

# Public Agenda



*Please reply to:*

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Date: 4 July 2016

## Notice of meeting

### Overview and Scrutiny Committee

**Date:** Tuesday, 12 July 2016

**Time:** 7.30 pm

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

#### To: Members of the Overview and Scrutiny Committee

Councillors:

C.A. Davis (Chairman)	S.M. Doran	J.G. Kavanagh
S.C. Mooney (Vice-Chairman)	K. Flurry	D. Patel
R.O. Barratt	M.P.C. Francis	O. Rybinski
S.J. Burkmar	A.L. Griffiths	R.A. Smith-Ainsley
S. Capes	N. Islam	B.B. Spoor

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

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

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## AGENDA

Description	Lead	Timings	Page Number.
<b>1. Apologies</b> To receive any apologies for non-attendance.	Chairman	7.30 pm	
<b>2. Minutes</b> To confirm the minutes of the meeting held on 19 May 2016.	Chairman		5 - 6
<b>3. Disclosures of Interest</b> To receive any disclosures of interest from councillors in accordance with the Council's Code of Conduct for members.			
<b>4. Call-in of Cabinet decisions</b> No Cabinet decisions have been called in.			
<b>5. The role of Overview and Scrutiny</b> The Committee will receive a training session on the role of scrutiny, facilitated by Ann Reeder, an Adviser and Regional Advocate for the South of England with the Centre for Public Scrutiny.	Chairman	7.35 pm	7 – 28

The attached documents are for background information:

- Overview and Scrutiny Committee Terms of Reference
- Overview and Scrutiny Procedure Rules
- Review of the work programme 2015-2016
- Current draft work programme for 2016-2017
- Cabinet Forward Plan

During this session, councillors will be invited to consider suitable topics for inclusion on the Committee's Work Programme.

If councillors already have in mind any particular topic they wish to raise it would assist the Chairman if you could notify him in advance of the meeting, providing a broad outline of the matter.

Description	Lead	Timings	Page Number.
Councillors will still be able to add further topics at the Committee meeting.			
<b>Reports for noting</b>			
If any members of the Committee have questions they want to raise with officers in relation to any of the reports that follow, please inform the Chairman and Committee Manager as soon as possible and no later than 2 working days before the meeting. Please advise the general nature of your enquiry and the reason for officer attendance at this Committee.			
<b>6. Provisional Revenue Outturn 2015/16</b>			
To note the provisional revenue outturn spend for 2015/16.	Adrian Flynn/Cllr Williams	8.35 pm	29 – 52
<b>7. Provisional Capital Outturn 2015/16</b>			
To note the provisional capital outturn spend for 2015/16.	Adrian Flynn/Cllr Williams	8.40 pm	53 – 60
<b>8. Treasury Management – Annual report</b>			
To note the Treasury Management annual report.	Ryan Maslen/Cllr Williams	8.45 pm	61 – 68
<b>9. Corporate Project Management progress report</b>			
To note an update on the Council’s Project Management programme.	Sandy Muirhead/Cllr Barnard	8.50 pm	69 – 80
<b>Close of Meeting</b>		<b>9.00 pm</b>	

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**Minutes of the Overview and Scrutiny Committee  
19 May 2016**

**Present:**

Councillor C.A. Davis (Chairman)  
Councillor S.C. Mooney (Vice-Chairman)

Councillors:

S.J. Burkmar	A.L. Griffiths	D. Patel
S.M. Doran	N. Islam	R.A. Smith-Ainsley
M.P.C. Francis	J.G. Kavanagh	B.B. Spoor

**Apologies:** Councillors S. Capes, K. Flurry and O. Rybinski

**130/16 Appointment of Chairman**

It was proposed by Councillor S.C. Mooney and seconded by Councillor R.O. Barratt and:

**Resolved** that Councillor C.A. Davis be appointed Chairman of the Overview and Scrutiny Committee for the forthcoming Municipal Year 2016/2017.

**131/16 Minutes**

The minutes of the meeting held on 15 March 2016 were approved as a correct record.

**132/16 Appointment of Vice-Chairman**

It was proposed by Councillor C.A. Davis and seconded by Councillor R.O. Barratt and:

**Resolved** that Councillor S.C. Mooney be appointed Vice-Chairman of the Overview and Scrutiny Committee for the forthcoming Municipal Year 2016/2017.

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## **OVERVIEW AND SCRUTINY COMMITTEE**

(15 members)

### **1. GENERAL ROLE**

- (a) To be councillor led and discharge the function of overview and scrutiny as a critical friend in relation to the development of policies and strategies to meet local needs and in relation to service delivery and performance management;
- (b) Review and / or scrutinise decisions made or actions taken in connection with the discharge of any of the Council's functions
- (c) Make reports and / or recommendations to the Council and / or the Cabinet in connection with the discharge of any of the functions;
- (d) Question members of the Cabinet and / or committees and the Chief Executive, Deputy Chief Executives or Group Heads about their views on issues and proposals affecting Spelthorne and on their decisions and performance, whether generally in comparison with service plans and targets over a period of time, or in relation to particular decisions, initiatives or projects;
- (e) Consider any matter affecting Spelthorne or its inhabitants; and
- (f) Exercise the right to call in for reconsideration, decisions made but not yet implemented by the Cabinet.

### **2. POLICY REVIEW AND DEVELOPMENT**

- (a) To assist the Council and the Cabinet on policy issues generally including the initiation and development of new policies and strategies (this includes not just the Council's policies and strategies but those of other bodies which affect the wellbeing of the Spelthorne Community);
- (b) To consider and advise the Cabinet and Council on the content of the Corporate Plan;
- (c) To review, consider and recommend improvements and developments in advance of the decisions of the Cabinet in relation to policy matters;
- (d) Conduct research, and consultation in the analysis of policy issues and possible options;
- (e) Consider and implement mechanisms to encourage and enhance community participation in the development of policy options; and
- (f) Liaise with other external organisations operating in Spelthorne, whether national, regional or local, to ensure that the interests of local people are enhanced by collaborative working.

### **3. SCRUTINY AND REVIEW**

- (a) To review and monitor the Council's performance management arrangements and draw attention to local residents concerns;
- (b) To review and monitor the implementation of the Corporate Plan;
- (c) To review and monitor performance in meeting the Council's annual targets;
- (d) To review and monitor how and to what effect policies and strategies are being implemented and to make reports and recommendations, including proposals for changes to policies and practices to the Council and the Cabinet (this includes not just the delivery of Council policies and strategies but those of other bodies which affect the wellbeing of the Spelthorne community);
- (e) To review and monitor performance acting as a critical friend to the Cabinet regarding the Council's budget and policy framework;
- (f) To review and monitor any areas that the Committee believes is not performing setting up task groups as required;
- (g) To review and scrutinise as a critical friend the performance and decisions of the Cabinet in relation to service provision and performance management and to exercise the right of 'call in' of decision in accordance with the provisions of the Constitution;
- (h) To review and scrutinise the performance of other public bodies in Spelthorne, in particular they will exercise the Council's scrutiny responsibilities arising under the Police and Justice Act 2006 and the 'Councillor Call for Action' provisions under the Local Government and Public Involvement in Health Act 2007 and invite reports from appropriate public bodies by requesting them to address the committee and local people about their activities and performance; and
- (i) Question and gather evidence from any person (with their consent) to fulfil its purpose.



## OVERVIEW AND SCRUTINY PROCEDURE RULES

### 1. NUMBER AND SIZE OF COMMITTEES

- 1.1 The Council will have an Overview and Scrutiny Committee as set out in Article 8 and will appoint members to it. The Committee may appoint such sub-committees and working groups, as it considers appropriate.

### 2. WHO MAY SIT ON OVERVIEW AND SCRUTINY COMMITTEES

- 2.1 All councillors except members of the Cabinet and the Mayor may be members of the Overview and Scrutiny Committee. However, no councillor may be involved in scrutinising a decision which he has been directly involved with.

### 3. CO-OPTEEES

- 3.1 The Overview and Scrutiny Committee shall be entitled to recommend to Council the appointment of a number of people as non-voting co-optees such as representatives from other organisations, local residents, outside experts etc.

### 4. MEETINGS

- 4.1 There shall be at least 4 ordinary meetings of the Overview and Scrutiny Committee in every year in accordance with the calendar of meetings agreed by the Council. These shall be at times and venues to be decided by the Committee.
- 4.2 In addition, extraordinary meetings may be called from time to time as and when appropriate. An extraordinary Overview and Scrutiny Committee meeting may be called by:
- (a) the Chairman of the Overview and Scrutiny Committee,
  - (b) any 3 members of the Committee; or
  - (c) The lead staff member to the Committee if he considers it necessary or appropriate after consultation with the Chairman.
- 4.3 When calling an extraordinary meeting the justification for doing so shall be given.
- 4.4 Any councillor may attend meetings of the Overview and Scrutiny Committee of which he is not a member but shall sit separately from the members of the Committee so that it is clear to members of the public, who are the members of the Committee. A councillor shall not be entitled to attend meetings of working groups or sub-committees unless appointed as a member or invited to attend by the working group or sub-committee.
- 4.5 A councillor in attendance at meetings may, when invited to do so by the Chairman, speak at the meeting in relation to an issue being discussed, provided he has notified the Chairman before the start of the meeting of his wish to speak on the item.
- 4.6 A councillor appointed as the Council's representative on an outside body may attend meetings and speak in relation to an issue being discussed which affects that body, provided that he has notified the Chairman before the start of the meeting of his wish to speak on the item.

## **5. APPOINTMENT OF CHAIRMAN**

- 5.1 At the first meeting in the municipal year the Committee will elect the Chairman for the year from amongst the councillors appointed to the Committee. In the event of an equality of votes, the appointment shall automatically be deferred to the next meeting and the Committee shall elect a Chairman for the meeting to enable the business on the agenda to be transacted. The Chairman will then conduct the appointment of a Vice-Chairman.
- 5.2 The Chairman shall preside at every meeting of the Committee at which he is present but may invite the Vice-Chairman of the Committee to preside over all, or any part of the meeting.
- 5.3 In the absence of the Chairman, the Vice-Chairman shall preside and, in the absence of the Chairman and the Vice-Chairman, the Committee shall elect a person from among their number to preside at the meeting, which will be conducted by the lead staff member.

## **6. QUORUM**

- 6.1 The quorum for the Overview and Scrutiny Committee (or any sub-committee) shall be one quarter of the members of the Committee.

## **7. WORK PROGRAMME**

- 7.1 The Overview and Scrutiny Committee shall be responsible for setting its own work programme and in doing so shall take into account the wishes of members on that Committee who are not members of the largest political group on the Council. Any work programme agreed may be amended from time to time.

## **8. AGENDA ITEMS**

- 8.1 Any councillor shall be entitled to notify the Chairman that they wish a relevant item to be included on the agenda for the next available meeting of the Committee; such notice to include the reason for wanting the matter to receive Committee consideration. The Chairman shall consider such a request and if he agrees that it is an appropriate matter for the Committee to discuss, the lead staff member to the Committee will ensure that it is included on the next available agenda. If the Chairman does not consider it appropriate for the Committee to consider the item requested, then he shall give his reasons to the councillor making the request. (Note: this relates to any matter relevant to the functions of the Committee other than a 'call-in' of a key decision, which is dealt with separately in paragraph 16 below)

## **9. ORDER OF BUSINESS**

- 9.1 The normal order of business at overview and scrutiny committees shall be:
- (a) Apologies for absence;
  - (b) Minutes of the last meeting;
  - (c) Disclosures of interests;
  - (d) Call in of a Leader, Cabinet or Cabinet Member decision;
  - (e) Any matter referred under the "Councillor call for action" procedures

- (f) Outcomes of any reports or recommendations to the Leader, Cabinet or Cabinet Member
  - (g) Matters set out in the work programme for the meeting
  - (h) Cabinet Forward Plan
  - (i) Members of the Committee to suggest items for future Committee consideration
  - (j) Work Programme; and
  - (k) Any business identified by the Lead staff member to the Scrutiny Committee and agreed by the Chairman
- 9.2 Duration of meetings (Please see Standing Orders for Council contained in part 4 section (a) of the Council's Constitution for the rules on the length of time allowed for a single meeting).

## **10. POLICY REVIEW AND DEVELOPMENT**

- 10.1 The role of the Overview and Scrutiny Committee in relation to the development of the Council's budget and policy framework is set out in detail in the Budget and Policy Framework Procedure Rules.
- 10.2 In relation to the development of the Council's approach to other matters not forming part of its policy and budget framework, the Overview and Scrutiny Committee may make proposals to the Leader, Cabinet or Cabinet Member (as the case may be) for developments in so far as they relate to matters within their terms of reference.
- 10.3 The Overview and Scrutiny Committee may hold enquiries and investigate the available options for future direction in policy development and may appoint advisers and assessors to assist them in this process. They may go on site visits, conduct public surveys, hold public meetings, commission research and do all other things that they reasonably consider necessary to inform their deliberations. They may ask witnesses to attend to address them on any matter under consideration and may pay to any advisers, assessors and witnesses a reasonable fee and expenses for doing so.

## **11. CONDUCT OF REVIEWS**

- 11.1 Before starting any review or enquiry, the Overview and Scrutiny Committee will:
- (a) Define the issue it wishes to look at and the Committee's purpose in undertaking the review;
  - (b) Indicate the type of background information and any performance or other data the Committee requires;
  - (c) Indicate the individuals the Committee would like to interview as part of their review (e.g. Members of the Cabinet, staff, representatives from other organisations, local residents and outside experts. etc);
  - (d) Set a realistic timescale including meeting dates if there are to be additional meetings to those in the calendar; and

- (e) Decide whether the review is to be undertaken by the Committee itself or by a working group of members of the Committee reporting to the main Committee.
- 11.2 The terms of reference for any review to be undertaken by the Overview and Scrutiny Committee will be agreed by the Chairman of the Committee with the assistance of the lead staff member and sent to all members of the Committee. The Chairman of the Committee will then manage the review with the lead staff member and support of the committee manager.
- 11.3 Where the Overview and Scrutiny Committee conducts reviews or investigations and asks people to attend to give evidence, it will proceed in accordance with the following principles:
- (a) that the review or investigation will be conducted fairly and all members of the Committee will be given the opportunity to ask questions, to contribute and speak;
  - (b) that those assisting the Committee by attending be treated with respect and courtesy; and
  - (c) that the review or investigation be conducted so as to maximise the efficiency of the investigation or analysis.

## **12. REPORTS FROM THE OVERVIEW AND SCRUTINY COMMITTEE**

- 12.1 Once it has formed recommendations on proposals for development, the Overview and Scrutiny Committee will prepare a formal report or recommendation and submit it to the lead staff member for consideration by the Leader or Cabinet (if the proposals are consistent with the existing budgetary and policy framework), or to the Council (if the recommendation would require a departure from or a change to the agreed budget and policy framework) as appropriate.
- 12.2 If the Overview and Scrutiny Committee cannot agree on one single final report or recommendation to the Council, Leader or Cabinet as appropriate, then up to one minority report or recommendation may be prepared and submitted for consideration by the Council, Leader or Cabinet with the majority report or recommendation.
- 12.3 The Council, Leader or Cabinet shall consider the report or recommendation of the Overview and Scrutiny Committee within eight weeks of it being submitted to the lead staff member.
- 12.4 The agenda for Cabinet meetings shall include an item entitled 'Issues arising from Overview and Scrutiny'. The reports and recommendations of the Overview and Scrutiny Committee referred to the Leader, Cabinet or Cabinet Member shall be included at this point in the agenda (unless they have already been considered in the context of the Cabinet's deliberations on a substantive item on the agenda) within eight weeks of the Overview and Scrutiny Committee completing its report or recommendations.
- 12.5 All references and recommendations from the Overview and Scrutiny Committee will be considered by the Cabinet notwithstanding that the original decision may have been taken by an individual member of the Cabinet.

