Please reply to:
Contact: Melis Owen
Service: Committee Services
Direct Line: 01784 446449
E-mail: m.owen@spelthorne.gov.uk
Date: 31 January 2024

Notice of meeting

Administrative Committee

Date: Thursday, 8 February 2024

Time: 7.00 pm

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

To the members of the Administrative Committee

Councillors:

S. Bhadye (Chair)	L.H. Brennan	R.V. Geach
L. E. Nichols (Vice-Chair)	J.P. Caplin	A. Mathur
M. Arnold	J.T.F. Doran	J.A. Turner
E. Baldock	A. Gale	B. Weerasinghe

Substitute Members: Councillors M. Beecher, M. Bing Dong, J.R. Boughtflower, T. Burrell, S.M. Doran, K.M. Grant 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.

Agenda

Page nos.

1. Apologies for absence

To receive apologies for absence.

2. Minutes **5 - 8**

To confirm the minutes of the meeting held on 12 October 2023 as a correct record.

3. Disclosures of interest

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

4. Appointment of Charity Trustees - Laleham Village Hall and Recreation Ground **9 - 40**

To consider the appointment of trustees for Laleham Village Hall and Recreation Ground.

5. Draft Proposed Fees and Charges for 2024-25 for this Committee **41 - 56**

To review and approve the draft proposed fees and charges for 2024-25 for this Committee and recommend to Corporate Policy and Resources Committee that they approve the proposed fees and charges for 2024-25.

6. Revenue Growth Bids, Capital Growth Bids and Savings Plans 2024-25 **57 - 258**

To formally review and approve the proposed Revenue Growth Bids, Capital Growth Bids and Savings Plans for 2024-25, and recommend to Corporate Policy and Resources Committee that they approve the proposed Revenue Growth Bids, Savings Plan and Capital Growth Bids for 2024-25.

7. Update on Projects **259 - 276**

To receive an update on projects.

8. Summary of Reported Issues **Verbal Report**

To receive a verbal presentation on a summary of reported issues.

9. Forward Plan **277 - 278**

To consider the Forward Plan for committee business.

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Minutes of the Administrative Committee
12 October 2023

Present:

Councillor S. Bhadye (Chair)
Councillor L. E. Nichols (Vice-Chair)

Councillors:

M. Arnold	J. Caplin	B. Weerasinghe
E. Baldock	R. Geach	
L. Brennan	J.Turner	

Substitutions: Councillor M. Beecher (In place of A. Gale)

Apologies: Councillors J.R. Boughtflower and J.T.F. Doran, and A Gale

In Attendance: Councillor C. Bateson

17/23 Apologies for absence

Apologies were received from Councillors John Boughtflower, John Doran, and Adam Gale. Councillor Beecher attended as Councillor Gale's substitute.

18/23 Minutes

The minutes of the meeting held on 8 June 2023 were agreed as a correct record.

19/23 Disclosures of interest

There were none.

20/23 Annual Report on Complaints

The Committee received a report from the Group Head Commissioning and Transformation on the Annual Report from the Local Government and Social Care Ombudsman for the period from April 2022 to March 2023. The report provided an overview of complaints about Spelthorne Borough Council received by the Ombudsman and how they were dealt with. All complaints received by the Ombudsman were from direct approaches, and the Ombudsman did not uphold any of the complaints filed for the period.

The Group Head Commissioning and Transformation provided a summary of how complaints were dealt with by the Council and explained that complaints were a tool in helping the Council understand residents concerns and were used to identify learning points and improvements to services. The rise in complaints in 2022/23 was acknowledged, but this may be due to the launch of the online Complaints Portal which made it easier for residents to raise a complaint rather than the Council failing in service delivery.

The Committee sought clarification on the financial remedies relating to complaints. It was explained that due to the nature of the complaint, it may be appropriate in some cases to issue a refund to resolve the complaint.

The Committee wished to place on record their congratulations to officers for their performance for the year.

The Committee **resolved** to endorse the Annual Report on Complaints for 2022-2023.

21/23 Appointment of Charity Trustees - Laleham Charities Village Hall and Recreation Ground

The Committee considered a nomination for a representative trustee to Laleham Charities Village Hall and Recreation Ground. The trustees of the charity were responsible for the administration and management of the Village Hall and Recreation Ground and any buildings for the recreation, entertainment, enjoyment and benefit of the inhabitants of the parish of Laleham. One nomination for the vacancy had been received from the charity: David (Dominic) O'Malley.

The Committee noted the vacancy arose due to the four-year term of one of its trustees ending.

The Committee **resolved** to appoint David (Dominic) O'Malley as a representative trustee to Laleham Village Hall and Recreation Ground for a period of four years.

22/23 Appointment of Charity Trustees - Staines Parochial Charity

The Committee considered a nomination for a representative trustee to Staines Parochial charity. The trustees of the charity provided relief either generally or individually to residents of Staines who are in conditions of need,

hardship or distress. One nomination for the vacancy had been received from the charity: Mrs Jean Pinkerton OBE.

The Committee spoke in support of the nominee and endorsed the nomination.

The Committee **resolved** to appoint Mrs Jean Pinkerton OBE as a representative trustee to Staines Parochial Charity for a period of four years.

23/23 Appointments to Outside Bodies 23-24

The Committee considered a nomination to the Surrey Environment Partnership from a group leader. The Committee were informed that after non-appointment to the position in June, the Council were asked if a nomination could be sought again and one nomination had been received.

The Committee **resolved** to appoint Councillor Karen Howkins as a representative to the Surrey Environment Partnership for the remainder of the municipal year.

24/23 Review of Charity Appointments Process

The Committee received a report from the Group Head Corporate Governance regarding the review of the Charity Appointments Process. Following the call-in of a charity appointment to Council in February 2023, it was highlighted that there was no proper selection process to demonstrate suitability of appointments which allowed charities to put forward reasons for nominations. The process now ensures the Charity as well as ward Councillors are aware of the vacancies and nominations received in advance of the meeting.

The Committee endorsed the implemented process and noted that in future charities will be asked to demonstrate how they reached the decision for their nomination.

The Committee **resolved** to note the implemented process for charity appointments.

25/23 Forward Plan

The Committee considered the forward plan for future Committee business.

The Committee **resolved** to note the forward plan.

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Administrative Committee

8 February 2024

Title	Appointment of Representative Trustees – Laleham Charities Village Hall and Recreation Ground
Purpose of the report	To make a decision
Report Author	Christeen Abee, Senior Committee Manager
Ward(s) Affected	Laleham and Shepperton Green Riverside and Laleham
Exempt	No
Exemption Reason	Not applicable
Corporate Priority	This item is not in the current list of Corporate Priorities but still requires a Committee decision.
Recommendations	**Committee is asked to:** Agree the appointment of: • Colin Squire OBE • Matthew Calvert For a period of four years as requested by the Charity.
Reason for Recommendation	The Council has a duty to appoint representative trustees to charities whose charity scheme dictates appointments should be made by the Council.

1. Summary of the report

1.1 This report seeks agreement to the proposed appointment of representative trustees to the Laleham Charities – Village Hall and Recreation Ground.

1.2 The Laleham Village Hall and Recreation Ground are individual registered charities collectively referred to as “Laleham Charities”. Membership of the Laleham Charities are made up of six ‘competent’ persons and are appointed for a term of four years by the Council.

1.3 Upon a vacancy occurring, the Trustees may recommend an acceptable person as a suitable replacement, provided that person shall through residence, occupation or employment, or otherwise have special knowledge of the area of the Parish of Laleham. Any competent Trustee may be recommended for re-appointment at the expiry of their preceding term of office, by formal notification to the Council.

1.4 The Charity was advised the term for two of their current trustee’s was expiring and were encouraged to advertise any vacancies. The Charity supplied the Council with the names of the trustees they would like to the

Council to re-appoint: Colin Squire OBE, and Matthew Calvert. The trustees requested have previously served as trustees and meet the criteria set out in the charity scheme. Their credentials are set out in Appendix 3.

2. Key issues

2.1 The responsibility for appointing to charities was moved into the remit of the Administrative Committee following a review of committee terms of reference in May 2022.

3. Options analysis and proposal

3.1 Option one (recommended): agree the charity's nominations as proposed.

3.2 Option two (not recommended): Do not approve the nominations. As the Council appoints the trustees, this would cause a lapse in the positions being filled until the next meeting they could be appointed. This may cause upset with the charity and the local community.

4. Financial implications

4.1 There are none.

5. Risk considerations

5.1 If the Council were not to approve the nominations, this would cause a lapse in the positions being filled until the next meeting they could be appointed. This may cause upset with the charity and the local community.

6. Procurement considerations

6.1 There are none.

7. Legal considerations

7.1 There are none.

8. Other considerations

8.1 There are none.

9. Equality and Diversity

9.1 There are none.

10. Sustainability/Climate Change Implications

10.1 There are none.

11. Timetable for implementation

11.1 The nominations will be effective on the passing of a resolution by the Administrative Committee.

12. Contact

12.1 Committee Services; committeeservices@spelthorne.gov.uk

Background papers: Relevant background papers have been attached as appendices

Appendices:
Appendix 1 – Charity Commission Scheme for the Laleham Charities – Recreation Ground and Village Hall

Appendix 2 – Guidelines for the Body of Trustees Appointed for the Administration of the Laleham Charities
Appendix 3 - Credentials of Colin Squire OBE, and Matthew Calvert

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cc. Trustees

THE LALEHAM CHARITIES - LEGAL BASIS & ORIGINS: A SUMMARY

20 March 1996
Issue 1a

1. Introduction

A set of Documents, collectively identified as the 'Deeds of Laleham Village Hall and Recreation Ground', are held by the current Chairman of Trustees of the Laleham Charities, Ian Allan.

A summary of the Legal Documents and their content has been made, based on a cursory review of the Documents, the purpose of which is to provide a short consolidated record of the development of the Charities, from their inception in 1923 to the present day. In so doing, a record has also been made of the individual documents included under the general title of "Deeds".

Certain information, not contained in the Documents but relevant to the development, as recorded in various Minutes of Meetings, is also included.

2. The Village Hall

2.1 **Origin** - The Village Hall was built on land owned by the Lucan Estate in 1907 and officially opened by the Countess of Lucan on 23 April 1908, wife of The Right Honourable George The Fourth Earl of Lucan. (She died on 5 October 1910, followed by her husband on 5 June 1914). At some period prior to the title of the land being passed from the Lucan Estate in 1923, The Village Hall came under the administration of a 'Committee', apparently separate from the Parish Council, as evidenced by its members being represented on the Recreation Ground Committee (see para 3.1 below).

2.2 A **Deed of Gift** was made on 10 March 1923, to the Parish Council of Laleham. It was signed and sealed on behalf of the Lucan Trust, by: The Right Honourable George Charles, The Fifth Earl of Lucan, The Hon George Charles Patrick Bingham, Beresford Valentine Melville and Charles Murray Smith, and on behalf of the Parish Council: J Watson Slack, GS Shackelford and Henry J Searle.

"...the Council shall stand possessed of the said piece of land upon trust to use or permit the same and the building erected thereon and any building which may hereafter be erected thereon to be used for the purpose of a Village Hall for the recreation entertainment and enjoyment and benefit of the inhabitants of the Parish of Laleham subject to such rules and regulations as the Council may from time to time determine."

2.3 Enrolled in the **books of the Charity Commissioners** for England and Wales, dated 5 June 1923, and signed Charles F Ritchie, Secretary. (recorded on the rear page of the Deed of Gift).

2.4 Approved and Established in a **Scheme of the Charity Commissioners**, dated 26 August 1930, (late identified under Ref 305063). An amendment is enclosed, dated 24 September 1974, which changed the authority for the appointment of Trustees from the Staines Urban District Council to the Borough Council of Spelthorne. Also, that the Trustees "....shall be persons who through residence, occupation or employment, or otherwise have special knowledge of the area of the Parish of Laleham....".

3. The Recreation Ground

3.1 **Origin** - It is not clear when the area now known as the Recreation Ground, first came into use as such. However, from a note prepared on 22 September 1943 (possibly by Mr FC Hoare, Clerk to the Trustees of the Laleham Charities and one-

time Clerk to the Parish Council), it seems that a petition signed by 174 residents of Laleham and submitted to the Parish Council on 16 April 1919, requested that a Recreation Ground be provided for the Village. At a subsequent meeting of the Parish Council on 25 June 1919, the Chairman, the fifth Earl of Lucan, stated that he was willing to make over to the Council a piece of land about 3 acres in extent for use as a Recreation Ground, as soon as he was able to obtain possession from his tenant (probably Mr Strang, who farmed what was then probably still recognised as Halfords Farm, although now known as Home Farm). This offer was gratefully accepted by the Parish Council.

A Committee was formed to administer the Ground in 1920, with the first meeting of the Committee being held on 20 March of that year. Although Mr JW Gibson of the Cricket Club took the Chair at the first meeting, by the next meeting on 28 April 1920, the Rev GS Shackelford had been elected Chairman. It is perhaps interesting to note that representatives of the Parish Council, the Cricket Club, the Football Club and the Village Hall were all members of the Committee. It was apparent that the Committee drew their authority from the Parish Council, and as such, were uncertain as to the extent of that authority. Therefore, a set of 7 questions were drawn up for presentation to the next meeting of the Parish council on 22 March 1920. These questions are repeated below:

1. Does the Parish Council recognise the existence of the Recreation Ground Committee?

2. Will the Recreation Ground Committee have full powers in the management of the ground?

3. Does the Parish Council agree that any objection which may be raised by parishioners on the Committee's management of the ground be placed before the Parish Council after consideration by this Committee?

4. Does the Parish Council agree that the Committee be responsible for the ground for the period of 1 year - March to March, and that it be re-elected at a General Meeting?

5. Is the Parish Council in favour of the maintenance of the ground being placed upon the rates, or does it suggest that this Committee prepare a scheme to provide the necessary funds?

6. Is the Parish Council or the Committee responsible for the rates on the ground?

7. Has the Committee the power to make charges for admission to the ground on certain occasions?

It was reported at the Committee Meeting on 28 April 1920, that the Parish Council had answered questions 1,2,3,4 & 7 in the affirmative; further, it was in favour of the Committee preparing a scheme for the maintenance of the ground and being responsible for the rate on the ground.
NB The question of rates would recur several times more in the next eight years or so.

From the Minutes of the Recreation Ground Committee, it is clear that the ground had been used by both the Cricket Club and the Football Club, prior to the formation of the Recreation Ground Committee, since:

- At a meeting of the Recreation Ground Committee on 15 September 1921, it was reported that the cricket pitch was in need of relaying. This would necessarily debar the use of the ground to the Football Club for the forthcoming season. The Chairman undertook to talk to Mr Strang to see whether he would allow the Football Club the temporary use of his

adjacent meadow. The Cricket Club agreed to cover all costs associated with the preparation of the temporary football pitch.

Note: It is unlikely that the cricket pitch would have needed relaying, after so short an interval between March 1920 and the date of the meeting, if cricket had not been played there before that time, and even perhaps before the offer from Lord Lucan. Perhaps the cricket pitch was that of "Bucklands field behind the 'Horse Shoes'"; certainly the present square is located directly behind the "Shoes".

- At a meeting of the Recreation Ground Committee on 10 July 1922, the secretary was instructed to write to Mr Strang to thank him for allowing the Football Club the use of the meadow adjacent to the Recreation Ground, the previous season. It would thus seem that the cricket pitch was relayed during the previous close season.

3.2 A **Deed of Gift** was made on 10 March 1923, to the Parish Council of Laleham. It was signed and sealed on behalf of the Lucan Trust, by: George Charles, fifth Earl of Lucan, The Hon George Charles Patrick Bingham, Beresford Valentine Melville and Charles Murray Smith, and on behalf of the Parish Council: J Watson Slack, GS Shackelford and Henry J Searle, the latter's signatures being witnessed by FC Hoare, Clerk of the Parish Council.

"....the Council shall stand possessed of the said piece of land upon trust to use or permit the same to be used for the purpose of a Recreation Ground for the use and enjoyment and benefit of the inhabitants of the Parish of Laleham subject to such rules and regulations as the Council may from time to time determine."

3.3 Enrolled in the **books of the Charity Commissioners** for England and Wales, dated 5 June 1923, and signed Charles F Ritchie, Secretary. (recorded on the rear page of the Deed of Gift). Similarly, the document bears the stamp of HM Land Registry, dated 29 June 1929, Nº. 924 in Book 23, with the Title reference MX 206240.

The Minutes of the Recreation Ground Committee of 22 October 1928, recorded that the Parish Council had been instructed by the Charity Commissioners, to sell a "small portion of the Recreation Ground to the Vicar and Church Wardens for £30", as an extension for the Church Yard.

3.4 Approved and Established in a **Scheme of the Charity Commissioners**, dated 26 August 1930, (late identified under Ref 305069). Included are Amendments:

(i) 24 June 1949, to cover the vesting of land adjoining the Laleham Recreation Ground, which was conveyed between The Right Honourable George Charles Earl of Lucan and Walter Barker, et al on 15 September 1948.

(ii) 4 November 1969, to cover the vesting of land comprising the strip between The Broadway and the Laleham Recreation Ground, which was conveyed between The Right Honourable Richard John Seventh Earl of Lucan and Bryan Corrie, et al on 16 July 1969.

(iii) 24 September 1974, which changed the authority for the appointment of Trustees from the Staines Urban District Council to the Borough Council of Spelthorne. Also, that the Trustees "....shall be persons who through residence, occupation or employment, or otherwise have special knowledge of the area of the Parish of Laleham....".

3.5 **Conveyance dated 15 September 1948** "....All That piece or parcel of land situate at Laleham in the County of Middlesex adjoining the Laleham Recreation

Ground on the East side thereof....". It was signed by The Right Honourable George Charles Earl of Lucan, as the vendor, and Walter Barker, John Ronald Scarlett Duncan, Bryan John Corrie, Alexander Connell, Sidney Herbert Rogers and Ernest John Collinson, as the purchasers - the then appointed Trustees of the Laleham Charities.

Note: This land was not taken into use, as an extension of the Recreation Ground, until October 1972. Between September 1948 and October 1972, it was apparently rented to Home Farm, initially Mr Walter Barker and subsequently Mr Peter Barker (no relation).

3.6 **Conveyance dated 16 July 1969** "....ALL THAT piece of land at Laleham in the County of Surrey (formerly Middlesex) leading from the Recreation ground to the Broadway 15 feet in width....". It was made between The Right Honourable Richard John Seventh Earl of Lucan, as the vendor, and Bryan Corrie, George Richard Perry, David Clark(e), Brian Arthur Charles Heath, Leon Walter Herrick Fox and Reginald Owen Sturgess, as the Purchasers - the then appointed Trustees of the Laleham Charities. It was signed by Lord Lucan.

3.7 **Land Transfer dated 6 October 1976** - A certified copy of the original document held by Dale & Newbery, to effect the sale and transfer of a small portion of the Recreation Ground to Mr DW Wilson of Church Farm for the sum of £25 (situated at the corner of Church Farm and the Recreation Ground end of the Drive from the Broadway. It was made between the trustees: Bryan Corrie, David Clarke, George Richard Perry, Leon Herrick Walter Fox, Ian Allan and Oswald Adamson, as the vendors, and David William Wilson, the purchaser.

This is accompanied by a copy of the Authorisation of the Charity Commissioners, to dispose of the land described above, dated 20 August 1976.

3.8 **LAND CERTIFICATE** - An Office Copy of the register together with a copy of the official plan certifying that the Recreation Ground is registered at HM Land Registry under title number MX 206240. It covers the present area of the Recreation Ground, the Extension, the access drive from the Broadway and the Church Farm transfer, and is dated 22 October 1976.

3.9 **Abstract of the Title of The Right Honourable The Earl of Lucan to land in the Parish and Village of Laleham, Staines, Middlesex.**- It was prepared by Young, Jones & Co., 2 Suffolk Lane, Cannon Street, London, EC 4. (Solicitors to the Lucan Estate), and dated 28 February 1949. It's purpose is to confirm that the land comprising the Extension to the Recreation Ground is unattached and free from Mortgage commitments, as stated in the Deed of Conveyance; presumably required before the land could be vested in the Official Trustee for Charity Lands, under the existing Scheme. The final Mortgage was discharged on 1 April 1936.

3.10 **Abstract of the Title of The Right Honourable Richard John Seventh Earl of Lucan to Northern Burway Land, Laleham in the County of Surrey.** - It was prepared by Messrs Young, Jones & Co., 2 Suffolk Lane, EC 4., and dated 14 October 1966. It has been altered by hand by Dale & Newbery, Colne Lodge, Staines Middlesex, to refer to Land in Shepperton Road, Laleham. It relates to the land occupied by the 3 cottages known as Elm Cottages (35, 37 & 39 Shepperton Road), and the 3 cottages, then known as Estate Cottages (45, 47 & 49 Shepperton Road); specific reference is made to Elm Cottage number 3, which included the land now occupied by Bridleways, 41 Shepperton Road, to the North West of the footpath leading from Shepperton Road to the Recreation Ground.

3.11 **Abstract of the Title of The Right Honourable Richard John Seventh Earl of Lucan to Church Farm, Laleham in the County of Middlesex.** - It was prepared by Messrs Young, Jones & Co., 2 Suffolk Lane, EC 4.,

and dated 1968. It has been similarly altered by hand to refer to the Roadway between the Broadway and the Recreation Ground.

4. General

On 31 March 1930, the Ministry of Health promulgated an Order for the transfer of the administration of Laleham from the Parish Council to the Staines Urban District Council. With the demise of the Parish Council, The Parish Councillors became the first Trustees of the Laleham Charities, thereafter appointed by the local authority, for terms not exceeding four years.

On 1 April 1974, the administration of Laleham passed from the Staines Urban District Council to the Spelthorne Borough Council.

Alan M Stewart-Darling, Trustee and Treasurer

Sealed 26th August 1930.

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County—MIDDLESEX.

Parish—LALEHAM.

Charity—VILLAGE HALL.

A.
102,186

Stamps { 10s.
10s.

Scheme, including Appointment of Trustees, and Vesting in Official Trustee of Charity Lands.

CHARITY COMMISSION.

In the Matter of the Charity known as the VILLAGE HALL, in the Parish of LALEHAM, in the County of MIDDLESEX, founded by Indenture dated 10th March 1923; and

In the Matter of "The Charitable Trusts Acts, 1853 to 1925."

The Board of Charity Commissioners for England and Wales, upon an application made to them by the Parish Council of Laleham on the 22nd March 1930, in writing, under the hands of

The Right Honourable GEORGE CHARLES, EARL OF LUCAN, the Chairman of the said Council; and

JAMES WATSON SLACK, and

ALBERT WILLIAM BOLDEN, Members of the said Council:

And it appearing that the said Council were the Trustees of the above-mentioned Charity at the date of the said application:

And that there are now no Trustees or persons acting in the administration of the Charity:

And after due notice of the intention to make this Order published according to the direction of the Board by being affixed to or near a principal outer door of the Parish Church and the Village Hall, Laleham, on the 4th June 1930 (being more than one calendar month before the date hereof):

And having received no notice of any objection to the proposed Order or suggestion for the variation thereof:

Do hereby Order as follows:—

The subjoined Scheme is approved and established.

SCHEME.

1. *Administration of Charity.*—The above-mentioned Charity and the endowment thereof specified in the Schedule hereto, and all other the endowments (if any) of the said Charity, shall be administered and managed by the body of Trustees hereinafter constituted, subject to and in conformity with the provisions of this Scheme, under the title of the Village Hall.

2. *Vesting.*—Any lands and hereditaments comprised in this Scheme are hereby vested in "The Official Trustee of Charity Lands" for all the estate and interest therein belonging to or held in trust for the Charity.

TRUSTEES.

3. *Trustees.*—The body of Trustees shall, when complete, consist of six competent persons, who shall, subject as hereinafter provided with respect to the first Trustees, be appointed by the Urban District Council of Staines on the nomination of the Councillors for the time being representing the Laleham Ward of the said Urban District. Each appointment shall be made for a term of four years at a meeting convened and held according to the ordinary practice of the Council. The Chairman of the meeting shall forthwith cause the name of each person appointed to be notified to the Trustees or their Clerk. The person appointed may be, but need not be, a member of the Council.

4. *First Trustees.*—The following persons shall be the first Trustees, and shall be entitled, subject to the provisions hereinafter contained with respect to determination of Trusteeship, to hold office for four years from the date of this Scheme :—

The Right Honourable GEORGE CHARLES, EARL OF LUCAN ; and
JAMES WATSON SLACK, of The Tiny House, Chairman of the London Iron and Steel Exchange ;
ALBERT WILLIAM BOLDEN, of White Gates, Chairman of a Railway Company ;
HENRY ROBERT CHANNON, of Glenard, of no occupation ;
REUBEN HONNOR, of Old Farm, Farmer ; and
SIDNEY HERBERT ROGERS, of Red Cottage, Foreign Banker ; all in Laleham.

Provided that if at the end of two years from the date of this Scheme more than three of the said persons remain Trustees one half of them as nearly as may be, to be determined by lot if necessary, shall go out of office, but shall be eligible for re-appointment.

5. *Declaration by Trustees.*—No person shall be entitled to act as a Trustee, whether on a first or on any subsequent entry into office, until after signing in the minute book of the Trustees a declaration of acceptance and of willingness to act in the trusts of this Scheme.

6. *Determination of Trusteeship.*—Any Trustee who is absent from all meetings of the Trustees during a period of one year, or who is adjudged bankrupt or makes a composition or arrangement with his creditors, or who is incapacitated from acting, or who communicates in writing to the Trustees a wish to resign, shall thereupon cease to be a Trustee.

7. *Vacancies.*—Upon the occurrence of a vacancy the Trustees shall, at their next meeting, cause a note thereof to be entered in their minute book, and shall cause notice thereof to be given as soon as possible to the said Council. Any competent Trustee may be re-appointed.

MEETINGS AND PROCEEDINGS OF TRUSTEES.

8. *Ordinary Meetings.*—The Trustees shall hold at least two ordinary meetings in each year.

9. *First Meeting.*—The first meeting of the Trustees shall be summoned by the said Earl of Lucan, or, if he fails for two calendar months after the date of this Scheme to summon a meeting, by any two of the Trustees.

10. *Chairman.*—The Trustees shall at their first ordinary meeting in each year elect one of their number to be Chairman of their meetings until the commencement of the first ordinary meeting in the following year. The Chairman shall always be eligible for re-election. If at any meeting the Chairman is not present within ten minutes after the time appointed for holding the same, or there is no Chairman, the Trustees present shall choose one of their number to be Chairman of the meeting.

11. *Special Meetings.*—A special meeting may at any time be summoned by the Chairman or any two Trustees upon four days' notice being given to all the other Trustees of the matters to be discussed.

12. *Quorum.*—There shall be a quorum when three Trustees are present at a meeting.

13. *Voting.*—Every matter shall be determined by the majority of votes of the Trustees present and voting on the question. In case of equality of votes the Chairman of the meeting shall have a casting vote, whether he has or has not previously voted on the same question, but no Trustee shall in any other circumstances give more than one vote.

14. *Minutes and Accounts.*—A minute book and books of account shall be provided and kept by the Trustees. All proper accounts in relation to the Charity shall in each year be made out and certified in such manner as the Charity Commissioners require, and copies thereof shall be transmitted to the said Commissioners, and published in conformity with the provisions of the Charitable Trusts Acts.

15. *General Power to make Regulations.*—Within the limits prescribed by this Scheme the Trustees shall have full power from time to time to make regulations for the conduct of their business, including the summoning of meetings, the deposit of money at a proper bank, and the custody of documents.

16. *Clerk.*—The Trustees may appoint some fit person to be their Clerk and to hold office during their pleasure, and may pay to him (not being a Trustee) such reasonable salary as they think fit.

Construction of Scheme.

17. *Questions under Scheme.*—Any question as to the construction of this Scheme, or as to the regularity or the validity of any acts done or about to be done under this Scheme, shall be determined conclusively by the Charity Commissioners, upon such application made to them for the purpose as they think sufficient.

SCHEDULE.

A piece of land situate in the Village of Laleham having a frontage to the road leading to Ashford of 45 feet or thereabouts and a depth therefrom of 106 feet or thereabouts, together with the buildings thereon known as the Village Hall.

Sealed by Order of the Board this 26th day of August 1930.

W. D. Purdy Asst Secretary.

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(B 206/2617)T Wt. 117 20 9/30 H & S Ltd. Gp. 306

Sealed 24th September 1974

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74.

County - Surrey.
Parish - Laleham (as in 1923).
Charity - Village Hall.

L2.
305,063/1.

Scheme.

C H A R I T Y C O M M I S S I O N.

In the matter of the Charity called the Village Hall, in the Parish of Laleham as constituted in the year 1923, in the County of Surrey, founded by conveyance dated the 10th March 1923 and comprised in a Scheme of the Charity Commissioners of the 26th August 1930; and
In the matter of the Charities Act, 1960.

THE CHARITY COMMISSIONERS FOR ENGLAND AND WALES HEREBY ORDER that the following Scheme be approved and established:-

S C H E M E.

1. Administration of Charity. - The above-mentioned Charity and the property thereof shall be administered and managed upon the subsisting trusts thereof as varied or affected by the provisions of this Scheme.

2. Variation of Scheme. - (1) In clause 3 of the above-mentioned Scheme of the 26th August 1930 for the words "be appointed by the Urban District Council of Staines on the nomination of the Councillors for the time being representing the Laleham Ward of the said Urban District" there are substituted the words and figures "be appointed by the Borough Council of Spelthorne and shall be persons who through residence, occupation or employment, or otherwise have special knowledge of the area of the Parish of Laleham as constituted on the 10th March 1923".

(2) Clauses 14 and 16 of the said Scheme of the 26th August 1930 shall cease henceforth to have effect.

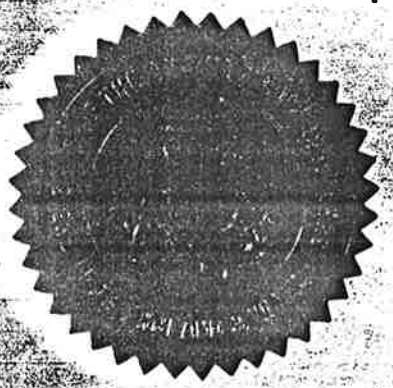
29-10-1-74

3. Minutes and accounts. - A minute book and books of account shall be provided and kept by the Trustees of the Charity. Statements of account in relation to the Charity shall be prepared and transmitted to the Charity Commissioners in accordance with the provisions of the Charities Act, 1960, except if and in so far as the Charity is excepted by order or regulations.

4. Clerk. - The Trustees may appoint as clerk one of their number without remuneration who shall be dismissible at their pleasure or some other fit person at such reasonable salary and upon such reasonable terms as to notice within the limits permitted by law and otherwise as they think fit.

5. Questions under Scheme. - Any question as to the construction of this Scheme or as to the regularity or the validity of any acts done or about to be done under this Scheme shall be determined by the Commissioners upon such application made to them for the purpose as they think sufficient.

Sealed by Order of the Commissioners this 24th day of September 1974.



J F R Quint
ASSISTANT COMMISSIONER

29

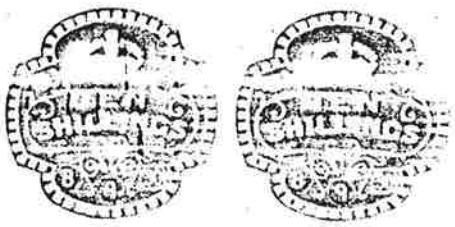
Sealed 26th August 1930.

3368
30

County—MIDDLESEX.

Parish—LALEHAM.

Charity—RECREATION GROUND.



A.
102,186.

Stamps {10*s.*
10*s.*

Scheme, including Appointment of Trustees, and Vesting in Official Trustee of Charity Lands.

CHARITY COMMISSION.

In the Matter of the Charity known as the RECREATION GROUND, in the Parish of LALEHAM, in the County of MIDDLESEX, founded by Indenture dated 10th March 1923; and

In the Matter of "The Charitable Trusts Acts, 1853 to 1925."

The Board of Charity Commissioners for England and Wales, upon an application made to them by the Parish Council of Laleham on the 22nd March 1930, in writing, under the hands of

The Right Honourable GEORGE CHARLES, EARL OF LUCAN, the Chairman of the said Council; and

JAMES WATSON SLACK, and

ALBERT WILLIAM BOLDEN, Members of the said Council:

And it appearing that the said Council were the Trustees of the above-mentioned Charity at the date of the said application:

And that there are now no Trustees or persons acting in the administration of the Charity:

And after due notice of the intention to make this Order published according to the direction of the Board by being affixed to or near a principal outer door of the Parish Church and the Village Hall, Laleham, on the 4th June 1930 (being more than one calendar month before the date hereof):

And having received no notice of any objection to the proposed Order or suggestion for the variation thereof:

Do hereby Order as follows:—

The subjoined Scheme is approved and established.

SCHEME.

1. *Administration of Charity.*—The above-mentioned Charity and the endowments thereof specified in the Schedule hereto, and all other the endowments (if any) of the said Charity, shall be administered and managed by the body of Trustees hereinafter constituted, subject to and in conformity with the provisions of this Scheme, under the title of the Recreation Ground.

2. *Vesting.*—Any lands and hereditaments comprised in this Scheme are hereby vested in "The Official Trustee of Charity Lands" for all the estate and interest therein belonging to or held in trust for the Charity.

TRUSTEES.

3. *Trustees.*—The body of Trustees shall, when complete, consist of six competent persons, who shall, subject as hereinafter provided with respect to the first Trustees, be appointed by the Urban District Council of Staines on the nomination of the Councillors for the time being representing the Laleham Ward of the said Urban District. Each appointment shall be made for a term of four years at a meeting convened and held according to the ordinary practice of the Council. The Chairman of the meeting shall forthwith cause the name of each person appointed to be notified to the Trustees or their Clerk. The person appointed may be, but need not be, a member of the Council.

4. *First Trustees.*—The following persons shall be the first Trustees, and shall be entitled, subject to the provisions hereinafter contained with respect to determination of Trusteeship, to hold office for four years from the date of this Scheme :—

The Right Honourable GEORGE CHARLES, EARL OF LUCAN; and
JAMES WATSON SLACK, of The Tiny House, Chairman of the London Iron and Steel Exchange;
ALBERT WILLIAM BOLDEN, of White Gates, Chairman of a Railway Company;
HENRY ROBERT CHANNON, of Glenard, of no occupation;
REUBEN HONNOR, of Old Farm, Farmer; and
SIDNEY HERBERT ROGERS, of Red Cottage, Foreign Banker; all in Laleham.

Provided that if at the end of two years from the date of this Scheme more than three of the said persons remain Trustees one-half of them as nearly as may be, to be determined by lot if necessary, shall go out of office, but shall be eligible for re-appointment.

5. *Declaration by Trustees.*—No person shall be entitled to act as a Trustee, whether on a first or on any subsequent entry into office, until after signing in the minute book of the Trustees a declaration of acceptance and of willingness to act in the trusts of this Scheme.

6. *Determination of Trusteeship.*—Any Trustee who is absent from all meetings of the Trustees during a period of one year, or who is adjudged bankrupt or makes a composition or arrangement with his creditors, or who is incapacitated from acting, or who communicates in writing to the Trustees a wish to resign, shall thereupon cease to be a Trustee.

7. *Vacancies.*—Upon the occurrence of a vacancy the Trustees shall, at their next meeting, cause a note thereof to be entered in their minute book, and shall cause notice thereof to be given as soon as possible to the said Council. Any competent Trustee may be re-appointed.

MEETINGS AND PROCEEDINGS OF TRUSTEES.

8. *Ordinary Meetings.*—The Trustees shall hold at least two ordinary meetings in each year.

9. *First Meeting.*—The first meeting of the Trustees shall be summoned by the said Earl of Lucan, or, if he fails for two calendar months after the date of this Scheme to summon a meeting, by any two of the Trustees.

10. *Chairman.*—The Trustees shall at their first ordinary meeting in each year elect one of their number to be Chairman of their meetings until the commencement of the first ordinary meeting in the following year. The Chairman shall always be eligible for re-election. If at any meeting the Chairman is not present within ten minutes after the time appointed for holding the same, or there is no Chairman, the Trustees present shall choose one of their number to be Chairman of the meeting.

11. *Special Meetings.*—A special meeting may at any time be summoned by the Chairman or any two Trustees upon four days' notice being given to all the other Trustees of the matters to be discussed.

12. *Quorum.*—There shall be a quorum when three Trustees are present at a meeting.

13. *Voting.*—Every matter shall be determined by the majority of votes of the Trustees present and voting on the question. In case of equality of votes the Chairman of the meeting shall have a casting vote, whether he has or has not previously voted on the same question, but no Trustee shall in any other circumstances give more than one vote.

14. *Minutes and Accounts.*—A minute book and books of accounts shall be provided and kept by the Trustees. All proper accounts in relation to the Charity shall in each year be made out and certified in such manner as the Charity Commissioners require, and copies thereof shall be transmitted to the said Commissioners, and published in conformity with the provisions of the Charitable Trusts Acts.

15. *General Power to make Regulations.*—Within the limits prescribed by this Scheme the Trustees shall have full power from time to time to make regulations for the conduct of their business, including the summoning of meetings, the deposit of money at a proper bank, and the custody of documents.

