



*Please reply to:*

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Date: 12 January 2024

## **Notice of meeting**

### **Corporate Policy and Resources Committee**

**Date:** Monday, 22 January 2024

**Time:** 7.00 pm

**Place:** Council Chamber, Council Offices, Knowle Green, Staines-upon-Thames TW18 1XB

#### **To the members of the Corporate Policy and Resources Committee**

Councillors:

J.R. Sexton (Chair)

C. Bateson (Vice-Chair)

M.M. Attewell

M. Beecher

J.R. Boughtflower

J. Button

J.T.F. Doran

S.M. Doran

M. Gibson

K.M. Grant

K. Howkins

M.J. Lee

L. E. Nichols

O. Rybinski

K.E. Rutherford

H.R.D. Williams

Substitute Members: Councillors S.N. Beatty, M. Bing Dong, M. Buck, R. Chandler, S.A. Dunn, A. Gale and N. Islam

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

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

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

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# Agenda

Page nos.

**1. Apologies and Substitutes**

To receive apologies for absence and notification of substitutions.

**2. Minutes**

**5 - 20**

To confirm the minutes of the meeting held on 27 November 2023 as a correct record of proceedings.

**3. Disclosures of Interest**

To receive any disclosures of interest from councillors in accordance with the Council's Code of Conduct for members.

**4. Questions from members of the Public**

The Chair, or his nominee, to answer any questions raised by members of the public in accordance with Standing Order 40.

At the time of publication of this agenda no questions were received.

**5. Corporate Risk Register**

**21 - 86**

The Committee is asked to consider and note the significant strategic risks and issues highlighted in this report to ensure the continued wider reporting of the Corporate Risk Register and Risk Action Plan.

**6. Bureau Services and Energy Supply**

**87 - 96**

Committee is asked to consider the report that seeks:

1. Approval for the Council entering into a contract for the provision of a Bureau Service and Supply of Energy (gas and electricity) with Kent County Council (KCC) LASER for a period from October 2024 to September 2028,
2. Authorisation for the Group Head of Assets to agree terms in respect of any necessary contract arrangements with KCC LASER; and
3. Authorisation for the Group Head of Corporate Governance to enter into a contract with the KCC LASER.

**7. Proposed Fees and Charges for 2024-25 (as part of the budget process)**

Report to follow.

**8. Revenue Growth Bids, Revenue Savings Plans, Capital Growth Bids 2024-25** **97 - 146**

Committee is ask to:

1. Formally review the proposed Revenue Growth Bids (Appendix B), Savings Plan (Appendix C) and Capital Growth Bids (Appendix D) for 2024-25 for this Committee; and
2. Approve the proposed Revenue Growth Bids (Appendix B), Savings Plan (Appendix C) and Capital Growth Bids (Appendix D) for 2024-25 for this Committee.

**9. Forward Plan** **147 - 152**

To consider the Forward Plan for committee business.

**10. Urgent Actions**

No urgent actions have been taken.

**11. Exclusion of Public & Press (Exempt Business)**

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

**12. Annual Commercial Property Report 2022/23** **153 - 194**

Committee are asked to:

1. note the Annual Commercial Property Report for the year ending 31 March 2023,
2. approve Option B as outlined in the report; and
3. approve the publication of the report to make it publicly available.

**13. Thameside House** **195 - 202**

Committee is asked to consider the report and authorise Officers to undertake a tender process.

**14. Corporate Policy & Resources Chair's Updates**

To receive any updates from the Chair of Corporate Policy & Corporate Committee.

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**Minutes of the Corporate Policy and Resources Committee  
27 November 2023**

**Present:**

Councillor J.R. Sexton (Chair)  
Councillor C. Bateson (Vice-Chair)

Councillors:

|                   |               |                 |
|-------------------|---------------|-----------------|
| M.M. Attewell     | S.M. Doran    | O. Rybinski     |
| M. Beecher        | K.M. Grant    | K. Rutherford   |
| J.R. Boughtflower | K. Howkins    | H.R.D. Williams |
| J. Button         | M. Lee        |                 |
| J.T.F. Doran      | L. E. Nichols |                 |

**Substitutions:** Councillors S.A. Dunn

**Apologies:** Councillors M. Gibson

**124/23 Apologies and Substitutes**

Apologies were received from Councillor Gibson and Cllr Dunn was present as her substitute.

**125/23 Minutes**

The minutes of the meeting held on 16 October 2023 were agreed as a correct record of proceedings.

**126/23 Disclosures of Interest**

Councillor Nichols declared an interest in Item 5, Knowle Green Estates Ltd in that he was the Council's representative on the Knowle Green Estates Board.

Councillors Attewell and Sexton declared that they were also Surrey County Councillors.

**127/23 Questions from members of the Public**

There were none.

**128/23 Knowle Green Estates - Board Directors Presentation**

The Committee received a presentation from the 4 Board Directors of Knowle Green Estates (KGE), Darren Levy, Anne Fillis, Councillor Nichols and Terry Collier that sought to update members on the workings of KGE and the current financial position.

The Committee asked for the actual rent arrears figure to be provided. The Board Directors advised the Committee that a full time Sustainability Officer had been recruited to assist tenants that had difficulties with paying their rent/utility bills. This would include assisting them with a range of support measures available or signposting them to the relevant agency.

The Committee **resolved** to note the update.

**129/23 Management of Staines Market**

The Committee considered a report from the Group Head Neighbourhood Services and the Service Monitor that sought approval to commence a tender exercise for the procurement of the Management of Staines Market.

The Committee **resolved** to:

1. Authorise the Group Head Neighbourhood Services to commence a tender exercise for the procurement of the management of Staines Market for a period of 3+1+1 years,
2. Delegate the selection of the Contractor to the Group Head Neighbourhood Services in consultation with the Chair of Corporate Policy & Resources Committee,
3. Authorise the Group Head Corporate Governance to enter the contract with the selected supplier.
4. Authorise an increased annual budget to cover additional contractual costs of the market provision; and
5. Delegate authority to the Group Head Neighbourhood Services to authorise charging of ad-hoc market rents.

**130/23 Procurement of Cleaning services for the Council's municipal portfolio and the residential properties**



The Committee considered a report from the Facilities Manager that sought approval for the procurement process for the letting of a contract for cleaning services to the Council's municipal and residential properties.

Concerns were expressed about the continuing use of an outside company for the cleaning contract when some felt it would be better to bring the service back in-house. The Group Head Assets advised that going out to tender would ensure that the successful bidder would have to maintain an agreed level of service regardless of sickness or annual leave.

The Committee **resolved** to:

1. Approve the procurement process for the letting of a contract for cleaning services to the Council's municipal and residential properties,
2. Agree a contract commencement date of 01 April 2024 for an initial term of 3 years, with the option to extend annually for a further 2 12-month periods, at the Council's sole discretion, taking into account the Contractor's performance on the contract,
3. Delegate the appointment of the Contractor to the Group Head Assets in consultation with the Chair and Vice Chair of the Corporate Policy & Resources Committee;
4. Authorise the Group Head Corporate Governance to enter into a legal documentation necessary to implement the new contract.

### **131/23 Regulation of Investigatory Powers Act Policy**

The Committee considered a report from the Monitoring Officer that sought approval to adopt the Regulation of Investigatory Powers Act Policy (RIPA Policy).

The Committee asked for the number of cases in the past 4 years that have fallen under this Act. The Group Head Corporate Governance advised that these figures would be presented to the Audit Committee.

The Committee **resolved** to adopt the RIPA Policy and delegate to the Group Head Corporate Governance to keep the Policy under regular review and update the Audit Committee on any updates to the Policy and use of the power thereunder.

### **132/23 Determination of 2024/25 Council Tax Base for Tax Setting**

The Committee considered a report from the Chief Accountant that sought a recommendation for Council to agree the gross and net Council Tax Base for 2024/25.

The Committee were advised that this recommendation was in accordance with the Local Authorities (Calculation of Tax Base) (England) Regulations 2012.

The Committee **resolved** to recommend to Council that:

1. The gross Council Tax Base for 2024/25 is determined at 41,305 (2023/24: 40,867) as Band D equivalents after taking account of the Council's agreed Council Tax Support Scheme; and
2. The net Council Tax Base for 2024/25 calculated as Band D equivalents, is determined at 39,241 (2023/24: 39,233) after adjustment by 5% to allow for irrecoverable amounts, appeals and property base changes.

### **133/23 Treasury Management Half-Yearly Report**

The Committee considered a report from the Treasury Management and Capita Accountant that sought to outline the Treasury Management activity for the six months to September 2023.

The Committee **resolved** to note the performance of the Treasury Department during the first six months of 2023/24.

### **134/23 2024-25 to 2027-28 Outline Budget Report**

The Committee considered a report from the Chief Finance Officer and the Chief Accountant.

Members were advised that following a recommendation from the Members Financial Reporting Group, this report was piloting the use of the new '4 block reporting system'.

The Chief Finance Officer advised that Committee that it would be prudent to take a medium term approach to the Council's finances and that identified savings would be tracked to ensure that they are were in line with what was planned.

The Committee **resolved** to:

1. Note the current projected draft Budget gaps as set out in 1.80-1.81 of the report,
2. To recommend to Council that it explores the range of options over the four year period set out in the report, to close the budget gaps including seeking to maximise transformation savings, including digital transformation, smarter use of physical assets, delivering cashable savings, prioritisation and collaborative savings and in the last instance use it reserves to deliver a balanced budget for 2024/25 and note that

there is some headroom to protect front line services and vulnerable residents, either in 2024/25 or future years; and

3. To confirm support for the initiatives suggested in the report which will allow Officers to work on closing the gaps for the years 2024-24 to 2027-28.

### **135/23 Surrey County Deal**

The Committee received an update on the County Deal from the Leader of the Council and the Chief Executive that sought agreement of the Position Statement produced in response to the recent announcement that Surrey County Council have been asked to engage in discussions with Central Government on a Level 2 County Deal.

The Committee **resolved** to agree the Position Statement.

### **136/23 Corporate Plan**

The Committee considered a report from the Deputy Chief Executive and the Head of Communications and Customer Experience that sought a recommendation to Council that it adopts the proposed Outline Corporate Plan for 2024-28 which specifies the priorities, key themes and values for the Council for the next five years.

The Leader made the following statement:

“I have great pleasure in introducing this report on our proposed Outline Corporate Plan for 2024-28. The Corporate Plan is a key policy document which outlines the proposed strategic priorities and values for the Council.

Following the local government elections in May this year, 22 new Councillors were elected to this Council and since that time the administration Group Leaders have been working collaboratively to discuss and formulate a refreshed set of priorities and values based around the previous CARES and PROVIDE acronyms.

I know you will have read the published papers and have had time to digest the presentation and outline plan. We have been working with officers to develop these ideas you have before you, which specifies our key themes for the Council for the next five years.

There are budgetary challenges ahead and we recognise that we still have to be responsible in setting our aspirations for the future of our Borough. However, and in line with our new Residents' Pledge, we are confident that this proposed plan puts our residents at the heart of everything we do.

The proposed updated priorities are:

- **Community**
- **Addressing housing need**
- **Resilience**
- **Environment**
- **Services**

The previous 'Affordable Housing' priority has been amended to 'Addressing Housing Need' reflecting our new approach to housing delivery, how we can work with partners and how we can best support residents to live independently in their own homes.

The 'Recovery' priority has been changed to 'Resilience' and incorporates the final resilience of the Council, the economic resilience of the Borough and ensuring our preparedness for the effects of climate change.

Finally 'Service Delivery' has been amended to 'Services' with an emphasis on community focused and accessible services.

The Outline Plan also proposes an amended set of values, which will underpin our decisions, interactions and behaviours, externally for residents and internally with each other, both Councillors and Officers.

Two changes have been made; the previous 'Empowering Communities' value has been amended to 'Empowering and Inclusive' and 'Responsive and Flexible' has been amended to 'Responsive and Respectful'.

If agreed by Committee tonight, this Outline Plan will be presented to Council on 14 December 2023. If adopted by Council, the Outline Plan will formulate the Detailed Plan in parallel with the budget setting process and this will then be recommended for adoption at the February 2024 Council. Annually we will measure and review the objectives and progress of the Corporate Plan and report it as part of the Annual Report.

I believe that there has never been a greater need for strong local government. This new Plan will demonstrate how this democratic and inclusive Council can deliver and advocate for the services and resources that our communities need for a stronger, healthier and safer Borough".

The Committee **resolved** to recommend to Council that the proposed Outline Corporate Plan for 2024-28 be adopted.

### **137/23 Asset Management Strategy & Asset Management Plan**

The Committee considered a report from the Principal Asset Manager and Group Head Assets that sought:

1. A recommendation to Council to adopt the Asset Management Strategy and Asset Management Plan; and
2. A recommendation to the Committee System Working Group to include, as part of the Committee Structure Review, the establishment of a new Sub-Committee with 4/5 members including an independent external advisor.

The Committee **resolved** to make the 2 recommendations as outlined in the report.

### **138/23 Forward Plan**

The Committee queried why they had not been presented with an Assets Service Plan for consideration. The Group Head of Assets advised that she would present it at the next meeting of the Committee.

The Committee **resolved** to agree the contents of the Forward Plan for this Committee.

### **139/23 Urgent Actions**

There was no urgent actions.

### **140/23 Exclusion of Public & Press (Exempt Business)**

It was proposed by Councillor Bateson, seconded by Councillor Beecher and resolved that the public and press be excluded during consideration of the following items, in accordance with paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended) because it was likely to disclose 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 being able to undertake even-handed negotiations and finalising acceptable contract terms.

### **141/23 Progression of the Waterfront Development**

The Committee considered an exempt report on the progression of the Waterfront Development.

The Committee approved the recommendations as outlined in the report.

### **142/23 Corporate Policy & Resources Chair's Updates**

The Leader addressed the Committee on the proposed Design Code:



# Corporate Policy & Resources Committee



22 January 2024

|                                  |   |
|----------------------------------|---|
| <b>Title</b>                     | Corporate Risk Register (Corporate Risk Management)   |
| <b>Purpose of the report</b>     | To note   |
| <b>Report Author</b>             | Punita Talwar, Internal Audit Manager   |
| <b>Ward(s) Affected</b>          | All Wards   |
| <b>Exempt</b>                    | No  |
| <b>Exemption Reason</b>          | N/A   |
| <b>Corporate Priority</b>        | The Corporate Risk Register outlines significant strategic risks impacting the effective delivery of all corporate priorities (CARES).<br>Community<br>Affordable housing<br>Recovery<br>Environment<br>Service delivery  |
| <b>Recommendations</b>           | <b>The Committee is asked to:</b><br><b>1.Consider the significant strategic risks and issues highlighted in this report , ensuring continued wider reporting of the Corporate Risk Register and Risk Action Plan across other Committees.</b>  |
| <b>Reason for Recommendation</b> | <b>The Corporate Risk Register continues to ensure that the Council’s most significant risks in relation to achievement of corporate priorities and objectives are identified, managed, monitored, and reported.</b><br><b>Continued visibility and ownership of the risks and issues raised in this report is recommended across the Council due to the significant and wide-reaching implications. This will support improved coordination in addressing risks and implementing mitigating actions.</b> |

## 1. Summary of the report

- 1.1 This report seeks to highlight significant strategic risks in delivering the Council priorities (CARES) and objectives, current strategies to manage risks (these are defined as current control actions and current mitigating actions) as well as any further mitigation measures underway set out in the separate Risk Action Plan. Exposure to wider externalities and other pressures are

continuing to present competing levels of crises. Consequently, the Council continues to encounter some challenge in the context of delivering corporate priorities, the nature of which spans across several themes including financial/housing/refugee situation/accelerated service demand/recruitment and retention/ environmental. The approaches being taken to proactively manage identified risks and mitigate impact are referred to in this report and related appendices.

- 1.2 The Corporate Risk Management Officer Group (officer led) meets three to four times a year, chaired by the Deputy Chief Executive (Chief Finance Officer). This forum provides an opportunity for officers to consider the risk register and identify any further corporate risks emerging or evolving. In addition, Management Team and Group Heads have an opportunity to input on emerging risk areas as part of the periodical register review/reporting process.
- 1.3 The Internal Audit Manager takes into consideration topical risk areas for the register, which provides a sense check to ensure continued relevance of the risk categories during times of accelerating levels of crises, often referred to as the poly-crises, and the rapid pace of change.
- 1.4 As part of ongoing development work, the format and presentation of the Corporate Risk Register continues to be explored and the development of an in-house system for future use is progressing. A presentation was delivered at the July 2023 Audit Committee meeting to demonstrate how the look and feel of the register is being modernised as part of design work, and to gauge initial comments. Constructive feedback from Members is being incorporated into the database structure design phase to ensure closer alignment of risk and control/mitigation for each specific risk description sitting under the broader risk category headings.

## **2. Key issues**

- 2.1 Risks continue to be assessed by taking account of current controls and current mitigations in place as this approach reflects the Council's risk management policy requirements and good practice. As part of this review, closer alignment between detailed risk descriptions (under each broad risk category 1 to 9) and corresponding controls and mitigating actions is being highlighted on the register, with the introduction of cross referencing as well as improved categorisation of control actions and mitigating actions through the introduction of specific headings. This will also support transition to future presentation of the Corporate Risk Register as part of the new centralised record/system under development.
- 2.2 The corporate management team and lead Committee hold collective ownership and accountability for ensuring these strategic corporate risks are effectively managed, and designated lead officers are also recorded.
- 2.3 The revised corporate risk register is set out at Appendix A and the Risk Action Plan at Appendix B. The direction of travel is highlighted against each broad risk category at Appendix A regarding any movement of either the RAG rating, risk score or indicative risk score since the previous review of June 2023. From assessment undertaken there is only one change to report in terms of direction of travel as part of the October review. This relates to risk category 6 – Climate Change, and the lead officer - Group Head Commissioning and Transformation considers that the risk level (RAG status)



should move from amber to red given the adverse impact of Climate Change already being encountered through increased global temperatures (discussed in more detail at para 2.7 (f) ). Risk owners should ultimately be comfortable with the proposed positioning/ranking of all the risks in the matrix on page 1 of Appendix A (these are subject to discussion with Management Team as necessary).

- 2.4 Several risks on the corporate risk register across a range of risk categories continue to be significantly influenced by wider external factors due to the economic crisis and macroeconomic environment (although the annual inflation rate has come down the impact of past elevated inflationary pressures remains, increased rates of borrowing, continued Cost-of-Living strain, cost of doing business strain) as well as the ongoing geopolitical uncertainty with the Ukraine war and Middle East conflict. Those risks and their implications are highlighted in blue to distinguish areas where risk mitigation measures may be limited in terms of actual outcomes due to externalities beyond the control of the council.
- 2.5 The Internal Audit Manager takes into consideration topical risk areas for the register, which provides a sense check to ensure continued relevance of the risk categories during times of accelerating levels of crises, often referred to as the poly-crises, and the rapid pace of change. Of course, it is not appropriate to take a generic approach as each organisational risk register (strategic) should reflect the significant strategic risks of direct relevance to a particular organisation. Nonetheless a sense check would suggest that Spelthorne's risk register reflects many of the topical risk areas and issues (strategic level) set out by Professional risk management and audit bodies, such as for example macroeconomic and geopolitical uncertainty, Climate Change, Recruitment and Retention. There must be a cut-off point and the number of risk categories on the register is already close to the maximum recommended level of 10 broad risk categories.
- 2.6 The risk action plan attached at Appendix B highlights completed actions (green section), as well as 'work in progress' (white section), 'continuous actions' (blue section) and 5 new proposed actions (pink) across 4 broad risk categories as follows:

**Risk Category 1a Housing – Development Targets** - Identification and rigorous assessment of alternative Development Delivery Options for Council Owned Development Sites, to ensure they represent financially viable and sustainable solutions in delivering development targets.

**Risk Category 5 – Treasury Management** – Arlingclose, the Council's Treasury Management advisors, will be providing a training session for all councillors, planned for delivery January 2024.

**Risk Category 7 – Corporate Capacity, Resources, Recruitment and Retention** – To continue to draw optimal value from hubs of professional insight/ expertise/research in supporting a holistic approach to responding to the recruitment and retention crises.

**Risk Category 7 – Corporate Capacity, Resources, Recruitment and Retention** – Council values to become further embedded into behaviours, policy and processes, which may follow the refreshed corporate plan.

## **Risk Category 9 – Working arrangements across Local Government**

**Tiers** – In planning for potential change, ascertaining transitional and future arrangements for service delivery, decision making and strategic direction.

- 2.7 Given that the register at Appendix A provides insight around envisaged risks and current controls/mitigations in managing these risks, for the purposes of this cover report the more pivotal matters or updates are being drawn to your attention at 2.7 (a) to (g). These span across the six most significant broad risk categories on the register deemed to be emerging from the current review:

(a) **Wider Externalities, Financial risk and supporting communities.**

Wider externalities and other factors continued to present increased financial risk to the Council. In particular, the financial implications relating to property development schemes (Housing Delivery programme) are explained under section 2.7 (b).

As previously reported, financial risk remains a strategic theme carrying high impact across several categories on the register. (*Links particularly with 1A & B Housing – Development and Targets/Affordable Housing, 2 – Economic Prosperity, 3 – Financial resilience and Commercial Assets, 4 - Financial resilience and Supporting Communities, 5 – Treasury Management*)

The Council's financial challenges continue to be exacerbated by the ongoing financial strain facing residents, businesses and communities during a continued Cost of Living Crisis and Cost of doing business Crisis, with a duty to support local and refugee communities in delivering accelerated service demands.

These issues are explained further in the following sections.

(b) **Risk category 1A Housing – Development and targets.**

The risks identified in this section have been necessarily refreshed and updated in several areas.

Wider externalities and other factors continued to present increased financial risk to the Council considering the significance of increased borrowing costs and significant construction inflation in delivering a range of strategies and schemes. These factors continued to affect the financial viability of each project and in responding to this threat the Council decided to suspend direct delivery of the Housing development programme from mid-September. Options are being explored which will determine if accumulated capitalized costs of £10-15m will need to be charged to Revenue. Consequently, the earmarked reserves will potentially need to be applied to offset the adverse financial impact. In addition, holding costs of £1.6m per annum relating to the housing delivery schemes are continuing to be incurred until outcomes are delivered on the sites. This continues to have a significant financial impact on the Council's budgetary position and could further impact timelines for delivery of housing schemes and development targets (both affordable and general housing). The Group Head of Assets is moving towards a new Member driven strategy in consultation with residents for delivering housing

outcomes across Council owned sites. As part of this strategy key Member decisions will need to be taken on how and when to progress Council sites.

Identifying alternative Development Delivery Options for Council Owned Development Sites demonstrates progression in terms of presenting new potential strategy routes. It does however highlight new risks to assess to determine whether such arrangements represent financially viable solutions in the long term and that they do not accelerate the Council's financial risk exposure to an unacceptable level, consequently presenting further uncertainty and strain on the Council's financial sustainability. Officers have reassured that in managing risks relating to initial proposals for alternative Development Delivery Options, expertise will continue to be closely drawn upon from various professional hubs of expertise across the Council such as Finance, Legal and Procurement, in order to guide and support on the implications of any proposed routes put forward.

A report on Development Delivery Options for Council owned Development sites was presented to CPRC in October 2023 and incorporates options for mitigation of Holding Costs in parallel with new ways of delivering affordable housing. These set out how options have been assessed.

At an Extraordinary Council Meeting on 14 September 2023 councillors agreed to extend the pause in the local plan examination timetable until the proposed changes to the National Planning Policy Framework (NPPF) have been published (expected Autumn 2023), before determining next steps. The Council cannot withdraw the local plan as a ministerial directive is currently in place. The risks associated with category 1a(iv) on the risk register (Local Plan) previously reported continue due to further pausing of the Local Plan until at least Spring 2024 (likely). In addition, several new risks and challenges are now presented or exacerbated. For example, an increased risk of Planning inquiries on refused applications exists as developers take advantage of the uncertainty around a further pause. Another emerging risk relates to the increased possibility of central government intervention to facilitate progression of the plan if the Council does not take active steps to move forward at an appropriate pace. This could have significant implications around sovereignty of local decision making. Progress meetings are in place between DLUHC and the Council to manage this risk.

Work is underway to consider the impact of the revised NPPF on the Local Plan which has been submitted for Examination, to inform next steps.

### **(C) Risk Category 1b – Housing - Affordable**

Spelthorne participates in the Local Authority Housing Fund (LAHF) capital funding programme (Rounds 1 & 2) to acquire properties to house homeless refugees. Whilst the Council is benefitting from central government grant and thereby does not need to bear the full cost of the homes, the funding is insufficient to be able to acquire the total number of properties required and the Council contributes financially to each purchase. Further to Spelthorne receiving an increased number of homeless approaches from the asylum hotel within the borough as well as other dispersed accommodation, there is very limited funding available for housing asylum seekers which could adversely impact the suitability of accommodation offered to these communities and where placements are out of the borough, Spelthorne has little control over accommodation standards. Furthermore, increased rate of

determination of asylum seekers claims is resulting in more residents assigned to an initial placement hotel in Spelthorne, presenting an increase in cases seeking housing support from the Council. These factors are exacerbating Housing demand and supply. The Council has written to the Minister about the impact of asylum seekers requiring Housing Support and is lobbying for additional funding support, as this issue is having significant financial and resourcing ramifications for Spelthorne.

Temporary accommodation at Longford is being used to support Afghan refugee families impacted by the closure of the Bridging Hotel in August, until they can move into resettlement properties funded by the LAHF.

A Housing re-registration process took place in the summer of 2023 in accordance with the new terms of the revised Housing allocation policy. It has resulted in approx. 1700 re-applications being submitted, these being a significant reduction from the previous level of 3800 applications on the Council's Housing register.

**(d) Risk Category 3 – Financial Resilience – Commercial Assets**

It was previously reported that a new approach to ensuring the certainty of the Council's rental income is being developed. A progress report regarding the overarching Asset Management strategy and core elements was verbally presented to Development Sub-Committee on 2<sup>nd</sup> October 2023. Currently 91% of the overall investment portfolio has been let, with rent collection rates remaining at 99+%.

Progressing any improvement actions or best practice recommended by external advisers with respect to management of the investment assets portfolio remains underway and ongoing. External advisors are undertaking a long term review of assets with a view to supporting a reduction in the Council's risk exposure levels should demand for office space decrease over the next decade and beyond. Independent additional valuations of the investment portfolio are also underway.

**(e) Risk Category 4 – Financial Resilience – Supporting Communities**

The Council's decision to suspend direct delivery of the Housing Development programme presents a range of adverse financial ramifications which have been explained earlier under reference 2.7 (b) and combined with wider factors referred to in this report these continue to have a significant financial impact on the Council's budgetary position. Budget gaps remain for 2024/25 through to 2027/28, therefore creating considerable financial pressure. This coincides with greater service demands leading to increased growth bids for resourcing/support, which are not financially sustainable or affordable unless these can be offset by savings. Ongoing financial pressures in the extreme worst-case scenario and if not robustly managed could lead to the Council becoming financially unsustainable. To mitigate the impact of significant financial pressures being presented, the Council is accelerating several existing measures and initiatives. These include:

- Brought forward initial budget modelling timetable to facilitate early identification of budget gaps and thereby enabling exploration of options for closing them.
- Refreshed Reserves strategy going to CPRC in January 2024.
- Cashable savings working group to report progress against targets for efficiency (cashable) savings which will be assessed and incorporated into quarterly budget monitoring reports.
- A report on Development Delivery Options for Council owned Development sites was presented to CPRC in October 2023 and incorporates options for mitigation of Holding Costs in parallel with new ways of delivering affordable housing.
- Management Team, Group Heads and Finance are scrutinising scope for budget savings with a view to consequently presenting options to Councillors in enabling a balanced budget to be achieved. A targeted briefing session for all Managers and Team Leaders has taken place to convey key messages regarding immense financial pressures being faced.
- Participation in Surrey wide financial resilience review with commissioning of independent consultants to consider financial metrics as part of this assessment.

(f) **Risk Category 6 – Sustainability and Climate Change**

The adverse impact of Climate Change is already being felt through greater extremes of weather (storms with heavier rainfall and heatwaves). More extreme rainfall causes major damage and destruction to houses, properties, landscape and therefore presents a serious threat to life with safety, livelihood, and homes at risk. Heatwaves such as in summer 2022 and in Europe in 2023 cause excess deaths (4500 in 2022 in the UK) and droughts threaten food security and production.

Instances of greater extremes of weather and temperatures as referred to in the risk description 6i under the broad risk category 6 (Appendix A) are unfortunately increasing and continued focus will need to be given to prioritising mitigation measures in managing the impact of these risks, as well as adaptation to environmental change. The Council are continuing to review its preparedness for Climate Change and the register sets out many examples of control actions and mitigating actions currently in place.

A lack of preparedness for the impacts of climate change may lead to Council Services no longer being sustainable or in a suitable position to operate in the future. The last 8 years have been the world's hottest and in the last summer there were 72,000 excess deaths in Europe due to the extreme heat. The UK is equally likely to see weather extremes going forward hence the proposed change in RAG rating to red as extreme weather impacts on the economy and actions required by the Council e.g in times of severe flooding seriously draining the Council's resources.

In view of the matters raised above, and that the likelihood of the risk event(s) is now reassessed as 'almost certain', this risk category has been reclassified with a change in direction of travel from an amber risk category to a red risk category.

**(g) Risk Category 7 – Corporate Capacity, Resources, Recruitment and Retention**

Further to the Corporate Establishment Review of July 2023, the perusal of any specific actions recommended by the commissioned body (Southeast Employers) has commenced. A review of Contracted resource and categorisation of that usage to ascertain how it supports service delivery needs has been reported to CPRC in October. Any further improvement actions that may have arisen from the Corporate Establishment Review will be pursued/monitored as necessary.