- 12.6 When the Council does meet to consider any referral from the Overview and Scrutiny Committee on a matter which would impact on the budget and policy framework, it shall also consider the response of the Leader or Cabinet to the Overview and Scrutiny proposals.
- 12.7 Where the Overview and Scrutiny Committee prepares a report or recommendation for consideration by the Cabinet in relation to a matter where the Leader has delegated decision making power to an individual member of the Cabinet, then the Overview and Scrutiny Committee will submit a copy of their report or recommendation to that individual for consideration and all members of the committee, for information. At the time of doing so, the Overview and Scrutiny Committee shall also serve a copy on the lead staff member and the Leader. If the councillor with delegated decision making power does not accept the recommendations of the Overview and Scrutiny Committee, then they must then refer the matter to the next available meeting of the Cabinet for debate before exercising their decision making power and responding to the report in writing to the Overview and Scrutiny Committee. The Cabinet Member to whom the decision making power has been delegated will respond to the Overview and Scrutiny Committee within eight weeks of receiving its report. A copy of their written response to it shall be sent to the lead staff member and the councillor will attend a future meeting to respond.
- 12.8 The Overview and Scrutiny Committee will in any event have access to the Cabinet's forward plan and timetable for decisions and intentions for consultation. Even where an item is not the subject of detailed proposals from the Overview and Scrutiny Committee following its consideration of possible policy/service developments, the Committee will at least be able to make its views known to the Cabinet in relation to any key decision.

### **13. RIGHTS OF COMMITTEE MEMBERS TO DOCUMENTS**

- 13.1 In addition to their rights as councillors, members of the Overview and Scrutiny Committee have the additional right to documents, and to notices of meetings as set out in the Access to Information Procedure Rules in Part 4 of this Constitution.
- 13.2 The above provision does not prevent detailed discussion between the Cabinet and the Overview and Scrutiny Committee taking place on the particular matter under consideration.

### **14. MEMBERS AND OFFICERS GIVING ACCOUNT**

- 14.1 The Overview and Scrutiny Committee or sub-committee may scrutinise and review decisions made or actions taken in connection with the discharge of any Council functions. As well as reviewing documentation, in fulfilling the scrutiny role, it may require any member of the Cabinet, the Chief Executive, Deputy Chief Executives, or Group Heads to attend before it to explain in relation to matters within their remit:

- (a) any particular decision or series of decisions;
- (b) the extent to which the actions taken implement Council policy; and/or
- (c) their performance.

And it is the duty of those persons to attend if so required.

- 14.2 Where any councillor or staff member is required to attend the Overview and Scrutiny Committee under this provision, the Chairman of that committee will inform the lead staff member. The lead staff member shall inform the councillor(s) or staff members in writing giving at least 5 working days notice of the meeting at which they are required to attend. The notice will state the nature of the item on which they are required to attend to give account and whether any papers are required to be produced for the committee. Where the account to be given to the Committee will require the production of a report, then the councillor or staff member concerned will be given sufficient notice to allow for the preparation of that documentation.
- 14.3 Where in exceptional circumstances, the councillor or staff member is unable to attend on the required date, then the Overview and Scrutiny Committee shall in consultation with the councillor or staff member arrange an alternative date for attendance.

## **15. ATTENDANCE BY OTHERS**

- 15.1 The Overview and Scrutiny Committee may invite people other than those people referred to in 14 above to address the meeting, discuss issues of local concern and/or answer questions. It may for example wish to hear from residents, stakeholders and councillors and staff members in other parts of the public sector and shall invite whosoever it considers appropriate to attend.

## **16. CALL IN PROCEDURE**

- 16.1 The Overview and Scrutiny Committee shall be entitled to call in for consideration any decisions taken by the Leader, Cabinet or a Cabinet Member in accordance with the following procedure:
- 16.2 The "call in" procedure shall not apply to recommendations the Cabinet makes to the Council.
- 16.3 The call in procedure does not apply to urgent decisions (i.e. a decision which has been taken without the normal period of notice being given after consultation with and the agreement of the Chairman of the Overview and Scrutiny Committee that the decision was urgent).
- 16.4 Within five working days of the date on which a decision of the Leader, Cabinet or a Cabinet Member is published, not less than three councillors [one of whom must be the Chairman] of the Overview and Scrutiny Committee, may give notice in writing to the lead staff member of their wish that the decision should be considered by the Overview and Scrutiny Committee before it is implemented.
- 16.5 On receipt of such a notice the lead staff member will advise the Chairman of the Committee, of the call in and liaise with the Chairman to arrange for the committee to meet to consider the matter as soon as reasonably practicable.
- 16.6 To avoid delay in considering an item "called in", an extraordinary meeting of the Committee shall be convened within seven working days of a "call in" being received if an ordinary meeting is not scheduled in that period.
- 16.7 When calling in a Leader, Cabinet or Cabinet Member decision for review, the councillors doing so shall in their notice of "call in"
- outline their reasons for requiring a review;

- Indicate any further information they consider the Committee needs to have before it in order to conduct a review in addition to the written report made by staff ;
  - Indicate whether, where the decision was taken collectively by the Cabinet, they wish the Leader or his nominee (who should normally be the Cabinet Member) or where the decision was taken by a Cabinet Member, the member of the Cabinet making the decision, to attend the committee meeting; and
  - Indicate whether the staff member making the report to the Cabinet or to the Cabinet Member taking the decision or his representative should attend the meeting.
- 16.8 When a decision is called in for review, the Chairman of the Overview and Scrutiny Committee may arrange for any additional information they consider necessary to be made available to the Committee when it meets.
- 16.9 Where requested to do so, staff will arrange for the additional information to be supplied to the meeting and the staff member making the report to the Leader or Cabinet etc will attend.
- 16.10 When requested to do so, the Leader or his nominee, where the Cabinet has made the decision or the Cabinet Member who has made the decision will attend the meeting.
- 16.11 Having reviewed the decision, the Overview and Scrutiny Committee may either:
- (a) Request the Leader, Cabinet or Cabinet Member to reconsider the matter for reasons to be put forward by the Committee in their request to reconsider; or
  - (b) decide that no further action be taken, in which case the decision of the Leader or Cabinet etc may be actioned without further consideration or delay.
- 16.12 Where a decision is taken by the Leader, Cabinet or a Cabinet Member following consideration of a recommendation on the matter from the Overview and Scrutiny Committee and the decision is called in under the above procedure (ie a second call in on the same matter), the Overview and Scrutiny Committee must either:
- (a) refer the matter to the Council for decision with a recommendation from the Committee as to what it considers appropriate; or
  - (b) decide that no further action be taken, in which case the decision of the Cabinet or Cabinet Member may be actioned without further consideration or delay.

## **17. THE PARTY WHIP**

- 17.1 The party political groups represented on the Council have recognised and agreed in principle that political group whipping as described in the Secretary of States' Guidance to New Council Constitutions is not appropriate and will not be applied in relation to the function of overview and scrutiny.

- 17.2 When considering any matter in respect of which a member of the Overview and Scrutiny Committee is subject to a party whip, the councillor must declare the existence of the whip and the nature of it before commencement of the Committee's deliberations on the matter. This shall then be recorded in the minutes of the meeting.



## Review of Work undertaken by Overview and Scrutiny in 2015-16

Meeting date	Topic
July 2015	Fundamentals of O&S – training facilitated by CfPS
	Capital and revenue outturn 2014/15
	Treasury Management Annual Report
September 2015	Review of Community Safety
	Review of Housing and Homelessness issues
November 2015	Consideration of Budget issues 2016-2017
	Presentation on Council assets and proposals for income generation
	Capital and Revenue Monitoring
January 2016	Proposals for Devolution
	Performance review of contracts
	Capital and Revenue Monitoring
	Treasury Management
March 2016	Presentation on proposal for Spelthorne Joint Committee
	Review of support provided for business and unemployed

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Overview and Scrutiny Committee Draft Work Programme 2016-2017

<b>Date of Meeting</b>	<b>ISSUE</b>	<b>Lead Officer</b>	<b>Objectives</b>
12 July 2016	1. Minutes	Chairman	To agree the minutes of the previous meeting.
	2. O&S training session		The role of O&S facilitated by Ann Reeder
	3. Capital Outturn	Adrian Flynn/Cllr Williams	To receive and note the Capital outturn position
	4. Revenue Outturn	Adrian Flynn/Cllr Williams	To receive and note the Revenue outturn position
	5. Treasury Management Annual Plan	Ryan Maslen/Cllr Williams	To receive and note the annual Treasury Management Plan
	6. Project Management update	Sandy Muirhead/Cllr Barnard	To receive an update on the status of current Council projects.
	7. Work Programme and Cabinet Forward Plan	Chairman / Terry Collier	To note the proposed work programme and consider issues of interest for the future work programme from the Forward Plan.

Overview and Scrutiny Committee Draft Work Programme 2016-2017

<b>Date of Meeting</b>	<b>ISSUE</b>	<b>Lead Officer</b>	<b>Objectives</b>
20 September 2016	1. Minutes	Chairman	To agree the minutes of the previous meeting.
	2. Community Safety	Keith McGroary/Cllr Mitchell	To consider the review of Community Safety. (The Neighbourhood Inspector will also attend for this item) To receive a presentation from the Police and Crime Commissioner on his priorities for the coming year.
	3. Joint Enforcement Team	Jackie Taylor/Cllr Mitchell	To receive a report/presentation on the work of the Joint Enforcement Team.
	4. Project Management update	Sandy Muirhead/Cllr Barnard	To receive an update on the status of current Council projects.
	5. Work Programme and Cabinet Forward Plan	Chairman / Terry Collier	To note the proposed work programme and consider issues of interest for the future work programme from the Forward Plan.

Overview and Scrutiny Committee Draft Work Programme 2016-2017

<b>Date of Meeting</b>	<b>ISSUE</b>	<b>Lead Officer</b>	<b>Objectives</b>
29 November 2016	1. Minutes	Chairman	To agree the minutes of the previous meeting.
	2. Budget Issues – 2017–2018/2018-2019	Terry Collier/Cllr Williams	To consider the issues for the Budget 2017-2018.
	3.		
	4. Capital Monitoring Report	Terry Collier / Adrian Flynn / Cllr Williams	To receive and note the current Capital spend position.
	5. Revenue Monitoring Report	Terry Collier / Adrian Flynn/ Cllr Williams	To receive and note the current Revenue spend position.
	6. Work Programme and Cabinet Forward Plan	Chairman / Terry Collier	To note the proposed work programme and consider issues of interest for the future work programme from the Forward Plan.

Overview and Scrutiny Committee Draft Work Programme 2016-2017

<b>Date of Meeting</b>	<b>ISSUE</b>	<b>Lead Officer</b>	<b>Objectives</b>
17 January 2017	1. Minutes	Chairman	To agree the minutes of the previous meeting.
	2.		
	3. Capital Monitoring Report and projected outturn	Terry Collier / Adrian Flynn / Cllr Williams	To receive and note the current Capital spend position.
	4. Revenue Monitoring Report and projected outturn	Terry Collier / Adrian Flynn/ Cllr Williams	To receive and note the current Revenue spend position.
	5. Treasury Management half-yearly report	Terry Collier / Adrian Flynn/ Cllr Williams	To note the Treasury Management situation.
	6. Project Management update	Sandy Muirhead/Cllr Barnard	To receive an update on the status of current Council projects.
	7. Work Programme and Cabinet Forward Plan	Chairman / Terry Collier	To note the proposed work programme and consider issues of interest for the future work programme from the Forward Plan.

## Overview and Scrutiny Committee Draft Work Programme 2016-2017

Date of Meeting	ISSUE	Lead Officer	Objectives
28 March 2017	1. Minutes	Chairman	To agree the minutes of the previous meeting.
	2.		
	3.		
	4. Work Programme and Cabinet Forward Plan	Chairman / Terry Collier	To note the proposed work programme and consider issues of interest for the future work programme from the Forward Plan.

Items identified for inclusion in future work programme in 2015/16, yet to be scheduled:

- Agile working
- Staff performance v Council priorities
- Affordable housing and infrastructure provision
- Planning Enforcement Policy
- Review of Community Infrastructure Levy and Infrastructure provision (a review of the first year's operation of CIL and the effectiveness of the infrastructure delivery plan)

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## Spelthorne Borough Council Cabinet Forward Plan and Key Decisions

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

A **Key Decision** is a decision to be taken by the Cabinet 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.

The members of the Cabinet and their areas of responsibility are:

CLlr I.T.E. Harvey	Leader of the Council	<a href="mailto:CLlr.harvey@spelthorne.gov.uk">CLlr.harvey@spelthorne.gov.uk</a>
CLlr A.C. Harman	Deputy Leader	<a href="mailto:CLlr.harman@spelthorne.gov.uk">CLlr.harman@spelthorne.gov.uk</a>
CLlr. M.M. Attewell	Community Wellbeing	<a href="mailto:CLlr.attewell@spelthorne.gov.uk">CLlr.attewell@spelthorne.gov.uk</a>
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Whilst the majority of the Cabinet's business at the meetings listed in this Plan will be open to the public and press, there will inevitably be some business to be considered which contains confidential, commercially sensitive or personal information.

This is formal notice under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that part of any of the Cabinet meetings listed below may be held in private where exempt and / or confidential information is due to be considered.

Representations regarding this should be made to [committee.services@spelthorne.gov.uk](mailto:committee.services@spelthorne.gov.uk)

Please direct any enquiries about this Plan to the Principal Committee Manager, Greg Halliwell, at the Council offices on 01784 446267 or e-mail [g.halliwell@spelthorne.gov.uk](mailto:g.halliwell@spelthorne.gov.uk)

**Published on 29 June**

## Spelthorne Borough Council

### Cabinet Forward Plan and Key Decisions for 29 June 2016 to 30 November 2016

Date of decision and decision maker	Matter for consideration	Why is this a Key Decision?	Decision to be taken in Public or Private	Lead Officer/ Cabinet Member
Cabinet 20 Jul 2016 Council 21 Jul 2016	Spelthorne Joint Committee  To recommend Council to establish a Joint Committee with Surrey County Council.	It is significant in terms of its effect on communities living or working in an area comprising two or more wards	Public	Michael Graham, Head of Corporate Governance Leader of the Council
Cabinet 20 Jul 2016 Council 21 Jul 2016	Corporate Plan 2016-2019  To recommend to Council the adoption of the Corporate Plan for 2016-2019.	It is significant in terms of its effect on communities living or working in an area comprising two or more wards	Public	Lee O'Neil, Deputy Chief Executive Leader of the Council
Cabinet 28 Sep 2016	Surrey Flood Risk Strategy	It is significant in terms of its effect on communities living or working in an area comprising two or more wards	Public	Sandy Muirhead, Group Head - Commissioning and Transformation Portfolio Holder for Environment and Compliance
Cabinet 28 Sep 2016	Revenue Monitoring	This is not a Key Decision	Public	Adrian Flynn, Principal Accountant Portfolio Holder for Finance and Customer Services
Cabinet 28 Sep 2016	Capital Monitoring	This is not a Key Decision	Public	Adrian Flynn, Principal Accountant Portfolio Holder for Finance and Customer Services
Cabinet 28 Sep 2016	Catering at Staines Community Centre  To review the catering contract.	It is significant in terms of its effect on communities living or working in an area comprising two or more wards	Private	Janice Lowin Portfolio Holder for Community and Wellbeing

Date of decision and decision maker	Matter for consideration	Why is this a Key Decision?	Decision to be taken in Public or Private	Lead Officer/ Cabinet Member
Cabinet 28 Sep 2016	<p>Council Tax and Business Rates write-offs</p> <p>To agree write-offs in respect of unpaid Council Tax and Business Rates.</p>	This is not a Key Decision	Private	Linda Norman, Group Head - Finance and Customer Relations Portfolio Holder for Finance and Customer Services
Cabinet 23 Nov 2016	Proposals for devolution - Three Southern Counties Governance arrangements	It is significant in terms of its effect on communities living or working in an area comprising two or more wards	Public	Sandy Muirhead, Group Head - Commissioning and Transformation Leader of the Council
Cabinet 23 Nov 2016	<p>Contaminated Land Strategy</p> <p>To agree the Strategy subject to consultation with statutory bodies.</p>	It is significant in terms of its effect on communities living or working in an area comprising two or more wards	Public	Tracey Willmott-French, Senior Environmental Health Manager Portfolio Holder for Environment and Compliance

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# Overview and Scrutiny Report

12 July 2016



<b>Title</b>	2015/16 Provisional Revenue Outturn Report		
<b>Purpose of the report</b>	To note		
<b>Report Author</b>	Adrian Flynn		
<b>Cabinet Member</b>	Councillor Howard Williams	<b>Confidential</b>	No
<b>Corporate Priority</b>	Value for money Council		
<b>Cabinet Values</b>	Accountability		
<b>Recommendations</b>	The Committee are asked to note the provisional revenue outturn for 2015/16.		

