

SERVICE PLAN 2024/25

1. SERVICE OVERVIEW

INSERT BRIEF OVERVIEW OF TEAM

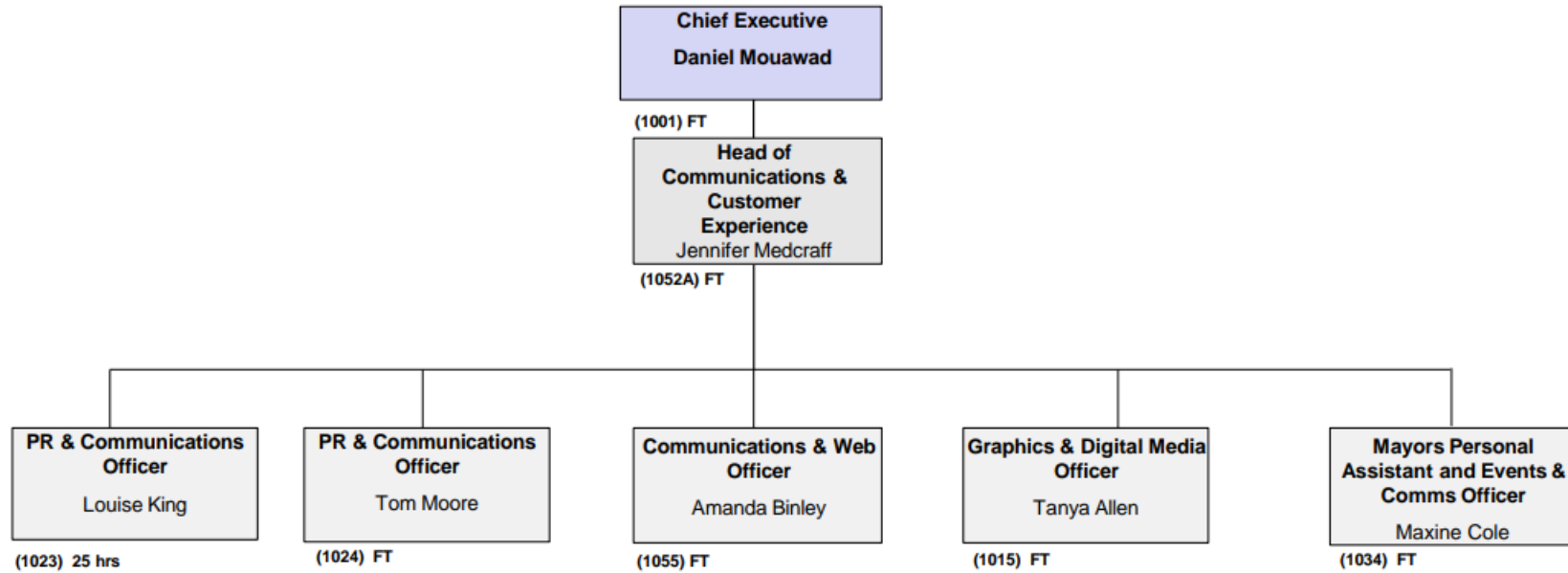
COMMUNICATIONS TEAM

Our aim as a Communications team is to:

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

WHO WE ARE

Communications



WHAT WE DO: Service Purpose and Core Business Functions

Community engagement - Engaging with residents’ associations and other community groups so that they are better informed and can input into local initiatives. Utilise and develop communication platforms, digital and traditional – including press releases, Bulletin magazine, eNews, website, social media, digital screens, posters, leaflets, mailing, advertisements.

Seeking residents’ views on the Council’s plans - Drive and lead on communicating consultations for all services through a variety of methods, connecting with a range of stakeholders. Encourage participation and communicate responses and any policy decisions resulting from the consultations.

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

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

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

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

KEY ACTIVITIES DELIVERING THE COUNCIL’S CORPORATE PLAN And other key statutory and service elements						
What is our corporate priority (CARES) ? Is the function statutory or non-statutory	Provide clear outline of what the service wants to achieve including projects and outcomes/deliverables	How will we measure the difference made?	Is a business case required? and when do you hope to action the achieve this by? Or Is this just a growth bid?	Who is the lead officer?	Which Committee sign off?	Other service resources e.g. procurement and <i>budget</i> required mention if also potential growth bids
Community/Services	Continue website procurement project	Online tracking, customer feedback	Capital will be used for 2022-23 service plan agreed	Mandy Binley	Admin	

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

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

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

Service Area	Revenue Expenditure Budget	Projected Income	Staff (Full time equivalents)	Savings	Total budget
Total 2024/25	440,500	0	0	0	X
Expenditure Costs	15,000	0	0	0	X
Project Income/Lost Income	0	X	0	0	X
Staff	28,900	0	X	0	X
Savings	(0)	(0)	(0)	(X)	(X)
Total 2024/25 Provisional Revenue Budget 2024/25	484,400	X	X	X	X

Significant/Material anticipated revenue budget impacts: N/A

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

Service Cost Centre	Issues Description	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s
Total £000s					

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

Cost Centre	Initiative	24/25	25/26	26/27	27/28
	Working flexibly, from home at least 3 days a week to save commuting emissions	low	low	low	low
	Encourage Surrey wide meetings to hold remote meetings	low	low	low	low
	Encourage residents to use less electricity, and other green issues	low	low	low	low
	Encouraging staff to turn off computers that are not in used	low	low	low	low
	Reducing traditional media comms and focus on digital comms	low	low	low	low
	Encouraging staff to reduce unnecessary emails	low	low	low	low
Total carbon reduction by ton					

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

Cost Centre	Supplier	Contract details	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s
	ORLO	Social media tool	£4500	£4500	£4500	£4500
	Recite ME	Accessibility tool on website	£2500	£2500	2500	£2500

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

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

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

WORKFORCE PLANNING ISSUES/TRAINING REQUIREMENTS
Workrite Training Media Training

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

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

SERVICE AREA

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

9. KEY CONTACTS

Jennifer Medcraft	j.medcraft@spelthorne.gov.uk

10.0 MANAGEMENT AND PORTFOLIO HOLDER

10.1 Group Head’s comment/signoff

Signature/ date	Comments

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

Signature/date	Comments

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

19-4-23

Appendix A SERVICE PLAN TEMPLATE – Risk Appetite

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

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

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

Use the information above, review the content within your Service Plan and reflect on your Service approaches to establish where your specific Service risk appetite is currently positioned. Add X				
Appetite Category	Minimal	Cautious	Exploratory	Seeking
1. Communications (crisis e.g. flooding, reputational risks, leaks to the press, protocol breach)		x		
Why does your service risk appetite(s) sit against this category? Provide one or two examples of practices and approaches within your Service to support your assessment. For example, if you define your Service(s) to have a minimal or cautious risk appetite is this influenced by a strong regulatory working environment presenting wider implications or repercussions if this appetite category was not adhered to.				

SERVICE PLAN 2024/25

1. SERVICE OVERVIEW

INSERT BRIEF OVERVIEW OF TEAM

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

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

WHO WE ARE

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

WHAT WE DO: Service Purpose and Core Business Functions

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

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

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

KEY ACTIVITIES DELIVERING THE COUNCIL'S CORPORATE PLAN And other key statutory and service elements						
What is our corporate priority (CARES) ? Is the function statutory or non-statutory	Provide clear outline of what the service wants to achieve including projects and outcomes/deliverables	How will we measure the difference made?	Is a business case required? and when do you hope to action the achieve this by? Or Is this just a growth bid?	Who is the lead officer?	Which Committee sign off?	Other service resources e.g. procurement and budget required mention if also potential growth bids
Non-statutory but key to service delivery ambitions	We will provide a choice of channels Our website will be available 24 hours a day all year round Our face-to-face services will be available for those who need it Our trained staff will be available on phone lines for when you need to talk to us We will make social media channels available for you to interact with us We will make sure everybody has equal access to services	<i>KPIs will be achieved. In the medium term 25/26 onwards savings will be achieved through improved efficiencies</i>	Detailed business case produced for 23/24 which is being built on	Sandy Muirhead/Dan Dredge/Hiren Bhatt.	Administrative	In order to move forward on digital transformation and improve the customer experience there is a requirements to update and improve technology to meet customer expectations. This has to be purchased but in the medium to long term will result in savings to the Council
Non-		Automate as much	Ongoing	Daniel Dredge		

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

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

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

Details of bid	Reason for Bid and confirm which priority in the new corporate plan this relates to CARES (Community, Affordable Housing, Recovery, Environment & Service Delivery) include consideration of future years items.	Cost Centre code details	Start Date MM/YY	Gross Funding rec'd Separate line. If none enter n/a (£000)	Gross (Revenue or Saving) or Cost £000	Total bid Req'd.	End Date MM/YY	PID Req'd Y or N If no, why not?	Procurement involved. Y or N If no, why not?	24/25 £000	25/26 £000	26/27 £000	27/28 £000
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)
Cost - Revenue	webCAPTURE (GovTech) API for integration with Capita – This is required for our Granicus, Engagement HQ and Capita platforms to integrate and facilitate up to 80% complete automation of revenues activity. ROI calculations indicate this is the equivalent of saving 3,238 staff hours a year which can be repurposed to higher value work and generate efficiencies		1.4.24		10,400	10,400	Ongoing	Y	Y	10,400	10,400	10,400	10,400
Cost - Revenue	WebCAPTURE Annual Service Fees and P2P VPN charge		1.4.24					Y	Y	0	0	6,000	8000
Total Cost - Revenue										10400	10400	16400	18100
Income - Revenue													

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

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

Use a separate line for each item.