In the wider context of a 'Recruitment and Retention crisis in the public sector', the Council continues to draw insight from HR professionals who keep abreast of best practice across Surrey and wider networks. It is important that optimal insight and value continues to be derived from all relevant hubs of expertise including externally conducted research in continuing to promote a holistic approach and strategic vision in responding to recruitment and retention challenges and future-proofing the Council's workforce. This has been proposed as a new action in the Risk Action Plan at Appendix B, which is likely to represent a continuous/ongoing action over the course of time.

**3. Options analysis and proposal**

- 3.1 The revised register at Appendix A is an accurate reflection of the high-level significant risks affecting the Authority, based on consultation with Managers and assessment of risk and controls in operation.
- 3.2 Option 1 - To consider the contents of the Corporate Risk Register including any new or expanded risk categories, residual risks highlighted, current control actions, current mitigating actions and further mitigating actions set out in the Risk Action Plan for perusal. To take necessary actions going forward in response to the significant issues raised in this report and as detailed in the register. The risk action plan at Appendix B outlines the progress made on actions previously proposed and includes new actions which should be addressed as they impact effective delivery of corporate priorities and objectives, (preferred option); or
- 3.3 Option 2 - To recommend amendments to the Corporate Risk Register for consideration by the Corporate Risk Management Group.

**4. Financial implications**

- 4.1 As previously reported, there are major financial implications arising from several corporate risk categories on the register (in particular 1a, 1b, 2, 3, 4 and 5), with some of these discussed under section 2.7 above. Whilst many of the current financial and organisational challenges are influenced by wider externalities, given the ongoing high cost of borrowing and continued impact of the Cost-of-Living Crisis strain and Cost of doing Business strain, some of

the local and collaborative measures being explored and taken forward to alleviate risks by the Council are highlighted under para 2.7.

## **5. Risk considerations**

- 5.1 The Council's corporate and strategic risks impacting the achievement of corporate priorities, represent the most significant risks facing the authority. At Appendix A nine broad strategic risk categories, comprising specific risk considerations and risk impacts are identified and articulated, as well as the current controls and current mitigation measures in place to manage these risks. Current controls are those actions intended to reduce the likelihood of occurrence of the risk event, whilst current mitigations are those actions intended to reduce the impact of a risk event should it occur. Taken together, current controls and current mitigating actions represent risk management strategies. A risk action plan is set out at Appendix B, ensuring a mechanism to capture risk related SMART actions and assign a lead officer with target dates to monitor their progress in further alleviating the identified risks.

## **6. Procurement considerations**

- 6.1 Any procurement considerations relating to the risk categories on the register should be identified by the respective Risk Owners and lead officers and are likely to form part of separate reporting/communications.

## **7. Legal considerations**

- 7.1 Some corporate risks facing the Council as identified on the register are driven or influenced by statutory requirements. For example, risk category 1b Housing – Affordable Housing – (iii) specific risk refers to the implications of the Domestic Abuse Act for the Council in terms of suitable housing provision. At risk category 8 - Equalities, Diversity and Inclusion refers to the Equality Act 2010.

## **8. Other considerations**

- 8.1 There are none.

## **9. Equality and Diversity**

- 9.1 The Corporate Risk Register incorporates Equality, Diversity and Inclusion as a specific strategic risk category and sets out current controls and current mitigation measures in place, as well as further risk mitigating actions for perusal (risk action plan). There are no further areas of progress to report as part of the October review of the risk register.

## **10. Sustainability/Climate Change Implications**

- 10.1 There are none separate to those in the revised Corporate Risk Register and highlighted in this report, and some updates have been made under the broad risk category 6 as part of the October review of the register.

## **11. Timetable for implementation**

- 11.1 The Risk Action Plan at Appendix B shows lead Council officers responsible for progressing actions, together with target timescales for implementation. The register content is reviewed and updated three times a year in consultation with the corporate management team, Group Heads and Managers. It is coordinated, analysed, and reported by the Internal Audit Manager which includes identifying new risk descriptions, high level review of

relevance of control actions being reported in context of risk area, and proposing new actions on the Risk Action Plan where deemed appropriate.

## **12. Contact**

12.1 Internal Audit Manager, Punita Talwar. [P.talwar@spelthorne.gov.uk](mailto:P.talwar@spelthorne.gov.uk)  
01784 446454

12.2 Please also refer to contact names provided for Risk owners/accountable officers as well as lead Officers who hold responsibility for implementing systems of internal control and mitigating actions to manage and alleviate the risks identified against each broad risk category.

**Background papers: Some general reference has been made at para 2.5 to professional insight in terms of topical risk areas.**

### **Appendices:**

**Appendix A – Corporate Risk Register – this includes (i) level of assessed risk i.e., Red/Amber/Green - RAG status of each risk category (ii) Numerical Risk score and Direction of Travel.**

**Appendix B – Risk Action Plan**



## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

### Risk Scoring Matrix (Plotted October 2023 for current RAG rating and current risk score in consultation with Officers)

This is the matrix that forms part of the risk management policy. We currently assess the level of each risk category by plotting them on this matrix to provide a traffic light RAG rating. We also determine a numerical risk score by multiplying likelihood and impact scores. Please also refer to the next page for further detail on the approach and criteria applied.

When assessing the Council's risks in terms of likelihood and impact, we take into account the national and global picture for wider externalities such as the macroeconomic environment and geopolitical factors. Spelthorne's operations remain influenced by these external challenges and pressures, as is the case for other Councils. Due to these externalities, there are many activities that the Council cannot directly control/mitigate, or influence and continued recognition is important. **Red** risks require prompt, planned management action **Amber** risks require planned management action **Green** risks are accepted risks. RC = Risk category on the detailed register e.g., RC2 = Risk Category 2 – Economy. This is also referred to on the matrix for ease of reference.

|               |                             |                   |                     |   |  |
|---------------|-----------------------------|-------------------|---------------------|---|--|
| <b>IMPACT</b> | <b>4<br/>(Catastrophic)</b> |                   |                     |   |  |
|               | <b>3<br/>(Major)</b>        |                   |                     | <b>RC2 -Economy</b><br><b>RC3 - Commercial Assets</b><br><b>RC5 -Treasury Management</b><br><b>RC8- E,D,I</b><br><b>RC9 – Across Local Govt</b> | <b>RC1a – Housing (Development Targets)</b><br><b>RC1b – Housing (Affordable);RC4 - Finance &amp; Communities; RC6 – Climate Change; RC7 Resources</b> |
|               | <b>2<br/>(Medium)</b>       |                   |                     |   |  |
|               | <b>1<br/>(Trivial)</b>      |                   |                     |   |  |
|               |                             | <b>1 (Rare)</b>   | <b>2 (Unlikely)</b> | <b>3 (Likely)</b>   | <b>4 (Almost certain)</b>  |
|               |                             | <b>Likelihood</b> |                     |   |  |

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

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How risks are scored:

We assess and score risks, with their current controls and current mitigations in place, for likelihood and impact as shown below:

| Score | Impact       | Likelihood (over 4 years or timescale deemed appropriate) |
|-------|--------------|---|
| 1     | Trivial      | Rare (once)   |
| 2     | Medium       | Unlikely (a few times / less than annual)                 |
| 3     | Major        | Likely (several times / more than annual)                 |
| 4     | Catastrophic | Almost certain (many times a year)                        |

Impact can be measured in many ways and will be specific to what you are assessing, but the most common are on objectives, finance, and reputation. We then plot the risk on the risk matrix model shown on the prior page to provide a RAG rating, to determine and prioritise the most significant risks for action. The risk action plan (refer to separate document) sets out how the authority is working towards further addressing and mitigating the risks.

### **KEY TO TERMINOLOGY (SEE RISK REGISTER BELOW)**

- Risk is the chance of something happening or not happening that will affect the achievement of corporate priorities and business objectives.
- Controls and Mitigation - Any action taken to manage risk and increase the likelihood that established objectives will be achieved.
- \*Control Actions - These are specific actions to reduce the likelihood of a risk event or occurrence.
- \*\*Mitigating Actions - These are specific actions to reduce the impact of a risk event should it occur.

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

### Risk Category 1a - Housing – Development and Targets

| Corporate Priority Areas   | Ownership & Accountability for Risk   | Lead Officer (s) Risk Category 1a  |
|--|---|--|
| Supporting Communities<br>Affordable Housing<br>Service Delivery | Management Team<br>CPRC - Development Sub-Committee<br>ESC (for Local Plan) | Group Head Assets (Coralie Holman)<br>Group Head Place, Protection and Prosperity (Heather Morgan)<br>Deputy Chief Executive (Terry Collier) |

| Previous RAG Status (June 2023) | Current RAG Status (October 2023) | Previous Risk Score (June 2023) | Current Risk Score (October 2023) |
|---------------------------------|-----------------------------------|---------------------------------|-----------------------------------|
|                                 |                                   | 12                              | 12                                |

| Risk Descriptions   |
|---|
| <p>1a (i) The adverse impact from past delay on development schemes and any further delay increased in the context of rising interest rates from the Public Works Loan Board (PWLb) and significant construction inflation. These factors continued to very significantly affect the financial viability of each project, leading to rising overall costs, and risk of adverse financial position of the Council. In responding to this threat, the Council decided to suspend direct delivery of the Housing development programme from mid-September 2023. Options are being explored which will determine when accumulated capitalised costs of £10m to £15M will need to be charged to Revenue. This will potentially mean that the earmarked reserves will need to be applied to offset this impact. In addition, holding costs of £1.6m per annum relating to the housing delivery schemes are continuing to be incurred until outcomes are delivered on the sites. This continues to have a significant financial impact on the Council's budgetary position.</p> <p>1a(ii) In identifying alternative Development Delivery Options for Council Owned Development Sites, there are new risks to assess to determine whether such arrangements (for example Joint Ventures) represent financially viable solutions in the long term and that they do not accelerate the Council's financial risk exposure to an unacceptable level, consequently presenting further uncertainty and strain on the Council's financial sustainability.</p> <p>1a (iii) Further to the Council's decision to suspend direct delivery of the Housing development programme from mid-September 2023, this will further impact timelines for delivery of housing schemes and development targets (both affordable and general housing). This could significantly impact on the achievement of Corporate Priorities in this area.</p> |

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

1a (iv) Any further delays in the examination and adoption of the Local Plan are likely to continue to impact on the ability to bring forward the appropriate quantum of housing development. The publication version of the Local Plan started undergoing an external independent Examination by the Planning Inspectorate in May 2023. An Extraordinary Council Meeting on 6 June 2023 agreed to pause the Local Plan for three months to enable new Councillors to review the Plan and process. At the last review of the Corporate Risk Register it was reported that this further delay to the examination hearings and adoption of the Local Plan runs a number of significant risks including:

- The prospect of additional pressure on our Local Plan to meet the housing need of other boroughs (in particular those neighboring authorities who have not built on greenbelt);
- A lack of certainty around housing delivery (5-year supply);
- Risk of legal challenge;
- The prospect of unsuitable developments coming forward either on green belt sites or within town centres such as Staines, exposing the Council to greater risk of supporting such developments in the absence of a sound plan to rely on. Subsequent increased levels of overall build across Spelthorne carry far reaching implications (environment, infrastructure etc.)

A further report was considered at an Extraordinary Council Meeting on 14 September 2023, when councillors agreed to 'extend the pause in the examination timetable until the proposed changes to the National Planning Policy Framework (NPPF) have been published (expected in the Autumn) before determining the next steps and take immediate legal advice to confirm the validity of the Minister's directive'. That directive prevented the Council from being able to make a decision to withdraw the Local Plan.

The risks associated with category 1a (iv) above continue due to further pausing of the Local Plan Examination Hearings (likely) until Spring 2024. In addition, a number of new risks and challenges are now presented or exacerbated as follows:

- The Council cannot now withdraw the Local Plan (even if it wanted to) unless the Ministerial Directive is withdrawn.
- Financial impact to the Council as a result of delays in adoption of the Local Plan (additional time and resource)
- An increased risk of Planning Inquiries on refused applications, as developers take advantage of the uncertainty around a further pause
- Potential increase in adverse publicity and reputational impact/damage for the Council if the Local Plan moves forward without considering the impact of the updated NPPF when it is published.

1a(v) If the Local Plan process is not subject to robust challenge, this may not provide adequate opportunity to shape and finalise a plan at key stages to ensure it meets the (a) optimal interests of Spelthorne (b) all regulatory, legislative and professional requirements.

1a (vi) Increased possibility of central government intervention to facilitate progression of the plan if the Council does not take active steps to move forward at an appropriate pace. This could have significant implications in terms of the sovereignty of decision making by the Council.

1a (vii) Current Environment Agency flood modelling (summer 2023) indicates a marginal increased level of flood risk across some parts of the borough of Spelthorne which could adversely impact property and land. These present important factors in pursuing delivery of Housing schemes/outcomes and impact decisions on how to proceed with Council owned sites.

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

| *Current Control Actions (See Key. These are specific actions to reduce the <u>likelihood</u> of a risk event or occurrence)<br>Each control action (current) should correspond specifically to one or more of the risk descriptions set out in the risk category section '1a' above. Therefore, the reference number should be clearly indicated. | **Current Mitigating Actions (See Key. These are specific actions to reduce the <u>impact</u> of a risk event should it occur).<br>Each mitigating action (current) should correspond specifically to one or more of the risk descriptions set out in the risk category section '1a' above. Therefore, the reference number should be clearly indicated.   |
|--|--|
| <p><u>Governance and reporting 1a (i,ii,iii)</u></p> <p>Weekly progress reporting of Property Development projects to officer Development Investment Group (DIG)</p> <p>Bi-monthly Assets Portfolio Working Group (with Chair and Vice-Chair of both Corporate Policy and Resources Committee (CPRC) and Development Sub-Committee</p>             | <p><u>1a (i,ii,iii) Holding Costs for Development Sites and Options</u></p> <p>The Group Head of Assets is moving forward a new Member driven strategy in consultation with residents for delivering housing outcomes across the sites currently owned by the Council.</p> <p>A report giving insight to mitigation of Holding Costs and Development Delivery Options for Council Owned Development Sites was presented to CPRC 16.10.2023. These set out how options have been assessed.</p> <p>Risk considerations relating to the Council's decision to suspend direct delivery of the Housing development programme from mid-September 2023 have been identified and these may continue to be refined as specific risks anticipated emerge and evolve.</p> <p>Reference to the Council's Reserves Strategy going to CPRC in January 2024 is referred to under risk category 4.</p> |
| <p><u>KGE 1a (i,ii,iii)</u></p> <p>KGE annual report to November Corporate Policy and Resources Committee (CPRC); established policies and framework. Having Non-Executive Directors enhances the ability of the KGE Board to scrutinise Board papers.</p>   |  |
| <p><u>Delay to Local Plan adoption – 1a (iv) (vi)</u></p> <p>Reiterating earlier reference under risk section. Original approved timetable for adoption of the Local Plan will be impacted by a three month pause to Local Plan agreed at ECM on 6 June 2023, and the decision on 14</p>   |  |

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

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| <p>September 2023 to 'extend the pause in the examination timetable until the proposed changes to the NPPF have been published (expected in the Autumn) before determining the next steps'.</p> <p>Work is already underway to consider whether/what impact the revised NPPF may have on the Local Plan which has been submitted for Examination (on the basis of the current draft NPPF), and to consider options around possible next steps.</p> <p>As a result of the Ministerial direction, monthly progress meetings are being held between senior officers from DLUHC and the Council.</p> |  |
| <p><u>Due Diligence and Challenge 1a(v)</u></p> <p>Planning regulatory framework<br/>         Planning Committee, Officer presentations/professional advice and Member decision making<br/>         Local Planning inspectorate and independent examination/assessment .<br/>         Independent Critical Friend assessment</p> <p><u>Flood Risk Management 1a(viii)</u></p> <p>Strategic flood risk assessment (SFRA) as part of Local Plan process; planning policies; future review of the SFRA in light of the River Thames Scheme modelling as required.</p>                               | <p><u>Flood Risk Management 1a (vii)</u></p> <p>It is essential all schemes progressed on Council owned land are thoroughly considered against the flood risk to ensure appropriate mitigation is included within the scheme design.</p>   |
| <p>Please now refer to the Risk Action Plan at Appendix B. This sets out how the authority is working towards further addressing and mitigating the risks.</p>   |  |
| <p>What is the indicative/additional indicative risk score after considering further mitigation measures set out in the Risk Action Plan?<br/>         (At October 2023)</p>   | <p>Direction of Travel After considering further mitigation set out in the Risk Action Plan? (Either)</p> <ul style="list-style-type: none"> <li>- Maintained risk score and RAG status</li> <li>- Reduced score with no change to RAG status</li> <li>- Reduced score and RAG status</li> </ul> |
| <p>12</p>  | <p>Maintained risk score and RAG status</p>  |

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

### Risk Category 1b - Housing – Affordable

| Corporate Priority Areas   | Ownership & Accountability for Risk              | Lead Officer (s) Risk Category 1b               |
|--|--|---|
| Supporting Communities<br>Affordable Housing<br>Service Delivery | Management Team<br>Community Wellbeing & Housing | Group Head Community Wellbeing (Karen Sinclair) |

| Previous RAG Status (June 2023) | Current RAG Status (October 2023) | Previous Risk Score (March 2023) | Current Risk Score (June 2023) |
|---------------------------------|-----------------------------------|----------------------------------|--------------------------------|
|                                 |                                   | 12                               | 12                             |

### Risk Descriptions

The national Housing Crisis presents widespread ramifications at a local and regional level and specific risk considerations are set out below.

1b (i) Lack of affordable housing supply increases homelessness  
 1b (ii) Housing provision (types of units) does not meet local resident needs or address client special needs for accommodation. Any delay in adopting the Local Plan does not assist in progressing a wide spread of units for differing needs.

1b (iii) The Domestic Abuse Act presents additional pressures and demand as there is a requirement for victims of domestic abuse to be prioritised and rehoused in secure accommodation (parameters of what constitutes domestic abuse expanded under latest legislation)

1b (iv) The ongoing conflict in Ukraine and refugee situation, particularly the Government decision to close Afghan Bridging hotels by end of August 2023, presented additional pressures in ensuring that fundamental needs are met in supporting new communities. Spelthorne participates in the Local Authority Housing Fund capital funding programme (Rounds 1 and 2) to acquire properties to house homeless refugees. The funding is insufficient to be able to acquire the total number of properties required and the Council has to contribute financially to each purchase. Further to Spelthorne receiving an increased number of homeless approaches from the asylum hotel within the borough as well as other dispersed accommodation, there is very limited funding available for housing asylum seekers which could adversely impact the suitability of accommodation offered to these communities and where placements are out of the borough, Spelthorne has little control over accommodation standards. Increased rate of determination of asylum seekers claims is resulting in more residents at the Asylum Seekers initial accommodation hotel in the Borough presenting to the Council seeking housing support. These factors are exacerbating Housing demand and supply. The Council has written to the Minister about the impact of asylum seekers requiring housing support.

1b (v) There is also pressure from neighbouring and London authorities placing households in the borough, often without our knowledge, however the Council has no powers to prevent this. It further reduces supply.

1b (vi) Managing demand for social housing is extremely challenging given that anyone with a local connection can apply for housing to any Council.



## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

1b (vii) Cost of Living crisis and rising interest rates are adding increased pressure to (a) homeowners and landlords in repayment of mortgages as variable rates spiral. This causes landlords to increase rental charges presenting more homelessness cases (if rents cannot be afforded) with increased demand for social housing.

1b (viii) Further to the Council's decision to suspend direct delivery of the Housing development programme from mid-September 2023, this could further impact timelines for delivery of affordable housing provision, and thereby impact the achievement of Corporate Priorities in this area.

1b (vix) Housing fraud occurrence (tenancy fraud/Housing register/Homelessness) leads to an increased number of cases on the Housing register as well as reduced availability of social housing for those individuals/families in genuine need. It also carries financial cost to the Council and taxpayer (fraud losses) where for example temporary B & B accommodation placements are not genuine.

The above risks lead to increased costs and pressure on the Council's Housing Service in responding to homelessness and growing numbers on the Housing register, impacting delivery of affordable housing provision across the borough. If fundamental housing needs are not met / maintained this may have a negative impact on the health and wellbeing of individuals / families. Legal challenge is likely and an increase in complaints and referrals to the Ombudsman. Furthermore, there is a risk to the health safety and welfare of staff dealing with families in housing crisis as they become frustrated and at times abusive.

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| *Current Control Actions (See Key. These are specific actions to reduce the <u>likelihood</u> of a risk event or occurrence)<br>Each control action (current) should correspond specifically to one or more of the risk descriptions set out in the risk category section '1b' above. Therefore, the reference number should be clearly indicated. | **Current Mitigating Actions (See Key. These are specific actions to reduce the <u>impact</u> of a risk event should it occur).<br>Each mitigating action (current) should correspond specifically to one or more of the risk descriptions set out in the risk category section '1b' above. Therefore, the reference number should be clearly indicated. |
|--|--|
|  | <u>Affordable Housing Provision – Delivery Options</u><br><br>1b(viii) A report on mitigation of Holding Costs and Development Delivery Options for Council Owned Development Sites in supporting affordable Housing Provision was reported to CPRC 16.10.2023. These will set out how new delivery options proposed have been assessed.                 |
|  | <u>Financial support</u><br><br>1b (vii) Government funding to assist vulnerable families in rent arrears and who are at threat of eviction.   |

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

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|   | <p>Additional support is being provided to vulnerable residents to assist with tenancy sustainment through floating support funded by the government's Rough Sleeping Initiative. Capacity for quality advice provision has been extended for the Citizen's Advice to support the community.</p> <p>Council is lobbying for additional funding support in recognition of the resourcing and financial impact of more asylum seekers presenting in need of housing support.</p> |
| <p><u>1b (i) (ii) Collaborative working in pursuit of affordable housing delivery</u></p> <p>Collaborative working with Registered Social Landlords and Partners to pursue delivery of affordable housing need. Some new developments with affordable housing units are expected later this year through Registered Providers. 22 units are expected later this year from A2D and further 48 units from PA Housing</p> <p>S106 agreements with Developers. Strengthened the review process for s106 agreements to capture any potential additional affordable housing due to an uplift in value.</p>  |  |
| <p>1b (i) <u>Homelessness and Refugee Support</u></p> <p>In complying with Homelessness Reduction Act, proactive measures taken to address risk of homelessness.</p> <p>Measures to support Rough Sleepers, Afghan and Ukrainian refugee families under the government funded relocation and assistance scheme, including dedicated support workers.</p> <p>Applying Home Office funding to provide additional support to refugees. The Council has applied Home Office Afghan refugees funding to enable it to acquire Temporary Accommodation at Longford to enable it to temporarily house families impacted by the closure of the Bridging Hotel until they are able to move into resettlement properties funded by the Local Authority Housing Fund.</p> | <p>1b (i) <u>Homelessness and Refugee Support</u></p> <p>Council applying for maximum grant funding for both Afghan and Ukrainian schemes and looking to put in place wrap around housing support to mitigate as much as possible housing accommodation risk pressures.</p>  |
| <p><u>1b (iv) Local Authority Housing Fund (LAHF)</u></p>   | <p><u>1b (iv) LAHF</u></p>   |

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

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| <p>1b (iv) Purchasing properties to accommodate Ukrainian and Afghan families initially (longer term available for general housing needs) part funded by the Government Local Authority Housing Fund capital funding</p>  | <p>1b (iv) Participation in Local Authority Housing Fund Round 1 approved by Corporate Policy and Resources Committee (CPRC). Currently on track already to secure all 11 target properties, including the one 4 bed property specifically for larger Afghan families (which attracts higher level of grant funding). Participation in Local Authority Housing Fund Round 2 to acquire a further 7 properties. Report going to CPRC in October 2023 to approve acquisitions.</p>   |
| <p><u>Strategies, Monitoring Processes and Counter Fraud 1b(vix)</u></p> <p>Housing and Homelessness Strategies. Quarterly Strategic Action Plan monitoring. Regular review by officer Strategic Housing Group. Member approved tenancy strategy.</p> <p>Enhanced verification of all Homelessness applications takes place to sift out fraudulent applications before they can enter the system (Fraud Prevention strategy).</p> | <p><u>Strategies, Monitoring Processes and Counter Fraud 1b(vix)</u></p> <p>Counter Fraud bulk data matching initiative is underway with A2D, with the objective of identifying potential social housing fraud occurrences, to free up social housing for those in genuine need. A risk approach is being applied to prioritise investigation of matches identified.</p> <p>Monitoring of Housing Register levels. Re-registration process took place this summer in accordance with the new terms of the revised Allocation Policy and resulted in circa 1700 re applications (significant reduction from the previous level of 3800 applicants).</p> |
| <p><u>1b(v) (vi) Housing Demand and Supply constraints</u></p> <p>Surrey reciprocal arrangement already defined to re-house applicants across boroughs where local connection confirmed. Therefore there are limitations to how this risk occurrence which impacts supply can be reduced.</p>   | <p><u>1b(v) (vi) Housing Demand and Supply constraints</u></p> <p>The Housing Team have written to other councils reminding them of legal obligation to notify where placing households in the borough</p>   |
| <p>Please now refer to the Risk Action Plan at Appendix B. This sets out how the authority is working towards further addressing and mitigating the risks.</p>  |  |
| <p>What is the indicative/additional risk score after considering further mitigation measures set out in the Risk Action Plan? (At October 2023)</p>  | <p>Direction of Travel After Considering further mitigation set out in the Risk Action Plan? (Either)</p> <ul style="list-style-type: none"> <li>- Maintained risk score and RAG status</li> <li>- Reduced score with no change to RAG status</li> <li>- Reduced score and RAG status</li> </ul>   |
| <p>12</p>   | <p>Maintained risk score and RAG status.</p>   |

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

### Risk Category 2 – Economy

| Corporate Priority Areas                      | Ownership & Accountability for Risk               | Lead Officer (s) Risk Category 2                                |
|---|---|---|
| Supporting Communities<br>Recovery from COVID | Management Team<br>Economic Development Committee | Group Head Place, Protection and Prosperity<br>(Heather Morgan) |

| Previous RAG Status (June 2023) | Current RAG Status (October 2023) | Previous Risk Score (March 2023) | Current Risk Score (June 2023) |
|---------------------------------|-----------------------------------|----------------------------------|--------------------------------|
|                                 |                                   | 9                                | 9                              |

| Risk and Impact Descriptions   |
|--|
| <p>Evolving national economic strategy and policy and ongoing recovery from previous pandemic lockdowns continue to impact economic well-being locally, nationally and globally. This is now being compounded by continued impact of the Cost-of-Living crisis. The risk implications and threats to the Council are:</p> <p>2 (i) Residual risk to be accepted – whilst Council actions aim to support businesses and the local economy, these actions alone can only have a limited impact due to the overarching effects and long-term uncertainty of the macroeconomic environment, market volatility and geopolitical factors over which the Council has incredibly little influence.</p> <p>2(ii) Significant longer-term reduction in income (fees and charges, such as parking and retail lettings of the Elmsleigh Centre) with decreased footfall in the town centres and uncertainty around future consumer activity patterns. This will continue to impact the Council's finances.</p> <p>2(iii) The potential for increased level of business failures amidst the growing 'Cost of doing business crisis' has led to closure of some retail and business units across the borough as a result of wider economic instability (inflationary pressures and increase in borrowing) and the need to pass on increased costs to the consumer. This impacts the economic prosperity of the borough and affects collections rates for business rate income, with reduced levels impacting finances and services available.</p> <p>2(iv) The current economic environment may increase occurrences of anti-social behaviour, theft and fraud</p> |

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| <p><b>*Current Control Actions</b> (See Key. These are specific actions to reduce the <u>likelihood</u> of a risk event or occurrence)</p> <p><b>Each control action (current) should correspond specifically to one or more of the risk descriptions set out in the risk category section '2' above. Therefore, the reference number should be clearly indicated.</b></p> | <p><b>**Current Mitigating Actions</b> (See Key. These are specific actions to reduce the <u>impact</u> of a risk event should it occur).</p> <p><b>Each mitigating action (current) should correspond specifically to one or more of the risk descriptions set out in the risk category section '2' above. Therefore, the reference number should be clearly indicated.</b></p> |
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| <p><u><i>Economic Prosperity Strategy</i></u></p> <p>2 (i) The Economic Development Committee as well as other groups provides a mechanism for the Council's Economic Prosperity strategy to be periodically refreshed and reported. An Economic Prosperity Strategy has been developed (2023 – 2028) which addresses the key actions which face the borough. It incorporates a detailed strategy action plan detailing performance management measures in anticipating outcomes. This was agreed by the Economic Development Committee on 12 January 2023.</p> <p><a href="https://democracy.spelthorne.gov.uk/documents/s46623/App%20A%202023-28%20Economic%20Strategyv4.pdf">https://democracy.spelthorne.gov.uk/documents/s46623/App%20A%202023-28%20Economic%20Strategyv4.pdf</a></p>                                 | <p>2(i) Whilst Council actions aim to support businesses and the local economy, these actions alone can only have a limited impact due to the overarching effects and long-term uncertainty of wider externalities.</p>  |
|  | <p><u><i>Town Centre Strategy</i></u></p> <p>2(ii) On 12 January 2023, the Economic Development Committee agreed a Town Centres Strategy for 2023 which sets out a series of key actions for our smaller shopping areas and parades. These will provide targeted support and interventions, with timescales and measures of success clearly identified.</p> <p><a href="https://democracy.spelthorne.gov.uk/documents/s46628/TCM%20Strategy%20FINAL.pdf">https://democracy.spelthorne.gov.uk/documents/s46628/TCM%20Strategy%20FINAL.pdf</a></p>   |
| <p><u><i>Schemes to support businesses and collection fund monitoring</i></u></p> <p>2(iii) Government assisted Energy Bills Support Scheme (EBSS) to support increased energy costs / bills.</p> <p>2(iii) Shared Prosperity Fund Investment Plan was submitted to government in August 2022 highlighting local priorities and projects to assist with economic regeneration (£1m to spend over three years but with 88% backloaded to 2024/25). DLUHC confirmed in December 2022 that our Investment Plan has been approved and the first tranche of monies were received in February 2023.</p> <p><a href="https://democracy.spelthorne.gov.uk/documents/s44963/CPR%20Ctee%2011.7.22%20SPF%20report%20v2.pdf">https://democracy.spelthorne.gov.uk/documents/s44963/CPR%20Ctee%2011.7.22%20SPF%20report%20v2.pdf</a></p> | <p><u><i>Schemes to support businesses</i></u></p> <p>2(iii) On 10 October 2022, Corporate Policy and Resources Committee approved frontloading of Shared Prosperity Fund schemes from the retained business rates retention reserve. This is to ensure that projects can be delivered in the immediate future (when they are needed) rather than waiting for government funding to come forward in 2024/25. A separate report went to ED committee in January 2023</p> <p><a href="https://democracy.spelthorne.gov.uk/documents/s46672/CPRC%2010.10.22%20-%20SPF%20and%20BBR.pdf">https://democracy.spelthorne.gov.uk/documents/s46672/CPRC%2010.10.22%20-%20SPF%20and%20BBR.pdf</a></p> |