## 1. Key issues

- 1.1 The summary on appendix A shows that we have spent £13.925m against the full year revised budget of £14.536m (a 4.2% or £611k underspend). Taking into account the use of carry forwards, investment income, reduced use of reserves and business rates retention the net underspend is approximately £261k
- 1.2 Appendix B summarises spend across portfolios by service areas broken down in employees, other expenditure and income.
- 1.3 Appendices C1 to C9 give a breakdown by service of spend against the revised budget plus comments on various variances. These appendices have been sent out under separate cover.
- 1.4 There is an end of year accounting adjustment relating to the accounting requirements to replace cash pension transactions with notional accounting values in accordance with accounting standards. This has resulted in the historic pension deficit charge from the Surrey Pension fund on the central overheads cost centre being reversed out and incorporated in a recharge across all services. This has resulted in a favourable variance of £841k on the central overheads cost centre.

### Investment Income

- 1.5 Interest earned on our investments amounted to £600k which was £35k lower than the original budget. The main reason for the lower amount is the later than expected Bridge Street car park capital receipt.

## **Transfers to and from Reserves**

Carry forward reserve: an amount of £96k is being put forward for approval this mainly relates to Knowle Green Relocation. This can be accommodated within the underspend. It is proposed to transfer to reserves in relation to work underway but not completed in 2015 -16- these schemes are identified in appendix D.

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

- 2.1 The Committee are asked to note the provisional revenue outturn position and list of carry forwards provisionally approved by corporate management team.

### **3. Financial implications**

- 3.1 There are no on-going financial implications in the report but variances which have occurred will be investigated to see if they are on-going and should be incorporated into future year budget deficit/surplus projection calculations.

### **4. Other considerations**

- 4.1 There are none.

### **5. Timetable for implementation**

- 5.1 Quarterly reports with officer comments are provided to Cabinet and Overview and Scrutiny committee for investigation and comments.
- 5.2 Monthly system generated summary reports with drill down facilities are sent to corporate management team, heads of service and cabinet members.

### **Background papers:**

### **Appendices: A,B & D**

**2015/16 Net Revenue Budget Monitoring**  
As at end of 31 MARCH 2016

	15/16	15/16	15/16	15/16
	Budget		Total	Variance
	Original	Revised	Actuals	to Revised
	£	£	£	£
Gross Expenditure	55,882,600	56,107,500	56,496,160	388,660
Less Benefits (offset by grant)				
Total Gross Expenditure excluding Benefits	55,882,600	56,107,500	56,496,160	388,660
Less Housing Benefit grant	(31,376,700)	(31,376,700)	(31,865,707)	(489,007)
Less Specific fees and charges income	(9,755,000)	(9,755,000)	(10,705,224)	(950,224)
<b>Net Expenditure - broken down as below</b>	<b>14,750,900</b>	<b>14,975,800</b>	<b>13,925,229</b>	<b>(1,050,571)</b>
Leader of the Council	443,800	445,000	448,011	3,011
ICT & Business Continuity of the Council	697,000	706,500	723,539	17,039
Housing, Health, Wellbeing, Independent Living and Leisure	2,558,000	2,561,400	2,711,772	150,372
Finance	3,399,100	3,419,600	2,791,318	(628,282)
Planning	1,805,500	1,888,300	2,030,089	141,789
Communication and Procurement	215,500	227,000	212,648	(14,352)
Community Safety and Licensing	108,800	108,800	162,716	53,916
Waste, Environment and Parking	3,634,200	3,646,400	3,482,255	(164,145)
Economic Development and Fixed Assets	1,889,000	1,972,800	1,362,880	(609,920)
<b>NET EXPENDITURE AT SERVICE LEVEL</b>	<b>14,750,900</b>	<b>14,975,800</b>	<b>13,925,229</b>	<b>(1,050,571)</b>
Salary expenditure - vacancy monitoring	(300,000)	(300,000)		300,000
Partnership Savings	(40,000)	(40,000)		40,000
Pay award	-	-		-
Efficiencies to offset pay award	(100,000)	(100,000)		100,000
Increased Employer contributions due to auto enrollment	-	-		-
<b>NET EXPENDITURE</b>	<b>14,310,900</b>	<b>14,535,800</b>	<b>13,925,229</b>	<b>(610,571)</b>
<b>NET EXPENDITURE</b>	<b>14,310,900</b>	<b>14,535,800</b>	<b>13,925,229</b>	<b>(610,571)</b>
Interest earnings	(635,000)	(635,000)	(599,600)	35,400
Staines Town Development/TaSF	(531,276)	(531,276)	0	531,276
<b>BUDGET REQUIREMENT</b>	<b>13,144,624</b>	<b>13,369,524</b>	<b>13,325,629</b>	<b>(43,895)</b>
Baseline NNDR Funding	(3,055,700)	(3,055,700)	(3,055,700)	-
Revenue Support grant	(1,330,600)	(1,330,600)	(1,330,600)	-
New Homes Bonus	(1,564,400)	(1,564,400)	(1,564,400)	-
<b>NET BUDGET REQUIREMENT</b>	<b>7,193,924</b>	<b>7,418,824</b>	<b>7,374,929</b>	<b>(43,895)</b>
Collection Fund Surplus/(deficit)	(266,400)	(266,400)	(266,400)	-
<b>CHARGE TO COLLECTION FUND</b>	<b>6,927,524</b>	<b>7,152,424</b>	<b>7,108,529</b>	<b>(43,895)</b>
2014/15 Revenue carryforward				(216,700)
<b>Net Position</b>				<b>(260,595)</b>

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<b>Appendix B</b>			
<b>REVENUE MONITORING 2015/16</b>			
<b>EXPENDITURE AND INCOME SUMMARY 31 MARCH 2016</b>			
<b>Results to</b>	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>
<b>31-Mar-16</b>	<b>Revised</b>	<b>YTD</b>	<b>to Revised</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>Leader of the Council</b>			
Employees	423,600	468,933	45,333
Other Expenditure	94,600	64,048	(30,552)
Income	(73,200)	(84,970)	(11,770)
	<b>445,000</b>	<b>448,011</b>	<b>3,011</b>
<b>ICT &amp; Business Continuity of the Council</b>			
Employees	473,100	509,559	36,459
Other Expenditure	271,800	258,389	(13,411)
Income	(38,400)	(44,408)	(6,008)
	<b>706,500</b>	<b>723,539</b>	<b>17,039</b>
<b>Housing, Health, Wellbeing, Independent Living and Leisure</b>			
Employees	3,416,400	3,604,735	188,335
Other Expenditure	33,469,200	34,522,059	1,052,859
Housing Benefit grant income	(31,376,700)	(31,865,707)	(489,007)
Income	(2,947,500)	(3,549,315)	(601,815)
	<b>2,561,400</b>	<b>2,711,772</b>	<b>150,372</b>
<b>Finance</b>			
Employees	2,972,800	2,247,884	(724,916)
Other Expenditure	817,600	945,335	127,735
Income	(370,800)	(401,901)	(31,101)
	<b>3,419,600</b>	<b>2,791,318</b>	<b>(628,282)</b>
<b>Planning</b>			
Employees	1,911,500	2,098,095	186,595
Other Expenditure	1,238,200	1,226,163	(12,037)
Income	(1,261,400)	(1,294,169)	(32,769)
	<b>1,888,300</b>	<b>2,030,089</b>	<b>141,789</b>
<b>Communication and Procurement</b>			
Employees	111,300	120,768	9,468
Other Expenditure	125,700	99,042	(26,658)
Income	(10,000)	(7,162)	2,838
	<b>227,000</b>	<b>212,648</b>	<b>(14,352)</b>
<b>Community Safety and Licensing</b>			
Employees	203,700	199,491	(4,209)
Other Expenditure	142,700	213,290	70,590
Income	(237,600)	(250,065)	(12,465)
	<b>108,800</b>	<b>162,716</b>	<b>53,916</b>
<b>Waste, Environment and Parking</b>			
Employees	3,299,400	3,301,000	1,600
Other Expenditure	4,715,100	4,790,036	74,936
Income	(4,368,100)	(4,608,781)	(240,681)
	<b>3,646,400</b>	<b>3,482,255</b>	<b>(164,145)</b>
<b>Economic Development and Fixed Assets</b>			
Employees	369,600	431,767	62,167
Other Expenditure	2,051,200	1,395,566	(655,634)
Income	(448,000)	(464,453)	(16,453)
	<b>1,972,800</b>	<b>1,362,880</b>	<b>(609,920)</b>
<b>NET EXPENDITURE AT SERVICE LEVEL</b>	<b>14,975,800</b>	<b>13,925,229</b>	<b>(1,050,571)</b>
Total Employees	13,181,400	12,982,233	(199,167)
Total Other Expenditure	42,926,100	43,513,927	587,827
Housing Benefit grant income	(31,376,700)	(31,865,707)	(489,007)
Total Income	(9,755,000)	(10,705,224)	(950,224)
	<b>14,975,800</b>	<b>13,925,229</b>	<b>(1,050,571)</b>
<b>Total Expenditure</b>	<b>56,107,500</b>	<b>56,496,160</b>	<b>388,660</b>
<b>Total Income</b>	<b>(41,131,700)</b>	<b>(42,570,931)</b>	<b>(1,439,231)</b>
<b>Net</b>	<b>14,975,800</b>	<b>13,925,229</b>	<b>(1,050,571)</b>

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Appendix C1				
<b>Leader of the Council</b>				
<b>Results to</b>	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>	<b>Comments</b>
<b>31-Mar-16</b>	<b>Revised</b>	<b>YTD</b>	<b>to Revised</b>	
	<b>£</b>	<b>£</b>	<b>£</b>	
Employees	46,800	54,258	7,458	Higher current service costs based on 'Actuarial valuations as at 31 March 2016'.
Other Expenditure	67,700	45,237	(22,463)	Underspent against Members Neighbourhood due to overstated budget.
Income	0	(40)	(40)	
<b>People &amp; Partnerships</b>	<b>114,500</b>	<b>99,455</b>	<b>(15,045)</b>	
Employees	101,300	110,960	9,660	Higher current service pension costs based on 'Actuarial valuations as at 31 March 2016'.
Other Expenditure	1,200	3,421	2,221	
Income	(42,000)	(55,125)	(13,125)	Additional income generated from the post being part funded by another authority.
<b>Corporate Governance</b>	<b>60,500</b>	<b>59,257</b>	<b>(1,243)</b>	
Employees	223,900	246,595	22,695	Higher current service costs based on 'Actuarial valuations as at 31 March 2016'.
Other Expenditure	25,300	14,458	(10,842)	Savings achieved against leased cars & other expenditure Budget.
Income	(31,200)	(29,752)	1,448	
<b>HR</b>	<b>218,000</b>	<b>231,301</b>	<b>13,301</b>	
Employees	51,600	57,120	5,520	Higher current service costs based on 'Actuarial valuations as at 31 March 2016'.
Other Expenditure	400	932	532	
Income	0	(53)	(53)	
<b>Payroll</b>	<b>52,000</b>	<b>57,999</b>	<b>5,999</b>	
Total Employees	<b>423,600</b>	<b>468,933</b>	<b>45,333</b>	
Total Other Expenditure	<b>94,600</b>	<b>64,048</b>	<b>(30,552)</b>	
Total Income	<b>(73,200)</b>	<b>(84,970)</b>	<b>(11,770)</b>	
	<b>445,000</b>	<b>448,011</b>	<b>3,011</b>	

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**ICT & Business Continuity of the Council**

<b>Results to</b>	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>	<b>Comments</b>
<b>31-Mar-16</b>	<b>Revised</b>	<b>YTD</b>	<b>to Revised</b>	
	<b>£</b>	<b>£</b>	<b>£</b>	
Employees	473,100	509,559	36,459	Higher current service costs based on 'Actuarial valuations as at 31 March 2016'.
Other Expenditure	271,800	258,389	(13,411)	A number of small underspends over codes.
Income	(38,400)	(44,408)	(6,008)	Additional income for lease of PC's to external charity.
<b>Information &amp; Comms Technology</b>	<b>706,500</b>	<b>723,539</b>	<b>17,039</b>	
Total Employees	<b>473,100</b>	<b>509,559</b>	<b>36,459</b>	
Total Other Expenditure	<b>271,800</b>	<b>258,389</b>	<b>(13,411)</b>	
Total Income	<b>(38,400)</b>	<b>(44,408)</b>	<b>(6,008)</b>	
	<b>706,500</b>	<b>723,539</b>	<b>17,039</b>	

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## Housing, Health, Wellbeing, Independent Living and Leisure

<b>Results to</b>	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>	<b>Comments</b>
<b>31-Mar-16</b>	<b>Revised</b>	<b>YTD</b>	<b>to Revised</b>	
	<b>£</b>	<b>£</b>	<b>£</b>	
Employees	127,200	143,882	16,682	Higher pension costs & overtime payments to cover workload with no budget.
Other Expenditure	13,700	17,275	3,575	
Income	0	(380)	(380)	
<b>Com Care Administration</b>	<b>140,900</b>	<b>160,776</b>	<b>19,876</b>	
Employees	370,400	375,655	5,255	
Other Expenditure	221,300	215,526	(5,774)	
Income	(391,600)	(390,652)	948	
<b>Day Centres</b>	<b>200,100</b>	<b>200,529</b>	<b>429</b>	
Employees	89,800	93,773	3,973	
Other Expenditure	93,800	92,591	(1,209)	
Income	(194,600)	(195,148)	(548)	
<b>Meals On Wheels</b>	<b>(11,000)</b>	<b>(8,785)</b>	<b>2,215</b>	
Employees	109,600	99,667	(9,933)	Underspent due to one post holder working part-time although budgeted for full-time & another redundancy in August 2015, partially off-set by temporary staff, overtime payments & higher pension costs.
Other Expenditure	72,700	95,170	22,470	Higher expenditure against telecare equipment. Cost has been recharged to Surrey County Council.
Income	(247,000)	(273,138)	(26,138)	As above.
<b>Span</b>	<b>(64,700)</b>	<b>(78,301)</b>	<b>(13,601)</b>	
Employees	0	0	0	
Other Expenditure	19,700	18,095	(1,605)	
Income	(5,000)	(5,515)	(515)	
<b>Rodent &amp; Pest Control</b>	<b>14,700</b>	<b>12,580</b>	<b>(2,120)</b>	
Employees	160,700	180,421	19,721	Slightly increased salary costs for the year plus increased pension current service costs.
Other Expenditure	51,400	50,020	(1,380)	Lower operating costs, mainly due to reduced fuel costs.
Income	(133,800)	(117,065)	16,735	Income budget overstated.
<b>SAT</b>	<b>78,300</b>	<b>113,376</b>	<b>35,076</b>	
Employees	736,600	779,165	42,565	Salary costs are lower due to vacant posts during the year, partially covered by agency staff to clear backlog of work & Higher pension costs.
Other Expenditure	43,200	67,486	24,286	Payments relating to Handy Person, which are funded through Surrey County Council.
Income	(21,500)	(51,378)	(29,878)	As above.
<b>Environmental Health Admin</b>	<b>758,300</b>	<b>795,272</b>	<b>36,972</b>	
Employees	0	0	0	
Other Expenditure	12,500	20,592	8,092	Higher costs due to introduction of Noise Control out of hours call service partially funded through Surrey Police.
Income	(5,100)	(9,402)	(4,302)	As above.
<b>Environmental Protection Act</b>	<b>7,400</b>	<b>11,190</b>	<b>3,790</b>	
Employees	0	0	0	
Other Expenditure	1,300	1,293	(7)	
Income	(3,000)	(2,123)	877	
<b>Food Safety</b>	<b>(1,700)</b>	<b>(831)</b>	<b>869</b>	
Employees	0	0	0	
Other Expenditure	7,900	8,172	272	
Income	(12,900)	(11,086)	1,814	Lower income due to reduced numbers of training requirements.
<b>Public Health</b>	<b>(5,000)</b>	<b>(2,913)</b>	<b>2,087</b>	
Employees	17,600	10,903	(6,698)	Underspend due to change in Councillor pension arrangements following election.
Other Expenditure	251,600	292,993	41,393	Additional Councillor computer allowances. Cost is mainly incurred directly after Election rather than annually as most Councillors opt to take the funding as a lump sum.
Income	0	(800)	(800)	
<b>Democratic Rep &amp; Management</b>	<b>269,200</b>	<b>303,095</b>	<b>33,895</b>	
Employees	630,700	722,422	91,722	Higher current service costs based on 'Actuarial valuations as at 31 March 2016'.
Other Expenditure	39,700	28,028	(11,672)	A number of small underspends over codes.
Income	(35,000)	(47,532)	(12,532)	Temporary staff and overtime covered by Welfare reforms grant.
<b>Housing Needs</b>	<b>635,400</b>	<b>702,918</b>	<b>67,518</b>	
Employees	0	0	0	
Other Expenditure	1,078,300	1,705,966	627,666	
Income	(755,400)	(1,171,832)	(416,432)	
<b>Homelessness</b>	<b>322,900</b>	<b>534,134</b>	<b>211,234</b>	Overspend due to increased usage of Bed & Breakfast due to service demand.
Employees	603,900	568,400	(35,500)	Underspend due to some posts working less hours than budgeted for and vacant posts in year.
Other Expenditure	36,300	46,389	10,089	A number of small overspends over numerous areas.
Income	(410,600)	(417,309)	(6,709)	
<b>Housing Benefits Admin</b>	<b>229,600</b>	<b>197,480</b>	<b>(32,120)</b>	
Employees	0	0	0	
Other Expenditure	31,351,700	31,651,782	300,082	Central government contribution was reduced by £80k from the previous year. DHP spend is above the contribution, therefore SBC is responsible for the difference.
Income	(31,376,700)	(31,865,707)	(489,007)	
<b>Housing Benefits Payments</b>	<b>(25,000)</b>	<b>(213,925)</b>	<b>(188,925)</b>	Subsidies as a whole are higher than budgeted. Increased HB Overpayments have created an underspend.
Employees	358,400	401,178	42,778	Temporary staff expenditure with no budget and Higher pension costs. All the costs are funded through Partners - Surrey County Council & Elmbridge Borough Council.
Other Expenditure	10,800	30,390	19,590	Higher transport and other costs with no budget. All the costs are funded through Partners - Surrey County Council & Elmbridge Borough Council.
Income	(369,100)	(431,568)	(62,468)	As above.
<b>Spelthorne Troubled Families</b>	<b>100</b>	<b>0</b>	<b>(100)</b>	
Employees	0	0	0	
Other Expenditure	25,500	21,935	(3,565)	
Income	0	0	0	
<b>Youth</b>	<b>25,500</b>	<b>21,935</b>	<b>(3,565)</b>	
Employees	0	0	0	
Other Expenditure	1,000	1,000	0	
Income	0	0	0	
<b>Safeguarding</b>	<b>1,000</b>	<b>1,000</b>	<b>0</b>	