Provisional 2024/25 revenue cost/income budget requested.

Service Area	Revenue Expenditure Budget	Projected Income	Staff (Full time equivalents)	Savings	Total budget
Total 2024/25	1,304,000	0	0	0	X
Expenditure Costs	X	0	0	0	X
Project Income/Lost Income	0	X	0	0	X
Staff	0	0	X	0	X
Savings	(0)	(0)	(0)	£101k	(X)
Total 2024/25 Provisional Revenue Budget 2024/25	X	X	X	X	X

Significant/Material anticipated revenue budget impacts:

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

Service Cost Centre	Issues Description	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s
Total £000s		X	X	X	x

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

Use a separate line for each item.

Details of bid	Reason for Bid and confirm which priority in the new corporate plan this relates to CARES (Community, Affordable Housing, Recovery, Environment & Service Delivery) include consideration of future years items	Cost Centre code details	Start Date MM/YY	Gross Funding rec'd Separate line. If none enter n/a (£000)	Gross Capital Cost £000	Total bid Req'd. £000's	End Date MM/YY	PID Req'd Y or N Mandatory	Procurement involved Y or N Mandatory	24/25 £000	25/26 £000	26/27 £000	27/28 £000
		(3)											

(1)	(2)		(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)
Capital	Capita API – One off charge for webCAPTURE integration (GovTech) There is a one off charge of £61,450 to purchase the api. Then an annual licensing cost of £10,374	30704455 2	1.4.24		61,500		30.4.24						
Capital	WebCAPTURE set up service fees	30704455 2	1.4.24		8,600								
Total Capital					70,100								

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

Cost Centre	Initiative	24/25	25/26	26/27	27/28
	Hybrid printing will reduce paper use over time	TBC			
	With improving e-billing more will be done electronically reducing paper use and postage envelopes				

Total carbon reduction by ton					

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

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

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

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

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

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

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

additionally complete risk appetite framework Appendix A (below)
NON-LEGAL ISSUES
Resourcing should be less of a problem as new systems embed which increase automation of transactions
EQUALITY and DIVERSITY
Equality Impact Assessments Required or Reviews due include here

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

SERVICE AREA
<i>Potential changes in Council tax legislation, continue longer term impacts of cost of living crisis.</i>

9. KEY CONTACTS

10.0 MANAGEMENT AND PORTFOLIO HOLDER

10.1 Group Head’s comment/signoff

Signature/ date	Comments

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

Signature/date	Comments

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

19-4-23

Appendix A SERVICE PLAN TEMPLATE – Risk Appetite

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

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

appetite for 'Service provision' (CURRENT)?				
Use the information above, review the content within your Service Plan and reflect on your Service approaches to establish where your specific Service risk appetite is currently positioned. Add X				
Appetite Category	Minimal	Cautious	Exploratory	Seeking
1.Customer Services		X	X (digital transformation)	
2. Council tax and NDDR, BID		X		
Why does your service risk appetite(s) sit against this category? Provide one or two examples of practices and approaches within your Service to support your assessment. For example, if you define your Service(s) to have a minimal or cautious risk appetite is this influenced by a strong regulatory working environment presenting wider implications or repercussions if this appetite category was not adhered to.				

SERVICE PLAN 2024/25

1. SERVICE OVERVIEW

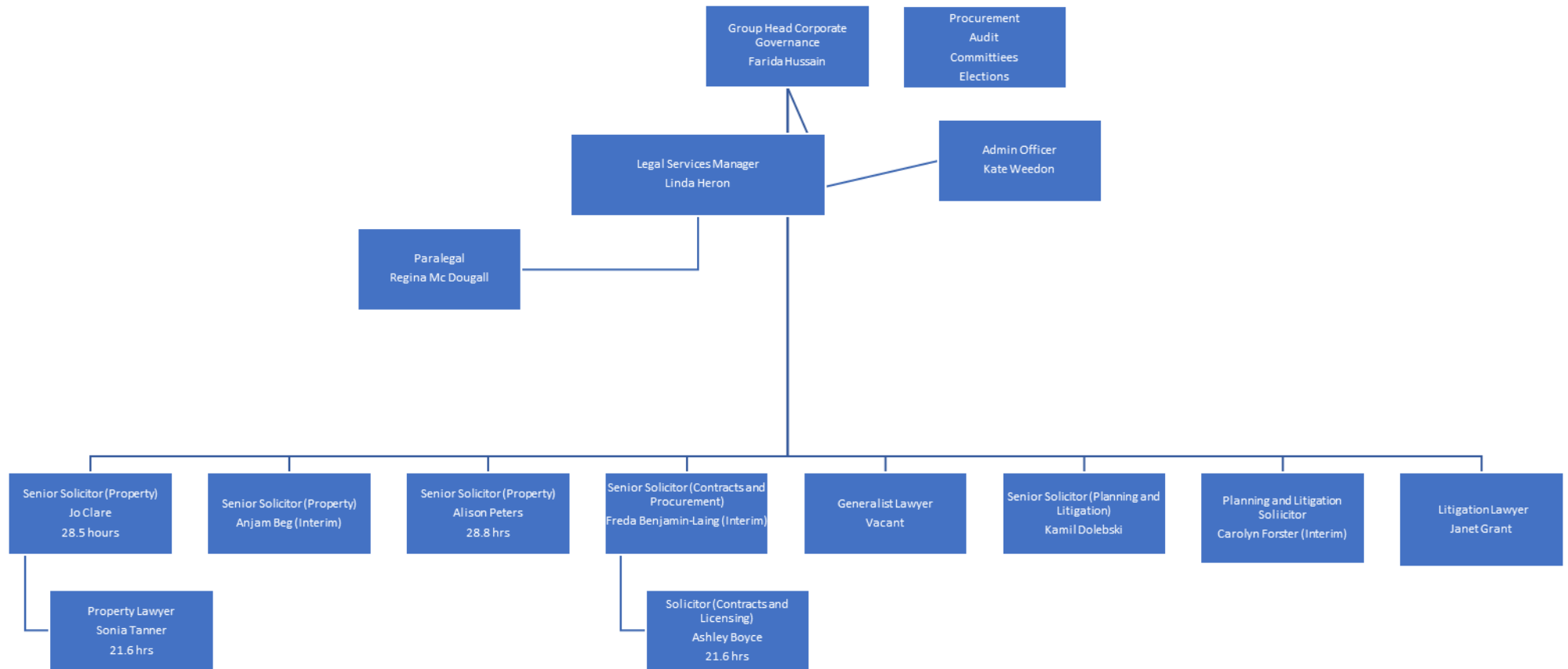
Legal Services is a support service providing legal advice and assistance to all the teams within the Authority both at a strategic, policy making level, as well as providing support covering a wide-ranging transactional workload. The team regularly support and provide advice on corporate projects as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

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

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

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

WHO WE ARE



WHAT WE DO: Service Purpose and Core Business Functions

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

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

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

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

KEY ACTIVITIES DELIVERING THE COUNCIL’S CORPORATE PLAN And other key statutory and service elements						
What is our corporate priority (CARES) ? Is the function statutory or non-statutory	Provide clear outline of what the service wants to achieve including projects and outcomes/deliverables	How will we measure the difference made?	When will business case be produced and when achieve this by? Is this a growth bid	Who is the lead officer?	Which Committee sign off?	Other service resources e.g procurement and budget required mention if also potential growth bids
Community	Support to the Housing and Leisure teams on various contracts and lettings that support their priorities including the new Spelthorne Leisure Centre.	Contracts completed within necessary timescales.				
Affordable Housing	Support to KGE and the Council to move forward with the Council ambitious housing development programme including the purchase of properties subject to external funding including acquisition of properties for Afghan refugees.	Progress made with housing development projects and acquisitions of properties in a timely fashion.				
Recovery	Advice on investment property portfolio to ensure the Council can maximise its rental collection, including the new library in the Elmsleigh Shopping Centre.	Minimise rental voids and maximise rental income.				
Environment	Advice and support on planning development work and the development of the Local Plan.	Successfully challenge planning appeals and				

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

2. RESOURCES 2024/25 IDENTIFY FOR EACH SERVICE AREA – THIS SHOULD BE YOUR APPROVED FIGURES FOR 2023/24 (ASK YOUR SERVICE ACCOUNTANT FOR ASSISTANCE AS REQUIRED).

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

Savings - Revenue													
Total Savings - Revenue													

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

Use a separate line for each item.

Provisional 2024/25 revenue cost/income budget requested.