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

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| <p>2(iii) Monthly monitoring of Business Rates and Council Tax collection rates as part of monitoring the effect of current pressures such as the Cost-of-Living crisis and macroeconomic climate on the collection fund. Regular reporting on collection rates to Corporate Debt Group and as part of KPI's to Councillors</p>  | <p>A contract has been awarded to a company deliver business support training including 1-2-1 mentoring, developing a business plan, marketing and growing a sustainable business. Delivery of the programme is now underway,</p> <p>A contract has also been awarded for a company to go into local businesses to undertake an energy audit to assist with reducing energy bills, to raise awareness around more sustainable energy options and to provide baseline information for businesses to apply for grants and funding. Delivery of the programme will be shortly underway.</p> <p>2(iii). Local mitigating measures taken by the Economic Development team (to influence areas where a degree of local control can be applied). These include measures to strengthen the resilience of local businesses in the face of future challenges enabling access to new equipment, free professional coaching and training on social media, free cost reduction clinics, free websites etc.</p> <p>2 (iii) Business incubator to support entrepreneurs. Provision of a Youth Hub to provide support into employment / training / education for 16 – 24-year-olds funded by DWP. In Spring 2023 this has become an Employment &amp; Skills Hub focusing on both younger and older age groups.</p> |
| <p><u>Counter Fraud</u></p> <p>2(iv) Counter Farud, Bribery and Corruption Strategy includes proactive measures to promote early identification of potential fraudulent activity/ attempts across high risk public fraud areas, which forms part of fraud preventative approaches.</p> <p>2(iv) Communications from the Council regarding evolving fraud scams to promote awareness amongst residents/businesses and protect the public from being targeted.</p> | <p><u>Counter Fraud</u></p> <p>2(iv)Counter Farud, Bribery and Corruption Strategy includes measures to promote reporting, detection and investigation of suspected fraud occurrence</p>   |

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Please now refer to the Risk Action Plan at Appendix B. This sets out how the authority is working towards further addressing and mitigating the risks (there are no further specific actions for this risk category 2 (Economy) in the Risk Action Plan)

| What is the indicative/additional risk score after considering further mitigation measures set out in the Risk Action Plan? (At October 2023) | Direction of Travel After Considering further mitigation set out in the Risk Action Plan? (Either)<br>- Maintained risk score and RAG status<br>- Reduced risk score with no change to RAG status<br>- Reduced risk score and RAG status |
|---|--|
| 9   | Maintained risk score and RAG status   |

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

### Risk Category 3 – Financial Resilience and Commercial Assets

| Corporate Priority Areas | Ownership & Accountability for Risk                | Lead Officer (s) Risk Category 3  |
|--------------------------|--|---|
| Recovery from COVID      | Management Team<br>CPRC /Development Sub-Committee | Section 151 Officer / Deputy Chief Executive /<br>CFO (Terry Collier)<br>Group Head Assets (Coralie Holman) |

| Previous RAG Status (June 2023) | Current RAG Status (October 2023) | Previous Risk Score (March 2023) | Current Risk Score (June 2023) |
|---------------------------------|-----------------------------------|----------------------------------|--------------------------------|
|                                 |                                   | 9                                | 9                              |

#### Risk and Impact Descriptions

3i. Evolving externalities arising since the aftermath of the pandemic now compounded by the Cost-of-Living crisis and inflation continue to increase the Council's exposure to financial risk, with possible implications for the investment portfolio, including loss of anticipated rental income from commercial assets. This may impact on the financial position, and our ability to deliver discretionary services, leading in the worst-case scenario to the Council becoming financially unsustainable with associated reputational damage.

**\*Current Control Actions** (See Key. These are specific actions to reduce the likelihood of a risk event or occurrence)

**Each control action (current) should correspond specifically to one or more of the risk descriptions set out in the risk category section '3' above. There is currently only one risk description for risk category 3 and therefore all control actions relate to risk description 3i .**

Overarching Asset Management Strategy, Performance Management and Assets Risk Register

**\*\*Current Mitigating Actions** (See Key. These are specific actions to reduce the impact of a risk event should it occur).

**Each mitigating action (current) should correspond specifically to one or more of the risk descriptions set out in the risk category section '3' above. There is currently only one risk description for risk category 3 and therefore all mitigating actions relate to risk description 3i .**

Sinking Fund

The Council is continuing to increase its sinking funds which increased from £26m to £34m at the end of 2021-22 and £37.8m at the end of 2022-23.



## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

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| <p>Public Interest Report Action Plan approved by Audit Committee in July 2023.</p> <p>A new approach to ensuring the certainty of the Council's rental income is being developed. This is also referred to on the Risk Action Plan (Appendix B) and includes:</p> <ul style="list-style-type: none"> <li>• an overarching Asset Management Strategy around the proactive way the Council manages and monitors tenants and their ability to pay rental income, minimize void costs via early identification of space coming back through tenant failure or the termination of leases via surrender, expiry or break options, resulting in the need for space to be re-let. A progress report regarding the overarching strategy and core elements was verbally presented to Development Sub-Committee on 2<sup>nd</sup> October 2023.</li> <li>• Asset Investment Strategies for all assets focused on the coming 12 month period</li> <li>• Medium term business plans that consider the assets over a 5 year period</li> </ul> <p>This focused approach is supplemented by performance management measures – developing KPIs which are reviewed annually and benchmarked against external, regional property indicators i.e., vacancy rates, market rentals, occupier demand and so on.</p> <p>The KPIs are linked to an Assets specific risk register that identifies the level of risk without mitigation, the proposed mitigation and reduced resultant risk.</p> <p>In addition, investment performance is monitored bi-monthly at weekly Councillor Assets Portfolio Working Group, and a six-monthly performance report is taken to Full Council for the Investment Portfolio.</p> <p>Currently 91% of overall Investment Portfolio let. Rent collection rates remain at 99+%.</p> | <p>Ten-year worst and expected case sinking fund scenario projections are reviewed fortnightly and will be shortly extended to a 20-year time frame.</p> <p>February CPRC 2023 approved refreshed Sinking Fund Policy and Strategy. A full review and refresh of the sinking funds modelling will be undertaken in 2023-24 and linked to refreshed risk management and performance management measures underway as part of the Public Interest Report Action Plan.</p> |
| <p><u>Tenancy and Void Management</u></p>  | <p><u>Tenancy and Void Management</u></p>  |

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

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| <p>The Assets team continue to use letting agents to secure new tenants on market terms. Financial checks are carried out on prospective new tenants and credit positions are reviewed bi-annually for all tenants.</p>   | <p>Periodical financial health check of tenants and continued close liaison and building strong relationships allows accurate forecast when tenants are struggling or intend to move on, which are the main factors that would result in late or non-payment of rent.<br/>Ongoing management of voids with a view to reducing the portfolio void rate. Assets team proactively working to fill voids quickly using external lettings agents, understanding market demand and the size of accommodation needed.</p> |
| <p><u>Governance and reporting arrangements</u></p> <p>Capital Strategy (updated Strategy approved by CPRC February 2023) includes key performance indicators (being developed further) with a particular focus on the investment portfolio.<br/>Asset Management plan reviewed annually.<br/>Development Sub Committee of Corporate Policy and Resources receives regular monitoring reports for scrutiny. Most of the investment assets have had their Business Plans approved by the Development Sub-Committee.<br/>All Councillor Budget Briefing (3 times a year) set out financial risks in context of budgetary position, informing budgetary process.</p> | <p><u>Review of Business Plans for investment assets</u></p> <p>Group Head for Assets developing new Investment Asset Strategy (as part of the overarching Asset Management Strategy) which will incorporate business planning to be reviewed annually. See earlier reference re progress report regarding the overarching Asset Management strategy.</p>  |
|   | <p><u>External review of arrangements</u></p> <p>SBC has participated in a review of capital risk mitigation with DLUHC and Chartered Institute of Public Finance and Accountancy (CIPFA) and is in the process of taking on board any improvement suggestions.<br/>The Council is currently external advisers to critically review the Investment Assets portfolio</p>  |
| <p>Please now refer to the Risk Action Plan at Appendix B. This sets out how the authority is working towards further addressing and mitigating the risks.</p>  |  |
| <p>What is the indicative/additional risk score after considering further mitigation measures set out in the Risk Action Plan? (Once these are fully implemented) (At October 2023)</p>   | <p>Direction of Travel After Considering further mitigation set out in the Risk Action Plan? (Either)</p> <ul style="list-style-type: none"> <li>- Maintained score with no change to RAG status</li> <li>- Reduced score with no change to RAG status</li> <li>- Reduced score and RAG status</li> </ul>  |
| <p>9</p>  | <p>Maintained score with no change to RAG status</p>   |

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

### Risk Category 4 – Financial Resilience and Supporting Communities

| Corporate Priority Areas  | Ownership & Accountability for Risk             | Lead Officer (s) Risk Category 4                                      |
|---|---|---|
| Supporting Communities<br>Recovery from COVID<br>Service Delivery | Management Team<br>CPRC and Community Wellbeing | Section 151 Officer / Deputy Chief Executive /<br>CFO (Terry Collier) |

| Previous RAG Status (June 2023) | Current RAG Status (October 2023) | Previous Risk Score (June 2023) | Current Risk Score (October 2023) |
|---------------------------------|-----------------------------------|---------------------------------|-----------------------------------|
|                                 |                                   | 12                              | 12                                |

#### Risk and Impact - Descriptions

4(i) Increased financial pressures faced by the Council arising from the continued inflationary pressures on fuel, gas and electricity, staff pay pressures, significantly increased PWLB loan rates presenting higher borrowing costs and other external factors are collectively causing a significant increase in revenue costs and capital expenditure. As a result of the Council's decision to suspend direct delivery of the Housing development programme from mid-September 2023, options are being explored for how to handle £10m to £15m of accumulated capitalized costs which will potentially need to be charged to the Revenue budget. In addition, holding costs of £1.6m per annum relating to the housing delivery schemes continue to be incurred until outcomes are achieved on the sites held by the Council. This is creating considerable financial pressure.

4(ii) Combined with reduced fee income and potential for lower collection rates of Business Rates and Council Tax (exacerbated further by the continued Cost-of-Living crisis) this could have an impact on the Council's ability to deliver services as well as creating greater demands on community services, leading to a negative impact on the Borough's residents and communities (economic, social, physical and mental wellbeing). This coincides with increased service demands, leading to further growth bids for resourcing which are not financially sustainable or affordable unless these can be offset by savings. Ongoing financial pressures, in worst case scenario, could lead to the Council becoming financially unsustainable. (To note, in terms of the Cost of Living impact at October 2023 Council Tax collection rate is 57% compared to 64% a year ago. This could be attributed to a much higher take up this year of 12 monthly instalments rather than 10 in supporting customers during challenging financial times. Business Rates collection rate at October 2023 is 60% and consistent with a year ago).

4(iii) As the Council's borrowing levels have necessarily become restricted in the context of wider financial and externality risk, this could impact how the Council responds to unexpected events or factors presenting uncertainty and therefore its financial resilience. (This risk may also apply to risk category 5)

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

| *Current Control Actions (See Key. These are specific actions to reduce the <u>likelihood</u> of a risk event or occurrence)   | **Current Mitigating Actions (See Key. These are specific actions to reduce the <u>impact</u> of a risk event should it occur).  |
|--|--|
| <p><b>Each control action (current) should correspond specifically to one or more of the risk descriptions set out in the risk category section '4' above.</b></p>   | <p><b>Each mitigating action (current) should correspond specifically to one or more of the risk descriptions set out in the risk category section '4' above.</b></p>  |
| <p><u>Financial and budgetary management, reporting and modelling</u></p> <p>4(i) Financial impact assessment modelling undertaken as proactive measure. Finance have accelerated the timing of when initial budget modelling is completed compared to previous years, and this has provided more time to now explore options for closing budget gaps. Councillors were updated at a Budget Briefing on 10<sup>th</sup> October.</p> <p>Budget gaps remain at present for 2024-25 through to 2027-28. Management Team, Group Heads and Finance are robustly scrutinising budget growth bids to remove those which cannot be justified, and seeking additional savings.</p> <p>4(i, ii,) Outline Budget report to be approved by December 2023 CPRC provides updated medium term budget projections and set out options for refreshed medium term financial strategy. This will be considered alongside the refreshed Reserves Strategy.</p> <p>4(i) (ii) All Councillor Budget Briefings, undertaken 3 times a year setting out financial risks in context of budgetary position, informing budgetary process.</p> | <p><u>Financial and budgetary management, reporting and modelling</u></p> <p>4 (i) Inflationary pressure contingency reserve to assist with the predicted budget deficit.</p> <p>4(i, ii, iii) Fully refreshed Reserves Strategy approved by February 2023 CPRC and updated again going to January 2024</p> <p>4 (i) (ii) Governance reporting including financial impact of current pressures on the Council's budget to support perusal of further mitigating actions. Revenue outturn report presented to CPRC 26 June 2023 recommended that the £479,929 surplus on Outturn is transferred to the General Fund in the context of economic uncertainty to strengthen the Council's contingency funds.</p> |
| <p><u>Savings and VFM</u></p>  | <p><u>Growth, Savings and VFM</u></p> <p>4(i) (ii) 2023-24 Budget put forward for making efficiency savings over the next 4 years to further safeguard the authority in addressing the budget</p>  |

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| <p>4 (ii) Cashable savings working group set up to target efficiencies and savings. In future progress against cashable savings will be incorporated into the quarterly budget monitoring reports.</p> <p>4 (ii) Procurement Projects Board set up to ensure focus on delivering value for money from procurement.</p> | <p>deficit. Target was £200k per annum for four years. Progress against this target is currently being re-assessed, and additional measures put in place to maintain clear focus on cashable savings</p> <p>4 (ii) Service Planning for 2024/25 to feed into the Budget process (annual processes). This process provides an opportunity for Managers to put forward any savings to offset growth bids submitted and support the Council's budgetary position. Service Plans to be considered by Committees in November</p> |
|  | <p><u>External Review</u></p> <p>4(iii) SBC has participated in a review of capital risk mitigation with DLUHC and Chartered Institute of Public Finance and Accountancy (CIPFA) and is in the process of taking on board any improvement suggestions.</p> <p>4(iii) Participation in Surrey wide financial resilience review with commissioning of independent consultants to consider financial metrics as part of this assessment.</p>   |
|  | <p><u>Holding Costs for Development Sites</u></p> <p>4 (i) (iii) A report on mitigation of Holding Costs and Development Delivery Options for Council Owned Development Sites was reported to CPRC 16.10.2023.</p>  |
| <p>Please now refer to the Risk Action Plan at Appendix B. This sets out how the authority is working towards further addressing and mitigating the risks.</p>   |   |
| <p>What is the indicative/additional risk score after considering further mitigation measures set out in the Risk Action Plan? (Once these are fully implemented) (At October 2023)</p>  | <p>Direction of Travel After Considering further mitigation set out in the Risk Action Plan? (Either)</p> <ul style="list-style-type: none"> <li>- Maintained risk score and RAG Status</li> <li>- Reduced score with no change to RAG status</li> <li>- Reduced score and RAG status</li> </ul>  |
| <p>12</p>  | <p>Maintained risk score and RAG Status</p>   |

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### Risk Category 5 – Treasury Management

| Corporate Priority Areas             | Ownership & Accountability for Risk | Lead Officer (s) Risk Category 5   |
|--------------------------------------|-------------------------------------|--|
| Recovery from COVID Service Delivery | Management Team<br>CPRC             | Section 151 Officer / Deputy Chief Executive / CFO (Terry Collier)<br>Chief Accountant (Paul Taylor) |

| Previous RAG Status (June 2023) | Current RAG Status (October 2023) | Previous Risk Score (June 2023) | Current Risk Score (October 2023) |
|---------------------------------|-----------------------------------|---------------------------------|-----------------------------------|
|                                 |                                   | 9                               | 9                                 |

| Risk and Impact - Descriptions  |
|---|
| <p>5(i) If the Council receives a reduced return on long term investments and/or investments become insecure in the current / future economic climate, then this will have an adverse impact on the Council's financial position, weakening financial resilience.</p> <p>5(ii) Stock market volatility due to uncertainty may lead to adverse investment returns, although this is mitigated by investing in a balanced mix of unit funds that will spread the risk of such a situation (linked to assets, bonds and equities).</p> <p>5(iii) Significant rises in interest rates and increased cost of borrowing / loans influence the Council's treasury activities. This also presents positive opportunities in enabling great returns to be earned on the Council's surplus cash supporting the Revenue Budget.</p> <p>5(iv) Significantly increasing pressure on the Council's cash flow.</p> |

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| <p><b>*Current Control Actions</b> (See Key. These are specific actions to reduce the <u>likelihood</u> of a risk event or occurrence)</p> <p>Each control action (current) should correspond specifically to one or more of the risk descriptions set out in the risk category section '5' above.</p> | <p><b>**Current Mitigating Actions</b> (See Key. These are specific actions to reduce the <u>impact</u> of a risk event should it occur). <b>Each mitigating action (current) should correspond specifically to one or more of the risk descriptions set out in the risk category section '5' above. Therefore, the reference number should be clearly indicated.</b></p> |
| <p><i>Treasury Management Strategy 5 (i) (i) (iii) (iv)</i></p>  | <p><i>Borrowing Strategy Review 5 (iii)</i></p>   |

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| <p>Treasury Management Strategy for 2023-24 approved by Members at February Council. Following on from approval at CPRC on 11.9.2023 for the Council to step away from seeking to directly deliver and finance from borrowing the housing delivery programme, the Council's Treasury Management Strategy has changed significantly with amendments to the prudential indicators approved at October CPRC and Council. Leading up to these an informal budget briefing has taken place for all Councillors to explain the change of approach.</p> | <p>5 (iii) Ongoing review with Treasury Management advisors regarding the Council's borrowing strategy in the context of interest rates rises and volatility – considering options such as greater internal borrowing, more short-term borrowing, generation of capital receipts to fund portion of Capital Programme. The borrowing strategy will be further impacted by suspending direct delivery of the housing delivery programme which was funded by finance from borrowing.</p> <p>Fixed interest rate on most debt and for investment assets an interest equalization reserve is in place. Refer also to mitigating actions under section 4 above.</p> |
| <p><u>Treasury Management Practices 5 (i) (i) (iii) (iv)</u></p> <p>Application of CIPFA Code of Practice and Prudential and Treasury Management Codes</p>   |  |
| <p><u>Performance Management 5(i) (ii) (iii)</u></p> <ul style="list-style-type: none"> <li>➤ Performance measurement and outturn reporting.</li> <li>➤ Investment Benchmarking undertaken by Arlingclose, the Council's Treasury advisor.</li> </ul>  |  |
| <p><u>Cash Flow 5(iv)</u></p> <p>Daily cash flow position produced and monitored.<br/>Internal control process reviewed and strengthened in 2023.</p>  |  |
| <p><u>Investments 5(i) (ii) (iii)</u></p> <ul style="list-style-type: none"> <li>➤ Council's investments are managed internally in consultation with specialist advisors Arlingclose. Explore options for diversifying the portfolio.</li> <li>➤ Aim to select counter parties of the highest credit quality.</li> <li>➤ Credit ratings monitored.</li> <li>➤ Investments with approved institutions as per policy and strategy</li> </ul>   | <p><u>Investments 5(i) (ii) (iii)</u></p> <p>By investing in a balanced mix of unit funds linked to assets, bonds and equities this is intended to spread the risk and minimize the impact of occurrence of any adverse investment returns.</p>  |
| <p><u>Training to support informed decisions. 5 (i) (ii) (iii) (iv)</u></p>  |  |

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| <p>Quarterly meetings are held with Arlingclose of which the Chief Finance Officer, Chief Accountant, Treasury &amp; Capital Accountant and Assistant Accountant along with Administration Group Leaders attending. From September 2023 the presence of Administration Group Leaders at the quarterly sessions with Arlingclose provides additional insight and further supports Councillors in making informed decisions and approving the Treasury Management Strategy.</p> <p>Treasury Management training (Member briefing) provided for all Councillors in September 2022 and another one is planned to be delivered between November 2023 and January 2024.</p> <p>Arlingclose have been asked to arrange training for all councillors on Treasury Management issues</p> |  |
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Please now refer to the Risk Action Plan at Appendix B. This sets out how the authority is working towards further addressing and mitigating the risks.

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| <p>What is the additional risk score after considering further mitigation measures set out in the Risk Action Plan? (Once these are fully implemented) (At October 2023)</p> | <p>Direction of Travel after Considering further mitigation set out in the Risk Action Plan? (Either)</p> <ul style="list-style-type: none"> <li>- Maintained score</li> <li>- Reduced score with no change to RAG status</li> <li>- Reduced score and RAG status</li> </ul> |
| <p>9</p>   | <p>Maintained risk score and RAG status.</p>   |



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### Risk Category 6 – Sustainability & Climate Change

| Corporate Priority Areas       | Ownership & Accountability for Risk                         | Lead Officer (s) Risk Category 6                              |
|--------------------------------|---|---|
| Environment and Climate Change | Management Team<br>Environment and Sustainability Committee | Group Head Commissioning & Transformation<br>(Sandy Muirhead) |

| Previous RAG Status (June 2023) | Current RAG Status (October 2023) | Previous Risk Score (June 2023) | Current Risk Score (October 2023)   |
|---------------------------------|-----------------------------------|---------------------------------|---|
|                                 |                                   | 9                               | 12 (Explanation for this change in direction of travel has been provided in the risk description 6(i), as well as main cover report at paragraph 2.7(f) – see separate document with reference to instances of greater extremes of weather and temperatures on the increase, presenting major adverse impact) |

| Risk and Impact Descriptions  |
|---|
| <p>6(i) Climate change represents a significant global threat driving social and economic disruption with far ranging consequences for socioeconomic stability. Climate change and extreme weather events impact health and safety, food systems, supply chains &amp; procurement, economic productivity, and losses. Due to climate change, there is a specific risk to the Borough of Spelthorne in terms of more extreme heat and increased flooding, besides the more global threats such as severe storms (threat to loss of life and limb) impacting locally. If the Council is not pursuing measures or seeking positive opportunities to mitigate and adapt to climate change, it could result in criticism / bad press / public demonstration and additional organisational pressures may result in a loss of focus around climate change and green initiatives. A lack of preparedness for the impacts of climate change may lead to Council Services no longer being sustainable or in a suitable position to operate in the future. The last 8 years have been the world’s hottest and in the last summer there were 72,000 excess deaths in Europe due to the extreme heat. The UK is equally likely to see weather extremes going forward hence the proposed change in RAG rating to red as extreme weather impacts on the economy and actions required by the Council e.g in times of severe flooding seriously draining the Council’s resources.</p> <p>6(ii) Where integration into wider Council decision-making is not evident this reduces the effectiveness of holistic approaches in delivering Spelthorne’s strategy</p> |

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6(iii) Inadequate mechanisms for monitoring and reporting on status provides limited insight regarding keeping on track in pursuing net zero carbon emissions and wider government reporting requirements.

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| <p><b>*Current Control Actions</b> (See Key. These are specific actions to reduce the <u>likelihood</u> of a risk event or occurrence)</p> <p><b>Each control action (current) should correspond specifically to one or more of the risk descriptions set out in the risk category section ‘6’ above.</b></p>  | <p><b>**Current Mitigating Actions</b> (See Key. These are specific actions to reduce the <u>impact</u> of a risk event should it occur). <b>Each mitigating action (current) should correspond specifically to one or more of the risk descriptions set out in the risk category section ‘6’ above. Therefore, the reference number should be clearly indicated.</b></p>  |
| <p><u>Targets 6 (i)</u></p> <p>In view of Government targets for reducing carbon emissions / greenhouse gases to tackle climate change, the Environment and Sustainability Committee will continue to explore ways to meet a carbon neutral target (aiming to get to Net Zero for Scope 1 and 2 emissions by 2030, developed an action plan to move the Council towards net zero carbon emissions, agreed at Environment and Sustainability Committee September 2022) and to promote climate change as an issue that needs to permeate all Council areas to ensure we reduce our carbon footprint and adapt to climate change.</p> | <p><u>Application of Green Initiatives Fund 6 (i)</u></p> <p>On 13 June 2023, the Group Head Commissioning &amp; Transformation presented a report to MAT on the allocations of the Green Initiatives Fund of £747k that included bids for Hubbub comms package, electric mopeds, and solar panels. In addition, a portion of the Shared Prosperity Fund will be allocated to Climate Change Business audits. Going forward it is appropriate this fund is targeted at measures to reduce the carbon footprint of the Council to help ensure we are net zero by 2030. This will ensure the Council mitigates its own impacts in terms of climate change as far as possible.</p> <p>Also we need to ensure that within the legal constraints we implement the proposed supplementary planning guidance to assist in future properties being better adapted to both heat and cold.</p> |

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

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| <p><u>Strategy 6 (i)</u> - Surrey County Council have developed a strategy on Climate Change referred to as Greener Futures Delivery Plan which the Environment and Sustainability Committee have supported. Linked Spelthorne's Climate Change strategy where appropriate to Greener Futures Delivery Plan. Member and Officer representation at the Greener Futures Partnership meetings and the River Thames Scheme to support a coordinated approach to strategy implementation.</p>   | <p><u>Strategy 6 (i) (ii)</u></p> <p><i>Through carbon literacy training of staff and the climate change and sustainability officers working with services across the Council, climate change is becoming embedded in service delivery.</i></p> |
| <p><u>Monitoring and Performance Reporting 6(iii)</u></p> <ul style="list-style-type: none"> <li>➤ A Climate Change Working group made up of a cross party group of elected Members to focus on monitoring of actions towards carbon neutrality and initial assessment of ideas.</li> <li>➤ Officer updates to Members on the progress of the Climate Change Action Plan.</li> <li>➤ Annual Reporting of Carbon Emissions to SCC</li> <li>➤ Quarterly KPI reporting - the Performance Indicator outlines the reduction in CO2 emissions of energy use across SBC</li> <li>➤ Monitoring of energy savings achieved across Surrey Borough's and Districts to provide comparative stats .</li> <li>➤ ESG assessment underway to develop future strategies for reporting requirements on climate change</li> </ul> |   |
| <p><u>Initiatives taken 6 (i)</u></p> <p>There are numerous examples of measures taken so far: Sustainability Strategy / Energy &amp; Water Efficiency Policy / Professional group membership to share best practice and knowledge / Implementing energy efficient measures in Council owned buildings / Increasing renewables capacity / Implementing sustainability principles within new builds undertaken by KGE. Recently installed solar panels at the Nursery as a renewable source of energy. Exploring options for improving energy efficiency of Nursery (including more solar panels) and Council offices. The</p>  |   |

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

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| <p>Passivhaus Leisure Centre under construction is designed to save 600 to 700 tonnes of carbon saving per annum.</p> <p>Officers working with relevant committees and Treasury Management advisors on how we can transition investment portfolio to a more sustainable basis.</p> <p>The Council has engaged with Talking Tree and the Open University in a net zero project aimed at involving the community in climate change opportunities and activities. As study conclude, developed incredible edibles community gardening project as participants keen to take forward.</p> <p><u>Training</u> – 6(i) Continuing to roll out Carbon Literacy training days and participating staff have committed to a range of carbon saving pledges. Training days will continue for other officers to target as many staff as possible. Training will be/ has been provided for Councillors in June 2023 as part of the 2023 Induction Programme.</p> |  |
| <p><u>External Funding for pursuing measures (to support strategy) 6(i)</u></p> <p>Proposal for funding from GIF submitted for ESG study.</p> <p>Spelthorne secured funding from the Local Government Association (LGA) Net Zero programme to engage with local residents on the Council's climate action.</p> <p>Spelthorne has been successful in an application to the Low Carbon Skills Fund for £99,600 to be spent by 28th March 2024.</p> <p>The Salix funding will be used to carry out energy audits of Council buildings.</p> <p><u>Integration into wider Council decision-making and corporate processes 6(ii)</u></p> <ul style="list-style-type: none"> <li>➤ All Committee reports include a section on Sustainability and Climate Change considerations which should be reflected upon by report authors to identify both positive and adverse impact of</li> </ul>   |  |

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

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| <p>proposals being put forward by Officers requiring a Member decision.</p> <p>Carbon Footprint section on Service Plans for 2024/25 which provides an opportunity for departments to support the Council's commitment to reducing carbon emissions and explain how they intend to adapt elements of their service delivery to achieve this.</p> |  |
|--|--|

Please now refer to the Risk Action Plan at Appendix B. This sets out how the authority is working towards further addressing and mitigating the risks.