## Housing, Health, Wellbeing, Independent Living and Leisure

<b>Results to</b>	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>	<b>Comments</b>
<b>31-Mar-16</b>	<b>Revised</b>	<b>YTD</b>	<b>to Revised</b>	
	<b>£</b>	<b>£</b>	<b>£</b>	
Employees	12,500	9,854	(2,646)	
Other Expenditure	3,400	2,955	(445)	
Income	(6,300)	(3,023)	3,277	
<b>Resource Centre</b>	<b>9,600</b>	<b>9,786</b>	<b>186</b>	
Employees	0	0	0	
Other Expenditure	4,000	6,673	2,673	
Income	(500)	(3,413)	(2,913)	
<b>Active Lifestyle</b>	<b>3,500</b>	<b>3,260</b>	<b>(240)</b>	
Employees	5,100	2,560	(2,540)	
Other Expenditure	18,200	29,461	11,261	Higher expenditure on community sports is funded through additional income from Personalisation & Prevention Partnership fund.
Income	(6,000)	(24,353)	(18,353)	Higher income due to greater activity and to off-set the above costs.
<b>Sports Development</b>	<b>17,300</b>	<b>7,668</b>	<b>(9,632)</b>	
Employees	2,600	2,266	(334)	
Other Expenditure	28,300	34,946	6,646	Higher expenditure funded through additional income from Personalisation & Prevention Partnership fund.
Income	(3,000)	(9,184)	(6,184)	Higher income due to greater activity and to off-set the above costs.
<b>Arts Development</b>	<b>27,900</b>	<b>28,028</b>	<b>128</b>	
Employees	0	184	184	
Other Expenditure	2,000	1,628	(372)	
Income	0	0	0	
<b>Events</b>	<b>2,000</b>	<b>1,812</b>	<b>(188)</b>	
Employees	181,300	200,896	19,596	Higher current service costs based on 'Actuarial valuations as at 31 March 2016'.
Other Expenditure	11,200	9,476	(1,724)	
Income	0	0	0	
<b>Leisure Administration</b>	<b>192,500</b>	<b>210,372</b>	<b>17,872</b>	
Employees	0	0	0	
Other Expenditure	4,500	4,443	(57)	
Income	(8,000)	(8,650)	(650)	
<b>Museum</b>	<b>(3,500)</b>	<b>(4,207)</b>	<b>(707)</b>	
Employees	0	1,821	1,821	
Other Expenditure	2,500	16,908	14,408	Higher costs against the budget, as the event was not self funded as originally agreed.
Income	0	(8,065)	(8,065)	Income received to offset the above costs.
<b>Magna Carta</b>	<b>2,500</b>	<b>10,664</b>	<b>8,164</b>	
Employees	10,000	11,689	1,689	Additional caretaker costs incurred against the budget.
Other Expenditure	7,400	8,094	694	
Income	(55,300)	(65,284)	(9,984)	Additional rental income against the budget.
<b>Public Halls</b>	<b>(37,900)</b>	<b>(45,500)</b>	<b>(7,600)</b>	
Employees	0	(0)	(0)	
Other Expenditure	55,300	42,773	(12,527)	Energy costs are lower against the budget. Additional costs for general repairs to Leisure Centre off-set by additional income.
Income	(237,600)	(254,478)	(16,878)	As above.
<b>Spelthorne Leisure Centre</b>	<b>(182,300)</b>	<b>(211,704)</b>	<b>(29,404)</b>	
Employees	0	0	0	
Other Expenditure	0	0	0	
Income	(46,200)	(47,937)	(1,737)	
<b>Sunbury Golf Club</b>	<b>(46,200)</b>	<b>(47,937)</b>	<b>(1,737)</b>	
<b>Total Employees</b>	<b>3,416,400</b>	<b>3,604,735</b>	<b>188,335</b>	
<b>Total Other Expenditure</b>	<b>33,469,200</b>	<b>34,522,059</b>	<b>1,052,859</b>	
<b>Total Income</b>	<b>(34,324,200)</b>	<b>(35,415,022)</b>	<b>(1,090,822)</b>	
	<b>2,561,400</b>	<b>2,711,772</b>	<b>150,372</b>	



Appendix C4				
<b>Finance</b>				
<b>Results to</b>	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>	<b>Comments</b>
<b>31-Mar-16</b>	<b>Revised</b>	<b>YTD</b>	<b>to Revised</b>	
	<b>£</b>	<b>£</b>	<b>£</b>	
Employees	0	0	0	
Other Expenditure	222,700	234,127	11,427	Higher insurance costs than budgeted for.
Income	0	(897)	(897)	
<b>Insurance</b>	<b>222,700</b>	<b>233,231</b>	<b>10,531</b>	
Employees	109,900	129,129	19,229	Additional costs incurred as part of partnership working arrangements with other authorities. Higher current service pension costs based on 'Actuarial valuations as at 31 March 2016'.
Other Expenditure	22,800	27,814	5,014	Additional costs being incurred as part of partnership working outlined above.
Income	(14,900)	(34,505)	(19,605)	Additional income being generated from partnership working described above. This is a self-funding arrangement.
<b>Audit</b>	<b>117,800</b>	<b>122,438</b>	<b>4,638</b>	
Employees	320,900	336,964	16,064	Underspend from two vacancies which are not currently being recruited to, offset by higher current service pension costs based on 'Actuarial valuations as at 31 March 2016'.
Other Expenditure	45,600	51,177	5,577	Overspend due to software & subscription costs that partly relate to the new financial year (always paid in advance).
Income	0	(122)	(122)	
<b>Accountancy</b>	<b>366,500</b>	<b>388,019</b>	<b>21,519</b>	
Employees	119,600	120,183	583	
Other Expenditure	5,600	2,768	(2,832)	
Income	0	0	0	
<b>MaT Secretariat &amp; Support</b>	<b>125,200</b>	<b>122,951</b>	<b>(2,249)</b>	
Employees	216,200	251,085	34,885	Higher current service costs based on 'Actuarial valuations as at 31 March 2016'.
Other Expenditure	8,000	1,642	(6,358)	
Income	0	25	25	
<b>Deputy Chief Executives</b>	<b>224,200</b>	<b>252,751</b>	<b>28,551</b>	
Employees	360,900	404,474	43,574	Higher current service costs based on 'Actuarial valuations as at 31 March 2016' and overspend on training courses.
Other Expenditure	8,400	5,430	(2,970)	
Income	0	(5)	(5)	
<b>Chief Executive</b>	<b>369,300</b>	<b>409,899</b>	<b>40,599</b>	
Employees	6,000	6,426	426	
Other Expenditure	142,000	242,782	100,782	Legal costs relating to safeguarding and to pursue VAT claims against HMRC, contribution to Staines upon Thames day and invoices relating to water consumption savings. Consultancy costs in respect of TASF plans.
Income	(9,100)	(22)	9,078	
<b>Corporate Management</b>	<b>138,900</b>	<b>249,186</b>	<b>110,286</b>	
Employees	798,100	781,620	(16,480)	Savings mainly due to vacant posts and lower expenditure against temporary staff budget, partially offset by higher pension costs.
Other Expenditure	310,800	300,147	(10,653)	Savings achieved against Printing Budget.
Income	(346,800)	(366,215)	(19,415)	Additional Council tax received for previous years.
<b>CServ Management &amp; Support</b>	<b>762,100</b>	<b>715,551</b>	<b>(46,549)</b>	
Employees	0	0	0	
Other Expenditure	0	45,552	45,552	Increase in bad debt provision, write off's and initial shareholders investment in Applied Resilience Ltd.
Income	0	0	0	
<b>Misc Expenses</b>	<b>0</b>	<b>45,552</b>	<b>45,552</b>	
Employees	1,041,200	218,005	(823,195)	Underspend on current service costs based on 'Actuarial valuations as at 31 March 2016' shown here (but allocated elsewhere across service areas).
Other Expenditure	51,700	33,896	(17,804)	Savings achieved against Consultants budget.
Income	0	(160)	(160)	
<b>Unapportionable CentralO/Heads</b>	<b>1,092,900</b>	<b>251,741</b>	<b>(841,159)</b>	
<b>Total Employees</b>	<b>2,972,800</b>	<b>2,247,884</b>	<b>(724,916)</b>	
<b>Total Other Expenditure</b>	<b>817,600</b>	<b>945,335</b>	<b>127,735</b>	
<b>Total Income</b>	<b>(370,800)</b>	<b>(401,901)</b>	<b>(31,101)</b>	
	<b>3,419,600</b>	<b>2,791,318</b>	<b>(628,282)</b>	

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Appendix C5				
<b>Planning</b>				
<b>Results to</b>	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>	<b>Comments</b>
<b>31-Mar-16</b>	<b>Revised</b>	<b>YTD</b>	<b>to Revised</b>	
	<b>£</b>	<b>£</b>	<b>£</b>	
Employees	261,900	312,560	50,660	Additional staffing costs incurred on temporary staff covering maternity leave. Higher current service pension costs based on 'Actuarial valuations as at 31 March 2016'.
Other Expenditure	26,200	47,651	21,451	Additional costs incurred on licences and subscriptions.
Income	(16,700)	(37,410)	(20,710)	Additional income being generated via Legal Fees.
<b>Legal</b>	<b>271,400</b>	<b>322,800</b>	<b>51,400</b>	
Employees	102,800	115,276	12,476	Higher current service pension costs based on 'Actuarial valuations as at 31 March 2016'.
Other Expenditure	9,000	15,130	6,130	Implementation costs of modern.gov software.
Income	0	0	0	
<b>Committee Services</b>	<b>111,800</b>	<b>130,407</b>	<b>18,607</b>	
Employees	69,500	69,951	451	Underspend due to vacant post and subsequent team restructure, offset by higher current service pension costs based on 'Actuarial valuations as at 31 March 2016'.
Other Expenditure	30,800	38,997	8,197	Additional software and search fees costs incurred.
Income	(235,000)	(206,734)	28,266	Reduction in income levels as property market is not as buoyant as previously anticipated.
<b>Land Charges</b>	<b>(134,700)</b>	<b>(97,786)</b>	<b>36,914</b>	
Employees	0	0	0	
Other Expenditure	82,900	95,125	12,225	Overspend due to delay in receiving bills relating to 14/15 not recorded in prior year
Income	0	0	0	
<b>Print Unit</b>	<b>82,900</b>	<b>95,125</b>	<b>12,225</b>	
Employees	123,600	204,269	80,669	Employer pension costs on redundancy packages and higher current service costs based on 'Actuarial valuations as at 31 March 2016'
Other Expenditure	445,400	407,616	(37,784)	Reversal of employer pension costs on redundancy packages
Income	(142,800)	(142,194)	606	
<b>Knowle Green</b>	<b>426,200</b>	<b>469,691</b>	<b>43,491</b>	
Employees	209,800	149,410	(60,390)	Underspent mainly due to two vacant posts during the year.
Other Expenditure	98,600	21,279	(77,321)	Underspent mainly against consultancy budget due to the above vacant posts.
Income	(1,000)	(53)	947	
<b>Planning Policy</b>	<b>307,400</b>	<b>170,636</b>	<b>(136,764)</b>	
Employees	689,400	736,087	46,687	Higher pension costs partially offset by underspent due to a vacant post during the year
Other Expenditure	140,000	181,040	41,040	Overspent mainly against consultancy budget
Income	(538,800)	(536,273)	2,527	
<b>Planning Development Control</b>	<b>290,600</b>	<b>380,855</b>	<b>90,255</b>	
Employees	2,300	5,074	2,774	
Other Expenditure	72,900	110,699	37,799	Higher costs incurred for local elections than budgeted for.
Income	0	0	0	
<b>Elections</b>	<b>75,200</b>	<b>115,773</b>	<b>40,573</b>	
Employees	135,000	168,940	33,940	Additional Salary costs are funded through additional IER (Individual Electoral Registration) budget
Other Expenditure	116,200	94,466	(21,734)	As above
Income	(1,000)	(771)	229	
<b>Electoral Registration</b>	<b>250,200</b>	<b>262,634</b>	<b>12,434</b>	
Employees	317,200	336,529	19,329	Higher pension costs, partially off-set by lower salary costs due to a vacant post during the year
Other Expenditure	16,600	14,332	(2,268)	
Income	(326,100)	(370,652)	(44,552)	Higher income due to greater activity.
<b>Building Control</b>	<b>7,700</b>	<b>(19,791)</b>	<b>(27,491)</b>	
Employees	0	0	0	
Other Expenditure	199,600	199,829	229	
Income	0	(83)	(83)	
<b>General Grants</b>	<b>199,600</b>	<b>199,746</b>	<b>146</b>	
<b>Total Employees</b>	<b>1,911,500</b>	<b>2,098,095</b>	<b>186,595</b>	
<b>Total Other Expenditure</b>	<b>1,238,200</b>	<b>1,226,163</b>	<b>(12,037)</b>	
<b>Total Income</b>	<b>(1,261,400)</b>	<b>(1,294,169)</b>	<b>(32,769)</b>	
	<b>1,888,300</b>	<b>2,030,089</b>	<b>141,789</b>	

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Appendix C6				
<b>Communications and Procurement</b>				
<b>Results to</b>	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>	<b>Comments</b>
<b>31-Mar-16</b>	<b>Revised</b>	<b>YTD</b>	<b>to Revised</b>	
	<b>£</b>	<b>£</b>	<b>£</b>	
Employees	111,300	120,768	9,468	Higher current service pension costs based on 'Actuarial valuations as at 31 March 2016'.
Other Expenditure	112,700	96,509	(16,191)	Underspends achieved against central marketing & other expenses budgets.
Income	(10,000)	(7,162)	2,838	
<b>Corporate Publicity</b>	<b>214,000</b>	<b>210,114</b>	<b>(3,886)</b>	
Employees	0	0	0	
Other Expenditure	13,000	2,533	(10,467)	Underspend due to Residents Survey being completed once every two years.
Income	0	0	0	
<b>Research &amp; Consultation</b>	<b>13,000</b>	<b>2,533</b>	<b>(10,467)</b>	
Total Employees	<b>111,300</b>	<b>120,768</b>	<b>9,468</b>	
Total Other Expenditure	<b>125,700</b>	<b>99,042</b>	<b>(26,658)</b>	
Total Income	<b>(10,000)</b>	<b>(7,162)</b>	<b>2,838</b>	
	<b>227,000</b>	<b>212,648</b>	<b>(14,352)</b>	

