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Legal and Democratic Services



STRATEGY AND RESOURCES COMMITTEE

Tuesday 21 September 2021 at 7.30 pm

Place: Council Chamber, EpsomTown Hall

Link for public online access to this meeting:

<https://attendee.gotowebinar.com/register/3286929955774453775>

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Telephone (listen-only): 0330 221 9922, Telephone Access code:877-405-431

The members listed below are summoned to attend the Strategy and Resources Committee meeting, on the day and at the time and place stated, to consider the business set out in this agenda.

Councillor Colin Keane (Chair)
Councillor Hannah Dalton (Vice-Chair)
Councillor Kate Chinn
Councillor Bernice Froud
Councillor David Gulland

Councillor Eber Kington
Councillor Lucie McIntyre
Councillor Clive Smitheram
Councillor Clive Woodbridge

Yours sincerely

Chief Executive

For further information, please contact Democratic Services, email: democraticservices@epsom-ewell.gov.uk or tel: 01372 732000

EMERGENCY EVACUATION PROCEDURE

No emergency drill is planned to take place during the meeting. If the fire alarm sounds continuously, or if you are instructed to do so, you must leave the building by the nearest available exit. You will be directed to the nearest exit by council staff. It is vital that you follow their instructions.

- You should proceed calmly; do not run and do not use the lifts;
- Do not stop to collect personal belongings;
- Once you are outside, please do not wait immediately next to the building, but move to the assembly point at Dullshot Green and await further instructions; and
- Do not re-enter the building until told that it is safe to do so.

Public information

Please note that this meeting will be held at the Town Hall, Epsom and will be available to observe live on the internet

This meeting will be open to the press and public to attend as an observer using free GoToWebinar software, or by telephone.

A link to the online address for this meeting is provided on the first page of this agenda and on the Council's website. A telephone connection number is also provided on the front page of this agenda as a way to observe the meeting, and will relay the full audio from the meeting as an alternative to online connection. A limited number of seats will also be available in the public gallery at the Town Hall. For further information please contact Democratic Services, email: democraticservices@epsom-ewell.gov.uk, telephone: 01372 732000.

Information about the terms of reference and membership of this Committee are available on the [Council's website](#). The website also provides copies of agendas, reports and minutes.

Agendas, reports and minutes for the Committee are also available on the free Modern.Gov app for iPad, Android and Windows devices. For further information on how to access information regarding this Committee, please email us at Democraticservices@epsom-ewell.gov.uk.

Exclusion of the Press and the Public

There are no matters scheduled to be discussed at this meeting that would appear to disclose confidential or exempt information under the provisions Schedule 12A of the Local Government (Access to Information) Act 1985. Should any such matters arise during the course of discussion of the below items or should the Chairman agree to discuss any other such matters on the grounds of urgency, the Committee will wish to resolve to exclude the press and public by virtue of the private nature of the business to be transacted.

Questions from the Public

Questions from the public are permitted at meetings of the Committee. Any person wishing to ask a question at a meeting of the Committee must register to do so, as set out below.

Up to 30 minutes will be set aside for written or oral questions from any member of the public who lives, works, attends an educational establishment or owns or leases land in the Borough on matters within the Terms of Reference of the Strategy and Resources Committee which may not include matters listed on a Committee Agenda.

All questions whether written or oral must consist of one question only, they cannot consist of multi parts or of a statement.

The question or topic may not relate to a specific planning application or decision under the Planning Acts, a specific application for a licence or permit of any kind, the personal affairs of an individual, or a matter which is exempt from disclosure or confidential under the Local Government Act 1972. Questions which in the view of the Chairman are vexatious or frivolous will not be accepted.

To register to ask a question at a meeting of the Committee, please contact Democratic Services, email: democraticservices@epsom-ewell.gov.uk, telephone: 01372 732000.