Service Area	Revenue Expenditure Budget	Projected Income	Staff (Full time equivalents)	Savings	Total budget
Total 2024/25	0	0	0	0	X
Expenditure Costs	732,800	18,400	11.78	0	X
Project Income/Lost Income	(18400)	X	0	0	X
Staff	11.78	0	X	0	X
Savings	(0)	(0)	(0)	(X)	(X)
Total 2024/25 Provisional Revenue Budget 2024/25	714,400	n/a	n/a	n/a	714,400

Significant/Material anticipated revenue budget impacts:

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

Service Cost Centre	Issues Description	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s
30133	May need further budget to address recruitment issues	20,000	20,000	20,000	20,000
Total £000s		20,000	20,000	20,000	20,000

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

Cost Centre	Initiative	24/25	25/26	26/27	27/28
30133	Encourage hybrid working to reduce carbon emission caused by travel				
30133	Reduce printing by making email as the preferred method of communication				
30133	Reducing paper by using online court bundling in Litigation matters				
Total carbon reduction by ton					

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

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

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

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

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

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

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

NON-LEGAL ISSUES
n/a
EQUALITY and DIVERSITY
None

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

SERVICE AREA
<p>There are changes in workload areas which continue to be apparent, for example</p> <ul style="list-style-type: none"> ➤ Property litigation increasing (tenants’ failure to pay rent on time, CVA’s etc), ➤ Increase in fraud prosecution creates more litigation support, ➤ increase in residential property and contract work as the Council progresses its housing delivery objectives, ➤ increase in property transactions in the retail sector and, ➤ The duties in relation to the role of Company Secretary. <p>The service will need to stay well informed and trained on any new areas and constantly review whether we have the skills and resource to cope with this changing and challenging additional workload.</p>

9. KEY CONTACTS

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

10.0 MANAGEMENT AND PORTFOLIO HOLDER

10.1 Group Head’s comment/signoff

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

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

Signature/date	Comments

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

19-4-23

Appendix A SERVICE PLAN TEMPLATE – Risk Appetite

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

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

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

provision' (CURRENT)?				
Use the information above, review the content within your Service Plan and reflect on your Service approaches to establish where your specific Service risk appetite is currently positioned. Add X				
Appetite Category	Minimal	Cautious	Exploratory	Seeking
1. Legal Services	X			
Why does your service risk appetite(s) sit against this category? Provide one or two examples of practices and approaches within your Service to support your assessment. For example, if you define your Service(s) to have a minimal or cautious risk appetite is this influenced by a strong regulatory working environment presenting wider implications or repercussions if this appetite category was not adhered to.				

CORPORATE PROCUREMENT SERVICE PLAN 2024/25

1. SERVICE OVERVIEW

INSERT BRIEF OVERVIEW OF TEAM

WHO WE ARE – ABOUT CORPORATE PROCUREMENT

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

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

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

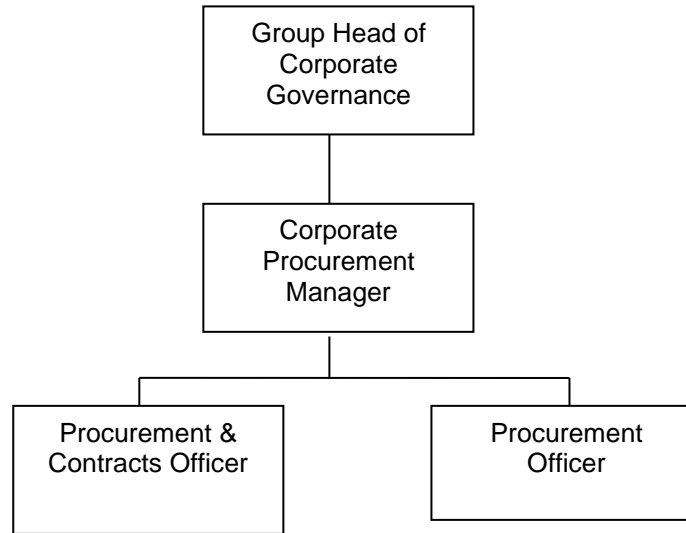
In early summer 2023, Corporate Procurement implemented a new e-tendering system, Elcom, which has contract management functionality to enable and improve the management of the Council's contracts, given that the management of the Council's contract database now sits with the Corporate Procurement team.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

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

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

The Corporate Procurement team is:

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



WHAT WE DO: Service Purpose and Core Business Functions

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

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

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

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

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

Affordable Housing:

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

Recovery:

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

Environment:

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

Service Delivery:

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

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

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

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

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

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

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

The approach below is now being rolled out:

Procurement Support	Assets	Community Wellbeing & Housing	Corporate Governance	Neighbourhood Services	Place, Protection & Prosperity	Transformation & Commissioning
	<ul style="list-style-type: none"> • Development • Property • Building Services • Facilities Management • Residential Property 	<ul style="list-style-type: none"> • Leisure & Wellbeing • Housing Options • Independent Living 	<ul style="list-style-type: none"> • Audit • Elections • Legal Services • Procurement • Committee Services 	<ul style="list-style-type: none"> • Parks • Waste Management • Parking • Transport • SDS • Staines Market 	<ul style="list-style-type: none"> • Planning Development • Strategic Planning • Building Control • Environmental Health • Economic Development • Land Charges 	<ul style="list-style-type: none"> • Project Management • HR • IT • Sustainability & Climate Change
Primary	Hilary Gillies	Carrie Isaac	Hilary Gillies	Carrie Isaac	Hilary Gillies	Emma Browne
Support	Emma Browne, Carrie Isaac	Hilary Gillies	Emma Browne	Hilary Gillies, Emma Browne	Carrie Isaac	Carrie Isaac, Hilary Gillies

KEY ACTIVITIES/PROJECTS FOR 2024/25

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

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

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

KEY ACTIVITIES DELIVERING THE COUNCIL’S CORPORATE PLAN And other key statutory and service elements						
What is our corporate priority (CARES)? Is the function statutory or non-statutory	Provide clear outline of what the service wants to achieve including projects and outcomes/deliverables	How will we measure the difference made?	When will business case be produced and when achieve this by? Is this a growth bid	Who is the lead officer?	Which Committee sign off?	Other service resources e.g procurement and budget required mention if also potential growth bids
Service Delivery	Currently the Corporate Procurement Manager post is being carried out by an agency staff member. The post was agreed by MAT as a 2 year fixed term contract from 26.10.20 which has now expired. A permanent post is required to take the service forward. It is anticipated that the post will be at SM2 grade	<ul style="list-style-type: none"> Reduction in agency staffing costs (approx. £50,000 per year) 	Business Case/MAT staffing report by 30.09.23		Corporate Policy & Resources	£77,900

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

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

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

Total Staff - Revenue													
Savings - Revenue													
Total Savings - Revenue													

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

Use a separate line for each item.

Provisional 2024/25 revenue cost/income budget requested.

Service Area	Revenue Expenditure Budget	Projected Income	Staff (Full time equivalents)	Savings	Total budget
Total 2024/25		0	2	0	x
Expenditure Costs	5,000	0	0	0	5000
Project Income/Lost Income	0	X	0	0	X
Staff	188,400	0	1	0	188,400
Savings	(0)	(0)	(0)	(X)	(X)
Total 2024/25 Provisional Revenue	193,400	X	X	X	193,400

Budget 2024/25					
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Significant/Material anticipated revenue budget impacts:

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

Service Cost Centre	Issues Description	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s
Total £000s		X	X	X	x

NOT APPLICABLE

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

Use a separate line for each item.

NOT APPLICABLE

Details of bid	Reason for Bid and confirm which priority in the new corporate plan this relates to CARES (Community, Affordable Housing, Recovery, Environment & Service Delivery) include consideration of future years items	Cost Centre code details	Start Date MM/YY	Gross Funding rec'd Separate line. If none enter n/a (£000)	Gross Capital Cost £000	Total bid Req'd. £000's	End Date MM/YY	PID Req'd Y or N Mandatory	Procurement involved Y or N Mandatory	24/25 £000	25/26 £000	26/27 £000	27/28 £000
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)
Capital													
Total Capital													

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

Cost Centre	Initiative	24/25	25/26	26/27	27/28
Corp. Procurement	Work remotely as much as possible. CP currently attends the Council Office site up to 4 days per week. Tis will be set as standard to 2 days for all colleagues per week.				
	Limit the amount of printing				

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

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

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

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

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

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

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

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

Cost Centre	Supplier	Contract details	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s
	Intend	e-tendering software (has been superseded by the Elcom software at nil net cost so no impact.				
Total £000s			X	X	X	x

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

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

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

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

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

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

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

9. KEY CONTACTS

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

10.0 MANAGEMENT AND PORTFOLIO HOLDER

10.1 Group Head’s comment/signoff

Signature/ date	Comments
Farida Hussain 31.08.23	

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

Signature/date	Comments

Appendix A SERVICE PLAN TEMPLATE – Risk Appetite

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

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

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

provision' (CURRENT)?				
Use the information above, review the content within your Service Plan and reflect on your Service approaches to establish where your specific Service risk appetite is currently positioned. Add X				
Appetite Category	Minimal	Cautious	Exploratory	Seeking
1.Planning – Development & Management	X			
2.Strategic Planning		X		
3. Assets			X	
4.Economic Development			X	
5. Land Charges	X			
6. Corporate Procurement		X		
<p>Why does your service risk appetite(s) sit against this category? Provide one or two examples of practices and approaches within your Service to support your assessment. For example, if you define your Service(s) to have a minimal or cautious risk appetite is this influenced by a strong regulatory working environment presenting wider implications or repercussions if this appetite category was not adhered to.</p> <p>Procurement is quite highly regulated. The Procurement Bill implications referred to within this document represent a legislative change of which we – and the rest of the organisation –will need to be aware and respond suitably.</p>				