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| <p>What is the additional risk score after considering further mitigation measures set out in the Risk Action Plan? (Once these are fully implemented) (At October 2023)</p> | <p>Direction of Travel after Considering further mitigation set out in the Risk Action Plan? (Either)</p> <ul style="list-style-type: none"> <li>- Maintained risk score and RAG status</li> <li>- Reduced score with no change to RAG status</li> </ul> |
| <p>9</p>   | <p>Reduced score and RAG status</p>  |

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### Risk Category 7 – Corporate Capacity, Resources, Recruitment and Retention

| Corporate Priority Areas | Ownership & Accountability for Risk       | Lead Officer (s) Risk Category 7                              |
|--------------------------|---|---|
| All Priorities           | Management Team<br>CPRC & Admin Committee | Group Head Commissioning & Transformation<br>(Sandy Muirhead) |

| Previous RAG Status (June 2023) | Current RAG Status (October 2023) | Previous Risk Score (June 2023) | Current Risk Score (October 2023) |
|---------------------------------|-----------------------------------|---------------------------------|-----------------------------------|
|                                 |                                   | 12                              | 12                                |

| Risk Descriptions  |
|--|
| <p>7(i) Overstretched capacity exacerbated by the additional workload, Committee system of governance and demands arising from new schemes / initiatives in supporting communities (as well as the departure of several experienced staff) could lead to increased staff fatigue / burnout / sickness levels arising. This may impact further on employee stress levels and mental / physical wellbeing, which may also lead to reductions in expected service delivery.</p> <p>7(ii) Residual risk refers to the risk that remains after control processes and measures to eliminate some or all the inherent risks have been made. It could be deemed that due to the nature of the risk set out at 7(i) above and 7(iii) below with reference to causes and consequences, as well as the continuation of intense work pressures, some residual risk may continue. In acknowledging this, the Council may wish to either: do nothing on the basis that the controls have proven effective enough to reduce the risk to an acceptable level, OR increase or modify controls to reduce the risk to a level that is regarded acceptable OR evaluate the cost of revised control and mitigation measures vs benefits and whether this is deemed necessary to bring the risk to an acceptable level.</p> <p style="background-color: #00e0ff;">7(iii) Unsuccessful recruitment and ongoing unfilled vacancies in a challenging and competitive labour market leads to reduced availability of technical skills and relevant expertise is spread more thinly across Services. Staff shortages further exacerbate workload pressures across teams. The consequences of this risk are set out earlier at 7(i).</p> <p>7(iv) Ineffective or inappropriate recruitment exacerbated by the skill shortages within the local government market could result in appointments that fail to effectively meet business need leading to reduced service quality and/or periods of ongoing vacancies.</p> <p>7(v) Alternative patterns of working such as hybrid models may present both risks and opportunities. Some of the perceived risks could include reduced output and productivity, increased fraud, cultural considerations such as silo working resulting in loss of corporate memory/knowledge with less effective outcomes and/or a misalignment with corporate priorities. Positive opportunities associated with hybrid and flexible working include supporting the retention</p> |

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

and recruitment of staff in a highly competitive labour market, greater work-life balance for employees with reduced travel time and consequently a more positive impact on the environment over time (lowering carbon emissions) where road traffic is reduced.

7(vi) The Council has an ageing workforce (not uncommon in the LG sector), and this increases the risks associated with a significant loss of corporate knowledge due to the possibility of a high level of Officers taking retirement over the next decade.

**\*Current Control Actions** (See Key. These are specific actions to reduce the likelihood of a risk event or occurrence) **Each control action (current) should correspond specifically to one or more of the risk descriptions set out in the risk category section '7' above.**

**\*\*Current Mitigating Actions** (See Key. These are specific actions to reduce the impact of a risk event should it occur). **Each mitigating action (current) should correspond specifically to one or more of the risk descriptions set out in the risk category section '7' above. Therefore, the reference number should be clearly indicated.**

Performance Management

- Continuous performance management (CPM) system includes regular 1-1's with line Managers as well as more formal quarterly performance clinics. Central recording system to summarise discussions with reference to key output areas, effectiveness of outcomes, targets, training and development and any wellbeing matters. Enables HR to keep an oversight track of CPM implementation.
- Corporate performance management top-down approach incorporates the overarching Corporate Plan priorities and objectives, service plans with kpi's and personal targets. These processes should be closely aligned in supporting delivery of the Council's priorities, objectives, and long-term vision.
- Benchmarking of some KPI'S across Surrey is in place to ascertain performance levels.
- With communication platforms like MS Teams and supported systems and technology, staff are fully equipped to work in the office and remotely. Automated internal control processes are important to support modern working practices.

Performance Management

- Reports can be produced to monitor remote activity across the workforce if required.
- Implementing adequate mechanisms for performance management, monitoring productivity and following through on performance issues are the responsibility of managers across services/teams. Corporate policies to support.
- Regardless of where services are delivered from (remote vs office), the focus should be on the efficiency and effectiveness of outputs and outcomes in delivering Council services and priorities, ensuring these are provided in a way that supports Council values (PROVIDE).
- Corporate establishment Review completed in July 2023 with report noted by CPRC, incorporated aspects of service delivery and hybrid models of working.
- In measuring and monitoring the effectiveness of Hybrid Working some considerations include kpi's monitoring, general performance management and complaints monitoring

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

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| <ul style="list-style-type: none"> <li>➤ Group Head of Commissioning and Transformation issued a Briefing Paper to the March 2023 Audit Committee setting out some of the ways in which Hybrid working that took effect from 2021/2022 is managed at Spelthorne (Hybrid working policy of minimum 2 days required in the office to maintain working relationships, performance management, extent of application dependent on business needs/frontline, individual officer requests etc.) and reinforcing some of the wider benefits that have made this working approach a necessity in the modern world post-pandemic).</li> </ul> | <ul style="list-style-type: none"> <li>➤ GH Commissioning and Transformation reported no adverse impact of kpi's performance (for corporate kpi's reported) as a result of hybrid.</li> <li>➤ KPIs are reviewed annually to ensure they are relevant to service delivery</li> <li>➤ Complaints process to measure any dissatisfaction of customer/public experience, however this mechanism alone may be limited as if there were any increased level of complaints this could also indicate a general societal trend of becoming more comfortable to formally report concerns.</li> <li>➤ Report went to October 2023 CPRC on use of contractors</li> </ul> |
| <p><u>Resource Planning &amp; Capacity management</u></p> <p>Management to address workload issues across teams, with continued prioritisation of tasks</p> <p>Growth bids for additional resourcing where a need has been identified forms part of annual Service Planning and budget process .</p>   |  |
| <p><u>Stress Management</u></p> <p>Responsibility to remain alert to stress related risks of demanding workload. The need to treat colleagues respectfully has been recognized and communicated and remains the responsibility of everyone in creating a conducive work environment.</p>   | <p><u>Stress Management</u></p> <ul style="list-style-type: none"> <li>➤ Staff can access welfare information on the Intranet. Support is available for mental and emotional wellbeing including mental health first aiders and Care First. This scheme has been promoted through regular staff communications.</li> <li>➤ Monitoring of sickness absence provides a corporate view of stress issues.</li> <li>➤ LGA Peer review presentation/recommendations of November 2022 included references to working culture/working relationships/workload pressures/organizational style.</li> </ul>  |
| <p><u>Embedding of Corporate values</u></p>  |  |



## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

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| <p>Corporate values under the acronym 'PROVIDE' form part of the Corporate Plan. Over time it is the intention for the Council's values to become further embedded into behaviours, policy, and processes (including recruitment).</p>  |  |
| <p><u>Staff and Member feedback to promote continuous improvement.</u></p> <p>Annual staff and Member survey commissioned in 2022 designed to ascertain employee and member views on several themes including workplace culture, values, recruitment and retention. Key matters arising from these surveys including organizational behaviours have been highlighted and communicated further as part of the LGA Corporate Peer review.</p>   |  |
| <p><u>Recruitment and retention</u></p> <p>Several measures have been underway for some time with examples below and developments in some areas:</p> <ul style="list-style-type: none"> <li>i) Recruitment and Retention Policy and Market Supplement Scheme to offer financial enhancements for hard to fill posts which are agreed by MAT.</li> <li>ii) An apprenticeship training programme to upskill existing staff and offer development opportunities to new hirers. As part of the Finance restructure, two apprentice posts have been created. Apprenticeships continue to be encouraged and there may be possibilities for new apprenticeships in customer services.</li> <li>iii) An Employee Assistance Programme scheme and Mental First Aider scheme to assist with staff wellbeing. Positive feedback received from staff using these services.</li> <li>iv) Implementation of hybrid working in response to staff feedback and ensuring that staff are fully equipped to work from home. This working pattern continues to be well received and assists with retaining and recruiting staff - important in a competitive market as something to offer potential applicants.</li> <li>v) Flexi time working arrangements.</li> </ul> | <p>February Council approved pay uplift for 2023-24 – a fixed £1,925 per FTE equivalent to an average increase of 3.5%.</p> <p>Corporate Establishment Review completed July 2023.</p> |

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

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| <p>vi) An exit interview scheme routinely offered / undertaken that encourages leavers to engage, providing an opportunity for SBC to learn, improve and apply where appropriate for the future.</p> <p>vii) £1,925 fixed sum agreed across all grades for 2023-24 – proportionally worth more for lower paid staff</p> <p>viii) Members of South East Employers newly formed Reward and Recognition Network to share best practice and to learn from any initiatives taking place elsewhere (this is a work in progress). This highlights that all local authorities are continuing to experience recruitment issues.</p> <p>ix) Market supplements policy reviewed and refreshed</p> <p>x) A Collaborative Working Group is in place. Collaborative working and Partnerships being explored with a view to enhancing organisational and service resilience, promoting career opportunities and staff retention measures. It is important to be mindful that staff may fear for their roles/job security, so this is also a contributory factor leading to skilled staff leaving the Council. Reassurance for staff will be provided where appropriate.</p> <p>To ensure these policies related to recruitment and retention continue to be fit for purpose they have recently been reviewed.</p> |  |
| <p>Please now refer to the Risk Action Plan at Appendix B. This sets out how the authority is working towards further addressing and mitigating the risks.</p>   |  |
| <p>What is the additional risk score after considering further mitigation measures set out in the Risk Action Plan? (Once these are fully implemented) (At October 2023)</p>   | <p>Direction of Travel (Either) after considering further mitigation set out in the Risk Action Plan?</p> <ul style="list-style-type: none"> <li>- Maintained risk score and RAG (Red/Amber or Green)</li> <li>- Reduced risk score with no change to RAG status</li> <li>- Reduced risk score and RAG status</li> </ul> |
| <p>9</p>   | <p>Reduced score and RAG status (to Amber)</p>   |

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

| Risk Category 8 – Equality, Diversity, and Inclusivity |                                     |  |
|--|-------------------------------------|--|
| Corporate Priority Areas                               | Ownership & Accountability for Risk | Lead Officer (s) Risk Category 8   |
| All Priorities   | Management Team<br>Admin Committee  | Management Team<br>Group Head Commissioning & Transformation<br>(Sandy Muirhead) |

| Previous RAG Status (June 2023) | Current RAG Status (October 2023) | Previous Risk Score (June 2023) | Current Risk Score (October 2023) |
|---------------------------------|-----------------------------------|---------------------------------|-----------------------------------|
|                                 |                                   | 9                               | 9                                 |

| Risk and Impact Descriptions   |
|--|
| <p>8(i) If there is a failure to effectively adhere to the Equality Act (2010), this could lead to workplace practices and delivery of services that fail to incorporate necessary principles, standards and requirements in promoting equal opportunities, diversity and inclusivity. This may increase risks of discriminatory practices and consequentially, the Council could be subject to complaints or even claims resulting in reputational damage.</p> <p>8(ii) If there is insufficient resource, skills or expertise to develop, promote and support implementation of E, D &amp; I standards, progress in driving change and positive impact through a structured and coordinated approach may be limited.</p> |

| *Current Control Actions (See Key. These are specific actions to reduce the <u>likelihood</u> of a risk event or occurrence) <b>Each control action (current) should correspond specifically to one or more of the risk descriptions set out in the risk category section '8' above.</b> | **Current Mitigating Actions (See Key. These are specific actions to reduce the <u>impact</u> of a risk event should it occur). <b>Each mitigating action (current) should correspond specifically to one or more of the risk descriptions set out in the risk category section '8' above. Therefore, the reference number should be clearly indicated.</b> |
|--|---|
| <p><u>Training and Awareness 8 (i)</u></p> <ul style="list-style-type: none"> <li>➤ Training mechanisms to raise awareness and understanding such as the online Workrite module.</li> </ul>  | <p><u>Equality Impact Assessments 8 (i)</u></p> <ul style="list-style-type: none"> <li>➤ Equality Impact Assessments are completed as a requirement on initiation of new projects and strategies.</li> </ul>  |
| <p><u>E,D,I measures 8(ii)</u><br/>Some examples of how the Council demonstrates its commitment to E, D &amp; I principles include:</p>  |   |

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

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| <ul style="list-style-type: none"> <li>➤ Recognising and celebrating diversity through communications and engagement amongst staff and local communities such as Black History Month, GBLT Pride month of June, religious festivals.</li> <li>➤ Champions (Staff reps) to explore further positive approaches relating to E, D &amp; I. Inclusivity Working Group meets regularly.</li> <li>➤ Corporate Values – (PROVIDE) are incorporated into the Council's equality and diversity objectives together with an internal equality and diversity policy.</li> <li>➤ An Equality, Diversity and Inclusivity 'Statement of Intent' document has been reported.</li> <li>➤ Internal and external websites have been updated with Equality and Diversity policy and statement published.</li> </ul> |  |
| <p><u>Integration into wider Council decision-making and corporate processes 8(i)(ii)</u></p> <p>All Committee reports include a section on Equality, Diversity and Inclusivity considerations which should be reflected upon by report authors to identify any implications and whether there is any specific impact for proposals being put forward requiring a Member decision.</p>   |  |

## APPENDIX A Corporate Risk Register - Spelthorne Borough Council

Please now refer to the Risk Action Plan at Appendix B. This sets out how the authority is working towards further addressing and mitigating the risks.

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| <p>What is the additional /indicative risk score after considering further mitigation measures set out in the Risk Action Plan? (Once these are fully implemented) (At October 2023)</p> | <p>Direction of Travel After Considering further mitigation set out in the Risk Action Plan? (Either)</p> <ul style="list-style-type: none"> <li>- Maintained risk score and RAG</li> <li>- Reduced risk score with no change to RAG status</li> <li>- Reduced risk score and RAG status</li> </ul> |
| <p>6</p>   | <p>Reduced risk score with no change to RAG status (Amber)</p>  |

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### Risk Category 9 – Working arrangements across local government tiers

| Corporate Priority Areas | Ownership & Accountability for Risk                                | Lead Officer (s) Risk Category 9 |
|--------------------------|--|----------------------------------|
| All Priorities           | Management Team<br>Corporate Policy and Resources Committee (CPRC) | Management Team                  |

| Previous RAG Status ((June 2023) | Current RAG Status (October 2023) | Previous Risk Score (June 2023) | Current Risk Score (October 2023) |
|----------------------------------|-----------------------------------|---------------------------------|-----------------------------------|
| 9                                | 9                                 | 9                               | 9                                 |

| Risk Descriptions  |
|--|
| <p>9 (i) The Surrey County Deal presents potential implications for collaborative and partnership working approaches across Surrey Districts and Boroughs in serving local communities, and this continues to be monitored in terms of progress and likely impact for service delivery and decision making across local authority tiers.</p> <p>9(ii) If there is a lack of clarity or unified understanding around the wide-reaching implications of a County Deal this could make the task of planning, managing, communicating and implementing change challenging (Change Management).</p> <p>9 (iii) The current governance structure may present limited opportunities for Spelthorne to influence future shaping and direction within the wider Surrey landscape. This could lead to strategic decisions being made that may not be in the best interests of Spelthorne's residents and local communities.</p> <p>9 (iv) In the context of wider financial / funding challenges being experienced across local government, there is a greater risk that pressures faced at County Council level may be diverted to districts and boroughs. This could lead to increased workload for smaller authorities like Spelthorne as well as extended complexity and risk in delivering high profile services / operations for which skills and expertise may not be held. (One example relates to Family Support where the volume of County referrals for high need cases have increased significantly, as well as the caseload category exceeding 'level 3').</p> <p>9 (v) Since Surrey County Council drew to an end a number of devolved services and agency agreements (formerly undertaken by Spelthorne), this could lead to reduced service quality in areas such as on-site parking and verge maintenance, impacting local communities and residents. Any transitional arrangements may continue to encroach on Spelthorne Borough Council.</p> |

|   |  |
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| <b>*Current Control Actions</b> (See Key. These are specific actions to reduce the <u>likelihood</u> of a risk event or occurrence) | <b>**Current Mitigating Actions</b> (See Key. These are specific actions to reduce the <u>impact</u> of a risk event should it occur). <b>Each mitigating action</b> |
|---|--|

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| <p><b>Each control action (current) should correspond specifically to one or more of the risk descriptions set out in the risk category section '9' above.</b></p>  | <p><b>(current) should correspond specifically to one or more of the risk descriptions set out in the risk category section '9' above. Therefore, the reference number should be clearly indicated.</b></p>   |
| <p><u>Strategic Decision Making</u></p> <p>9 (iii) Spelthorne is a member of the Surrey Delivery Board which implements the decisions of other boards that are more influential in terms of setting the overall strategic direction and priorities for the County. SBC is not currently a member of any of these.</p> |   |
| <p><u>Managing new pressures</u></p> <p>9 (iv) Liaison at senior executive level across tiers to discuss future management of high levels and changing complexity of referrals/ caseload.</p>   | <p><u>Partnerships</u></p> <p>Spelthorne is committed to working in partnership with a significant number of such arrangements already in place across Surrey, with a view to promoting greater alignment of strategic responsibilities and resources to achieve greater effectiveness and optimising best value.</p> |
| <p><u>Roles and Responsibilities</u></p> <p>9 (iv) Service Level Agreements to clarify roles and responsibilities of respective parties</p>   |   |
| <p>Please now refer to the Risk Action Plan at Appendix B. This sets out how the authority is working towards further addressing and mitigating the risks (there are no specific actions raised for this risk category).</p>  |   |
| <p>What is the additional/indicative risk score after considering further mitigation measures set out in the Risk Action Plan? (Once fully implemented) (At October 2023)</p>   | <p>Direction of Travel After Considering further mitigation set out in the Risk Action Plan? (Either)</p> <ul style="list-style-type: none"> <li>- Maintained risk score and RAG status</li> <li>- Reduced score with no change to RAG status</li> <li>- Reduced score and RAG status</li> </ul>                      |
| <p>9</p>  | <p>Maintained risk score and RAG status</p>   |

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**APPENDIX B RISK ACTION PLAN REPRESENTING FURTHER MITIGATING ACTIONS (OPEN)**

**COMPLETED ACTIONS ARE SHADED IN GREEN, CONTINUOUS ACTIONS ARE IN BLUE, NEW ACTIONS ARE IN PINK.  
OVERALL ACCOUNTABILITY ASSIGNED TO MANAGEMENT TEAM AND RESPECTIVE COMMITTEE**

| RISK CATEGORY (RC) REFERENCE (AS IN THE CRR) | ACTIONS (SMART)   | DATE ACTIONS ADDED | LEAD OFFICER<br><br>DATE ACTIONS REVIEWED & WHOM BY  | TIMELINE FOR DELIVERY (INCLUDES ALL REVISED TARGET DATES)                | STATUS (IMPLEMENTED / IN PROGRESS OR OUTSTANDING) (REPORTED STATUS AT OCTOBER 2023)   |
|--|---|--------------------|--|--|---|
| 1a. HOUSING – Development & Targets          | 1a (i). Preparation and adoption of New Local Plan to meet future need and strengthen affordable Housing Policy | March 2020         | Lead - Strategic Planning Manager (Ann Biggs)<br><br><i>Action reviewed by Group Head Place, Protection and Prosperity 07.10.21, 09.02.22, 24.06.22, 27.10.22, 20.02.23,31.5.23,13.6.23,20.10.23</i> | (i) March 2022<br>(ii) Revised – June 2023<br>(iii) Revised January 2024 | <b>IN PROGRESS</b><br>The Local Plan Examination Hearings started on 23 May. At the ECM on 6 June councillors agreed “Spelthorne Borough Council formally request the Planning Inspector to pause the Examination Hearings into the Local Plan for a period of three months to allow time for the new council to understand and review the policies and implications of |

**APPENDIX B RISK ACTION PLAN REPRESENTING FURTHER MITIGATING ACTIONS (OPEN)**

**COMPLETED ACTIONS ARE SHADED IN GREEN, CONTINUOUS ACTIONS ARE IN BLUE, NEW ACTIONS ARE IN PINK.  
OVERALL ACCOUNTABILITY ASSIGNED TO MANAGEMENT TEAM AND RESPECTIVE COMMITTEE**

|  |  |  |  |  |  |
|--|--|--|--|--|--|
|  |  |  |  |  | <p>the Local Plan, and after the three month pause the Council will decide what actions may be necessary before the Local Plan examination may proceed”.</p> <p>A further pausing of the Local Plan is likely to take place up to early 2024 to allow time for National Planning Policy Framework (NPPF) and for the implications to be evaluated.</p> <p>This will impact/delay adoption of New Local Plan.</p> |
|--|--|--|--|--|--|

**APPENDIX B RISK ACTION PLAN REPRESENTING FURTHER MITIGATING ACTIONS (OPEN)**

**COMPLETED ACTIONS ARE SHADED IN GREEN, CONTINUOUS ACTIONS ARE IN BLUE, NEW ACTIONS ARE IN PINK.  
OVERALL ACCOUNTABILITY ASSIGNED TO MANAGEMENT TEAM AND RESPECTIVE COMMITTEE**

|                                     |  |              |  |  |  |
|-------------------------------------|--|--------------|--|--|--|
| 1a. HOUSING – Development & Targets | 1a (ii) Identification and rigorous assessment of alternative Development Delivery Options for Council Owned Development Sites, to ensure they represent financially viable and sustainable solutions in delivering development targets. | October 2023 | Chief Finance Officer, Group Head for Assets, Chief Accountant   | (i) To be advised  | <b>NEW ACTION ADDED OCTOBER 2023</b>   |
| 1b HOUSING – Affordable             | 1b (i). Service Level Agreement to be put in place with registered providers to establish and take forward cases of any alleged tenancy fraud with a view to freeing up social housing.  | March 2020   | Lead - Housing Strategy Manager (Marta Imig)<br><br><i>Action reviewed by Housing Strategy Manager on 3.10.2021,28.1.22,28.6.22, February 2023, 24.5.23, 13.11.23,12.10.23</i> | (i)October 2021<br>(ii) Revised March 2022<br>(iii) Revised July 2022 (iv) Revised October 2022<br>(v)Revised January 2023<br>(vi)Revised May 2023 (vii)Revised October 2023<br>(viii) Revised December 2023 | <b>IN PROGRESS</b><br>Targeted bulk data matching exercise has commenced. First results of the matching exercise received and a risk based approach is being used to prioritise next stages of the investigations. |
| 1b HOUSING _ Affordable             | 26 Afghan families living in the Staines Bridging hotel were served eviction notices   | June 2023    | Group Head Community Well Being<br>Group Head Assets<br>Deputy Chief Executive (CFO)   | (i)August 2023<br>(ii)January 2024   | <b>IN PROGRESS</b><br>A report is going to Development-Sub Committee on 6  |

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|---|---|------------|--|--|--|
|   | to vacate the premises in summer 2023. This consequently presented the risk of substantial numbers presenting as homeless to the Council. Acquisition of properties to support refugees forms an important strategy that the Council is pursuing. |            | <i>Action reviewed by Deputy Chief Executive (CFO) on 22.10.23</i>   |  | November requesting approval to complete proposed acquisitions to support refugees. This will be partly funded from the LAHF grant rounds 1 & 2.<br><br>A number of Afghan refugee families have already moved into LAHF properties and others are due to move in the coming weeks and months. |
| 3i FINANCIAL RESILIENCE AND COMMERCIAL ASSETS | 3i. Developing a long-term relationship management strategy with existing tenants as part of a new Investment Asset strategy.   | March 2023 | Group Head Assets<br><br><i>Action to be reviewed by Group Head Assets (proposed updates already added )</i> | (i). July 2023<br>(ii) Revised October 2023<br>(iii) Revised December 2023 | <b>IN PROGRESS.</b> This action will form part of the new overarching Asset Management Strategy being developed and due to be reported to  |

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|   |   |           |   |   | Corporate Policy & Resources Committee in Autumn 2023. A progress report regarding the overarching strategy and core elements was verbally presented to Development Sub-Committee on 2 <sup>nd</sup> October 2023. |
| 3i FINANCIAL RESILIENCE AND COMMERCIAL ASSETS | 3ii. Develop and implement a Public Interest Report Action Plan for approval by Audit Committee | June 2023 | Chief Finance Officer, Group Head for Assets, Chief Accountant<br><br><i>Action reviewed by Chief Accountant 22.10.23</i> | (i) July 2023 – plan approved<br>(ii) Target date for full implementation of plan to be advised | <b>IN PROGRESS -</b> Action Plan reported to Development Sub-Committee on 3 <sup>rd</sup> July and Audit Committee on 27 <sup>th</sup> July for approval by Councillors. Plan was approved                         |
| 3i FINANCIAL RESILIENCE AND COMMERCIAL ASSETS | 3iii. A full review and refresh of the sinking funds modelling will be undertaken in 2023-24    | June 2023 | Chief Finance Officer & Chief Accountant  | (i) December 2023   | <b>IN PROGRESS</b> As previously agreed with CPRC and as part of PIR Action Plan, 50-year refresh  |

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|  |   |                   |  |   | of the modelling will be undertaken by autumn and will feed into 2024-25 Outline Budget process.  |
| <p>3i. FINANCIAL RESILIENCE AND COMMERCIAL ASSETS</p> <p>4. FINANCIAL RESILIENCE AND COMMUNITIES</p> <p>This action covers two risk categories on the register (3 &amp; 4)</p> | <p>3iv &amp; 4i. Consider and pursue any forthcoming recommendations from CIPFA and DLUHC review of Capital risk mitigation. Risk is that could result in restrictions as to how much borrowing the Council can access in the future which could in turn impact financial resilience.</p> | <p>March 2023</p> | <p>Group Head Assets / Deputy Chief Executive/ Chief Finance Officer</p> <p><i>Action reviewed by Deputy Chief Executive/ Chief Finance Officer 22.10.23</i></p> | <p>(i)TBC once received recommendations from CIPFA and DLUHC review</p> | <p><b>IN PROGRESS .</b></p> <p>Linked to emerging Asset Management Strategy referred to at 3i.</p> <p>As part of capital risk mitigation, Council decision at CPRC of 11 September 2023 to suspend direct delivery of the Housing development programme with immediate effect. Finance and Assets continue to explore alternative approaches as to how schemes could be delivered (joint ventures, sales of</p> |

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|  |   |            |   |        | individual residential units etc). A report on mitigation of Holding Costs and Development Delivery Options for Council Owned Development Sites in supporting affordable Housing Provision has been reported to CPRC 16.10.2023.  |
| 4.FINANCIAL RESILIENCE AND COMMUNITIES | 4i. Progressing medium term financial strategy and efficiency savings plan in addressing budget deficit | March 2023 | All Senior Management & Chief Finance Officer/Chief Accountant<br><br><i>Reviewed by Deputy Chief Executive (Chief Finance Officer)22.10.23</i> | (i)TBC | <b>IN PROGRESS</b><br>Service Planning cycle for 2024/25 completed. Growth bid submissions being rigorously considered by Management Team. Management Team, Group Heads and Finance are seeking out additional savings in order to be able to present to councillors a set of options to enable a |

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|                                    |   |              |   |   | balanced budget to be achieved.<br>The Council's Reserves strategy has been updated and going to CPRC January 2024   |
| 5.TREASURY MANAGEMENT              | 5ii. Treasury Management training (Member briefing) provided for all Councillors in September 2022 and further training is planned to be delivered by January 2024. | October 2023 | Chief Accountant  | (i)January 2024   | <b>NEW ACTION</b><br><br>Arlingclose to provide training session for councillors   |
| 6. SUSTAINABILITY & CLIMATE CHANGE | 6ii. Training is being arranged to raise awareness and enhance understanding of Climate Change issues across the Council (staff and Councillors).                   | June 2022    | Lead Officer - Group Head Commissioning & Transformation (Sandy Muirhead) reviewed 26.10.22, 27.2.23, 1.6.23,25.10.23 | (i)September 2022<br>(ii) Revised June 2023 (iii) Revised December 2023 | <b>IN PROGRESS</b><br>Training delivered to initial group of staff September 2022 and continues to be rolled out in 2023 to all staff. As of May 2023, 55 staff have undertaken the training with positive feedback.<br>As part of the induction process |



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|   |   |            |  |                   | Councillors have been provided with training on Climate Change in June 2023.   |
| 7. CORPORATE CAPACITY, RESOURCES, RECRUITMENT AND RETENTION | 7i. Monitoring impact of departure of experienced officers and managing associated loss of organisational knowledge and talent. Review of staff retention measures to reduce and mitigate the risk of staff departures. | March 2021 | ALL / Group Head Commissioning & Transformation (Sandy Muirhead)<br><br><i>Action reviewed by Group Head Commissioning &amp; Transformation 10.2.22/26.10.22 /February 2023, 1.6.23,25.10.23</i> | Continuous action | <b>ONGOING</b><br>Spelthorne are Members of Southeast Employers newly formed Reward and Recognition Network to share best practice and learn from new initiatives. Recruitment and retention are a widespread problem within local authorities in the south east. Establishment Review of the Council completed in July 2023 and noted by CPRC. Followed by a contractor's usage report to CPRC in October 2023. |