16. *Clerk.*—The Trustees may appoint some fit person to be their Clerk and to hold office during their pleasure, and may pay to him (not being a Trustee) such reasonable salary as they think fit.

General Provisions.

17. *Allotments Extension Act,* 1882.—The Trustees may set apart and let in allotments in the manner prescribed by and subject to the provisions of the Allotments Extension Act, 1882, any portion of the land belonging to the Charity other than buildings and the appurtenances of buildings.

18. *Upkeep of Ground.*—The income of the sum of Stock specified in the Schedule hereto or the investments representing the same shall be applied by the Trustees towards the upkeep of the Recreation Ground belonging to the Charity.

19. *Questions under Scheme.*—Any question as to the construction of this Scheme, or as to the regularity or the validity of any acts done or about to be done under this Scheme, shall be determined conclusively by the Charity Commissioners, upon such application made to them for the purpose as they think sufficient.

A piece of land situate in the Village of Lalcham, containing 4a. 0r. 16p. or thereabouts and known as the Recreation Ground, being the hereditaments coloured pink on the plan drawn on the above-mentioned Indenture dated 10th March 1923 with the exception of a piece of land containing 530 square yards or thereabouts now forming part of the Churchyard.

£54 9*s*. 5*d*. 2½ per cent. Consolidated Stock held by "The Official Trustees of Charitable Funds."

Sealed by Order of the Board this 26th day of August 1930.

H. D. Shuckyl Draper

SECRETARY.

Printed under the authority of His Majesty's Stationery Office
By Harrison and Sons, Ltd., 44-47, St. Martin's Lane, London, W.C.2,
Printers in Ordinary to His Majesty.

(B 306/3616)T Wt. 117 20 9/30 H & S Ltd. Gp. 306

Sealed 24th June 1949.

County - MIDDLESEX.
Parish - LALEHAM.
2235 Charity - RECREATION GROUND.

49

H.

102,186

Stamp 10s.

Order for vesting in Official Trustee of Charity Lands.

C H A R I T Y C O M M I S S I O N.

In the matter of the Charity known as the RECREATION GROUND, in the Parish of LALEHAM, in the County of MIDDLESEX, founded by Indenture dated 10th March 1923 and comprised in a Scheme of the Charity Commissioners of the 26th August 1930; and

In the matter of the Charitable Trusts Acts, 1853 to 1939.

THE BOARD OF CHARITY COMMISSIONERS FOR ENGLAND AND WALES, upon an application made to them on the 2nd April, 1949, in writing, signed by

SIDNEY HERBERT ROGERS, of Red Cottage, Banker,
WALTER BARKER, of Home Farm, Farmer,
JOHN RONALD SCARLETT DUNCAN, of High Elms, Stockbroker,
ALEXANDER CONNELL, of Manor Farm, Farmer, and
The Reverend ERNEST JOHN COLLINSON, of The Vicarage, Clerk in Holy Orders, all of Laleham, in the County of Hertford,

a majority of the Trustees of the above-mentioned Charity:

AND after due notice of the intention to make this Order sent through the post to

BASIL JOHN BRYAN CORRIE, of The Corner House, Laleham, Company Director,

the only Trustee of the Charity who was not privy to the said application, at his last known place of abode in Great Britain or Ireland, on the 19th May 1949:

DO HEREBY ORDER that the land specified in the schedule hereto shall vest forthwith in The Official Trustee of Charity Lands for all the estate and interest therein belonging to or held in trust for the Charity.

3066-14-5.

S C H E D U L E.

Land situate at Laleham, in the Parish of Staines, in the County of Middlesex, adjoining the Laleham Recreation Ground, comprised in a Conveyance dated the 15th September 1948, made between The Right Honourable George Charles Earl of Lucan of the one part and Walter Barker and five others of the other part, and recorded in the books of the Charity Commissioners pursuant to the provisions of Section 29(4) of the Settled Land Act, 1925, on the 8th March, 1949.

Sealed by Order of the Board this 24th day of June 1949.

M. Richard
SECRETARY.

3066.

Sealed 4th November 1969.

2686
69

County - Surrey.
Place - Laleham.
Charity - Recreation Ground.

L2.
131,438 Pt.II.

Order for vesting in Official Custodian for Charities.

Stamp 10s.

C H A R I T Y C O M M I S S I O N.

In the matter of the Charity called the Recreation Ground, at Laleham, in the County of Surrey, founded by conveyance dated the 10th March 1923 and comprised in a Scheme of the Charity Commissioners of the 26th August 1930; and
In the matter of the Charities Act, 1960.

THE CHARITY COMMISSIONERS FOR ENGLAND AND WALES HEREBY ORDER that the land specified in the schedule hereto shall vest forthwith in the Official Custodian for Charities for all the estate and interest therein belonging to or held in trust for the Charity.

S C H E D U L E.

A strip of land situate at Laleham in the County of Surrey leading from Laleham Recreation Ground to The Broadway being the land comprised in a conveyance made the 16th July 1969 between The Right Honourable Richard John Seventh Earl of Lucan of the one part and Bryan Corrie and five others of the other part.

Sealed by Order of the Commissioners this 4th day of November 1969.

John Roskern

ASSISTANT COMMISSIONER

Sealed 4th November 1969.

2686/69

County - Surrey.
Place - Laleham.
Charity - Recreation Ground.

L2.
131,438 Pt.II.

Stamp 10s.

Order for vesting in Official Custodian for Charities.

C H A R I T Y C O M M I S S I O N.

In the matter of the Charity called the Recreation Ground, at Laleham, in the County of Surrey, founded by conveyance dated the 10th March 1923 and comprised in a Scheme of the Charity Commissioners of the 26th August 1930; and
In the matter of the Charities Act, 1960.

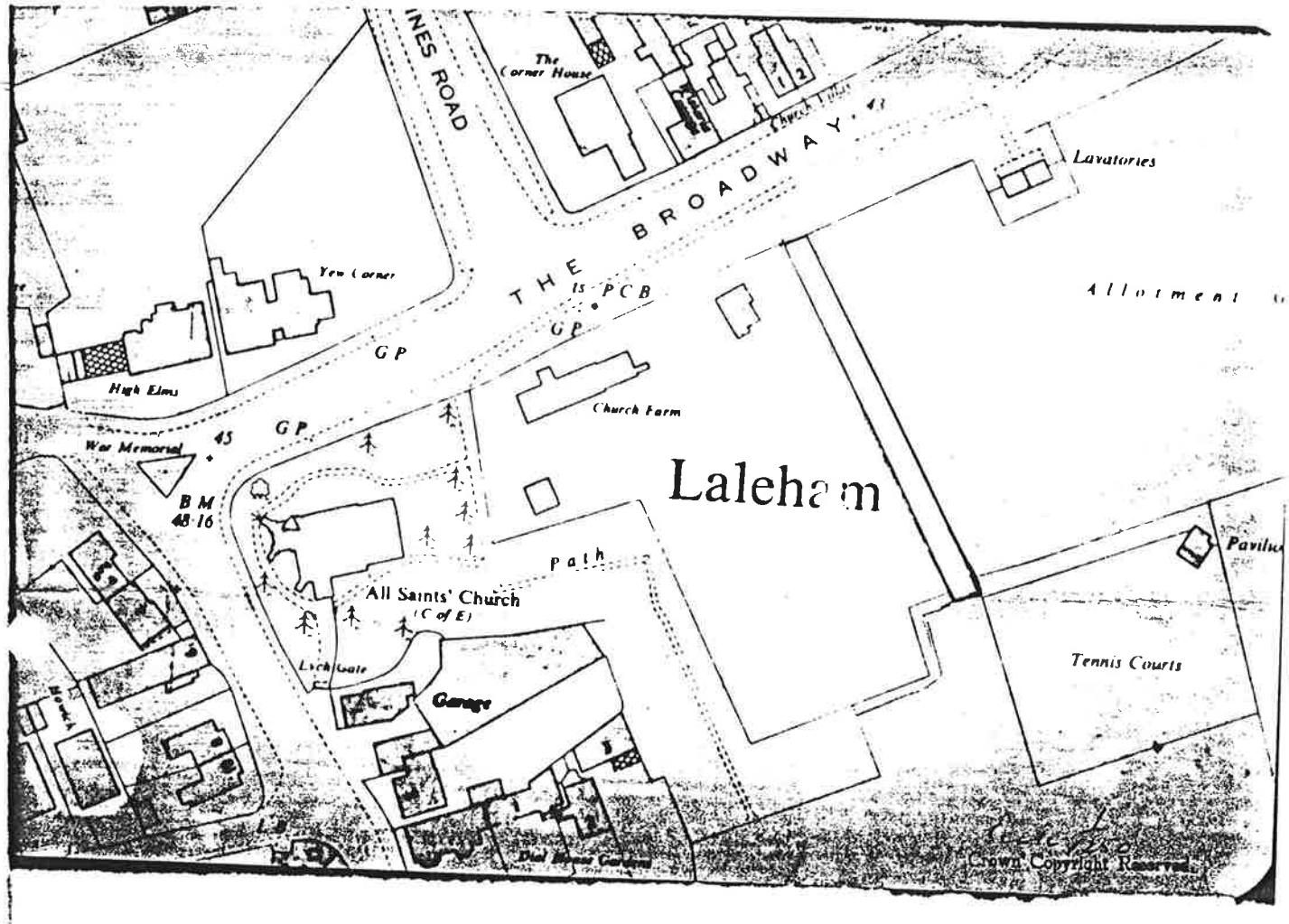
THE CHARITY COMMISSIONERS FOR ENGLAND AND WALES HEREBY ORDER that the land specified in the schedule hereto shall vest forthwith in the Official Custodian for Charities for all the estate and interest therein belonging to or held in trust for the Charity.

S C H E D U L E.

A strip of land situate at Laleham in the County of Surrey leading from Laleham Recreation Ground to The Broadway being the land comprised in a conveyance made the 16th July 1969 between The Right Honourable Richard John Seventh Earl of Lucan of the one part and Bryan Corrie and five others of the other part.

Sealed by Order of the Commissioners this 4th day of November 1969.

L.S.


INES ROAD
The Corner House
THE BROADWAY
Lavatories
Allotment
Yew Corner
High Elms
GP
PCB
Church Farm
War Memorial
45
BM 48·16
Laleham
Path
All Saints' Church (C of E)
Lych Gate
Garages
Tennis Courts
Crown Copyright Reserved

Sealed 25th February 1974

88(S)
74.

County - Surrey.
Parish - Laleham (as in 1923).
Charity - Recreation Ground.

L2.
305,069/1.

Scheme varying Scheme.

C H A R I T Y C O M M I S S I O N.

In the matter of the Charity called the Recreation Ground, in the Parish of Laleham (as constituted in the year 1923), in the County of Surrey, founded by conveyance dated the 10th March 1923 and comprised in a Scheme of the Charity Commissioners of the 26th August 1930; and
In the matter of the Charities Act, 1960.

THE CHARITY COMMISSIONERS FOR ENGLAND AND WALES HEREBY ORDER that the following Scheme be approved and established as a Scheme varying the above-mentioned Scheme of the 26th August 1930:-

S C H E M E.

1. Administration of Charity. - The above-mentioned Charity and the property thereof shall be administered and managed upon the subsisting trusts thereof as varied or affected by the provisions of this Scheme.

2. Variation of Scheme. - (1) Clauses 14 and 17 of the above-mentioned Scheme of the 26th August 1930 shall cease henceforth to have effect.

(2) In clause 3 of the said Scheme for the words "on the nomination of the Councillors for the time being representing the Laleham Ward of the said Urban District" there are substituted the words and figures "and shall be persons who through residence, occupation or employment, or otherwise have special knowledge of the area of the Parish of Laleham as constituted on the 10th March 1923".

1770-20-11-73

(3) Clause 16 of the said Scheme shall be henceforth as follows:

16. Clerk. - The Trustees may appoint as clerk one of their number without remuneration who shall be dismissible at their pleasure or some other fit person at such reasonable salary and upon such reasonable terms as to notice within the limits permitted by law and otherwise as they think fit.

3. Minutes and accounts. - A minute book and books of account shall be provided and kept by the Trustees of the Charity. Statements of account in relation to the Charity shall be prepared and transmitted to the Charity Commissioners in accordance with the provisions of the Charities Act, 1960, except if and in so far as the Charity is excepted by order or regulations.

4. Questions under Scheme. - Any question as to the construction of this Scheme or as to the regularity or the validity of any acts done or about to be done under this Scheme shall be determined by the Commissioners upon such application made to them for the purpose as they think sufficient.

Sealed by Order of the Commissioners this 25th day of February 1974.

John Redfern

ASSISTANT COMMISSIONER

1770

NAME OF CHARITY

Recreation Ground

REGISTRATION NUMBER

305069

CIVIL AREA

Staines

DISTRICT

Spelthorne D

GOVERNING INSTRUMENT Conveyance dated 10th March 1923, and Schemes of the 26th August 1930 and 25th February 1974

OBJECTS

A Recreation Ground, for the benefit of the inhabitants of the parish of Laleham.

COUNTY

Surrey

CODE

533

CORRESPONDENT

B Corrie Esq
The Boreen
Condor Road
Laleham-on-Thames
Middlesex

BENEFICIAL AREA

Parish of Laleham (as in 1923)

INCOME

REMARKS

INLAND REVENUE REF.

PREPARED

RE 5

4230(H) R1S 1[illegible] 1M 12/73 A.G. 3640/4

GUIDELINES FOR THE BODY OF TRUSTEES APPOINTED

FOR THE ADMINISTRATION OF THE LALEHAM CHARITIES

29 January 1999

Draft Issue 2

1. AUTHORITY & PURPOSE

The purpose of this document is to provide working guidelines to the appointed Body of Trustees, herein after known as the "Trustees", for the administration of the two Charities, known collectively as the Laleham Charities. The main provisions of the document are drawn directly from the establishing and variation Charity Commission Schemes, which retain precedence in all matters relating to the administration of the Charities.

All responsibilities, duties and procedures declared in this document, other than those expressly attributed to the "management committees", relate to the Trustees.

2. BACKGROUND

The Laleham Charities, comprising the VILLAGE HALL and the RECREATION GROUND, were founded by Indentures, dated 10 March 1923, enrolled in the Books of the Charity Commissioners on 5 June 1923, and subsequently incorporated and established into separate Schemes under the jurisdiction of the Board of Charity Commissioners on 26 August 1930. The respective Charity Registration Numbers are: 305063 and 305069.

Under the terms of the Schemes, a Body of Trustees is charged with the administration and management of each Charity, in conformity with the provisions of the respective Schemes. The same first trustees were appointed to administer both Charities, and their successors have continued to do so. However, this is a matter of convenience rather than a stipulated requirement.

Under the terms of the two Schemes, all land and buildings associated with the respective charities, are vested in "The Official Trustee of Charity Lands".

3. AIMS

The purpose of the Charities and their founding Deeds of Gift, is for the Trustees to administer and manage the Village Hall and the Recreation Ground and any buildings erected thereon, for the recreation, entertainment, enjoyment and benefit of the inhabitants of the Parish of Laleham.

4. MANAGEMENT RESPONSIBILITIES

4.1 The day to day management of the facilities and their use, shall, at the discretion of the Trustees, be undertaken by separate management committees, which consist in part of appointed and elected members. The election and/or appointment of members shall take place at annual general meetings of the respective Charities.

Note: This has traditionally been the modus operandi since 1908 for the Village Hall, and 1920 for the Recreation Ground.

The arrangements for the election and appointment of the committees shall be defined in the management documents described in clause 4.2.

4.2 The Trustees shall provide guidelines to the management committees, for their administrative duties, by issuing and maintaining appropriate 'Management Constitutions'.

4.3 The Trustees shall ensure that the operation of the various management tasks undertaken by the committees, are satisfactorily performed, and shall require relevant supporting documentary evidence, as may from time to time, be deemed desirable.

4.4 The management committees shall at all times, support the Trustees in the fulfilment of their own legal and statutory obligations, with respect to the operation of the Charities.

4.5 The Trustees shall be ex officio members of both management committees.

5. MEMBERSHIP

5.1 The Body of Trustees shall number six 'competent' persons, and be appointed, each for a term of four years, by Spelthorne Borough Council, or its successor. The term of appointment of half of the Trustees as nearly maybe, shall be staggered by two years.

5.2 Upon a vacancy occurring, either by completion of term, resignation, death or some other reason, the Trustees shall give notice to the said Council of that vacancy. Accompanying the notice of vacancy, the Trustees may recommend an acceptable person as a suitable replacement, provided that person shall through residence, occupation or employment, or otherwise have special knowledge of the area of the Parish of Laleham.

5.3 Any competent Trustee may recommended for re-appointment, at the expiry of their preceding term of office, by formal notification to the Council.

5.4 Additional to the Body of Trustees, the Trustees may appoint a clerk or secretary to hold office during their pleasure. The person appointed shall not have any voting rights, but neither shall that person have any legal responsibility for any actions or decisions of the Trustees.

6. OFFICERS

6.1 The Officers shall comprise a Chairman, a Deputy Chairman, if considered desirable by the Trustees, and a Treasurer.

6.2 The Trustees shall elect one of their number to be Chairman, at the first ordinary meeting in each year. The Chairman shall always be eligible for re-election.

6.3 The Deputy Chairman, if any, and the Treasurer shall similarly be elected, and remain eligible for re-election.

7. MEETINGS OF THE TRUSTEES

7.1 The Trustees shall hold at least two ordinary meetings in each year. Notice of the date, time and venue of the next meeting shall normally be agreed at the conclusion of each meeting.

7.2 The Chairman, either on his or her own behalf, or at the prompting of two or more Trustees, may summon special meetings upon four day's notice being given to all other Trustees, to deal with any emergency or special matters.

7.3 If at any meeting the Chairman and Deputy Chairman are unable to attend, then the Trustees present shall choose one of their number to act as chairman for that meeting.

7.4 A record of the proceedings of each meeting shall be made and approved by the assembled Trustees at the start of the subsequent meeting.

8. QUORUM AND VOTING

8.1 There shall be a Quorum when three Trustees are present at a meeting.

8.2 Every matter shall be determined by the majority of votes of the Trustees present and voting on the question. In the case of equality of votes the chairman of the meeting shall have a casting vote, whether he/she has or has not previously voted on the same question.

9. FINANCE

9.1 The Body of Trustees may at their discretion, maintain reasonable funds, separate from those managed by the respective management committees.

9.2 Such funds shall normally be to cover small administrative expenses associated with the operation of the Board of Trustees, a contingency against any initial enquiry or legal cost which may be associated with a change to the extent or provision of either Charity, the provision of small tokens of respect to the families of past Trustees or members of management committees, or the means whereby the Trustees are enabled to make small grants to either management committee, to meet special needs. The expenditure of such funds shall be with the knowledge and agreement of a majority of the Trustees.

9.3 The funds may, at the discretion of the Trustees, comprise petty cash, cash held in current or deposit accounts and/or revenue producing investments. Withdrawals from Trustee accounts shall require the signature of any two Trustees.

9.4 The Financial Year shall commence on the first day of January in each year and conclude on the thirty-first day of the following December.

9.5 The financial affairs of the Trustees shall be under the stewardship of the elected Trustee Treasurer, who shall be responsible for presenting a simple set of accounts, at the conclusion of each financial year, to the Trustees for their approval.

9.6 The year-end accounts shall be subjected to an audit, employing the services of some suitable person.

Authorised on behalf of the Trustees

Ian Allan, Chairman

Date:

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The Charity has supplied the following information about their nominees:

Colin Squire OBE

Freeman of the borough of Spelthorne

Chairman Emeritus of Squires Garden Centres having been the company chairman for more than 30 years.

He is also Chair of Spelthorne Civic Awards Trust, vice chair of Governors at Halliford School, and sits Spelthorne Council's Independent Remuneration Panel.

He has been a resident of the village of Laleham for over 60 years.

Matthew Calvert

Local practising Architect and member of the RIBA

Trustee and Secretary of the Laleham Charities for 12 years

Resident of the village of Laleham for over 20 years

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Administrative Committee

8 February 2024

Title	*Draft Proposed Fees and Charges for 2024-25 for this Committee*
Purpose of the report	To make a decision and a recommendation to Council
Report Author	*Paul Taylor Chief Accountant*
Ward(s) Affected	All Wards
Exempt	No
Corporate Priority	Community Affordable housing Recovery Environment Service delivery
Recommendations	**Committee is asked to:** **1. Review the proposed Fees and Charges for 2024-25 for this Committee.** **2. Approved the proposed Fees and Charges for 2024-24 for this Committee.** **3. Recommend to Corporate Policy & Resources Committee that they approve the proposed Fees and Charges for 2024-25**
Reason for Recommendation	*Council approved Fees & Charges are an important source of income for the authority each year and are a key importance in balancing the Budget.* *Council must approve and publish the 2024-25 Fees and charges on the Council website by 1 April 2024.*

DRAFT

1. Summary of the report

What is the situation	Why we want to do something
• The Council has a legal obligation to set the Fees and charges for 2024-25 and publish them on the council's website by 1 April 2024. • The Committee is asked to review, approve the proposed Fees and Charges for 2024-25 as set out in Appendix A to D for this Committee. • In 2023-24, the Cost-of-Living crisis was impacting on residents and Council made a decision to limit the discretionary price increase to 5%, well below the level of inflation. This year, the proposals is still to limit the discretionary Fees & Charges increase to 5%, except in exceptional circumstances, which is still below the current level of inflation. • Please note that whilst this Committee has the ultimate approval for fees & charges, the proposed changes to Car Parks are subject to a public order notice and licensing fees, need to be approved by the Licensing committee. • (As part of the 2024-25 budget setting process, this Committee will be asked to review and approved the proposed Fees and charges from all the other committees, via a separate reporting process)	• As part of producing a balance budget the Fees & Charges raised from services provided are an important element of the Council's budget account for approximately 22.5% of its total annual income. • To fulfil the council's statutory obligation to publish a schedule of its 2024-25 Fees & Charges on the Council website by 1 April 2024.
This is what we want to do about it	**These are the next steps**

DRAFT

• Take a view of the proposed Fees and Charges, which are based upon the guidance provided by this committee, i.e., all discretionary fees & charges are increased by at least 5% and all statutory fees & charges are increased to the maximum charge permissible. • Question Budget Managers about their recommendations, particularly where the proposed increase does not comply this committee's directive. • Focus on the Fees and Charges that yield substantial fees & charges, i.e., over £10,000. • Consider alternative options for the proposed fee & charge. • To ensure that where possible all discretionary services at least breakeven, or are fully subsidised. • Consider strategies for increasing demand for the Council's services and getting residents to use the Council's services more frequently. • Seek to maximise the Council's income from fees & charges.	• That this Committee review the proposed fees and charges for 2024-25 • Approve the proposed fees and charges for 2024-25 • Recommend that Council approve the proposed fees and charges for 2024-25

DRAFT

2. Appendices explained.

2.1 There are three appendices included in this report.

2.2 **Appendix A** – shows the list of fees and charges that this Committee is responsible for.

2.3 The following is then shown for each fee and charge:

(a) Record number – this is for internal control purposes only

(b) 2023-24 charge – the Council approved charge for the current financial year

(c) 2024-25 charge - the proposed charge for 2024-25, to be approved by Council.

(d) VAT status

i) S indicates the standard rate of VAT, currently 20% will be applied to the proposed fee or charge.

ii) O indicates zero rate for VAT, i.e., 0%, i.e., no VAT will be applied to the proposed fee or charge.

iii) E indicates exempt from VAT, i.e., it is outside the scope of VAT and will not incur any VAT charge.

(e) Statute – indicates if the charge is either:

i) Discretionary, i.e., this Committee has full control over the amount proposed to be charged.

ii) Statutory, i.e., the range of proposed fees and charges are set by a third party, usually a central Government department, who provide a range of charge, i.e., a lower and upper limit. It is for this Committee to decide where the charge is set, with the proposed recommendation from Corporate Policy & Resources Committee that the council charges the maximum amount permitted by the third part.

2.4 **Appendix B** – Statutory fees and charges income –

(a) This report shows by Committee the following for each fee and charge, noting appendix D below:

i) Actual Income received for 2022-23

ii) Budgeted income for 2023-24

iii) Actual income year to date for 2023-24, as at 31 October

iv) Proposed income for 2024-25

v) General ledger code – internal use only

vi) Proposed percentage increase.

2.5 **Appendix C** – Discretionary Fees & Charges

(a) This report shows by Committee the following for each fee and charge, noting appendix D below:

i) Actual Income received for 2022-23

ii) Budgeted income for 2023-24

iii) Actual income year to date for 2023-24, as at 31 October

iv) Proposed income for 2024-25

v) General ledger code – internal use only

vi) Proposed percentage increase

2.6 **Major sources of income for this committee**

Only Land charges, a statutory service generates over £50,000.

3. Key issues

3.1 The Council generates £13.6m in fees and charges, which represents 22.5% of the council's budgeted income for 2023-24 and is an important part of balancing the 2024-25 budget, as shown in the chart below.

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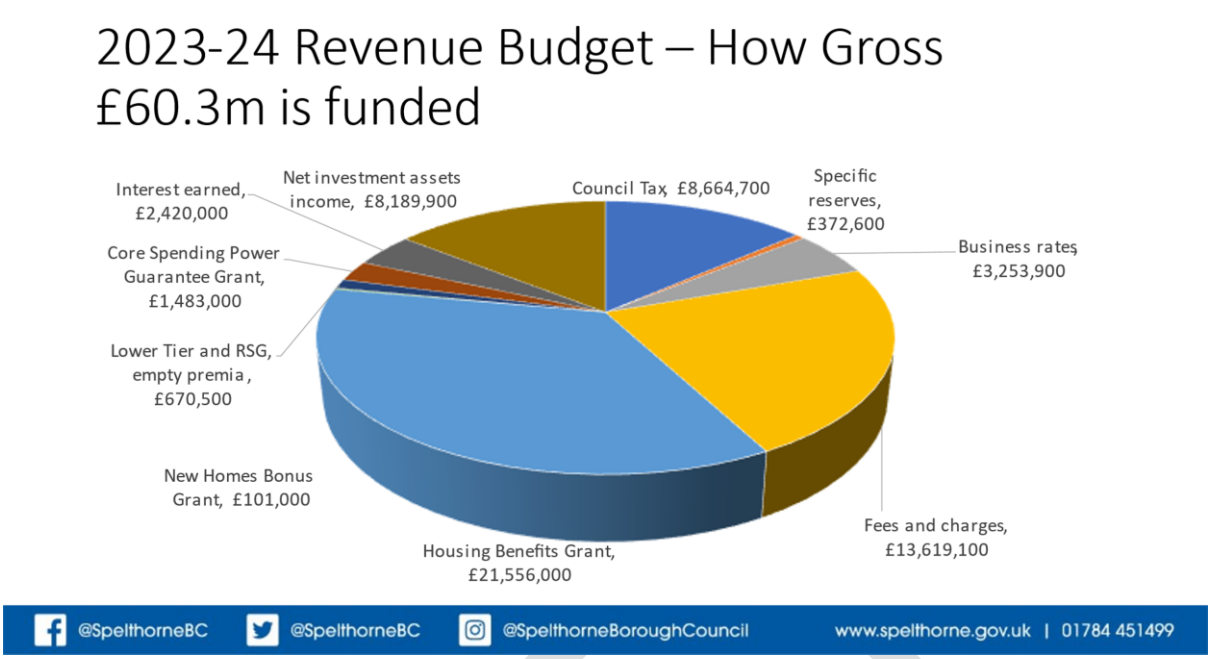

3.2 Corporate Policy & Resources Committee (CPRC) requested that the following minimum increases in Fees and Charges be applied for 2024-25:

(a) 5% increase on discretionary fees and charges.

(b) Maximum charged for all statutory fees and charges.

3.3 The Committee must perform a balancing act between maximising additional income that can be generated through fees and charges and setting fee levels which are sustainable whilst not adversely impacting on volume of transactions with our residents and local businesses in the Borough.

3.4 All 2024-25 fees and charges proposed by Budget Managers were reviewed by the Senior Management Team and Group Heads in the context of the services concerned and the mandate received from Council.

3.5 The Cost-of-Living Crisis has impacted on the Council's fees and charges income in real terms. The funding provided by the Government to assist during the pandemic, was withdrawn and last year (2023-24) Council proposed a 5% increase in discretionary fees, knowing that inflation would be in excess of this figure.

3.6 This was a deliberate decision to aid the residents of the Borough and soften the impact of the Cost-of-Living crisis.

3.7 It should be noted that in exceptional circumstances discounted pricing may be considered where an activity supports a strategic priority of the Council to the benefit of a particular community group. Please refer to our new Corporate Plan https://www.spelthorne.gov.uk/corporateplan

3.8 In presenting the proposed fees and charges for 2024-25 the Committee is acknowledging another challenging year for the Council as it strives to balance the 2024-25 budget.

3.9 Individual Committees are now required to discussed and reviewed the draft proposed fees and charges relating to the services under their remit and make their recommendations to Corporate Policy & Resources Committee.

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3.10 Noting that whilst Corporate Policy & Resources committee will confirm the proposed 2024-25 fees and charges to council, some fees and charges, namely, car parks and licensing for taxi's will need to go before the relevant Committee for approval and a Public Notice will need to be issued confirming the increases.

4. Options analysis and proposal

4.1 Following guidance from Corporate Policy & Resources Committee in September, every Committee has reviewed and considered each fee and charge and apart from the items in 2.7 below, considered the proposal 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.

5. Financial management comments

5.1 The fees and charges income will increase between 0% and 5% depending on the service, full details in Appendix A.

6. Risk management comments

6.1 In the event that Council does not approve the Fees and Charges for 2024-25 by 31 March 2024, at the latest, the Council will not be able to impose the Fees and Charges on the users of our service.

6.2 Reduced fee income combined with other financial pressures facing the Council could have an impact on the Council's ability to deliver services to its residents and communities.

The ongoing impact of the Cost-of-Living Crisis may present challenges for residents and local communities in paying for the Council's (fee paying) services. It is acknowledged earlier in this report that the Committee must perform a balancing act between maximising additional income that can be generated through fees and charges during financially challenging times and setting fee levels which are sustainable whilst not adversely impacting on volume of transactions with our residents and local businesses in the Borough. Budget monitoring processes provide a mechanism to ascertain actual levels of fee income being received into the Council's accounts.

7. Procurement comments

7.1 There are none.

8. Legal comments

8.1 Please note that for Statutory Fees and Charges, the price is set centrally.

9. Other considerations

9.1 Detail any other considerations to be taken into account.

10. Equality and Diversity

10.1 The Fees and Charges list, levy a reasonable charge on the people who use the services, where the Council becomes aware that a proposed increase in a fee or charge will have an impact on a particular cohort of residents, it will consider undertaking a quality impact assessment before implementing a proposed increase.

11. Sustainability/Climate Change Implications

11.1 Not applicable

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12. Timetable for implementation

12.1 An aggregated report of all the Committees approved feeds and charges will be sent to Corporate Policy & Resources Committee for final approval, before a report recommending the 2024-25 Fees and Charges is sent to council for their approval at the 22 February Council meeting.

12.2 Once agreed by Council, the fees and charges proposed are to be implemented from 1 April 2024.

13. Contact

13.1 Paul Taylor Chief Accountant – p.taylor@spelthorne.gov.uk

Background papers: There are none.

Appendices:
Appendix A – List of individual fees and charges for this Committee
Appendix B – Schedule of Discretionary fees and charges showing:

- Actual income for 2022-23,
- Budgeted income for 2023-24
- Actual income year to date at 31 October for 2023-24
- Proposed budgeted income for 2024-25

Appendix C- Schedule of Discretionary fees and charges showing:

- Actual income for 2022-23,
- Budgeted income for 2023-24
- Actual income year to date at 31 October for 2023-24
- Proposed budgeted income for 2024-25

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Fees and Charges
2024/25

Printed Date: 06/11/2023 **Last modified:** 06/11/2023

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

Regulatory Administrative Comm

Electoral Registration

Electoral Registration

Statutory Fees

	Record	2023/24 Charge	2024/25 Charge	VAT	Statute
Certificate Of Residence	34	25.00	25.00	O	Statutory
Register Of Electors And Marked Copies Of Polling Station Registers Per Sale (Statutory Fixed Charge) - Data Copy	33	20.00	20.00	O	Statutory
Register Of Electors And Marked Copies Of Polling Station Registers Per Sale (Statutory Fixed Charge) - Hard Copy	32	10.00	10.00	O	Statutory
Register Of Electors And Marked Copies Of Polling Station Registers Per Thousand Names (Statutory Fixed Charge) - Data Copy	31	1.50	1.50	O	Statutory
Register Of Electors And Marked Copies Of Polling Station Registers Per Thousand Names (Statutory Fixed Charge) - Hard Copy	30	5.00	5.00	O	Statutory
Return Of Election Expenses - Per Copy	35	0.20	0.20	O	Statutory

Land Charges

Land Charges

Copying Charges

	Record	2023/24 Charge	2024/25 Charge	VAT	Statute
Copy Of Duplicate Search	620	8.64	9.10	S	statutory
Copy of Tree Preservation Order	1,447	18.00	35.40	S	statutory
Each Agreement - Each Following Sheet	619	0.90	1.20	S	statutory
Each Agreement - First Sheet	618	3.48	3.96	S	statutory

Fees and Charges

Printed Date: 06/11/2023 Last modified: 06/11/2023

Service Fees

	Record	2023/24 Charge	2024/25 Charge	VAT	Statute
a) Con29R Enhanced (New service - provision of additional documentation)	1,682	204.00	210.00	S	statutory
b) Con29R Surrey County Council Search Fee (payable in addition to the fees above on all full searches completed)	611	54.60	60.60	S	statutory
c) Additional Parcel (Con29)	613	21.60	23.40	S	statutory
d) Each Con 29 'O' Optional Enquiry	614	23.40	25.50	S	statutory
e) Each Additional Enquiry/Solicitors Question	615	24.00	24.60	S	statutory
f) Personal Search Con29 Component data per question	1,247	2.04	2.15	S	statutory
g) Full Search Fees	1,248	0.00	264.10	S	Statutory

Legal Fees

Legal Fees (where £nil charge shown, no equivalent in that year)

Commercial Organisations

	Record	2023/24 Charge	2024/25 Charge	VAT	Statute
A. Lettings and renewals (£0-£50,000 yearly rental income)	1,545	1,940.00	2,050.00	S	Discretionary
B. Lettings and renewals (£50,000 - £300,000 yearly rental income)	1,546	2,770.00	2,900.00	S	Discretionary
C. Lettings and renewals (£300,000 - £750,000 yearly rental income)	1,547	4,430.00	4,650.00	S	Discretionary
D. Lettings and renewals (> £750,000 yearly rental income)	1,548	6,640.00	7,000.00	S	Discretionary
E. Rent Deposit Agreement	1,549	1,385.00	1,450.00	S	Discretionary
F. Deed of Variation	1,550	1,660.00	1,750.00	S	Discretionary
G. Licence to Assign	1,551	1,660.00	1,750.00	S	Discretionary
H. Licence to Alter	1,552	1,940.00	2,050.00	S	Discretionary
I. Licence to Sublet	1,553	2,215.00	2,300.00	S	Discretionary
J. Tenancy at Will	1,554	390.00	500.00	S	Discretionary
K. Easement or Wayleave	1,555	1,940.00	2,050.00	S	Discretionary
L. Licences	1,556	830.00	900.00	S	Discretionary
M. Surrender	1,557	1,940.00	2,050.00	S	Discretionary

Commercial Organisations - Hourly rates

	Record	2023/24 Charge	2024/25 Charge	VAT	Statute

A. Solicitor/ Legal Executive with over 8 years experience	1,291	370.00	390.00	S	Discretionary
B. Solicitor/ Legal Executive with between 4 to 8 years experience	1,290	295.00	300.00	S	Discretionary
C. Solicitor/ Legal Executive with less than 4 years experience	1,289	260.00	270.00	S	Discretionary
D. Trainee/ Paralegal	1,287	200.00	210.00	S	Discretionary

Community Groups

	Record	2023/24 Charge	2024/25 Charge	VAT	Statute
A. Lettings and renewals	1,558	580.00	615.00	S	Discretionary
B. Rent Deposit Agreement	1,559	280.00	300.00	S	Discretionary
C. Deed of Variation	1,560	390.00	410.00	S	Discretionary
D. Licence to Assign	1,561	390.00	410.00	S	Discretionary
E. Licence to Alter	1,562	390.00	410.00	S	Discretionary
F. Licence to Sublet	1,563	390.00	410.00	S	Discretionary
G. Tenancy at Will	1,564	165.00	200.00	S	Discretionary
H. Easement or Wayleave	1,565	580.00	600.00	S	Discretionary
I. Licences	1,566	250.00	265.00	S	Discretionary
J. Grazing Licences (grants and renewals)	1,567	165.00	175.00	S	Discretionary
K. Surrender	1,568	390.00	410.00	S	Discretionary

Community Groups - Hourly rates

	Record	2023/24 Charge	2024/25 Charge	VAT	Statute
A. Solicitor/ Legal Executive with over 8 years experience	1,300	160.00	170.00	S	Discretionary
B. Solicitor/ Legal Executive with between 4 to 8 years experience	1,299	140.00	145.00	S	Discretionary
C. Solicitor/ Legal Executive with less than 4 years experience	1,298	115.00	120.00	S	Discretionary
D. Trainee/ Paralegal	1,296	95.00	100.00	S	Discretionary

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Appendix B **22/12/2023**

Statutory Fees	Income 22/23	Budget 23/24	Income 23/24 YTD	Budget 24/25
REGULATORY ADMINISTRATIVE COMMITTEES				
Electoral Registration	2,061	1,000	438	1,000
Land Charges	150,553	140,700	76,990	140,700
REGULATORY ADMINISTRATIVE COMMITTEES TOTALS	**152,614**	**141,700**	**77,428**	**141,700**

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Appendix C

Discretionary fees	Income 22/23	Budget 23/24	Income 23/24 YTD	22/12/2023 Budget 24/25
REGULATORY ADMINISTRATIVE COMMITTEES				
Legal Fees	-	9,500	4,886	10,000
REGULATORY ADMINISTRATIVE COMMITTEES TOT	**-**	**9,500**	**4,886**	**10,000**

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Administrative Committee

8 February 2024

Title	*Revenue Growth Bids, Capital Growth Bids and Savings Plans 2024-25*
Purpose of the report	To make a decision and a recommendation to Corporate Policy & Resources Committee
Report Author	*Paul Taylor Chief Accountant*
Ward(s) Affected	All Wards
Exempt	No
Corporate Priority	Community Affordable housing Recovery Environment Service delivery
Recommendations	**Committee is asked to:** **1. Formally review the proposed Revenue Growth Bids, Capital Growth Bids and Savings Plans (Appendices B to D) for 2024-25 for this Committee.** **2. Approve the proposed Revenue Growth Bids, Capital Growth Bids and Savings Plans (Appendices B to D) for 2024-25 for this Committee.** **3. Recommend to Corporate Policy & Resources Committee that they approve the proposed Revenue Growth Bids, Capital Growth Bids and Savings Plans (Appendices B to D) for 2024-25.**
Reason for Recommendation	*This relates to the Committee Cost Centres and forms part of the Net Revenue Expenditure budget, often referred to as above the line expenditure.* *Committee approved Revenue Growth Bids, Capital Growth Bids and Savings Plans (Appendices B to D) are an important operational document and form the basis of each Cost Centre's plans for 2024-25, providing the financial data to support the delivery of each service, as part of the 2024-25 Budget setting process.* *Whilst 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.*

	Members of this Committee have informally received 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. The service plan documentation is now formally provided for the agenda. *Officers will use this information to shape the Council's Medium Term Financial Plan for the 4 years to 2027-28 and beyond.* *Council must approve a balanced budget at the annual Council meeting in February.*

Summary of the report

What is the situation	Why we want to do something
• The Council has a legal obligation to set a balanced budget for 2024-25 at its Council Meeting on 22 February 2024, • The Committee is asked to review, approve the proposed Revenue Growth Bids, Capital Growth Bids and Savings Plans (Appendices B to D) for each Cost Centre, for this Committee. • Appendix E provides a summary of the draft Budget by cost centre for the Committee to provide a comparison and benchmark for each member of the Committee.	• As part of producing a balance budget, the Revenue Growth Bids, Capital Growth Bids and Savings Plans (Appendices B to D)provide the basis of the 2024-25 Budget. • 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.
This is what we want to do about it	**These are the next steps**
• Take a view of the Revenue Growth Bids, Capital Growth Bids and Savings Plans (Appendices B to D), which are based upon the guidance provided by this committee to Officers in November – December 2023. • Question Budget Managers about their final plans, particularly if it does not agree with the input provided by this Committee late last year.	• That this Committee review the proposed Revenue Growth Bids, Capital Growth Bids and Savings Plans (Appendices B to D) for 2024-25 • Approve the proposed Revenue Growth Bids, Capital Growth Bids and Savings Plans (Appendices B to D) for 2024-25 • Recommend that Corporate Policy & Resources Committee approve the proposed Revenue Growth Bids,

• Focus on the figures for 2024-25. • 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.. • To ensure that all discretionary services breakeven or are fully subsidised.	Capital Growth Bids and Savings Plans (Appendices B to D) for 2024-25

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) Capital Growth Bids

(d) Savings Plan

(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 Service Plans attached with this report.