SERVICE PLAN 2024/25

1. SERVICE OVERVIEW

INSERT BRIEF OVERVIEW OF TEAM

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

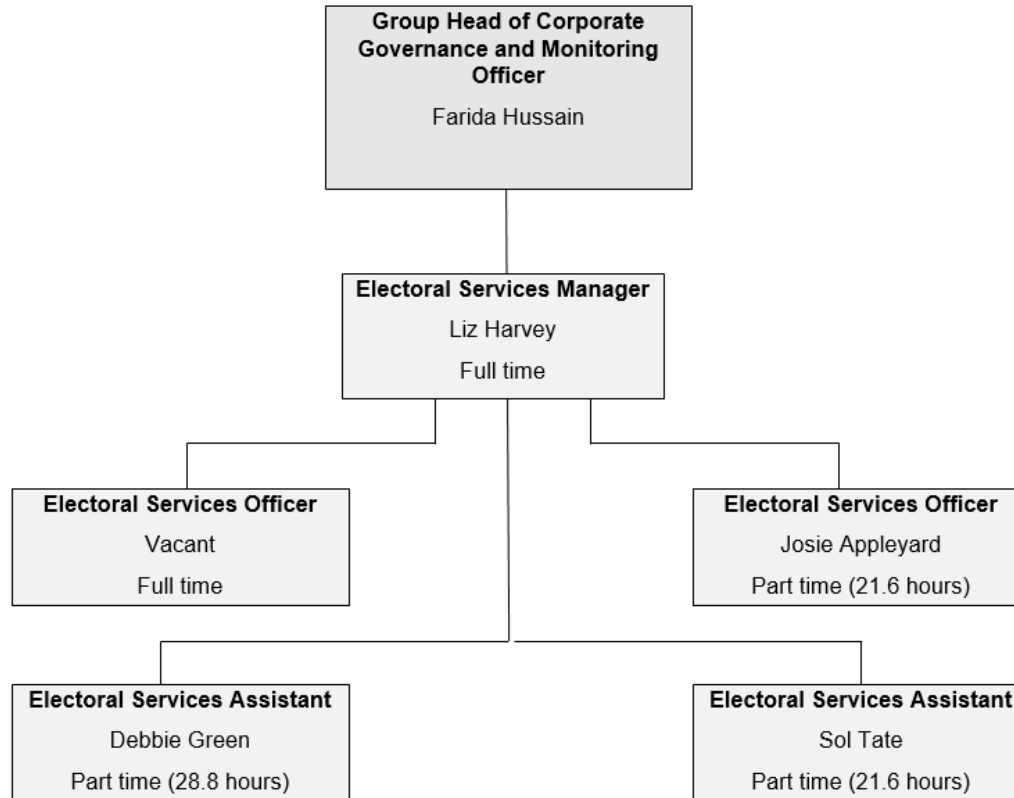
WHO WE ARE

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

Please see the organisation chart on the next page.

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

Elections



WHAT WE DO: Service Purpose and Core Business Functions

<p align="center">SERVICE AREA – provide “Golden Thread as to how service links to corporate plan</p>	<p align="center">Link to corporate plan priorities (CARES) objectives and values (PROVIDE)</p>
<p>Electoral Registration</p> <ul style="list-style-type: none"> • To register eligible electors who move, particularly between December and June (outside of the canvass period) and update elector information in accordance with legislation 	<p>Community, Service delivery. Empowering communities</p>
<p>Annual Registration</p> <ul style="list-style-type: none"> • To conduct the annual canvass by arranging delivery of registration forms to each household, registering electors and inputting information received • Arranging personal visits to non-responders • To publish the annual register by 1 December 	<p>Community, Service delivery. Empowering communities</p>
<p>Promotions/Awareness</p> <ul style="list-style-type: none"> • To promote voter registration with particular emphasis on younger people and hard to reach members of the Borough • To promote elector participation in elections • To be aware of legislative changes affecting Elections and raise awareness accordingly • Publicity by way of the Borough Bulletin, press releases, social media, Council website • To respond to requests for information from DLUHC and the Electoral Commission – this includes self-assessments, surveys and other performance standards/management requirements 	<p>Community, Service delivery</p>
<p>Elections / Electoral Registration</p> <ul style="list-style-type: none"> • To conduct Polling Places/Station reviews, as necessary, to take account of changes in population and voting patterns and availability of premises. Ensure that existing premises meet all health and safety requirements. Statutory requirement to conduct a review every five years. However, should be reviewed when circumstances dictate. • To conduct all aspects of elections in accordance with statutory requirements and guidance issued by the DLUHC and Electoral Commission including unplanned by-elections. • To provide information to Candidates and Election Agents as required, including holding a ‘Candidate & Agent Briefing’. • To promote and encourage voter participation to all sections of the community. • To deal with online applications for registration on a daily basis. • To process applications for postal/proxy voting adhering to legislative deadlines. 	<p>Community, Service delivery. Empowering communities</p>

<ul style="list-style-type: none"> • Special Category Elector registrations. • Provide the Electoral Register to Credit Agencies, Political Parties, Government Departments and Councillors as required and on a monthly basis. 	
<p>IT</p> <ul style="list-style-type: none"> • To maximise use of technology to reduce costs, increase efficiency and to offer options to customers on different ways to apply for services and register to vote – including the use of Modern Democracy in polling stations and the trialling of tablets for the annual canvass. 	<p>Service delivery Empowering communities</p>
<p>Customer Focus</p> <ul style="list-style-type: none"> • The service has a wide range of customers: - Residents, Electors/potential electors, political parties, press, candidates/agents; Electoral Commission; DLUHC, Association of Electoral Administrators, Government Departments e.g. The Office for National Statistics, Jury Service. • Excellent standards of customer care are required. 	<p>Service delivery</p>

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

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

KEY ACTIVITIES DELIVERING THE COUNCIL’S CORPORATE PLAN And other key statutory and service elements						
What is our corporate priority (CARES) ? Is the function statutory or non-statutory	Provide clear outline of what the service wants to achieve including projects and outcomes/deliverables	How will we measure the difference made?	When will business case be produced and when achieve this by? Is this a growth bid	Who is the lead officer?	Which Committee sign off?	Other service resources e.g procurement and budget required mention if also potential growth bids
Statutory Function Community, Service delivery	To prepare for Police & Crime Commissioner Elections in May 2024 together with the UKPE (must be held by January 2025), Surrey County Council Elections in May 2025	Performance Standards set by Electoral Commission and DHLUC			Administrative Committee (Update only)	Cost of living growth bid only to reflect increase in inflation for goods and services and

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

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

Service Area	Revenue Expenditure Budget £	Capital Budget £	Projected Income £	Staff (Full time equivalents)	Key risks for budget
By-election	10,500	0	0		<ul style="list-style-type: none"> Plus casual staff as necessary for the annual canvass and elections (polling station staff and the Count)
Electoral Registration	287,100	0	1000	4	
Total	297,600	0	1000	4	

Details of bid	Reason for Bid and confirm which priority in the new corporate plan this relates to CARES (Community, Affordable Housing, Recovery, Environment & Service Delivery) include consideration of future years items	Cost Centre code details	Start Date MM/YY	Gross Funding rec'd Separate line. If none enter n/a (£000)	Gross (Revenue or Saving) or Cost £000	Total bid Req'd.	End Date MM/YY	PID Req'd Y or N If no, why not?	Procurement involved Y or N If no, why not?	24/25 £000	25/26 £000	26/27 £000	27/28 £000
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)
Cost - Revenue													
Total Cost - Revenue													
Income - Revenue													
Total Income - Revenue													
Staff - Revenue													
Total Staff -													

Revenue													
Savings - Revenue													
Total Savings - Revenue													

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

Use a separate line for each item.

Provisional 2024/25 revenue cost/income budget requested.

Service Area	Revenue Expenditure Budget	Projected Income	Staff (Full time equivalents)	Savings	Total budget
Total 2024/25	297,6000	1000	4	0	X
Expenditure Costs	X	0	0	0	X
Project Income/Lost Income	0	X	0	0	X
Staff	0	0	X	0	X
Savings	(0)	(0)	(0)	(X)	(X)
Total 2024/25 Provisional Revenue Budget 2024/25	297,600	1,000	4	X	X

Significant/Material anticipated revenue budget impacts:

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

Service Cost Centre	Issues Description	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s
Total £000s		X	X	X	x

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

Cost Centre	Initiative	24/25	25/26	26/27	27/28
31601	Letters printed by external supplier				
	Tablets used in polling stations reducing paperwork				
	Tablet canvassing to reduce the number of forms printed				
	Encourage team members to work from home at least once/twice a week to reduce transport usage				
Total carbon reduction by ton					

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

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

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

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

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

WORKFORCE PLANNING ISSUES/TRAINING REQUIREMENTS
We may lose staff to neighbouring boroughs if we do not maintain the current rate of pay to staff for election duties. Also, difficulty in retaining polling stations, often reluctance to allow us to use the facilities, especially if an election is called at short notice
COMMUNICATION/CONSULTATION
Ongoing publicity for Voter ID to avoid electors being turned away at polling station
LEGAL ISSUES (likely to require additional legal support)
Not aware of any issues
GDPR
Ensure all members of the team are aware and up to date with GDPR training to prevent errors/data breaches
PROCUREMENT OR CONTRACTS (upcoming procurements or contracts required)
No major contracts required
ICT (e.g. provide information on systems to be purchased or support needed)
Requirement for on-going assistance / updates to our elections database (Eros)
Climate Change
We are looking to see where we can use e-comms rather than sending letters, unfortunately the rules often dictate a paper communication needs to be sent to the property. People still respond by returning the paper form rather than other means
SERVICE RISKS (consider likelihood and impact) – relate where appropriate to corporate risk
additionally complete risk appetite framework Appendix A (below)
NON-LEGAL ISSUES
Not aware of any issues at present
EQUALITY and DIVERSITY
Equality Impact Assessments Required or Reviews due include here

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

SERVICE AREA
The Elections Act 2022 means that many changes have come into effect (Voter ID) and will come into effect over the next year. There will be financial burdens in the long term but initially some/all costs have been met by Government. Again, until we know what we are expected to do moving forward when more of the Act is implemented, it is hard to comment on the financial changes/burdens.