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Appendix C7				
<b>Community Safety and Licensing</b>				
<b>Results to</b>	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>	<b>Comments</b>
<b>31-Mar-16</b>	<b>Revised</b>	<b>YTD</b>	<b>to Revised</b>	
	<b>£</b>	<b>£</b>	<b>£</b>	
Employees	88,300	97,894	9,594	Higher current service pension costs based on 'Actuarial valuations as at 31 March 2016'.
Other Expenditure	3,800	5,516	1,716	
Income	(102,600)	(103,465)	(865)	
<b>Licensing</b>	<b>(10,500)</b>	<b>(55)</b>	<b>10,445</b>	
Employees	0	0	0	
Other Expenditure	2,700	4,268	1,568	
Income	(76,000)	(78,946)	(2,946)	
<b>Taxi Licensing</b>	<b>(73,300)</b>	<b>(74,678)</b>	<b>(1,378)</b>	
Employees	115,400	101,598	(13,802)	Underspend mainly due to restructure of the service.
Other Expenditure	136,200	203,506	67,306	CCTV contracts payments to Runneymede Borough Council & BT are higher as CCTV enhancement work got delayed due to procurement issues.
Income	(59,000)	(67,655)	(8,655)	Higher recharged income from Crime & Disorder Partnership Fund to off set the costs
<b>Community Safety</b>	<b>192,600</b>	<b>237,449</b>	<b>44,849</b>	
Total Employees	<b>203,700</b>	<b>199,491</b>	<b>(4,209)</b>	
Total Other Expenditure	<b>142,700</b>	<b>213,290</b>	<b>70,590</b>	
Total Income	<b>(237,600)</b>	<b>(250,065)</b>	<b>(12,465)</b>	
	<b>108,800</b>	<b>162,716</b>	<b>53,916</b>	

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Appendix C8				
Waste, Environment and Parking				
Results to 31-Mar-16	Budget	Actual	Variance	Comments
	Revised	YTD	to Revised	
	£	£	£	
Employees	0	0	0	
Other Expenditure	500	9,310	8,810	Increase in abandoned vehicles due to additional enforcement team activity.
Income	0	0	0	
<b>Abandoned Vehicles</b>	<b>500</b>	<b>9,310</b>	<b>8,810</b>	
Employees	0	0	0	
Other Expenditure	68,400	95,802	27,402	Insurance excess claims for which there is no budget allocated.
Income	(3,000)	0	3,000	
<b>Depot</b>	<b>65,400</b>	<b>95,802</b>	<b>30,402</b>	
Employees	712,300	569,756	(142,544)	Underspend expected due to management of vacancies and use of temporary staff only when necessary.
Other Expenditure	101,600	99,859	(1,741)	
Income	(21,200)	(40,775)	(19,575)	Income from enforcement fines, which was not budgeted for at start of the year.
<b>DS Management &amp; Support</b>	<b>792,700</b>	<b>628,840</b>	<b>(163,860)</b>	
Employees	1,169,900	1,233,990	64,090	Overspend as a result of an increase in the pension current service costs offset by lower textile service employee costs due to alternative working methods.
Other Expenditure	829,400	829,212	(188)	
Income	(643,000)	(699,681)	(56,681)	Increased income from a number of sources; green waste, collection charges from schools and bins for new developments.
<b>Refuse Collection</b>	<b>1,356,300</b>	<b>1,363,521</b>	<b>7,221</b>	
Employees	0	0	0	
Other Expenditure	9,500	34,029	24,529	Additional expenditure is funded through Personalisation and Prevention Partnership Fund
Income	0	(25,970)	(25,970)	As above
<b>Energy Initiatives</b>	<b>9,500</b>	<b>8,058</b>	<b>(1,442)</b>	
Employees	0	0	0	
Other Expenditure	57,300	53,483	(3,817)	
Income	(25,000)	(6,925)	18,075	Higher Level Stewardship (HLS) income is lower against the budget due to lower expenditure incurred
<b>Environmental Enhancements</b>	<b>32,300</b>	<b>46,558</b>	<b>14,258</b>	
Employees	295,600	326,526	30,926	Higher current service pension costs based on 'Actuarial valuations as at 31 March 2016'.
Other Expenditure	9,800	71,039	61,239	Higher transport costs (£3k), Out of Hours call service contract payment (£13k) to Runnymede Borough Council, Valpak expenditure (£20k), insurance excess payment (£11k), New Initiative Payments (£5k) and additional payments relating to Bin liners.
Income	0	(41,624)	(41,624)	Additional Compostable bio/food bags sale income, Valpak funding & New Initiatives Income to offset the above costs
<b>Enviro Services Administration</b>	<b>305,400</b>	<b>355,942</b>	<b>50,542</b>	
Employees	587,800	618,482	30,682	Higher Pension current service and overtime costs offset by lower salary costs and use of temp staff due to alternative methods of working.
Other Expenditure	300,300	276,385	(23,915)	Lower leasing and material costs offset by higher maintenance, fuel and tyre costs
Income	(47,700)	(49,607)	(1,907)	Increased income due to work associated with elections.
<b>Street Cleaning</b>	<b>840,400</b>	<b>845,260</b>	<b>4,860</b>	
Employees	0	0	0	
Other Expenditure	315,800	185,183	(130,617)	Lower gate fees for disposal.
Income	(651,000)	(656,634)	(5,634)	Increased garden, textile and school waste income offset by lower AWC income.
<b>Waste Recycling</b>	<b>(335,200)</b>	<b>(471,451)</b>	<b>(136,251)</b>	
Employees	0	0	0	
Other Expenditure	46,700	27,845	(18,855)	Leasing costs, Business Rates & Electricity costs are lower against the budget
Income	0	0	0	
<b>Public Conveniences</b>	<b>46,700</b>	<b>27,845</b>	<b>(18,855)</b>	
Employees	0	0	0	
Other Expenditure	12,900	18,377	5,477	Essential works were required but there has been no budget against this.
Income	(36,000)	(29,640)	6,360	Rental income is lower against the budget
<b>Allotments</b>	<b>(23,100)</b>	<b>(11,264)</b>	<b>11,836</b>	
Employees	0	0	0	
Other Expenditure	118,200	109,411	(8,789)	Savings achieved against Electricity budget
Income	(96,000)	(105,977)	(9,977)	Additional income relating to Orchard Meadow Play area
<b>Parks Strategy</b>	<b>22,200</b>	<b>3,434</b>	<b>(18,766)</b>	
Employees	0	0	0	
Other Expenditure	40,500	24,145	(16,355)	Memorial resetting budget underspend.
Income	(327,400)	(329,842)	(2,442)	
<b>Cemeteries</b>	<b>(286,900)</b>	<b>(305,697)</b>	<b>(18,797)</b>	
Employees	135,100	122,622	(12,478)	Underspend on salaries, agency and temporary staff costs, by using alternative working methods.
Other Expenditure	1,767,900	1,741,985	(25,915)	Grounds maintenance budget is overstated compared to actual expenditure.
Income	(190,600)	(204,120)	(13,520)	Increased income from highways verges contract.
<b>Grounds Maintenance</b>	<b>1,712,400</b>	<b>1,660,487</b>	<b>(51,913)</b>	
Employees	0	0	0	
Other Expenditure	5,500	6,847	1,347	
Income	0	(1,000)	(1,000)	
<b>Water Courses &amp; Land Drainage</b>	<b>5,500</b>	<b>5,847</b>	<b>347</b>	
Employees	349,000	404,431	55,431	Three civil enforcement officers & one administration post vacancies covered by agency staff during the year, with higher costs.
Other Expenditure	863,000	1,003,592	140,592	Higher car park contract payments (£49K) to Surrey County Council, Higher Business rates for Bridge Street Car park (£26K) due to longer usage than expected, Higher Insurance excess recharges (£26k), Higher transport costs (£15K), Higher Kingston Road Car Park rents (£11k) against the budget, Higher Security Services Payments (£11k) and insurance costs with (£28k) with no budget.
Income	(1,986,800)	(2,116,297)	(129,497)	Recharged income from Surrey County Council for previous years
<b>Car Parks</b>	<b>(774,800)</b>	<b>(708,274)</b>	<b>66,526</b>	
Employees	49,700	25,193	(24,507)	Underspend due to change in the way in which the service is delivered from September 2015.
Other Expenditure	58,200	93,535	35,335	Final flood recovery costs, flood relief scheme contributions & quarterly payments to Applied Resilience.
Income	(25,400)	(12,575)	12,825	Reduced income due to service provision change.
<b>Emergency Planning</b>	<b>82,500</b>	<b>106,152</b>	<b>23,652</b>	
Employees	0	0	0	
Other Expenditure	109,600	107,375	(2,225)	
Income	(315,000)	(288,114)	26,886	Income levels have steadily improved throughout the year, but did not reach the budget target due to increased competition from low cost high street retailers.
<b>Staines Market</b>	<b>(205,400)</b>	<b>(180,739)</b>	<b>24,661</b>	
<b>Total Employees</b>	<b>3,299,400</b>	<b>3,301,000</b>	<b>1,600</b>	
<b>Total Other Expenditure</b>	<b>4,715,100</b>	<b>4,790,036</b>	<b>74,936</b>	
<b>Total Income</b>	<b>(4,368,100)</b>	<b>(4,608,781)</b>	<b>(240,681)</b>	
	<b>3,646,400</b>	<b>3,482,255</b>	<b>(164,145)</b>	

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Appendix C9				
<b>Economic Development and Fixed Assets</b>				
<b>Results to</b>	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>	<b>Comments</b>
<b>31-Mar-16</b>	<b>Revised</b>	<b>YTD</b>	<b>to Revised</b>	
	<b>£</b>	<b>£</b>	<b>£</b>	
Employees	219,700	263,135	43,435	Redundancy costs agreed in 2015/16 as part of TASF Programme.
Other Expenditure	559,600	50,672	(508,929)	Knowle Green relocation and redevelopment budgets not utilised in 2015/16. Carry forward has been requested for £520k
Income	0	0	0	
<b>Asset Mgn Administration</b>	<b>779,300</b>	<b>313,807</b>	<b>(465,493)</b>	
Employees	0	0	0	
Other Expenditure	2,400	5,464	3,064	Additional business rates & storage costs.
Income	0	0	0	
<b>Sea Cadets</b>	<b>2,400</b>	<b>5,464</b>	<b>3,064</b>	
Employees	0	0	0	
Other Expenditure	0	(3,173)	(3,173)	
Income	0	(5,344)	(5,344)	
<b>Parks Properties Project</b>	<b>0</b>	<b>(8,517)</b>	<b>(8,517)</b>	Pavilion Flats - income to cover costs of maintenance on these properties.
Employees	0	0	0	
Other Expenditure	66,500	46,226	(20,274)	Underspend on stock condition survey and a number of small underspends on other codes
Income	(48,000)	(59,108)	(11,108)	Additional rental income received for new leases
<b>General Property Expenses</b>	<b>18,500</b>	<b>(12,882)</b>	<b>(31,382)</b>	
Employees	149,900	168,632	18,732	Higher current service pension costs based on 'Actuarial valuations as at 31 March 2016'.
Other Expenditure	83,100	49,158	(33,942)	Savings achieved against Operational Equipment Budget (£11k), Stimulate Economic Activity (£8k), Inward Investment (£5k), Key Account Management (£2k) and remainder against Staines Business Improvement District (BID) Budget.
Income	0	0	0	
<b>Economic Development</b>	<b>233,000</b>	<b>217,789</b>	<b>(15,211)</b>	
Employees	0	0	0	
Other Expenditure	546,800	672,252	125,452	Planned & Responsive Maintenance budgets in partnership with Runnymede BC. Overspend offset by underspend on Responsive Maintenance
Income	0	0	0	
<b>Planned Maintenance Programme</b>	<b>546,800</b>	<b>672,252</b>	<b>125,452</b>	
Employees	0	0	0	
Other Expenditure	155,500	0	(155,500)	Planned & Responsive Maintenance budgets in partnership with Runnymede BC. Underspend offset by overspend on Planned Maintenance
Income	0	0	0	
<b>Responsive Maintenance Program</b>	<b>155,500</b>	<b>0</b>	<b>(155,500)</b>	
Employees	0	0	0	
Other Expenditure	27,300	28,040	740	
Income	0	0	0	
<b>Bus Station</b>	<b>27,300</b>	<b>28,040</b>	<b>740</b>	
Employees	0	0	0	
Other Expenditure	160,000	310,190	150,190	Higher Services charges against the budget and Additional service charge payment for previous financial year.
Income	(400,000)	(400,000)	0	
<b>Staines Town Centre Management</b>	<b>(240,000)</b>	<b>(89,810)</b>	<b>150,190</b>	
Employees	0	0	0	
Other Expenditure	450,000	236,737	(213,263)	Lower expenditure against Riverside & Tothill Car Park sites due to more focus on Bridge Street project
Income	0	0	0	
<b>Staines Upon Thames Programme</b>	<b>450,000</b>	<b>236,737</b>	<b>(213,263)</b>	
<b>Total Employees</b>	<b>369,600</b>	<b>431,767</b>	<b>62,167</b>	
<b>Total Other Expenditure</b>	<b>2,051,200</b>	<b>1,395,566</b>	<b>(655,634)</b>	
<b>Total Income</b>	<b>(448,000)</b>	<b>(464,453)</b>	<b>(16,453)</b>	
	<b>1,972,800</b>	<b>1,362,880</b>	<b>(609,920)</b>	

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# Overview and Scrutiny Committee

12 July 2016



<b>Title</b>	2015/16 Provisional Capital Outturn Report		
<b>Purpose of the report</b>	To note		
<b>Report Author</b>	Adrian Flynn		
<b>Cabinet Member</b>	Councillor Howard Williams	<b>Confidential</b>	No
<b>Corporate Priority</b>	Value for money Council		
<b>Cabinet Values</b>	Accountability		
<b>Recommendations</b>	The Committee are asked to note the provisional capital outturn spend for 2015/16.		

## 1. Key issues

- 1.1 Due to rescheduling of some schemes to 2016/17, there will be an under spend for the 2015/16 financial year of £611k (28%).

A proportion of this underspend will be addressed in the form of carry forwards to 2016/17.

### Details of Variances

- 1.2 Attached as appendix A & B is the provisional level of spend as at the 31<sup>st</sup> March of £1.599m against the revised budget.

Attached as appendix C is the list of £522K worth of carry forwards that MAT have agreed.

Transactions involving all the projects are reviewed on a regular basis throughout the year to ensure that they meet the definition of capital expenditure as laid down by our external auditors KPMG and accounting standards. Any transaction that fails to meet the capital expenditure definition will be transferred to revenue.

The following projects are worth noting

- 1.3 CCTV Enhancement: The project has been delayed as a result of no tenders being received resulting in a carry forward being requested.
- 1.4 Agile Working Project: The project has been delayed due to a change of project manager resulting in a carry forward request being requested.
- 1.5 Plot 12 & 13, Towpath Car Park: This project is no longer going ahead, but a carry forward request is requested to cover the cost of fencing.

- 1.6 Skate/BMX track Hengrove Park: Project delayed as the project requires to be re- scoped resulting in a carry forward request being requested.
- 2. Options analysis and proposal**
- 2.1 The Committee are asked to note the provisional capital outturn position
- 3. Financial implications**
- 3.1 Any underspend on the approved capital programme enables the authority to invest the monies to gain additional investment income or can be used to fund additional schemes identified.
- 4. Other considerations**
- 4.1 Schemes which are currently incomplete and require a budget carry forward may have contractual obligations which could leave us liable to litigation if they are not allocated the funds to complete the works.
- 5. Timetable for implementation**
- 5.1 Monthly position statements are provided to MAT as an update on the current spends to date position.
- 5.2 All heads of service with capital schemes are provided monthly with system reports which enable them to investigate spend in order to identify any spend which doesn't relate to the scheme.
- 5.3 Quarterly reports with officer comments are provided to Cabinet and Overview and Scrutiny committee for investigation and comments.