2.5 From these Service Plans the Revenue Growth Bids, Capital Growth Bids and Savings Plans where reviewed and those that have been agreed are now presented to this Committee for approval in Appendices B to D, and this will form the basis for the Cost Centre Budgets for 2024-25.

3. Options analysis and proposal

3.1 Following guidance from Corporate Policy & Resources Committee in September, every Committee has reviewed and considered each fee and

charge and apart from the items in 2.7 below, considered the proposal 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.

The Legal Services (g.legal@spelthorne.gov.uk) will assist with the preparation, review and negotiation of the contract terms and conditions where necessary.

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

Background papers: There are none.

Appendices:
Appendix A – Service Plans for this Committee
Appendix B – Revenue Growth Bids for this Committee
Appendix C – Capital Growth Bids for this Committee
Appendix D - Savings Plan 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

1. SERVICE OVERVIEW

INSERT BRIEF OVERVIEW OF TEAM

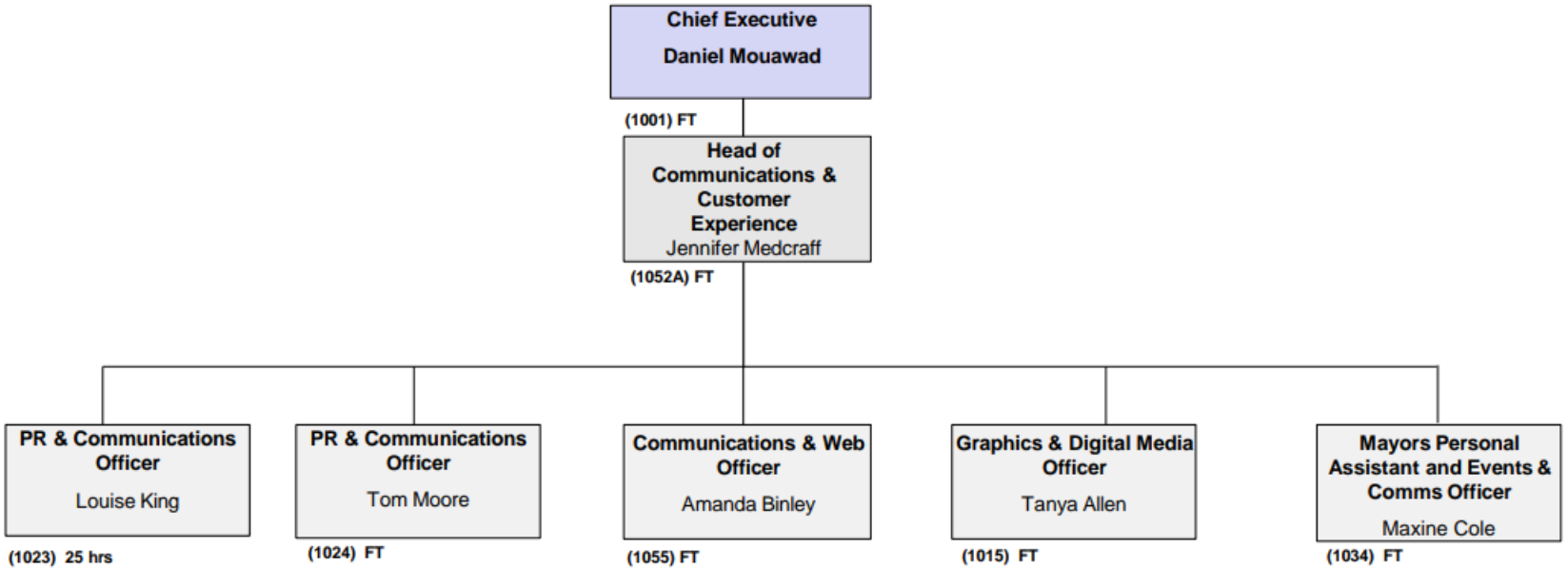
COMMUNICATIONS TEAM

Our aim as a Communications team is to:

- manage and enhance the standing of Spelthorne Borough through the development of external and internal communications, public affairs and policy projects and initiatives. Provide communications for residents, staff and stakeholders which are engaging, accessible and timely
- ensure that Spelthorne's residents, Councillors, partners, and staff can fully understand and engage with the Council's agenda
- manage the Council's internal and external communications strategy and support including; business continuity planning and crisis management, campaign management involving all aspects of PR, media/press relations, brand identity, digital presence, reputation and relationship management and employee and community engagement
- support the Management and Leadership Team; lead and develop all the Council's corporate communications and includes successfully communicating and engaging with all stakeholders to communicate the Council's priorities, campaigns, initiatives, and projects.
- maintain and develop the Council's brand, protecting reputation, and building trust
- create compelling communications that serve our diverse Borough and work with colleagues across the organisation to offer expertise and support
- deliver a 365-day media operation and digital presence and ensure all press/media enquiries are dealt with in an appropriate manner and dialogue with media is constructive and timely
- provide Mayoral PA and event support and communications
- improve overall customer experience for all stakeholders

WHO WE ARE

Communications



WHAT WE DO: Service Purpose and Core Business Functions

Community engagement - Engaging with residents' associations and other community groups so that they are better informed and can input into local initiatives. Utilise and develop communication platforms, digital and traditional – including press releases, Bulletin magazine, eNews, website, social media, digital screens, posters, leaflets, mailing, advertisements.
Seeking residents' views on the Council's plans - Drive and lead on communicating consultations for all services through a variety of methods, connecting with a range of stakeholders. Encourage participation and communicate responses and any policy decisions resulting from the consultations.

Ensuring individuals and sections of the community are not excluded and supporting those most in need – working on improving accessibility of Council communications – including harder to reach groups, those who are not digitally connected, visually impaired or hard of hearing, residents that speak different languages and ensuring website is reaching and exceeding digital accessibility laws.
Supporting local businesses - signposting them to support networks/funding and working with key partners, such as the Staines Business Improvement District and The Elmsleigh Centre. Provide support and communications for the economic development team to develop a marketing strategy for key projects – Skills and Jobs Hub, Spelthorne Business Hub, Spelthorne Youth Hub and Spelthorne Business Awards, Town Centre management. Identify communication opportunities to promote available business grants and work with the Spelthorne Business Forum to develop networks and share messages.
Working with our healthcare, voluntary and community partners - promote active and healthy lifestyles and tackle health inequalities by proving communications that are both targeted and accessible. Maintain and build relationships with partners including NWSA/ Everyone Active/ VSNS/foodbanks in the Borough. Promote new leisure centre and work with partners to share key messages surrounding sustainability and community impact.
Housing: new homes/homelessness/refugees – working with the housing team to share messages on initiatives all in line with the Council's Hosing strategy, e.g. Step-down accommodation/ Homes for Ukraine/Afghan homes. Provide guidance to residents on how the Council supports homelessness prevention, access to grants e.g. Household Support Fund and co-ordinate relevant communications for Knowle Green Estates Ltd. Create communications to support the Local Plan or any revisions and Biodiversity Net Gain impacts.
Supporting recovery – Community: provision of regular accessible communications to a range of stakeholders on topics such as financial support/ fraud awareness/ promote leisure activities. **Economic:** provide communications that attract visitors and businesses to the Borough. **Council:** continue to internal support HR to communicate hybrid working policy, gather feedback from staff and Councillors through surveys and externally communicate messages regarding our commercial property income stream and respond to media enquiries.
Climate change response – work closely with all services to in line with Council's Climate Change Strategy to communicate environmental milestones and messages. Include Council policies towards reaching net zero – biodiversity net gain, sustainable homes, biodiversity, electric vehicles, solar panels, improvements to parks/open spaces. Work in in partnership with stakeholders such as EA/ River Thames Scheme/SCC/Talking Tree to reach communities and share messages. Provide residents and business with advice and actions everyone can undertake to respond to climate change crisis. Create communications that will go towards mitigating impacts of climate change, particularly around flooding and heatwave advice – use a wide range of communication platforms. Seek opportunities such as the climate change fund to produce new material in line with climate strategy.

Encourage waste prevention and recycling through targeted campaigns, promote Spelthorne Direct Services for commercial waste collection and other services (underground bins), promote sustainable travel, including actively supporting improvements to public transport access to Heathrow. Promote reduction of energy use in the Borough by providing communications for residents and business on how to access relevant funding and information. Work with the Leisure team on communicating opportunities for exercise through walking and cycling and with the Environmental Health team on campaigns to and improve air quality.
Crisis Communications – prepare communication advice and materials for potential local/national/worldwide crisis surrounding public health (pandemics), environment/ weather (flooding/heatwaves/drought/wildfires), political and economic impacts (cost of living crisis), infrastructure (NHS/railways/airport disruption) Horizon scanning - Work with Applied Resilience/ health partners/ SCC/D&Bs to identify future risks that could impact Council services/residents/businesses that will need communicating.
Accessible services – To develop communication platforms that will assist in delivering a range of services that cater for all sections of our communities, efficiently and effectively as possible. Work with Customer Services to engage residents with the new customer portal. Ensuring residents receive timely and accessible service from the team e.g. responding to social media, providing accessible press releases, and promoting our Customer Charter. Introduce and maintain innovative, cost-effective service platforms in line with our procurement strategy. Monitor the performance of key communication platforms using data analysis that is available e.g. website tools and social media monitoring software to ensure we are meeting and exceeding expected standards. Working with a range of services and teams to increase opportunities for residents to have remote access to Council services whilst continuing to offer residents the option to visit the Council offices, proving a visible presence in our community.
Customer experience improvements – undertake reviews of customer facing services, with a view to enhancing corporate communication effectiveness. This will encompass all communication channels and work in collaboration with relevant service leads in assisting them improve customer service experiences (physical and virtual). Work with the project team in identifying opportunities and driving policies to transform the authority.

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 **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**
Community/Services	Continue website procurement project	Online tracking, customer feedback	Capital will be used for 2022-23 service plan agreed	Mandy Binley	Admin	

KEY ACTIVITIES DELIVERING THE COUNCIL'S CORPORATE PLAN And other key statutory and service elements						

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 £**	**Capital Budget £**	**Projected Income £**	**Staff (Full time equivalents)**	***Key risks for budget***
Communications	£415,900			4.69	Expected and unexpected demands, changes in policies and political priorities, change in Corporate priorities and values
Mayoral/Civic	£24,600			1	Different Mayor may want a new approach/ a higher budget for more events
Total	**£440,500**				

Details of bid (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. (2)	Cost Centre code details (3)	Start Date MM/YY (4)	Gross Funding rec'd Separate line. If none enter n/a (£000) (5)	Gross (Revenue or Saving) or Cost £000 (6)	Total bid Req'd. (7)	End Date MM/YY (8)	PID Req'd Y or N If no, why not? (9)	Procurement involved. Y or N If no, why not? (10)	24/25 £000 (11)	25/26 £000 (12)	26/27 £000 (13)	27/28 £000 (14)
Staff - Revenue	**New role for Community Engagement Officer** specifically to support the comms team, lead on engagement strategy, launch Engagement HQ digital software, attend community and council engagement events, develop borough profile insights. (Part-time 25 hours per week)		June 2024			£29400 (inc. on costs)		N	N	29.4	29.4	29.4	29.4
Total Staff - Revenue						£29400		n	n	29.4			

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 2024/25	440,500	0	0	0	X
Expenditure Costs	15,000	0	0	0	X
Project Income/Lost Income	0	X	0	0	X
Staff	28,900	0	X	0	X
Savings	(0)	(0)	(0)	(X)	(X)
Total 2024/25 Provisional Revenue Budget 2024/25	**484,400**	**X**	**X**	**X**	**X**

Significant/Material anticipated revenue budget impacts: N/A

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
Total £000s					

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.

Details of bid (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 (2)	Cost Centre code details (3)	Start Date MM/YY (4)	Gross Funding rec'd Separate line. If none enter n/a (£000) (5)	Gross Capital Cost £000 (6)	Total bid Req'd. £000's (7)	End Date MM/YY (8)	PID Req'd Y or N Mandatory (9)	Procurement involved. Y or N Mandatory (10)	24/25 £000 (11)	25/26 £000 (12)	26/27 £000 (13)	27/28 £000 (14)
Capital	N/A												

Total Capital	N/A												

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
	Working flexibly, from home at least 3 days a week to save commuting emissions	low	low	low	low
	Encourage Surrey wide meetings to hold remote meetings	low	low	low	low
	Encourage residents to use less electricity, and other green issues	low	low	low	low
	Encouraging staff to turn off computers that are not in used	low	low	low	low
	Reducing traditional media comms and focus on digital comms	low	low	low	low
	Encouraging staff to reduce unnecessary emails	low	low	low	low
Total carbon reduction by ton					

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
	ORLO	Social media tool	£4500	£4500	£4500	£4500
	Recite ME	Accessibility tool on website	£2500	£2500	2500	£2500

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.*

Code	Key indicator description	Time period	Target
	Social media messages 4 x a day. Responding to incoming enquiries within 12 hours	Daily	100%
	1 monthly eNews	Monthly	100%
	Publish Bulletin magazine	3x year	100%
	Respond to press enquiries in timely fashion and meet reporters' deadlines unless an extension is agreed		100%
	Use communication tools as laid out in comms & engagement strategy based on service needs		100%
	Ensure website is accessible based on weekly Silktide reports	weekly	90%

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.***

WORKFORCE PLANNING ISSUES/TRAINING REQUIREMENTS
Workrite Training Media Training

COMMUNICATION/CONSULTATION
Change of direction of Corporate Priorities Increased demand for community engagement and consultation Staff / Councillor survey due 2024
LEGAL ISSUES (likely to require additional legal support)
Ensure complete as helps legal with their service plan
GDPR
Ensure any issues relating to data management and protection are covered under risks. Ensure all processes and procedures are followed
PROCUREMENT OR CONTRACTS (upcoming procurements or contracts required)
Procurement of website project
ICT (e.g. provide information on systems to be purchased or support needed**)**
Support for website procurement and Granicus channels
Climate Change
Continual review of traditional print media versus digital Carbon Literacy targets Communicating Net Zero achievements Communicating impact of cost-of-living crisis and energy costs
SERVICE RISKS (consider likelihood and impact) – relate where appropriate to corporate risk
Communicating impact of cost-of-living crisis and energy costs Prepared for other crisis
NON-LEGAL ISSUES
N/A
EQUALITY and DIVERSITY
Lack of resources to promote and foster EDI and lead an EDI strategy Involvement of both staff and members to better understand the current landscape and how this can impact residents accessing services.

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

SERVICE AREA

- climate change – risk of flooding and/or extreme heat – impact on the community will require communication
- Political leadership, request to change key branding, logos and corporate identity – will require a marketing and design agency to support through a procurement exercise and a set budget will need to be allocated. Potential market research exercise. Costs could range from £2k to £50k + depend on what level of re-brand required
- Spelthorne Borough Council 50-year anniversary April 2024
- Potential inflationary pressures e.g. rising cost of paper

9. KEY CONTACTS

Jennifer Medcraff	j.medcraff@spelthorne.gov.uk

10.0 MANAGEMENT AND PORTFOLIO HOLDER

10.1 Group Head's comment/signoff

Signature/ date	Comments

10.2 Comments/sign off from the Deputy Chief Executive/Chief Executive *(delete as appropriate)*

Signature/date	Comments

Document Reference:	Service Plan 2024/25
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Reviewer:	
Plan Status:	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:

Appetite Category	Minimal	Cautious	Exploratory	Seeking
Appetite Description	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.
How are each of these appetites articulated when applied across the RAF impact measure for 'Service Provision'	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
What is the Council's overall risk appetite for 'Service provision' (CURRENT)?		**X**		

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				
Appetite Category	**Minimal**	**Cautious**	**Exploratory**	**Seeking**
1. Communications (crisis e.g. flooding, reputational risks, leaks to the press, protocol breach)		**x**		
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.				

SERVICE PLAN 2024/25

1. SERVICE OVERVIEW

INSERT BRIEF OVERVIEW OF TEAM

The Customer Services Team deliver on a number of areas including Council Tax, Business rates, Business Improvement District collections, recovery of debt, ptax, allotment bookings street parties as well as providing a frontline service to the customer via the phones and a reception desk .

The purpose of Customer Services is to provide key customer facing and support functions to the Council. The identified functions of the services are those of Customer Services including provision of a Contact Centre, dealing with customer interactions across a range of channels, including telephony, face to face, and via email and social

WHO WE ARE

The team structure is currently under review but will continue to cover the functions outlined above.

WHAT WE DO: Service Purpose and Core Business Functions

The service covers the requirements of the customer charter and the corporate priority of services delivery. It also has an important role in the Council's finance and legal requirements in terms of council tax and business rate collections.

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 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**
Non-statutory but key to service delivery ambitions	We will provide a choice of channels Our website will be available 24 hours a day all year round Our face-to-face services will be available for those who need it Our trained staff will be available on phone lines for when you need to talk to us We will make social media channels available for you to interact with us We will make sure everybody has equal access to services	*KPIs will be achieved. In the medium term 25/26 onwards savings will be achieved through improved efficiencies*	Detailed business case produced for 23/24 which is being built on	Sandy Muirhead/Dan Dredge/Hiren Bhatt.	Administrative	In order to move forward on digital transformation and improve the customer experience there is a requirements to update and improve technology to meet customer expectations. This has to be purchased but in the medium to long term will result in savings to the Council
Non-		Automate as much	Ongoing	Daniel Dredge		

KEY ACTIVITIES DELIVERING THE COUNCIL'S CORPORATE PLAN And other key statutory and service elements						
statutory but key to service delivery ambitions		as 80% of all incoming revenues forms.				
Statutory	Council tax and business rates					

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 £	Capital Budget £	Projected Income £	Staff (Full time equivalents)	*Key risks for budget*
Customer Services	1615700	71000	311500	23.5	
Total	**1615700**	**71000**	**311500**	**23.5**	

Details of bid (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. (2)	Cost Centre code details (3)	Start Date MM/YY (4)	Gross Funding rec'd Separate line. If none enter n/a (£000) (5)	Gross (Revenue or Saving) or Cost £000 (6)	Total bid Req'd. (7)	End Date MM/YY (8)	PID Req'd Y or N If no, why not? (9)	Procurement involved. Y or N If no, why not? (10)	24/25 £000 (11)	25/26 £000 (12)	26/27 £000 (13)	27/28 £000 (14)
Cost - Revenue	webCAPTURE (GovTech) API for integration with Capita – This is required for our Granicus, Engagement HQ and Capita platforms to integrate and facilitate up to 80% complete automation of revenues activity. ROI calculations indicate this is the equivalent of saving 3,238 staff hours a year which can be repurposed to higher value work and generate efficiencies		1.4.24		10,400	10,400	Ongoing	Y	Y	10,400	10,400	10,400	10,400
Cost - Revenue	WebCAPTURE Annual Service Fees and P2P VPN charge		1.4.24					Y	Y	0	0	6,000	8000
Total Cost - Revenue										10400	10400	16400	18100
Income - Revenue													

Total Income - Revenue													
Staff - Revenue													
Total Staff - Revenue													
Savings - Revenue													
Total Savings - Revenue													

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 2024/25	1,304,000	0	0	0	X
Expenditure Costs	X	0	0	0	X
Project Income/Lost Income	0	X	0	0	X
Staff	0	0	X	0	X
Savings	(0)	(0)	(0)	£101k	(X)
Total 2024/25 Provisional Revenue Budget 2024/25	**X**	**X**	**X**	**X**	**X**

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
Total £000s		**X**	**X**	**X**	**x**

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.

Details of bid	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	Cost Centre code details (3)	Start Date MM/YY	Gross Funding rec'd Separate line. If none enter n/a (£000)	Gross Capital Cost £000	Total bid Req'd. £000's	End Date MM/YY	PID Req'd Y or N Mandatory	Procurement involved Y or N Mandatory	24/25 £000	25/26 £000	26/27 £000	27/28 £000

(1)	(2)		(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)
Capital	Capita API – One off charge for webCAPTURE integration (GovTech) There is a one of charge of £61,450 to purchase the api. Then an annual licensing cost of £10,374	307044552	1.4.24		61,500		30.4.24						
Capital	WebCAPTURE set up service fees	307044552	1.4.24		8,600								
Total Capital					70,100								

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
	Hybrid printing will reduce paper use over time	TBC			
	With improving e-billing more will be done electronically reducing paper use and postage envelopes				

Total carbon reduction by ton					

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
Total £000s			**X**	**X**	**X**	**x**

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.*

Code	Key indicator description	Time period	Target
	Number of self-service transactions processed on the customer account on council website (quarterly)	24/25	2000/quarter
	Number of hours of staff time using robotic process automation	24/25	
	Percentage of Council tax collected	annual	98.5%
	Percentage of Business rates collected	annual	98.0%
	Sundry Debt Collection Rates	annual	90%

	Satisfaction with Customer Services		
	Answering over 80% of calls within 45 seconds • Answering over 95% of calls, with less than 5% abandoned Reduce % calls lost to 5%	Annual	5% by end of MArch
	Keeping the average wait time for customers to be seen in person to below 10 minutes		
	To respond to enquiries with 7 working days	7 working days	99%

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.***

WORKFORCE PLANNING ISSUES/TRAINING REQUIREMENTS
NB Try and be realistic on any possible constraints to delivery through shortage of resources or training needed
COMMUNICATION/CONSULTATION
Key areas likely to arise during 24/25
LEGAL ISSUES (likely to require additional legal support)
As recovery gets fully underway there will potentially be requirement for assistance in taking cases to court.
GDPR
Staff are aware of data management requirements but given the nature of the role there is always a risk of data breach.
PROCUREMENT OR CONTRACTS (upcoming procurements or contracts required)
No intended purchase of new systems outside of current plans relating to digital transformation
ICT (e.g. provide information on systems to be purchased or support needed**)**
As upgrades to systems or though introduction of new systems there will be ICT support required
Climate Change
Consider both how the service would be impacted by climate change and its climate change impacts.
SERVICE RISKS (consider likelihood and impact) – relate where appropriate to corporate risk

additionally complete risk appetite framework Appendix A (below)
NON-LEGAL ISSUES
Resourcing should be less of a problem as new systems embed which increase automation of transactions
EQUALITY and DIVERSITY
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
Potential changes in Council tax legislation, continue longer term impacts of cost of living crisis.

9. KEY CONTACTS

10.0 MANAGEMENT AND PORTFOLIO HOLDER

10.1 Group Head's comment/signoff

Signature/ date	Comments

10.2 Comments/sign off from the Deputy Chief Executive/Chief Executive *(delete as appropriate)*

Signature/date	Comments

Document Reference:	Service Plan 2024/25
Version:	V2
Date of issue	
Originator:	
Reviewer:	
Plan Status:	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:

Appetite Category	Minimal	Cautious	Exploratory	Seeking
Appetite Description	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.
How are each of these appetites articulated when applied across the RAF impact measure for 'Service Provision '	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
What is the Council's overall risk		**X**		

appetite for 'Service provision' (CURRENT)?				
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				
Appetite Category	**Minimal**	**Cautious**	**Exploratory**	**Seeking**
1.Customer Services		**X**	**X (digital transformation)**	
2. Council tax and NDDR, BID		**X**		
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.				

SERVICE PLAN 2024/25

1. SERVICE OVERVIEW

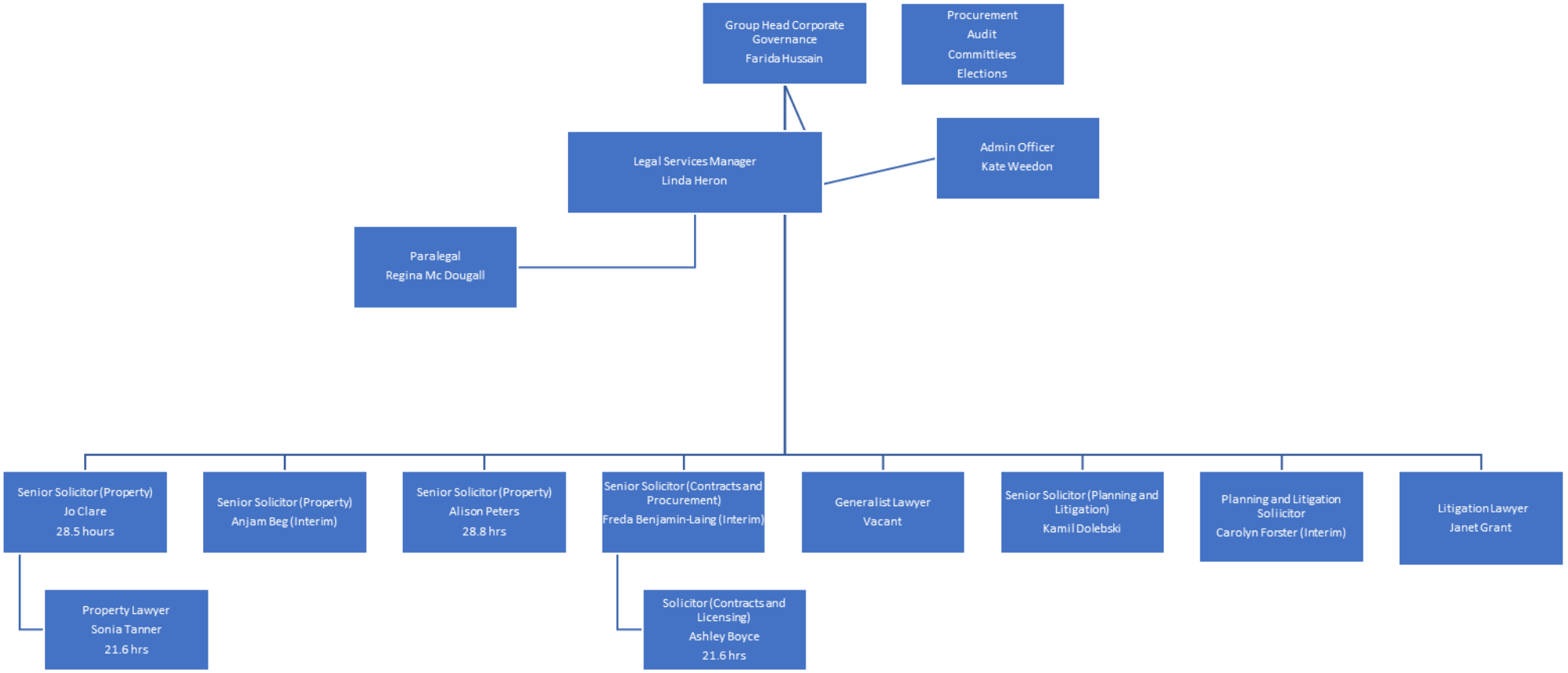
Legal Services is a support service providing legal advice and assistance to all the teams within the Authority both at a strategic, policy making level, as well as providing support covering a wide-ranging transactional workload. The team regularly support and provide advice on corporate projects as well as providing advice on all areas of the governance and constitutional issues.

Legal Services advise on regulatory matters and represent the Council in criminal and civil proceedings.

In addition to the above, members of the team undertake the role of Company Secretary for Knowle Green Estates Ltd ("KGE"), the Council owned housing company and Spelthorne Direct Services Limited.

The Team is experienced in dealing with both contentious and non-contentious matters covering all areas of local government law.

WHO WE ARE


Group Head Corporate Governance
Farida Hussain
Procurement
Audit
Committiees
Elections
Legal Services Manager
Linda Heron
Admin Officer
Kate Weedon
Paralegal
Regina Mc Dougall
Senior Solicitor (Property)
Jo Clare
28.5 hours
Senior Solicitor (Property)
Anjam Beg (Interim)
Senior Solicitor (Property)
Alison Peters
28.8 hrs
Senior Solicitor (Contracts and Procurement)
Freda Benjamin-Laing (Interim)
Generalist Lawyer
Vacant
Senior Solicitor (Planning and Litigation)
Kamil Dolebski
Planning and Litigation Soliicitor
Carolyn Forster (Interim)
Litigation Lawyer
Janet Grant
Property Lawyer
Sonia Tanner
21.6 hrs
Solicitor (Contracts and Licensing)
Ashley Boyce
21.6 hrs

WHAT WE DO: Service Purpose and Core Business Functions

The following list provides a broad summary of the work of the department: -

1. Contract and Procurement – Drafting and negotiating of a wide range of contracts (from complex construction contracts to lower value contracts for goods or services) including advice on terms and conditions. Provision of legal advice in respect of the Council's procurement activity in line with the Council's Corporate Procurement Strategy.
2. Property and Assets – Drafting and negotiating of all property transactional documents (sales, purchases, lettings, deeds etc). Regular advice and assistance on a high level of general advice to the assets team to support the management of the Council's property portfolios. Legal support to KGE in the acquisition of residential properties.
3. Planning – Drafting and negotiating planning agreements, notices, orders etc. Providing a high volume of general legal advice to the planning teams. Supporting advising on policy and procedural issues including advice and support for the Planning Committee.
4. Company Secretary – Undertake the Company Secretary role for the Council's housing company, Knowle Green Estates Limited and provide support to the Directors with the co-ordination of board meetings.
5. Litigation – to advise various departments of the merits of taking action for a wide range of prosecutions (Planning matters, fly tipping, Fraud, food hygiene, health and safety etc) and to pursue such matters through the Courts.
6. Housing – To provide advice and support to the Housing team, including support in respect of threats of Judicial Review for homelessness applications.
7. Licensing – To support and advise the Licensing teams on all areas of licensing law (e.g., taxi, premises, personal and gambling licences). To advise and attend the licensing sub-committee on matters referred to it.
8. Corporate Projects – providing legal advice in support of corporate projects and being part of various projects teams
9. Committees – Attendance and advice at Committees on both procedural/constitutional issues as well as legal matters.
10. Non-contentious property advice to KGE.
11. Provide proof of life validation to the residents of the Borough in receipt of EU pension.
12. Monitoring Officer duties.

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** (ie does scheme contribute to reducing carbon emissions or meet other social and environmental criteria)

KEY ACTIVITIES DELIVERING THE COUNCIL'S CORPORATE PLAN 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?**	**When will business case be produced and when achieve this by? Is this 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**
Community	Support to the Housing and Leisure teams on various contracts and lettings that support their priorities including the new Spelthorne Leisure Centre.	Contracts completed within necessary timescales.				
Affordable Housing	Support to KGE and the Council to move forward with the Council ambitious housing development programme including the purchase of properties subject to external funding including acquisition of properties for Afghan refugees.	Progress made with housing development projects and acquisitions of properties in a timely fashion.				
Recovery	Advice on investment property portfolio to ensure the Council can maximise its rental collection, including the new library in the Elmsleigh Shopping Centre.	Minimise rental voids and maximise rental income.				
Environment	Advice and support on planning development work and the development of the Local Plan.	Successfully challenge planning appeals and				

KEY ACTIVITIES DELIVERING THE COUNCIL'S CORPORATE PLAN And other key statutory and service elements						
Service Delivery	Advice and support to Neighbourhood Services team to deliver their objectives, such as the prosecuting fly tippers. Contracts to maintain family support services, parking services and refurbishment of communal spaces such as playground areas.	judicial review actions. Successfully prosecute breach of planning and EH offences. Complete contracts in a timely fashion securing the best possible service for residents within allocated budget.				

2. RESOURCES 2024/25 *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 £**	**Capital Budget £**	**Projected Income £**	**Staff (Full time equivalents)**	***Key risks for budget***
Legal Services	726,400	0	18,400	11.78 (excl. Group Head)	The Service is carrying a number of vacancies some of which are being temporarily filled by interim support at higher cost. If agency support is required in the longer term, this could have budgetary consequences.
Total	**726,400**	**0**	**18,400**		

Details of bid (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 (2)	Cost Centre code details (3)	Start Date MM/YY (4)	Gross Funding rec'd Separate line. If none enter n/a (£000) (5)	Gross (Revenue or Saving) or Cost £000 (6)	Total bid Req'd. (7)	End Date MM/YY (8)	PID Req'd Y or N If no, why not? (9)	Procurement involved. Y or N If no, why not? (10)	24/25 £000 (11)	25/26 £000 (12)	26/27 £000 (13)	27/28 £000 (14)
Cost - Revenue													
Total Cost - Revenue	Increase in charges for access to Legal Books and publications	30133-4312	04/23			6,400		N	N	6.4	6.4	6.4	6.4
Income - Revenue													
Total Income - Revenue													
Staff - Revenue													
Total Staff - Revenue													

Savings - Revenue													
Total Savings - Revenue													

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 2024/25	0	0	0	0	X
Expenditure Costs	732,800	18,400	11.78	0	X
Project Income/Lost Income	(18400)	X	0	0	X
Staff	11.78	0	X	0	X
Savings	(0)	(0)	(0)	(X)	(X)
Total 2024/25 Provisional Revenue Budget 2024/25	**714,400**	**n/a**	**n/a**	**n/a**	**714,400**

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
30133	May need further budget to address recruitment issues	20,000	20,000	20,000	20,000
Total £000s		20,000	20,000	20,000	20,000

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.