9. KEY CONTACTS

Liz Harvey	

10.0 MANAGEMENT AND PORTFOLIO HOLDER

10.1 Group Head’s comment/signoff

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

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

Signature/date	Comments

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

19-4-23

Appendix A SERVICE PLAN TEMPLATE – Risk Appetite

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

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

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

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

LOCAL LAND CHARGES SERVICE PLAN 2024/25

1. SERVICE OVERVIEW

INSERT BRIEF OVERVIEW OF TEAM

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

WHO WE ARE

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

WHAT WE DO: Service Purpose and Core Business Functions

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

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

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

KEY ACTIVITIES DELIVERING THE COUNCIL’S CORPORATE PLAN And other key statutory and service elements	
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KEY ACTIVITIES DELIVERING THE COUNCIL'S CORPORATE PLAN And other key statutory and service elements						
What is our corporate priority (CARES) ? Is the function statutory or non-statutory	Provide clear outline of what the service wants to achieve including projects and outcomes/deliverables	How will we measure the difference made?	Is a business case required? and when do you hope to action the achieve this by? Or Is this just a growth bid?	Who is the lead officer?	Which Committee sign off?	Other service resources e.g. procurement and budget required mention if also potential growth bids
Service Delivery (Statutory)	Implementation of TLC upgrades to standardise Macros/coding	New system in place and search results are accurate	Dependant on issue of upgrade by supplier	LLC Officers	Admin committee	
Service delivery (Statutory)	Continue to maintain LLC Register for Land Registry following migration to HMLR	Maintenance of land charges register via link to HMLR to ensure SBC data is accurate and compliant	Migration completed on the 23/04/2021 to HMLR, maintenance on-going indefinitely	LLC Officers	Admin committee	None
Service Delivery (Statutory)	Community Infrastructure Levy (CIL)/S106a Processes in place	Ensure that all updates to CIL & S106a are accurate and added to the register immediately.	On-going	LLC Officers	Admin committee	Liaise with CIL team & Legal
Service Delivery (Statutory)	Planning Spatial Extent correct	All entries received from Planning are accurately captured on Uniform to ensure that migration LLC register is correct	On-going,	LLC Officers	Admin committee	Liaise with Planning Development Management (PDM)

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

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

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

NIL	Reason for Bid and confirm which priority in the new corporate plan this relates to CARES (Community, Affordable Housing, Recovery, Environment & Service Delivery) include consideration of future years items.	Cost Centre code details	Start Date MM/YY	Gross Funding rec'd Separate line. If none enter n/a (£000)	Gross (Revenue or Saving) or Cost £000	Total bid Req'd.	End Date MM/YY	PID Req'd Y or N If no, why not?	Procurement involved Y or N If no, why not?	24/25 £000	25/26 £000	26/27 £000	27/28 £000
	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)
Cost - Revenue	<i>NIL</i>												
Income - Revenue	<i>NIL</i>												
Total Income - Revenue	<i>NIL</i>												
Staff - Revenue	<i>NIL</i>												
Total Staff - Revenue	<i>NIL</i>												
Savings - Revenue	<i>NIL</i>												
Total Savings - Revenue	<i>NIL</i>												

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

Use a separate line for each item.

Provisional 2024/25 revenue cost/income budget requested.

Service Area	Revenue Expenditure Budget	Projected Income	Staff (Full time equivalents)	Savings	Total budget
Total 2024/25	0	0	1.8	0	
Expenditure Costs	£105,900	0	0	0	£105,900
Project Income/Lost Income	0	(£140,700)	0	0	(£140,700)
Staff	0	0	1.8	0	1.8
Savings	(0)	(0)	(0)	(0)	(X)0
Total 2024/25 Provisional Revenue Budget 2024/25	£105,900	(£140,700)	1.8	0	(£34,800)

Significant/Material anticipated revenue budget impacts:

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

Service Cost Centre	Issues Description	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s
Income cost code	This is dependant on the economic climate. We cannot project any figures for the years ahead.	Down or flat, going on previous experience during austerity.	Flat or upwards trend dependant on interest rates, inflation and govt. changes.	upwards trend dependant on interest rates, inflation and govt. changes.	upwards trend dependant on interest rates, inflation and govt. changes.
Total £000s		X	X	X	x

Capital Bids 24/25, 25/26 and 26/27. It is important that before you submit bid, particularly for a project, you must have gone through the PID process and discussed the project with procurement, if you have not done either, you bid will be rejected, as our medium term financial strategy indicates that cash flow will be extremely

tight. Therefore, please consider likely impact of each items beyond 24/25 where feasible or where savings may emerge, it is essential that you enter figures for 25/26, 26/27 and 27/28, if you don't believe there will be any figures for a year enter n/a (not applicable).

Use a separate line for each item.

Details of bid (1)	Reason for Bid and confirm which priority in the new corporate plan this relates to CARES (Community, Affordable Housing, Recovery, Environment & Service Delivery) include consideration of future years items (2)	Cost Centre code details (3)	Start Date MM/YY (4)	Gross Funding rec'd Separate line. If none enter n/a (£000) (5)	Gross Capital Cost £000 (6)	Total bid Req'd. £000's (7)	End Date MM/YY (8)	PID Req'd Y or N Mandatory (9)	Procurement involved Y or N Mandatory (10)	24/25 £000 (11)	25/26 £000 (12)	26/27 £000 (13)	27/28 £000 (14)
Capital													
Total Capital													

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

Cost Centre	Initiative	24/25	25/26	26/27	27/28
Unknown	<i>Enhanced search service and legal agreement capture will eliminate the need for email copy document requests thus less emails, less storage.</i>	Ongoing	-	-	-
Unknown	<i>Creation of Legal agreement area on sharepoint for us and other services, less storage etc (5 X department saving space)</i>	Ongoing	-	-	-
Unknown	Working to keep our general daily email storage to a minimum to lower our carbon footprint – this also slots in with our GDPR instructions.	Ongoing	-	-	-
Unknown	<i>Creation of TPO area on sharepoint for us and other services, less storage etc (at least 3 departments saving space)</i>	Ongoing	-	-	-
Total carbon reduction by ton	Cannot be calculated due to the ongoing nature of our pledges and we are unable to predict how much printing we will need to do. Most of our work is done digitally and deleted when it is no longer required. All paperwork is stored on EDRMS so no need to keep it.	-	-	-	-

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

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

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

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

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

WORKFORCE PLANNING ISSUES/TRAINING REQUIREMENTS
<p>The department at present consists of the following: -</p> <ul style="list-style-type: none"> 1 x LLC officer (Part-Time – 30 hrs) hybrid working (2 days in office) 1 x LLC officer Full time hybrid working (2 days in office every other week) <p>Training – Full time officer joined the service in July 2021 and will be receiving training in all elements of the role which will be on-going. There will be a need for all staff to receive appropriate training on changes to the IT system (TLC, Uniform, EDRMS) as and when upgrades are undertaken to systems used by Land Charges or at the request of HMLR.</p> <p>Succession planning will need to be considered in the short to medium term to ensure a high-quality service can continue to be delivered. Land charges is a highly specialised area of work which requires a specific skill set.</p>
COMMUNICATION/CONSULTATION
<p>Consultation/communication is continuing with all our internal stakeholders (DM, CIL, Legal, EH, IL, BC) to ensure that the data is complete and accurate and processes between services are efficient and fit for purpose. We also update external clients to any changes to the fees or service annually and as and when required.</p> <p>Do not anticipate that the Communication team will be required.</p>
LEGAL ISSUES (likely to require additional legal support)
<p>Consultation with Legal is on an ad hoc basis as and when issues arise following queries from search agents. Registration of all legal documents on to the LLC Register must be completed in a timely manner to avoid inaccurate replies leading to litigation.</p>

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

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

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

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

9. KEY CONTACTS

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

10.0 MANAGEMENT AND PORTFOLIO HOLDER

10.1 Group Head’s comment/signoff

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

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

Signature/date	Comments

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

Reviewer:	Heather Morgan
Plan Status:	Final

19-4-23

Appendix A SERVICE PLAN TEMPLATE – Risk Appetite

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

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

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

(CURRENT)?				
Use the information above, review the content within your Service Plan and reflect on your Service approaches to establish where your specific Service risk appetite is currently positioned. Add X				
Appetite Category	Minimal	Cautious	Exploratory	Seeking
Land Charges		X		
<p>Land charges is a highly regulated activity. Service delivery is all around cost recovery and land charges cannot make a profit (so minimal in terms of risk). The team were however an early adopter of the move over to the new national Land Registry system and with the move to SharePoint – hence the eventual cautious risk appetite.</p>				

