Head - Commissioning and Transformation, Lee O'Neil, Deputy Chief Executive

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