Written questions must be received by Democratic Services by noon on the tenth working day before the day of the meeting. For this meeting this is **Noon, 7 September 2021**

Registration for oral questions is open until noon on the second working day before the day of the meeting. For this meeting this is **Noon, 17 September 2021**

AGENDA

1. QUESTION TIME

To take any questions from members of the Public.

2. DECLARATIONS OF INTEREST

Members are asked to declare the existence and nature of any Disclosable Pecuniary Interests in respect of any item of business to be considered at the meeting.

3. MINUTES OF PREVIOUS MEETING (To Follow)

The Committee is asked to confirm as a true record the Minutes and Restricted Minutes of the meeting of the Strategy and Resources Committee held on 27 July 2021 (to follow) and to authorise the Chair to sign them.

4. 2020-21 STATEMENT OF ACCOUNTS AND AUDIT FINDINGS (To Follow)

5. ROUGH SLEEPING ACCOMMODATION PROGRAMME (RSAP) 2021/22 (Pages 5 - 10)

The report seeks approval for a contribution of £145,000 from the council's s106 affordable housing funds to support a bid to the Ministry of Housing Communities and Local Government (MHCLG) under their Rough Sleepers Accommodation Programme (RSAP), for the purchase of two properties within the borough, by Transform Housing & Support (Transform), to provide accommodation and support to those are either homeless, rough sleeping or at risk of rough sleeping.

6. ANNUAL PLAN 2021/22 (Pages 11 - 36)

This report sets out the Annual Plan 2021- 2022 outlining the key objectives and performance indicators to support the delivery of the Council's Four Year Plan 2020- 2024.

7. PROCUREMENT OF TEMPORARY AGENCY STAFF (Pages 37 - 48)

This report outlines the proposed approach for the procurement of agency staff.

8. LAND FOR HIGHWAYS ADOPTION AT ROSEBANK, EPSOM OUTSIDE ST JOSEPH'S SCHOOL (Pages 49 - 78)

This report outlines a request to release Council land to be adopted by Surrey County Council Highways to improve pedestrian safety outside a busy Borough Primary School.

9. 2022/23 BUDGET TARGETS AND FINANCE UPDATE (Pages 79 - 100)

This report recommends budget targets for 2022/23 and provides an update on financial planning as recommended by Financial Policy Panel.

10. FUTURE OF THE BUILDING CONTROL SERVICE (To Follow)

11. EXCLUSION OF PRESS AND PUBLIC (Pages 101 - 102)

The Committee is asked to consider whether it wishes to pass a resolution to exclude the Press and Public from the meeting in accordance with Section 100A (4) of the Local Government Act 1972 on the grounds that the business involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Act (as amended) and that pursuant to paragraph 10 of Part 2 of the said Schedule 12A the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

12. COMMERCIAL TENANTS UPDATE (Pages 103 - 120)

This report has not been published because the meeting is likely to be closed to the press and public in view of the nature of the business to be transacted/nature of the proceedings. The report deals with information relating to the financial or business affairs of the Committee and third parties and the public interest in maintaining the exemption currently outweighs the public interest in disclosing the information.

ROUGH SLEEPING ACCOMMODATION PROGRAMME (RSAP) 2021/22

Head of Service: Rod Brown, Head of Housing & Community
Wards affected: (All Wards);
Urgent Decision?(yes/no)
If yes, reason urgent decision required:
Appendices (attached): None

Summary

The report seeks approval for a contribution of £145,000 from the council's s106 affordable housing funds to support a bid to the Ministry of Housing Communities and Local Government (MHCLG) under their Rough Sleepers Accommodation Programme (RSAP), for the purchase of two properties within the borough, by Transform Housing & Support (Transform), to provide accommodation and support to those are either homeless, rough sleeping or at risk of rough sleeping.