SERVICE PLAN 2024/25

1. SERVICE OVERVIEW

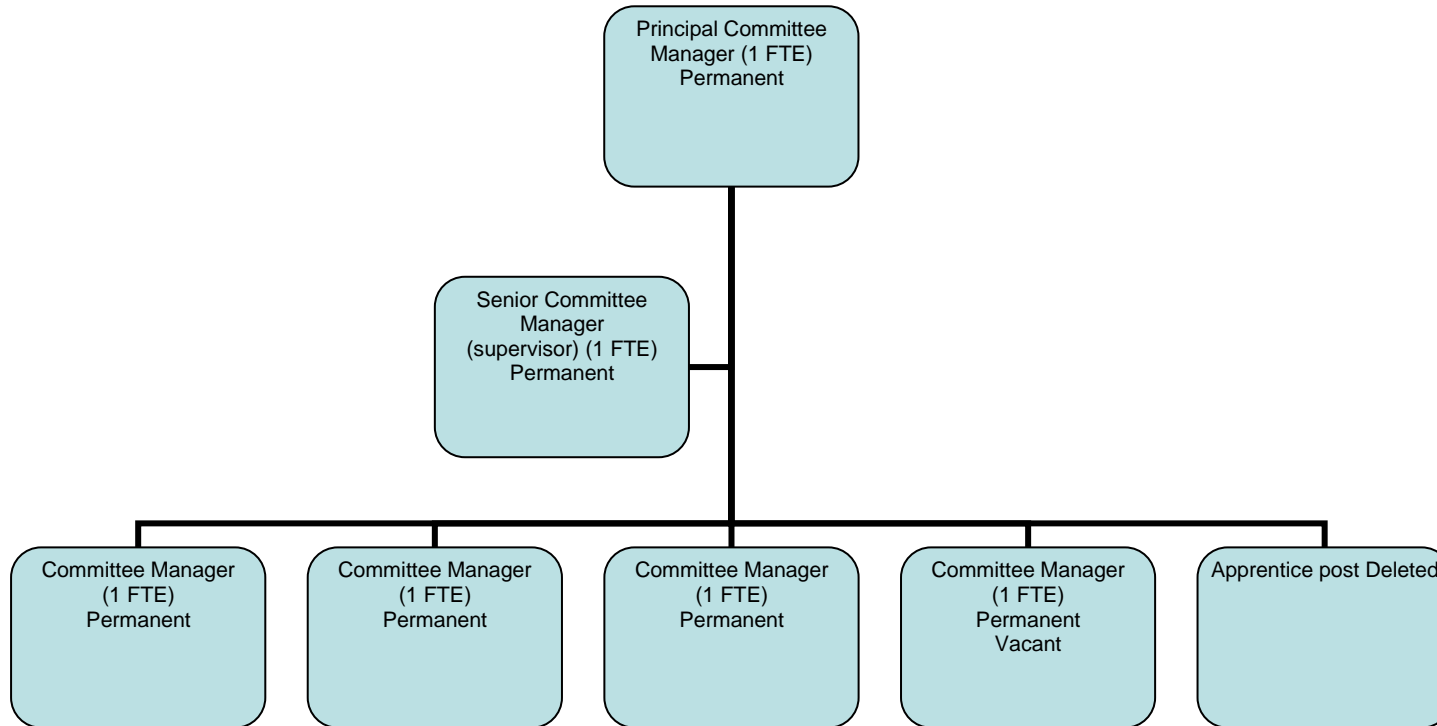
INSERT BRIEF OVERVIEW OF TEAM

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

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

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

WHO WE ARE:



WHAT WE DO: Service Purpose and Core Business Functions

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

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

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

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

KEY ACTIVITIES DELIVERING THE COUNCIL’S CORPORATE PLAN And other key statutory and service elements						
What is our corporate priority (CARES) ? Is the function statutory or non-statutory	Provide clear outline of what the service wants to achieve including projects and outcomes/deliverables	How will we measure the difference made?	When will business case be produced and when achieve this by	Who is the lead officer?	Which Committee sign off?	Other service resources e.g procurement and budget required mention if also potential growth bids
Community	To review the Council’s Constitution on an on-going basis to ensure that the Governance measures put in place serve the residents of the Borough, members and officers.		Ongoing	Monitoring Officer/ Principal Committee Manager	Council	
	To ensure that the process for public participation at meetings is clear and meets the needs of the public, members and officers.		Ongoing	Monitoring Officer/ Principal Committee Manager	Council	
Recovery	To ensure that the agendas and minutes are produced in a timely manner and adhere to prescribed deadlines.		Ongoing			
Environmental	To provide reports in an electronic format and to limit the amount of paper copies produced. To facilitate this, ensure that all members are able to access papers. To reduce the amount of printing/photocopying undertaken by team.		Ongoing	Principal Committee Manager		

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

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

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

Details of bid	Reason for Bid and confirm which priority in the new corporate plan this relates to CARES (Community, Affordable Housing, Recovery, Environment & Service Delivery) include consideration of future years items	Cost Centre code details	Start Date MM/YY	Gross Funding rec'd Separate line. If none enter n/a (£000)	Gross (Revenue or Saving) or Cost £000	Total bid Req'd.	End Date MM/YY	PID Req'd Y or N If no, why not?	Procurement involved Y or N If no, why not?	24/25 £000	25/26 £000	26/27 £000	27/28 £000
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)
	Purchase of new interactive voting system for the Council Chamber linked to our micro-phones	31404	01/04/24		20,000	20,000		No – low value	No – below threshold	20			
	Currently committee allowances budgeted do not meet the number of meetings that Committee Services staff support. There have been an increase in ECMs, carry over meetings and urgent committee meetings. Committee staff are required to attend. Therefore a growth is bid is required to reflect the increased number of meetings supported	31404	01/04/24		7,000	7,000		No – operational and necessity	No	7	7	7	7
Total Cost - Revenue										27	7	7	7

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

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

Use a separate line for each item.

Provisional 2024/25 revenue cost/income budget requested.

Service Area	Revenue Expenditure Budget	Projected Income	Staff (Full time equivalents)	Savings	Total budget
Total 2024/25	684,900	0	0	0	X
Expenditure Costs	27,000	0	0		X
Project Income/Lost Income	0	X	0	0	X
Staff		0	X	0	X
Savings		(0)	(0)	(X)	
Total 2024/25 Provisional Revenue Budget 2024/25	711,900	0	6		X

Significant/Material anticipated revenue budget impacts:

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

Service Cost Centre	Issues Description	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s
Total £000s		X	X	X	x

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

Use a separate line for each item.

Details of bid (1)	Reason for Bid and confirm which priority in the new corporate plan this relates to CARES (Community, Affordable Housing, Recovery, Environment & Service Delivery) include consideration of future years items (2)	Cost Centre code details (3)	Start Date MM/YY (4)	Gross Funding rec'd Separate line. If none enter n/a (£000) (5)	Gross Capital Cost £000 (6)	Total bid Req'd. £000's (7)	End Date MM/YY (8)	PID Req'd Y or N Mandatory (9)	Procurement involved Y or N Mandatory (10)	24/25 £000 (11)	25/26 £000 (12)	26/27 £000 (13)	27/28 £000 (14)
Capital													
Total Capital													

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

Cost Centre	Initiative	24/25	25/26	26/27	27/28
	Reduce printing/photocopying				
	Work remotely as much as possible. To review how often team members need to be in the office taking into account when they have to attend meetings.				
	Ensure that the air-con in the Members Room is only turned on when required				
	Ensure that all lights and equipment are turned off at the end of the meeting				
	Ensure that monitors and lights in the office are switch off at the end of the day				

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

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

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

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

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

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

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

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

SERVICE AREA

9. KEY CONTACTS

Karen Wyeth	k.wyeth@spelthorne.gov.uk

10.0 MANAGEMENT AND PORTFOLIO HOLDER

10.1 Group Head’s comment/signoff

Signature/ date	Comments
Farida 31.08.23	

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

Signature/date	Comments

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

19-4-23

Appendix A SERVICE PLAN TEMPLATE – Risk Appetite

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

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

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

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

SERVICE PLAN 2024/25

1. SERVICE OVERVIEW

INSERT BRIEF OVERVIEW OF TEAM

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

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

WHO WE ARE

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

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

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

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

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

WHAT WE DO: Service Purpose and Core Business Functions

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

Summary

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

SERVICE AREA – provide “Golden Thread as to how service links to corporate plan	Link to corporate plan priorities (CARES) objectives and values (PROVIDE)
<p><u>Corporate Risk Management</u> - Actively facilitate the Council’s Corporate Risk Register to identify, assess, score, and monitor the most significant strategic risks that may impact the effective delivery of the Council’s corporate priorities. This helps the authority to focus on risks and issues that require prioritised management action, supported further through a ‘Risk Management Action plan’ with assigned officers and timeframes for delivery.</p>	<p>All Corporate Priorities and these are cross referenced in the Corporate Risk Register document.</p>
<p><u>Corporate Risk Management</u> - Identifying, analysing and monitoring the impact of emerging and evolving risks facing the Council during extremely challenging times in the context of significant wider externalities such as the macro-economic environment and geopolitical uncertainty. This work is now embedded into the periodical review of the Corporate Risk Register.</p>	<p>All Corporate priorities</p>
<p><u>Counter Fraud Oversight</u> - Collaborative working arrangements with Reigate and Banstead Council in pursuing counter fraud measures and new initiatives, targeting Service areas where the occurrences and ongoing risk of public fraud remains high, such as Housing, Business Rates, Council Tax and Benefits. Collating, analysing, and reporting on quantified fraud savings generated/fraud losses prevented or stopped, based</p>	<p>Corporate Priority areas:</p> <ul style="list-style-type: none"> -Communities -Affordable Housing - Service delivery