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|--|--|---------------|--|---|--|
| 7.CORPORATE CAPACITY, RESOURCES, RECRUITMENT AND RETENTION | 7ii. The continuation of excessive workload pressures generated by strategic political steers (including strategic planning, finance and assets), exacerbated further by the Committee system of Governance and demands arising from new schemes / initiatives in supporting communities needs to be kept under regular review in view of the significant risk implications (as set out on the Corporate Risk Register at Appendix 1). | February 2022 | Management Team<br><br><i>Group Head Commissioning &amp; Transformation (Sandy Muirhead) reviewed action in February 2023 and 1.6.23, 25.10.23</i>                         | Continuous action   | <b>ONGOING &amp; IN PROGRESS</b><br><br>CPRC agreed for an Establishment Review of the Council to be undertaken. This has been completed in July 2023. Recommendations of the LGA Corporate Peer Review need to be addressed. Report on action plan to Corporate Policy and Resources Committee and follow up peer review visit November 2023. |
| 7.CORPORATE CAPACITY, RESOURCES, RECRUITMENT AND RETENTION | 7iii. Continue to explore new and innovative recruitment and retention strategies in a competitive market.   | February 2022 | Group Head Commissioning & Transformation (Sandy Muirhead) and HR Managers<br><br><i>Action reviewed by Group Head Commissioning &amp; Transformation (Sandy Muirhead)</i> | (i)June 2022<br>(ii)Revised October 2022<br>(iii)Revised February 2023<br>(iv)Revised July 2023 | <b>IN PROGRESS</b><br>Collaborative working with professional groups such as Southeast Employers to explore options and  |

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|  |  |              | 24.6.22/26.10.22/February 2023 and 1.6.23, 22.10.23.  | (v)Revised September 2023<br>(vi)Revised January 2024 | strategies. This is a 'work in progress.'   |
| 7.CORPORATE CAPACITY, RESOURCES, RECRUITMENT AND RETENTION | 7. iv. In the wider context of a 'Recruitment and Retention crisis in the public sector', the Council continues to draw insight from HR professionals who keep abreast of best practice across Surrey and wider networks . There are several review mechanisms or hubs of expertise that have been referred to in this Risk Action Plan (Southeast Employers, Corporate Establishment Review, LGA Corporate Peer review). It is important that optimal value continues to be drawn from all relevant hubs of expertise including | OCTOBER 2023 | Management Team<br><br>Group Head Commissioning & Transformation (Sandy Muirhead) and HR Managers |   | <b>NEW ACTION PROPOSED OCTOBER 2023</b><br><br>HR staff liaise with HR colleagues across Surrey and attend relevant meetings to ensure they are up to date on best practice and can meet the challenges of retaining staff in a difficult market. The level of influence that can be exerted to increasing salary levels , an important factor, may be limited. |

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|  | externally conducted research in continuing to facilitate and promote a holistic approach to responding to recruitment and retention challenges and future-proofing the Council’s workforce.   |              |  |                             |  |
| 7.CORPORATE CAPACITY, RESOURCES, RECRUITMENT AND RETENTION | 7v. Council’s values (PROVIDE) to become further embedded into behaviours, policy, and processes such as recruitment.<br><i>(Research indicates that some individuals are more likely to be attracted to joining/remaining with an employer if they can relate to the values being conveyed as providing a sense of purpose in terms of what the organisation stands for).</i> | October 2023 | Management Team/All Group Heads/<br>Lead Group Head Commissioning & Transformation | Longer term - to be advised | <b>NEW ACTION PROPOSED OCTOBER 2023</b><br><br>Values will be embedded and communicated to staff as part of the corporate plan |

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| 8.EQUALITY, DIVERSITY, AND INCLUSIVITY               | 8i. Produce an Equality, Diversity, and Inclusivity Strategy for the Council. This will provide a more robust structured approach in delivering and embedding essential, principles, standards, and requirements in promoting equal opportunities, diversity, and inclusivity. | October 2022        | MAT hold overall accountability and will need to assign a lead Officer to support production of a strategy together with appropriate resources.<br><br><i>Action reviewed by Group Head Commissioning &amp; Transformation (Sandy Muirhead) - February 2023 1.6.23 and 20.10.23</i> | (i) March 2023<br>(ii) July 2023<br>(iii) October 2023 | <b>IN PROGRESS</b><br>Statement of Intent and equality objectives produced as a first step, and internal and external website updated.<br><br>Progression is dependent upon establishing resources to take forward. |
| 9.Working Arrangements across Local Government Tiers | 9i. Planning for potential change and ascertaining transitional and future arrangements for service delivery, decision making and strategic direction.   | <b>OCTOBER 2023</b> | Management Team<br><br>Group Head Place and Prosperity  | (i) April 2024   | <b>NEW ACTION PROPOSED OCTOBER 2023</b>   |

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COMPLETED ACTIONS IN GREEN SINCE LAST REVIEW OF THE CORPORATE RISK REGISTER

| RISK CATEGORY REFERENCE (AS IN THE CRR) | ACTIONS (SMART)  | DATE ACTIONS ADDED | LEAD OFFICER<br><br>DATE ACTIONS REVIEWED & WHOM BY   | TIMELINE FOR DELIVERY (INCLUDES ALL REVISED TARGET DATES)                                    | STATUS (COMPLETED) (REPORTED STATUS AT OCTOBER 2023)  |
|---|--|--------------------|---|--|---|
| SUSTAINABILITY & CLIMATE CHANGE         | 6i Following approval of the £747k Green Initiatives Fund as part of the Council's 2021/22 Budget, recommendations to be made as to how to apply that fund including provision for | March 2021         | Lead Officer - Group Head Commissioning & Transformation (Sandy Muirhead)<br><br><i>Action reviewed by Group Head Commissioning &amp;</i> | (i)June 2021<br>(ii)Revised October 2022<br>(iii)Revised March 2023<br>(iv)Revised June 2023 | <b>COMPLETED.</b><br>On 13 June 2023, the Group Head Commissioning & Transformation presented a report to MAT on the allocations of the Green Initiatives |

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|---------------------|--|--------------|--|---|---|
|                     | salary of climate change officer post.   |              | <i>Transformation 10.2.22, 26.10.22, 27.2.23, 1.6.23</i>   |   | Fund of £747k that included bids for Hubbub comms package, electric mopeds, and solar panels. In addition, a portion of the Shared Prosperity Fund will be allocated to Climate Change Business audits. |
| TREASURY MANAGEMENT | 5i. Finalisation of the Council's borrowing strategy with Treasury Management Advisors in the context of the challenges presented in the current financial environment | October 2022 | Deputy Chief Executive/ Chief Finance Officer<br><i>Action reviewed by Deputy Chief Executive (CFO) in February 2023, 2.6.23, 22.10.23</i> | (i) December 2022<br>(ii) Revised June 2023 | <b>COMPLETED.</b> This exercise is completed and continues to coincide with the relevant period / financial year. The status will therefore remain as ongoing.  |

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# Corporate Policy & Resources Committee

22<sup>nd</sup> January 2024



|                                  |  |
|----------------------------------|--|
| <b>Title</b>                     | Procurement of Bureau Service and Energy (Gas & Electricity) Contract  |
| <b>Purpose of the report</b>     | To make a decision   |
| <b>Report Author</b>             | <i>Russell Davis Property Accounts Manager</i><br><i>Hilary Gillies Interim Head of Procurement</i>  |
| <b>Ward(s) Affected</b>          | All Wards  |
| <b>Exempt</b>                    | No   |
| <b>Exemption Reason</b>          | N/A  |
| <b>Corporate Priority</b>        | Community<br>Affordable housing<br>Recovery<br>Environment<br>Service delivery<br>The recommendations in the report will address all of the Corporate Priorities.  |
| <b>Recommendations</b>           | <p><b>Committee is asked to:</b></p> <ol style="list-style-type: none"> <li>1) Approve the Council entering into a contract for the provision of a Bureau Service and Supply of Energy (Gas and Electricity) with Kent County Council (KCC) LASER for a period from October 2024 to September 2028,</li> <li>2) Authorise the Group Head of Assets to agree terms in respect of any necessary contract arrangements with KCC LASER; and</li> <li>3) Authorise the Group Head of Corporate Governance to enter into a contract with the KCC LASER.</li> </ol> |
| <b>Reason for Recommendation</b> | The current contract with KCC LASER for the provision of the Bureau Services and energy supplies will end on 30 <sup>th</sup> September 2024. Given the nature of energy procurement, the Council are advised to commit to entering into a new contract. Entering into a contract now will allow sufficient time for KCC LASER to include our energy requirements in a purchase in advance (PIA) energy contract, which will commence in October 2024.   |

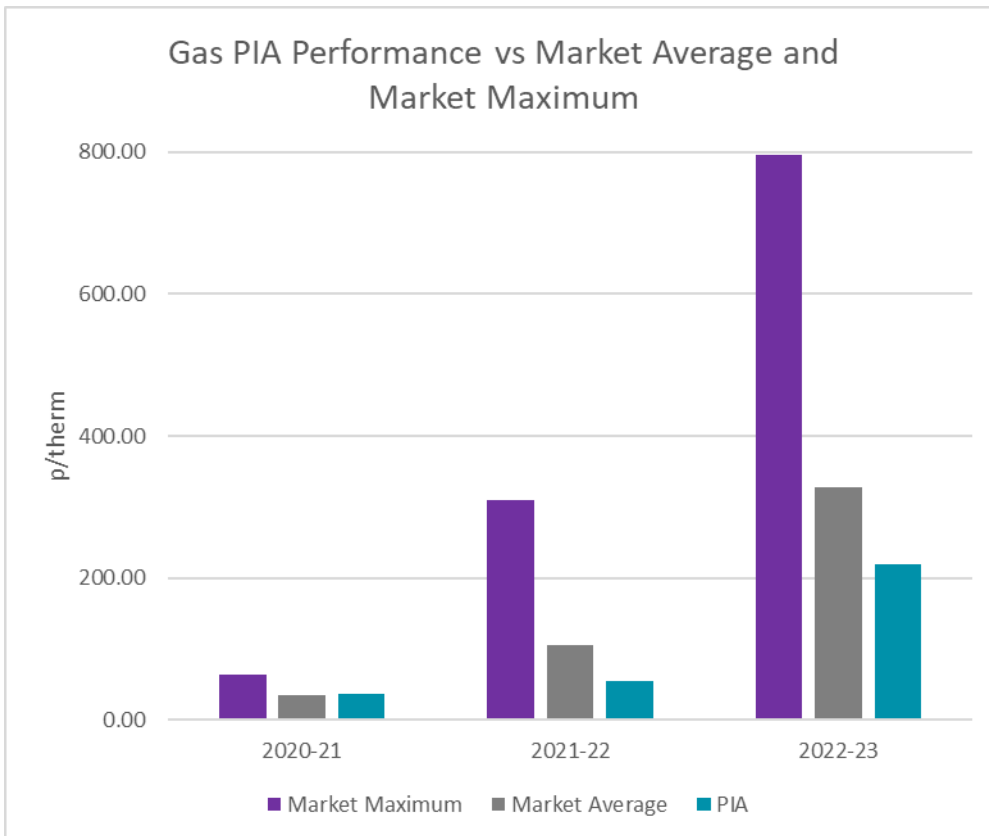
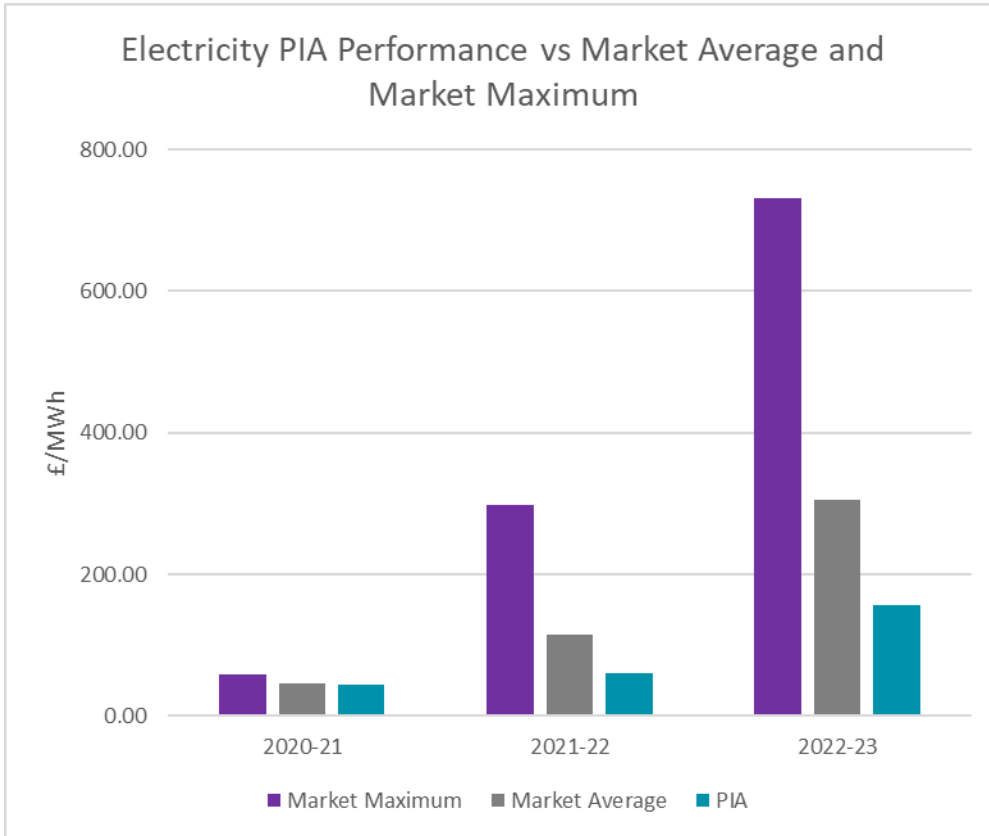
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|  | If The Council do not enter into a back-to-back contract there is a risk of varying energy rates and provision once the existing contract expires. |
|--|--|

**1. Summary of the report**

| What is the situation   | Why we want to do something   |
|---|---|
| <ul style="list-style-type: none"> <li>The current contract with Kent County Council (KCC) LASER will end on 30<sup>th</sup> September 2024.</li> <li>The Council now needs to enter into a new contract to ensure that we aren't at risk of large price increases, from out of contract rates.</li> </ul>  | <ul style="list-style-type: none"> <li>To ensure that the Council continues to have very strong budget certainty. Also, to try to keep our prices as low as possible and with less seasonal fluctuations.</li> <li>Blocks of electricity and gas are purchased throughout the proceeding 12-18 months. The reason for this is to try to avoid short term pricing fluctuations by purchasing blocks of electricity and gas, in advance.</li> </ul> |
| This is what we want to do about it   | These are the next steps  |
| <ul style="list-style-type: none"> <li>We would like to directly award a services contract for Bureau Services to KCC LASER and for LASER to procure our gas and electricity.</li> <li>There are currently two basket strategies available to us with varying risk appetite and budget certainty. These are Purchase Within Period (PWP) and Purchase in Advance (PIA). Purchase Within Period offers poor budget certainty and is exposed to much greater market volatility than the PIA option. We would like to continue with the PIA option.</li> </ul> | <ul style="list-style-type: none"> <li>It is recommended the Council now enters into a new contract with KCC LASER. This will ensure the Bureau Service they currently provide to manage our utility provision continues (which to date has delivered £112k of savings); and to enable our energy requirements to be taken to market in sufficient time to procure gas and electricity supply from October 2024 onwards.</li> </ul>               |

1.1 This report seeks to gain approval from the Council to enter into a new contract with the Council's current utility manager (KCC LASER) for the provision of utility management service (known as a Bureau Provider), and to procure our Gas and Electricity supply contracts.

- 1.2 The current contract with Kent County Council (KCC) LASER will end on 30<sup>th</sup> September 2024. Given the nature of energy procurement, the Council is able to secure favourable energy prices by purchasing our electricity and gas 18-24 months in advance.
- 1.3 This earlier commitment allows the supplier to take our usage requirements to market in advance of contract commencement (known as Purchase in Advance (PIA)) and to achieve lower market prices, based on the economies of scale.
- 1.4 Having reviewed procurement options, and taking into account the nature of our property portfolio (and associated tariffs), PIA presents the lowest risk of short-term market volatility to the Council and comes with very strong budget certainty. This should help to keep our prices as low as possible and with less seasonal fluctuations.
- 1.5 Blocks of electricity and gas are purchased throughout the preceding 12-18 months, by KCC LASER, as part of a 'flexible basket' and then a fixed price is set for the coming year, each October. The reason for this is to try to avoid short term pricing fluctuations by purchasing blocks of electricity and gas, in advance. This approach has helped us to avoid the massive increases businesses and private consumers have been seeing over the last few years.
- 1.6 We understand this to be true because of the level of rates SBC has had on the energy contracts. The Council has not even been eligible for some of the discounts the government introduced, as our price was already lower than the rate set to obtain a discount. This was a very good measure of how well the current 'Purchase In Advance' strategy is and how it has worked for us to date.
- 1.7 There are currently two basket strategies available to us with varying risk appetite and budget certainty. These are Purchase Within Period (PWP) and Purchase in Advance (PIA). Purchase Within Period offers poor budget certainty and is exposed to much greater market volatility than the PIA option.
- 1.8 It is recommended the Council now enters into a new contract with KCC LASER. This will ensure the Bureau Service they currently provide to manage our utility provision continues (which to date has delivered £112k of savings); and to enable our energy requirements to be taken to market in sufficient time to procure gas and electricity supply from October 2024 onwards.
- 1.9 The majority of the savings come from purchasing in advance, rather than within the period of consumption. This avoids market fluctuations due to economic factors outside of our control. The graphs below show the performance of the PIA strategy (purchasing in advance) against the market maximum and market average costs for the last 3 years.



In line with the Council's Climate Change Strategy, the objective is to procure 'green' energy wherever possible. The Council continued to procure 'green' electricity (REGO) in October 2023 when the current years consumption ended. Green gas (RGGO) for the same period was not purchased, primarily due to the additional cost being disproportionate to our total Gas spend.

## 2. Key issues

- 2.1 Spelthorne Borough Council has a contract with KCC LASER to provide a Bureau Service, and to procure our gas and electricity. The Bureau Service includes:
- a) Bill Validation, where our suppliers' prices are checked and any errors corrected before bills are issued to us
  - b) Query Management
  - c) Adding or Removing Supply Management
  - d) Monthly Portfolio Reviews
  - e) Energy Usage Data
  - f) Energy Manager Live Platform access to all of our energy data

LASER are able to purchase much larger volumes of energy than the Council would be able to, independently, which also results in lower management fees.

- 2.2 As a Local Authority trading company, LASER has a large number of public sector clients and provides a competitive service. LASER was established by Kent County Council in 1989 to collaboratively procure energy on behalf of the public sector.
- 2.3 LASER is a Public Sector Buying Organisation and Kent County Council remains the Contracting Authority for all procurement frameworks established by LASER.
- 2.4 LASER's frameworks are established in accordance with the Public Contracts Regulations 2015, allowing other public sector bodies to utilise LASER's frameworks without having to run a separate tender process. LASER works with over 200 public bodies in the UK, collectively purchasing over £1.5 billion of gas, electricity and water in 2022, on behalf of around 85,000 end users.
- 2.5 The Council currently spends around £200k on gas and £410k on electricity per annum. The current gas supplier is Total Energies and the electricity supplier is Npower. KCC LASER manage the supplier relationships with the electricity and gas suppliers, on our behalf.
- 2.6 The anticipated value of a 4-year combined contract for energy is therefore in the region of £2.44m, based on current prices. This is likely to be higher than this for the next 4 years.
- 2.7 The forecast for the current year from October 2023 to September 2024, prices based on estimated consumption are in the region of £740k.
- 2.8 In addition to the energy supplies, the Council also procures a bureau service from LASER. This is detailed above and enables accurate billing (for example through invoice matching) and contract and account management.

In the figures provided to us by LASER, to date savings, of almost £125k (cost avoidance) have been achieved with their support, in the first two years of the existing contract, as below:

| Description                                   | Saving  |
|---|---------|
| Purchasing performance                        | £112k   |
| Reduced supplier management fees              | £ 9.5k  |
| Price Validation                              | £ 1.8k  |
| Various (volume and activity-based economies) | £ 1.5k  |
| TOTAL   | £124.8k |

- 2.9 The cost of the bureau service is determined by the number of supplies (usually meters). This will be a fixed charge, per meter, going forwards. The Council currently pay approximately £11.2k per annum for the bureau service, i.e. just under £45k for the total 4-year contract.
- 2.10 LASER has set up a framework agreement of suppliers of gas and electricity. The new framework agreement (as with previous iterations of the same type of contract), has been tendered in a manner fully compliant with the Public Contracts Regulations (PCR) 2015, and allows other public bodies access to these suppliers via a further competition.
- 2.11 The Council provides LASER with full details of its property portfolio and general gas and electricity consumption data. LASER then combine these volumes with other authorities' volumes and similar property profiles - thereby creating a much larger volume capable of attracting greater economies of scale - and carry out a further competition with the suppliers on their framework.
- 2.12 Procurement of energy is specialised and complex. The procurement of the Council's own supplies direct from the market would be unlikely to deliver value for money (due to small volumes). In addition, the management of supplier invoices would be resource intensive, or would require an investment in specialist billing software.
- 2.13 The Council has received a very good service from LASER, and has benefitted from significant savings via the service delivery.
- 2.14 The preferred route to procuring our energy supplies is therefore via KCC LASER.

### 3. Options analysis and proposal

#### 3.1 Option 1: - Do nothing (Not Recommended)

If the Council opt not to renew LASER's contract, or re-tender a new contract, it would be out of contract for the supply of gas and electricity. This would mean deemed rates from suppliers. This ultimately means that we would be subject to market volatility and much higher prices, along with the fluctuation of no contract being in place.

A deemed rate contract is put in place when energy is consumed without having negotiated a deal with a supplier. They are rolling contracts which typically last

for 28 days, meaning that during each month without switching, payments could increase.

Whilst prices are set by individual suppliers, and some will charge more than others, deemed rates are usually among the most expensive.

**3.2 Option 2: Directly award a services contract for Bureau Services to KCC LASER and for LASER to procure our gas and electric (Recommended)**

The value of the services contract over 4 years will be in the region of £45,000. Whilst this value of spend would normally require us to competitively tender the requirement from a minimum of 3 providers, there are mitigating factors suggesting that this would not be beneficial, not least that there is a limited number of providers who have a public sector focus; that the service provided from LASER has been exceptional; and the cost of change (including the transfer of portfolio data) would not need to be incurred if we award a direct contract to LASER.

Some of the benefits of this are that the Council will benefit from continuity of service and eliminate the cost of change. The Council will continue with its existing framework of support and service from KCC LASER so there would be no disruption to service.

Also, it would require a significant project to move all electricity and gas supplies to a new supplier and a new broker, with no cost savings to negate these.

KCC LASER also provide more tools to help manage the Council's utility consumption and costs, at no additional charge. To set these up with a new broker may attract further charges.

**3.3 Option 3: Tender the Bureau Services requirement with a further 2 providers who could then take the Council's requirements to market (Not Recommended)**

This option is not recommended, as the time and resources to procure a new service provider would not be justified. Also, the cost and complexity of changing as mentioned above, would not be in the public interest, nor the general interest of the Council.

To change service provider the Council would lose continuity of service and have the cost of change. There would potentially be disruption to service. Also, it would require a significant project to move all electricity and gas supplies to a new supplier and a new broker, with no cost savings to negate these.

KCC LASER are also providing the Council with more tools to help manage its utility consumption and costs, at no additional charge. To set these up with a new broker may attract further charges

**4. Financial implications**

- 4.1 The financial implications could be significant if we do not enter into a new contract before 31<sup>st</sup> March 2024.
- 4.2 The Council has faced increasing utility costs over the last few years due to the volatility of the market. These have been mitigated somewhat by utilising the buying strategy with LASER and purchasing blocks of energy in the future.

## **5. Risk considerations**

- 5.1 The biggest risk would be if we do not enter into a contract and end up on deemed rates. This would result in significant costs to the Council.
- 5.2 By utilising the 'Purchase In Advance' strategy, we are effectively able to mitigate a lot of the risks of market volatility and ensure a good degree of budget certainty, whilst keeping costs as low as possible.  
As mentioned above the past performance of this strategy has outperformed the market consistently and saved us considerable sums of money.

## **6. Procurement Considerations**

- 6.1 KCC LASER is well-known in the market as a strong and reliable provider of bureau services and energy procurement in the public sector.
- 6.2 The service provided to SBC has been exceptionally responsive, and has delivered cost avoidance savings on our behalf.
- 6.3 Whilst Contract Standing Orders ordinarily require a tender with a minimum of 3 providers, KCC LASER's public sector positioning makes it a favourable option, not only for SBC but for the wider public sector, whose volumes are combined in the larger portfolio which LASER take to market.
- 6.4 LASER provide a compliant route to ensure value for money from the gas and electricity providers on their framework agreement.
- 6.5 In summary, it is not in the interest of the Council to tender this requirement, and a direct award is fully supported.

## **7. Legal considerations**

- 7.1 There are no risk considerations arising from the report.

## **8. Other considerations**

- 8.1 If we do not make a decision before 31<sup>st</sup> March 2024 then we could be at risk of not having utility contracts in place from 1<sup>st</sup> October 2024 onwards.

## **9. Equality and Diversity**

- 9.1 There are no equality and diversity considerations arising from the report.

## **10. Sustainability/Climate Change Implications**

- 10.1 There are no Sustainability/Climate Change Implications arising from the report.



## 11. Contact

- 11.1 Russell Davis - [r.davis@spelthorne.gov.uk](mailto:r.davis@spelthorne.gov.uk)
- 11.2 Hilary Gillies - [h.gillies@spelthorne.gov.uk](mailto:h.gillies@spelthorne.gov.uk)

**Background papers: There are none.**

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# Corporate Policy & Resources Committee

22 January 2024



|                                  |   |
|----------------------------------|---|
| <b>Title</b>                     | <i>Revenue Growth Bids, Revenue Savings Plans, Capital Growth Bids 2024-25</i>  |
| <b>Purpose of the report</b>     | To make a decision and a recommendation to Council on the Committee's Cost Centre Budgets, as part of the overall Budget process for 2024-25  |
| <b>Report Author</b>             | <i>Paul Taylor Chief Accountant</i>   |
| <b>Ward(s) Affected</b>          | All Wards   |
| <b>Exempt</b>                    | No  |
| <b>Corporate Priority</b>        | Community<br>Affordable housing<br>Recovery<br>Environment<br>Service delivery  |
| <b>Recommendations</b>           | <p><b>Fees &amp; Charges are dealt with via a separate report.</b></p> <p><b>Committee is asked to:</b></p> <ol style="list-style-type: none"> <li><b>1. Formally review the proposed Revenue Growth Bids (Appendix B), Savings Plan (Appendix C) and Capital Growth Bids (Appendix D) for 2024-25 for this Committee.</b></li> <li><b>2. Approve the proposed Revenue Growth Bids (Appendix B), Savings Plan (Appendix C) and Capital Growth Bids (Appendix D) for 2024-25 for this Committee.</b></li> </ol>  |
| <b>Reason for Recommendation</b> | <p><i>This relates to the Committee's Cost Centres and forms part of the Net Revenue Expenditure budget, often referred to as above the line expenditure.</i></p> <p><i>The approved Revenue Growth Bids (Appendix B), Savings Plan (Appendix C) and Capital Growth Bids (Appendix D) are an important operational document and form the basis of each Cost Centre's budget for 2024-25.</i></p> <p><i>The Service Plans provide the starting point for the Committee discussions held in October &amp; November and are published here for the sake of transparency.</i></p> |

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|  | <p><i>The Service Plans provide financial data for the three years beyond 2024-25, these are for indicative purposes only and will be subject to formal Committee approval, as part of the following years' budget setting process.</i></p> <p><i>Starting with the Council approved closing budget from 2023-24 the Revenue Growth Bids (Appendix B), Savings Plan (Appendix C) and Capital Growth Bids (Appendix D) have been included to arrive at the proposed budget for 2024-25, which is now before this Committee for approval.</i></p> <p><i>Members of this Committee have informally received all the documents in the attached appendices and have provided feedback to officers to develop their plans, including providing input into revenue and capital growth bids and the savings plan.</i></p> <p><i>The documentation is now formally provided for the agenda.</i></p> <p><i>Officers will use this information to shape the Council's Medium Term Financial Plan (Outline Budget) for the 4 years to 2027-28 and beyond.</i></p> <p><i>Council must annually approve a balanced budget at the Annual Council meeting in May.</i></p> <p><i>This report does not cover the items referred to as 'below the line' and this will be dealt with at February's Committee meeting.</i></p> |
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### Summary of the report

| What is the situation  | Why we want to do something  |
|--|--|
| <ul style="list-style-type: none"> <li>• The Council has a legal obligation to set a balanced budget for 2024-25 at its Council Meeting on 22 February 2024,</li> <li>• The Committee is asked to review, approve the proposed Service Plans for each Cost Centre, which included the relevant Revenue and Capital growth bids and savings plans for 2024-25 as set out in Appendix A to D for this Committee.</li> <li>• Appendix E provides a summary of the draft Budget by cost centre for the Committee to provide a</li> </ul> | <ul style="list-style-type: none"> <li>• As part of producing a balanced budget, the Service Plans, and accompanying bids and plans provide the basis of the 2024-25 Budget.</li> <li>• To fulfil the Council's statutory obligation to agree a balanced Budget for 2024-25 at the Council Meeting on 22 February 2024, of before 31 March if not agreed.</li> </ul> |

|  |   |
|--|---|
| comparison and benchmark for each member of the Committee.   |   |
| <b>This is what we want to do about it</b>   | <b>These are the next steps</b>   |
| <ul style="list-style-type: none"> <li>• Take a view of the Service Plans, which are based upon the guidance provided by this committee to Officers in November – December 2023.</li> <li>• Question Budget Managers about their final plans, particularly if they do not agree with the input provided by this Committee late last year.</li> <li>• Focus on the figures for 2024-25.</li> <li>• Noting that the figures for 2025-26 and beyond are indicative and will be subject to Council approval in the future years' budget setting process, so expect the figures to change over time, due to inflation changes, salary agreement settlements, change of strategy, , changing statutory requirements etc..</li> <li>• To ensure that all discretionary services breakeven or are fully subsidised.</li> </ul> | <ul style="list-style-type: none"> <li>• That this Committee review the proposed Service Plans and accompanying bids and plans as set out in Appendix A to D for 2024-25</li> <li>• Approve the proposed Service Plans for 2024-25</li> <li>• Recommend that Corporate Policy &amp; Resources Committee approve the proposed Service Plans for 2024-25</li> </ul> |

## 1. Appendices

1.1 Included with this report are the following items for this Committee:

- (a) Service Plans, noting that a number of cost centres are amalgamated into one service plan.
- (b) Revenue Growth Bids
- (c) Savings Plan
- (d) Capital Growth bids
- (e) Summary Committee budget by cost centre
- (f) Detailed Committee budget by cost centre

## 2. Key issues

2.1 The Committee should provide a strategic steer to Officers, who will prepare the operational Service Plans to deliver the strategic outcomes desired by the Committee.