Recommendation (s)

The Committee is asked to:

- (1) As part of the MHCLG Rough Sleeping Accommodation Programme, agree to commit £145,000 funding (£72,500 per property) from S106 affordable housing to work in partnership with Transform Housing & Support for them to purchase 2 x 1 bedroom flats in the borough to alleviate rough sleeping and homelessness for those with multiple and complex needs.**

1 Reason for Recommendation

- 1.1 To access and utilise MHCLG RSAP funding to secure 2 units of Housing First Accommodation in the borough to alleviate rough sleeping and homelessness for those with multiple and complex needs.

2 Background

- 2.1 The Ministry of Housing, Communities and Local Government (MHCLG) have invited Councils, working with delivery partners and local stakeholders in health, social care, probation services, the voluntary and charities sector, service users and Registered Providers of social housing, to submit Proposals and Bids for the Rough Sleeping Accommodation Programme (RSAP).
- 2.2 RSAP's objective is to provide Move-On homes, available as long-term assets, and accompanying support services to eligible rough sleepers to achieve a sustainable reduction in rough sleeping.

- 2.3 RSAP includes funding for capital and revenue-based accommodation schemes, as well as funding for support services to enable individuals accommodated in these units to move on from rough sleeping.
- 2.4 A link to the Rough Sleeping Accommodation Programme (RSAP) prospect can be found here:-
<https://www.gov.uk/government/publications/rough-sleeping-accommodation-programme-2021-24/rough-sleeping-accommodation-programme-prospectus-and-guidance-outside-of-greater-london-html-version>
- 2.5 The four East Surrey areas Mole Valley District Council (MVDC), Tandridge District Council (TDC), Reigate and Banstead Borough Council (RBBC) and Epsom and Ewell Borough Council (EEBC) have been working in partnership with Transform Housing & Support (Transform) with the aim of increasing Housing First accommodation and support services for people with a history of rough sleeping and complex/multiple needs.
- 2.6 The East Surrey districts & boroughs and Transform had planned to apply for capital and revenue funds in July 2021 under the Rough Sleepers Accommodation Programme (RSAP) to provide supported accommodation for homeless and vulnerable people – two of which would be located in Epsom & Ewell. Unfortunately, the bid was not submitted due to a continued reduction in capital funding available from the MHCLG under RSAP, leaving the project unaffordable to the five partners.
- 2.7 However since then the MHCLG has invited the partnership to submit a bid in the third round of RSAP funding in September 2021 and the partnership has sort to collaborate with Surrey County Council (SCC) Public Health to identify additional capital funding via their Contain Management fund.
- 2.8 Transform have recently submitted a Housing First business case bid to Surrey County Council which they are currently considering. If the bid to SCC is successful this will bring each the partner's contribution back in line with the initial July proposal.
- 2.9 The partnership are therefore planning to re-apply to RSAP on 1 September when it opens for its third funding round, if we can secure the additional capital funding from SCC Public Health Contain Management fund.
- 2.10 RSAP bid proposal**
- 2.11 Under RSAP bid proposal the four East Surrey Councils are looking to work with Transform to purchase on the open market two x 1-bedroom self-contained flats in each of the borough / district areas to provide accommodation and intensive personalised support to rough sleepers and homeless people with high, complex and multiple needs.

- 2.12 The scheme would draw on the principles of both the Housing First model and the Surrey Making Every Adult Matter (MEAM) approach, with a team around each individual to assist them with accommodation and support needs.
- 2.13 The properties would be owned by Transform with each Council having nomination rights to the properties. Day to day management and intensive personalised support would be provided by Transform.
- 2.14 If the MHCLG bid is successful the homes would be delivered during 2021/22 and 2022/23. Transform have a good proven track record in delivering similar projects.