Details of bid (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 (2)	Cost Centre code details (3)	Start Date MM/YY (4)	Gross Funding rec'd Separate line. If none enter n/a (£000) (5)	Gross Capital Cost £000 (6)	Total bid Req'd. £000's (7)	End Date MM/YY (8)	PID Req'd Y or N Mandatory (9)	Procurement involved. Y or N Mandatory (10)	24/25 £000 (11)	25/26 £000 (12)	26/27 £000 (13)	27/28 £000 (14)
Capital													
Total Capital	n/a												

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
30133	Encourage hybrid working to reduce carbon emission caused by travel				
30133	Reduce printing by making email as the preferred method of communication				
30133	Reducing paper by using online court bundling in Litigation matters				
Total carbon reduction by ton					

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
Total £000s			**X**	**X**	**X**	**x**

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.*

Code	Key indicator description	Time period	Target
1.	**Lexcel** Continuous improvement and development to ensure compliance with Lexcel accreditation to support an efficient service and help manage legal and corporate risk. Assessment due in April/May of 2023	Ongoing maintenance and compliance throughout the year	Compliance at Assessment in April/May 2024
2.	**Contracts and Procurement** Development of precedents and procedures to ensure there is consistency and efficiency of advice as well as good communication and process with the Procurement Team	This will be developed throughout the year	Good precedents and processes in place by April 2024
3.	**Retention Policy Compliance** Review of the department's retention policy to ensure all time periods are fit for purpose. Undertake a full review of the electronic case files in IKEN to ensure that file destruction complies with the schedule. Undertake a full review of the Teams T:drive and ensure that any documents retained are moved to SharePoint as per the timescales in the corporate project.	This will be progressed throughout the year	Retention Policy reviewed and IKEN updated by 2024 at the latest. Move to SharePoint in accordance with corporate timescales.
4.	**Virtual Deeds Room Development and Data room Functions** Review the functions of SharePoint and work with ICT to develop a document management function that will act as a Virtual Deeds Room. This will remove reliance on external legal firms and create a valuable Corporate Resource. Review the options in SharePoint to further develop the system to provide a Data Room facility to aid the management of property transactions.	This will be progressed throughout the year	To have agreed the set up for a Virtual Deeds room and to have made significant steps to populate the agreed new file structure by September 2024.
5.	**Committee reports** Development of precedent bank of legal implications to be inserted into committee reports to assist with ensuring reports contain all the relevant legal implications.	This will be progressed throughout the year	Precedent bank to be set up by September 2024
6.	**Governance** Review governance arrangements including the Council's Constitution to ensure the committee system works effectively to deliver the Council's Corporate Plan	This will be progressed throughout the year	Review of governance arrangements to be complete by September 2024.

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.***

WORKFORCE PLANNING ISSUES/TRAINING REQUIREMENTS
Workforce Planning issues from 23/24 will continue into 24/25 As at August 2023 we know we are facing the following challenges: - 1) Vacant Planning/Litigation posts. These have been advertised a number of times without success. 2) Senior Contracts and Procurement Solicitor has been vacant since December 2022. Same issues as to recruitment as stated above. 3) Senior Property Lawyer post has been vacant since July 2023 resulting in a loss of an experienced Local Government Lawyer with Company Secretarial skills. This post has been advertised twice without success 5) An increase in evening committee meetings presents a challenge where legal attendance is required. This also affects recruitment and retention where there appears to be a preference for fully remote roles. How significant these challenges will become will depend on whether we are successful in recruiting to these positions with knowledgeable and experienced staff. Recruitment is challenging as salaries are not competitive with private practice. If the staff pay award is agreed at 2.5% this will further make recruitment difficult as neighbouring authorities are proposing higher staff pay increases for 24/25.
COMMUNICATION/CONSULTATION
Key areas likely to arise during 24/25 - None
LEGAL ISSUES (likely to require additional legal support)
N/A
GDPR
Refer above to review of cases stored within IKEN and destruction .
PROCUREMENT OR CONTRACTS (upcoming procurements or contracts required)
Procurement for external legal support in the areas of high value property transactions.
ICT (e.g. provide information on systems to be purchased or support needed**)**
Support from IT for the development of SharePoint for the Virtual Deeds Room. IT are already aware of this piece of work and have already begun to provide support.

Climate Change				
None				
SERVICE RISKS (consider likelihood and impact) – relate where appropriate to corporate risk				
1 – Lexcel	Failure to Maintain systems	Unlikely	Medium	Systems are well established in the team. Processes are integrated into the workflow. File reviews and workload reviews will identify issues early.
2 – Contracts and Procurement – precedents and procedures	Delays created or mistakes made due to inconsistencies in processes or poor communication with procurement team	Likely	Medium	Ensure the right team are in place. New precedent documents to be created. Design proper processes using appropriate IT system to provide consistency and good communications with procurement team.
3 – Retention Policy	Failure to comply	Likely	Medium	New developments from IKEN allow for improved functionality for archiving and destruction of files. The team can access these functions through an upgrade. Review of Retention Schedule to ensure fit for purpose. Project for destruction of old case files in place and progressing.
4 – Virtual Deeds Room Development and Data room Functions	Failure to develop this function	Likely	Medium	IT support agreed. Assessment of SharePoint made to ensure it has necessary functionality. Assess resource needed in-house to ensure it can be delivered.
5 – Committee reports	Failure to develop this function	Unlikely	Low	Precedent bank to be developed and appropriate training to be given to staff to provide more resilience in this area.
6 - Governance	Failure to implement effective governance arrangements	Likely	Medium	Work is already underway to review the number of committees and refresh the Constitution.

NON-LEGAL ISSUES
n/a
EQUALITY and DIVERSITY
None

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
There are changes in workload areas which continue to be apparent, for example ➢ Property litigation increasing (tenants' failure to pay rent on time, CVA's etc), ➢ Increase in fraud prosecution creates more litigation support, ➢ increase in residential property and contract work as the Council progresses its housing delivery objectives, ➢ increase in property transactions in the retail sector and, ➢ The duties in relation to the role of Company Secretary. The service will need to stay well informed and trained on any new areas and constantly review whether we have the skills and resource to cope with this changing and challenging additional workload.

9. KEY CONTACTS

Farida Hussain	f.hussain@spelthorne.gov.uk
Linda Heron	l.heron@spelthorne.gov.uk

10.0 MANAGEMENT AND PORTFOLIO HOLDER

10.1 Group Head's comment/signoff

Signature/ date	Comments
Farida Hussain 31.08.23	The new Legal Services Manager will be joining in October 2023. This will assist in progressing some of the projects listed above as this post has been vacant for almost a year. Despite the number of vacancies, the Team have provided a good service to the Council.

10.2 Comments/sign off from the Deputy Chief Executive/Chief Executive *(delete as appropriate)*

Signature/date	Comments

Document Reference:	Service Plan 2024/25
Version:	V2
Date of issue	
Originator:	
Reviewer:	
Plan Status:	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:

Appetite Category	**Minimal**	**Cautious**	**Exploratory**	**Seeking**
Appetite Description	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.
How are each of these appetites articulated when applied across the RAF impact measure for 'Service Provision '	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
What is the Council's overall risk appetite for 'Service		**X**		

provision' (CURRENT)?				
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				
Appetite Category	**Minimal**	**Cautious**	**Exploratory**	**Seeking**
1. Legal Services	**X**			
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.				

CORPORATE PROCUREMENT SERVICE PLAN 2024/25

1. SERVICE OVERVIEW

INSERT BRIEF OVERVIEW OF TEAM

WHO WE ARE – ABOUT CORPORATE PROCUREMENT

Corporate Procurement (CP) is one of five functional teams within the Corporate Governance group, reporting to the Group head of Corporate Governance.

The Service provides procurement and commercial support and advice across the Council for all end-to-end procurement-related activity, ensuring that all third party spend is carried out in a compliant, effective and efficient manner that delivers value for money.

Following the approval of a growth bid in last year's Service Plan, the Corporate Procurement Team now consists of 2 Procurement Officers in addition to the Corporate Procurement Manager post. Emma Browne joined the organisation on 2 July 2023 on a two-year fixed term contract.

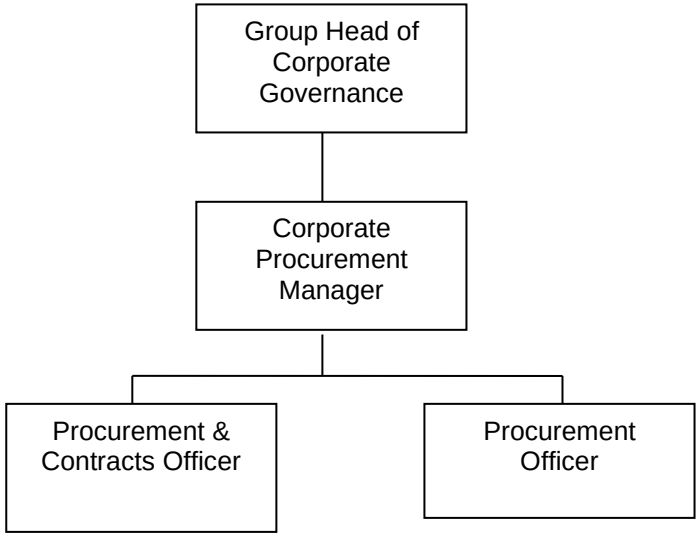
In early summer 2023, Corporate Procurement implemented a new e-tendering system, Elcom, which has contract management functionality to enable and improve the management of the Council's contracts, given that the management of the Council's contract database now sits with the Corporate Procurement team. This is now being used for storing all contract information and will provide greater surety that back-to-back contract provision will be in pace where needed.

With an increasing focus on environmental, economic and social sustainability, Corporate Procurement continues to play a key role in sourcing the most sustainable and cost-effective supplies and suppliers to deliver value for money, optimise energy performance and stimulate the local economy.

As one of the teams within Corporate Governance, Procurement does not hold a separate budget.

The Corporate Procurement team is:

Corporate Procurement Manager
Procurement Officer
Procurement Officer (2-year fixed term contract)



WHAT WE DO: Service Purpose and Core Business Functions

Provide a narrative here covering the services work and how the work fits with the priorities of the corporate plan.

The Corporate Procurement team supports other services across the Council to deliver best value for money from every pound spent. The Team ensures that tenders are conducted when needed, in a manner that complies with both internal financial regulations and the law, e.g. in accordance with the Public Contracts Regulations 2015.

In terms of the Corporate Plan, Corporate Procurement also supports services to meet their objectives within the communities we serve. Most services at some point will need to procure goods, works and services, and Corporate Procurement contributes to the delivery of the Council's **CARES** values in the following ways:

Community: Many of the projects which the Corporate Procurement team supports have significant community benefit. Additionally, on the larger value contracts, we specify that social value benefits must be included within a bidder's tender response. For

example, the Leisure Centre build contractor and Leisure Centre operator contracts have a built-in requirement for social value to be delivered.

Affordable Housing: Corporate Procurement works alongside the Assets team to procure build contractors to develop affordable housing at the required quality for the best price, within the required timescales. Corporate Procurement played a key role in procuring a managed service provider for the two temporary accommodation facilities and in this and coming financial years will review the contract to ensure that they continue to deliver value for money and perform to the required quality standards.

Recovery: Many smaller, grant funded procurements – such as the Business Support Services, designed to provide coaching to small businesses to improve their commercial acumen; the Climate Change Audits procurement, designed to enable businesses to identify energy efficiencies – have benefited from Corporate Procurement involvement. The team has helped develop method statement questions designed to ensure the optimal quality response from bidders; and enhanced the writing of the specification to ensure that the market is better positioned to meet our requirements.

Environment: Corporate Procurement will continue to keep as informed as possible on Environmental issues to be included within tender documents and keep aware of any applicable legislative changes as they arise. Tender documents are drafted to include the requirement for environmentally sustainable materials. The Corporate Procurement team played a key role in the procurement of a reputable contractor for the new Spelthorne Leisure Centre; tender documents were drafted to ensure the selected contractor had the capability to deliver to the highest environmental standards specified (i.e. to Passivhaus standards).

Service Delivery: In accordance with Contract Standing orders, the Council's financial regulations, Corporate Procurement provides support to any tender exercise with a value of £40k or over. However, the team also provides support to other services above and beyond this and will always 'go the extra mile' to ensure that each tender achieves best value for money. Therefore, and in addition to the support we are required to provide, the team will also assist with, for example, soft market testing, drafting specifications, and delivering training to enable those who need to carry out their own sourcing to achieve best value. Two training sessions have recently been rolled out in 'Planning a Procurement' and 22 officer have received training. A further session is planned for September on this subject, and a further session is also planned for 'Writing a Specification' in September.

Internal Audit has recently carried out and audit of procurement across the Council. The outcome of the audit was that there is reasonable assurance. Areas outside of the Corporate Procurement activities were identified as needing some improvement, and this will be a focus for the team going forward.

Corporate Procurement is ideally placed to be able to support the achievement of improved value or money. The Council needs to achieve £800k of savings over the next 3 years, and Corporate Procurement shall continue to contribute to the delivery of this target (whilst having no direct expenditure of its own). To achieve this, Corporate Procurement considers:

- **Economy**: minimising the cost of resources used or required (inputs) – **spending less**;
- **Efficiency**: the relationship between the output from goods or services and the resources to produce them – **spending well**; and
- **Effectiveness**: the relationship between the intended and actual results of public spending (outcomes) – **spending wisely**.

The Procurement Project Board continues to discuss procurement projects over £40K which Contract Standing Orders require that the Corporate Procurement team supports. The Board, whilst not a decision-making Board, provides advice to colleagues undertaking a procurement to ensure that they follow the correct process, take the most appropriate route to market, and draft clear and precise requirements which will achieve the best outcomes for every pound spent. It also provides an early indication of proposed procurements, to allow the team to resources this adequately.

Until recently, Corporate Procurement has not met its obligation to actively review the Council's larger main contracts. With the additional resource now on board, a contract review plan is being pulled together, with contracts to be reviewed on a scheduled basis throughout the year.

In order to provide a more effective service and to help other services meet the obligation to involve Corporate Procurement in the procurement of contracts over £40k, we are operating on a 'Category Management' basis, providing expertise in specific areas, but also maintaining general and transferable skills across all of the Council's activities.

The approach below is now being rolled out:

Procurement Support	Assets	Community Wellbeing & Housing	Corporate Governance	Neighbourhood Services	Place, Protection & Prosperity	Transformation & Commissioning
	• Development • Property • Building Services • Facilities Management • Residential Property	• Leisure & Wellbeing • Housing Options • Independent Living	• Audit • Elections • Legal Services • Procurement • Committee Services	• Parks • Waste Management • Parking • Transport • SDS • Staines Market	• Planning Development • Strategic Planning • Building Control • Environmental Health • Economic Development • Land Charges	• Project Management • HR • IT • Sustainability & Climate Change
Primary	Hilary Gillies	Carrie Isaac	Hilary Gillies	Carrie Isaac	Hilary Gillies	Emma Browne
Support	Emma Browne, Carrie Isaac	Hilary Gillies	Emma Browne	Hilary Gillies, Emma Browne	Carrie Isaac	Carrie Isaac, Hilary Gillies

KEY ACTIVITIES/PROJECTS FOR 2024/25

The Corporate Procurement team has recently benefited from an additional resource and a new e-tendering system and has no further plans for any projects on behalf of the team itself. Most activities are driven by the requirements of the other services.

Much of the focus within the next financial year will be on the activities identified within the recent Internal Audit – i.e. tightening up on contract management; carrying out training for officers conducting their own procurements; and ensuring that policies and procedures are up to date and accessible.

A key focus will supporting the delivery of savings. To be able to do this as effectively as possible, Corporate Procurement will work with the Finance Team to accurately code our purchase order expenditure, which in turn will enable a greater level of spend analysis. This work has already commenced and has highlighted some opportunities.

KEY ACTIVITIES DELIVERING THE COUNCIL'S CORPORATE PLAN 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?**	**When will business case be produced and when achieve this by? Is this 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	Currently the Corporate Procurement Manager post is being carried out by an agency staff member. The post was agreed by MAT as a 2 year fixed term contract from 26.10.20 which has now expired. A permanent post is required to take the service forward. It is anticipated that the post will be at SM2 grade	• Reduction in agency staffing costs (approx. £50,000 per year)	Business Case/MAT staffing report by 30.09.23		Corporate Policy & Resources	£77,900

KEY ACTIVITIES DELIVERING THE COUNCIL'S CORPORATE PLAN And other key statutory and service elements						
Service Delivery	Review of Modern Slavery in all of our main contracts	Positive confirmation of the MS status of the supply chains of major contracts	N/A - BAU		N/A	N/A
Service Delivery	Comprehensive Training Plan to be delivered and rolled out regularly, with a focus on contract management.	Officer compliance with procedures	N/A - BAU		N/A	N/A
Service Delivery	Programme of contract spot checking for compliance against procedures (mini-audits)	Officer compliance with procedures	N/A - BAU			
Service Delivery	Plan of Supplier Due Diligence: carrying out of periodical checks of contracted suppliers		N/A - BAU		N/A	N/A

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 £	Capital Budget £	Projected Income £	Staff (Full time equivalents)	*Key risks for budget*
	220,300	0	0	3	Procurement manager's post is temporary and the budget includes only for 2023/24. A growth bid is required for 2024/25 onwards. (Please see below)
Total	**220,300**				

Details of bid (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 (2)	Cost Centre code details (3)	Start Date MM/YY (4)	Gross Funding rec'd Separate line. If none enter n/a (£000) (5)	Gross (Revenue or Saving) or Cost £000 (6)	Total bid Req'd. (7)	End Date MM/YY (8)	PID Req'd Y or N If no, why not? (9)	Procurement involved. Y or N If no, why not? (10)	24/25 £000 (11)	25/26 £000 (12)	26/27 £000 (13)	27/28 £000 (14)
Cost - Revenue	Growth bid for Procurement Manager				77,900					78	78	78	78
Total Cost - Revenue													
Income - Revenue													
Total Income - Revenue													
Staff - Revenue													

Total Staff - Revenue													
Savings - Revenue													
Total Savings - Revenue													

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 2024/25		0	2	0	x
Expenditure Costs	5,000	0	0	0	5000
Project Income/Lost Income	0	X	0	0	X
Staff	188,400	0	1	0	188,400
Savings	(0)	(0)	(0)	(X)	(X)
Total 2024/25 Provisional Revenue	**193,400**	**X**	**X**	**X**	**193,400**

Budget 2024/25					

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**
Total £000s		**X**	**X**	**X**	**x**

NOT APPLICABLE

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.

NOT APPLICABLE

Details of bid (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 (2)	Cost Centre code details (3)	Start Date MM/YY (4)	Gross Funding rec'd Separate line. If none enter n/a (£000) (5)	Gross Capital Cost £000 (6)	Total bid Req'd. £000's (7)	End Date MM/YY (8)	PID Req'd Y or N Mandatory (9)	Procurement involved. Y or N Mandatory (10)	24/25 £000 (11)	25/26 £000 (12)	26/27 £000 (13)	27/28 £000 (14)
Capital													
Total Capital													

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
Corp. Procurement	**Work remotely as much as possible. CP currently attends the Council Office site up to 4 days per week. Tis will be set as standard to 2 days for all colleagues per week.**				
	Limit the amount of printing				

	Lights are set to turn off (rather than motion sensor) and are only used when absolutely necessary				
	Computers are switched off (not standby) when leaving the office				
Total carbon reduction by ton					

Corporate Procurement has discussed this element of the Service Plan with the Sustainability Officer. He has advised that SBC counts carbon emissions at the organisation level, rather than departmental, and that counting at the departmental level may not be beneficial. The initiatives mentioned above will have limited impact.

Much of Corporate Procurement's activities would fall within Scope 3 of the *World Business Council for Sustainable Development* (WBCSD)' s greenhouse gas (GHG) protocol definitions. Scope 3 relates to indirect GHG emissions – i.e. relating to the Council's activities, but from external sources not within our own control (e.g. in various aspects of the supply chains of our suppliers and other organisations). It is generally accepted that this could represent ca. 80% of the total emissions of our activities.

Recognising that we have very little direct impact, but a degree of influence over indirect impact, Corporate Procurement proposes the following initiatives:

- Working with colleagues in the Sustainability, Finance, Economic Development and Project teams, to reinforce the 'Buy Local' requirement for all small value (under £5,000k) procurements. Our Contract Standing Orders state that all individual procurements under £5k must be local. We monitor this to some extent, but going forward we will provide support to officers to achieve this through soft market testing, meet the buyer events and readily available information for small value suppliers. Buying local should reduce the carbon emissions of product supply.
    - Steps to initiate a 'Buy Local' initiative have already been set in motion (August 2023);
    - We will have the first plan produced by the end of September 2023, with follow on actions identified and ongoing. Benefits will be tracked throughout 2024/25 and onwards.

- We will request Scope 1 and Scope 2 GHG emissions information from our top 50 commonly used suppliers. This will enable further supply chain analysis and allow us to select suppliers based on their carbon performance in addition to their commercial and qualitative / technical capability.
    - First actions will be put in place in autumn 2023, to allow for ongoing monitoring from 1 April 2024.

- Whilst not directly linked to carbon emissions, we will review all of our Policies and Procedures to place greater emphasis on environmentally sustainable procurement, including the requirements for materials and products from sustainable sources; supply chain transparency. We will also consider reviewing suppliers' modern slavery performance.

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
	Intend	**e-tendering software (has been superseded by the Elcom software at nil net cost so no impact.**				
Total £000s			**X**	**X**	**X**	**x**

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.*

Code	Key indicator description	Time period	Target
	Procurement Policies and Procedures all up to date and approved by committee	annually	All procedures
	Training sessions carried out annually for staff	annually	6 sessions per annum
	Spend data accurately coded	annually	75% accuracy of spend data
	Contribution towards £800k savings target	ongoing	£800k
	Contract database up to date and data published on website to meet transparency obligations	quarterly	100% up to date each quarter
	% of required spend on contract	annually	75%

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.***

WORKFORCE PLANNING ISSUES/TRAINING REQUIREMENTS
The new Procurement Bill represents some significant changes not just for Procurement, but for the organisation as a public sector body. Once the Bill is enacted into Law, many of our procedures and practices will need to be revised and rewritten and communicated. This may be time consuming, requiring the Corporate Procurement team to focus on the implications, taking time away from tendering.
COMMUNICATION/CONSULTATION
As above.
LEGAL ISSUES (likely to require additional legal support)
As above
GDPR
Ensure any issues relating to data management and protection are covered under risks.
PROCUREMENT OR CONTRACTS (upcoming procurements or contracts required)
N/A
ICT (e.g. provide information on systems to be purchased or support needed**)**
No further requirements
Climate Change
N/A
SERVICE RISKS (consider likelihood and impact) – relate where appropriate to corporate risk
The impact of the new Procurement Bill is likely to be felt most by the resources required to maintain the delivery of the service, as the administrative effort needed for the changes is thought to be significantly higher. However, there are likely to be benefits for the Council with the new service – e.g. the introduction of open framework agreements.

NON-LEGAL ISSUES
N/A
EQUALITY and DIVERSITY
N/A

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
A key consideration for the Corporate Procurement team will be the emerging Procurement Bill which will become law later this year (2023). Part of the reason for the additional resource taken on this year was to accommodate the additional administrative burden assumed by the changes during the tender processes. We will monitor carefully and communicate any changes as required to the organisation.

9. KEY CONTACTS

Hilary Gillies	07850 550533	h.gillies@spelthorne.gov.uk

10.0 MANAGEMENT AND PORTFOLIO HOLDER

10.1 Group Head's comment/signoff

Signature/ date	Comments
Farida Hussain 31.08.23	

10.2 Comments/sign off from the Deputy Chief Executive/Chief Executive *(delete as appropriate)*

Signature/date	Comments

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:

Appetite Category	**Minimal**	**Cautious**	**Exploratory**	**Seeking**
Appetite Description	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.
How are each of these appetites articulated when applied across the RAF impact measure for 'Service Provision '	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
What is the Council's overall risk appetite for 'Service		**X**		

provision' (CURRENT)?				
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				
Appetite Category	**Minimal**	**Cautious**	**Exploratory**	**Seeking**
1.Planning – Development & Management	**X**			
2.Strategic Planning		**X**		
3. Assets			**X**	
4.Economic Development			**X**	
5. Land Charges	**X**			
6. Corporate Procurement		**X**		
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. Procurement is quite highly regulated. The Procurement Bill implications referred to within this document represent a legislative change of which we – and the rest of the organisation –will need to be aware and respond suitably.				

SERVICE PLAN 2024/25

1. SERVICE OVERVIEW

INSERT BRIEF OVERVIEW OF TEAM

The Electoral Services Team aim to achieve as near to 100% electoral registration as possible and increase turnout at elections. We strive to produce an accurate and comprehensive electoral register, and to conduct elections in accordance with statutory requirements. We also endeavour to maintain a high level of customer service to ensure electors can vote in the way they wish to vote and register as easily as possible within the legal framework.

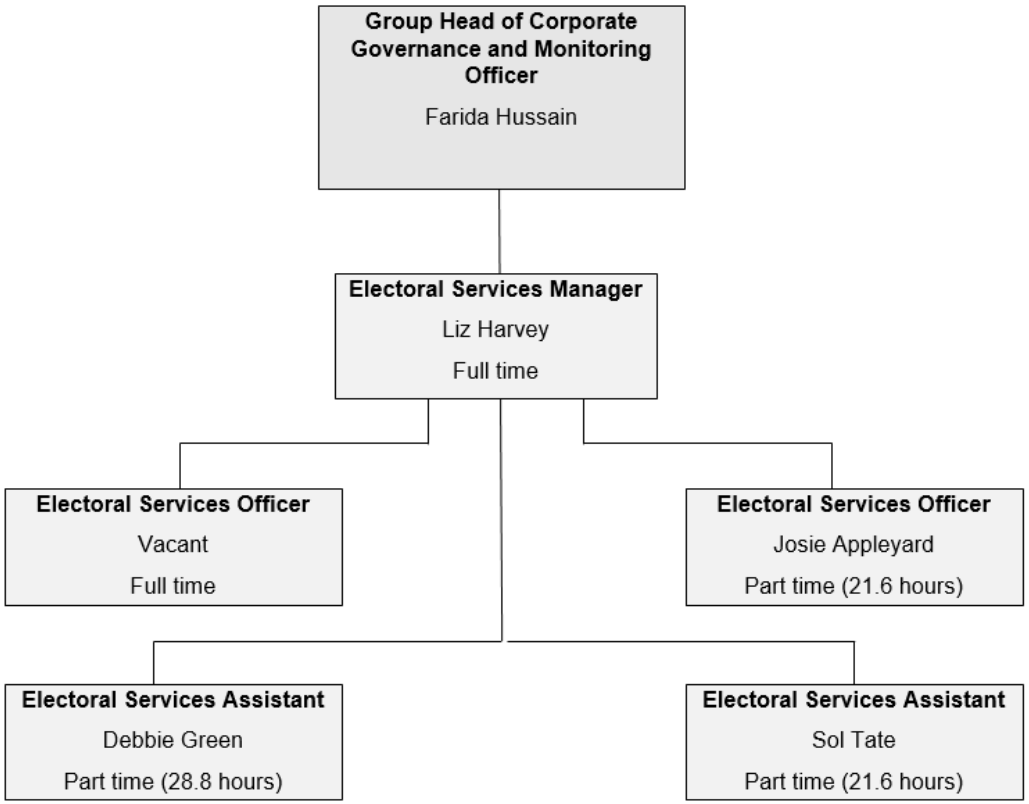
WHO WE ARE

The service is statutory. Both elections and electoral registration are driven by extensive legislation, regulation, and guidance. We are currently a team of four – 2 part time Electoral Services Assistants, one part time Electoral Services Officer and a full time Electoral Services Manager. We currently have a vacancy for a full time Electoral Services Officer which will be advertised in September 2023.

Please see the organisation chart on the next page.

At various times of the year, we employ canvassers, approximately 20 staff, to assist us in carrying out our statutory duties of getting people to register to vote. At election times we employ around 280 staff to work in polling stations and at the Count.

Elections


Group Head of Corporate Governance and Monitoring Officer
Farida Hussain
Electoral Services Manager
Liz Harvey
Full time
Electoral Services Officer
Vacant
Full time
Electoral Services Officer
Josie Appleyard
Part time (21.6 hours)
Electoral Services Assistant
Debbie Green
Part time (28.8 hours)
Electoral Services Assistant
Sol Tate
Part time (21.6 hours)

WHAT WE DO: Service Purpose and Core Business Functions

SERVICE AREA – provide "Golden Thread as to how service links to corporate plan	Link to corporate plan priorities (CARES) objectives and values (PROVIDE)
Electoral Registration • To register eligible electors who move, particularly between December and June (outside of the canvass period) and update elector information in accordance with legislation	Community, Service delivery. Empowering communities
Annual Registration • To conduct the annual canvass by arranging delivery of registration forms to each household, registering electors and inputting information received • Arranging personal visits to non-responders • To publish the annual register by 1 December	Community, Service delivery. Empowering communities
Promotions/Awareness • To promote voter registration with particular emphasis on younger people and hard to reach members of the Borough • To promote elector participation in elections • To be aware of legislative changes affecting Elections and raise awareness accordingly • Publicity by way of the Borough Bulletin, press releases, social media, Council website • To respond to requests for information from DLUHC and the Electoral Commission – this includes self-assessments, surveys and other performance standards/management requirements	Community, Service delivery
Elections / Electoral Registration • To conduct Polling Places/Station reviews, as necessary, to take account of changes in population and voting patterns and availability of premises. Ensure that existing premises meet all health and safety requirements. Statutory requirement to conduct a review every five years. However, should be reviewed when circumstances dictate. • To conduct all aspects of elections in accordance with statutory requirements and guidance issued by the DLUHC and Electoral Commission including unplanned by-elections. • To provide information to Candidates and Election Agents as required, including holding a 'Candidate & Agent Briefing'. • To promote and encourage voter participation to all sections of the community. • To deal with online applications for registration on a daily basis. • To process applications for postal/proxy voting adhering to legislative deadlines.	Community, Service delivery. Empowering communities

• Special Category Elector registrations. • Provide the Electoral Register to Credit Agencies, Political Parties, Government Departments and Councillors as required and on a monthly basis.	
IT • To maximise use of technology to reduce costs, increase efficiency and to offer options to customers on different ways to apply for services and register to vote – including the use of Modern Democracy in polling stations and the trialling of tablets for the annual canvass.	Service delivery Empowering communities
Customer Focus • The service has a wide range of customers: - Residents, Electors/potential electors, political parties, press, candidates/agents; Electoral Commission; DLUHC, Association of Electoral Administrators, Government Departments e.g. The Office for National Statistics, Jury Service. • Excellent standards of customer care are required.	Service delivery

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** (ie does scheme contribute to reducing carbon emissions or meet other social and environmental criteria)

KEY ACTIVITIES DELIVERING THE COUNCIL'S CORPORATE PLAN 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?**	**When will business case be produced and when achieve this by? Is this 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**
Statutory Function Community, Service delivery	To prepare for Police & Crime Commissioner Elections in May 2024 together with the UKPE (must be held by January 2025), Surrey County Council Elections in May 2025	Performance Standards set by Electoral Commission and DHLUC			Administrative Committee (Update only)	Cost of living growth bid only to reflect increase in inflation for goods and services and

KEY ACTIVITIES DELIVERING THE COUNCIL'S CORPORATE PLAN And other key statutory and service elements						
						staff fees
Statutory Function Community, Service delivery	Review of current canvass arrangements to see if we can improve processes for 2024 and beyond	Response rates from electors	N/A			Will be dealt with within normal working hours so no further budget required
Statutory Function Service delivery	Review of IT requirements to ensure the tools and equipment are available to carry out our roles effectively	To establish ease of responses for electors and ways of cost saving	N/A			Will be dealt with within normal working hours so no further budget required

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 £**	**Capital Budget £**	**Projected Income £**	**Staff (Full time equivalents)**	***Key risks for budget***
By-election	10,500	0	0		• Plus casual staff as necessary for the annual canvass and elections (polling station staff and the Count)
Electoral Registration	287,100	0	1000	4	
Total	**297,600**	**0**	**1000**	**4**	

Details of bid (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 (2)	Cost Centre code details (3)	Start Date MM/YY (4)	Gross Funding rec'd Separate line. If none enter n/a (£000) (5)	Gross (Revenue or Saving) or Cost £000 (6)	Total bid Req'd. (7)	End Date MM/YY (8)	PID Req'd Y or N If no, why not? (9)	Procurement involved. Y or N If no, why not? (10)	24/25 £000 (11)	25/26 £000 (12)	26/27 £000 (13)	27/28 £000 (14)
Cost - Revenue													
Total Cost - Revenue													
Income - Revenue													
Total Income - Revenue													
Staff - Revenue													
Total Staff -													

Revenue													
Savings - Revenue													
Total Savings - Revenue													

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 2024/25	297,6000	1000	4	0	X
Expenditure Costs	X	0	0	0	X
Project Income/Lost Income	0	X	0	0	X
Staff	0	0	X	0	X
Savings	(0)	(0)	(0)	(X)	(X)
Total 2024/25 Provisional Revenue Budget 2024/25	**297,600**	**1,000**	**4**	**X**	**X**

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**
Total £000s		**X**	**X**	**X**	**x**

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.

Details of bid (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 (2)	Cost Centre code details (3)	Start Date MM/YY (4)	Gross Funding rec'd Separate line. If none enter n/a (£000) (5)	Gross Capital Cost £000 (6)	Total bid Req'd. £000's (7)	End Date MM/YY (8)	PID Req'd Y or N Mandatory (9)	Procurement involved. Y or N Mandatory (10)	24/25 £000 (11)	25/26 £000 (12)	26/27 £000 (13)	27/28 £000 (14)
Capital													
Total Capital													

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
31601	Letters printed by external supplier				
	Tablets used in polling stations reducing paperwork				
	Tablet canvassing to reduce the number of forms printed				
	Encourage team members to work from home at least once/twice a week to reduce transport usage				
Total carbon reduction by ton					

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
Total £000s			**X**	**X**	**X**	**x**

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.*

Code	Key indicator description	Time period	Target
	The Electoral Commission and DHLUC require the completion of risk assessments and performance standards in relation to both electoral registration and elections. We have met all the performance standards required.	Twice yearly	To achieve and exceed the performance standards set by the Electoral Commission and DHLUC

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.***

WORKFORCE PLANNING ISSUES/TRAINING REQUIREMENTS
We may lose staff to neighbouring boroughs if we do not maintain the current rate of pay to staff for election duties. Also, difficulty in retaining polling stations, often reluctance to allow us to use the facilities, especially if an election is called at short notice
COMMUNICATION/CONSULTATION
Ongoing publicity for Voter ID to avoid electors being turned away at polling station
LEGAL ISSUES (likely to require additional legal support)
Not aware of any issues
GDPR
Ensure all members of the team ae aware and up to date with GDPR training to prevent errors/data breechs
PROCUREMENT OR CONTRACTS (upcoming procurements or contracts required)
No major contracts required
ICT (e.g. provide information on systems to be purchased or support needed**)**
Requirement for on-going assistance / updates to our elections database (Eros)
Climate Change
We are looking to see where we can use e-comms rather than sending letters, unfortunately the rules often dictate a paper communication needs to be sent to the property. People still respond by returning the paper form rather than other means
SERVICE RISKS (consider likelihood and impact) – relate where appropriate to corporate risk
additionally complete risk appetite framework Appendix A (below)
NON-LEGAL ISSUES
Not aware of any issues at present
EQUALITY and DIVERSITY
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
The Elections Act 2022 means that many changes have come into effect (Voter ID) and will come into effect over the next year. There will be financial burdens in the long term but initially some/all costs have been met by Government. Again, until we know what we are expected to do moving forward when more of the Act is implemented, it is hard to comment on the financial changes/burdens.

9. KEY CONTACTS

Liz Harvey	

10.0 MANAGEMENT AND PORTFOLIO HOLDER

10.1 Group Head's comment/signoff

Signature/ date	Comments
Farida Hussain 31.08.23	The service can come under pressure when there are by-elections particularly if these take place at certain pinch points of the year such as during the annul canvass. The current budget accommodates just one by-election per year therefore if there are any more, this puts budgetary pressures on the Service.

10.2 Comments/sign off from the Chief Executive *(delete as appropriate)*

Signature/date	Comments

Document Reference:	Service Plan 2024/25
Version:	V2
Date of issue	
Originator:	
Reviewer:	
Plan Status:	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:

Appetite Category	Minimal	Cautious	Exploratory	Seeking
Appetite Description	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.
How are each of these appetites articulated when applied across the RAF impact measure for 'Service Provision '	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
What is the Council's overall risk		**X**		

appetite for 'Service provision' (CURRENT)?				
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				
Appetite Category	**Minimal**	**Cautious**	**Exploratory**	**Seeking**
1.Planning – Development & Management	**X**			
2.Strategic Planning		**X**		
3. Assets			**X**	
4.Economic Development			**X**	
5. Land Charges	**X**			
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.				

LOCAL LAND CHARGES SERVICE PLAN 2024/25

1. SERVICE OVERVIEW

INSERT BRIEF OVERVIEW OF TEAM

Local Land Charges (LLC) is a statutory function and the team collates the information from several departments and outside bodies providing the results to solicitors and search agents in respect of residential and commercial property transactions. The team maintains the Local Land Charges Register, on behalf of HMLR, and scrutinize the data to ensure that the results are true, accurate and relate to the property concerned to avoid the possibility of future litigation. By delivering this service in a timely manner we enable residents to move house and businesses to purchase or develop properties providing economic benefits to the borough.