**Background papers:**

**Appendices: A,B & C**

## CAPITAL OUTTURN REPORT 2015/16

Portfolio Member	ORIGINAL BUDGET	REVISED BUDGET	ACTUALS YTD	VARIANCE TO REVISED BUDGET
<b>Cllr Pinkerton - Housing, Health, Wellbeing, Ind Living &amp; Leisure</b>	2,285,600	1,185,600	984,854	(200,746)
<b>Cllr Mitchell - Environment</b>	1,177,900	319,900	269,432	(50,468)
<b>Cllr Gething - Asset Management</b>	7,111,800	131,800	53,882	(77,918)
<b>Cllr Barnard - ICT</b>	230,000	422,400	287,951	(134,449)
<b>Cllr Mitchell - Comm Safety</b>	150,000	150,000	3,000	(147,000)
	<b>10,955,300</b>	<b>2,209,700</b>	<b>1,599,120</b>	<b>(610,580)</b>

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## CAPITAL OUTTURN REPORT 2015/16

Portfolio Member / Service Head	Cost Centre	Description	Original Budget	Revised Budget	Actuals YTD	Variance to Revised Budget	Comments
<b><u>Housing Investment Programme</u></b>							
<b><u>Cllr Pinkerton - Housing, Health, Wellbeing, Independent Living &amp; Leisure</u></b>							
Lee O'Neil	40203	Disabled Facilities Mandatory	460,000	522,921	475,843	(47,078)	DFG payments are lower against the revised budget as Department for Communities of Local Govt. (DCLG) have awarded us an additional grant of £62,921.
Lee O'Neil	40204	Disabled Facilities Discretion	29,600	29,600	13,044	(16,556)	Less expenditure as more focus on mandatory payments due to higher referrals
		Less Specified Capital Grant	(285,000)	(347,921)	(347,921)	-	Additional grant of £62,921 has been received
		<b>Net Cost of Disabled Facilities Grants</b>	<b>204,600</b>	<b>204,600</b>	<b>140,965</b>	<b>(63,635)</b>	
Lee O'Neil	40209	Home Improvement Agency grant	81,000	81,000	80,451	(549)	Additional funding of £52,705 for Home Improvement from Surrey County Council
		HIA Funding	-	-	(52,705)	(52,705)	Additional Funding of £52,705 received from Surrey County Council to off set the above costs
		<b>Total</b>	<b>81,000</b>	<b>81,000</b>	<b>27,746</b>	<b>(53,254)</b>	
<b>Total For HIP</b>			<b>285,600</b>	<b>285,600</b>	<b>168,711</b>	<b>(116,889)</b>	
<b><u>Other Capital Programme</u></b>							
<b><u>Cllr Pinkerton - Housing, Health, Wellbeing, Independent Living &amp; Leisure</u></b>							
Deborah Ashman	41622	Affordable Housing Opportunity	2,000,000	900,000	816,577	(83,423)	Purchase of Bugle Returns site and associated work and associated work have taken place. £1.1 million has been rephrased to 2016-17
Deborah Ashman	42271	Fordbridge Day Centre	-	-	(434)	(434)	Retention payment was less than expected
		<b>Total</b>	<b>2,000,000</b>	<b>900,000</b>	<b>816,143</b>	<b>(83,857)</b>	
<b><u>Cllr Mitchell - Environment</u></b>							
Jackie Taylor	41506	Spelride Bus Replacement	250,000	-	-	-	The Project has been rephrased to 2016-17
Jackie Taylor	41507	Streetscene Van Replacement	25,000	25,000	23,300	(1,700)	Vans have been delivered and project has also been completed.
Jackie Taylor	41601	DCLG Bins	-	-	47,925	47,925	DCLG Bins expenditure with no budget
Jackie Taylor	41619	Small Scale Area Regeneration	700,000	-	-	-	Project has been rephrased to 2016-17 as no match funding was available from Surrey County Council in 2015-16.
		External Funding	(350,000)	-	-	-	
Jackie Taylor	41620	Wheelie Bins	50,000	50,000	50,000	(0)	
		<b>Total</b>	<b>675,000</b>	<b>75,000</b>	<b>121,225</b>	<b>46,225</b>	
Lee O'Neil	41314	Air Quality	17,100	25,100	594	(24,506)	The contract is now signed with the consultant and now waiting for the work to start. Project is expected to be completed by end of March 2017. Balance to be requested to be carried forward in the next financial year.
		<b>Total</b>	<b>17,100</b>	<b>25,100</b>	<b>594</b>	<b>(24,506)</b>	
Sandy Muirhead	42007	Energy Saving Measures	15,000	15,000	15,000	-	
		<b>Total</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>-</b>	
Sandy Muirhead	41006	Kenyngton Manor Pavilion	98,900	98,900	95,141	(3,759)	The project has been completed
		External Funding	(79,700)	(79,700)	(76,872)	2,828	
Sandy Muirhead	41026	Laleham Park Upgrade	200,000	-	-	-	This project is still being redefined to address changes to the project. The project has been rephrased to 2016-17
Sandy Muirhead	41030	Skate/BMX Track Hengrove Park	-	70,000	385	(69,615)	The project is being re-scoped and a carry forward request is to be made
		<b>Total</b>	<b>219,200</b>	<b>89,200</b>	<b>18,654</b>	<b>(70,546)</b>	
Sandy Muirhead	41317	Car Park Improvements	110,600	110,600	113,960	3,360	Project has been completed
Sandy Muirhead	41320	Pay & Display Machines	141,000	5,000	-	(5,000)	Project has been rephrased to 2016-17 and any residual will also be requested to be carried forward to 2016-17
		<b>Total</b>	<b>251,600</b>	<b>115,600</b>	<b>113,960</b>	<b>(1,640)</b>	

## CAPITAL OUTTURN REPORT 2015/16

Portfolio Member / Service Head	Cost Centre	Description	Original Budget	Revised Budget	Actuals YTD	Variance to Revised Budget	Comments
<b>Cllr Gething - Asset Management</b>							
Dave Phillips	41007	Stanwell Skate Park	50,000	50,000	50,000	-	The project has now been completed
		External Funding	(50,000)	(50,000)	(50,000)	-	
Dave Phillips	41015	Runnymede Estates	55,600	55,600	51,061	(4,540)	
Dave Phillips	41028	Fire Alarm Systems	-	-	1,076	1,076	Retention payment is funded through Runnymede Estates Budget.
Dave Phillips	41031	Fencing	-	-	1,209	1,209	Retention payment is funded through Runnymede Estate Budget.
Dave Phillips	41618	Esso Site Stanwell	-	20,000	4,272	(15,728)	Project has been completed and project Manager anticipates no further expenditure against this project
Dave Phillips	42011	Replace Council Accommodation	7,000,000	-	-	-	The project has been rephrased to 2016-17
Dave Phillips	42036	Plot 12&13 Towpath Car Park	56,200	56,200	-	(56,200)	Project is no longer taking place, but a carry forward request is to be made for fencing
Dave Phillips	42053	Knowle Green Heating	-	-	(3,735)	(3,735)	Balance of Retention payment is less than expected
Dave Phillips	42046	Greeno Centre Re-roofing	-	-	-	-	
		<b>Total</b>	<b>7,111,800</b>	<b>131,800</b>	<b>53,882</b>	<b>(77,918)</b>	
<b>Cllr Barnard - ICT</b>							
Helen Dunn	43003	New Software	20,000	20,000	20,125	125	Expenditure on New version of Splunk for server monitoring, oracle upgrade, TLC Land Charges and other various software enhancements.
Helen Dunn	43004	Host Replacement	-	55,000	43,812	(11,188)	The hosts are the physical servers that house all our virtual servers. This is the cost of their replacement. The project has been completed.
Helen Dunn	43314	Integra Upgrade	-	8,000	4,630	(3,370)	Project has been completed
Helen Dunn	43608	Other Hardware	60,000	60,000	62,108	2,108	Expenditure on replacement storage & various other hardware requirements. Over spend of expenditure to be funded through under spends against other projects.
Helen Dunn	43611	Mobiles and Tablets	-	-	(539)	(539)	Payment not required on the accruals
		<b>Total</b>	<b>80,000</b>	<b>143,000</b>	<b>130,136</b>	<b>(12,864)</b>	
Linda Norman	43503	Agile Working	-	50,000	1,778	(48,222)	Project has been delayed due to change of Project Manager and not completed in this financial year. Balance is to be requested to be carried forward to 2016-17.
Linda Norman	43505	CRM Solution	-	46,200	32,991	(13,209)	Work on Phase II has now been completed. Development work has also started. Project is still not completed. Balance is to be requested to be carried forward to 2016-17.
Linda Norman	43510	New Booking System	-	30,000	25,140	(4,860)	Project is still underway. Balance is to be requested to be carried forward to 2016-17
Linda Norman	43515	Corporate EDMS Project	150,000	150,000	94,726	(55,274)	New software has been installed and data migration work has already completed for Planning Service. Phase II (People element ) project has been delayed due to resource issues and other problems. Work to commence on Phase II in March 2016 with expected completion by March 2017. Balance is to be requested to be carried forward to 2016-17.
Linda Norman	43308	Liquid Voice	-	3,200	3,180	(20)	Project has been completed
		<b>Total</b>	<b>150,000</b>	<b>279,400</b>	<b>157,815</b>	<b>(121,585)</b>	
Michael Graham	43504	Elections IER Equipment	-	4,548	4,548	0	Individual Electoral Registration (IER) funding through Cabinet Office
		External Funding	-	(4,548)	(4,548)	(0)	
		<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Cllr Mitchell - Community Safety</b>							
Keith McGroary	41621	CCTV Enhancement	150,000	150,000	3,000	(147,000)	Portal for Tenders for the contract has now been received with no submission which has caused further delay to the project. Balance to be requested to be carried forward to 2016-17
		<b>Total</b>	<b>150,000</b>	<b>150,000</b>	<b>3,000</b>	<b>(147,000)</b>	
<b>Total For Other</b>			<b>10,669,700</b>	<b>1,924,100</b>	<b>1,430,408</b>	<b>(493,692)</b>	
Total Expenditure			11,720,000	2,691,869	2,131,166	(560,703)	
Total Funding			(764,700)	(482,169)	(532,046)	(49,877)	
<b>GRAND TOTAL</b>			<b>10,955,300</b>	<b>2,209,700</b>	<b>1,599,120</b>	<b>(610,580)</b>	

Capital Carry Forward Requests 2015/16

Appendix C

Carry Forward	Account No	Capital Project	Amount requested to be carried forward £	Comments
1	435058253	Enhancing the Customer Experience (CRM)	11,800	Phase 2 of the project was delayed with the system going live in March, but the invoice for this and phase 3 work not being received until later in the year.
2	435158225	Electronic Management (EDMS)	55,274	Project was phased over 2 years 15/16 and 16/17 with completion due in 2016/17.
3	410308225	Hengrove Skate Park	69,600	Project delayed as the project requires to be re-scoped.
4	435108252	On Line Booking System	4,900	Project to go live in the summer of 2016
5	416218252	CCTV conversion to wireless from fibre optic	147,000	Project delayed due to lack of tenders
6	413148239	Air Quality	24,506	Grant funding money from DEFRA, ring fenced for the Air Quality project, any unspent money to be returned to DEFRA.
7	416228239	Housing Projects	83,400	Residual amount to be carried forward after the purchase of the Bugle for future housing projects.
8	416188225	Esso Site Stanwell	15,728	To help facilitate re development of the site.
9	435038253	Agile Working	48,222	The Agile working project commenced in May 2015 although, due to the original project manager leaving and her replacement starting, work did not commence in earnest until October. The pre project budget allows for the review of our current ICT platforms and the set-up of trials for the most suitable replacement technology. The project also covers a review of change management and training needs for staff, analysing the current working patterns, learning lessons from trials, commitment from managers and communication.
10	413208252	Pay and Display Machines	5,000	Residual amount of the project that was not rephrased to 2016/17
11	420368225	Plot 12 & 13 Towpath Car Park	56,200	The project is no longer going ahead, but the area does require fencing to be installed.
			521,630	

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# Overview and Scrutiny Committee

12 July 2016



<b>Title</b>	Treasury Management Annual Report 2015-16		
<b>Purpose of the report</b>	To note		
<b>Report Author</b>	Ryan Maslen		
<b>Cabinet Member</b>	Councillor Howard Williams	<b>Confidential</b>	No
<b>Corporate Priority</b>	Value for money Council		
<b>Cabinet Values</b>	Self-Reliance and Accountability		
<b>Recommendations</b>	<b>The Committee is asked to note the contents of this report.</b>		

## 1. Key issues

### Background

- 1.1 The Chartered Institute of Public Finance and Accountancy's Treasury Management Code (CIPFA's TM Code) requires that authorities report on the performance of the treasury management function at least twice a year (mid-year and at year end).
- 1.2 The Council's Treasury Management Strategy for 2015/16 was fully approved by Cabinet in January 2015 and Council in February 2015.
- 1.3 The Authority has invested and borrowed substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. This report covers treasury activity and the associated monitoring and control of risk.

### Compliance with Treasury Limits

- 1.4 During the financial year the Council operated within the treasury limits and Prudential Indicators set out in the Council's Treasury Policy Statement and annual Treasury Strategy Statement. The outturn Prudential Indicators for 2015/16 are shown in Appendix A.

### Strategy for the Year 2015/16

- 1.5 The Guidance on Local Government Investments in England gives priority to security and liquidity and the Council's aim is to achieve a yield commensurate with these principles.
- 1.6 The Bank of England base rate remains at 0.5% and with an increase not expected by our treasury advisors Arlingclose until quarter two of 2018, the Council continues to regularly review its treasury strategy to support the revenue budget process.

- 1.7 Investments are managed in house and the Council has continued to place part of its core investment portfolio in pooled investment funds to achieve higher returns. Our total investment in such arrangements increased to just under £9.5m in 2015/16, over a range of equity, property and corporate bond funds. These continue to perform exceptionally well compared to the current returns available for cash and fixed term deposits, generating an average return of just under 5%.
- 1.8 This performance fully supports the decision taken a number of years ago to widen the investment strategy. In addition to the annual return generated, there are also significant capital gains of £0.7m on the initial investments made, and a breakdown of these is shown in paragraph 2.11 below.
- 1.9 Although money can be redeemed from the pooled funds at short notice, the Authority's intention is to hold them for the medium-term. Their performance and suitability in meeting the Authority's investment objectives are monitored regularly and discussed with Arlingclose.
- 1.10 The Council's remaining funds are managed from an overall cash flow perspective, although maturities are extended wherever possible to improve returns. A number of fixed term deposits have been made throughout the year, along with deposits in instant access accounts and money market funds. The Council continues to look to identify additional new investment options with the aim of increasing the return received and achieving greater diversification. The Council's cashflow requirements and income stream profiles are relatively predictable and this has enabled use of notice accounts during 2015/16. These are offered by a number of banks and provide a significant increase on the rates available on traditional instant access accounts, therefore maximising the returns to the Council.

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

### **Performance in 2015/16**

- 2.1 Borrowing activity is extremely limited at the present time for the Council. There was a requirement to borrow a small sum in March 2016 to meet a short term unexpected cash flow need. This was borrowed from two other Local Authorities, with one amount being repaid in June 2016 and the other in August 2016. An element of flexibility to potential borrowing will be imperative going forward to support the Council in its period of transformation as part of the Towards a Sustainable Future agenda. It is anticipated that any significant capital acquisitions in the near future will be funded from borrowing. The Council is regularly liaising with its advisors on the right borrowing strategy to pursue.
- 2.2 The Council manages its investments in-house and invests with the most highly rated counterparties. During the year all investments were made in full compliance with the Council's treasury management policies and practices and in consultation with Arlingclose.
- 2.3 As at 31<sup>st</sup> March 2016 the net investment portfolio held by the Council was £18.24m. Full details of all investments held are shown in Appendix B.
- 2.4 The Council had originally estimated net investment income of £635k to be credited to the General Fund in 2015/16. This was a prudent estimate based on historical performance (interest income was £535k in 2014/15) and this

also took into consideration the significant capital receipt that the Council anticipated receiving during the financial year, which would be reinvested.

2.5 The actual interest outturn for the year was £599,649 made up as follows:

<b>Investment Income</b>	<b>Actual £</b>	<b>Budget £</b>
Temporary Investments & Cash Deposits	113,153	100,000
Pooled Equity & Bond Funds	486,496	535,000
<b>Total Investment Income</b>	<b>599,649</b>	<b>635,000</b>

2.6 The outturn position reflects the delay in the Council receiving the capital receipts that were expected within 2015/16. Every effort has been made to maximise the return achieved and minimise the shortfall in meeting the budget expectation. In comparison to 2014/15, additional investment income of £65k (a 12% increase) has been generated, which against the background of continuing low interest rates is a significant achievement.

**Investment Performance Monitoring**

2.7 Regular quarterly meetings of officers and the Portfolio holder are held with Arlingclose and in-house performance is monitored monthly. The Council is heavily dependent on investment returns to support the General Fund and the stability of those returns is an important part of our ongoing financial objectives.