2.15 Funding requirement

- 2.16 The RSAP funding allows for a capital bid for the purchase and repair costs up to £75,400 per property and further revenue funding for support costs.
- 2.17 It is estimated that the purchase and repair costs would be approx. £290,000 per property with EEBC contributing £72,500 per property (£145,000 in total for the two properties) and Transform contributing £107,300 per property.
- 2.18 If the partnership successfully secures additional capital funding from SCC this is anticipated to be £34,800 per property.
- 2.19 A breakdown of the estimated capital costs are below:

Capital Cost based on 2 units	Epsom & Ewell
No of Flats	2
	£000's
Average purchase cost (£000's)	270
Acquisition Cost	540
Works/Repair cost	40
Total Costs	580
Funded By	
Grant- Homes England /MHCLG (26%)	150.8
SCC Public Health (12%)	69.6
Grant- Local Authority (25%)	145
Transform (37%)	214.6
	580

2.20 Unmet need

- 2.21 There is no supported housing in Surrey for people with high, complex and multiple needs who require intensive support. Consequently this cohort remains in interim/emergency accommodation, often out of area, while work is undertaken to try to secure accommodation. Given the vulnerability of this complex cohort, sustaining tenancies without support is often a challenge.
- 2.22 As at 20/08/2021 there are 40 single persons in nightly paid accommodation. Many of these have high, complex and multiple needs. The average net costs of nightly paid accommodation for this household size is £11,000 per year per household.
- 2.23 Since March 2020 we have accommodated 73 single people under “Everyone In” (Lockdown1-3). These people were either rough sleeping or homeless and at risk of rough sleeping. Whilst we have rehoused a number of these into alternative accommodation many have high, complex and multiple needs and we have been unable to find appropriate supported accommodation.

3 Risk Assessment

Legal or other duties

3.1 Impact Assessment

3.2 Crime & Disorder

- 3.2.1 The provision of Housing First accommodation would reduce rough sleeping and therefore associated crime & disorder issues.

3.3 Safeguarding

- 3.3.1 The provision of Housing First accommodation would enable us to provide appropriate accommodation to vulnerable rough sleepers who have multiple and complex needs. This would safeguard the individual and the wider community.

3.4 Dependencies

- 3.4.1 If the partnership is successful in obtaining RSAP funding from MHCLG the progression of the project would still be dependent on receiving capital funding of £34,800 per property from SCC Public Health Contain Management fund. The outcome of this will be known by end of September 2021.

3.5 Other

- 3.5.1 None

4 Financial Implications

- 4.1 A total £145,000 funding (£72,500 per property) is required to work in partnership with Transform Housing & Support for them to purchase 2 x 1 bedroom flats.
- 4.2 It is proposed to fund the contribution from S106 affordable housing sums, which currently stand at £1,719,353. Allocating £145,000 of this balance would reduce the remaining funds available for other projects down to £1,574,353.
- 4.3 The proposed scheme is eligible to be funded by S106 affordable housing sums, because it meets the following two criteria, which were agreed by Social Committee in January 2012:
- 4.3.1 Where a financial analysis of the s106 investment required can be demonstrated to represent good value for money, either by reference to the number of homes delivered for the investment (e.g. by comparing the level of investment to the average level of grant that might be paid by the Homes & Communities Agency for a home of a similar size and quality) or where the s106 capital investment can be demonstrated to help the Council to achieve revenue savings elsewhere, such as reducing the cost of temporary accommodation.*
- 4.3.2 Where housing schemes will help the Council to prevent homelessness e.g. through the delivery of larger family sized accommodation, or short term accommodation for single homeless households.*
- 4.4 **Section 151 Officer's comments:** The Council would expect to generate revenue savings of £22,000 per annum from the two properties (£11,000 per property), meaning the payback period for the investment would be expected within seven years.

5 Legal Implications

- 5.1 The accommodation would mean that the council is able to meet its legal obligation under the Housing Act 1996, as amended.
- 5.2 It is proposed to allocate the full £145,000 from S106 affordable housing funds (legal agreement reference P090-123), as this project would meet the criteria set-out in the agreement.
- 5.3 **Legal Officer's comments:** None arising from the contents of this report.