WHO WE ARE

Local Land Charges is part of the Place, Protection and Prosperity Group reporting directly to Heather Morgan the Group Head. The team consists of 2 Land Charges Officers.

WHAT WE DO: Service Purpose and Core Business Functions

Land Charges is a statutory function which is required to maintain the Local Land Charges Register to enable Solicitors and Personal Search Agents to complete searches of land and or properties within a timely fashion. It is also required to provide answers to queries and requests for external and internal clients.

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 And other key statutory and service elements	

KEY ACTIVITIES DELIVERING THE COUNCIL'S CORPORATE PLAN 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 (Statutory)	Implementation of TLC upgrades to standardise Macros/coding	New system in place and search results are accurate	Dependant on issue of upgrade by supplier	LLC Officers	Admin committee	
Service delivery (Statutory)	Continue to maintain LLC Register for Land Registry following migration to HMLR	Maintenance of land charges register via link to HMLR to ensure SBC data is accurate and compliant	Migration completed on the 23/04/2021 to HMLR, maintenance on-going indefinitely	LLC Officers	Admin committee	None
Service Delivery (Statutory)	Community Infrastructure Levy (CIL)/S106a Processes in place	Ensure that all updates to CIL & S106a are accurate and added to the register immediately.	On-going	LLC Officers	Admin committee	Liaise with CIL team & Legal
Service Delivery (Statutory)	Planning Spatial Extent correct	All entries received from Planning are accurately captured on Uniform to ensure that migration LLC register is correct	On-going,	LLC Officers	Admin committee	Liaise with Planning Development Management (PDM)

KEY ACTIVITIES DELIVERING THE COUNCIL'S CORPORATE PLAN And other key statutory and service elements						
Service Delivery (Statutory)	Ensure all other Land Charges Registrations are accurate	Data is accurate for all search requests	On-going	LLC Officers	Admin committee	None
Service Delivery (Statutory)	Ensure fees reflect LLC activity and amend as appropriate. Update privacy notice as and when required	Ensure no delays caused by inaccurate information and adhere to compliance requirements Compliance with GDPR and EIR regulations.	On-going	LLC Officers	Admin committee	None
Service Delivery	We are now providing our enhanced service of CON29 requests as standard.	This has proved to be a more comprehensive service to our clients and the sale of properties appears to be a smoother transaction giving economic benefits to the borough.	On-going	LLC Officers	Admin committee	None

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 £**	**Capital Budget £**	**Projected Income £**	**Staff (Full time equivalents)**	***Key risks for budget***
Local Land Charges (LLC)	*£105,900*		*£140,700 ** *	1FT, 1PT (30hrs)	Inaccurate replies resulting in litigation
			** Please note this figure includes £30,000 collected on behalf of Surrey CC Highways paid over to them by monthly invoice.		High inflation, higher mortgage rates versus low wages resulting in fewer house moves.
Total	**£105,900**		**£140,700**	**1Ft, 1PT (30 hours)**	

10

NIL	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. (2)	Cost Centre code details (3)	Start Date MM/YY (4)	Gross Funding rec'd Separate line. If none enter n/a (£000) (5)	Gross (Revenue or Saving) or Cost £000 (6)	Total bid Req'd. (7)	End Date MM/YY (8)	PID Req'd Y or N If no, why not? (9)	Procurement involved. Y or N If no, why not? (10)	24/25 £000 (11)	25/26 £000 (12)	26/27 £000 (13)	27/28 £000 (14)
Cost - Revenue	*NIL*												
Income - Revenue	*NIL*												
Total Income - Revenue	*NIL*												
Staff - Revenue	*NIL*												
Total Staff - Revenue	*NIL*												
Savings - Revenue	*NIL*												
Total Savings - Revenue	*NIL*												

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 2024/25	*0*	*0*	1.8	*0*	
Expenditure Costs	£105,900	0	0	0	£105,900
Project Income/Lost Income	0	(£140,700)	0	0	(£140,700)
Staff	0	0	1.8	0	1.8
Savings	(0)	(0)	(0)	(0)	(X)0
Total 2024/25 Provisional Revenue Budget 2024/25	**£105,900**	**(£140,700)**	**1.8**	**0**	**(£34,800)**

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**
Income cost code	**This is dependant on the economic climate. We cannot project any figures for the years ahead.**	**Down or flat, going on previous experience during austerity.**	**Flat or upwards trend dependant on interest rates, inflation and govt. changes.**	**upwards trend dependant on interest rates, inflation and govt. changes.**	**upwards trend dependant on interest rates, inflation and govt. changes.**
Total £000s		***X***	***X***	***X***	***x***

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.

Details of bid (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 (2)	Cost Centre code details (3)	Start Date MM/YY (4)	Gross Funding rec'd Separate line. If none enter n/a (£000) (5)	Gross Capital Cost £000 (6)	Total bid Req'd. £000's (7)	End Date MM/YY (8)	PID Req'd Y or N Mandatory (9)	Procurement involved. Y or N Mandatory (10)	24/25 £000 (11)	25/26 £000 (12)	26/27 £000 (13)	27/28 £000 (14)
Capital													
Total Capital													

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
Unknown	*Enhanced search service and legal agreement capture will eliminate the need for email copy document requests thus less emails, less storage.*	Ongoing	-	-	-
Unknown	*Creation of Legal agreement area on sharepoint for us and other services, less storage etc (5 X department saving space)*	Ongoing	-	-	-
Unknown	Working to keep our general daily email storage to a minimum to lower our carbon footprint – this also slots in with our GDPR instructions.	Ongoing	-	-	-
Unknown	*Creation of TPO area on sharepoint for us and other services, less storage etc (at least 3 departments saving space)*	Ongoing	-	-	-
Total carbon reduction by ton	**Cannot be calculated due to the ongoing nature of our pledges and we are unable to predict how much printing we will need to do. Most of our work is done digitally and deleted when it is no longer required. All paperwork is stored on EDRMS so no need to keep it.**	-	-	-	-

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
Total £000s			**X**	**X**	**X**	**x**

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.*

Code	Key indicator description	Time period	Target
LLC/Con29	Turnaround time for all searches – within three to five working days or better	Annual	100%
	Revenue generation – by statute the service must aim to cover the cost of the service only.		

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.***

WORKFORCE PLANNING ISSUES/TRAINING REQUIREMENTS
The department at present consists of the following: - 1 x LLC officer (Part-Time – 30 hrs) hybrid working (2 days in office) 1 x LLC officer Full time hybrid working (2 days in office every other week) Training – Full time officer joined the service in July 2021 and will be receiving training in all elements of the role which will be on-going. There will be a need for all staff to receive appropriate training on changes to the IT system (TLC, Uniform, EDRMS) as and when upgrades are undertaken to systems used by Land Charges or at the request of HMLR. Succession planning will need to be considered in the short to medium term to ensure a high-quality service can continue to be delivered. Land charges is a highly specialised area of work which requires a specific skill set.
COMMUNICATION/CONSULTATION
Consultation/communication is continuing with all our internal stakeholders (DM, CIL, Legal, EH, IL, BC) to ensure that the data is complete and accurate and processes between services are efficient and fit for purpose. We also update external clients to any changes to the fees or service annually and as and when required. Do not anticipate that the Communication team will be required.
LEGAL ISSUES (likely to require additional legal support)
Consultation with Legal is on an ad hoc basis as and when issues arise following queries from search agents. Registration of all legal documents on to the LLC Register must be completed in a timely manner to avoid inaccurate replies leading to litigation.

GDPR
We review all our procedures in line with GDPR on an on-going basis, review our retention policy and resilience plan regularly. Our privacy notice is reviewed with the Data Compliance team.
PROCUREMENT OR CONTRACTS (upcoming procurements or contracts required)
None
ICT (e.g. provide information on systems to be purchased or support needed**)**
ICT normally advise us of any changes to our systems via IDOX and are also involved with any future plans originating from HMLR. We use Sharepoint and are refining the data to meet the services requirements.
Climate Change
We have adapted our service to try to mitigate the need for printing and scanning were possible by writing on and stamping request forms digitally. Rather than printing, processing, scanning and emailing and/or posting back the document, we now complete almost all of our request duties on the computer. Our changeover to SharePoint has helped us to realise how it would be beneficial having an easily accessible area for several departments containing any legal documents we have previously kept printed copies of. This would not only keep our printing to a minimum, but it would save teams emailing each other in order to find a document they haven't currently got in their own files, and would save a huge amount of storage space, physically and digitally as up to 5 different departments would be able to pull any legal document we have on file from the same place, rather than having the data copied and saved in several different locations. We as a team now provide our clients with any legal documentation we have on file with the replies to their search requests as part of our new enhanced search service. The purpose behind this change is to not only provide the client with all the information they need to make an informed decision on their purchase, but we've found that this decreases the amount of emails going back and forth asking for said documents at a later stage.
We need to remain vigilant when adding registrations to the LLC Register to ensure complete accuracy and to therefore avoid any potential for litigation which could run to many thousands of pounds depending on the type of claim and number of purchases affected within a housing chain.
NON-LEGAL ISSUES
As in previous years we will need to be aware of the economic conditions at present affecting everyone. With Inflation still on the high side and mortgage interest rates set to stay high for a longer period and peoples wages still not enabling them to borrow sufficient to meet house prices, despite expected falls in value, there has been a noticeable downturn in house moves over several months. Independent Living are still in the process of changing their systems in relation to recording and processing grant applications. We will need to ensure that Land Charges are kept fully informed of their progress and how they will integrate us into their new processes to ensure that all data is captured on the Land Charges Register to avoid any litigation in relation to incomplete or inaccurate search replies. We have got a system in place for recording the grants on our side so as long as they keep us in the loop it should not prove to be a major change for us. We need to always be aware that HMLR may require changes going forward to our systems but we have ringfenced monies provided by HMLR, to be used

at their discretion, to cover the costs of any changes requested over the coming years ahead (potentially 5-10 years).
EQUALITY and DIVERSITY
Equality Impact Assessments Required or Reviews due include here – CBTs completed by both LLC Officers July/August 2023

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
We need to be aware of the economic conditions at present affecting everyone. With Inflation still on the high side and mortgage interest rates set to stay high for a longer period and peoples wages still not enabling them to borrow sufficient to meet house prices, despite expected falls in value, there has been a noticeable downturn in house moves. The wider economic climate impacts directly on the service and the level of income received – this external factor is beyond the control of the service. Succession planning will need to be considered in the short to medium term to ensure a high-quality service can continue to be delivered. Land charges is a highly specialised area of work which requires a specific skill set. As previously stated HMLR's migration project is being rolled out throughout the country and there maybe changes required to ensure a streamlined service nationwide, they have provided ringfenced financial assistance to cover these potential areas of change over the coming years (2024 onwards).

9. KEY CONTACTS

Name: H Morgan Job title: Group Head, Place, Protection and Prosperity Email address: h.morgan@spelthorne.gov.uk Tel no.: 01784 446352	Name: L Appleyard Job title: Land Charges Officer Email address: l.appleyard@spelthorne.gov.uk Tel no.: 01784 446485
Name: K Dearie Job title: Land Charges Officer Email address: c.dearie@spelthorne.gov.uk Tel no.: 01784 446447	

10.0 MANAGEMENT AND PORTFOLIO HOLDER

10.1 Group Head's comment/signoff

Signature/ date	Comments
H. Morgan GH Place, Protection and Prosperity 07.09.23	I have discussed and agreed the service plan including key activities, finance and future key risks and issues.

10.2 Comments/sign off from the Deputy Chief Executive/Chief Executive *(delete as appropriate)*

Signature/date	Comments

Document Reference:	Service Plan 2024/25
Version:	V2
Date of issue	22.08.23
Originator:	Land Charges team

Reviewer:	Heather Morgan
Plan Status:	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:

Appetite Category	Minimal	Cautious	Exploratory	Seeking
Appetite Description	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.
How are each of these appetites articulated when applied across the RAF impact measure for 'Service Provision '	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
What is the Council's overall risk appetite for 'Service provision'		**X**		

(CURRENT)?				
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				
Appetite Category	**Minimal**	**Cautious**	**Exploratory**	**Seeking**
Land Charges		**X**		
Land charges is a highly regulated activity. Service delivery is all around cost recovery and land charges cannot make a profit (so minimal in terms of risk). The team were however an early adopter of the move over to the new national Land Registry system and with the move to SharePoint – hence the eventual cautious risk appetite.				

SERVICE PLAN 2024/25

1. SERVICE OVERVIEW

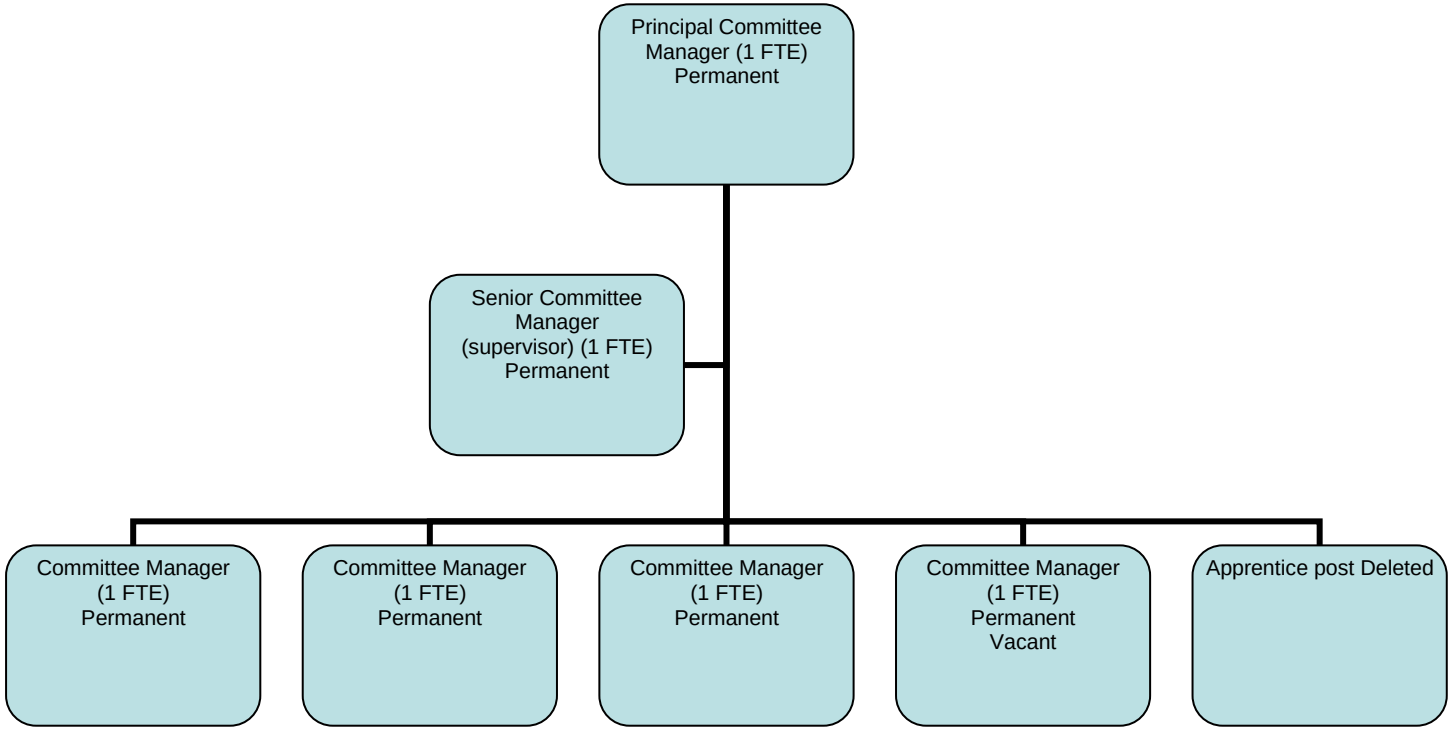
INSERT BRIEF OVERVIEW OF TEAM

The Committee Services team supports the statutory and discretionary decision making processes of the Council by servicing a range of committees and providing support for decision making outside of formal meetings. The team ensures that meeting agendas are published within the prescribed deadlines as failure to adhere to the deadlines would impact on the ability to hold the committee/council meeting on the agreed date. Following each meeting, the team publish a Decision Notice that will outline the decisions made by the Committee in order to give notice of the start of the call-in period. Concise and accurate minutes that reflect the proceedings of the meeting are then compiled and published.

The team is also responsible for providing a comprehensive induction programme for new members and on-going training and support for existing councillors. Support and guidance is given to other individuals appointed to operate within the decision making structure of the council, to ensure that they are aware of the processes and deadlines involved in taking a report to committee.

Committee Service acts as the link between Members and Officers and the team must always act in a professional, non-political way and ensure that confidentiality and diplomacy is maintained at all times.

WHO WE ARE:


Principal Committee Manager (1 FTE) Permanent
Senior Committee Manager (supervisor) (1 FTE) Permanent
Committee Manager (1 FTE) Permanent
Committee Manager (1 FTE) Permanent
Committee Manager (1 FTE) Permanent Vacant
Apprentice post Deleted

WHAT WE DO: Service Purpose and Core Business Functions

The Committee Services team's work does not directly link into the Corporate Plan. It does however facilitate other services whose roles more explicitly link Into the Corporate Plan.

SERVICE AREA – provide "Golden Thread" as to how service links to Corporate Plan	Link to Corporate Plan priorities (CARES) objectives and values (PROVIDE)
Compiling the Council's calendar of meetings	All indirectly
Servicing the Council's main committees	All indirectly
Ensuring the smooth running of the Council's democratic and decision-making procedures	All indirectly
Advising committee meetings on procedural issues wider organisational developments	All indirectly
Supporting the Management Team's internal/quality assurance processes in relation to decision making	All indirectly
Provision of advice and support to members and officers	All indirectly

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** (ie does scheme contribute to reducing carbon emissions or meet other social and environmental criteria)

KEY ACTIVITIES DELIVERING THE COUNCIL'S CORPORATE PLAN 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?**	**When will business case be produced and when achieve this by**	**Who is the lead officer?**	**Which Committee sign off?**	**Other service resources e.g procurement and *budget* required mention if also potential growth bids**
Community	To review the Council's Constitution on an on-going basis to ensure that the Governance measures put in place serve the residents of the Borough, members and officers. To ensure that the process for public participation at meetings is clear and meets the needs of the public, members and officers.		Ongoing Ongoing	Monitoring Officer/ Principal Committee Manager Monitoring Officer/ Principal Committee Manager	Council Council	
Recovery	To ensure that the agendas and minutes are produced in a timely manner and adhere to prescribed deadlines.		Ongoing			
Environmental	To provide reports in an electronic format and to limit the amount of paper copies produced. To facilitate this, ensure that all members are able to access papers. To reduce the amount of printing/photocopying undertaken by team.		Ongoing	Principal Committee Manager		

KEY ACTIVITIES DELIVERING THE COUNCIL'S CORPORATE PLAN And other key statutory and service elements						
	To encourage working from home where feasible to reduce the number of car journeys undertaken by team members.					

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 £**	**Capital Budget £**	**Projected Income £**	**Staff (Full time equivalents)**	***Key risks for budget***
Committee Services	£322,900	0	0	7	
Members	£410,900	0	0	0 (various indirect)	Members' Allowances to be reviewed in September 23 and backdated to April 23
Total	**£733,800**				

Details of bid (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 (2)	Cost Centre code details (3)	Start Date MM/YY (4)	Gross Funding rec'd Separate line. If none enter n/a (£000) (5)	Gross (Revenue or Saving) or Cost £000 (6)	Total bid Req'd. (7)	End Date MM/YY (8)	PID Req'd Y or N If no, why not? (9)	Procurement involved. Y or N If no, why not? (10)	24/25 £000 (11)	25/26 £000 (12)	26/27 £000 (13)	27/28 £000 (14)
	Purchase of new interactive voting system for the Council Chamber linked to our micro-phones	31404	01/04/24		20,000	20,000		No – low value	No – below threshold	20			
	Currently committee allowances budgeted do not meet the number of meetings that Committee Services staff support. There have been an increase in ECMs, carry over meetings and urgent committee meetings. Committee staff are required to attend. Therefore a growth is bid is required to reflect the increased number of meetings supported	31404	01/04/24		7,000	7,000		No – operational and necessity	No	7	7	7	7
Total Cost - Revenue										27	7	7	7

Income - Revenue													
Total Income - Revenue													
Staff - Revenue													
Total Staff - Revenue													
Savings - Revenue													
Total Savings - Revenue													

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 2024/25	684,900	0	0	0	X
Expenditure Costs	27,000	0	0		X
Project Income/Lost Income	0	X	0	0	X
Staff		0	X	0	X
Savings		(0)	(0)	(X)	
Total 2024/25 Provisional Revenue Budget 2024/25	**711,900**	**0**	**6**		**X**

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
Total £000s		**X**	**X**	**X**	**x**

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.

Details of bid (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 (2)	Cost Centre code details (3)	Start Date MM/YY (4)	Gross Funding rec'd Separate line. If none enter n/a (£000) (5)	Gross Capital Cost £000 (6)	Total bid Req'd. £000's (7)	End Date MM/YY (8)	PID Req'd Y or N Mandatory (9)	Procurement involved. Y or N Mandatory (10)	24/25 £000 (11)	25/26 £000 (12)	26/27 £000 (13)	27/28 £000 (14)
Capital													
Total Capital													

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
	Reduce printing/photocopying				
	Work remotely as much as possible. **To review how often team members need to be in the office taking into account when they have to attend meetings.**				
	Ensure that the air-con in the Members Room is only turned on when required				
	Ensure that all lights and equipment are turned off at the end of the meeting				
	Ensure that monitors and lights in the office are switch off at the end of the day				

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
Total £000s			**X**	**X**	**X**	**x**

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.*

Code	Key indicator description	Time period	Target
	Agendas and published in line with current legislation (5 clear working days before meeting date)	ongoing	
	Minutes of the meetings are published within 1 week of the meeting date	ongoing	

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.***

WORKFORCE PLANNING ISSUES/TRAINING REQUIREMENTS
The Committee system is currently under review and at this stage we are not certain what this will mean for Committee Services in respect of frequency of meetings. The Constitution is also under review which may result in revised procedures that the team will need to understand. Any By-election would result in a new member that would require a full induction programme
COMMUNICATION/CONSULTATION
N/A
LEGAL ISSUES (likely to require additional legal support)
N/A
GDPR
Ensure any issues relating to data management and protection are covered under risks.
PROCUREMENT OR CONTRACTS (upcoming procurements or contracts required)
N/A

ICT (e.g. provide information on systems to be purchased or support needed**)**
N/A
Climate Change
Consider both how the service would be impacted by climate change and its climate change impacts.
SERVICE RISKS (consider likelihood and impact) – relate where appropriate to corporate risk
additionally complete risk appetite framework Appendix A (below)
NON-LEGAL ISSUES
Difficulty in recruiting to vacant posts
EQUALITY and DIVERSITY
N/A

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

Karen Wyeth	k.wyeth@spelthorne.gov.uk

10.0 MANAGEMENT AND PORTFOLIO HOLDER

10.1 Group Head's comment/signoff

Signature/ date	Comments
Farida 31.08.23	

10.2 Comments/sign off from the Deputy Chief Executive/Chief Executive *(delete as appropriate)*

Signature/date	Comments

Document Reference:	Service Plan 2024/25
Version:	V2
Date of issue	
Originator:	
Reviewer:	
Plan Status:	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:

Appetite Category	Minimal	Cautious	Exploratory	Seeking
Appetite Description	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.
How are each of these appetites articulated when applied across the RAF impact measure for 'Service Provision '	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
What is the Council's overall risk		**X**		

appetite for 'Service provision' (CURRENT)?				
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				
Appetite Category	**Minimal**	**Cautious**	**Exploratory**	**Seeking**
1.Planning – Development & Management	**X**			
2.Strategic Planning		**X**		
3. Assets			**X**	
4.Economic Development			**X**	
5. Land Charges	**X**			
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.				

SERVICE PLAN 2024/25

1. SERVICE OVERVIEW

INSERT BRIEF OVERVIEW OF TEAM

The Internal Audit Team are strategically placed to provide valuable insight in supporting and protecting the Authority.
As trusted advisors we continually strive to deliver added value services in addition to our core independent assurance role, such as facilitating, analysing, coordinating, and reporting to the corporate management team and Audit Committee on:

- The Council's Corporate (Strategic) Risk Register which incorporates the Council's risk exposure to wider externalities and impact upon the Council and communities it serves.
- Counter Fraud initiatives and outcomes including fraud savings generated/fraud losses prevented or stopped.

WHO WE ARE

Punita Talwar (Audit Manager) 0.75 FTE
(Senior Auditor) 1 FTE (Vacant from 1.9.2023)
Total 1.75 FTE (Establishment)

Plus, commissioning Contractor days for 2024/25 (current budget supports approx. 30 days)

The Internal Audit Manager (IAM) reports directly to the Group Head of Corporate Governance, Farida Hussain. To demonstrate the independent positioning and status of the Internal Audit function, the IAM has a dotted reporting line to the Chief Finance Officer/Section 151 Officer and the Chief Executive. This is reflected within Spelthorne's organisation chart. The IAM also has a direct reporting and communication line to the Chair of the Audit Committee in adherence with Public Sector Internal Audit Standards (PSIAS).

The Senior Auditor and contracted audit resource report directly to the Audit manager.

We are currently looking at options on how to deliver the service differently through a partnership or outsourcing arrangement. It is anticipated that any new service delivery model will commence from 1st April 2024 subject to relevant committee approvals.

WHAT WE DO: Service Purpose and Core Business Functions

Provide a narrative here covering the services work and how the work fits with the priorities of the corporate plan.

Summary

We add value through protecting the authority and safeguarding Council assets from threats. The Internal Audit service supports the Authority to effectively achieve the Corporate Plan priorities and objectives by providing independent and objective assurance on the adequacy of systems of internal control in managing organisational risk. We recommend improvements where necessary to strengthen and enhance the internal control framework and governance processes, and this contributes significantly to how objectives and priorities are delivered. We are not here to stifle the pursuit of positive opportunities or innovative business measures in delivering objectives and priorities, and in the provision of assurance we seek to ascertain envisaged risks are being adequately and proportionately managed.

SERVICE AREA – provide "Golden Thread as to how service links to corporate plan	Link to corporate plan priorities (CARES) objectives and values (PROVIDE)
Corporate Risk Management - Actively facilitate the **Council's Corporate Risk Register** to identify, assess, score, and monitor the most significant strategic risks that may impact the effective delivery of the Council's corporate priorities. This helps the authority to focus on risks and issues that require prioritised management action, supported further through a 'Risk Management Action plan' with assigned officers and timeframes for delivery.	All Corporate Priorities and these are cross referenced in the Corporate Risk Register document.
Corporate Risk Management - Identifying, analysing and monitoring the impact of emerging and evolving risks facing the Council during extremely challenging times in the context of **significant wider externalities** such as the macro-economic environment and geopolitical uncertainty. This work is now embedded into the periodical review of the Corporate Risk Register.	All Corporate priorities
Counter Fraud Oversight - Collaborative working arrangements with Reigate and Banstead Council in pursuing **counter fraud** measures and new initiatives, targeting Service areas where the occurrences and ongoing risk of public fraud remains high, such as Housing, Business Rates, Council Tax and Benefits. Collating, analysing, and reporting on quantified fraud savings generated/fraud losses prevented or stopped, based	Corporate Priority areas: -Communities -Affordable Housing - Service delivery

on government estimated savings to the public purse, as well as cashable savings to the authority.	
Statutory reporting requirements to the **Audit Committee** in accordance with Public Sector Internal Audit Standards (PSIAS) – several reports and related processes set out in the annual Committee Work Programme which are produced and presented by the Internal Audit Manager, including for example production of the annual audit opinion and annual review of the effectiveness of Internal Audit.	All Corporate priorities
Audit Planning A strategic view is taken by the Internal Audit Manager in the preparation of the **annual risk-based Audit plan** to ensure it aligns with and is focussed on matters that impact the Corporate Plan priorities, whilst also incorporating other prioritised areas for review. This adheres to best practice and audit standards. The annual planning exercise takes place between February and March each year to ensure that due regard can be given to current, emerging and evolving risks in determining the annual risk-based audit plan which is then presented to the Audit Committee just ahead of the financial year.	All Corporate priorities. For example, annual cycle audits include Commercial Assets and Property Development, both of these areas linking directly with the Council's corporate priorities (Communities/Affordable Housing/Recovery/Environmental/Service Delivery)
Objective Assurance- Delivery of internal audit **assignments** set out in the approved work programme (annual risk focused audit plan)	All Corporate priorities. The service supports the Authority to achieve the Corporate Plan priorities and objectives effectively by providing independent and objective assurance on the adequacy of systems of internal control in managing risk.
Support - Audit **Support, advice, and insight** on planned and unplanned areas, across every aspect of the Council's operations, including new projects/schemes/ processes, revised service model arrangements, major government led initiatives etc, as well as advisory input to working groups. Internal Audit also provide steer to Officers regarding the risk considerations section for decision making/Committee reports, dependant on team capacity.	All Corporate priorities.

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 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?**	**When will business case be produced and when achieve this by? Is this 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**
	Insert the specific action(s) your Team will take during 2024/25 including projects and BAU	*Ensure all actions detail the intended outcome including the key milestones by which you will judge success. You should also include an indication of the timeframe (i.e. the start and end date of the activity.)*		*Identify a named officer who is accountable for delivering the action. This information is required so that progress against*		

KEY ACTIVITIES DELIVERING THE COUNCIL'S CORPORATE PLAN And other key statutory and service elements						
				actions can be effectively monitored.		
Statutory All Corporate Priorities	1.Effective delivery of the risk focused Audit Plan for 2024/25	Timeframes - The workplan is due to commence from April 2024. Target for delivery by Quarter 1 of 2025/26, to allow for completion of risk and assurance workstreams including audit assignments that may be deferred to Quarter 4. Outcome – Agreeing improvements and recommendations where deemed necessary with Group Heads/ Managers/MAT to strengthen and enhance internal control in managing related risks and delivering service	Business case - N/A	Internal Audit Manager,	Audit Committee	

KEY ACTIVITIES DELIVERING THE COUNCIL'S CORPORATE PLAN And other key statutory and service elements						
		objectives/corporate priorities. Outcome- Agreed audit recommendations implemented by Managers, with high/medium priority recommendations implemented in a reasonable timeframe. This demonstrates added value for the authority through improvement, which in turn contributes to effective delivery of corporate plan priorities and objectives.				
Statutory All Corporate Priorities	2.New risk management system /central recording of corporate (strategic) risks	Timeframes – It is envisaged that during 2024/25 the recording, collation, analysis and reporting of the	A scoping document setting out business need has been	Internal Audit Manager,	Audit Committee	ICT Service

KEY ACTIVITIES DELIVERING THE COUNCIL'S CORPORATE PLAN And other key statutory and service elements						
		Corporate Risk Register will be based on a new central platform using in-house Council systems such as Granicus, SharePoint and Power Bi. Significant work has already taken place during 2023/24 to support this transition and continues in terms of scoping business needs, building new database structures, data input (manually copying over data) and developing reports to visually enhance the presentation of risk management information. The transition will require ongoing monitoring during 2024/25 to ensure that implementation of phase 1 has run	produced and shared with relevant Officers			

KEY ACTIVITIES DELIVERING THE COUNCIL'S CORPORATE PLAN And other key statutory and service elements						
		smoothly and that it meets the requirements of the Audit Committee and other key stakeholders. Outcomes include: -Enhanced risk ownership by promoting greater direct data entry amongst colleagues -More efficient system that replaces the use of large word documents (which can often become unwieldy to maintain) with a central data repository -A facility to build and generate reports and summary dashboards that present information in a more aesthetically pleasing				

KEY ACTIVITIES DELIVERING THE COUNCIL'S CORPORATE PLAN And other key statutory and service elements						
		way to the reader -Automated workflows to prompt periodical requests for data input and reminders for information outstanding				
Statutory All Corporate Priorities	3.External Quality Assessment (EQA) of Internal Audit Conformance to Public Sector Internal Audit Standards (PSIAS) – Implement Action Plan	Timeframes – Further to a planned External Quality Assessment that is scheduled to take place in Autumn 2023, any agreed improvement actions will need to be pursued and implemented. <u>Outcome –</u>Pursuing improvements and implementing recommendations arising from the EQA reinforces the importance of audit principles and best practices, intended to strengthen and	PSIAS requirement for a 5 yearly review of Internal Audit conformance to the mandatory Audit Standards	Internal Audit Manager,	Audit Committee	

KEY ACTIVITIES DELIVERING THE COUNCIL'S CORPORATE PLAN And other key statutory and service elements						
		enhance the overall effectiveness of the Internal Audit function.				
Statutory All Corporate Priorities	4. Implement alternative service delivery model for Internal Audit	Provide increased resilience to the IA service and expertise in certain audit areas such as investment property management	Business case to MAT by 30.09.23	Group Head of Corporate Governance	Audit Council	30,000 growth bid for any initial set up and associated costs

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 £ (2023/24)**	**Capital Budget £**	**Projected Income £**	**Staff (Full time equivalents)**	***Key risks for budget***
Internal Audit / Corporate Risk Management/ Counter Fraud Contract with another local authority	214,200	Nil	Nil	1.75FTE	1. The audit contractor budget of £13,900 for 2023/24 equates to approx. 30 contractor days. Audit Contractor rates have inevitably increased in line with inflation and this is highlighted again later in this document.
	See above	See above	See above	See above	2. For 2023/24, in delivering the service and meeting prioritised business need, there is a requirement to procure a greater level of Audit Contractor resource. It is estimated that this additional cost will be offset by the

					underspend on the salaries budget arising due to the departure of the Senior Auditor and a vacant position taking effect from September 2023. This approach has been communicated to the Service Accountant and approved by the Group Head of Corporate Governance .
Total	**214,200**	**Nil**	**Nil**	**1.75 FTE**	

Details of bid (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 (2)	Cost Centre code details (3)	Start Date MM/YY (4)	Gross Funding rec'd Separate line. If none enter n/a (£000) (5)	Gross (Revenue or Saving) or Cost £000 (6)	Total bid Req'd. (7)	End Date MM/YY (8)	PID Req'd Y or N If no, why not? (9)	Procurement involved. Y or N If no, why not? (10)	24/25 £000 (11)	25/26 £000 (12)	26/27 £000 (13)	27/28 £000 (14)
Cost - Revenue	Service Delivery – delivering an efficient Internal Audit Service by delivering the service through a partnership or outsourcing arrangement. Initial set up costs may be required.		01/04/24			30,000			N	30			
Total Cost - Revenue										N/A			
										N/A			
Income - Revenue										N/A			
										N/A			
Total Income - Revenue										N/A			
										N/A			
Staff - Revenue										N/A			

										N/A			
Total Staff - Revenue										N/A N/A			
Savings - Revenue										N/A			
Total Savings - Revenue										N/A			

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 2024/25	214,200	0	See earlier comments under column 2	0	X
Expenditure Costs	To be confirmed later in year as depends on	0	See earlier comments under	0	X

	outcome of options paper going to Audit Committee on future service model/provision from 2024/25 Estimate £30,000		column 2		
Project Income/Lost Income	0	X	0	0	X
Staff	0	0	0	0	X
Savings	0	(0)	(0)	(X)	(X)
Total 2024/25 Provisional Revenue Budget 2024/25	**244,200**	**X**	**X**	**X**	**X**

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**
Audit 30123 5012	30123 5012 - Contractual Inflation (Audit Contractor)	5 to 10% on existing Contractor budget of 13,900 needs to be allowed for /factored.	If inflation steadily goes down as forecast from 2024 then there may be no requirement for contractual inflation	**n/a – see comments for 25/26**	**n/a – see comments for 25/26**
Audit 30123 5012	30123 5012 – Potential for new Contracts to support				

	service provision. This will depend on the outcome of an options paper going to Audit Committee in November on future service model/provision from 2024/25				
Audit 301234451	30123 4451- New contract (Counter Fraud Service)		The Counter fraud arrangement with Reigate and Banstead Council will come to an end 31 March 2025. A Growth Bid will be resubmitted as part of the 2025/26 budget process and a tender exercise will be required as part of the procurement process. There is a strong possibility that future service costs will exceed current contract value, so some inflationary element may need to be factored in from 2025/26.		
Total £000s		**X**	**X**	**X**	**x**

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.