2.8 Creditworthiness is also monitored regularly. The Council uses Arlingclose’s suggested criteria to assist in the selection of suitable investment counter-parties. This is based on credit ratings, including sovereign ratings, provided by the three main ratings agencies and supplemented by additional market data including rating outlooks, credit default swaps, bank equity prices etc. to assist the Council in making more informed decisions about which counter-parties to invest with. However, the final selection decision always rests with the Council.

2.9 The end of bank bail-outs, the introduction of bail-ins, and the preference being given to large numbers of depositors other than local authorities means that the risks of making unsecured deposits continues to be elevated relative to other investment options. The Authority therefore increasingly favoured secured investment options or diversified alternatives such as non-bank investments and pooled funds over unsecured bank and building society deposits.

**Conclusions for 2015/16 and Prospects for 2016/17**

2.10 Market interest rates remain at historically low levels and Arlingclose believe these are unlikely to increase until quarter 2 of 2018. The return on investments achieved in 2015/16 has therefore been very good considering the external economic conditions the Council has to operate within. The major contributing factor to this has been the Pooled Investment Funds.

- 2.11 As at 31st March 2016 the Council had £9.49m invested in these longer term arrangements. In addition to this, as at 31<sup>st</sup> March 2016 there was a capital gain of £0.7m on these funds and this is detailed in the table below:

<b>Pooled Fund Asset Class</b>	<b>Original Investment</b>	<b>Market Value at 31/3/16</b>
Equity Funds	£3.8m	£3.93m
Corporate Bond Funds	£3.19m	£3.23m
Property Funds	£2.5m	£3.04m
<b>Total Investment</b>	<b>£9.49m</b>	<b>£10.2m</b>

- 2.12 Capital gains can vary on a daily basis and cannot be realised unless the investments are sold. Past performance is also no guide to the future but no treasury management activity is without risk so a balanced portfolio containing a good mix of asset classes can help to mitigate and manage risk effectively.
- 2.13 The Council's portfolio will continue to be kept under constant review in consultation with our treasury advisors to optimise investment performance whilst keeping risk to a minimum. The Council is proactive in its treasury management strategy so that it can act quickly when market conditions change.
- 2.14 With the significant capital receipts that are due to the Council in the near future, planning work has already commenced in conjunction with the portfolio holder and Arlingclose to establish the most effective way to reinvest these funds. The pooled fund investments are a natural starting point for these discussions and with the need to maintain a balanced portfolio a number of new fund options are currently being appraised.
- 2.15 With diversification of the overall portfolio also in mind, the Council has recently made a fixed term loan for a period of five years at a rate of 3.6% to Network Housing Group. Full due diligence was completed before this arrangement was entered into to ensure suitability, and the Council may look to make similar loans to other Housing Associations in the future if an appropriate opportunity becomes available.
- 2.16 The Council will also be working closely with Knowle Green Estates Ltd in the future, offering finance to the new entity at commercial rates. This will provide the Council with an additional fixed income stream and further diversification of the portfolio.

### **3. Financial implications**

- 3.1 This report is a review of past investment performance and the financial implications are as set out in this report. The ability of the Council to generate maximum net investment returns with minimal risk provides significant resources for funding the Council's services.

### **4. Other considerations**

- 4.1 There are none.

### **5. Timetable for implementation**



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

**Background papers:** None

**Appendices:** A & B

**PRUDENTIAL INDICATORS**  
**ACTUALS 2015/16**

<b>Capital Expenditure Prudential Indicators</b>	<b>2014/15 Actual Outturn</b>	<b>2015/16 Original Estimate</b>	<b>2015/16 Actual Outturn</b>
Prudential Indicator	£'000	£'000	£'000
Capital Expenditure	1,905	10,955	1,551
Ratio Financing Costs to Net Revenue Stream	(4.11)	(4.65)	(4.38)
Net Longer-term Borrowing	£0	£0	£0
In year Capital Financing Requirement	£0	£0	£0
Capital Financing Requirement as at 31 <sup>st</sup> March	£0	£0	£0

<b>Treasury Management Prudential Indicators</b>	<b>2014/15 Actual</b>	<b>2015/16 Original Estimate</b>	<b>2015/16 Actual Outturn</b>
Prudential Indicator	£'000	£'000	£'000
Authorised Limit for external debt	12,000	12,000	12,000
Operational Boundary for external debt	10,000	10,000	10,000
Gross Debt to Capital Finance Requirement	£0	£0	£0
Upper limit for fixed rate exposure	100%	100%	100%
Upper limit on variable rate exposure	100%	100%	100%
Upper limit principal invested for over 364 days	15,000	15,000	15,000

<b>Maturity structure of fixed rate borrowing</b>	<b>Upper limit</b>	<b>Lower limit</b>
Under 12 months	£12,000,000	£Nil
12 months but within 24 months	£Nil	£Nil
24 months but within 5 years	£Nil	£Nil
5 years but within 10 years	£Nil	£Nil
10 years and above	£Nil	£Nil

<b>Actual External Debt as at 31/3/16</b>	£4.03m (all short term borrowings)
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**Details of Investments Held as at 31<sup>st</sup> March 2016**

<b>Investment Type</b>	<b>Amount £m</b>	<b>Interest Rate %</b>	<b>Start Date</b>	<b>Maturity Date</b>
<u>Pooled Investment Funds</u>				
Charteris Elite Equity Income	0.8	3.39%	May 2012	N/A
Schroeders UK Corporate Bond	1.5	5.07%	May 2012	N/A
M&G Optimal Income Sterling	1.69	2.13%	Apr 2015	N/A
M&G Global Dividend	1.0	3.95%	Jun 2012	N/A
Schroders Income Maximiser	2.0	7.94%	Jul12 / Jul15	N/A
CCLA LAMIT Property Fund	2.5	6.08%	Mar13 / Apr14	N/A
<b>Total Pooled Investment Funds</b>	<b>9.49</b>	<b>4.89%</b>		
<u>Fixed Rate Deposits (Short Term)</u>				
Close Brothers	2.0	0.65%	30 Oct 2015	29 Apr 2016
<u>Other Deposits</u>				
Funding Circle	0.3	5.00%	Apr / May 2015	N/A
<b>Total Other Deposits</b>	<b>2.3</b>			
<u>Cash Flow Investments</u>				
Insight MMF	2.7	0.50%		Instant Access
Standard Life MMF	0.75	0.50%		Instant Access
BNP Paribas MMF	3.0	0.54%		Instant Access
<b>Total Cash Flow Investments</b>	<b>6.45</b>			
<b>Total Investments at 31/03/16</b>	<b>18.24</b>			

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# Overview and Scrutiny Committee

12 July 2016



<b>Title</b>	Corporate Project Management progress report		
<b>Purpose of the report</b>	To note		
<b>Report Author</b>	Sandy Muirhead - Group Head for Commissioning and Transformation		
<b>Cabinet Member</b>	Councillor Colin Barnard	<b>Confidential</b>	No
<b>Corporate Priority</b>	Value for money Council		
<b>Cabinet Values</b>	Accountability		
<b>Recommendations</b>	<p><b>Overview and Scrutiny Committee is asked to note this report on progress being made with</b></p> <p><b>(a) TaSF Programme and work streams</b></p> <p><b>(b) Corporate Projects; and</b></p> <p><b>(c) Work of the Corporate Project Team to promote good practice and support Project Managers and Sponsors.</b></p>		

## 1. Key issues

- 1.1 This report provides an update to the Overview and Scrutiny Committee on the progress of the Council's key projects and the Towards a Sustainable Future (TaSF) programme. Detailed reporting of all projects continues through Internal Project Boards. The latest detailed dashboards can be viewed on the Projects made Simple area on Spelnet. This report also highlights the work of the Corporate project team and the on-going support provided.
- 1.2 Separate dashboards continue to be maintained for the TaSF programme (Appendix 1) and the Corporate Projects (Appendix 2) to record and track the progress of the projects and work streams.
- 1.3 The structural review has progressed with the appointment of five Group Heads with the Corporate Project Team reporting to the Group Head for Commissioning and Transformation. The next stage is the appointment of the Deputy Group Heads which will take place in July/August. The new political administration together with MAT are working has a team to ensure the new structure aligns and supports the delivery of the corporate priorities. Work on the Democratic Review will not proceed until the Structure Review has been completed.
- 1.4 Now that the councils' focus and priorities have changed towards property acquisitions and housing some of the previous priority/flagship projects have either been put on hold, delayed or have closed early.

## 2. TaSF Project Dashboard update

- 2.1 Since the last report the number of TaSF projects have increased to 22 this is mainly due to the property acquisition and housing projects that have been identified and are moving forward.
- 2.2 The current TaSF programme map (see Appendix 3) defines the projects into three areas of Income Generation (8) Knowle Green Programme (11) and the Structure review (3).
- 2.3 The Project Officer who joined the corporate project team at the end of September 2015 has made good progress with the Agile Working strand of the TaSF programme. The Officer worked with Environmental Health to introduce their hot-desking pilot using new desk configurations and collaboration areas. The pilot commenced in April and is working well. In addition each service area will be invited to visit the offices and trial the new work space arrangements. The work to map out current and future office space requirements for each service area is continuing.
- 2.4 Work on the roll out of the EDMS (Electronic Document Management System) across the council had been put on hold due to prioritisation of other high level projects but is now being progressed in anticipation of future consolidation of space the Council occupies.
- 2.5 The project for the Landlord Guarantee scheme was introduced at a Landlords forum held at the end of April together with a survey undertaken to establish the profile of landlords who own or rent out properties in Spelthorne. It is anticipated that the new scheme will receive approval in September 2016.
- 2.6 Funding for the TaSF programme continues to be quantified in all areas of the programme and managed closely. Funding of resources, consultants and capital purchase of new buildings will be mainly sourced from reserves and capital receipts on an 'invest to save' basis.

### **3. Corporate Project dashboard update**

- 3.1 The number of corporate projects in the different categories currently stands at 12 and are listed in the Spelthorne Project Map (Appendix 4) These are split into Flagship (7) Statutory (0) Income generation (0) and Service delivery (5).
- 3.2 Since the last progress report the number of projects that have been completed are 7 with new projects coming on stream and include replacement booking system, Agilysis engaging the citizen experience, virtual desktop infrastructure and the secondary shopping centres regeneration programme.
- 3.3 The corporate dashboard (Appendix 2) shows that the majority of the projects are at green and are on target to complete on time and on budget.

### **4. Corporate Project team management of corporate projects**

- 4.1 The Council's focus continues to be on the TaSF programme but the Project team are still managing a portfolio of projects in different categories and supporting Project Managers and Sponsors. The team also provide dashboards and risk registers for internal groupings
- 4.2 The staff continue to meet and discuss individual projects in more detail, particularly those with a red or amber status. Highlight reports continue to be produced monthly by the majority of project managers. This is also a good vehicle to identify any new projects coming forward.

- 4.3 The project team continues to provide support to project managers and information to the staff.
- 4.4 The corporate project register was initially set up to identify new projects from the 2015/16 service plans. The register will now be redesigned to align with the new Group Heads and their service areas.
- 4.5 The project consideration documents have been amended to ensure Project Manager's consider procurement requirements at the start of the project process. The updated document will be available on Spelnet.
- 4.6 Contracts play an important part of many of the projects and to assist Project Managers in managing contract risks and to help deliver value from the contractual relationship the Project consideration document include contract KPIs with outcomes.
- 4.7 A new set of guidance information on project planning have been created by the Corporate Support Officer and will be available shortly on Spelnet.

## **5. Financial implications**

- 5.1 Funding and approval for new projects still needs to be carefully considered by all parties. Projects should not be initiated unless there are clear funding streams and necessary officer support available to manage the project. These should be identified at the project planning stage.

## **6. Timetable for implementation**

- 6.1 The council is still managing a large number of flagship projects (29) and with the TaSF programme looking to deliver a self-funding Council by March 2019. Many new projects with concurrent work streams will continue to emerge from this programme. These projects will need to be implemented under a robust programme management methodology, enabling the Council to deliver our strategy and manage transformation.
- 6.2 Project progress will continue to be reported to Overview and Scrutiny Committee every quarter. Internal Groups will continue to meet and discuss individual projects in more detail, particularly those with a red or amber status. Highlight reports underpin the project reporting hierarchy and will continue to be produced monthly by each project manager.

**Background papers: There are none**

### **Appendices:**

- Appendix 1 – TaSF Programme – Dashboard**
- Appendix 2 – Corporate projects – Dashboard**
- Appendix 3 – TaSF Project Map**
- Appendix 4 – Corporate Project Map**

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## Knowle Green Programmes – Asset Management Board

Project Name	Budget	Progress against Milestones	Benefits Realisation	Risks & Issues	Stakeholder Engagement	Resources	Project Manager	Project Sponsor	Anticipated Completion Date	Project Status
Knowle Green: Relocation	Amber	Amber	Green	Amber	Amber	Green	LN	TC	March 2019	<b>Project Status: Amber</b> <b>Latest highlight report received: 24/05/16</b> <ul style="list-style-type: none"> <li>Work continues with consultants (Vail Williams) so as to identify an appropriate property.</li> <li>New Leader and his Cabinet offer support in speeding up any processes so as to assist us to compete with external companies/organisations who may hold an interest in a property which we might be pursuing.</li> <li>New Programme Manager to be nominated post the Group Head appointments</li> <li>The ICT Infrastructure Relocation project and other work streams will not commence until confirmation of new location of council offices has been agreed</li> </ul>
Knowle Green: Redevelopment (options and detailed feasibility)										<b>Project Status: Completed</b> The options and detailed feasibility completed - closure report being prepared.
Knowle Green: EDMS IDOX Document Management System Implementation (including backscanning and associated arrangements)	Amber	Amber	Green	Green	Green	Amber	JB	HD/SM	IDOX November 2015 Civica – March 2017	<b>Project status: Amber</b> <b>Latest highlight report received: 08/03/16</b> <ul style="list-style-type: none"> <li>The rollout of EDMS across the Council had been put on hold due to the prioritisation of other high level projects but is now progressing in anticipation of future consolidation of space the Council occupies.</li> </ul>
Knowle Green Agile Working	Green	Amber	Green	Amber	Green	Amber	SH	LN/SM	January 2017	<b>Project Status: Amber</b> <b>Latest Highlight Report received: 25/05/16</b> <ul style="list-style-type: none"> <li>The installation of the new (EH) furniture was completed on the 31st March.</li> <li>Environmental Health and Licensing moved back into room 164 and are actively using the new hot desking furniture. Room 162 has become a cloakroom and room 163 is now an additional meeting room.</li> <li>Baker Stuart gave a demonstration on their services which include providing space utilisation surveys and behavioural analysis</li> </ul>
Telephony Relocation	Green	Green	Green	Green	Green	Green	LN	tbc	July 2017	<b>Project Status: Green</b> <b>Latest Highlight Report received 17/06/16</b> <ul style="list-style-type: none"> <li>Consultant's report concludes that the current two systems meet the Council's needs and provides value for money</li> <li>Consideration as to future requirements /provisions shall begin in earnest when the property to which the council will relocated is identified.</li> </ul>