- 2.2 In the absence of any strategic direction, Officer will set the strategic direction and the Committee will then approve the strategy.
- 2.3 The Budget Manager originally prepared the Service Plan, and this was in turn reviewed by the relevant Group Head, then MAT, before being submitted to this Committee for review in October - November 2023.
- 2.4 The feedback provided by the Committee was incorporated into the Revenue Growth Bids (Appendix B), Savings Plan (Appendix C) and Capital Growth Bids (Appendix D) attached with this report.

### **3. Options analysis and proposal**

- 3.1 Following guidance from this Committee in September, it is proposed to increase fees and charges by a minimum of 5% for the discretionary and to charge the maximum for statutory fees and charges, as the only option.

### **4. Financial management comments**

- 4.1 The Council has a draft balanced budget for 2024-25 and should the Committee decide to increase or decrease the net revenue expenditure budget for this committee, it must state where the additional income or reduced services will come from to support a change, for example, should the Committee wish to an additional £50k service, then it will need to raise an additional £50k in income, through price increase, volume increase or increasing the frequency of spend or either reduce costs in one of more of the Committee Cost Centres to an aggregate of £50k, to maintain an overall draft balanced budget.

### **5. Risk management comments**

- 5.1 Service Plans include a section on risk considerations and appetite. It is the responsibility of each Service Manager and Group Head to ensure that they identify, assess, and proportionately manage key risks relating to their service areas. This may include a range of risks that specifically impact the effective delivery of service objectives (and corporate priorities) The Council has an approved risk management policy that provides guidance in the management of risk, to support informed decisions.
- 5.2 The risk implications of approving any growth bids in terms of the financial impact on the draft balanced budget have been highlighted elsewhere in this report, along with proposed control and mitigation measures.

### **6. Procurement comments**

- 6.1 Any new Council contracts taken on as part of the revenue and capital growth bids will be subject to the Council's procurement policies.

### **7. Legal comments**

- 7.1 Any contracts required in connection with the revenue and capital growth bids shall have to comply with the Contract Standing Orders and the Council's duty to deliver best value under the Local Government Act 1999.

### **8. Other considerations**

- 8.1 There are none.

### **9. Equality and Diversity**

9.1 Individual projects are subject to equality and diversity impact assessments.

**10. Sustainability/Climate Change Implications**

10.1 All new actions and ongoing activities within service plans undertaken by the Council should meet the objectives of the Council's climate change strategy.

**11. Timetable for implementation**

11.1 Once approved the Service Plans will be presented to Corporate Policy & Resources Committee for approval at their meeting on 19 February, ahead of the full Council meeting on 22 February.

11.2 Once agreed by Council, the 2024-25 budget will be implemented from 1 April 2024.

**12. Contact**

12.1 Paul Taylor Chief Accountant – [p.taylor@spelthorne.gov.uk](mailto:p.taylor@spelthorne.gov.uk)

**Background papers:** There are none.

**Appendices:**

**Appendix A** – Service Plans for this Committee

**Appendix B** – Revenue Growth Bids for this Committee

**Appendix C** – Savings Plan for this Committee

**Appendix D** - Capital Growth Bids for this Committee.

**Appendix E** - Summary Committee budget by cost centre

**Appendix F** – Detailed Committee budget by cost centre

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## **SERVICE PLAN 2024/25 - ASSETS**

### **1. SERVICE OVERVIEW**

#### **INSERT BRIEF OVERVIEW OF TEAM**

The Assets team is responsible for the management of the investment portfolio, the regeneration portfolio (comprising assets acquired with the aspiration to develop and/or regenerate); delivery of the development programme; management of residential assets and management of the municipal portfolio. The team's aim is to deliver good value functions reflecting the borough's CARES priorities.

#### **WHO WE ARE**

Group Head x 1 (Coralie)

Business Support Manager x 1 (Sonia)

Asset Manager Team x 2.78 Directly employed (Sian, Katherine, Asha) 1x Consultant/Interim Asset Manager (Jeremy)

Property Support Team x 3 (Russell, Tia & Ruby)

Development Team x 1 Consultant/Interim (Richard M)

Facilities Management x 5 (John, Alan, Graham, Stacey, Clare)

KGE Support Team x 4 (Vicki, Tarnjit, Rachel & Vacant post)

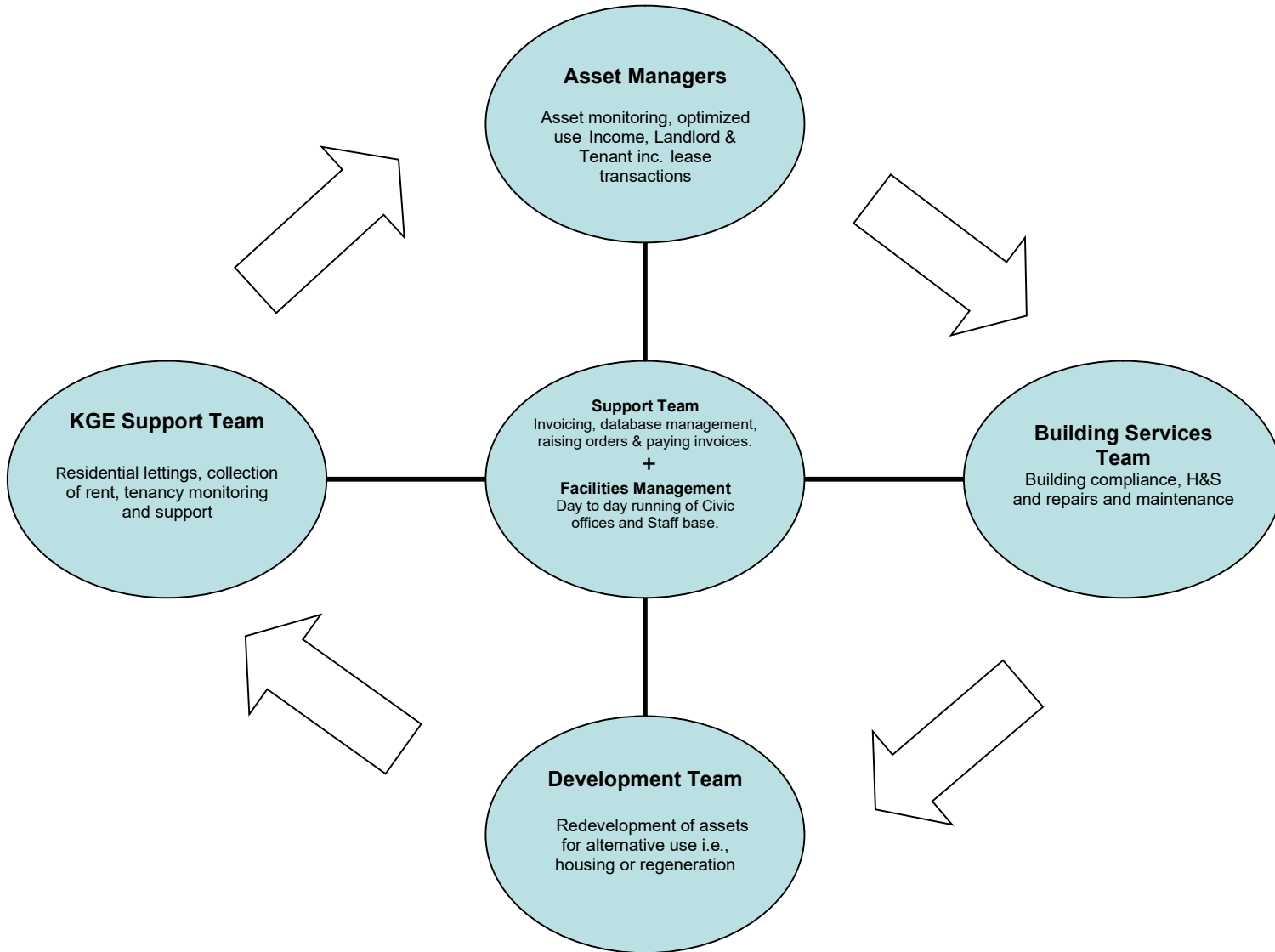
Building Services Team x 4 (Alfred, John, Tom & Akin)

#### **WHAT WE DO: Service Purpose and Core Business Functions**

The Council own an optimum portfolio of land and property which enables the effective delivery of its services and objectives. The Assets team ensure this portfolio is managed efficiently, effectively and on a basis that represents value for money and ensures future sustainability." This service plan relates mainly to the municipal portfolio i.e., does not include regeneration and investment property nor the residential accommodation managed by KGE.

The municipal portfolio is occupied for council service delivery or to community groups. The team deal with all external lettings and ensure the premises are kept in repair and are fully compliant with Health & Safety requirements. We deal with all aspects of landlord and tenant matters i.e., rental income, lease events, new lettings, through to repairs and maintenance, statutory compliance, and opportunities for disposal/development/alternatives uses of surplus assets.

There is a golden thread which runs through the Service in terms of each specific team’s involvement with the provision of a comprehensive property-based solution that fully supports the council’s day to day and strategic activities.



**KEY ACTIVITIES/PROJECTS FOR 2024/25 – Significant one-off activities and projects to be undertaken in 24/25** (Projects need to have a business case, PID report before any revenue or capital growth bid is included in the tables below, before you prepare a report for MAT.

Insert the relevant ‘enabling actions’ actions your Team intends to undertake in the coming year to help maximise your resources to achieve service priorities and contribute towards the Corporate Plan priorities and objectives. These will include specific actions that contribute to your team’s work and include any significant ICT projects, specific areas of development in terms of assets, major capital projects and any actions to mitigate against identified service risks. **Ensure fully cover budgetary issues and address climate change impacts** (i.e. does scheme contribute to reducing carbon emissions or meet other social and environmental criteria)

| KEY ACTIVITIES DELIVERING THE COUNCIL’S CORPORATE PLAN<br>And other key statutory and service elements |  |  |  |                                |                           |  |
|--|--|--|--|--------------------------------|---------------------------|--|
| What is our corporate priority (CARES) ? Is the function statutory or non-statutory                    | Provide clear outline of what the service wants to achieve including projects and outcomes/deliverables  | How will we measure the difference made? | Is a business case required? and when do you hope to action the achieve this by? Or Is this just a growth bid? | Who is the lead officer?       | Which Committee sign off? | Other service resources e.g. procurement and budget required mention if also potential growth bids |
| Service Delivery   | Pro-actively manage the Municipal portfolio, liaising with tenants and external consultants to ensure rental income is maximised and that the Municipal assets meet the requirements of the services using them. | BAU                                      | No   | Whole Asset Management Service |                           | Finance<br>Legal<br>Procurement  |

| KEY ACTIVITIES DELIVERING THE COUNCIL'S CORPORATE PLAN<br>And other key statutory and service elements |  |   |   |  |          |  |
|--|--|---|---|--|----------|--|
| Service Delivery   | Deliver agreed reporting documents for FY 24/25  | Ensuring Committee members are fully appraised of Assets work will assist prompt and informed decision making | No  | Asset & Development Managers             | DSC/CASC | Finance<br>Legal                                       |
| Service Delivery   | Tender Property Valuation Contract for the Municipal Property portfolio (current contract expires March 2024)  | Award of Contract   | No  | Asset Managers                           | CASC     | Procurement,<br>Legal, Finance<br>Cost £15,000<br>pa   |
| Service Delivery   | Ensuring all assets including the Council offices are appropriately maintained utilising a planned maintenance approach  | Informed budget for all maintenance   | No  | Building Services Team/FM                | CASC     | Procurement<br>Legal<br>Finance                        |
| Service Delivery   | Tender Property Valuation Contract for the Commercial Property portfolio (current contract expires March 2025 with potential for one year extension)                     | Award of Contract   | No  | Asset Managers                           | CASC     | Procurement,<br>Legal, Finance<br>Cost £40,000<br>pa   |
| Service Delivery   | Ensure all assets inc the Council Offices meet statutory compliance standards and are fully health & safety compliant  | Informed budget and avoid reputational damage   | No  | Building Services Team/FM                | CASC     | Procurement<br>Legal<br>Finance                        |
| Service Delivery   | Ongoing monitoring of the Sunbury Leisure Centre in terms of maintenance obligations being adhered to prior to the new Leisure Centre operator contract being commenced. | SBC not incurring substantial financial costs resultant from operator default                                 | No  | Building Services Team/FM                | DSC/CPRC | Procurement<br>Legal<br>Finance<br>Leisure             |
| Community & Service Delivery   | Production of a strategy for bringing forward SBC owned sites in Staines and other areas of the Borough to inform disposal, regeneration or redevelopment                | An agreed approach with Members to how each site fits into the wider place making agenda and                  | Yes, once the new delivery strategy is approved | Group Head support by whole service area | DSC/CPRC | Procurement<br>Legal<br>Finance<br>Parking<br>Planning |

| KEY ACTIVITIES DELIVERING THE COUNCIL'S CORPORATE PLAN<br>And other key statutory and service elements |   |                              |            |  |  |  |
|--|---|------------------------------|------------|--|--|--|
|  | options, timing, and prioritization of each site. | delivery of affordable homes | by Members |  |  | MAT Members cost c. £50,000 for consultant advice and designing a masterplan |

**2. RESOURCES 2023/24** IDENTIFY FOR EACH SERVICE AREA – THIS SHOULD BE YOUR APPROVED FIGURES FOR 2023/24 (ASK YOUR SERVICE ACCOUNTANT FOR ASSISTANCE AS REQUIRED).

| Service Area             | Revenue Expenditure Budget<br>£ | Capital Budget<br>£ | Projected Income<br>£ | Staff (Full time equivalents) | Key risks for budget |
|--------------------------|---------------------------------|---------------------|-----------------------|-------------------------------|----------------------|
| <b>Assets</b>            |                                 |                     |                       | 20.78                         |                      |
| Admin Management         | 758,500                         |                     | -395,200              |                               |                      |
| Staines CAD              |                                 |                     | -342,300              |                               |                      |
| General Properties       | 36,500                          |                     | -66,600               |                               |                      |
| Development Properties   | 305,800                         |                     | 0                     |                               |                      |
| Planned Maintenance      | 1,315,800                       |                     | 0                     |                               |                      |
| Facilities Management    | 774,400                         |                     | -23,000               |                               |                      |
| Public Halls             | 0                               |                     | -26,500               |                               |                      |
| Parks Properties Project | 6,600                           |                     | -25,900               |                               |                      |
| <b>Projects</b>          |                                 |                     |                       |                               |                      |

|                                      |                   |                   |                  |  |   |
|--------------------------------------|-------------------|-------------------|------------------|--|---|
| Laleham Park Pavilion                |                   | 250,000           |                  |  |   |
| Ashford Community Centre             |                   | 3,500,000         |                  |  |   |
| Cedar Recreation Ground toilet block |                   | 250,000           |                  |  |   |
| Greeno Rec                           |                   | £1,200,000        |                  |  |   |
| Revelstoke                           |                   | £400,000          |                  |  |   |
| Manor Park Pavilion                  |                   | £750,000          |                  |  |   |
| Sandhill Meadow Bridge               |                   | £200,000          |                  |  | <b>This is being managed by a resident association who may not be experienced when setting budgets, so risk cost to SBC may increase.</b> |
| <b>Total</b>                         | <b>£3,197,600</b> | <b>£6,550,000</b> | <b>-£879,500</b> |  |   |

| Details of bid<br><br>(1) | Reason for Bid and confirm which priority in the new corporate plan this relates to CARES (Community, Affordable Housing, Recovery, Environment & Service Delivery) include consideration of future years items.<br><br>(2) | Cost Centre code details<br><br>(3) | Start Date MM/Y Y<br><br>(4) | Gross Funding rec'd Separate line. If none enter n/a (£000)<br><br>(5) | Gross (Revenue or Saving) or Cost £000<br><br>(6) | Total bid Req'd.<br><br>(7) | End Date MM/Y Y<br><br>(8) | PID Req'd Y or N<br><br>If no, why not?<br><br>(9) | Procur ement involv ed. Y or N<br><br>If no, why not?<br><br>(10) | 24/25 £000<br><br>(11) | 25/26 £000<br><br>(12) | 26/27 £000<br><br>(13) | 27/28 £000<br><br>(14) |
|---------------------------|---|-------------------------------------|------------------------------|--|---|-----------------------------|----------------------------|--|---|------------------------|------------------------|------------------------|------------------------|
| Cost - Revenue            | Tender Property Valuation Contract for the Commercial Property portfolio (current contract expires March 2025 with potential for one year extension)  | 30132-4403                          | 09/24                        | N/A  | 40,000  | 40,000                      | 12/24                      | Y  | Y   | 40,000                 | 42,000                 | 44,000                 | 46,000                 |
| Cost - Revenue            | Tender Municipal Properties Valuation Contract  | 31002-4403                          | 04/24                        | N/A  | 15,000  | 15,000                      | 03/25                      | N – contract renewal                               | Y   | 15,000                 | 15,000                 | 15,000                 | 15,000                 |
| Cost - Revenue            | Non-recoverable costs for Oast House development site (if residential dwelling not demolished)  | 21134                               | 04/24                        | N/A  | 38,500  | 38,500                      | On-going                   | N - revenue  | N   | 38,500                 | 37,056                 | 38,715                 | 43,457                 |
| Cost - Revenue            | Non-recoverable costs for Ashford MSCP development site   | 26621                               | 04/24                        | N/A  | 55,058  | 55,058                      | On-going                   | N - revenue  | N   | 55,058                 | 55,821                 | 56,621                 | 57,462                 |
| Cost - Revenue            | Non-recoverable costs for Tothill development site  | 26606                               | 04/24                        | N/A  | 62,610  | 62,610                      | On-going                   | N - revenue  | N   | 62,610                 | 63,373                 | 64,173                 | 65,014                 |
| Cost - Revenue            | Non-recoverable costs for Hanover House development site (23/24 budget £140k), costs anticipated to reduce due to rates mitigation and tenant vacating so building will be closed/boarded                                   | 21125                               | 04/24                        | N/A  | 117,500   | 117,500                     | On-going                   | N - revenue  | N   | 117,500                | 120,875                | 124,419                | 128,140                |

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|                        |   |            |       |     |                |                |          |                       |                       |                |                |                |                |                |
|------------------------|---|------------|-------|-----|----------------|----------------|----------|-----------------------|-----------------------|----------------|----------------|----------------|----------------|----------------|
| Total Cost - Revenue   |   |            |       |     | <b>328,668</b> | <b>328,668</b> |          |                       |                       |                | <b>328,668</b> | <b>334,125</b> | <b>342,928</b> | <b>355,073</b> |
| Income - Revenue       | Reduction in Parks Properties Income due to letting of flat to a community user   | 31003-7501 | 04/24 | N/A | 8,300          | 8,300          | On-going | N – reduction in rent | N – reduction in rent | 8,300          | 8,300          | 8,300          | 8,300          | 8,300          |
| Income - Revenue       | Income budget set up for internal printing recharges  | 30502-4308 | 04/24 | N/A | -27,000        | -27,000        | On-going | N                     | N                     | -27,000        | -27,000        | -27,000        | -27,000        | -27,000        |
| Income - Revenue       | Income budget set up for external printing recharges  | 30502-4308 | 04/24 | N/A | -6,000         | -6,000         | On-going | N                     | N                     | -6,000         | -6,000         | -6,000         | -6,000         | -6,000         |
| Income - Revenue       | New income from letting of the garage for a 2-3 year term for Oast House – former tyre garage)                                  | 21134-7501 | 04/24 | N/A | -12,000        | -12,000        | 03/27    | N                     | N                     | -12,000        | -12,000        | -12,000        | -12,000        | 0              |
| Total Income - Revenue |   |            |       |     | <b>-36,700</b> | <b>-36,700</b> |          |                       |                       | <b>-36,700</b> | <b>-36,700</b> | <b>-36,700</b> | <b>-36,700</b> | <b>-24,700</b> |
| Staff - Revenue        | N/A   |            |       |     |                |                |          |                       |                       |                |                |                |                |                |
| Total Staff - Revenue  |   |            |       |     |                |                |          |                       |                       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       |
| Savings - Revenue      | All fees for the development delivery work carried out by the Asset team would need to be approved as a separate capital budget | 30132-4401 | 04/24 | N/A | -45,000        | -45,000        | On-going | N                     | N                     | -45,000        | -100,000       | -100,000       | -100,000       | -100,000       |
| Savings - Revenue      | Reduction of 3 Bluebox computer software licences each year   | 30132-4552 | 04/24 | N/A | -15,000        | -15,000        | On-going | N                     | N                     | -15,000        | -15,000        | -15,000        | -15,000        | -15,000        |
| Savings - Revenue      | Removal of vending machine  | 30703-4003 | 04/24 | N/A | -1,300         | -1,300         | On-going | N                     | N                     | -1,300         | -1,300         | -1,300         | -1,300         | -1,300         |

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|                   |   |            |       |     |          |          |          |   |   |          |          |          |          |
|-------------------|---|------------|-------|-----|----------|----------|----------|---|---|----------|----------|----------|----------|
| Revenue - Savings | Reduction in telephone calls charges budget for Knowle Green Facilities office as actuals are below budget  | 30703-4511 | 04/24 | N/A | -2,500   | -2,500   | On-going | N | N | -2,500   | -2,500   | -2,500   | -2,500   |
| Revenue - Savings | Reduction in other expenses budget for Knowle Green Facilities office as actuals are below budget   | 30703-4979 | 04/24 | N/A | -3,000   | -3,000   | On-going | N | N | -3,000   | -3,000   | -3,000   | -3,000   |
| Savings - Revenue | Reduction in Programmed Maintenance costs as some costs can be moved forward as capital bids  | 11599-2002 | 04/24 | N/A | -100,000 | -100,000 | On-going | N | N | -100,000 | -100,000 | -100,000 | -100,000 |
| Savings - Revenue | Budget is greater than the Canon contract spend for printers which is £12.5k against a £20k budget  | 30502-4042 | 04/24 | N/A | -7,500   | -7,500   | On-going | N | N | -7,500   | -7,500   | -7,500   | -7,500   |
| Savings - Revenue | Reduction in consultants' fees budget for Municipal Properties as this relates to one off projects rather than re-occurring spend   | 31002-4401 | 04/24 | N/A | -10,000  | -10,000  | On-going | N | N | -10,000  | -10,000  | -10,000  | -10,000  |
| Savings - Revenue | Reduction in surveyors' fees budget for Municipal Properties as this relates to one off projects rather than re-occurring spend   | 31002-4404 | 04/24 | N/A | -7,000   | -7,000   | On-going | N | N | -7,000   | -7,000   | -7,000   | -7,000   |
| Savings - Revenue | Approval of Thameside House demolition will reduce running costs of this development site (23/24 budget was £165k for Business Rates; if not demolished other costs will have to be built into new budget. Figures shown are full budget requirements for future years) | 21129      | 04/24 | N/A | -165,000 | -165,000 | On-going | N | N | -297,800 | -374,800 | -313,872 | -391,516 |

|                         |  |       |       |     |                 |                 |          |   |   |                 |                 |                 |                 |
|-------------------------|--|-------|-------|-----|-----------------|-----------------|----------|---|---|-----------------|-----------------|-----------------|-----------------|
| Savings - Revenue       | Oast House (34b Kingston Rd) running costs assuming demolition of the former residential dwelling (there is no budget for 23/24) | 21134 | 04/24 | N/A | NIL             | NIL             | On-going | N | N | -15,000         | -15,000         | -15,000         | -15,000         |
| Savings - Revenue       | Removal of full time Residential Manager post.   | 30132 | 04/24 | N/A | -42,000         | -42,000         | On-going | N | N | -42,000         | -42,000         | -42,000         | -42,000         |
| Total Savings - Revenue |  |       |       |     | <b>-398,000</b> | <b>-398,000</b> |          |   |   | <b>-546,100</b> | <b>-678,100</b> | <b>-617,175</b> | <b>-694,816</b> |

**Revenue, Staff and Savings Bids 24/25, 25/26 and 26/27. Given the medium-term financial strategy is extremely tight please consider likely impact of each items beyond 24/25 where feasible or where savings may emerge, it is essential that you enter figures for 25/26, 26/27 and 27/28, if you don't believe there will be any figures for a year enter n/a (not applicable).**

**Use a separate line for each item.**

**Provisional 2024/25 revenue cost/income budget requested.**

| Service Area  | Revenue Expenditure Budget | Projected Income | Staff (Full time equivalents) | Savings         | Total budget     |
|---|----------------------------|------------------|-------------------------------|-----------------|------------------|
| Total 2023/24   | 1,786,100                  | -879,500         | 1,411,500                     | 0               | 2,318,100        |
| Expenditure Costs                                       | 328,668                    | 0                | 0                             | 0               | 328,668          |
| Project Income/Lost Income                              | 0                          | -36,700          | 0                             | 0               | -36,700          |
| Staff   | 0                          | 0                | -42,000                       | -42,000         | -42,000          |
| Savings   | -356,000                   | 0                | 0                             | -356,000        | -356,000         |
| <b>Total 2024/25 Provisional Revenue Budget 2024/25</b> | <b>2,114,768</b>           | <b>-916,200</b>  | <b>1,369,500</b>              | <b>-398,000</b> | <b>2,170,068</b> |

Significant/Material anticipated revenue budget impacts:

Please highlight any estimate financial impacts (positive or adverse) anticipated over the next four years. For example this could arise from new anticipated statutory requirements, contractual inflation/new contracts; impact of population growth etc

| Service Cost Centre                | Issues Description  | 2024/25 £000s | 2025/26 £000s | 2026/27 £000s | 2027/28 £000s |
|------------------------------------|---|---------------|---------------|---------------|---------------|
| Responsive and Planned maintenance | Uplifts on current contracts value of £518K are at an average of 10% due to current high CPI rate | 0             | 57,000        | 63,000        | 69,000        |
|                                    |   |               |               |               |               |
|                                    |   |               |               |               |               |
| <b>Total £000s</b>                 |   | <b>0</b>      | <b>57,000</b> | <b>63,000</b> | <b>69,000</b> |

**Capital Bids 24/25, 25/26 and 26/27. It is important that before you submit bid, particularly for a project, you must have gone through the PID process and discussed the project with procurement, if you have not done either, you bid will be rejected, as our medium term financial strategy indicates that cash flow will be extremely tight. Therefore, please consider likely impact of each items beyond 24/25 where feasible or where savings may emerge, it is essential that you enter figures for 25/26, 26/27 and 27/28, if you don't believe there will be any figures for a year enter n/a (not applicable).**

**Use a separate line for each item.**

| (1)<br>Details of bid | (2)<br>Reason for Bid and confirm which priority in the new corporate plan this relates to CARES (Community, Affordable Housing, Recovery, Environment & Service Delivery) include consideration of future years items   | (3)<br>Cost Centre code details | (4)<br>Start Date MM/YY | (5)<br>Gross Funding rec'd Separate line. If none enter n/a (£000) | (6)<br>Gross Capital Cost £000 | (7)<br>Total bid Req'd. £000's | (8)<br>End Date MM/Y Y | (9)<br>PID Req'd Y or N Mandatory | (10)<br>Procurement involved Y or N Mandatory | (11)<br>24/25 £000 | (12)<br>25/26 £000 | (13)<br>26/27 £000 | (14)<br>27/28 £000 |
|-----------------------|--|---------------------------------|-------------------------|--|--------------------------------|--------------------------------|------------------------|-----------------------------------|---|--------------------|--------------------|--------------------|--------------------|
| Capital               | Production of a strategy for bringing forward SBC owned sites in Staines and other sites within the Borough to inform disposal or redevelopment options, timing, and prioritization of each site.  | TBC                             | 04/24                   | 0  | 50,000                         | 50,000                         | 03/25                  | Y                                 | Y   | 50,000             | 0                  | 0                  | 0                  |
| Capital               | Carbon reduction initiatives through installation of Solar Panels and Air Source Heat Pumps at the following buildings: Knowle Green; White House Depot; Laleham Nursery; Shepperton Preschool; Fordbridge DC; Greeno DC; Staines CC. Grant funding will be applied for which should reduce the cost to SBC, levels of available funding are not | TBC                             | 04/24                   | Not known as yet   | 2,967,000                      | TBC                            | 03/27                  | Y                                 | Y   | 0                  | 1,560,960          | 1,406,040          | 0                  |

|                      |   |       |       |     |                  |            |       |   |   |                |                   |                   |          |
|----------------------|---|-------|-------|-----|------------------|------------|-------|---|---|----------------|-------------------|-------------------|----------|
|                      | known, hence including full costs for SBC                       |       |       |     |                  |            |       |   |   |                |                   |                   |          |
| Capital              | Demolishing of Thameside House                                  | 21129 | 04/24 | N/A | 600,000          | 600,000    | 03/25 | Y | Y | 600,000        | 0                 | 0                 | 0        |
| Capital              | Demolishing of former residential dwelling at 34b Kingston Road | 21134 | 04/24 | N/A | 40,000           | 40,000     | 03/25 | Y | Y | 40,000         | 0                 | 0                 | 0        |
| <b>Total Capital</b> |   |       |       |     | <b>3,657,000</b> | <b>TBC</b> |       |   |   | <b>690,000</b> | <b>£1,560,960</b> | <b>£1,406,040</b> | <b>0</b> |