6 Policies, Plans & Partnerships

- 6.1 **Council's Key Priorities:** The following Key Priorities are engaged:
- 6.2 **Safe & Well** - Work with partners to improve the health and wellbeing of our communities, focusing in particular on those who are more vulnerable

- 6.3 **Opportunity & Prosperity** - Address the housing needs of the Borough, including affordable housing needs, through the development of our Local Plan
- 6.4 **Service Plans:** The matter is included within the current Service Delivery Plan – Reduce Homelessness numbers and produce forecast.
- 6.5 **Climate & Environmental Impact of recommendations:**
- 6.6 **Sustainability Policy & Community Safety Implications:**
- 6.7 The provision of Housing First accommodation would reduce rough sleeping and therefore associated crime & disorder issues, improving community safety.
- 6.8 **Partnerships:**
- 6.9 The four East Surrey districts & boroughs are working in partnership with Transform Housing & Support (Transform) to jointly bid for funding to increase Housing First accommodation and support services for people with a history of rough sleeping and complex/multiple needs. A partnership approach is required to access funding and to enable Transform to provide the support package on economies of scale of operation across four areas.

7 Background papers

- 7.1 The documents referred to in compiling this report are as follows:

Previous reports:

- None

Other papers:

A link to the Rough Sleeping Accommodation Programme (RSAP) prospect can be found here:-

<https://www.gov.uk/government/publications/rough-sleeping-accommodation-programme-2021-24/rough-sleeping-accommodation-programme-prospectus-and-guidance-outside-of-greater-london-html-version>

ANNUAL PLAN 2021- 2022

Head of Service:	Gillian McTaggart, Head of Corporate Assurance
Wards affected:	(All Wards);
Urgent Decision?(yes/no)	No
If yes, reason urgent decision required:	
Appendices (attached):	Appendix 1 – Four Year Plan 2020 –2024 Appendix 2 – Annual Plan 2021 – 2022 Appendix 3 – Corporate Planning Cycle

Summary

This report sets out the Annual Plan 2021- 2022 outlining the key objectives and performance indicators to support the delivery of the Council's Four Year Plan 2020-2024

Recommendation (s)

The Committee is asked to:

- (1) Approve the draft key objectives and performance indicators identified within the Annual Plan for 2021 – 2022 and recommend approval by Council**
- (2) Agree that the Annual Plan for 2021- 22 supersedes previously agreed action plans for 2021- 22**

1 Reason for Recommendation

- 1.1 Members are being asked to approve the Annual Plan for 2021-2022. This has been developed to reflect priorities agreed in the Four Year Plan . It also takes into account the impact of the Covid pandemic and Build Back Better programme. The Annual Plan considers the resources available and supersedes previously agreed action plans .

2 Background

- 2.1 During 2019/20 the Council developed and approved both the Future 40 Vision and Four Year Plan (2020 – 2024) . Both documents were approved by the Strategy & Resources Committee on 14 January and by Full Council on 20 January 2020.

- 2.2 The Four Year Plan provides a framework for decision making, which ensures that available resources are allocated to meet the needs of our communities. Having a clear vision for the future, aligned with strategic priorities and activities also provides a framework for managing the effectiveness of the organisation, as well as for managing individual services. This in turn allows for good and effective scrutiny of both decisions and performance.
- 2.3 The Four Year Plan (2020 – 2024) shown in Appendix 1 sets out the Council's strategy for the provision of local services for residents, businesses, and visitors for the four year period. This was developed alongside our Future 40 Vision , and the Council extensively engaged with residents, businesses, and various stakeholders to develop our priorities . The themes identified within the Future 40 Vision are the same for the Four Year Plan. An additional priority of Effective Council was added to the Four Year Plan to support the focus on the priorities identified by residents .
- 2.4 The six new themes in the Four Year Plan are :
- 2.4.1 **Green & Vibrant** - A better place to live where people enjoy their surroundings
 - 2.4.2 **Safe & Well** - A place where people feel safe, secure, and lead healthy, fulfilling lives
 - 2.4.3 **Opportunity & Prosperity** - A successful place with a strong, dynamic local economy where people can thrive
 - 2.4.4 **Smart & Connected** - Alive and connected socially, economically, geographically, and digitally
 - 2.4.5 **Cultural & Creative** - A centre for cultural and creative excellence and inspiration
 - 2.4.6 **Effective Council** – Engaging, responsive and resilient Council