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

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

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

KEY ACTIVITIES DELIVERING THE COUNCIL’S CORPORATE PLAN And other key statutory and service elements						
What is our corporate priority (CARES) ? Is the function statutory or non-statutory	Provide clear outline of what the service wants to achieve including projects and outcomes/deliverables	How will we measure the difference made?	When will business case be produced and when achieve this by? Is this a growth bid	Who is the lead officer?	Which Committee sign off?	Other service resources e.g procurement and budget required mention if also potential growth bids
	<i>Insert the specific action(s) your Team will take during 2024/25 including projects and BAU</i>	<i>Ensure all actions detail the intended outcome including the key milestones by which you will judge success. You should also include an indication of the timeframe (i.e. the start and end date of the activity.)</i>		<i>Identify a named officer who is accountable for delivering the action. This information is required so that progress against</i>		

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

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

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

KEY ACTIVITIES DELIVERING THE COUNCIL'S CORPORATE PLAN And other key statutory and service elements						
		<p>smoothly and that it meets the requirements of the Audit Committee and other key stakeholders.</p> <p><u>Outcomes include:</u></p> <ul style="list-style-type: none"> -Enhanced risk ownership by promoting greater direct data entry amongst colleagues -More efficient system that replaces the use of large word documents (which can often become unwieldy to maintain) with a central data repository -A facility to build and generate reports and summary dashboards that present information in a more aesthetically pleasing 				

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

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

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

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

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

Details of bid (1)	Reason for Bid and confirm which priority in the new corporate plan this relates to CARES (Community, Affordable Housing, Recovery, Environment & Service Delivery) include consideration of future years items (2)	Cost Centre code details (3)	Start Date MM/YY (4)	Gross Funding rec'd Separate line. If none enter n/a (£000) (5)	Gross (Revenue or Saving) or Cost £000 (6)	Total bid Req'd. (7)	End Date MM/YY (8)	PID Req'd Y or N If no, why not? (9)	Procurement involved Y or N If no, why not? (10)	24/25 £000 (11)	25/26 £000 (12)	26/27 £000 (13)	27/28 £000 (14)
Cost - Revenue	Service Delivery – delivering an efficient Internal Audit Service by delivering the service through a partnership or outsourcing arrangement. Initial set up costs may be required.		01/04/24			30,000			N	30			
Total Cost - Revenue										N/A			
										N/A			
Income - Revenue										N/A			
										N/A			
Total Income - Revenue										N/A			
										N/A			
Staff - Revenue										N/A			

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

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

Use a separate line for each item.

Provisional 2024/25 revenue cost/income budget requested.

Service Area	Revenue Expenditure Budget	Projected Income	Staff (Full time equivalents)	Savings	Total budget
Total 2024/25	214,200	0	See earlier comments under column 2	0	X
Expenditure Costs	To be confirmed later in year as depends on	0	See earlier comments under	0	X

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

Significant/Material anticipated revenue budget impacts:

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

Service Cost Centre	Issues Description	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s
Audit 30123 5012	30123 5012 - Contractual Inflation (Audit Contractor)	5 to 10% on existing Contractor budget of 13,900 needs to be allowed for /factored.	If inflation steadily goes down as forecast from 2024 then there may be no requirement for contractual inflation	n/a – see comments for 25/26	n/a – see comments for 25/26
Audit 30123 5012	30123 5012 – Potential for new Contracts to support				

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

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

Use a separate line for each item.

N/A

Details of bid	Reason for Bid and confirm which priority in the new corporate plan this relates to CARES (Community, Affordable Housing, Recovery, Environment & Service	Cost Centre code details	Start Date MM/YY	Gross Funding rec'd Separate line. If none enter	Gross Capital Cost £000	Total bid Req'd. £000's	End Date MM/YY	PID Req'd Y or N Mandat	Procurement involved Y or N Mandat	24/25 £000	25/26 £000	26/27 £000	27/28 £000
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(1)	Delivery) include consideration of future years items (2)	(3)	(4)	n/a (£000) (5)	(6)	(7)	(8)	ory (9)	ory (10)	(11)	(12)	(13)	(14)
Capital										N/A	N/A	N/A	N/A
Total Capital	Nil												

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

Cost Centre	Initiative	24/25	25/26	26/27	27/28
Audit - 30123	Automated audit working papers , and requests for electronic information as part of audit assignments have already been in place for many years to replace the need for manual files/printing. This approach will continue.				
	Hybrid working model across the Council continues. Office days are restricted which helps to reduce road traffic levels and related environmental impact.				
Total carbon reduction	Not calculated – perhaps an overall assessment of reduction in				

by ton	carbon footprint from reduced office working and less printing is available for the Council over a time period.				
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4. PROCUREMENT CONTRACTS – please list below all contracts under £40,000 that will lapse and or will need to be renewed over the next four years

Cost Centre	Supplier	Contract details	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s
30123 5012	This cannot be advised at this stage as it is dependent on the procurement process/outcome. The prospective supplier for 2023/24 is being discussed.	To support delivery of the annual Internal Audit Plan – procurement process underway for 2023/24 provision and contract documentation to be prepared/issued in due course. Contracts will need to be renewed or established for future service provision beyond 2024/25 so it is expected that some support is required from the Legal and Procurement team.				
Total £000s			X – Not yet known	X Not yet known	X Not yet known	x Not yet known

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

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

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

WORKFORCE PLANNING ISSUES/TRAINING REQUIREMENTS

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

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

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

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

COMMUNICATION/CONSULTATION

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

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

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

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

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

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

additionally complete risk appetite framework Appendix A (below)

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

Risk Category 1.Overstretched capacity

Likelihood – Almost Certain (4)

Impact – Major (3)

RAG rating – **RED**

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

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

Risk Category 2. Limited resilience

Likelihood – Likely (3)

Impact – Medium (2)

RAG rating – Amber

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

Risk Category 3. Succession planning

Likelihood – Likely (3)

Impact – Major (3)

RAG rating - – Amber

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

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

Likelihood – Unlikely (2)

Impact – Major (3)

RAG rating - Amber

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

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

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

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

NON-LEGAL ISSUES

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

EQUALITY and DIVERSITY

Equality Impact Assessments Required or Reviews due include here

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

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

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

SERVICE AREA
Internal Audit

9. KEY CONTACTS

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

10.0 MANAGEMENT AND PORTFOLIO HOLDER

10.1 Group Head’s comment/signoff

Signature/ date	Comments

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

Signature/date	Comments

Document Reference:	Service Plan 2024/25
Version:	V1

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

Appendix A SERVICE PLAN TEMPLATE – Risk Appetite

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

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

provision' (CURRENT)?				
Use the information above, review the content within your Service Plan and reflect on your Service approaches to establish where your specific Service risk appetite is currently positioned. Add X				
Appetite Category	Minimal	Cautious	Exploratory	Seeking
1.Internal Audit – Planned audit Assurance work		X		
2.Statutory Reporting, Audit Standards and Audit Committee		X		
3. Risk Management work			X	
4. Counter Fraud work			X	
5.Support and Advisory work (focussing on risk and control)			X	
Why does your service risk appetite(s) sit against this category? Provide one or two examples of practices and approaches within your Service to support your assessment. For example, if you define your Service(s) to have a minimal or cautious risk appetite is this influenced by a strong regulatory working environment presenting wider implications or repercussions if this appetite category was not adhered to.				