**3. CARBON FOOTPRINT – working in conjunction with our Climate Change Officer please highlight in the table below how you intend to reduce the Carbon Footprint (by tons) within your department over the next four years and beyond, if there is an invest to save element in your plans, please ensure that the cost element is highlighted in the relevant section above for revenue and or capital bids**

| Cost Centre                          | Initiative   | 24/25        | 25/26         | 26/27         | 27/28         |
|--------------------------------------|--|--------------|---------------|---------------|---------------|
| Responsive and Planned maintenance   | LED Lighting (Knowle Green & Laleham Buildings)  | 1.10         | 1.10          | 1.10          | 1.10          |
| Responsive and Planned maintenance   | Solar PV (Knowle Green; White House Depot; Laleham Nursery Buildings)  | 22.00        | 22.00         | 22.00         | 22.00         |
| Responsive and Planned maintenance   | Air Source Heat Pump (Knowle Green; White House Depot; Laleham Nursery; Shepperton Preschool; Fordbridge DC; Greeno DC; Staines CC)  | 0.00         | 121.01        | 173.01        | 173.01        |
| Responsive and Planned maintenance   | A consultant has been appointed to carry out Heat Decarbonisation Plan (HDP) of SBC properties. Report expected in March 2024 will summaries recommendations for carbon footprint reduction on a 10-yr rolling plan. This means that Total Carbon Reduction by ton will increase if recommendations in the report are implemented. |              |               |               |               |
| <b>Total carbon reduction by ton</b> |  | <b>23.10</b> | <b>144.11</b> | <b>196.11</b> | <b>196.11</b> |

**4. PROCUREMENT CONTRACTS – please list below all contracts under £40,000 that will lapse and or will need to be renewed over the next four years**

| Cost Centre                        | Supplier                       | Contract details   | 2024/25 £000s | 2025/26 £000s | 2026/27 £000s | 2027/28 £000s |
|------------------------------------|--------------------------------|--|---------------|---------------|---------------|---------------|
| Responsive and Planned maintenance | Thamesway Contractors Ltd      | General Building Reactive Works (Municipal and Residential properties)   | 250,000       | 275,000       | 302,000       | 332,750       |
| Responsive and Planned maintenance | Smith & Byford Ltd             | Maintenance Service of HVAC systems (Municipal and Residential properties)   | 63,000        | 69,000        | 76,000        | 84,000        |
| Responsive and Planned maintenance | SEE Services Ltd               | Maintenance Service of Electrical systems (Municipal and Residential properties)                                   | 102,000       | 112,000       | 123,000       | 135,000       |
| Responsive and Planned maintenance | Powerpoint Fire & Security Ltd | Maintenance Service of Fire Alarm, Fire Extinguishers, and Emergency Lights (Municipal and Residential properties) | 43,000        | 47,000        | 52,000        | 57,000        |
| 31002 4403                         | Wilkes Head & Eve              | Annual revaluation of all municipal properties over £1m  | 17,500        | 17,500        | 17,500        | 17,500        |

|                    |  |   |                |                |                |                |
|--------------------|--|---|----------------|----------------|----------------|----------------|
|                    |  | <b>plus properties on rolling valuation programme</b> |                |                |                |                |
| <b>Total £000s</b> |  |   | <b>475,500</b> | <b>520,500</b> | <b>570,500</b> | <b>626,250</b> |

**5. KEY PERFORMANCE INDICATORS** - *These measure performance for key ongoing activities of the service and corporate performance monitoring on a quarterly basis – NB review and consider meaningful as well as statutory KPIs – KPIs will be reported to Committees quarterly.*

| <b>Code</b> | <b>Key indicator description</b>  | <b>Time period</b> | <b>Target</b>   |
|-------------|---|--------------------|---|
|             | Accurate Budget setting and monitoring for income and expenditure across the portfolio within a +/- 5% tolerance  | Monthly            | Every financial year  |
|             | Ensure all tenants comply with the terms of their agreements including payment of rent on time, not undertaking activities that breach the terms and conditions of the agreement  | On-going           | Min annual property inspections   |
|             | Hold regular meetings with all tenants and internal service users to ensure informed decision making about all assets i.e., being aware of tenant's intention to vacate requiring re-letting, potential financial difficulties, need for larger space and to generally maintain a customer focused approach with all tenants. | On-going           | Min annual meetings/discussions   |
|             | Ensure all properties remain health and safety compliant and that all statutory compliance checks are undertaken in a timely manner in accordance with required timescales.   | On-going           | All property to remain safe and compliant to statutory standards  |
|             | To ensure properties do not fall into disrepair, ensure a proactive planned maintenance approach is operated on where possible to ensure expenditure budgets are informed and reliable. All works should be procured in accordance with the Council's standing order guidance.  | On-going           | Min annual inspection of all properties   |
|             | All projects are progressed in accordance with approved budgets and the relevant committee decisions  | On-going           | Regular reporting to council committee and preparation of up-to-date budgets inc. reporting of budget changes                       |
|             | Evaluate all Disposal and re-purposing opportunities for assets no longer cost effective in current use   | On-going           | At least once every financial year and more frequently if property becomes vacant in a period less than 12 months from last review. |



|  |   |                           |   |
|--|---|---------------------------|---|
|  | Ensure all invoices/payments are processed and paid in a timely manner.   | On-going                  | Within 30 days of receipt, unless a shorter time period has been agreed ie construction contracts |
|  | Work collaboratively with all stakeholders (internal and external) to achieve outcomes in respect of cross council service projects | During the project period | Regular stakeholder meetings and briefing updates.  |

**7. KEY ISSUES/RISKS FOR 2024/25 – this section highlights key issues/risks which may affect other services that work with us or support our work (add in rows as appropriate. Please ensure cover future and current service risks. In light of corporate risk please ensure consider each area fully.**

|  |
|--|
| <b>WORKFORCE PLANNING ISSUES/TRAINING REQUIREMENTS</b>   |
| Approved design density & massing, does not achieve financial viability for new development.   |
| <b>COMMUNICATION/CONSULTATION</b>  |
| <i>DSC &amp; CASC committees and colleagues in other departments</i>   |
| <b>LEGAL ISSUES</b> (likely to require additional legal support)   |
| Sufficient resource to progress legal documentation in a timely manner   |
| <b>GDPR</b>  |
| Ensure any issues relating to data management and protection are covered under risks.  |
| <b>PROCUREMENT OR CONTRACTS</b> (upcoming procurements or contracts required)  |
| As above for legal, procurement need an indication at least of anything likely to arise (should also be included in project section above where any projects requiring procurement assistance should be highlighted) |
| <b>ICT</b> (e.g. provide information on systems to be purchased or support needed)   |
| As above for legal they need to be aware of possible ICT needs   |
| <b>Climate Change</b>  |
| Consider both how the service would be impacted by climate change and its climate change impacts.  |
| <b>SERVICE RISKS (consider likelihood and impact) – relate where appropriate to corporate risk</b>   |
| additionally complete risk appetite framework Appendix A (below)   |
| <b>NON-LEGAL ISSUES</b>  |
| Include resourcing   |
| <b>EQUALITY and DIVERSITY</b>  |

Equality Impact Assessments Required or Reviews due include here

**8. LOOKING FURTHER AHEAD: OTHER KEY ISSUES/RISKS FOR THE NEXT THREE YEARS** – issues e.g. legislation that we need to plan for in the medium term, financial changes, climate change,


| SERVICE AREA |
|--------------|
|              |

**9. KEY CONTACTS**

|                  |  |
|------------------|--|
| Coralie Holman   | Group Head                             |
| Sian Bowen       | Principal Asset Manager                |
| Alfred Osawe     | Senior Building Surveyor               |
| Russell Davis    | Property Account Manager               |
| Vicki Ellis      | Principal Residential Property Manager |
| John Hesbrook    | FM Manager                             |
| Sonia Hazlehurst | Business Support Manager               |

**10.0 MANAGEMENT**

**10.1 Group Head’s comment/signoff**

| Signature/ date   | Comments   |
|---|--|
|  <hr style="border: 1px solid red; width: 100%;"/> | <p>The costs associated with a new place making strategy for Staines have been included within the service plan for 24/25 at £50k, both the timing and the level of fees is subjective on the preferred approach by Members to alternative delivery methods. It is also probable new income streams from interim uses of vacant development sites will be generated during the latter parts of 2023/24 and into 2024/25, but these are not known in sufficient detail to allow forecasts to be included within the service plan at this stage.</p> <p>An additional c. £200k of revenue budget has been included in the forecasts for 2024/25 onwards to meet the non-recoverable costs of development sites i.e., security, NNDR, utilities etc that has been incurred historically without budget provision.</p> |

**10.2 Comments/sign off from the Deputy Chief Executive – to follow when TC returns from A/L**

| Signature/date | Comments |
|----------------|----------|
|                |          |

|                            |                      |
|----------------------------|----------------------|
| <b>Document Reference:</b> | Service Plan 2024/25 |
| <b>Version:</b>            | V2                   |
| <b>Date of issue</b>       |                      |
| <b>Originator:</b>         |                      |
| <b>Reviewer:</b>           |                      |
| <b>Plan Status:</b>        | Final                |

19-4-23

**Appendix A SERVICE PLAN TEMPLATE – Risk Appetite**

There are numerous Services operating across the Council, possibly with varying risk appetites. Being clear on your Service risk appetite will assist you as Managers in making transparent and informed risk-based decisions as part of service provision and delivery of objectives, as well as ensuring the application of proportionate actions and risk mitigation measures (as far as practical and possible) that align with your appetite.

As an example to assist the risk appetite of the Regeneration and Growth Service sits is outlined below:

| <b>Appetite Category</b>  | <b>Minimal</b>  | <b>Cautious</b>   | <b>Exploratory</b>  | <b>Seeking</b>   |
|---|---|---|---|--|
| <b>Appetite Description</b>   | Areas where Spelthorne will apply a strong control environment to reduce or minimise the likelihood that a risk will occur and/or reduce the impact of any risk | Areas where Spelthorne seeks low-risk delivery options and will pilot innovation only in a controlled environment | Areas where Spelthorne strikes a balance between the potential upside benefits and downside risks of a decision and explores new solutions and options for delivery | Areas where Spelthorne takes risks by working with new ideas and approaches, looking for innovation and recognizing that failures are an opportunity for learning and improving. |
| <b>How are each of these appetites articulated when applied across the RAF impact measure for ‘Service Provision’</b> | Services delivered as planned with mandated developments only   | Tried and tested changes made. Use of limited pilots to develop new approaches                                    | Open to new ways of doing things and taking a balanced and pragmatic (capacity-driven) approach to making changes   | Continuous re-evaluation of services and how they are delivered to explore new ideas, learn from failures to invest in ever-improving delivery                                   |
| <b>What is the Council’s overall risk appetite for ‘Service</b>   |   | <b>X</b>  |   |  |

|  |                |                 |                    |                |
|--|----------------|-----------------|--------------------|----------------|
| <b>provision' (CURRENT)?</b>   |                |                 |                    |                |
| <b>Use the information above, review the content within your Service Plan and reflect on your Service approaches to establish where your specific Service risk appetite is currently positioned. Add X</b>   |                |                 |                    |                |
| <b>Appetite Category</b>   | <b>Minimal</b> | <b>Cautious</b> | <b>Exploratory</b> | <b>Seeking</b> |
| <b>1.Planning – Development &amp; Management</b>   | X              |                 |                    |                |
| <b>2.Strategic Planning</b>  |                | X               |                    |                |
| <b>3. Assets</b>   |                |                 | X                  |                |
| <b>4.Economic Development</b>  |                |                 | X                  |                |
| <b>5. Land Charges</b>   | X              |                 |                    |                |
| <b>Why does your service risk appetite(s) sit against this category? Provide one or two examples of practices and approaches within your Service to support your assessment. For example, if you define your Service(s) to have a minimal or cautious risk appetite is this influenced by a strong regulatory working environment presenting wider implications or repercussions if this appetite category was not adhered to.</b> |                |                 |                    |                |

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| Details of Growth Bid  | FTE | FTE Statutory /<br>Discretionary /<br>Funding | Reason for Growth Bid   | Service Area       | Committee               | Cost<br>Centre | Cost Centre<br>Code details | Amount | Funding | Full /<br>Part<br>Year | Ongoing<br>or one off | General<br>Fund Net<br>Cost<br>2024/25 | General<br>Fund Net<br>Cost<br>2025/26 | General<br>Fund Net<br>Cost<br>2026/27 | General<br>Fund Net<br>Cost<br>2027/28 | Requested By   |
|--|-----|---|---|--------------------|-------------------------|----------------|-----------------------------|--------|---------|------------------------|-----------------------|--|--|--|--|----------------|
| Tender property valuation contract for the Commercial Property portfolio - 2nd yearly valuation as per CIPFA/DLUHC review        |     | Discretionary                                 | Current contract expires in March 2025 with potential for one year extension. Secure best price and maintain high quality service delivery.     | Asset Management   | Corp Policy & Resources | 30132          | 301324403                   | 40,000 | Full    | Full                   | Ongoing               | 40,000                                 | 40,000                                 | 40,000                                 | 40,000                                 | Coralie Holman |
| Municipal Properties valuation contract tender   |     | Discretionary                                 | Contract renewal for Municipal (General) Properties valuations  | Asset Management   | Corp Policy & Resources | 31002          | 310024403                   | 15,000 | Full    | Full                   | Ongoing               | 15,000                                 | 15,000                                 | 15,000                                 | 15,000                                 | Coralie Holman |
| Increase in NNDR costs for SBC (excludes Inv & Dev props as these change due to tenant turnover and rates mitigation exercises). |     | Statutory                                     | Increase of 5% on current NNDR budgets - estimate as awaiting news on multiplier to be set for 24.25 on which the increase will become clearer. | Business Rates SBC | Corp Policy & Resources | ****           | ****2404                    | 40,400 | Full    | Full                   | Ongoing               | 40,400                                 | 42,420                                 | 44,541                                 | 46,768                                 | N/A            |

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| Details of Savings Offered | Explanation of proposed saving  | Service Area     | Committee               | Cost Centre | Cost Centre code details | Amount  | Full / Part Year | Ongoing / one off | General fund 2024/25 | General fund 2025/26 | General fund 2026/27 | General fund 2027/28 | Service impact Assessment of saving | Offered By (Group Head) |
|----------------------------|---|------------------|-------------------------|-------------|--------------------------|---------|------------------|-------------------|----------------------|----------------------|----------------------|----------------------|-------------------------------------|-------------------------|
| Printing recharges         | Income budget set up for internal printing recharges in Print Unit  | Asset Management | Corp Policy & Resources | 30502       | 305024308                | 27,000  | Full             | Ongoing           | 27,000               | 27,000               | 27,000               | 27,000               | None                                | Coralie Holman          |
| Printing recharges         | Income budget set up for external printing recharges in Print Unit  | Asset Management | Corp Policy & Resources | 30504       | 305044308                | 6,000   | Full             | Ongoing           | 6,000                | 6,000                | 6,000                | 6,000                | None                                | Coralie Holman          |
| Consultants fees           | All fees for the development delivery work would need to be approved as a separate capital budget   | Asset Management | Corp Policy & Resources | 30132       | 301324401                | 45,000  | Full             | Ongoing           | 100,000              | 100,000              | 100,000              | 100,000              |                                     | Coralie Holman          |
| Computer software          | This is a reduction of 3 Bluebox computer software licences each year   | Asset Management | Corp Policy & Resources | 30132       | 301324552                | 15,000  | Full             | Ongoing           | 15,000               | 15,000               | 15,000               | 15,000               |                                     | Coralie Holman          |
| Vending machine            | Removal of vending machine - the budget for this is £1300 (but actual cost is £1500)  | Asset Management | Corp Policy & Resources | 30703       | 307034003                | 1,300   | Full             | Ongoing           | 1,500                | 1,500                | 1,500                | 1,500                |                                     | Coralie Holman          |
| Telephone call charges     | Reduction in budget as actual spend is below budget   | Asset Management | Corp Policy & Resources | 30703       | 307034511                | 2,500   | Full             | Ongoing           | 2,500                | 2,500                | 2,500                | 2,500                |                                     | Coralie Holman          |
| Misc. expenses             | Reduction in budget as actual spend is below budget   | Asset Management | Corp Policy & Resources | 30703       | 307034979                | 3,000   | Full             | Ongoing           | 3,000                | 3,000                | 3,000                | 3,000                |                                     | Coralie Holman          |
| Programmed maintenance     | Some items of work will need to be moved forward as capital bids. This is currently unallocated spend.  | Asset Management | Corp Policy & Resources | 11599       | 115992002                | 100,000 | Full             | Ongoing           | 100,000              | 100,000              | 100,000              | 100,000              |                                     | Coralie Holman          |
| Printer lease charges      | Budget is greater than the Canon contract spend which is £12.5k against a £20k budget   | Asset Management | Corp Policy & Resources | 30502       | 305024042                | 7,500   | Full             | Ongoing           | 7,500                | 7,500                | 7,500                | 7,500                |                                     | Coralie Holman          |
| Consultants fees           | This seems to relate to one off project work rather than allocated spend  | Asset Management | Corp Policy & Resources | 31002       | 310024401                | 10,000  | Full             | Ongoing           | 10,000               | 10,000               | 10,000               | 10,000               |                                     | Coralie Holman          |
| Surveyors fees             | This seems to relate to one off project work rather than allocated spend  | Asset Management | Corp Policy & Resources | 31002       | 310024404                | 7,000   | Full             | Ongoing           | 7,000                | 7,000                | 7,000                | 7,000                |                                     | Coralie Holman          |
| Running costs              | Thameside House running costs of £141k assuming that Councillors agree to demolish building. (The only budget set for this was for £165k for Business Rates)                    | Asset Management | Corp Policy & Resources | 21129       | 211292404                | 165,000 | Full             | Ongoing           | 141,000              | 141,000              | 141,000              | 141,000              |                                     | Coralie Holman          |
| Running costs              | Oast House (34b Kingston Road) running costs of £15k assuming demolition of the former residential dwelling (there is no budget set up in FY 23/24 so savings NIL)              | Asset Management | Corp Policy & Resources | 21134       | 211344***                | -       | Full             | Ongoing           | 15,000               | 15,000               | 15,000               | 15,000               |                                     | Coralie Holman          |
| Additional income          | New income from a letting of the garage for a 2-3 year term (Oast House - former tyre garage)   | Asset Management | Corp Policy & Resources | 21134       | 211347501                | 12,000  | Full             | Ongoing           | 12,000               | 12,000               | 12,000               | -                    |                                     | Coralie Holman          |
| FTE reduction              | Removal of full time Residential Manager post. This has part funded increases in Group Head salary budget, and regrading Principal Asset Manager and Residential Manager posts. | Asset Management | Corp Policy & Resources | 30132       | 301321***                | 42,000  | Full             | Ongoing           | 42,000               | 42,000               | 42,000               | 42,000               |                                     | Coralie Holman          |

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Appendix D

| 2024/25 Capital Growth bids |      |                         |  |              |            |   |                          |                    |                        |              |              | 10/01/2024   |         |
|-----------------------------|------|-------------------------|--|--------------|------------|---|--------------------------|--------------------|------------------------|--------------|--------------|--------------|---------|
| Committee                   | Code | To be approved Amount £ | Project  | Requested By | Date       | Explanation   | Associated Revenue Costs | Associated Savings | Accountancy / Comments | 2024-25      | 2025-26      | 2026-27      | 2027-28 |
| Corp Policy & Resources     | TBC  | 50,000                  | Production of strategy to inform about disposal or redevelopment options   | C Holman     | 15/09/2023 | Production of a strategy for bringing forward SBC owned sites in Staines and other sites within the Borough to inform disposal or redevelopment options, timing, and prioritization of each site.   |                          |                    |                        | 50,000       |              |              |         |
| Corp Policy & Resources     | TBC  | 2,967,000               | Carbon reduction initiatives   | C Holman     | 15/09/2023 | Carbon reduction initiatives through installation of Solar Panels and Air Source Heat Pumps at the following buildings: Knowle Green; White House Depot; Laleham Nursery; Shepperton Preschool; Fordbridge DC; Greeno DC; Staines CC. Grant funding will be applied for which should reduce the cost to SBC, levels of available funding are not known, hence including full costs for SBC. |                          |                    |                        |              | 1,560,960.00 | 1,406,040.00 |         |
| Corp Policy & Resources     | TBC  | 1,000,000               | 31 Hanworth Road – secure approval to enter into a land swap with owner occupier to acquire 31 HR in return for a disposal of Units 1-6 Summit | C Holman     | 15/09/2023 | Optimise development opportunities by creating larger site to front of estate.  |                          |                    |                        | 1,000,000.00 |              |              |         |
| Corp Policy & Resources     | TBC  | 100,000                 | Consultant fees for the development delivery work  | C Holman     |            |   |                          |                    |                        | 100,000      |              |              |         |
| Corp Policy & Resources     | TBC  | 600,000                 | Demolishing of Thameside House   | C Holman     |            |   |                          |                    |                        | 600,000      |              |              |         |
| Corp Policy & Resources     | TBC  | 40,000                  | Demolishing of 34b Kingston Road   | C Holman     |            |   |                          |                    |                        | 40,000       |              |              |         |
|                             |      |                         |  |              |            |   |                          |                    |                        | 1,790,000    | 1,560,960    | 1,406,040    | -       |

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## Net Expenditure Budget 2024/25 by committee

12 January 2024

## Appendix E

| Committee   | Revised<br>2023/24 | Proposed<br>2024/25 | Change from<br>2023/24 | Increase<br>% |
|---|--------------------|---------------------|------------------------|---------------|
| Accountancy                                       | 788.6              | 807.7               | 19.1                   | 2%            |
| Asset Mgn Administration                          | 336.8              | 391.2               | 54.4                   | 16%           |
| Chief Executive                                   | 242.4              | 236.5               | (5.9)                  | -2%           |
| Deputy Chief Executives                           | 300.9              | 307.1               | 6.2                    | 2%            |
| General Property Expenses                         | (30.1)             | (30.3)              | (0.2)                  | 1%            |
| Facilities Management                             | 751.4              | 707.8               | (43.6)                 | -6%           |
| Planned Maintenance Programme                     | 1,315.8            | 1,335.2             | 19.4                   | 1%            |
| Project Management                                | 664.7              | 677.1               | 12.4                   | 2%            |
| MAT Secretariat & Support                         | 101.4              | 103.4               | 2.0                    | 2%            |
| Sea Cadets  | 0.0                | 1.5                 | 1.5                    | #DIV/0!       |
| Unapportionable CentralO/heads                    | 2,164.7            | 2,317.4             | 152.7                  | 7%            |
| <b>Corporate Policy &amp; Resources Committee</b> | <b>6,636.6</b>     | <b>6,854.6</b>      | <b>218.0</b>           | <b>3%</b>     |

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**Budget Report for 24/25 & 23/24****Corporate Policy and Resources**

| <b><u>Responsive Maintenance</u></b>        |                              | <b><u>11499</u></b> | <b><u>24/25</u></b> | <b><u>23/24</u></b> |
|---|------------------------------|---------------------|---------------------|---------------------|
| 2007  | Improvements and Adaptation  |                     | 0.00                | 0.00                |
|   |                              |                     | <u>0.00</u>         | <u>0.00</u>         |
| <b><u>R&amp;R Other Properties</u></b>      |                              | <b><u>11581</u></b> | <b><u>24/25</u></b> | <b><u>23/24</u></b> |
| 2001  | Responsive maintenance       |                     | 0.00                | 0.00                |
|   |                              |                     | <u>0.00</u>         | <u>0.00</u>         |
| <b><u>Planned Maintenance Programme</u></b> |                              | <b><u>11599</u></b> | <b><u>24/25</u></b> | <b><u>23/24</u></b> |
| 1001  | Salaries                     |                     | 135,000.00          | 131,700.00          |
| 1101  | National Insurance           |                     | 15,800.00           | 15,400.00           |
| 1111  | Superannuation               |                     | 24,000.00           | 23,400.00           |
| 1207  | Stand By allowance           |                     | 3,800.00            | 4,000.00            |
| 1803  | Employee related insurance   |                     | 700.00              | 0.00                |
| 2001  | Responsive maintenance       |                     | 356,300.00          | 356,300.00          |
| 2002  | Programmed Maintenance       |                     | 659,300.00          | 700,000.00          |
| 2007  | Improvements and Adaptation  |                     | 130,000.00          | 130,000.00          |
| 3902  | Essential User Car Allowance |                     | 2,900.00            | 3,000.00            |
| 4401  | Consultants fees             |                     | 0.00                | 0.00                |
| 4404  | Surveyors                    |                     | 0.00                | 0.00                |
| 4552  | Computer Software            |                     | 7,400.00            | 7,000.00            |
|   |                              |                     | <u>1,335,200.00</u> | <u>1,370,800.00</u> |
| <b><u>Adv for House Purchases (HAA)</u></b> |                              | <b><u>12203</u></b> | <b><u>24/25</u></b> | <b><u>23/24</u></b> |
| 7703  | Loans LA Int Rec'd           |                     | 0.00                | 0.00                |

**Budget Report for 24/25 & 23/24**

|  |                     |                     |                     |
|--|---------------------|---------------------|---------------------|
|  |                     | <u>0.00</u>         | <u>0.00</u>         |
| <b><u>Charlton Hall</u></b>            | <b><u>14802</u></b> | <b><u>24/25</u></b> | <b><u>23/24</u></b> |
| 5903 Depn                              |                     | 0.00                | 0.00                |
| 7501 Rents                             |                     | -12,000.00          | -12,000.00          |
|  |                     | <u>-12,000.00</u>   | <u>-12,000.00</u>   |
| <b><u>St Martins Hall</u></b>          | <b><u>14805</u></b> | <b><u>24/25</u></b> | <b><u>23/24</u></b> |
| 5903 Depn                              |                     | 0.00                | 0.00                |
| 7501 Rents                             |                     | -11,000.00          | -11,000.00          |
|  |                     | <u>-11,000.00</u>   | <u>-11,000.00</u>   |
| <b><u>Redcross Hall Shepperton</u></b> | <b><u>14807</u></b> | <b><u>24/25</u></b> | <b><u>23/24</u></b> |
| 7305 Other fees - Premises             |                     | 0.00                | 0.00                |
| 7501 Rents                             |                     | -4,000.00           | -3,500.00           |
|  |                     | <u>-4,000.00</u>    | <u>-3,500.00</u>    |
| <b><u>Memorial Gardens</u></b>         | <b><u>15112</u></b> | <b><u>24/25</u></b> | <b><u>23/24</u></b> |
| 2113 Miscellaneous Works               |                     | 0.00                | 0.00                |
|  |                     | <u>0.00</u>         | <u>0.00</u>         |
| <b><u>Lammas Park Sea Cadets</u></b>   | <b><u>15122</u></b> | <b><u>24/25</u></b> | <b><u>23/24</u></b> |
| 2404 Business Rates                    |                     | 0.00                | 0.00                |
| 5012 External Contracts                |                     | 1,500.00            | 0.00                |
|  |                     | <u>1,500.00</u>     | <u>0.00</u>         |
| <b><u>Elmsleigh Car park Ramp</u></b>  | <b><u>21113</u></b> | <b><u>24/25</u></b> | <b><u>23/24</u></b> |



**Budget Report for 24/25 & 23/24**

|  |                                |                     |                     |
|--|--------------------------------|---------------------|---------------------|
| 4979                                     | Other Miscellaneous Expenses   | 0.00                | 0.00                |
|  |                                | <u>0.00</u>         | <u>0.00</u>         |
| <b><u>Knowle Green Redevelopment</u></b> |                                | <b><u>21114</u></b> | <b><u>24/25</u></b> |
|  |                                |                     | <b><u>23/24</u></b> |
| 4979                                     | Other Miscellaneous Expenses   | 0.00                | 0.00                |
|  |                                | <u>0.00</u>         | <u>0.00</u>         |
| <b><u>Spelthorne Leisure Centre</u></b>  |                                | <b><u>21116</u></b> | <b><u>24/25</u></b> |
|  |                                |                     | <b><u>23/24</u></b> |
| 4401                                     | Consultants fees               | 0.00                | 0.00                |
|  |                                | <u>0.00</u>         | <u>0.00</u>         |
| <b><u>Elmsleigh Lifts</u></b>            |                                | <b><u>21121</u></b> | <b><u>24/25</u></b> |
|  |                                |                     | <b><u>23/24</u></b> |
| 4979                                     | Other Miscellaneous Expenses   | 0.00                | 0.00                |
|  |                                | <u>0.00</u>         | <u>0.00</u>         |
| <b><u>CX</u></b>                         |                                | <b><u>30101</u></b> | <b><u>24/25</u></b> |
|  |                                |                     | <b><u>23/24</u></b> |
| 1001                                     | Salaries                       | 136,300.00          | 132,900.00          |
| 1101                                     | National Insurance             | 18,500.00           | 18,100.00           |
| 1111                                     | Superannuation                 | 23,600.00           | 23,000.00           |
| 1601                                     | Professional subscriptions     | 500.00              | 500.00              |
| 1606                                     | Cash Alternative to leased car | 7,200.00            | 6,800.00            |
| 1703                                     | Other training                 | 46,500.00           | 56,500.00           |
| 1803                                     | Employee related insurance     | 700.00              | 1,400.00            |
| 3901                                     | Public Transport               | 200.00              | 200.00              |
| 4106                                     | Refreshments at meetings       | 300.00              | 300.00              |
| 4301                                     | Internal printing              | 500.00              | 500.00              |
| 4312                                     | Books & publications           | 500.00              | 500.00              |