- 2.5 The launch of the Four Year Plan and the targets for 2020-21 were hugely impacted by the emergency response to the pandemic. The targets for 2020/21 were reprioritised during the year with additional targets relating to the emergency response and recovery from first lockdown. The end of year monitoring for 2020-21 was reported to the Audit, Crime & Disorder and Scrutiny Committee in June.
- 2.6 The new Annual Plan for 2021-22 replaces the previous Key Priority Targets that monitored the delivery of the Corporate Plan for 2016 -2020. The key aim of the new format within the Annual Plan is to deliver “outcome” focused priorities and to be able to measure performance over the four year period.

3 Annual Plan, Key Objectives and Performance Indicators for 2021- 2022

- 3.1 The Annual Plan 2021/22 is shown in Appendix 2 and consists of Key Objectives (qualitative data) and Performance Indicators (quantitative data) . These have been developed based on the priorities in the Four Year Plan .
- 3.2 The Key Objectives focus on the priorities to be delivered in 2021/22 to support the delivery of the Four Year Plan. The Key Objectives are assigned a colour code to identify the responsible committee. They also identify a lead officer and key milestones. The table below identifies the colour codes :

Key to Colour Coding

	Strategy & Resources Committee
	Licensing & Planning Policy Committee
	Community & Wellbeing Committee
	Environment & Safe Communities Committee

- 3.3 The Performance Indicators include some existing targets and a range of developing indicators to measure performance over the period of the Four Year Plan . These will be further developed during 2022-2023.
- 3.4 The Annual Plan for 2021-22 was scrutinised by the Audit, Crime & Disorder and Scrutiny Committee on 1 September 2021 and they were generally supportive of the approach and methodology in developing the Annual Plan and discussed the following points.

- 3.4.1 A query was raised by the Committee on the data capture for CO2 omissions and it was agreed that the Reduction in CO2 omissions was a developing indicator and would be looked at in 2022-23 as the methodology and robustness for capturing CO2 omissions is important and should be considered .
- 3.4.2 The Committee requested the addition of the action plan from the LGA Peer Review as a target however the Chief Finance Officer confirmed that it did not need to be a target in the Annual Plan as it is being reported and monitored by the Strategy & Resources Committee.
- 3.4.3 There was a concern explored over the term balanced budget in the corporate planning cycle which the Chief Finance Officer clarified meant fully financed with or without the use of reserves .
- 3.4.4 The Committee raised whether the target for the number of major planning applications decided in time should be higher than 60%. It was agreed that this would be reviewed in setting the 2022-23 targets given current situation in resourcing the Planning Team
- 3.4.5 A concern was also expressed around the target set for the number of new trees planted and it was confirmed that this would be reviewed in 2022-23 once the tree planting policy was agreed
- 3.4.6 The Committee queried the target for stage 1 and 2 complaints being data only and it was confirmed that a target cannot be set as the numbers vary from year to year and this is to provide details on the level of complaints each year but could be reviewed at a further stage.
- 3.5 The Key Objectives and Performance Indicators within the Annual Plan supersedes previously agreed action plans covering 2021- 22 and therefore will be referred onto Council Progress against the Key Objectives and Performance Indicators within this Annual Plan will be reported to this Audit, Crime & Disorder and Scrutiny Committee.