N/A

Details of bid	Reason for Bid and confirm which priority in the new corporate plan this relates to CARES (Community, Affordable Housing, Recovery, Environment & Service	Cost Centre code details	Start Date MM/YY	Gross Funding rec'd Separate line. If none enter	Gross Capital Cost £000	Total bid Req'd. £000's	End Date MM/YY	PID Req'd Y or N Mandat	Procurement involved. Y or N Mandat	24/25 £000	25/26 £000	26/27 £000	27/28 £000

(1)	Delivery) include consideration of future years items (2)	(3)	(4)	n/a (£000) (5)	(6)	(7)	(8)	ory (9)	ory (10)	(11)	(12)	(13)	(14)
Capital										N/A	N/A	N/A	N/A
Total Capital	Nil												

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
Audit - 30123	Automated audit working papers , and requests for electronic information as part of audit assignments have already been in place for many years to replace the need for manual files/printing. This approach will continue.				
	Hybrid working model across the Council continues. Office days are restricted which helps to reduce road traffic levels and related environmental impact.				
Total carbon reduction	**Not calculated – perhaps an overall assessment of reduction in**				

by ton	**carbon footprint from reduced office working and less printing is available for the Council over a time period.**				

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
30123 5012	This cannot be advised at this stage as it is dependent on the procurement process/outcome. The prospective supplier for 2023/24 is being discussed.	To support delivery of the annual Internal Audit Plan – procurement process underway for 2023/24 provision and contract documentation to be prepared/issued in due course. Contracts will need to be renewed or established for future service provision beyond 2024/25 so it is expected that some support is required from the Legal and Procurement team.				
Total £000s			**X – Not yet known**	**X Not yet known**	**X Not yet known**	**x Not yet known**

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.*

Code	Key indicator description	Time period	Target
	Produce Annual Audit opinion on the overall adequacy of the Council's systems of internal control, risk management and governance arrangements alongside an annual Audit Report of Work undertaken and key themes/issues arising. Report on this to the Audit Committee.	Annual	By mid May each year to inform the Annual Governance Statement (AGS). (*Statutory)*
	Preparation of the Annual risk-based Audit Plan in consultation with Group Heads and Managers	12-month cycle	The Audit Committee approve the risk-based audit plan each year in March (*Statutory)*
	Percentage of agreed audit recommendations implemented by Management. This will demonstrate the level of improvement actions addressed in managing risk and strengthening the internal control framework.	Annual	Proposed target is 80%. Corporate Management Team and the Audit Committee to receive a summary of the % of agreed audit recommendations implemented as part of either the July or November Committee reporting cycle.

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.***

WORKFORCE PLANNING ISSUES/TRAINING REQUIREMENTS

NB Try and be realistic on any possible constraints to delivery through shortage of resources or training needed

From September 2023, there will be a reduced level of total operating resource available for the remainder of the 2023/24 financial year due to the vacant Senior Auditor position(1 FTE). The Internal Audit Service will operate at 0.75 FTE (Internal Audit Manager) plus approx. 75 audit contractor days. For 2023/24 the planned work programme has had to be reprioritised with a view to focussing on delivery of priority A work areas and suspending any priority B work that has not yet commenced. All priority A work areas were already highlighted in the Internal Audit Plan presented to Management Team and Audit Committee in March 2023 (Audit Committee approved the plan at the March meeting) and relate to internal audit assurance assignments, risk management work, (subsequent request for pursuing implementation of new in-house risk management system), Counter Fraud oversight, Audit Committee reporting, mandatory audit standard requirements and service management. These areas all form part of continued business need and service expectations, and it is challenging to reduce or scale down these areas without compromising service delivery objectives. The existing capacity of the team to deliver this will continue to be monitored.

An assessment of alternative options and models for service delivery (co-sourcing (current)/extended co-sourcing/partnership opportunities/outsourced) which may also take into account potential scope for increased service resilience is scheduled to be produced and reported to the Audit Committee at their meeting of 30th November 2023. This will help to inform future service provision approaches from April 2024 and beyond.

All the team whether in-house or contracted resource are expected to keep abreast of audit technical developments. CPD is reiterated through the Continuous Performance Management process, as well as pursuing wider development areas based on need.

COMMUNICATION/CONSULTATION

The importance of good communication and engagement with a variety of stakeholders in delivering an effective audit service is key. This is referenced in the Auditor competencies framework.

The overstretched corporate capacity has further exacerbated in some areas the timeliness of responses to internal audit recommendations raised as well as some assignments being deferred, and this will continue to be monitored.

If any opportunities for further collaboration with external parties are sought for 2024/25, effective communication and relationship management will remain important in supporting delivery of service objectives.
LEGAL ISSUES (likely to require additional legal support)
Scheduled audits and advisory work may require audit access to legal documents/contract agreements on occasion. The Internal Audit Manager consults with legal where necessary on audit service contracts.
GDPR
Ensure any issues relating to data management and protection are covered under risks. There are no new issues or risks emerging other than those already highlighted in the Information Asset Register. We remain mindful regarding storing of sensitive data on the Audit SharePoint site with access restricted to the Internal Audit Manager and Senior Auditor. Measures are taken to record relevant information in audit working papers and pseudonymisation is applied where possible in protecting personal data.
PROCUREMENT OR CONTRACTS (upcoming procurements or contracts required)
The Internal Audit Manager has consulted with the Procurement team regarding the procurement activity relating to 2023/24 audit support. The Internal Audit Manager may be required to consult the Procurement team on future procurement options for 2024/25 depending on service models agreed. The Counter Fraud contract which focusses on supporting other Council services in countering high risk public fraud is due to expire in March 2025 and therefore a tender exercise will need to be undertaken for future service provision beyond April 2025. This will also be subject to a growth bid as part of the 2025/26 budget process as the existing budget for Counter Fraud runs until March 2025.
ICT (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 Please refer to new risk management system referred to earlier under section relating to key activities for the service in 2024/25. Some further support may be required from ICT during 2024/25 in supporting any further refinements that may be needed to the central recording system for the Corporate Risk Register, further to implementation of the initial phase.
Climate Change
Consider both how the service would be impacted by climate change and its climate change impacts.

The Internal Audit Manager continues to monitor climate change developments at a corporate level as part of monitoring and reporting on the Corporate Risk register. Climate Change, given its risk profile and continued significance, is always considered as part of the audit planning process and audit assignments have been undertaken in the provision of assurance. In terms of wider impact on the Audit Service, we remain mindful of climate change risks where relevant in undertaking reviews of other service areas e.g. Air Quality. It has been incorporated into the Auditor competency framework to demonstrate the importance of maintaining understanding and awareness.

Through continued remote working we are contributing to reducing car travel/other travel and this model of working has also reduced the level of printing undertaken as we have become more conscious to save paper.

SERVICE RISKS (consider likelihood and impact) – relate where appropriate to corporate risk

additionally complete risk appetite framework Appendix A (below)

Service risks for Internal Audit and corresponding internal controls and mitigation actions are set out below (focussing on key service risks):

Risk Category 1.Overstretched capacity

Likelihood – Almost Certain (4)
Impact – Major (3)
RAG rating – RED

The Internal Audit Service is a small, experienced team with a wide remit of responsibilities and work undertaken/delivered in meeting service needs frequently exceeds service capacity levels. The Internal Audit Manager represents the Chief Audit Executive for statutory purposes under PSIAS and is responsible for delivering all associated roles and duties. Overstretched capacity is not a sustainable arrangement and there are several wider risk implications. An assessment of alternative options and models for service delivery (co-sourcing (current arrangement)/extended co-sourcing/partnership opportunities) which may also take into account potential scope for strengthening service resilience is scheduled to be produced and reported to the Audit Committee at their meeting of 30th November 2023. This will help to inform future service provision approaches from April 2024 and beyond.

Overstretched corporate capacity and the likely adverse consequences already represents one of the significant risks on the Council's corporate risk register.

Risk Category 2. Limited resilience

Likelihood – Likely (3)
Impact – Medium (2)
RAG rating – Amber

Building service resilience in a very small team of 1.75 FTE can be challenging. Given the imminent vacant position of Senior Auditor, we have assessed the need to buy-in additional audit contractor resource in maintaining service provision to deliver prioritised audit assignments. An assessment of alternative options and models for service delivery (co-sourcing (current arrangement)/extended co-sourcing/partnership opportunities) which may also take into account potential scope for strengthening service resilience is scheduled to be produced and reported to the Audit Committee at their meeting of 30th November 2023.

Risk Category 3. **Succession planning**

Likelihood – Likely (3)
Impact – Major (3)
RAG rating - – Amber

The issues raised above at point 2 also link with succession planning and the importance of being future focused. This will need to be kept under review.

Risk Category 4. Ineffective engagement and communication may lead to anticipated outcomes not being met

Likelihood – Unlikely (2)
Impact – Major (3)
RAG rating - Amber

The importance of good communication and engagement in delivering an effective audit service is fundamental. This is referenced in the Auditor competencies framework against which individual team members assess themselves, and forms part of Public Sector Internal Audit Standards (PSIAS). Therefore, all team members have a responsibility to ensure these competencies are met, sustained and developed as necessary.

There are various examples of how Internal Audit engages well and communicates with stakeholders:

-Audit Committee – meetings with Chairs and Vice-Chair/Independent Member as well as formal meetings of the Audit Committee
-Consultation with all Group Heads and Managers in preparation of the risk focused audit plan, asking Managers to advise on the most opportune timing for undertaking such work in delivering optimum value to the authority
-Clarity on scope and objectives of each audit review through issue of a Terms of Reference
- Strongly encourage colleagues to input to risk assessments/risk registers/and having honest and open conversations about risk through facilitating the process
-Provide opportunity for colleagues to confirm factual accuracy of the draft audit report, and make any further comments deemed relevant, whilst highlighting that the professional assurance opinion of audit based on findings and observations conveyed must remain independent
-Trusted Advisor including confidential discussions
-Attendance and advisory input to some working groups
-Advice and support (proactive and reactive)
- Advice and input on 'Risk Considerations' section of Committee reports (subject to capacity)

A residual risk remains if auditees do not engage effectively with any stage of the audit assurance process to enable audit work to progress and reports to be finalised.

NON-LEGAL ISSUES

Include resourcing
Resourcing has been referred to earlier under workforce planning section.

EQUALITY and DIVERSITY

Equality Impact Assessments Required or Reviews due include here

The Internal Audit Manager continues to monitor Equality, Diversity and Inclusivity at a corporate level as part of monitoring and reporting

on the Corporate Risk register and has raised a specific action on the Risk Action Plan.

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
Internal Audit

9. KEY CONTACTS

Punita Talwar	Internal Audit Manager
P.TALWAR@SPELTHORNE.GOV.UK 01784 446454	

10.0 MANAGEMENT AND PORTFOLIO HOLDER

10.1 Group Head's comment/signoff

Signature/ date	Comments

10.2 Comments/sign off from the Deputy Chief Executive/Chief Executive *(delete as appropriate)*

Signature/date	Comments

Document Reference:	Service Plan 2024/25
Version:	V1

Date of issue	23.8.23 (V1)
Originator:	Prepared by Internal Audit Manager
Reviewer:	Group Head Corporate Governance
Plan Status:	Draft

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.

Appetite Category	Minimal	Cautious	Exploratory	Seeking
Appetite Description	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.
How are each of these appetites articulated when applied across the RAF impact measure for 'Service Provision '	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
What is the Council's overall risk appetite for 'Service		**X**		

provision' (CURRENT)?				
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				
Appetite Category	**Minimal**	**Cautious**	**Exploratory**	**Seeking**
1.Internal Audit – Planned audit Assurance work		**X**		
2.Statutory Reporting, Audit Standards and Audit Committee		**X**		
3. Risk Management work			**X**	
4. Counter Fraud work			**X**	
5.Support and Advisory work (focussing on risk and control)			**X**	
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.				

1 & 2 The risk appetite of the Internal Audit Service is currently positioned under the 'cautious' category for Planned assurance work and statutory reporting. Internal Audit represent the third line of defence in the authority's overall assurance framework and have statutory responsibility for providing independent objective assurance to the s151 Officer, the strategic Management Team and the Audit Committee on the adequacy of the authority's internal control environment, governance processes and risk management arrangements. As this needs to be delivered in adherence with the mandatory Public Sector Internal Audit Standards (PSIAS) we therefore work within a regulatory environment. Production of the annual audit opinion and review of Internal Audit Effectiveness are examples of statutory reporting undertaken. It does not mean that we cannot be open to exploring new ways of doing things, however in doing so it is important that audit principles articulating audit effectiveness such as (e.g.) independence and objectivity are not compromised in delivering services.

3,4 & 5 . The risk appetite of the Internal Audit Service is currently positioned under the 'exploratory' category for the following workstreams:

Risk Management
Counter Fraud
Advisory work

The enhancement of risk management over the course of time has demonstrated that we are open to new ways of doing things and the Internal Audit Manager has continued to explore and promote initiatives and best practices to support the Council's development on the risk maturity curve. This includes an implementation plan for adopting a Risk appetite Framework for the Council, with the soft implementation phase completed during 2022. We continue to raise awareness around the linkage between risk and opportunity in delivering objectives.

Collaborative work with Reigate and Banstead and Housing colleagues has resulted in the pursuit of a bulk data matching exercise with A2D to target social housing fraud. This is an example of a proactive approach, and an initiative not previously undertaken for SBC, to support Spelthorne's Counter fraud, bribery and corruption strategy and send a strong public message regarding zero tolerance to fraud. The high probability for achieving impressive financial fraud savings has been previously reported, as well as wider social benefits in terms of freeing up social housing for those individuals and families in genuine need, and in the context of the current Housing crises this initiative is particularly relevant.

Advisory and support work spans across many areas and activities. In our advisory capacity, we are open to discuss new ways of doing things/alternative approaches, whilst being mindful that key controls and mitigating actions should not be compromised in safeguarding the

authority's interests and protecting its assets. At the same time, we are conscious not to suggest unnecessary controls when managing risk and may in some instances suggest improvements with a view to streamlining internal control processes. This will depend on the associated risk implications and impact.

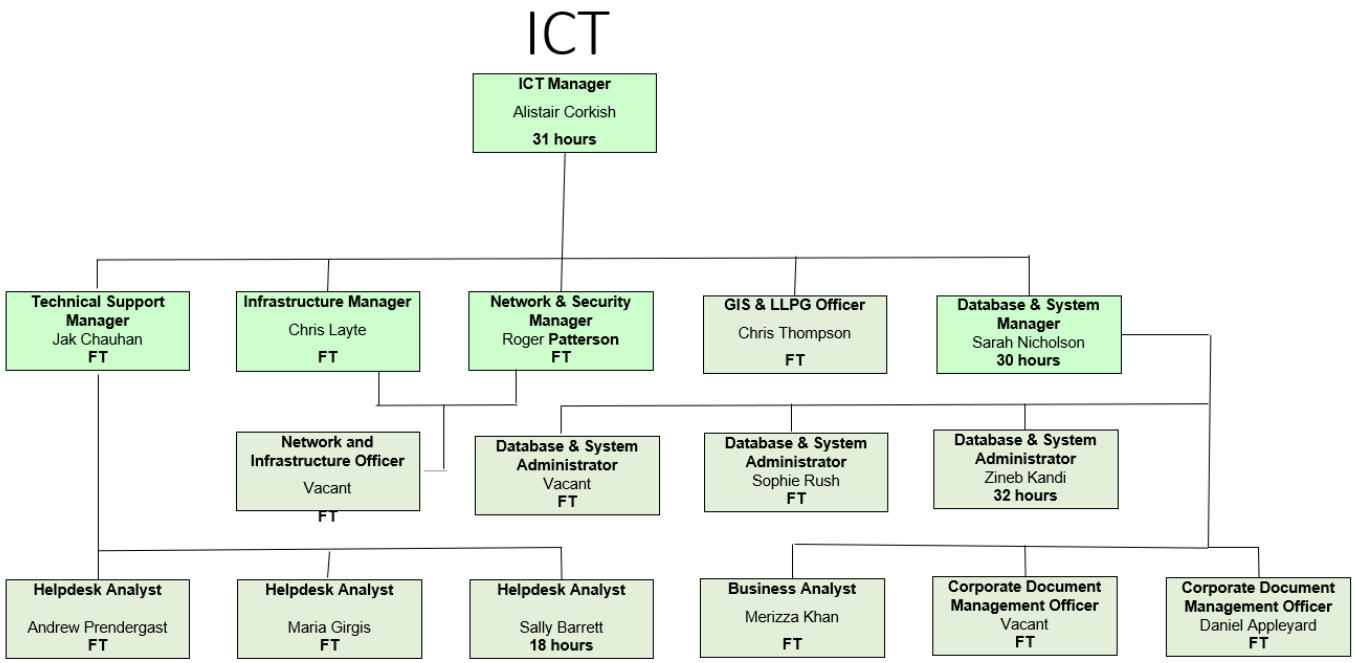
SERVICE PLAN 2024/25

1. SERVICE OVERVIEW

INSERT BRIEF OVERVIEW OF THE TEAM.

ICT is a support service for the front line service departments, the other internal departments and elected Councillors. We provide hardware, software, networking, systems and security to enable all other departments to fulfil their function. ICT is pervasive throughout the organisation and it could not function without our sound operational systems and support.

WHO WE ARE



WHAT WE DO: Service Purpose and Core Business Functions

We provide suitable, cutting edge technological solutions, reliable and available systems and networks and the means to support those. We provide advice, guidance and training and strive to give excellent, quality customer service whilst maintaining value for money at all times. We assist with the continuous improvement of business processes by building forms and systems to automate workload and improve customer interaction.

SERVICE AREA – provide "Golden Thread as to how service links to corporate plan	Link to corporate plan priorities (CARES) objectives and values (PROVIDE)
We provide a secure managed network for all staff across all our sites, both on council premises and remotely. Security levels are maintained to PSN and Cyber Security Essentials Plus standards. The onsite network is delivered both through structured cabling and wirelessly across 6 firewalls, 20+ switches and routers.	Service Delivery
We maintain an infrastructure of around 100 servers, backed up to on site and off site targets	Service Delivery
We provide and maintain on premise endpoints and home working equipment for over 400 licensed staff	Service Delivery
We provide systems support – both application and database maintenance – for all of the council's core applications, which are hosted on premise.	Service Delivery
We package and deliver over 70 applications to our end users through our VDI platform	Service Delivery
We provide telephony, conferencing, audio visual, printing and hotdesking solutions across the council	Service Delivery
We provide enterprise level O365 tools (application suite, security, power platforms etc) for which training is made available	Service Delivery
We provide and develop business analysis and automated solutions for processing of electronic data	Service Delivery
We provide support and equipment to all of the members	Service Delivery

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 **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	*Insert the specific action(s) your Team will take during 2024/25 including projects and BAU*	*Ensure all actions detail the intended outcome including the key milestones by which*		*Identify a named officer who is accountable for delivering the action. This information is required*		

KEY ACTIVITIES DELIVERING THE COUNCIL'S CORPORATE PLAN And other key statutory and service elements						
		you will judge success. You should also include an indication of the timeframe (i.e. the start and end date of the activity.)		*so that progress against actions can be effectively monitored.*		
Service Delivery	Develop and manage Office 365 security and information governance policies	Policies applied	n/a		n/a	n/a
Service Delivery	Develop and manage Office 365 security and information governance policies , working with the Information Governance team. Policies will include retention policies and encryption polices as well as security policies	Policies applied	n/a		n/a	n/a
Service Delivery	Complete work on the Microsoft agreement to cover 2024 to 2027	Negotiations complete	24/25		Admin committee	Procurement Existing budget
Service Delivery	Train and mentor new Network and Infrastructure Officer	Resilience obtained	24/25		n/a	n/a
Service Delivery	Maintain the integrity of the core infrastructure	Servers, firewalls switches all patched and up to date and on site and off	24/25		n/a	n/a

KEY ACTIVITIES DELIVERING THE COUNCIL'S CORPORATE PLAN And other key statutory and service elements						
		site back ups maintained				
Service Delivery	Conduct full disaster recovery testing	Successful test	24/25		n/a	Existing budget
Service Delivery	Continuation of network infrastructure replacement of all end of life firewalls, switches and routers	Equipment replaced	24/25		Already signed off	Procurement Existing £170K budget
Service Delivery	Research and plan Access Point replacement, eol 2026	Equipment replaced	n/a			
Service Delivery	Review, republish, promote and ensure application of all Corporate Security Policies	Up to date policies	24/25		n/a	n/a
Service Delivery	Undertake external health check and penetration testing	Report attained	24/25		n/a	Existing budget
Service Delivery	Attain Cyber Security Essentials Plus certification.	Certification received	24/25		n/a	Existing budget
Service Delivery	Research use of Always On VPN as additional means of securely connecting to the network in case of Netscaler unavailability	Research complete	24/25		n/a	n/a
Service Delivery	Deliver Cyber Security training and phishing exercises to staff and collate and report on the results	Report sent	24/25		n/a	n/a
Service Delivery	Replace the MFD estate across the council	Completed procurement	24/25		Admin Committee	Procurement Current year capital budget
Service Delivery	Tender for a new mobile phone contract	Completed procurement	24/25		Admin Committee	Procurement Current year capital budget
Service Delivery	Maintain an up to date asset register of all the councils ICT assets	An accurate asset register	n/a		n/a	n/a

KEY ACTIVITIES DELIVERING THE COUNCIL'S CORPORATE PLAN And other key statutory and service elements						
Service Delivery	Procure, set up, secure on Intune and deploy 140 mobile phones that will have become end of life in 23/24	Mobiles replaced	24/25		n/a	Current year capital budget
Service Delivery	Provide staff with a fully serviced helpdesk	See KPIs	n/a		n/a	n/a
Service Delivery	Replace Spiceworks on premise (end of life) for helpdesk ticketing with Spiceworks cloud version	New system in place	24/25		n/a	n/a
Service Delivery	Maintain upgrades on core applications (Benefits/Elections/Finance/HR/Parking/Property/Customer Services etc.)	Up to date applications	n/a		n/a	n/a
Service Delivery	Create a MAT reporting system for Committees using Granicus	New system in place	24/25		n/a	n/a
Service Delivery	Create a Service Plan system for all Stakeholders using Granicus	New system in place	24/25		n/a	n/a
Service Delivery	Develop and deploy new inhouse system for garden waste linked with Bartec. (Dependent on development of Bartec system by Neighbourhood Services)	End of Eden contract	24/25		n/a	n/a
Service Delivery	Develop a Health & Safety system to replace to modules used within the SHE system with the eventual plan to replace SHE entirely.	Replace existing system	24/25		n/a	n/a
Service Delivery	Further develop a new starter onboarding system for staff and managers, including training areas and appraisal checklists	Onboarding process changed	24/25		n/a	n/a
Service Delivery	Maintain and develop an up to date Office 365 profile based VDI platform	Up to date end user platform	n/a		n/a	n/a
Service Delivery	Build new processes for OPAL (Older Persons Assessment and Liaison) processes within Spelthorne. Automation of a paper based process in Independent Living	New process in place	24/25		n/a	n/a
Service Delivery	Further development of existing external customer processes including automated responses and internal redirection.	Streamlined processes	n/a		n/a	n/a

KEY ACTIVITIES DELIVERING THE COUNCIL'S CORPORATE PLAN And other key statutory and service elements						
Service Delivery	Analysis of departmental internal process and development of automated electronic solutions using O365 and Granicus	Streamlined processes	n/a		n/a	n/a
Service Delivery	Ongoing management of the new customer facing portals, customer case management solution (being branded as Digital Transformation)	Online portals available to the public	n/a		n/a	n/a
Service Delivery	Migrate all existing reports from SSRS to Power BI suite and improve where necessary	Reports migrated	n/a		n/a	n/a
Service Delivery	Create a Power BI suite for management and invest in creating more automation through the Power platform	Power suite in greater use	n/a		n/a	n/a
Service Delivery	Investigate the future of Civica CRM and develop a strategy for removing the Civica platform	Proposal written	n/a		n/a	Future cost (Service budget)
Service Delivery	Develop an deploy iDox Entreprise process solutions with Environmental Health	Greater use of Unifrom Enterprise	n/a		n/a	n/a
Service Delivery	Maintain and manage an up to date address database, property gazetteer and mapping system	See KPIs	n/a		n/a	n/a
Service Delivery	Migration of all T:\ drives to SharePoint	T:\ drives removed	n/a		n/a	Existing budget
Service Delivery	Investigate Viva Connections and dashboard creation for mobiles for improved look of SharePoint	Report written	n/a		n/a	Existing budget
Service Delivery	Investigate use cases for AI in SharePoint and potential returns on investment	Report written	n/a		n/a	Existing budget
Service Delivery	Move all mobile device management from Meraki to Intune	All devices moved	n/a		n/a	n/a
Service Delivery	Write an up to date ICT strategy document. The current 5 year strategy document is expiring and a new one needs to be developed when workloads allow	Strategy written	n/a		n/a	n/a

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 £**	**Capital Budget £**	**Projected Income £**	**Staff (Full time equivalents)**	***Key risks for budget***
Total	**1318300**	**336000**		**15.08**	

Details of bid (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. (2)	Cost Centre code details (3)	Start Date MM/YY (4)	Gross Funding rec'd Separate line. If none enter n/a (£000) (5)	Gross (Revenue or Saving) or Cost £000 (6)	Total bid Req'd. (7)	End Date MM/YY (8)	PID Req'd Y or N If no, why not? (9)	Procurement involved. Y or N If no, why not? (10)	24/25 £000 (11)	25/26 £000 (12)	26/27 £000 (13)	27/28 £000 (14)
Cost - Revenue	Service Delivery Our Microsoft agreement is up for renewal in May 2024. We currently have 415 licenses. We have recently freed up some licenses by moving some of our Family Support licenses to Elmbridge. As a result, 401 are in use. We need a minimum of 5 spare to cover starters and leavers. This means there are 9 licenses not in use. There are a number of plans that will require additional licenses. There is a project within Finance to add 13 members of staff. There is a project in Independent Living to add 15 members of staff. There are initiatives in place to have more work experience staff and apprenticeships (we are told 2 to 5 at any one time). All of the above will require licensing. The amount of budget required will depend on whether or not the above plans all proceed.	30643	05/24		Between 0 and 24000		No end	The depts initiating the projects are producing PIDs	N Variation to a contract	Between 0 and 24000	Between 0 and 24000	Between 0 and 24000	Between 0 and 24000

	This is not within ICT's control. However, if they all proceed, it will mean an additional 24 licenses (13 + 15 + 5 – 9). Based on current pricing, this is an additional £9K per year. But if none of the above happen, we would need zero increase in terms of licensing numbers. Current pricing is approx £375 per user per year (for Office suite, Teams (i.e. telephony) cloud storage, Power suite, security etc) and 1TB). Microsoft have not yet announced their government discounts for next year. As a government body, we currently get approx. 40% off the standard price. Microsoft are unlikely to make any announcements before March/April 2024. There have been rumours of a 9% increase. If this comes about, it would be an additional £15K												
Total Cost - Revenue					Between 0 and 24000					Between 0 and 24000	Between 0 and 24000	Between 0 and 24000	Between 0 and 24000

Income - Revenue													
Total Income - Revenue													
Staff - Revenue													
Total Staff - Revenue													
Savings - Revenue													
Total Savings - Revenue													

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 2024/25	0	0	0	0	X
Expenditure Costs	477,900	0	0	0	X
Project Income/Lost Income	0	X	0	0	X
Staff	864,400	0	X	0	X
Savings	(0)	(0)	(0)	(X)	(X)
Total 2024/25 Provisional Revenue Budget 2024/25	**1,342,300**	**X**	**15.08**	**X**	**1,342,300**

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
ICT	Our delivery method to end users is currently using VDI. VDI is delivered to end users using a Windows Server edition (2016 onwards) which looks like a Windows		**500,000**		

	10 desktop. This allows us to use a Citrix XenServer licensing model. Microsoft are ending support for using Office 365 on their server editions in 2025. At that point we will need to have moved to a new delivery method. There are several options for this. At the same time, our Citrix licensing expires, the laptops bought for staff during Covid become end of life and the thin terminals on desks at KG and the depot become end of life. This would be an opportunity to move to a model of issuing a laptop to every user and using a VPN, or similar to connect to applications remotely. Other options include upgrading the VDI virtual desktops or moving to MS virtual desktops or another provider. **400 staff x 1 – 1.5K for laptops, docking stations, peripherals plus VPN set up costs**				

	As per the revenue bid, there are potentially an additional 28 staff that will need hardware. Laptops, monitors, headsets, peripherals, mobiles etc. Depending on requirements for the users this would be up to £40K to set up The relevant departments would need to say if this is required	**Between 0 – 40,000**			
	Our SAN, back up targets and host servers will all be due for replacement in 26/27. Total cost 350K			**350,000**	
	We provide every member with a tablet (40 tablets) but there are also now a significant number of them that have been allocated to staff (around 50 across Senior Management, Planning, Family Support, Elections, Housing Options, Committees, Communications, Neighbourhood Services etc). This number is increasing year on year. They cost upwards of £1100 with covers and keyboards. As		**11,000**	**51,000**	**11,000**

	tablets are used in the field, there are inevitably breakages, and they wear out faster. For future years, the staff tablets will need replacing on a rolling programme – approx. 10 per year (£11K) and the Cllrs in 26/27 £40K. This assumes no further tablets are issued				
	We now issue mobile phones to approx. 200 staff. All mobile users now expect smart phone capabilities. The cost of the phones range from basic Nokias costing £150 - £200 up to the iPhones costing around £1000, which makes our mobile phone estate worth around £40000. The Nokias we buy have Android One as the operating system. We choose Android One because it receives security updates for the longest time (a minimum of 3 years). We need to have a rolling programme to replace at least a quarter of the estate every year. 50 x £200		**10,000**	**10,000**	**10,000**

	This assumes no more phones are issued and we continue to use the basic Nokias for all staff except Management Team				
	For info - in all previous years we have included capital bids for end user and infrastructure hardware. This year, due to a lack of staff, we have been unable to start all our capital projects and do not expect to have them completed by year end. We are therefore aiming to carry forward this year's capital budget and use that for essential replacements				
Total £000s		**0 – 40,000**	**521,000**	**411,000**	**21,000**

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.

Details of bid (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 (2)	Cost Centre code details (3)	Start Date MM/YY (4)	Gross Funding rec'd Separate line. If none enter n/a (£000) (5)	Gross Capital Cost £000 (6)	Total bid Req'd. £000's (7)	End Date MM/YY (8)	PID Req'd Y or N Mandatory (9)	Procurement involved. Y or N Mandatory (10)	24/25 £000 (11)	25/26 £000 (12)	26/27 £000 (13)	27/28 £000 (14)

Capital	As per the revenue bid, there are potentially an additional 28 staff that will need hardware. Laptops, monitors, headsets, peripherals, mobiles etc. Depending on requirements for the users this would be up to £40K to set up. The relevant departments would need to say if this is required	43610	04/24		**Between 0 – 40,000**			The depts initiating the projects are producing PIDs	N	**Between 0 – 40,000**			
Total Capital					**Between 0 – 40,000**					**Between 0 – 40,000**			

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
	We plan on moving our CCTV storage to a less power hungry unit. The SAN that it currently resides on draws 830W per hour. (Amounting to 7250 KW per year). We hope to reduce that by two thirds.				

Total carbon reduction by ton					

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

There is insufficient capacity in the team to prepare this list ahead of the Service Plan deadline

Cost Centre	Supplier	Contract details	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s
Total £000s			**X**	**X**	**X**	**x**

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.*

Code	Key indicator description	Time period	Target
	Local Land and Property Gazetteer (LLPG) loading to National LPG and data matching with Valuations Office (Gold Standard)	Monthly	Gold certification for NDR and CT linking 2021 – Gold 2022 – Gold 2023 YTD - Gold
	Helpdesk calls	Monthly	50% closed within 24 hours

			2021 – 82% 2022 – 78% 2023 YTD – 64%

7. <u>KEY ISSUES/RISKS FOR 2024/25</u> – ***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.***

WORKFORCE PLANNING ISSUES/TRAINING REQUIREMENTS
The organisation continues to be subject to a huge amount of change in the way we work. Both hybrid working and Office 365 have put a great deal of burden on ICT. Recruitment remains a huge challenge for ICT because the salaries we offer are, in most cases, slightly below that of other authorities and significantly below that of the commercial sector. We have lost our USP of flexible working, as all companies now offer this as part of their hybrid working packages, so it is very difficult to attract high quality candidates. We have had high levels of sickness/absence in ICT and have had challenges due to a few long term absences.
COMMUNICATION/CONSULTATION
Key areas likely to arise during 24/25
LEGAL ISSUES (likely to require additional legal support)
Ensure complete as helps legal with their service plan

GDPR
Ensure any issues relating to data management and protection are covered under risks.
PROCUREMENT OR CONTRACTS (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)
ICT (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
Climate Change
Consider both how the service would be impacted by climate change and its climate change impacts.
SERVICE RISKS (consider likelihood and impact) – relate where appropriate to corporate risk
see Appendix A (below)
NON-LEGAL ISSUES
n/a
EQUALITY and DIVERSITY
n/a

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
Detailed in growth bids above

9. KEY CONTACTS

Alistair Corkish – ICT Manager	Sarah Nicholson – Database and Systems Manager
Chris Layte – Infrastructure Manager	Roger Patterson – Network and Security Manager
Jak Chauhan – Technical Support Manager	

10.0 MANAGEMENT AND PORTFOLIO HOLDER

10.1 Group Head's comment/signoff

Signature/ date	Comments
S J Muirhead 31/8/23	ICT underpins everything we do and technology is constantly moving forward. The team operate extremely well and manage budgets effectively but necessity for provision of technology in the future does not come without a cost.

10.2 Comments/sign off from the Deputy Chief Executive/Chief Executive *(delete as appropriate)*

Signature/date	Comments

Document Reference:	Service Plan 2024/25
Version:	V2
Date of issue	
Originator:	
Reviewer:	
Plan Status:	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:

Appetite Category	**Minimal**	**Cautious**	**Exploratory**	**Seeking**
Appetite Description	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.
How are each of these appetites articulated when applied across the RAF impact measure for 'Service Provision '	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
What is the Council's overall risk appetite for		**X**		

'Service provision' (CURRENT)?				
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				
Appetite Category	**Minimal**	**Cautious**	**Exploratory**	**Seeking**
1.ICT		**X**		
Security is paramount. But we do not buy "nice to haves" to enhance our security. We work to the minimum standards required based on what the council can afford. This ethos applies infrastructure and endpoints too.				