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

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

Risk Management
Counter Fraud
Advisory work

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

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

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

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

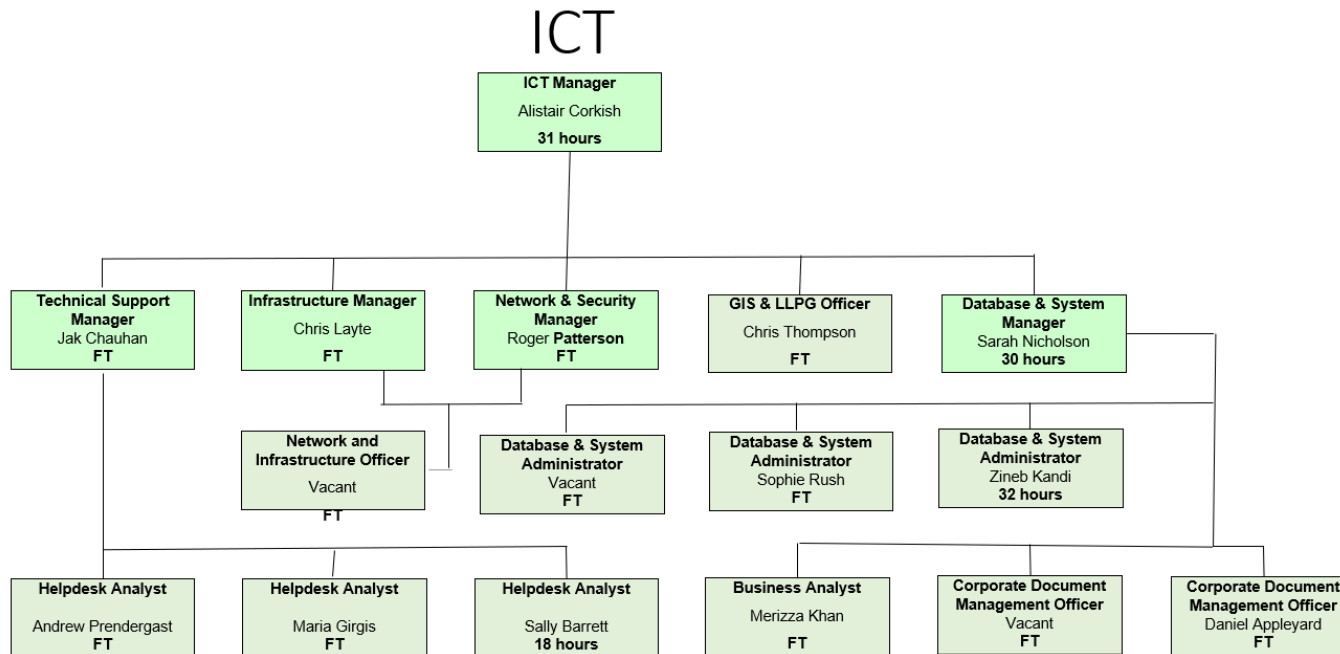
SERVICE PLAN 2024/25

1. SERVICE OVERVIEW

INSERT BRIEF OVERVIEW OF THE TEAM.

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

WHO WE ARE



WHAT WE DO: Service Purpose and Core Business Functions

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

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

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

Insert the relevant ‘enabling actions’ actions your Team intends to undertake in the coming year to help maximise your resources to achieve service priorities and contribute towards the Corporate Plan priorities and objectives. These will include specific actions that contribute to your team’s work and

include any significant ICT projects, specific areas of development in terms of assets, major capital projects and any actions to mitigate against identified service risks. **Ensure fully cover budgetary issues and address climate change impacts** (i.e. does scheme contribute to reducing carbon emissions or meet other social and environmental criteria)

KEY ACTIVITIES DELIVERING THE COUNCIL’S CORPORATE PLAN And other key statutory and service elements						
What is our corporate priority (CARES) ? Is the function statutory or non-statutory	Provide clear outline of what the service wants to achieve including projects and outcomes/deliverables	How will we measure the difference made?	Is a business case required? and when do you hope to action the achieve this by? Or Is this just a growth bid?	Who is the lead officer?	Which Committee sign off?	Other service resources e.g. procurement and <i>budget</i> required mention if also potential growth bids
Service Delivery	<i>Insert the specific action(s) your Team will take during 2024/25 including projects and BAU</i>	<i>Ensure all actions detail the intended outcome including the key milestones by which</i>		<i>Identify a named officer who is accountable for delivering the action. This information is required</i>		

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

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

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

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

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

Service Area	Revenue Expenditure Budget £	Capital Budget £	Projected Income £	Staff (Full time equivalents)	Key risks for budget
Total	1318300	336000		15.08	

Details of bid	Reason for Bid and confirm which priority in the new corporate plan this relates to CARES (Community, Affordable Housing, Recovery, Environment & Service Delivery) include consideration of future years items.	Cost Centre code details	Start Date MM/YY	Gross Funding rec'd Separate line. If none enter n/a (£000)	Gross (Revenue or Saving) or Cost £000	Total bid Req'd.	End Date MM/YY	PID Req'd Y or N If no, why not?	Procurement involved Y or N If no, why not?	24/25 £000	25/26 £000	26/27 £000	27/28 £000
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)
Cost - Revenue	<p>Service Delivery</p> <p>Our Microsoft agreement is up for renewal in May 2024. We currently have 415 licenses. We have recently freed up some licenses by moving some of our Family Support licenses to Elmbridge. As a result, 401 are in use. We need a minimum of 5 spare to cover starters and leavers.</p> <p>This means there are 9 licenses not in use. There are a number of plans that will require additional licenses. There is a project within Finance to add 13 members of staff.</p> <p>There is a project in Independent Living to add 15 members of staff. There are initiatives in place to have more work experience staff and apprenticeships (we are told 2 to 5 at any one time).</p> <p>All of the above will require licensing. The amount of budget required will depend on whether or not the above plans all proceed.</p>	30643	05/24		Between 0 and 24000		No end	The depts initiating the projects are producing PIDs	N Variati on to a contract	Between 0 and 24000	Between 0 and 24000	Between 0 and 24000	Between 0 and 24000

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

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

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

Use a separate line for each item.

Provisional 2024/25 revenue cost/income budget requested.

Service Area	Revenue Expenditure Budget	Projected Income	Staff (Full time equivalents)	Savings	Total budget
Total 2024/25	0	0	0	0	X
Expenditure Costs	477,900	0	0	0	X
Project Income/Lost Income	0	X	0	0	X
Staff	864,400	0	X	0	X
Savings	(0)	(0)	(0)	(X)	(X)
Total 2024/25 Provisional Revenue Budget 2024/25	1,342,300	X	15.08	X	1,342,300

Significant/Material anticipated revenue budget impacts:

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

Service Cost Centre	Issues Description	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s
ICT	Our delivery method to end users is currently using VDI. VDI is delivered to end users using a Windows Server edition (2016 onwards) which looks like a Windows		500,000		

	<p>10 desktop. This allows us to use a Citrix XenServer licensing model. Microsoft are ending support for using Office 365 on their server editions in 2025.</p> <p>At that point we will need to have moved to a new delivery method.</p> <p>There are several options for this.</p> <p>At the same time, our Citrix licensing expires, the laptops bought for staff during Covid become end of life and the thin terminals on desks at KG and the depot become end of life.</p> <p>This would be an opportunity to move to a model of issuing a laptop to every user and using a VPN, or similar to connect to applications remotely.</p> <p>Other options include upgrading the VDI virtual desktops or moving to MS virtual desktops or another provider.</p> <p>400 staff x 1 – 1.5K for laptops, docking stations, peripherals plus VPN set up costs</p>				
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	As per the revenue bid, there are potentially an additional 28 staff that will need hardware. Laptops, monitors, headsets, peripherals, mobiles etc. Depending on requirements for the users this would be up to £40K to set up The relevant departments would need to say if this is required	Between 0 – 40,000			
	Our SAN, back up targets and host servers will all be due for replacement in 26/27. Total cost 350K			350,000	
	We provide every member with a tablet (40 tablets) but there are also now a significant number of them that have been allocated to staff (around 50 across Senior Management, Planning, Family Support, Elections, Housing Options, Committees, Communications, Neighbourhood Services etc). This number is increasing year on year. They cost upwards of £1100 with covers and keyboards. As		11,000	51,000	11,000

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

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

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

Use a separate line for each item.

Details of bid	Reason for Bid and confirm which priority in the new corporate plan this relates to CARES (Community, Affordable Housing, Recovery, Environment & Service Delivery) include consideration of future years items	Cost Centre code details	Start Date MM/YY	Gross Funding rec'd Separate line. If none enter n/a (£000)	Gross Capital Cost £000	Total bid Req'd. £000's	End Date MM/YY	PID Req'd Y or N Mandatory	Procurement involved Y or N Mandatory	24/25 £000	25/26 £000	26/27 £000	27/28 £000
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)

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

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

Cost Centre	Initiative	24/25	25/26	26/27	27/28
	We plan on moving our CCTV storage to a less power hungry unit. The SAN that it currently resides on draws 830W per hour. (Amounting to 7250 KW per year). We hope to reduce that by two thirds.				

Total carbon reduction by ton					
--------------------------------------	--	--	--	--	--

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

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

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

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

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

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

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

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

GDPR
Ensure any issues relating to data management and protection are covered under risks.
PROCUREMENT OR CONTRACTS (upcoming procurements or contracts required)
As above for legal, procurement need an indication at least of anything likely to arise (should also be included in project section above where any projects requiring procurement assistance should be highlighted)
ICT (e.g. provide information on systems to be purchased or support needed)
As above for legal they need to be aware of possible ICT needs
Climate Change
Consider both how the service would be impacted by climate change and its climate change impacts.
SERVICE RISKS (consider likelihood and impact) – relate where appropriate to corporate risk
see Appendix A (below)
NON-LEGAL ISSUES
n/a
EQUALITY and DIVERSITY
n/a

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

SERVICE AREA
Detailed in growth bids above

9. KEY CONTACTS

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

10.0 MANAGEMENT AND PORTFOLIO HOLDER

10.1 Group Head’s comment/signoff

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

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

Signature/date	Comments

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

19-4-23

Appendix A SERVICE PLAN TEMPLATE – Risk Appetite

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

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

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

'Service provision' (CURRENT)?				
Use the information above, review the content within your Service Plan and reflect on your Service approaches to establish where your specific Service risk appetite is currently positioned. Add X				
Appetite Category	Minimal	Cautious	Exploratory	Seeking
1.ICT		X		
Security is paramount. But we do not buy “nice to haves” to enhance our security. We work to the minimum standards required based on what the council can afford. This ethos applies infrastructure and endpoints too.				