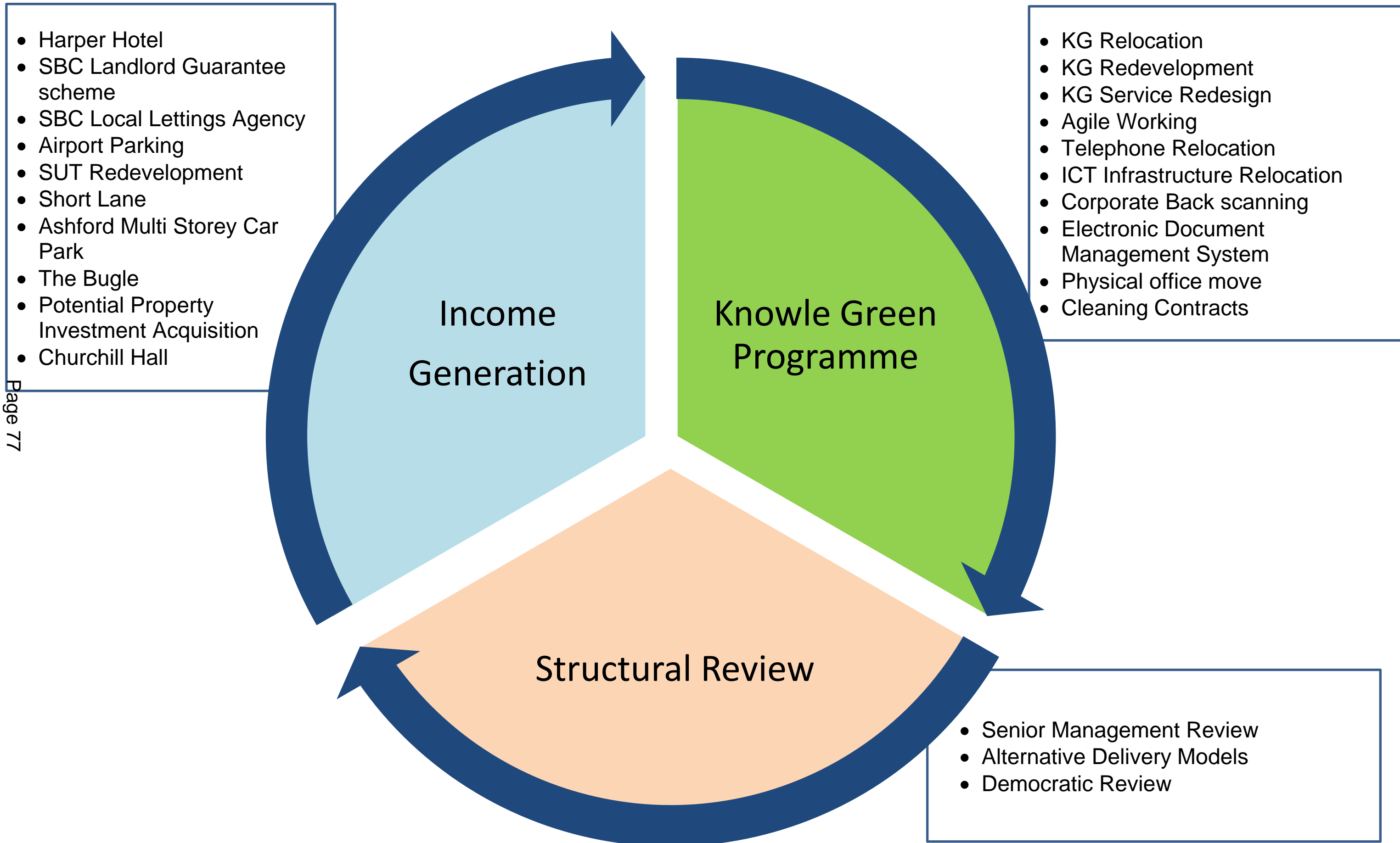
## Use of Assets Programmes – Strategic Housing &amp; Community Board and Asset Management Board

Project Name	Budget	Progress against Milestones	Benefits Realisation	Risks & Issues	Stakeholder Engagement	Resources	Project Manager	Project Sponsor	Anticipated Completion Date	Project Status
SBC Local Housing Company									March 2017	<b>Project status: Pre-project Planning</b> No further updates received – PM focusing on priority Housing Projects
SBC Local Lettings Agency									March 2017	<b>Project status: Pre-project Planning</b> No further updates received – PM focusing on priority Housing Projects
Churchill Community Hall Redevelopment	Green	Amber	Green	Green	Green	Red	Tbc	TC	March 2018	<b>Project status: Green</b> <b>Latest Highlight Report received 24/05/16</b> <ul style="list-style-type: none"> <li>Project documentation prepared</li> <li>Property Consultants/Architect provided redevelopment options (and costs) for site</li> <li>New Project Manager to be identified.</li> <li>Pre application planning discussions</li> <li>Land transfer with A2D underway</li> </ul>
Former Bugle Pub Site Redevelopment	Amber	Amber	Amber	Amber	Amber	Red	Tbc	TC	September 2017	<b>Project status: Green</b> <b>Latest Highlight Report received 25/05/16</b> <ul style="list-style-type: none"> <li>Project documentation prepared</li> <li>Property Consultants/Architect provided redevelopment options (and costs) for site</li> <li>New Project Manager to be identified.</li> <li>Pulling together high level costings and plans for redevelopment</li> </ul>
Landlord Rent Guarantee Scheme	Green	Green	Green	Green	Green	Green	JB	DA	September 2016	<b>Project Status: Green</b> <b>Latest Highlight report received: 10/06/16</b> <ul style="list-style-type: none"> <li>Landlord Forum held in April 2016</li> <li>Findings of questionnaire to be published on the Councils website</li> <li>Further analysis on the participants of the Rent Bond Scheme to be undertaken</li> </ul>
Harper Hotel	Red	Red	Amber	Red	Red	Red	JB	DA/KS	tbc	<b>Project Status: Red</b> <b>Latest Highlight Report received 17/06/16</b> <ul style="list-style-type: none"> <li>Project Sponsors escalated to MAT on 13/06/16 with concerns over progress of project.</li> <li>Project Sponsors received a direction from MAT on how to take the project forward.</li> <li>Counsel's opinion received - property to be classed as self-contained flats.</li> <li>A phased work programme for self-contained flats to be agreed</li> </ul>

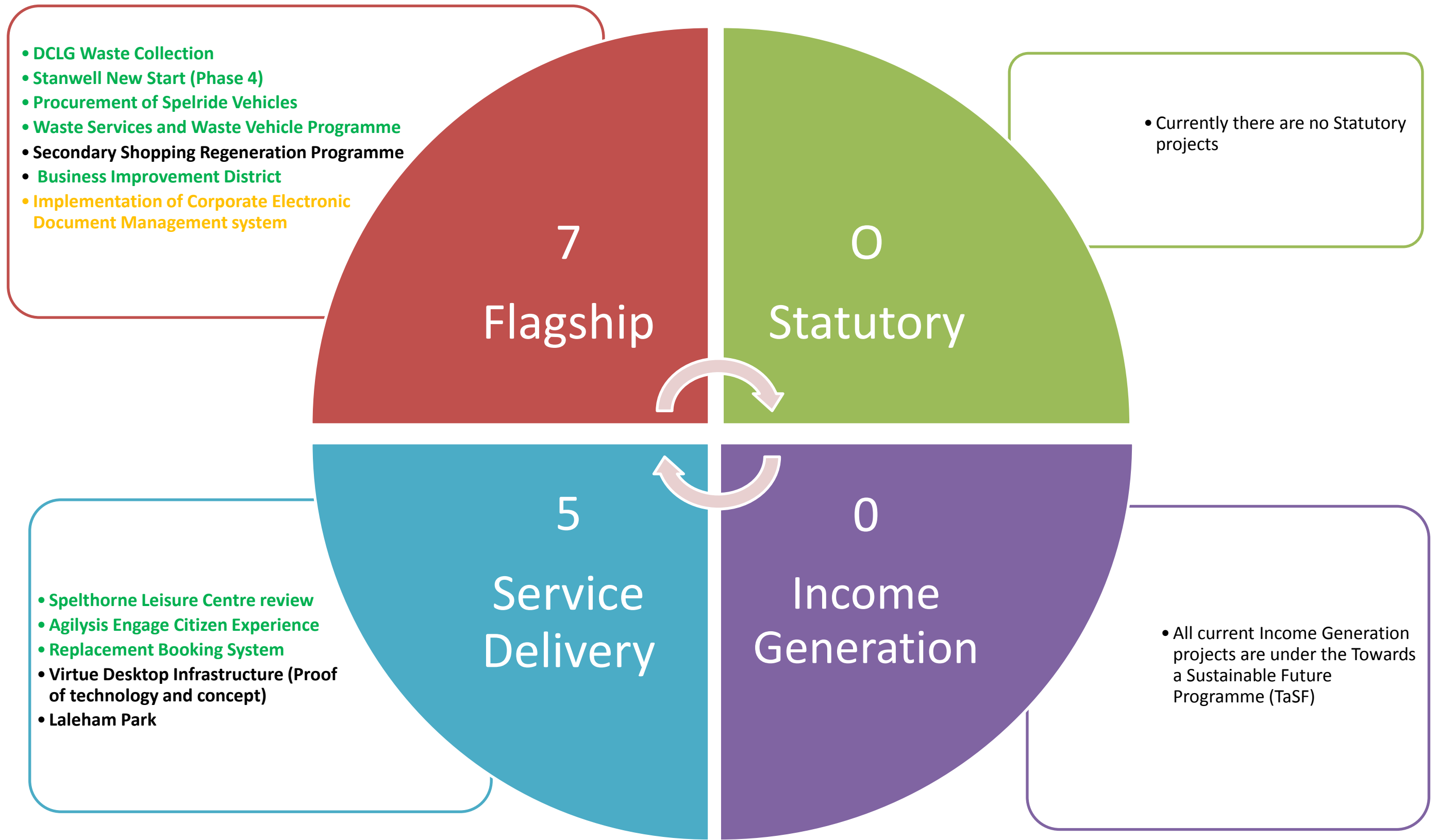
Project Name	Budget	Progress against Milestones	Benefits Realisation	Risks & Issues	Stakeholder Engagement	Resources	Project Manager	Project Sponsor	Anticipated Completion Date	Project Status
Airport Parking	Green	Amber	Green	Green	Green	Green	CM	TC	Autumn 2017	<p><b>Project Status: Green</b>  <b>Latest Highlight Report received: 31/05/16</b></p> <ul style="list-style-type: none"> <li>Work on architect plans and surveys have been completed. Meetings and discussions with interested parties are continuing.</li> <li>Architect plans completed</li> <li>Timelines discussed with Cabinet Member</li> <li>Next steps identified</li> <li>First part of surveys completed</li> <li>Heads of Terms discussed interested parties</li> <li>Awaiting a Government decision on Heathrow third runway</li> </ul>
<b>SUT Development</b> Development of Bridge Street Car Park <b>(Priority 3 (2))</b>	Green	Green	Amber	Amber	Green	Green	HM	RT	01/10/17 development completed	<p><b>Project status: Green</b>  <b>Latest highlight report received: 13/05/16</b></p> <ul style="list-style-type: none"> <li>Planning permission granted and decision issued</li> <li>Meetings held with A2D re underground car park.</li> <li>Variation to Head Lease drafted to change hours of use and agreed by A2D</li> <li>S106 drafting is underway including SCC highways.</li> <li>Bellway have been requested to provide an 'intent to commence development' letter.</li> </ul>
<b>SUT Development</b> Development Riverside Car Park							HM	RT		Project closure report received
<b>Short Lane</b>	Green	Green	Amber	Amber	Green	Green	CM	TC	Winter 2016	<p><b>Project Status: Green</b>  <b>Latest Highlight Report received: 31/05/16</b></p> <ul style="list-style-type: none"> <li>Consultants instructed by preferred bidder</li> <li>Next steps decided and Planning discussed</li> <li>Draft planning application completed</li> <li>Outcome of work being undertaken by preferred bidder reported</li> <li>Surveys carried out by preferred bidder as agreed with Head of Planning</li> </ul>
Ashford Multi Storey Car Park Development <b>(Priority 4)</b>	Green	Green	Green	Green	Green	Green	CM	TC	April 2017	<p><b>Project Status: Green</b>  <b>Latest Highlight Report received: 31/05/16</b></p> <ul style="list-style-type: none"> <li>Cabinet updated on progress</li> <li>Cabinet decision made</li> <li>Initial meeting with Planning to discuss residential aspect of development</li> <li>Issues relating to 0% affordable housing discussed</li> <li>Heads of Terms drafted</li> </ul>
<b>Structural Review</b>										
Project Name	Budget	Progress against Milestones	Benefits Realisation	Risks & Issues	Stakeholder Engagement	Resources	Project Manager	Project Sponsor		
Corporate Structural Review	Green	Amber	Amber	Green	Green	Green	Project Office	MAT	2016	<p><b>Project Status: Amber</b>  <b>Latest Report received: 24/05/15</b></p> <ul style="list-style-type: none"> <li>Group Head appointments completed</li> <li>Deputy posts identified and selection process underway.</li> </ul>
Alternative Delivery Models (ADMs)	Green	Amber	Green	Green	Amber	Green	Various Group Heads	MAT		<p><b>Project Status: Green</b>  <b>Latest Report received: 25/05/16</b></p> <ul style="list-style-type: none"> <li>Legal progressing their spin-out plans</li> <li>Building control ~ awaiting further discussion on proposal for a tri-Authority spin-out</li> <li>Environmental Health ~ to initiate project to manage and progress their spin-out proposal/s and requirements</li> </ul>
Democratic Review										Project to commence once the Corporate structural review has finished.

Strategic Housing Group										
Project Name	Budget	Progress against Milestones	Benefits Realisation	Risks & Issues	Stakeholder Engagement	Resources	Project Manager	Project Sponsor	Anticipated Completion Date	Project Status
Stanwell New Start	Green	Green	Amber	Amber	Green	Green	KS	TC	2015/16 (incl. phase IV)	<p><b>Project status: Green</b></p> <p>Latest <b>highlight report</b> received: <b>19/05/16</b></p> <p>A2D confirmed NHBC have now signed the handover cover note for the last block of affordable units on Phase 3.</p> <p>Open space on phases 2 and 3 handed over to SBC. The index linked open space commuted sum of £170,019 for Phase 2 has been invoiced as agreed in the S106. The open space payment for Phase 3 will not be invoiced until the A2D 12 month management period has completed and the open space is handed over the Council.</p>
Waste Management Board										
Project Name	Budget	Progress against Milestones	Benefits Realisation	Risks and Issues	Stakeholder Engagement	Resources	Project Manager	Project Sponsor	Anticipated Completion Date	Project Status
DCLG Waste Collection Project	Green	Green	Green	Green	Green	Green	JW	JT	June 2016	<p><b>Project Status: Green</b></p> <p>Latest <b>highlight report</b> received: <b>31/03/15</b></p> <p>Continual monitoring of recycling and food bins to make sure correct items are going in to the bins is ongoing.</p> <p>Door knocking with recycling packs at any new development to have recycling and food waste is ongoing so as much communication is given before the change to new collections service.</p> <p>Since January '16, approximately 73 properties have been moved on to the new collection system. Weighbridge tickets show an increase in recycling.</p> <p>If no highlight report is received: Project due to complete in June. Awaiting closure report.</p>
Procurement Board										
Project Name	Budget	Progress against Milestones	Benefits Realisation	Risks Issues	Stakeholder Engagement	Resources	Project Manager	Project Sponsor	Anticipated Completion Date	Project Status
Waste Services & Waste Vehicles Project	Green	Green	Green	Green	Green	Green	JT	LO'N	Spring 2017	<p><b>Project status: Green</b></p> <p>Latest <b>highlight report</b> received: <b>18/05/16</b></p> <p>The Cabinet report was approved at MAT (5/4/16), at Cabinet on 27/4/16 and Full Council on 28/4/16. The target date for the new service to roll out is Monday 3rd April 2017.</p> <p>The procurement process is now underway and further information should be available next month.</p>
Procurement of Spelride Vehicles	Green	Green	Green	Green	Green	Green	JT	TC	October 2016	<p><b>Project Status: Green</b></p> <p>Latest highlight report received: <b>17/06/16</b></p> <p>Final specifications have been agreed and orders have been place with the successful supplier.</p>
Secondary Shopping Centre Regeneration Programme							JT/KMcG	TC	2020	At the pre project planning stage.
BID Project	Green	Green	Green	Green	Green	Green	MB	TC	October 2016	<p><b>Project Status: Green</b></p> <p>An external Project Manager has been appointed. A project plan, consultancy agreement and a draft bid application have been received.</p>

ICTSIG Board										
Project Name	Budget	Progress against Milestones	Benefits Realisation	Risks & Issues	Stakeholder Engagement	Resources	Project Manager	Project Sponsor	Anticipated Completion Date	Project Status
Enhancing the Customer Experience - CRM Eden Phase 2	Green	Green	Amber	Green	Green	Green	MP	LN	June 2016	<b>Project status: Green</b> Latest <b>highlight report</b> received: <b>24/05/16</b> Phase 2b (Service Requests) went live. Uniform licence restrictions have been applied by ICT post Ph2B. Netcall administered training to ICT Staff.
Asset Management Board										
Project Name	Budget	Progress against Milestones	Benefits Realisation	Risks & Issues	Stakeholder Engagement	Resources	Project Manager	Project Sponsor	Anticipated Completion Date	Project Status
Spelthorne Leisure Centre Review	Green	Amber	Amber	Amber	Green	Green	CM	LO'N	2021	<b>Project Status: Green</b> Latest <b>highlight report</b> received: <b>31/05/16</b> Willmott Dixon are working with SLM to draft out a feasibility study. A meeting is to be held in June with Willmott Dixon to discuss this. Cathy will be progressing contacting SCC and NHS for possible partnership arrangements. A meeting was held on 20/06 to review the feasibility study and to look at how we might potentially look to incorporate this site into a wider masterplan for Knowle Green.



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**Project Status Key**

- Escalate to Project Board
- No current issues
- Project not on track
- Project not yet started

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