**Budget Report for 24/25 & 23/24**

|             |   |                          |                          |
|-------------|---|--------------------------|--------------------------|
| <b>4507</b> | <b>Postage Envelopes</b>                  | <b>0.00</b>              | <b>0.00</b>              |
| <b>4511</b> | <b>Telephones call charges</b>            | <b>200.00</b>            | <b>200.00</b>            |
| <b>4516</b> | <b>Mobile phones</b>                      | <b>500.00</b>            | <b>500.00</b>            |
| <b>4601</b> | <b>Subsistence</b>                        | <b>0.00</b>              | <b>0.00</b>              |
| <b>4602</b> | <b>Conference expenses</b>                | <b>500.00</b>            | <b>500.00</b>            |
| <b>4603</b> | <b>Conference fees travel &amp; subst</b> | <b>500.00</b>            | <b>500.00</b>            |
| <b>4701</b> | <b>Subscriptions General</b>              | <b>0.00</b>              | <b>0.00</b>              |
|             |   | <b><u>236,500.00</u></b> | <b><u>242,400.00</u></b> |

| <b><u>CX Secretariat</u></b> | <b><u>30102</u></b>                 | <b><u>24/25</u></b>      | <b><u>23/24</u></b>      |
|------------------------------|-------------------------------------|--------------------------|--------------------------|
| <b>1001</b>                  | <b>Salaries</b>                     | <b>77,600.00</b>         | <b>75,700.00</b>         |
| <b>1002</b>                  | <b>Overtime</b>                     | <b>1,000.00</b>          | <b>1,000.00</b>          |
| <b>1003</b>                  | <b>Committee Attendance</b>         | <b>100.00</b>            | <b>100.00</b>            |
| <b>1101</b>                  | <b>National Insurance</b>           | <b>8,200.00</b>          | <b>8,100.00</b>          |
| <b>1111</b>                  | <b>Superannuation</b>               | <b>13,500.00</b>         | <b>13,100.00</b>         |
| <b>1803</b>                  | <b>Employee related insurance</b>   | <b>500.00</b>            | <b>1,000.00</b>          |
| <b>3905</b>                  | <b>Car Mileage Allowance</b>        | <b>0.00</b>              | <b>0.00</b>              |
| <b>4301</b>                  | <b>Internal printing</b>            | <b>500.00</b>            | <b>500.00</b>            |
| <b>4311</b>                  | <b>Office Stationery</b>            | <b>0.00</b>              | <b>0.00</b>              |
| <b>4312</b>                  | <b>Books &amp; publications</b>     | <b>1,700.00</b>          | <b>0.00</b>              |
| <b>4507</b>                  | <b>Postage Envelopes</b>            | <b>100.00</b>            | <b>100.00</b>            |
| <b>4511</b>                  | <b>Telephones call charges</b>      | <b>200.00</b>            | <b>200.00</b>            |
| <b>4979</b>                  | <b>Other Miscellaneous Expenses</b> | <b>0.00</b>              | <b>1,600.00</b>          |
| <b>4983</b>                  | <b>Unders/Overs</b>                 | <b>0.00</b>              | <b>0.00</b>              |
|                              |                                     | <b><u>103,400.00</u></b> | <b><u>101,400.00</u></b> |

**Budget Report for 24/25 & 23/24**

| <b><u>Deputy CXs</u></b>            | <b><u>30121</u></b> | <b><u>24/25</u></b>      | <b><u>23/24</u></b>      |
|-------------------------------------|---------------------|--------------------------|--------------------------|
| 1001 Salaries                       |                     | 218,800.00               | 213,400.00               |
| 1101 National Insurance             |                     | 29,900.00                | 29,100.00                |
| 1111 Superannuation                 |                     | 38,700.00                | 37,800.00                |
| 1212 Additional allowance           |                     | 5,000.00                 | 5,000.00                 |
| 1601 Professional subscriptions     |                     | 1,800.00                 | 1,800.00                 |
| 1606 Cash Alternative to leased car |                     | 11,200.00                | 10,400.00                |
| 1803 Employee related insurance     |                     | 700.00                   | 2,400.00                 |
| 3901 Public Transport               |                     | 0.00                     | 0.00                     |
| 3903 Leased Cars                    |                     | 0.00                     | 0.00                     |
| 4106 Refreshments at meetings       |                     | 0.00                     | 0.00                     |
| 4301 Internal printing              |                     | 200.00                   | 200.00                   |
| 4312 Books & publications           |                     | 0.00                     | 0.00                     |
| 4511 Telephones call charges        |                     | 200.00                   | 200.00                   |
| 4516 Mobile phones                  |                     | 600.00                   | 600.00                   |
| 4601 Subsistence                    |                     | 0.00                     | 0.00                     |
| 4602 Conference expenses            |                     | 0.00                     | 0.00                     |
| 4603 Conference fees travel & subst |                     | 0.00                     | 0.00                     |
| 4701 Subscriptions General          |                     | 0.00                     | 0.00                     |
| 4983 Unders/Overs                   |                     | 0.00                     | 0.00                     |
|                                     |                     | <b><u>307,100.00</u></b> | <b><u>300,900.00</u></b> |

| <b><u>Accountancy</u></b> | <b><u>30126</u></b> | <b><u>24/25</u></b> | <b><u>23/24</u></b> |
|---------------------------|---------------------|---------------------|---------------------|
| 1001 Salaries             |                     | 704,500.00          | 596,800.00          |
| 1011 Temporary Staff      |                     | 20,000.00           | 20,000.00           |
| 1101 National Insurance   |                     | 73,800.00           | 64,600.00           |

**Budget Report for 24/25 & 23/24**

|      |                            |                          |                          |
|------|----------------------------|--------------------------|--------------------------|
| 1111 | Superannuation             | 122,500.00               | 103,600.00               |
| 1202 | First Aid Allowance        | 200.00                   | 200.00                   |
| 1209 | Fire Wardens Allowance     | 200.00                   | 200.00                   |
| 1212 | Additional allowance       | 2,500.00                 | 2,500.00                 |
| 1601 | Professional subscriptions | 1,800.00                 | 1,800.00                 |
| 1803 | Employee related insurance | 2,900.00                 | 5,500.00                 |
| 4301 | Internal printing          | 300.00                   | 300.00                   |
| 4312 | Books & publications       | 5,000.00                 | 10,300.00                |
| 4316 | Shredding                  | 0.00                     | 0.00                     |
| 4507 | Postage Envelopes          | 900.00                   | 900.00                   |
| 4511 | Telephones call charges    | 500.00                   | 500.00                   |
| 4552 | Computer Software          | 39,200.00                | 31,000.00                |
| 4701 | Subscriptions General      | 12,400.00                | 12,400.00                |
| 4983 | Unders/Overs               | 0.00                     | 0.00                     |
| 4990 | Set-aside contributions    | -71,200.00               | -69,000.00               |
| 7117 | Set A Side Funding         | 0.00                     | 0.00                     |
| 7143 | Staff Reimburseem Other    | -107,800.00              | -103,000.00              |
| 7151 | Other Reimbursements       | 0.00                     | 0.00                     |
|      |                            | <b><u>807,700.00</u></b> | <b><u>678,600.00</u></b> |

**Asset Management Admin****30132****24/25****23/24**

|      |                      |            |            |
|------|----------------------|------------|------------|
| 1001 | Salaries             | 652,200.00 | 667,200.00 |
| 1012 | Agency Staff         | 147,000.00 | 140,000.00 |
| 1101 | National Insurance   | 75,900.00  | 76,600.00  |
| 1111 | Superannuation       | 112,900.00 | 115,400.00 |
| 1120 | AVC Salary Sacrifice | 100.00     | 0.00       |

**Budget Report for 24/25 & 23/24**

|      |                                |             |             |
|------|--------------------------------|-------------|-------------|
| 1209 | Fire Wardens Allowance         | 400.00      | 400.00      |
| 1210 | ILO allowance                  | 200.00      | 0.00        |
| 1601 | Professional subscriptions     | 500.00      | 500.00      |
| 1606 | Cash Alternative to leased car | 5,400.00    | 0.00        |
| 1701 | Professional and CPD training  | 1,800.00    | 0.00        |
| 1803 | Employee related insurance     | 700.00      | 2,600.00    |
| 3902 | Essential User Car Allowance   | 11,200.00   | 11,200.00   |
| 3905 | Car Mileage Allowance          | 400.00      | 400.00      |
| 4301 | Internal printing              | 500.00      | 500.00      |
| 4312 | Books & publications           | 0.00        | 300.00      |
| 4315 | Microfilming                   | 0.00        | 0.00        |
| 4401 | Consultants fees               | 71,500.00   | 107,500.00  |
| 4403 | Valuers                        | 75,000.00   | 35,000.00   |
| 4412 | Land registry                  | 2,700.00    | 2,700.00    |
| 4507 | Postage Envelopes              | 0.00        | 0.00        |
| 4511 | Telephones call charges        | 1,200.00    | 1,200.00    |
| 4516 | Mobile phones                  | 600.00      | 600.00      |
| 4552 | Computer Software              | 47,000.00   | 62,000.00   |
| 4603 | Conference fees travel & subst | 0.00        | 400.00      |
| 4701 | Subscriptions General          | 0.00        | 0.00        |
| 4979 | Other Miscellaneous Expenses   | 0.00        | 0.00        |
| 4983 | Unders/Overs                   | 0.00        | 0.00        |
| 4990 | Set-aside contributions        | -480,800.00 | -466,000.00 |
| 5012 | External Contracts             | 0.00        | 0.00        |
| 7117 | Set A Side Funding             | 0.00        | 0.00        |
| 7151 | Other Reimbursements           | -330,300.00 | -391,200.00 |

**Budget Report for 24/25 & 23/24**

|      |                                |                          |                          |
|------|--------------------------------|--------------------------|--------------------------|
| 7305 | Other fees - Premises          | -4,200.00                | -4,000.00                |
| 7503 | Licences/ Wayleaves/ Easements | 0.00                     | 0.00                     |
|      |                                | <b><u>391,900.00</u></b> | <b><u>363,300.00</u></b> |

|                                       |                     |                     |                     |
|---------------------------------------|---------------------|---------------------|---------------------|
| <b><u>Knowle Green Relocation</u></b> | <b><u>30134</u></b> | <b><u>24/25</u></b> | <b><u>23/24</u></b> |
|---------------------------------------|---------------------|---------------------|---------------------|

|      |                  |                    |                    |
|------|------------------|--------------------|--------------------|
| 4401 | Consultants fees | 0.00               | 0.00               |
|      |                  | <b><u>0.00</u></b> | <b><u>0.00</u></b> |

|   |                     |                     |                     |
|---|---------------------|---------------------|---------------------|
| <b><u>General Staff Exp Allocated</u></b> | <b><u>30301</u></b> | <b><u>24/25</u></b> | <b><u>23/24</u></b> |
|---|---------------------|---------------------|---------------------|

|      |                    |                         |                         |
|------|--------------------|-------------------------|-------------------------|
| 1804 | Flexitime expenses | 0.00                    | 0.00                    |
| 2114 | Health & Safety    | 0.00                    | 0.00                    |
| 4417 | Security services  | 38,100.00               | 38,100.00               |
| 4504 | Document Exchange  | 0.00                    | 0.00                    |
|      |                    | <b><u>38,100.00</u></b> | <b><u>38,100.00</u></b> |

|   |                     |                     |                     |
|---|---------------------|---------------------|---------------------|
| <b><u>General Staff Exp Unallocated</u></b> | <b><u>30302</u></b> | <b><u>24/25</u></b> | <b><u>23/24</u></b> |
|---|---------------------|---------------------|---------------------|

|      |                               |              |              |
|------|-------------------------------|--------------|--------------|
| 1113 | Lump sum Compensation         | 205,000.00   | 205,000.00   |
| 1114 | Super Added Years             | 1,813,000.00 | 1,813,000.00 |
| 1604 | Staff Medical                 | 1,000.00     | 1,000.00     |
| 1801 | Eyesight tests                | 1,000.00     | 1,000.00     |
| 4401 | Consultants fees              | 28,200.00    | 26,900.00    |
| 4808 | Spelthorne Social club grant  | 1,000.00     | 1,000.00     |
| 4979 | Other Miscellaneous Expenses  | 200,000.00   | 200,000.00   |
| 4983 | Unders/Overs                  | 0.00         | 0.00         |
| 5022 | Medical Advisor               | 30,100.00    | 28,700.00    |
| 6201 | Central Departments Recharged | 0.00         | 0.00         |

**Budget Report for 24/25 & 23/24****2,279,300.00****2,276,600.00**

| <b><u>Internal Printing</u></b>     | <b><u>30502</u></b> | <b><u>24/25</u></b>     | <b><u>23/24</u></b>     |
|-------------------------------------|---------------------|-------------------------|-------------------------|
| 4022 Office Equipment Leasing       |                     | 1,000.00                | 1,000.00                |
| 4041 Print Unit Printers Usage chg  |                     | 0.00                    | 0.00                    |
| 4042 Printers Lease chg             |                     | 12,500.00               | 0.00                    |
| 4043 Printers consumables           |                     | 500.00                  | 500.00                  |
| 4051 PrintUnit Supplies Letterheads |                     | 1,000.00                | 1,000.00                |
| 4052 PrintUnit Supplies White Paper |                     | 8,000.00                | 8,000.00                |
| 4053 PU Supplies Coloured Paper     |                     | 1,000.00                | 1,000.00                |
| 4057 Print Unit Supplies Paper      |                     | 1,600.00                | 1,000.00                |
| 4308 Printing recharge (Credit)     |                     | -27,000.00              | 0.00                    |
| 4552 Computer Software              |                     | 600.00                  | 0.00                    |
|                                     |                     | <b><u>-800.00</u></b>   | <b><u>12,500.00</u></b> |
| <b><u>External Printing</u></b>     | <b><u>30504</u></b> | <b><u>24/25</u></b>     | <b><u>23/24</u></b>     |
| 4302 External printing              |                     | 16,100.00               | 24,900.00               |
| 4308 Printing recharge (Credit)     |                     | -6,000.00               | 0.00                    |
|                                     |                     | <b><u>10,100.00</u></b> | <b><u>24,900.00</u></b> |
| <b><u>Photocopying</u></b>          | <b><u>30506</u></b> | <b><u>24/25</u></b>     | <b><u>23/24</u></b>     |
| 4041 Print Unit Printers Usage chg  |                     | 0.00                    | 0.00                    |
| 4042 Printers Lease chg             |                     | 0.00                    | 20,000.00               |
|                                     |                     | <b><u>0.00</u></b>      | <b><u>0.00</u></b>      |
| <b><u>Facilities Management</u></b> | <b><u>30703</u></b> | <b><u>24/25</u></b>     | <b><u>23/24</u></b>     |
| 1001 Salaries                       |                     | 186,100.00              | 180,700.00              |

**Budget Report for 24/25 & 23/24**

|      |                                |            |            |
|------|--------------------------------|------------|------------|
| 1002 | Overtime                       | 2,000.00   | 2,000.00   |
| 1101 | National Insurance             | 19,600.00  | 19,100.00  |
| 1111 | Superannuation                 | 32,200.00  | 31,200.00  |
| 1120 | AVC Salary Sacrifice           | 100.00     | 0.00       |
| 1202 | First Aid Allowance            | 400.00     | 400.00     |
| 1803 | Employee related insurance     | 500.00     | 900.00     |
| 2201 | Grounds maintained noncontract | 0.00       | 0.00       |
| 2301 | Electricity                    | 65,000.00  | 65,000.00  |
| 2302 | Gas                            | 27,000.00  | 27,000.00  |
| 2404 | Business Rates                 | 252,600.00 | 240,600.00 |
| 2405 | Water Charges                  | 6,000.00   | 6,000.00   |
| 2601 | Cleaning materials             | 0.00       | 5,200.00   |
| 2602 | Window cleaning                | 2,400.00   | 2,400.00   |
| 2603 | Trade waste collection         | 9,200.00   | 8,000.00   |
| 2604 | Contract cleaning              | 52,000.00  | 58,700.00  |
| 2606 | Cleaning General               | 0.00       | 0.00       |
| 3001 | Commercial Vehicle Lease       | 0.00       | 0.00       |
| 3201 | Commercial Vehicle Fuel        | 0.00       | 0.00       |
| 3902 | Essential User Car Allowance   | 1,200.00   | 1,200.00   |
| 4002 | Operational Equipment Maint.   | 10,000.00  | 10,000.00  |
| 4003 | Operational equipment leasing  | 0.00       | 1,300.00   |
| 4010 | Flexitime Expenses             | 4,900.00   | 3,000.00   |
| 4103 | Tea Trolley provisions         | 6,000.00   | 6,000.00   |
| 4202 | Uniforms                       | 1,000.00   | 1,000.00   |
| 4301 | Internal printing              | 1,000.00   | 4,000.00   |
| 4302 | External printing              | 3,000.00   | 0.00       |



**Budget Report for 24/25 & 23/24**

|      |                               |                          |                          |
|------|-------------------------------|--------------------------|--------------------------|
| 4316 | Shredding                     | 2,500.00                 | 2,500.00                 |
| 4511 | Telephones call charges       | 1,800.00                 | 4,300.00                 |
| 4512 | Telephone Maintenance         | 0.00                     | 0.00                     |
| 4516 | Mobile phones                 | 200.00                   | 200.00                   |
| 4930 | Knowle Green Office Moves     | 0.00                     | 0.00                     |
| 4979 | Other Miscellaneous Expenses  | 2,100.00                 | 5,100.00                 |
| 5012 | External Contracts            | 0.00                     | 0.00                     |
| 5903 | Depn                          | 0.00                     | 0.00                     |
| 7138 | Reimb Electric vehicle Points | 0.00                     | 0.00                     |
| 7151 | Other Reimbursements          | -23,000.00               | -23,000.00               |
| 7441 | Lettings                      | 0.00                     | 0.00                     |
| 7501 | Rents                         | 0.00                     | 0.00                     |
| 7508 | SCC Adult Social Care         | 0.00                     | 0.00                     |
| 7511 | Rents T.Bayliss               | 0.00                     | 0.00                     |
| 7513 | Surrey Police                 | 0.00                     | 0.00                     |
| 7515 | Surrey CC Rents               | 0.00                     | 0.00                     |
| 7516 | Enterprise Zones              | 0.00                     | 0.00                     |
| 7517 | Kempton Carr Croft            | 0.00                     | 0.00                     |
| 7518 | Robertson Technologies        | 0.00                     | 0.00                     |
|      |                               | <b><u>665,800.00</u></b> | <b><u>662,800.00</u></b> |

**Office Services****30705****24/25****23/24**

|      |                              |          |          |
|------|------------------------------|----------|----------|
| 1002 | Overtime                     | 0.00     | 0.00     |
| 1803 | Employee related insurance   | 0.00     | 0.00     |
| 4021 | Office Equipment Purchase    | 9,100.00 | 8,700.00 |
| 4023 | Office Equipment Maintenance | 2,500.00 | 2,400.00 |

**Budget Report for 24/25 & 23/24**

|      |                           |                         |                         |
|------|---------------------------|-------------------------|-------------------------|
| 4031 | Office Furniture Purchase | 6,300.00                | 6,000.00                |
| 4202 | Uniforms                  | 0.00                    | 0.00                    |
| 4301 | Internal printing         | 0.00                    | 0.00                    |
| 4311 | Office Stationery         | 10,500.00               | 10,000.00               |
| 4314 | Document storage          | 0.00                    | 0.00                    |
| 4507 | Postage Envelopes         | 4,300.00                | 4,100.00                |
| 4511 | Telephones call charges   | 0.00                    | 0.00                    |
| 4516 | Mobile phones             | 0.00                    | 0.00                    |
|      |                           | <b><u>32,700.00</u></b> | <b><u>31,200.00</u></b> |

| <b><u>General Property Expenses</u></b> | <b><u>31002</u></b>            | <b><u>24/25</u></b>      | <b><u>23/24</u></b>      |
|---|--------------------------------|--------------------------|--------------------------|
| 2301                                    | Electricity                    | 0.00                     | 0.00                     |
| 2302                                    | Gas                            | 0.00                     | 0.00                     |
| 2401                                    | Rents                          | 5,800.00                 | 5,500.00                 |
| 2404                                    | Business Rates                 | 2,700.00                 | 2,500.00                 |
| 2405                                    | Water Charges                  | 1,600.00                 | 1,500.00                 |
| 4401                                    | Consultants fees               | 0.00                     | 10,000.00                |
| 4403                                    | Valuers                        | 25,000.00                | 10,000.00                |
| 4404                                    | Surveyors                      | 200.00                   | 7,000.00                 |
| 4412                                    | Land registry                  | 0.00                     | 0.00                     |
| 5012                                    | External Contracts             | 0.00                     | 0.00                     |
| 5903                                    | Depn                           | 0.00                     | 0.00                     |
| 7305                                    | Other fees - Premises          | 0.00                     | -1,000.00                |
| 7501                                    | Rents                          | -42,200.00               | -42,200.00               |
| 7503                                    | Licences/ Wayleaves/ Easements | -23,400.00               | -23,400.00               |
|   |                                | <b><u>-30,300.00</u></b> | <b><u>-30,100.00</u></b> |

**Budget Report for 24/25 & 23/24**

| <b><u>Corporate Project Management</u></b> | <b><u>31504</u></b>            | <b><u>24/25</u></b>      | <b><u>23/24</u></b>      |
|--|--------------------------------|--------------------------|--------------------------|
| 1001                                       | Salaries                       | 454,100.00               | 437,300.00               |
| 1011                                       | Temporary Staff                | 15,000.00                | 15,000.00                |
| 1101                                       | National Insurance             | 50,900.00                | 48,900.00                |
| 1111                                       | Superannuation                 | 77,700.00                | 74,700.00                |
| 1210                                       | ILO allowance                  | 200.00                   | 0.00                     |
| 1606                                       | Cash Alternative to leased car | 5,600.00                 | 5,200.00                 |
| 1803                                       | Employee related insurance     | 1,500.00                 | 2,800.00                 |
| 4301                                       | Internal printing              | 300.00                   | 300.00                   |
| 4401                                       | Consultants fees               | 3,000.00                 | 3,000.00                 |
| 4516                                       | Mobile phones                  | 300.00                   | 300.00                   |
| 4552                                       | Computer Software              | 0.00                     | -47,000.00               |
| 4983                                       | Unders/Overs                   | 0.00                     | 0.00                     |
|  |                                | <b><u>608,600.00</u></b> | <b><u>587,500.00</u></b> |

| <b><u>Corporate Back Scanning</u></b> | <b><u>31505</u></b>          | <b><u>24/25</u></b>     | <b><u>23/24</u></b>     |
|---------------------------------------|------------------------------|-------------------------|-------------------------|
| 1001                                  | Salaries                     | 52,600.00               | 51,200.00               |
| 1101                                  | National Insurance           | 4,800.00                | 4,600.00                |
| 1111                                  | Superannuation               | 9,000.00                | 8,800.00                |
| 1803                                  | Employee related insurance   | 400.00                  | 800.00                  |
| 4552                                  | Computer Software            | 1,700.00                | 1,800.00                |
| 4979                                  | Other Miscellaneous Expenses | 0.00                    | 0.00                    |
|                                       |                              | <b><u>68,500.00</u></b> | <b><u>67,200.00</u></b> |

| <b><u>Corporate Savings</u></b> | <b><u>31506</u></b> | <b><u>24/25</u></b> | <b><u>23/24</u></b> |
|---------------------------------|---------------------|---------------------|---------------------|
| 1001                            | Salaries            | 0.00                | 0.00                |

**Budget Report for 24/25 & 23/24**

|  |                      |                            |                            |
|--|----------------------|----------------------------|----------------------------|
| 2142   | Special Items        | 0.00                       | 0.00                       |
|  |                      | <u>0.00</u>                | <u>0.00</u>                |
| <b><u>Contingency Provision COVID-19 31512</u></b> |                      | <b><u>24/25</u></b>        | <b><u>23/24</u></b>        |
| 4999   | Covid-19 Expenditure | 0.00                       | 0.00                       |
|  |                      | <u>0.00</u>                | <u>0.00</u>                |
| <b><u>Grand Total:</u></b>                         |                      | <b><u>6,828,300.00</u></b> | <b><u>6,636,600.00</u></b> |



## 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 [CommitteeServices@spelthorne.gov.uk](mailto:CommitteeServices@spelthorne.gov.uk).

## Spelthorne Borough Council

### Service Committees Forward Plan and Key Decisions for 1 January 2024 to 31 March 2025

| 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 22 01 2024                           | Reserves Strategy  | Non-Key Decision  | Public                                    | Paul Taylor, Chief Accountant          |
| Corporate Policy and Resources Committee 22 01 2024                           | Annual Commercial Property Report 2022/23<br>Annual Commercial Property Report 2022/23 | Key Decision<br>It is significant in terms of its effect on communities living or working in an area comprising two or more wards | Public                                    | Katherine McIlroy, Asset Manager       |
| Corporate Policy and Resources Committee 22 01 2024                           | Thameside House Demolition   | Non-Key Decision  | Private                                   | Coralie Holman, Group Head Assets      |
| Corporate Policy and Resources Committee 19 02 2024                           | Discretionary Rate Relief Policy   | Key Decision<br>It is significant in terms of its effect on communities living or working in an area comprising two or more wards | Public                                    | John Rogers, CS Principle NNDR Officer |
| Corporate Policy and Resources Committee 19 02 2024<br><br>Council 22 02 2024 | Detailed Budget 2024/25<br>Detailed Budget 2024/25                                     | Key Decision<br>It is significant in terms of its effect on communities living or working in an area comprising two or more wards | Public                                    | Paul Taylor, Chief Accountant          |

| 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 19 02 2024                           | Annual Investment Strategy Assets Investment & Regeneration Portfolio Strategy 2024/25 to 2028/29 | Key Decision<br>It is significant in terms of its effect on communities living or working in an area comprising two or more wards | Public                                    | Coralie Holman, Group Head Assets |
| Corporate Policy and Resources Committee 19 02 2024<br><br>Council 22 02 2024 | Fees & Charges 2024/25<br>Fees & Charges 2024/25  | Key Decision<br>It is significant in terms of its effect on communities living or working in an area comprising two or more wards | Public                                    | Paul Taylor, Chief Accountant     |
| Corporate Policy and Resources Committee 19 02 2024<br><br>Council 22 02 2024 | Capital Programme 2024/25 to 2027/28<br>Capital Programme 2024/25 to 2027/28                      | Key Decision<br>It is significant in terms of its effect on communities living or working in an area comprising two or more wards | Public                                    | Paul Taylor, Chief Accountant     |
| Corporate Policy and Resources Committee 19 02 2024<br><br>Council 22 02 2024 | Capital Strategy 2024 to 2025<br>Capital Strategy 2024 to 2025                                    | Key Decision<br>It is significant in terms of its effect on communities living or working in an area comprising two or more wards | Public                                    | Paul Taylor, Chief Accountant     |
| Corporate Policy and Resources Committee 19 02 2024<br><br>Council 22 02 2024 | Treasury Management Strategy 2024/25<br>Treasury Management Strategy 2024/25                      | Key Decision<br>It is significant in terms of its effect on communities living or working in an area comprising two or more wards | Public                                    | Paul Taylor, Chief Accountant     |

| 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 19 02 2024<br><br>Council 22 02 2024 | Pay Policy Statement 2024/25<br>Pay Policy Statement 2024/25  | Key Decision<br>It is significant in terms of its effect on communities living or working in an area comprising two or more wards | Public                                    | Debbie O'Sullivan, HR Manager                                 |
| Corporate Policy and Resources Committee 19 02 2024<br><br>Council 22 02 2024 | Pay Award 2024/25<br>Pay Award 2024/25  | Key Decision<br>It is significant in terms of its effect on communities living or working in an area comprising two or more wards | Public                                    | Angela Tooth, Human Resources Officer                         |
| Corporate Policy and Resources Committee 19 02 2024                           | The installation of a Papilio 3 unit in Elmsleigh Surface Carpark<br>To gain a decision on whether to install a 'papilio 3' unit in Elmsleigh surface carpark. this would enable rapid rollout and provision of EV charge point infrastructure. | Non-Key Decision  | Public                                    | Timothy Snook, Sustainability Officer                         |
| Corporate Policy and Resources Committee 15 04 2024                           | Hoarding Protocol   | Non-Key Decision  | Public                                    | Stephen Mortimer-Cleevely, Strategic Lead, Independent Living |
| Corporate Policy and Resources Committee 15 04 2024<br><br>Council 25 04 2024 | Calendar of Meetings 2024/25<br>Calendar of Meetings 2024/25  | Non-Key Decision  | Public                                    | Karen Wyeth, Principal Committee 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 15 04 2024 | Houses of Multiple Occupancy Report | Non-Key Decision        | Public                                    | Esme Spinks, Planning Development Manager |

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