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Details of Growth Bid	FTE	FTE Statutory / Discretionary / Funding	Reason for Growth Bid	Service Area	Committee	Cost Centre	Cost Centre Code details	Amount	Funding	Full / Part Year	Ongoing or one off	General Fund Net Cost 2024/25	General Fund Net Cost 2025/26	General Fund Net Cost 2026/27	General Fund Net Cost 2027/28	Requested By
New Role for Community engagement Officer	0.69	Discretionary	Specifically to support the comms team, lead on engagement strategy, launch Engagement HQ digital software, attend community and council engagement events, develop borough profile insights. (Part- time 25 hours per week)	Corporate Publicity	Reg & Admin	31701	317011001	28,900		Full	Ongoing	28,800	28,800	28,800	28,800	Jennifer Medcraff
webCAPTURE (GovTech) API for integration with Capita		Discretionary	webCAPTURE (GovTech) API for integration with Capita - This is required for our Granicus, Engagement HQ and Capita platforms to integrate and facilitate up to 80% complete automation of revenues activity.	Customer Services	Reg & Admin	30704	307044552	3,400		Full	Ongoing	3,400	10,400	10,400	10,400	Sandy Muirhead
webCAPTURE Annual Service Fees and P2PVPN charge		Discretionary	webCAPTURE Annual Service Fees and P2PVPN charge	Customer Services	Reg & Admin	30704	307044552			Full	One off for 2 years			6,000	8,000	Sandy Muirhead
Internal Audit- Partnership or outsourcing arrangement		Statutory	Service Delivery - delivering an efficient Internal Audit Service by delivering the service through a partnership or outsourcing arrangement. Initial set up costs may be required	Internal Audit	Reg & Admin	30123	301231204	30,000		Full	One off	30,000				Farida Hussain
Procurement Manager	1.00	Discretionary	Procurement Manager's role was temporary for 2 years which is due to end this year. Request to make it permanent SM2.	Procurement	Reg & Admin	31804	318041001	76,500		Full	Ongoing	76,500	76,500	76,500	76,500	Farida Hussain
Superannuation to be paid relating to Market Supplement Payments		Statutory	Superannuation payment calculated based on current month's total payments	Corporate Management	Reg & Admin	31501	31501111	39,200		Full	Ongoing	39,200	39,200	39,200	39,200	Angela Tooth
Electoral Services		Statutory	Local elections expected in May 2027	Electoral Services	Reg & Admin	31502		0		Full	One off	0	0	0	250,000	Liz Harvey
Committee attendance allowance		Discretionary	Currently committee allowances budget do not meet the number of meetings that Committee Services staff support. There have been an increase in ECMs, carry over meetings and urgent committee meetings. Committee staff are required to attend. Therefore a growth is bid is required to reflect the increased number of meetings supported.	Committee Services	Reg & Admin	30141	301411003	7,000		Full	Ongoing	7,000	7,000	7,000	7,000	Farida Hussain
Legal Services - Books & Publications		Discretionary	Increase in charges for access to Legal Books and publications.	Legal Services	Reg & Admin	30133	301334312	6,400		Full	Ongoing	6,400	6,400	6,400	6,400	Farida Hussain
Savings not realised in 2023/24		Discretionary	Staff savings not realised in full from 2023-24	Customer Services	Reg & Admin	30704	30704****	13,000		Full		13,000	13,000	13,000	13,000	Sandy Muirhead

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2024/25 Capital Growth bids														21/12/2023
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**	**2028-29**
Reg & Admin	436108252	20,000	General Hardware & software	A Corkish	01/09/2023	As per the revenue bid, there are potentially an additional 28 staff joining the authority from other local authorities that will need hardware. Laptops, monitors, headsets, peripherals, mobiles etc. Depending on requirements for the users this would be up to £20K to set up. The relevant departments would need to say if this is required. Required from 25/26			What will be the recharge cost for other LA's. Recharging them may be the recharge. - None	20,000				
Reg & Admin		0	Change of ICTdelivery method - replacement of Desk tops, lap tops, phones - 400 staff x 1 – 1.5K for laptops, docking stations, peripherals plus VPN set up costs	A Corkish	01/09/2023	replacement of existing kits including Desk tops, lap tops, phones - 400 staff x 1 – 1.5K for laptops, docking stations, peripherals plus VPN set up costs					500,000			
Reg & Admin		0	SAN replacement	A Corkish	01/09/2023	Our SAN, back up targets and host servers will all be due for replacement in 26/27. Total cost 350K. Replacement of tablets including keyboards, covers etc.						350,000		
Reg & Admin		0	For future years, the staff tablets will need replacing on a rolling programme - approx. 10 per year (£11K) and the Cllrs in 26/27 £40K. This assumes no further tablets are issued	A Corkish	01/09/2023	We provide every member with a tablet (40 tablets) but there are also now a significant number of them that have been allocated to staff (around 50 across Senior Management, Planning, Family Support, Elections, Housing Options, Committees, Communications, Neighbourhood Services etc). This number is increasing year on year. They cost upwards of £1100 with covers and keyboards.					11,000	51,000	11,000	
Reg & Admin		0	Mobile phones			We now issue mobile phones to approx. 200 staff. All mobile users now expect smart phone capabilities. The cost of the phones range from basic Nokia's costing £150 - £200 up to the iPhones costing around £1000, which makes our mobile phone estate worth around £40000. The Nokia's we buy have Android One as the operating system. We choose Android One because it receives security updates for the longest time (a minimum of 3 years).				-	10,000	10,000	10,000	

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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)
Insurance costs	Based on expected costs from Sutton Council for 24-25	Insurance	Reg & Admin	30127	30127****	49,500	Full	Ongoing	49,500				None	N/A
Employee Insurance costs	Based on expected costs from Sutton Council for 24-25	Employee insurance	Reg & Admin	Various	*****1803	64,900	Full	Ongoing	64,900				None	N/A
Revised Committee Structure	Expected reduction in number of Committees will result in reduction in allowance	Members Services	Reg & Admin	31404	314044613	10,000	Full	Ongoing	10,000	10,000	10,000	10,000		Farida Hussain
Increase income fees	Increase in income budget	Legal Services	Reg & Admin	30133	301337131	15,000	Full	Ongoing	15,000	15,000	15,000	15,000		Farida Hussain
Microsoft software	Agreed with Department Head that there is potential to save £10k against the budget	ICT	Reg & Admin	30643	306434552	10,000	Full	Ongoing	10,000	10,000	10,000	10,000		Alistair Corkish
Inflationary Increases	Agreed with Department Head to not to apply inflationary increases to 'Supplies & Services' & 'third part contracts' budget as this can be met by existing budget	ICT	Reg & Admin	306******	306******	22,700	Full	One off	22,700					Alistair Corkish

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Net Expenditure Budget 2024/25 by committee

Appendix E

22 December 2023

Committee	Revised 2023/24 £000s	Proposed 2024/25 £000s	Change from 2023/24 £000s	Increase %	Breif Explanation for increase or decrease in budget
Audit	214.2	221.5	7.3	3%	One off Growth bid of £30k to provide efficient audit service by audit partnership or outsourcing
Committee Services	294.0	317.4	23.4	7%	
Corporate Governance	339.7	314.0	(25.7)	-8%	Procurement Manager's role budgeted on lower grade
Corporate Management	629.7	687.5	57.8	8%	
Corporate Publicity	415.9	458.6	42.7	10%	Gorwth bids of £37.6k including a new part-time post
CServ Management & Support	1,257.2	1,320.7	63.5	5%	
Democratic Rep & Management	435.5	414.2	(21.3)	-5%	
Elections	150.5	10.9	(139.6)	-1330%	no local elections planned
Electoral Registration	286.1	279.7	(6.4)	-2%	
HR	415.8	428.3	12.5	3%	
Information & Comms Technology	1,318.3	1,298.1	(20.2)	-2%	
Insurance	388.4	337.8	(50.6)	-13%	Savings based on expected Insurance costs for 24-25
Legal	706.6	711.5	4.9	1%	
Payroll	74.3	76.1	1.8	2%	
Land Charges	(34.8)	(31.7)	3.1	-9%	Pay rise, & SCP increases
Regulatory & Administration Committee	**6,891.4**	**6,844.6**	**(46.8)**	**-1%**	

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Budget Report for 24/25 & 23/24

Regulatory Administrative Comm

Audit		30123	24/25	23/24
1001	Salaries		84,400.00	82,400.00
1011	Temporary Staff		0.00	0.00
1101	National Insurance		9,500.00	9,300.00
1111	Superannuation		14,600.00	14,300.00
1204	Redundancy payments		30,000.00	0.00
1601	Professional subscriptions		400.00	400.00
1606	Cash Alternative to leased car		2,600.00	2,500.00
1803	Employee related insurance		600.00	1,100.00
3901	Public Transport		0.00	0.00
3903	Leased Cars		0.00	0.00
3905	Car Mileage Allowance		0.00	0.00
4106	Refreshments at meetings		0.00	0.00
4301	Internal printing		100.00	0.00
4312	Books & publications		0.00	0.00
4451	Counter Fraud Service		64,600.00	90,200.00
4507	Postage Envelopes		0.00	0.00
4511	Telephones call charges		0.00	0.00
4516	Mobile phones		100.00	100.00
4979	Other Miscellaneous Expenses		0.00	0.00
5012	External Contracts		14,600.00	13,900.00
7151	Other Reimbursements		0.00	0.00
			221,500.00	214,200.00

Insurance		30127	24/25	23/24

Budget Report for 24/25 & 23/24

2408	Premises Insurance	188,900.00	230,800.00
3501	Commercial Vehicle Insurance	184,300.00	190,200.00
3904	Leased Cars Insurance	0.00	0.00
4976	Other Insurances	700.00	2,400.00
4990	Set-aside contributions	-36,100.00	-35,000.00
7117	Set A Side Funding	0.00	0.00
7151	Other Reimbursements	0.00	0.00
		337,800.00	388,400.00

Human Resources	30130	24/25	23/24
1001	Salaries	288,400.00	279,600.00
1025	Hardship Payments	0.00	0.00
1101	National Insurance	30,200.00	29,200.00
1111	Superannuation	50,000.00	48,500.00
1210	ILO allowance	500.00	500.00
1601	Professional subscriptions	300.00	300.00
1606	Cash Alternative to leased car	2,000.00	2,000.00
1704	Operational Training	0.00	0.00
1803	Employee related insurance	1,500.00	2,900.00
3903	Leased Cars	0.00	0.00
4001	Operational Equipment purchase	300.00	300.00
4301	Internal printing	500.00	500.00
4312	Books & publications	500.00	500.00
4316	Shredding	0.00	0.00
4401	Consultants fees	28,300.00	28,300.00
4501	Postage Direct charge	100.00	100.00

Budget Report for 24/25 & 23/24

4507	Postage Envelopes	100.00	100.00
4511	Telephones call charges	200.00	200.00
4516	Mobile phones	0.00	0.00
4552	Computer Software	20,900.00	20,800.00
4701	Subscriptions General	4,000.00	0.00
4979	Other Miscellaneous Expenses	500.00	2,000.00
4983	Unders/Overs	0.00	0.00
7151	Other Reimbursements	0.00	0.00
		428,300.00	415,800.00

Legal	30133	24/25	23/24
1001	Salaries	595,600.00	583,200.00
1003	Committee Attendance	700.00	700.00
1101	National Insurance	65,900.00	64,700.00
1111	Superannuation	103,100.00	100,900.00
1601	Professional subscriptions	3,300.00	3,300.00
1803	Employee related insurance	3,000.00	6,000.00
4106	Refreshments at meetings	200.00	200.00
4301	Internal printing	1,500.00	1,500.00
4312	Books & publications	27,800.00	20,000.00
4406	Legal and Court Costs	1,000.00	1,000.00
4450	Transcription Services	0.00	0.00
4507	Postage Envelopes	1,000.00	1,000.00
4511	Telephones call charges	200.00	200.00
4552	Computer Software	4,100.00	3,400.00
4601	Subsistence	100.00	100.00

Budget Report for 24/25 & 23/24

4701	Subscriptions General	200.00	200.00
4979	Other Miscellaneous Expenses	0.00	0.00
4983	Unders/Overs	0.00	0.00
4990	Set-aside contributions	-61,900.00	-60,000.00
7006	Other Government Grants	0.00	0.00
7117	Set A Side Funding	0.00	0.00
7131	Legal costs reimbursed	-24,300.00	-8,900.00
7151	Other Reimbursements	0.00	0.00
7305	Other fees - Premises	-10,000.00	-9,500.00
		711,500.00	708,000.00

Payroll	30135	24/25	23/24
1001	Salaries	57,400.00	56,000.00
1002	Overtime	2,800.00	2,800.00
1101	National Insurance	5,400.00	5,200.00
1111	Superannuation	10,000.00	9,600.00
1803	Employee related insurance	300.00	500.00
4301	Internal printing	200.00	200.00
4302	External printing	0.00	0.00
4312	Books & publications	0.00	0.00
		76,100.00	74,300.00

Corporate Governance-AD	30140	24/25	23/24
1001	Salaries	87,400.00	83,200.00
1101	National Insurance	12,000.00	11,400.00
1111	Superannuation	15,600.00	14,900.00
1211	Partnership allowance	0.00	0.00

Budget Report for 24/25 & 23/24

1212	Additional allowance	3,000.00	3,000.00
1606	Cash Alternative to leased car	5,600.00	5,300.00
1803	Employee related insurance	500.00	900.00
4301	Internal printing	100.00	100.00
4516	Mobile phones	100.00	100.00
4602	Conference expenses	500.00	500.00
7151	Other Reimbursements	0.00	0.00
		124,800.00	119,400.00

Committee Services	30141	24/25	23/24
1001	Salaries	219,700.00	230,700.00
1003	Committee Attendance	10,100.00	3,100.00
1101	National Insurance	22,800.00	23,300.00
1111	Superannuation	38,100.00	40,000.00
1601	Professional subscriptions	300.00	300.00
1803	Employee related insurance	400.00	800.00
4021	Office Equipment Purchase	0.00	0.00
4301	Internal printing	3,100.00	3,100.00
4507	Postage Envelopes	500.00	500.00
4511	Telephones call charges	100.00	100.00
4516	Mobile phones	100.00	100.00
4552	Computer Software	22,200.00	20,900.00
4983	Unders/Overs	0.00	0.00
		317,400.00	322,900.00

IT Administration	30601	24/25	23/24

Budget Report for 24/25 & 23/24

1001	Salaries	661,100.00	669,300.00
1002	Overtime	4,000.00	4,000.00
1101	National Insurance	71,100.00	74,700.00
1111	Superannuation	114,700.00	110,800.00
1209	Fire Wardens Allowance	200.00	200.00
1210	ILO allowance	200.00	0.00
1803	Employee related insurance	2,900.00	5,400.00
3903	Leased Cars	0.00	0.00
3905	Car Mileage Allowance	300.00	300.00
4301	Internal printing	100.00	100.00
4317	Ordnance Survey SLA	0.00	0.00
4511	Telephones call charges	1,200.00	1,200.00
4516	Mobile phones	300.00	300.00
4601	Subsistence	0.00	0.00
4979	Other Miscellaneous Expenses	1,700.00	1,700.00
4983	Unders/Overs	0.00	0.00
5011	Facilities Management	6,800.00	6,800.00
7151	Other Reimbursements	0.00	0.00
		864,600.00	874,800.00

IT Overheads & Infrastructure	30602	24/25	23/24
2533	Security Systems	0.00	0.00
4314	Document storage	0.00	0.00
4552	Computer Software	23,600.00	23,600.00
4553	Computer Supplies	12,400.00	12,400.00
4554	Misc. Networking	20,600.00	20,600.00

Budget Report for 24/25 & 23/24

4561	Disaster recovery	13,900.00	13,900.00
4562	Intrusion Detection	0.00	0.00
4563	Valeting	0.00	0.00
4564	Networking	43,700.00	43,700.00
4566	Members IT Support	0.00	0.00
4570	Web Projects	0.00	0.00
4571	Secure networking	7,700.00	7,700.00
4572	Desktop Management	0.00	0.00
4573	Web Support S&W	0.00	0.00
4574	Hardware Support	19,800.00	19,800.00
4701	Subscriptions General	4,600.00	4,600.00
5011	Facilities Management	0.00	0.00
5015	New Developments	0.00	0.00
5045	Surrey E Partnership	0.00	0.00
5046	Maint ContTravellerTransitSite	0.00	0.00
5903	Depn	0.00	0.00
		146,300.00	146,300.00

IT Desktop	30608	24/25	23/24
4032	Server Maintenance	3,700.00	3,700.00
4552	Computer Software	0.00	0.00
		3,700.00	3,700.00

ICM annual support and mainten	30610	24/25	23/24
4552	Computer Software	0.00	0.00
4573	Web Support S&W	0.00	0.00
7365	Other functions	0.00	0.00

Budget Report for 24/25 & 23/24

		0.00	**0.00**
Mailsafe	**30612**	**24/25**	**23/24**
4552 Computer Software		1,600.00	1,600.00
		1,600.00	**1,600.00**
Apps - Software Developments	**30615**	**24/25**	**23/24**
4552 Computer Software		10,400.00	10,400.00
		10,400.00	**10,400.00**
Applications - Docbinder	**30616**	**24/25**	**23/24**
4552 Computer Software		0.00	0.00
		0.00	**0.00**
Applications - MS Exchange	**30617**	**24/25**	**23/24**
4552 Computer Software		0.00	0.00
		0.00	**0.00**
Applications - Sharepoint	**30618**	**24/25**	**23/24**
4552 Computer Software		0.00	0.00
		0.00	**0.00**
Applications-Server Monitoring	**30619**	**24/25**	**23/24**
4552 Computer Software		0.00	0.00
		0.00	**0.00**

Budget Report for 24/25 & 23/24

Application Support	30620	24/25	23/24
5011 Facilities Management		0.00	0.00
		0.00	0.00

Applications - Email Filtering	30621	24/25	23/24
4552 Computer Software		6,200.00	6,200.00
		6,200.00	6,200.00

Applications - CCTV Monitoring	30622	24/25	23/24
4552 Computer Software		3,800.00	3,800.00
		3,800.00	3,800.00

Applications - Elections	30623	24/25	23/24
4552 Computer Software		0.00	0.00
		0.00	0.00

Applications - GIS (Land Mang)	30627	24/25	23/24
4552 Computer Software		23,300.00	23,300.00
		23,300.00	23,300.00

Applications - E-Tendering	30629	24/25	23/24
4552 Computer Software		0.00	0.00
		0.00	0.00

Applications - Housing Needs	30633	24/25	23/24
4552 Computer Software		0.00	0.00

Budget Report for 24/25 & 23/24

		0.00	0.00
Applications - CRS AIM	**30634**	**24/25**	**23/24**
4552 Computer Software		0.00	0.00
		0.00	0.00
Applications - Academy Revbens	**30635**	**24/25**	**23/24**
4552 Computer Software		0.00	0.00
		0.00	0.00
Applications - Integra	**30637**	**24/25**	**23/24**
4552 Computer Software		0.00	0.00
		0.00	0.00
Applications - Payroll	**30638**	**24/25**	**23/24**
4552 Computer Software		0.00	0.00
		0.00	0.00
Applications - BACS	**30641**	**24/25**	**23/24**
4552 Computer Software		0.00	0.00
		0.00	0.00
Applications - Microsoft	**30643**	**24/25**	**23/24**
4552 Computer Software		170,200.00	180,200.00
		170,200.00	180,200.00
Applications - Care & Support	**30644**	**24/25**	**23/24**

Budget Report for 24/25 & 23/24

4552	Computer Software	0.00	0.00
		0.00	0.00

Applications - CAPS	30648	24/25	23/24
4552 Computer Software		0.00	0.00
		0.00	0.00

Applications - Comino Rev/Ben	30649	24/25	23/24
4552 Computer Software		0.00	0.00
		0.00	0.00

Applications - My Spelthorne	30650	24/25	23/24
4552 Computer Software		8,400.00	8,400.00
		8,400.00	8,400.00

Applications - Cemeteries	30651	24/25	23/24
4552 Computer Software		0.00	0.00
		0.00	0.00

Applications - Iken Legal Case	30652	24/25	23/24
4551 Computer Hardware		0.00	0.00
4552 Computer Software		0.00	0.00
		0.00	0.00

Applications - Bookings	30653	24/25	23/24
4552 Computer Software		0.00	0.00

Budget Report for 24/25 & 23/24

		0.00	0.00
Applications - Health & Safety	**30654**	**24/25**	**23/24**
4552 Computer Software		0.00	0.00
		0.00	0.00
Applications - Eden	**30657**	**24/25**	**23/24**
4552 Computer Software		0.00	0.00
		0.00	0.00
Applications - Achieve Forms	**30658**	**24/25**	**23/24**
4552 Computer Software		17,900.00	17,900.00
		17,900.00	17,900.00
Academy support	**30659**	**24/25**	**23/24**
4552 Computer Software		0.00	0.00
		0.00	0.00
Eden	**30660**	**24/25**	**23/24**
4552 Computer Software		0.00	0.00
		0.00	0.00
APpllcations Egress Switch	**30661**	**24/25**	**23/24**
4552 Computer Software		300.00	300.00
		300.00	300.00
VDI	**30662**	**24/25**	**23/24**

Budget Report for 24/25 & 23/24

4552	Computer Software	36,400.00	36,400.00
		36,400.00	36,400.00

Meeting Room Tablets	30663	24/25	23/24
4552	Computer Software	5,000.00	5,000.00
		5,000.00	5,000.00

Customer Services	30704	24/25	23/24
1001	Salaries	875,400.00	891,000.00
1002	Overtime	900.00	900.00
1011	Temporary Staff	11,000.00	11,000.00
1012	Agency Staff	0.00	0.00
1101	National Insurance	90,500.00	89,300.00
1111	Superannuation	157,000.00	147,500.00
1202	First Aid Allowance	600.00	0.00
1601	Professional subscriptions	600.00	600.00
1803	Employee related insurance	4,600.00	8,700.00
3901	Public Transport	200.00	200.00
3902	Essential User Car Allowance	1,200.00	2,400.00
3903	Leased Cars	0.00	0.00
3905	Car Mileage Allowance	1,600.00	1,600.00
4106	Refreshments at meetings	100.00	100.00
4202	Uniforms	0.00	0.00
4301	Internal printing	2,000.00	2,000.00
4302	External printing	200.00	200.00
4305	Bureau Printing	24,700.00	24,500.00
4306	Printing Art work and Design	0.00	0.00

Budget Report for 24/25 & 23/24

4312	Books & publications	900.00	900.00
4316	Shredding	0.00	0.00
4405	Summons cost	1,000.00	8,600.00
4406	Legal and Court Costs	2,000.00	4,000.00
4412	Land registry	600.00	600.00
4413	Bailiffs costs	300.00	300.00
4414	Investigation Agency	1,000.00	1,000.00
4415	Tracing Agency	2,000.00	2,000.00
4417	Security services	2,000.00	0.00
4448	Bankruptcy costs	9,600.00	9,600.00
4501	Postage Direct charge	37,100.00	36,300.00
4507	Postage Envelopes	20,300.00	20,300.00
4511	Telephones call charges	10,000.00	4,600.00
4516	Mobile phones	600.00	600.00
4552	Computer Software	312,700.00	312,700.00
4603	Conference fees travel & subst	500.00	1,200.00
4701	Subscriptions General	0.00	0.00
4902	Publicity	0.00	0.00
4916	Transaction Charges	40,000.00	0.00
4970	Surrey Initiav young adults	0.00	10,000.00
4979	Other Miscellaneous Expenses	1,000.00	3,000.00
4983	Unders/Overs	0.00	-32,400.00
7131	Legal costs reimbursed	-175,000.00	-175,000.00
7151	Other Reimbursements	0.00	0.00
		1,437,200.00	1,420,700.00

Budget Report for 24/25 & 23/24

Local Land Charges	31301	24/25	23/24
1001	Salaries	60,800.00	58,400.00
1101	National Insurance	5,900.00	5,600.00
1111	Superannuation	10,500.00	10,100.00
1803	Employee related insurance	200.00	300.00
4301	Internal printing	200.00	200.00
4507	Postage Envelopes	100.00	100.00
4511	Telephones call charges	100.00	100.00
4552	Computer Software	1,100.00	1,000.00
4701	Subscriptions General	100.00	100.00
5042	Other LA Surrey County Council	30,000.00	30,000.00
7312	Land Charges Fees	0.00	0.00
7324	Con 29 Search Fees	-140,700.00	-140,700.00
		-31,700.00	-34,800.00

Mayors and Deputy Mayors Exp	31401	24/25	23/24
1002	Overtime	0.00	0.00
4301	Internal printing	0.00	0.00
4621	Mayor Madams Allowance	0.00	0.00
4628	Mayor Harvey Travel Allow.	0.00	0.00
4631	Mayor S Doran Allowance	0.00	0.00
4638	Mayor Webb Travel	0.00	0.00
4641	Deputy Mayors Allowance	0.00	0.00
4648	Dep Mayor Francis Allowance	0.00	0.00
4651	Mayor Francis Allow	0.00	0.00
4652	Mayor Francis Travel Allow	0.00	0.00

Budget Report for 24/25 & 23/24

4653	Dep Mayor Friday Allow	0.00	0.00
4654	Mayor Allowance	15,000.00	14,200.00
4655	Mayor Travel Allowance	5,000.00	4,800.00
4656	Deputy Mayor Allowance	4,200.00	4,000.00
4979	Other Miscellaneous Expenses	1,000.00	1,000.00
		25,200.00	24,000.00

Civic Occasions	31402	24/25	23/24
4921	Civic receptions	600.00	0.00
4922	Mayors regalia	0.00	0.00
4979	Other Miscellaneous Expenses	0.00	600.00
5012	External Contracts	0.00	0.00
		600.00	600.00

Town Twinning	31403	24/25	23/24
4924	Hospitality fund	0.00	0.00
		0.00	0.00

Members Expenses	31404	24/25	23/24
1101	National Insurance	7,200.00	7,200.00
1111	Superannuation	0.00	0.00
1703	Other training	5,000.00	25,000.00
3905	Car Mileage Allowance	1,000.00	1,000.00
4106	Refreshments at meetings	0.00	0.00
4505	Councillors mail delivery	0.00	0.00
4511	Telephones call charges	100.00	100.00
4516	Mobile phones	1,500.00	1,500.00

Budget Report for 24/25 & 23/24

4551	Computer Hardware	0.00	0.00
4602	Conference expenses	0.00	0.00
4603	Conference fees travel & subst	0.00	0.00
4611	Members Basic Allowance	354,900.00	347,900.00
4613	Member special responsibility	17,200.00	26,700.00
4614	Members conference attend	0.00	0.00
4979	Other Miscellaneous Expenses	1,500.00	1,500.00
4983	Unders/Overs	0.00	0.00
		388,400.00	410,900.00

Corporate Management	31501	24/25	23/24
1026	Retention allowance	228,400.00	250,000.00
1101	National Insurance	26,000.00	0.00
1107	Apprentice Levy	64,000.00	0.00
1111	Superannuation	39,200.00	0.00
1501	Staff Advertising	15,200.00	7,000.00
1803	Employee related insurance	0.00	0.00
4301	Internal printing	0.00	500.00
4402	Treasury Management	28,000.00	28,000.00
4406	Legal and Court Costs	7,000.00	0.00
4445	Brokers fees	20,000.00	20,000.00
4701	Subscriptions General	3,000.00	3,000.00
4704	Local Government Association	13,000.00	9,700.00
4706	Ass of District Treasurers	200.00	200.00
4709	La Aircraft Noise	600.00	600.00
4711	SE Employers	11,500.00	11,500.00

Budget Report for 24/25 & 23/24

4712	Surrey Local Government Assoc	2,800.00	2,800.00
4734	PSTAX	4,000.00	4,000.00
4810	Surrey Domestic Abuse Ser Con	0.00	0.00
4831	Spelthorne Civic Award	1,000.00	500.00
4942	Corporate Plan	0.00	0.00
4944	Community Plan	5,000.00	0.00
4971	Bank Charges	30,000.00	40,000.00
4974	External audit fees	173,500.00	237,500.00
4983	Unders/Overs	0.00	0.00
4999	Covid-19 Expenditure	0.00	100,000.00
5046	Maint ContTravellerTransitSite	0.00	0.00
7151	Other Reimbursements	0.00	0.00
		672,400.00	615,300.00

Elections	31502	24/25	23/24
1011	Temporary Staff	2,300.00	2,300.00
2402	Premises fees & Hire charges	2,000.00	0.00
4301	Internal printing	0.00	0.00
4302	External printing	4,600.00	6,300.00
4311	Office Stationery	0.00	0.00
4501	Postage Direct charge	2,000.00	0.00
4507	Postage Envelopes	0.00	0.00
4979	Other Miscellaneous Expenses	0.00	1,900.00
		10,900.00	10,500.00

Green Initiatives	31513	24/25	23/24
4979	Other Miscellaneous Expenses	0.00	0.00

Budget Report for 24/25 & 23/24

			0.00	0.00
Electoral Registration		**31601**	**24/25**	**23/24**
1001	Salaries		141,200.00	149,400.00
1002	Overtime		0.00	0.00
1011	Temporary Staff		8,600.00	8,600.00
1101	National Insurance		13,200.00	15,900.00
1111	Superannuation		24,100.00	25,400.00
1803	Employee related insurance		700.00	1,300.00
3905	Car Mileage Allowance		900.00	900.00
4042	Printers Lease chg		0.00	0.00
4301	Internal printing		500.00	500.00
4303	Specialised printing		25,000.00	25,000.00
4312	Books & publications		1,500.00	1,500.00
4501	Postage Direct charge		19,800.00	16,500.00
4507	Postage Envelopes		1,500.00	1,500.00
4511	Telephones call charges		100.00	100.00
4516	Mobile phones		0.00	0.00
4552	Computer Software		42,600.00	40,600.00
4902	Publicity		0.00	0.00
4927	RegElector Phone Response		0.00	0.00
4979	Other Miscellaneous Expenses		1,000.00	2,000.00
4983	Unders/Overs		0.00	0.00
7233	Sale of Electoral Register		-1,000.00	-1,000.00
			279,700.00	288,200.00

Budget Report for 24/25 & 23/24

Corporate Publicity	31701	24/25	23/24
1001	Salaries	256,100.00	226,200.00
1003	Committee Attendance	100.00	100.00
1011	Temporary Staff	100.00	100.00
1101	National Insurance	26,400.00	24,100.00
1111	Superannuation	44,400.00	39,100.00
1803	Employee related insurance	700.00	1,300.00
3905	Car Mileage Allowance	600.00	600.00
4021	Office Equipment Purchase	1,000.00	0.00
4301	Internal printing	300.00	300.00
4401	Consultants fees	14,000.00	14,000.00
4507	Postage Envelopes	100.00	100.00
4511	Telephones call charges	100.00	100.00
4516	Mobile phones	100.00	100.00
4551	Computer Hardware	1,800.00	0.00
4552	Computer Software	59,500.00	59,500.00
4573	Web Support S&W	0.00	0.00
4905	Marketing	30,700.00	27,700.00
4931	Borough Newspaper & annual rep	20,900.00	20,900.00
4933	Corporate photographs	0.00	0.00
4935	Notice Boards	1,700.00	1,700.00
4979	Other Miscellaneous Expenses	0.00	0.00
4983	Unders/Overs	0.00	0.00
7151	Other Reimbursements	0.00	0.00
7365	Other functions	0.00	0.00

Budget Report for 24/25 & 23/24

			458,600.00	415,900.00
General & Financial Services		**31801**	**24/25**	**23/24**
4979	Other Miscellaneous Expenses		0.00	0.00
4981	Write-offs untrace sundry dtrs		0.00	0.00
			0.00	0.00
Procurement		**31804**	**24/25**	**23/24**
1001	Salaries		143,000.00	167,000.00
1101	National Insurance		15,900.00	19,400.00
1111	Superannuation		24,800.00	28,900.00
1803	Employee related insurance		200.00	0.00
4552	Computer Software		5,300.00	5,000.00
4701	Subscriptions General		0.00	0.00
4983	Unders/Overs		0.00	0.00
5041	Other LA Runnymede BC		0.00	0.00
			189,200.00	220,300.00
New Burdens Grant		**31805**	**24/25**	**23/24**
7122	Grants and Donations		0.00	0.00
			0.00	0.00
Consultants		**31806**	**24/25**	**23/24**
4401	Consultants fees		15,100.00	14,400.00
			15,100.00	14,400.00
C.Tax Benefit Localisation		**32102**	**24/25**	**23/24**

Budget Report for 24/25 & 23/24

4934	Local Discretion for hardship	20,000.00	0.00
4979	Other Miscellaneous Expenses	0.00	20,000.00
		20,000.00	20,000.00

Business Rate Collection	32201	24/25	23/24
4552	Computer Software	0.00	0.00
4979	Other Miscellaneous Expenses	0.00	0.00
7001	NNDR Collection costs	-129,000.00	-129,000.00
7131	Legal costs reimbursed	-7,500.00	-7,500.00
		-136,500.00	-136,500.00

Grand Total:	6,844,600.00	6,891,400.00

Administrative Committee

Date of meeting 8 February 2024

Title	*Project Update*
Purpose of the report	To note
Report Author	*Daniel Dredge Sandy Muirhead*
Ward(s) Affected	All Wards
Exempt	No
Exemption Reason	*n/a*
Corporate Priority	Community Affordable housing Recovery Environment Service delivery
Recommendations	For noting project activity and status and ongoing development of the project management site. For noting Shared Prosperity Fund Project Status
Reason for Recommendation	*Not applicable*

1. Summary of the report

1.1 This report provides an update on the active projects across Spelthorne. The report covers a wide range of projects, including technical infrastructure development, community programmes, and environmental initiatives. The report details the progress made on each project, the resources allocated, and the expected completion dates.

The report highlights the successful completion of a number of projects, including the launch of the new user portal, launch of an improved communication platform, FOI system and the procurement of waste and street cleansing vehicles. We're demonstrating value for money for residents by ensuring that resources are being used effectively and efficiently to deliver high-quality projects.

The report also discusses the challenges encountered in some of the ongoing projects, specifically 3rd Party delays.

1.2 Any further information on the projects listed should be requested directly from the project manager or sponsor.

1.3 The dashboard is intended to provide a comprehensive overview of Spelthorne's project portfolio, demonstrating the organisation's commitment to enhancing the well-

being of the community and the environment while ensuring that taxpayer money is being used responsibly.

1.4 Additional focus has been given to projects which have been initiated through the Shared Prosperity Fund (SPF) initiative.

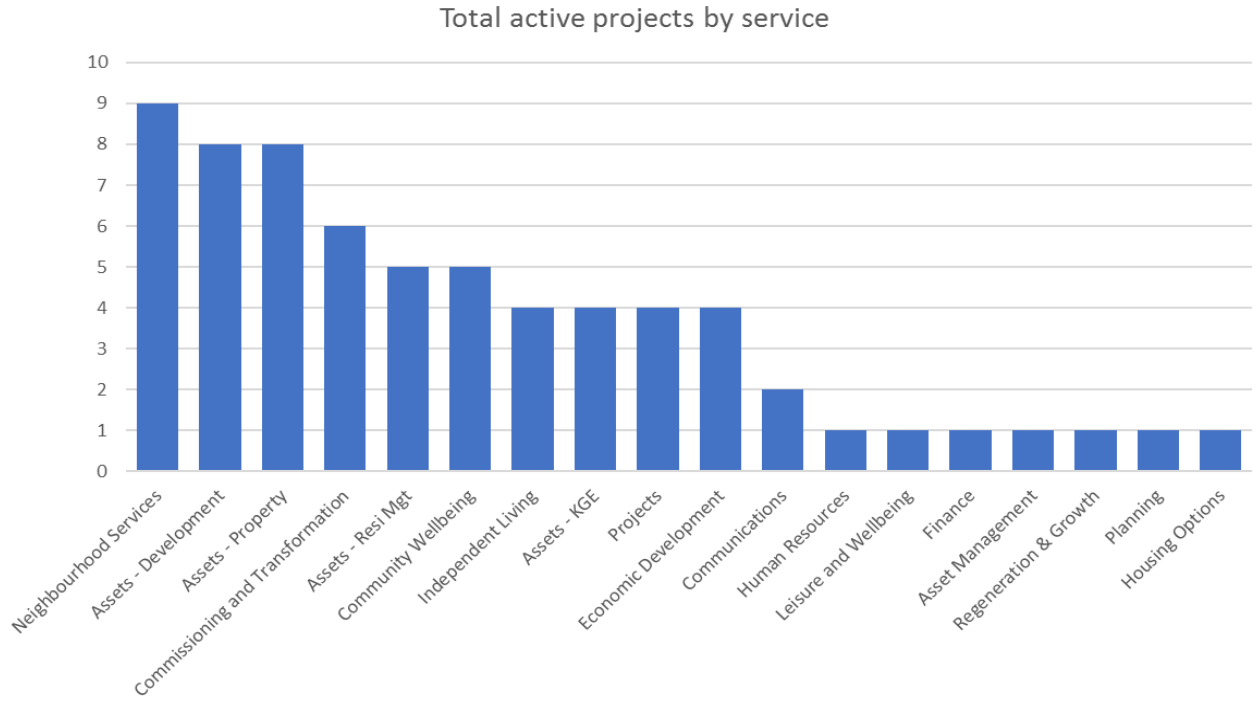
2. Key issues

2.1 The dashboard indicates there are currently 66 active projects in progress. Not including Asset projects or transformation activities the team are undertaking to improve process efficiency.

2.2 Background and update on Shared Prosperity Fund projects has been included **Appendix A**

2.3 Several projects were initiated by the projects team, as a result of the Continuous Service Improvement (CSI) work carried out across all services. This suggests that the team is proactively identifying areas where improvements or new initiatives are needed.

2.4 There are eight projects being driven by the Shared Prosperity Funds grant from DLHUC. Investing in economic development projects has the potential to benefit the local community.



2.5 Of the active projects, 95% are proceeding with a Green RAG indicator, representing that they are progressing as planned and are on track to meet their objectives.

2.6 3% of projects are proceeding with amber warnings, largely due to delays in 3rd party SLAs. This indicates that they are largely being impacted by external factors beyond the council's control.

2.7 The project with the red warning is: “GDPR – steps to compliance” The status of this project is driven by the following factors:

- Of the 66 Information Asset Registers (IARs) - which document the various services processing of personal data - most are overdue for

review, and many have outstanding actions that need to be actioned by their owners.

- There are many contracts/SLAs/MoUs/Data sharing agreements which are not compliant with requirements of the UK GDPR,
- Many services are not complying with their retention schedules,
- In June 2023 only 78% of staff were up to date with their yearly mandatory data protection training.

  The lack of compliance with this legislation has resulted in a compensation claim of £15,000.
- Actions taken to address this were: Verbal Report given at the 10 October 2023 meeting regarding Mandatory Data Protection Training. Group Heads were asked to ensure that all staff completed their WorkRite training. Community Wellbeing have since reported that 96.6% of staff had completed the training with plans in place for the last 3 FTEs to complete. No information has since been provided from other Group Heads.

2.8 One member of the project team has received PRINCE2 project management accreditations since the last update. This is a positive development, as having accredited project managers on the team will help ensure that projects are managed effectively and efficiently.

The Project manager accreditations were earned through a certification programme which provided training and testing on project management skills and knowledge. Upon passing this assessment they are now recognised as certified project practitioners.

There are now 3 accredited project managers within the team.

Overall, this is a positive development for the council's project management capabilities and may lead to better outcomes for the projects being managed.

Two remaining members of the project team without this accreditation have been booked to attend training within the next 6 months.

2.9 Members are invited to scrutinise projects at their convenience through access to the Project Dashboard, which is accessible to anyone with a '@spelthorne.gov.uk' email address, through this link: Project Dashboard or by scanning this code on a Spelthorne issued phone or tablet.

2.10 Asset projects are currently reported through the 'Development and Investment Group' (DIG) and the Corporate Policy and Resources Committee. The Council has strengthened its governance arrangements to ensure that acquisitions are scrutinized, and development projects are monitored effectively.

3. Options analysis and proposal

3.1 n/a

4. Financial implications

4.1 Projects should not be initiated unless there is a clear business case and funding stream in place. These should be indicated at the project planning stage.

4.2 Project business cases include the procurement business case document as appropriate.

5. Risk considerations

5.1 n/a

6. Procurement considerations

6.1 Consultations with the Procurement team (procurement@spelthorne.gov.uk) occur regularly via joint team meetings, and any procurement considerations in projects are fully considered where appropriate.

7. Legal considerations

7.1 Many projects have some legal element especially if SLAs or contracts are required so consultation is required with the Legal team.

8. Other considerations

8.1 In order to ensure successful delivery of projects, it is imperative to allocate resources with the same level of attention as financial needs. This involves carefully considering relevant departments and services and making sure that the necessary skills are available to meet delivery deadlines.

8.2 Effective prioritisation of workloads is essential to engage key members of the delivery team and ensure deadlines are met within the current structure and working practices of the Council.

8.3 If resource availability poses a risk and threatens to impede the agreed delivery date, it is vital to escalate the issue and produce a revised implementation timetable to mitigate the potential impact.

9. Equality and Diversity

9.1 n/a

10. Sustainability/Climate Change Implications

10.1 A sustainability and social responsibility assessment tool has been created. **Appendix B**

10.2 The purpose of the Impact Assessment Tool is to consider the wide range of possible impacts that a proposed project/policy could have on environmental criteria but also encourage review to explore opportunities to mitigate and reduce impacts if possible.

10.3 Completing this assessment as early as possible will help to design-in environmental considerations from the outset, improving efficiency and demonstrating climate accountability.

10.4 It is not expected that all projects will have a Green RAG rating, only that all opportunities to reduce impacts are considered.

10.5 By using this tool, we can work collectively to ensure projects and policies are meeting Council commitments to meet net zero targets as well as cross cutting corporate objectives.

10.6 This tool will be digitalised.

11. Timetable for implementation

n/a

12. Contact

S.muirhead@spelthorne.gov.uk

D.dredge@spelthorne.gov.uk

Background papers: There are none.

Appendices:

Appendix A - SPF Projects.docx

Appendix B - Sustain and Social V

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Introduction

The UK Shared Prosperity Fund (UKSPF) supports the UK government's wider commitment to level up all parts of the UK. The UKSPF is a £2.6 billion Fund designed to succeed and improve upon EU structural funds. The UKSPF is not a direct replacement for EU structural funds. It improves on these funds by:

- focusing on UK priorities rather than policies dictated by the EU
- giving local areas a greater say in investments, by giving more direct accountability to elected local leaders

Money is distributed to places based on a funding allocation for 3 years. As a delegated fund, places empowered to identify and build on their own strengths and needs at a local level, focused on building pride in place and increasing life chances, and delivered through 3 investment priorities: **Communities and Place, Local Businesses and People & Skills.**

Communities and place:
Objectives:

- Strengthening our social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical, cultural and social ties and amenities, such as community infrastructure and local green space, and community-led projects.
- Building resilient, safe and healthy neighbourhoods, through investment in quality places that people want to live, work, play and learn in, through targeted improvements to the built environment and innovative approaches to crime prevention.

Supporting local business:
Objectives:

- Creating jobs and boosting community cohesion, through investments that build on existing industries and institutions, and range from support for starting businesses to visible improvements to local retail, hospitality and leisure sector facilities.
- Promoting networking and collaboration, through interventions that bring together businesses and partners within and across sectors to share knowledge, expertise and resources, and stimulate innovation and growth.
- Increasing private sector investment in growth-enhancing activities, through targeted support for small and medium-sized businesses to undertake new-to-firm innovation,

adopt productivity-enhancing, energy efficient and low carbon technologies and techniques, and start or grow their exports.

People and skills:
Objectives:

- Boosting core skills and support adults to progress in work, by targeting adults with no or low-level qualifications and skills in maths, and upskill the working population, yielding personal and societal economic impact, and by encouraging innovative approaches to reducing adult learning barriers.
- Reducing levels of economic inactivity [footnote 1] through investment in bespoke intensive life and employment support tailored to local need. Investment should facilitate the join-up of mainstream provision and local services within an area for participants, through the use of one-to-one keyworker support, improving employment outcomes for specific cohorts who face labour market barriers.
- Expected cohorts include, but are not limited to people aged over 50, people with a disability and health condition, women, people from an ethnic minority, young people not in education, employment or training and people with multiple complex needs (homeless, care leavers, ex/ offenders, people with substance abuse problems and victims of domestic violence).
- Supporting people furthest from the labour market to overcome barriers to work by providing cohesive, locally tailored support, including access to basic skills.
- Supporting local areas to fund gaps in local skills provision to support people to progress in work, and supplement local adult skills provision e.g. by providing additional volumes; delivering provision through wider range of routes or enabling more intensive/innovative provision, both qualification based and non-qualification based. This should be supplementary to provision available through national employment and skills programmes.

Reports submitted to committee

A report went to CPRC in July 2022 which agreed the programme of projects and the financial split (see below).

Agenda for Corporate Policy and Resources Committee on Monday, 11 July 2022, 7.00 pm - Spelthorne Borough Council (item 73/22)

Application	Summary of project	Funding
Youth Hub	Support young people aged 18 – 24 – training opportunities, apprenticeship, help to get into education, workshops, work experience	£225k over 3 years 2022/23 - £25k 2023/24 - £100k 2024/25 - £100k
Bounce Back Street	Help unemployed low skilled older residents through a training programme, prepare them for the work market and help them to gain employment	£121.5k over 3 years 2022/23 - £13.5k 2023/24 - £54k 2024/25 - £54k
Business – growth	1-2-1 business advice, enhance skill set of business owners, increased business turnover, increased receipt of innovation grants	£154.7k over 3 years 2022/23 - £8.8k 2023/24 - £37.9k 2024/25 - £108k
Urban garden & food growth	'Incredible edible' network – education re food and transformation of areas into greener spaces, healthy lifestyles	£15k over 2 years 2022/23 - £13k 2023/24 - £2k 2024/25 - £0k
Climate change audit for businesses	Analysis of a business: energy usage, water usage, fuel usage and material usage – greener solution and reduced costs	£100k over 3 years 2022/23 - £30k 2023/24 - £35k 2024/25 - £35k
Upskill communities	To ensure community and voluntary groups gain confidence and are upskilled in order to	£83k over 3 years 2022/23 - £20k

to access grants	submit more successful bids to secure funding (i.e. Your Surrey fund)	2023/24 - £20k 2024/25 - £43k
Cultural kick starter Oast House consortium	Utilise the Oast House building in Staines-upon-Thames as a cultural facility, as well as a programme of community outreach in education and skills development.	£185k (£175k in year 3) 2022/23 - £10k 2023/24 - £0k 2024/25 - £175k
Cultural kick starter Community Hub	Utilise empty shopping units in Staines for youth engagement activity (skills development/cultural opportunities) and undertake outreach activities across the borough.	£105k over 3 years 2022/23 - £20k 2023/24 - £20k 2024/25 - £65k

Unfortunately, during the process, the government changed the financial goalposts which backloaded the £1m fund so that 88% of it is delivered in 2024/25.

CPRC received a further report in October 2022 where they agreed that notwithstanding the re-profiling of the receipt of monies it was still critical to deliver the original programme to the original timetable. It was therefore agreed that the business rates retention fund reserves would be used to ensure all the projects were carried forward. DLUHC were aware that this is our intention and have advised that this was acceptable.

Agenda for Corporate Policy and Resources Committee on Monday, 10 October 2022, 7.00 pm - Spelthorne Borough Council (item 112.22)

Funding approved by DLUHC

DLUHC approved the following funding:

Project	Priorities	Total	FY 22-23	FY 23-24	FY 24-25
Bounce Back Street and Youth Hub	People & Skills	£351,300	£0	£0	£351,300
Business Growth	Local Business	£154,700	£8,800	£37,900	£108,000
Urban garden and food growth	Communities & place	£14,600	£4,000	£4,000	£6,600
Climate Change Audit	Local Business	£101,600	£10,000	£17,000	£74,600
Upskill communities	Communities & place	£84,600	£7,186	£10,535	£66,879
Oast House and Cultural kick starter	Communities & place	£293,200	£10,000	£10,536	£272,664
		£1,000,000	**£39,986**	**£79,971**	**£880,043**

Benefits DLUHC have identified the projects will impact and deliver on are stated as interventions.

Project Name	Intervention
Bounce Back Street and Youth Hub	E33: Employment support for economically inactive people
Business Growth	E23: Strengthening local entrepreneurial ecosystems
Urban garden and food growth	E3: Creation of and improvements to local green spaces
Climate Change Audit	E29: Supporting decarbonisation & improving natural environment
Upskill communities	E11: Capacity building & infrastructure support local groups
Oast House and Cultural kick starter	E4: Enhancing existing cultural, historic & heritage institutions offer

Update on project progress by Project Managers

Bounce Back Street and Youth Hub:

Project will provide for foundation course, links young unemployed with employers, levers in apprenticeship levy to help people into work.

June 2023:
Secured tenancy on current building and leasing the shop in the Elmsleigh Centre from November paying full rent and service charge. New works coach supervisor started 1st June, another starting in the next two weeks, a third will be going from temp to perm July 23. Posts have been covered by banks and temp staff in the interim.

September 2023:
2 work coaches employed, 1 more work coach being recruited, team of volunteers providing support to work coaches, Retention jobs fare held, 'Better futures' program kick-started in conjunction with Dnata, 'I choose local scheme' launch in next few months, Jobs board for local jobs set up, bespoke 1-to-1 training for over 45s set up.

Business Growth:

Businesses will be supported with the development of Business Growth Plans and access to innovation grants. The project will lever in support from Royal Holloway University and the LEP, providing local businesses with access to RHUL`s research and innovation, knowledge transfer programmes through their Enterprise Hub, and the LEPS package of free business coaching to high growth businesses, access to specialist sector support and referral pathways to Innovate UK and other programmes to support growth and innovation.
This project would be delivered in partnership with Runnymede Borough Council which will allow potential savings though economy of scale as well as cross-fertilise businesses through opportunities provided for businesses from both Boroughs to network together and share ideas.
The funding would pay for the provision of a business coaching company to provide expert advice and support for small and medium sized businesses. Each borough would be allotted 1 day a week to channel businesses for 1-to-1 mentorship and support, with multiple sessions available for each business.
There would also be £80k available per Borough to provide innovation grants between 2023 and 2025. Access to that grant would be via the business 1-1 support scheme where the operator appointed would evaluate the strength of the business applying and having carried out due diligence through checks on bank statements / Companies House etcetera, make a recommendation for an innovation grant for consideration by the relevant Borough.

June 2023:
Tender pack was released on Monday and start date is 1st September.

September 2023:
CPG awarded contract. Research phase initiated, courses being designed, course literature being developed, designing marketing literature, launch expected next month for businesses.

Urban garden and food growth:

The allocation of funds to enable Spelthorne borough council (SBC) to be an actor in the creation and adoption of a community urban garden and food growth project in association with Spelthorne based volunteer group Talking Tree.
The project would build on the existing 'Incredible Edible' network. Incredible edible is an organisation that enables communities to implement community led food growing patches, provides education as to the importance of locally grown produce and aids in transforming urban landscapes into greener, more practical spaces.
It will enable local people of all ages and abilities to volunteer and get involved in growing fresh produce right in the urban centres and community hubs of Spelthorne. The benefits of this on the local community could be profound.

The project's funds would help support the sourcing of physical infrastructure. This will primarily consist of wooden planters placed in urban centres, community centres and schools. In addition to these planters will be the equipment required to tend to the gardens such as trowels and forks, coupled with all the seeds and saplings for garden growth. Talking Tree would be the actor responsible for management of the project.
Additionally, it would support talks and events detailing the benefits of locally grown produce on the environment, economy and society. Implementation of urban community led food gardens would benefit both local communities and the continued positive evolution of urban spaces in Spelthorne. Community workshop on Tuesday the 7th of March, more information following this meeting will be available.

June 2023:
Community Group has been established, site for first urban food garden secured, site clearance starting mid-June funding will be required for planters, tools, soil and plants.

September 2023:
Project Manager changed. New project manager to join in mid-September to carry project forward.

Climate Change Audit:

The conducting of an audit of climate change impacting activities within SMEs within the borough. working with a contractor, each business will receive a 1 to 1 meetings and site visit where energy, water, fuel and bills are reviewed to assess the usages. Recommendations will be given, and the overall data will be shared with SBC economic development team to aid in the direction of future funding activities.

June 2023:
3 contractors have been identified and met. An identical project brief has been shared with each, we are now awaiting the proposals of which will be scored against a set of criteria, to be determined.

September 2023:
Decision was made to go for a full-fledged procurement process given the value of the contract. Currently undergoing tendering process which should be completed by the end of the month.

Upskill communities:

Following initial meetings with VSNS they have initiated the process of recruiting a dedicated Fundraising and Grant Application Advisor for Spelthorne. The deadline for applications was the 12 June 2023. There was limited interest, and they are looking to extend the deadline to 3rd July to ensure they get the right candidate. It's hoped the successful candidate will be in post in the next couple of months. We are also in the process of drawing up and SLA with Legal services.

Solette Sheppardson, Chief Executive of VSNS, said of the initiative "To the best of my knowledge SBC are the only boroughs and districts that have directly shared prosperity funding with the Voluntary Sector. I would like to express my gratitude to the council for your commitment to the Sector and supporting local voluntary organisations in this way."

September 2023:
VSNS are advertised the post having not found a suitable candidate the first time around. They have had a lot more interest the second time and are in the process of conducting interviews.

Oast House and Cultural kick starter:

Oast House:

June 2023:

Following the recent local election the report looking at options for the future of the Grade II listed Oast House has been put back to a committee meeting in July and may be subsequently deferred to the subsequent meeting subject to further consultation with the Chair of CPRC.

The report sets out three options incorporating differing mixes of commercial and community-based space and seeks the permission of the committee to go out to public consultation. The intention is that the outcome of the consultation will be reported back to CPRC who would then advise on the preferred option at which stage a business case would be developed. The £10,000 SPF allocation in year 1 will be used to help pay for the consultation and consultant fees to develop the business case.

September 2023:
On the 11 September, in response to rising interest rates and significant construction inflation, the Corporate Policy & Resources Committee voted to suspend Spelthorne Borough Council's housing development programme.

The development of the grade II listed Oast House was intended to be funded in part by the wider residential development of the Kingston Road site. As such the CPRC report mentioned in June 2023 has been put on hold along with the project for the time being.

The listed building is not watertight, and investment is required in any event to ensure that it doesn't deteriorate further over the winter.

Shared Prosperity Fund (SPF) monies could potentially be re-allocated to assist with these costs; however, this would ultimately need to be approved by Members and DULHC and demonstrate how this will benefit the wider community in the long run. A commitment to use the building for the benefit of the wider community may be sufficient to satisfy this.

We are also currently exploring alternative grant funding routes to redevelop the listed building. Officers have met with Arts Council England (ACE). Whilst there are funds available for capital projects, these projects can take a number of years to come to fruition and are usually with arts organisations that have an established and demonstratable relationship with ACE already.

ACE have identified Spelthorne as a priority area and a separate SPF allocation is being used specifically to help develop the arts locally. Whilst we remain hopeful that we will be able to secure grant funding in the long run it is increasingly unlikely that this will be able to be taken forward in the time frames set out in the Shared Prosperity Fund bid (by end March 2025).

Cultural Kickstarter:

June 2023:
To get the ball rolling we met with Surrey Arts, Staines BID, and have committed a portion of funding to put on the following events. We intend to consult visitors to these events to inform the programme of activities going forward. A bottom-up rather than top-down approach to ensure we deliver artistic activities that people want to engage with:

- Following a consultation exercise with young people from the Pheonix Project £2,012 has been committed to fund an artist, Becci Kenning (Art in Transit), to work with 15 young people over two dates to create an art installation which will be displayed as part of the Surrey Youth Arts and Culture Festival referenced below. The young people taking part come from Ashford Youth Club and the theme of the installation will be about 'Where is it we are seeking to go' literally or figuratively. What 'direction' are our young people seeking? Their destinations will be part of a large colourful totem inspired signpost.

- £4,000 match funding to organise a Youth Arts event on Saturday 1 July in Staines. The festival is a partnership event in collaboration with Surrey Arts and Surrey Library Service (both part of SCC), Visit Staines (Staines BID), The Elmsleigh Centre, Spelthorne Youth Hub. I've attached the press release for the festival. The festival includes free "have a go" activities

including: Djing, Stop motion animation, Dance, Music, Art, Fashion, Textiles, Acting, Gaming, Creative Writing, Clay modelling and more. The event is supported by University of Surrey, University of Creative Arts, Pinewood Film Studios, Amazon Film Studios, CCSkills, Royal Holloway University and will also include talks by artists and authors and musicians.
In the lead up to the event Surrey Arts have also been visiting local schools to deliver assemblies to talk about the importance of art and culture and the positive health benefits they have as well as possible career paths that the arts can lead to:
https://www.surreycc.gov.uk/culture-and-leisure/culture/festivals
https://www.surreycc.gov.uk/culture-and-leisure/culture/festivals/staines

- £4,000 match funding to fund an Outdoor Theatre Season in Staines Town Centre: https://www.visitstaines.co.uk/event_category/outdoor-theatre/

As of 6 June, the following tickets had been booked:

- A Bee Story, 29
- We All Wobble, 24
- Peter Rabbit, 32
- Wind in the Willows, 32
- Gravity and Circus Skills are non-ticketed.

Against an initial outlay of £10,012 we have drawn in match funding of £8,000.

Looking forward I'm also considering two other initiatives the first to extend dance classes for children that took part in the Specsavers Surrey Youth Games (SSYG). The SSYG adopted a new direction in 2022 with the aim of targeting the most deprived children and inactive participants, aiming to inspire a lifelong interest in sport and physical activity, hence why it now includes dance.

Funding for Craft Club outreach classes at community centres including Stanwell Events. These are also building on relationships built with the library service who will provide literacy packs at these sessions too. Proposals for both these initiatives are being prepared by my team.

September 2023:
The Summer activities proved a great success.

The Surrey Youth Arts and Culture Festival was well received. The Festival took place on Saturday 3 July. This was a partnership initiative with Surrey Arts, Staines BID, Spelthorne Youth Hub and Surrey Libraries.

Over the course of the day some 230 young people took part in a range of free activities and talks introducing them to opportunities in the creative industries.

An assessment of the event is currently being produced to help inform future initiatives. We intend to explore the possibility of repeating the event in 2024.

The Open Air Theatre season put on in partnership with Visit Staines (Staines BID) had some 900 free tickets to performances and "sold" 892. Many more people came and watched from outside the perimeter and where there was capacity, they were allowed in. Add in the non-ticketed events with Motionhouse and Patches Circus Skills and this figure is closer to 1500. The initiative has helped us to establish strong collaborative partnership with Visit Staines and we are exploring the possibility of collaborating on future arts and culture initiatives.

To this end we have agreed to contribute £2,000 towards a Christmas parade and Carol concert as part of their winter programming. These align closely with the council's and intended use of the Shared Prosperity Fund allocation aims and objectives of showcasing local arts and engaging people with them, bringing the community together and providing activities for a range of ages. This is part of a wider programme of cultural events that they are seeking funding and sponsorship for adding to the local offer. Detail of additional funding this has helped to attract will be captured in due course.

In June we reported that on the back of the success of the dance classes put on as part of Specsavers Surrey Youth Games we were considering using SPF to fund the continuation of the classes in Stanwell. This was subsequently approved.

The Dance classes can take up to 26 in each class and there are two sessions a week at Stanwell Youth Centre catering for different age groups on the same evening. The funding has enabled the project to secure additional match funding from DCMS Million Hours Fund that will enable the initiative to run throughout the year with a break for Christmas. The classes will run every week for two years.

Our new Arts and Cultural Development Manager joined the team at the start of July 2023 and has made an immediate impact.

She has been busy building links with local arts groups and partners including Shepperton Studios, Spelthorne Youth Hub, Staines BID, local arts groups and schools. She is also working towards re-establishing a Spelthorne Arts Partnership and she has implemented an arts consultation to gauge the views of residents.

The results of the arts consultation will be used to inform an arts strategy going forward as well as identifying the types of projects that communities want to see. This will in turn inform the programme of activites that we work in partnership to put on over the remaining term of the SPF funding up to March 2025.

We have also:

- engaged with Arts Council England and are in discussions with them to identify projects and secure additional funding going forward.
- Initiated talks to introduce an arts trail across the borough

Introduction to the Impact Assessment Tool

Please click 'enable content' if asked above

The purpose of the Impact Assessment Tool is to **consider the wide range of possible impacts** that a proposed project/policy could have on environmental criteria but also encourage review **to explore opportunities to mitigate and reduce impacts if possible**.

Completing this assessment as early as possible will help to design-in environmental considerations from the outset, improving efficiency and demonstrating climate accountability.

It is not expected that all projects will have a Green RAG rating, only that all opportunities to reduce impacts are considered.

By using tool we work collectively to ensure projects and policies are **meeting Council commitments to meet net zero targets** as well as cost cutting corporate objectives.

Please complete the following before moving to the Environment tab

Project Name

Name of Officer

Date

Environmental Impacts

1. Greenhouse Gases (GHGs)

How will this proposal impact levels of GHG emissions? Consider:
- Fossil fuels used to heat homes or drive vehicles
- Methane released by livestock or waste processes
- Fertilisers or agricultural activities
- Industrial refrigeration and air-conditioning processes

Why does this matter?

a. Please specify the impact your project will have on GHGs:
Slightly reduce GHGs released

b. Will this impact last beyond the delivery phase of the policy/project? [i]
No

c. Will this have an impact beyond the intended location of the policy/project?
No

d. Please explain why you have selected the above answers/ detail expected impacts:
Reason

Need Help?

The greenhouse gases are (a) Carbon Dioxide, released when fossil fuels (coal, gas, oil) are burnt, (b) Methane, primarily released by livestock and waste processes, (c) Nitrous Oxide, primarily comes from fertilisers for agriculture, (d) Fluorinated Gases, produced by industrial refrigeration and air-conditioning processes. High levels of these gases have led to the greenhouse effect, causing average temperatures to rise and the climate to change.

Does your project relate to or involve any of the following?

Likely to reduce GHG emissions:
- Improving insulation in buildings
- Replacing gas/oil boilers with air-source heat pumps
- Encouraging public transport, walking, cycling
- Reducing the amount of waste produced
- Reducing use of petrol or diesel vehicles

Likely to increase GHG emissions:
- Construction
- Road closures with detours increase travel time
- Temporary relocation of a service (if further away)
- Increase in energy use of a building
- Replacing grassland/woodland with agriculture

2. Air Quality

How will this proposal impact the level of pollutants in the air? Consider:
- Outdoor air pollution (e.g. exhaust fumes, particles from brake and tyre erosion, burning wood, undustrial activity)
- Indoor air quality (e.g mould, damp, gases/chemicals from building materials, cooking emissions, fuel use, stoves)

More info /hy does this matter

a. Please specify the impact your project will have on air pollution:
Slightly decrease air pollutants

b. Will this impact last beyond the delivery phase of the project?
Yes

c. Will this impact air quality beyond the intended delivery location of the project?
Yes

d. Please explain why you have selected the above answers/ detail expected impacts:
Reason

Need Help?

This factor refers to the level of pollutants in the air, such as particulate matter, carbon monoxide, ozone, nitrogen dioxide and sulphur dioxide. As traffic is the main cause of air pollution in the UK, particular consideration should be given to whether this project/policy will increase the length or number of car journeys, either permanently or temporarily.

Does your project relate to or involve any of the following?

Likely to reduce air pollutants:
- Removing fossil fuel fires and stoves (i.e. log burners)
- Reducing use of petrol or diesel vehicles
- Improving ventilation in buildings

Likely to increase air pollutants:
- Road closures which increase standing (idling) traffic
- New industrial or constructon sites
- Increasing the amount of vehicles on roads

3. Energy Use

What impact will this proposal have on the total amount of energy needed? This includes the energy needed to heat homes and buildings, and power machinery, vehicles, appliances or equipment. Consider:
- building design (e.g. insulation, shading, natural light),
- energy efficiency (e.g. efficient appliances, LEDs, switching to heat pumps),
- shorter in-use hours (e.g. shorter travel time, scheduled heating),
- behaviour changes (e.g. turning off lights, computers, taps).

More info

a. Please specify the impact your project will have on energy use:
Slightly increase energy use

b. Will this impact last beyond the delivery phase of the project?
No

c. Will this impact energy use beyond the delivery location of the project?
Yes

d. Does this project use fossil fuels (e.g. gas, oil, coal) or renewables (e.g. wind, solar)?
Fossil fuels

e. Please explain why you have selected the above answers/ detail expected impacts:
Reason

Need Help?

This is about the impact your project/policy will have on the total amount of energy needed and used to power our lives. Reducing our energy demand is an important step towards meeting our climate targets and includes the energy to heat homes and buildings, power machinery and vehicles, and use appliances or equipment.

Does your project relate to any of the following?

Likely to reduce energy use:
- Installing LED lighting
- Behaviour change - switching off equipment
- Renewable energy generation
- Improving insulation of buildings

Likely to increase energy use:
- Opening a new service, such as a cafe
- Extending service opening hours
- New machinery
- Increasing room temperature with gas heating

4. Sustainable Transport

How will this proposal support a transition from unsustainable transport (such as private petrol cars) to sustainable alternatives? Consider:
- Active travel (e.g. walking, scooting, and cycling),
- Public transport (e.g. buses and trains),
- Electric vehicles,
- Provision of vehicles and infrastructure (e.g. charging points, bike racks, cycle lanes, pedestrian crossings)

More info

a. Please specify the impact your project will have on sustainable transport:
Significantly encourage the use of sustainable transport

b. Will this impact last beyond the delivery phase of the project?
No

c. Will this impact sustainable transport beyond the delivery location of the project?
Yes

d. Please explain why you have selected the above answers/ detail expected impacts:
sd

Need Help?

This factor is about whether this project or policy will support a transition from unsustainable transport to sustainable alternatives. It can also include preparing for future changes in travel such as locating services within a 15-minute walking or cycling radius or adding wiring for EV chargers in new-builds.

Does your project relate to or involve any of the following?

Likely to encourage sustainable transport:
- Moving services closer to communities
- Increasing public transport options
- Improving cycling and walking infrastructure
- Installing cycle racks or offering bike repairs

Likely to discourage sustainable transport:
- Reducing bus services
- New diesel fleet vehicles
- Improving access to car parks
- Closing cycle paths

5. Biodiversity and Healthy Ecosystems

How will this proposal impact plants, animals and microorganisms in the district? Consider:
- A range of habitats (e.g. woodland, grassland, ponds, living walls, green roofs, gardens)
- Protecting key species (e.g. doing bat surveys before approving a project or event)
- Soil and waterway health (e.g. low levels of pollutants, construction and sewerage discharges, use of pesticides)

a. Please specify the impact your project will have on biodiversity:
Significantly reduce biodiversity by reducing or replacing existing habitat(s)

b. Will this impact last beyond the delivery phase of the project?
No

c. Will this impact biodiversity beyond the intended delivery location of the project?
No

d. Please explain why you have selected the above answers/ detail expected impacts:
Reason

Need Help?

This factor is about the impact your project/policy might have on the plants, animals, fungi and microorganisms in the district. Impacts can be direct (e.g. a new development being built on natural land, converting fields to grassland or putting up bird and bat boxes) or indirect (e.g. increased noise and light pollution, rubbish being left behind after an outdoor event, or fertiliser run-off into rivers).

Does your project relate to any of the following?

Likely to have positive impacts:
- Wildflower meadows
- Adding bird/bat boxes or creating ponds
- Litter picking
- Creating hedgerows or planting trees

Likely to have negative impacts:
- Increasing noise or artificial light levels
- Outdoor events in the short term
- Increasing fertiliser, pesticide or other chemical use
- Reducing green space or interrupting a wildlife corridor

6. Climate Change Adaptation

How will the proposal impact our ability to withstand future climate change impacts, such as heat waves, cold, drought, flooding, and water shortages. Climate change adaptation includes :
- physical infrastructure (e.g. flood defences, shading),
- natural measures (e.g. green roofs and reforestation),
- financial support (e.g. for housing retrofit), and behaviour change (e.g. conserving water and using less energy).

More info

a. Please specify the impact your project will have on adaptation to climate change:
Slightly decrease adaptation

b. Will this impact last beyond the delivery phase of the project?
Yes

c. Will this impact adaptation beyond the delivery location of the project?
Yes

d. Please explain why you have selected the above answers/ detail expected impacts:
yygj

Need Help?

A project or policy can also encourage maladaptation if it does not consider future climate impacts or increases future risk of climate impacts (e.g. a new highly-glazed, energy intensive building risks occupants overheating, or building on flood plains).

Does your project relate to any of the following?

Likely to have positive impacts:
- Flood defences
- Artificial and natural shading
- Natural flood management (SuDS and trees)
- Insulating buildings
- Awareness campaigns

Likely to have negative impacts:
- New fossil fuel heating (gas boilers, oil boilers)
- Infrastructure on flood plains
- Increasing energy demand (heating or electricity)
- Removal of natural cooling (e.g. shading trees)

Social Impacts

1. Food

How will this proposal support access to healthy and affordable food? Consider:
- physical access (e.g. how close to allotments, supermarkets, markets, restaurants people are)
- financial access (i.e. whether food is affordable to people).

More info Why does this matter?

A. Please specify the impact your project will have on food:
Significantly promote healthy and/or affordable food

B. Will this impact last beyond the delivery phase of the project?
No

C. Will there be an impact on food beyond the delivery location of the project?
Yes

D. Briefly explain why you chose these options:

Need Help?

Access to healthy and varied food is key for health. Local food grown in sustainable ways is key for the environment. Issues such as 'food deserts', access to food banks or community fridges, redistribution of food, and the ability to grow one's own food are considered here

Does your project relate to or involve any of the following?

Likely to promote access:
- A community food bank
- An affordable restaurant in a local co
- A new supermarket near local comm
- Subsidised meals

Likely to impede access:
- Increased food costs
- Shop closures
- Changing agricultural land or allotments to houses

2. Health & Wellbeing

How will this proposal provide equal chances for people to live a healthy life and impact mental and physical health? Consider:
- access to services
- quality of housing
- air pollution

More info

a. Please specify the impact your project will have on health:
Not applicable/No Impact

b. Will this impact last beyond the delivery phase of the project?
No

c. Will this impact on health and wellbeing beyond the delivery location?
Yes

d. Briefly explain why you chose these options:
wc

Need Help?

Health and wellbeing is about providing an equal chance for people to live a healthy life and supporting factors that positively impact on mental and physical health. Factors impacting health could be: access to services, quality of housing, air

Does your project relate to any of the following?

Likely to improve health & wellbeing:
- New medical centre or service
- Improved access to cycle infrastructure
- Housing stock repairs
- Access to green spaces

Likely to impede health & wellbeing:
- Closing a leisure centre
- Persistent noise disturbances
- Relocating/closing a social service
- Increased traffic

3. Built Community

How will this project impact physical space and affect the health and wellbeing and sense of place in local communities? Consider:
- links to other places (e.g. cycle paths, roads, bus stops)
- green spaces (e.g. parks, trees, gardens),
- spaces to meet (e.g. parks, community halls, allotments)

More info

a. Please specify the impact your project will have on the built community:
Not applicable/No Impact

b. Will this impact last beyond the delivery phase of the project?
Yes

c. Will this impact on built community beyond the delivery location of the project?
Yes

d. Briefly explain why you chose these options:
wewe

Need Help?

This is about the impact your project/policy might have on the physical space which influences the health and wellbeing and sense of place in local communities. A well-designed community has good links to other places which can be accessed

Does your project relate to any of the following?

Likely to have a positive impact
- Improving access to green spaces
- New walkways or cycle paths
- Improved bus services
- Improving community buildings

Likely to have a negative impact
- Relocating key services
- Closing community centres
- Roadworks

4.Cultural Community

What impact will this proposal have on the social and cultural resources of our communities? Consider:
- direct provision of services
- supporting residents or local groups (e.g. events, opportunities to meet and develop networks)
- cultural activities (e.g. cinema, museums, galleries, libraries, leisure).

More info

a. Please specify the impact your project will have on culture:
Slightly reduce social or cultural resources or support

b. Will this impact last beyond the delivery phase of the project?
Yes

c. Will this impact on social and cultural resources beyond the delivery location?
Yes

d. Briefly explain why you chose these options:
wed

Need Help?

This is about the impact your project/policy might have on the social and cultural resources of communities. This includes: direct provision of services, access to funding (e.g. crowd-funding initiatives, signposting), supporting residents or local groups and cultural activities. Social and cultural resources encourage inclusion and community empowerment and can include commercial and community-led activities. Impacts affecting community could be either long-term or temporary.

Does your project relate to any of the following?

Likely to have a positive impact
- A community event
- Raising awareness of available resources

Likely to have a negative impact
- Closure of a community space
- Reduced opening hours of a community/cultural space

5. Accessibility

How will this proposal improve access or present barriers to access? Consider:
- physical barriers (e.g. access for disabled people, lack of safe routes or transport options)
- digital barriers (e.g. broadband connection, online skills)
- social barriers (e.g. isolation, language)
- financial barriers (e.g. costs are too high).

More info

a. Please specify the impact your project will have on accessibility:
Risk of some barriers to access

b. Will this impact last beyond the delivery phase of the project?
No

c. Will this impact accessibility beyond the delivery location of the project?
No

d. Briefly explain why you chose these options:
edwde

Need Help?

This is about whether your project/policy improves opportunities for access or if it presents any barriers to access. Barriers to access can increase isolation, loneliness, and negatively impact wellbeing.

Does your project relate to any of the following?

Likely to improve access
- Location accessible on foot, by bus, and by car
- Forms available online and in person
- Making recordings available where appropriate
- Resources in multiple languages
- Availability of an interpreter

Likely to reduce access
- Location only accessible by car
- Forms only available online, or only in person
- Increasing costs (subscription, fees, fares etc.)
- Use of PDFs for information

6. Equity

How will this proposal ensure fair and just treatment of all members of the community? Consider whether this project/policy will have an impact on any group based on the following protected characteristics:
- age, race, religion, disability, pregnancy/maternity
- gender, sex, and sexual orientation.

a. Please specify the impact your project will have on equity:
Some groups differentially impacted

b. Will this impact last beyond the delivery phase of the project?
Yes

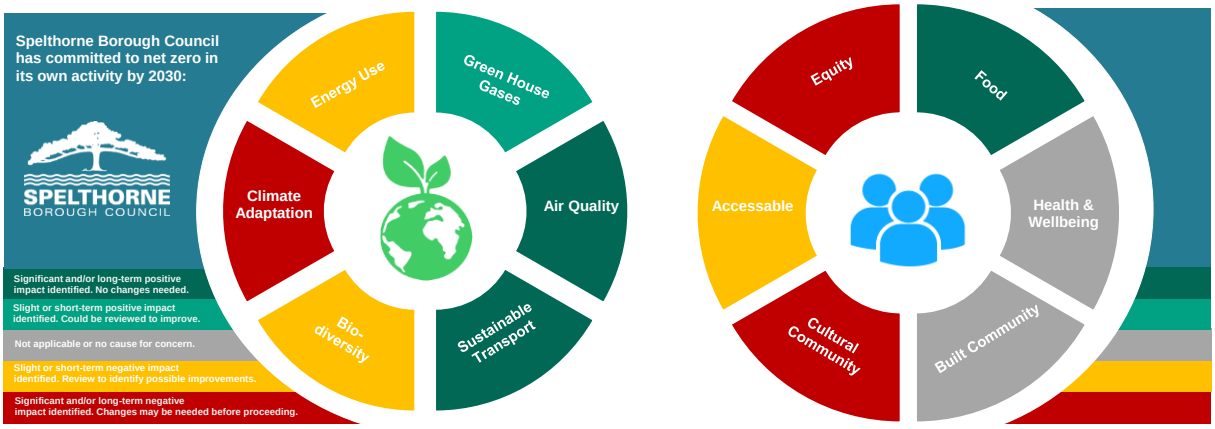
c. Will this impact equity beyond the delivery location?
No

d. Briefly explain why you chose these options:
wedwe

Need Help?

Equity is the fair and just treatment of all members of a community, with a particular focus on support for groups who have historically suffered discrimination. It is important to reduce the risk of discrimination through safeguards and ensure equal opportunity resulting from a project/policy.

We use community impact assessments so that we can:
- take into account the needs, experiences and circumstances of those groups of people who use (or don't or can't use) our services
- identify any inequalities people may experience
- think about the other ways in which we can deliver our services which will not lead to inequalities
- develop better policy-making, procedures and services


Spelthorne Borough Council has committed to net zero in its own activity by 2030:
SPELTHORNE
BOROUGH COUNCIL
Energy Use
Green House Gases
Climate Adaptation
Air Quality
Bio-diversity
Sustainable Transport
Significant and/or long-term positive impact identified. No changes needed.
Slight or short-term positive impact identified. Could be reviewed to improve.
Not applicable or no cause for concern.
Slight or short-term negative impact identified. Review to identify possible improvements.
Significant and/or long-term negative impact identified. Changes may be needed before proceeding.
Equity
Food
Accessable
Health & Wellbeing
Cultural Community
Built Community

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.

Published on 8 February

Spelthorne Borough Council

Service Committees Forward Plan and Key Decisions for 8 February 2024 to 31 May 2024

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
Administrative Committee 08 02 2024	Draft Proposed Fees and Charges for 2024-25 for this Committee	Non-Key Decision	Public	Paul Taylor, Chief Accountant
Administrative Committee 08 02 2024	Revenue Growth Bids, Capital Growth Bids and Savings Plans 2024-25	Non-Key Decision	Public	Paul Taylor, Chief Accountant
Administrative Committee 08 02 2024	Update on Projects	Non-Key Decision	Public	Dan Dredge, Control and Systems Manager
Administrative Committee 08 02 2024	Summary of Reported Issues	Non-Key Decision	Public	Sandy Muirhead, Group Head - Commissioning and Transformation
Administrative Committee 08 02 2024	Appointment of Charity Trustees - Laleham Village Hall and Recreation Ground	Non-Key Decision	Public	Christeen Abee, Senior Committee Manager

Published on 8 February