4 Corporate Planning Process

- 4.1 Going forward, the planning process for the Annual Plan will be aligned to the annual budgeting process. This will ensure that funding is agreed at an earlier stage and will match the priorities and projects that are agreed.
- 4.2 The draft Corporate Planning process is shown in Appendix 3 . The process for developing the Annual Plan for 2022/23 is already in motion as it starts in August identifying members priorities . The draft Annual Plan for 2022/2023 will be circulated in October and reported to committee .
- 4.3 As well as regular monitoring an Annual Report will be produced each year based upon the four year plan and the priorities delivered .

5 Risk Assessment

Legal or other duties

5.1 Impact Assessment

5.1.1 Failure to approve the key objectives and performance targets for 2021 to 2022 under the Four Year Plan will mean that there will be a lack of clear direction and priorities upon which decision making can be directed and resources allocated. Without a set of key objectives and performance targets, there is a risk that key stakeholders and especially the public will be unclear about the Council's aspirations and goals and may therefore be unwilling to commit their time and energy to working with the Council for the betterment of the community. This would prove particularly challenging as the Council looks to attract new inward investment to stimulate the economy and work more closely with partners.

5.2 Crime & Disorder

5.2.1 Safe and well is a key priority.

5.3 Safeguarding

5.3.1 No specific concerns

5.4 Dependencies

5.4.1 Several key objectives will be delivered with partner agencies.

5.5 Other

5.5.1 No specific concerns

6 Financial Implications

6.1 There are no specific financial implications to delivering the Annual Plan although several projects and policies within the Plan will have financial implications.

6.2 **Section 151 Officer's comments:** None arising from the contents of this report.

7 Legal Implications.

7.1 **Legal Officer's comments:** none arising from the contents of this report .

8 Policies, Plans & Partnerships

8.1 **Council's Key Priorities:** The following Key Priorities are engaged:

- 8.2 **Service Plans:** The Service Delivery Plans include all key objectives, and this also underpins the delivery of our key priorities.
- 8.3 **Climate & Environmental Impact of recommendations:** The Annual Plan supports the delivery of the key priority Green & Vibrant to provide a better place to live where people enjoy their surroundings.
- 8.4 **Sustainability Policy & Community Safety Implications:** The Annual Plan supports the delivery of the key priority Safe and Well, A place where people feel safe, secure, and lead healthy, fulfilling lives.
- 8.5 **Partnerships:** The Council cannot deliver the Four Year Plan on its own and will work with a range of partners to help and support its delivery.

9 Background papers

- 9.1 The documents referred to in compiling this report are as follows:

Previous reports:

- Future 40 – Long term vision for Epsom and Ewell Strategy 7
Resources Committee 14 January 2020 <http://th-modgov-01/documents/s15129/FUTURE40%20-%20LONG-TERM%20VISION%20FOR%20EPSOM%20AND%20EWELL.pdf>
- Four Year Plan 2020 -2024 <http://th-modgov-01/documents/s14997/Four%20year%20plan%202020%20-%202024.pdf>

Other papers:

Audit Crime & Disorder &Scrutiny minutes 1 Sept 2021

Four Year Plan

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2020-2024

Welcome to our Four Year Plan

This plan sets out our strategy for the provision of local services for residents, businesses and visitors during the four year period 2020 to 2024.

Our vision for the future

In 2018, we commenced a Council led initiative to develop a long-term vision for the borough, a project we called Future40. Through extensive engagement and consultation we brought together the views and aspirations of people that live and work in Epsom and Ewell. We identified five overall **themes that best reflect people's views and priorities** for the borough until 2040. These five themes form the core of this four year plan.

Green and
vibrant

Opportunity and
prosperity

Cultural and
creative

Safe and
well

Smart and
connected

Our finances and other challenges

At present, local government finance remains unclear. Despite this uncertainty, we will continue our drive to work as efficiently and effectively as possible, reviewing services, assets and other sources of income, but will remain adaptable awaiting the outcomes of central government reviews on how councils are funded and how business rates are to be distributed in the future. Our funding model will be reflected in our Medium Term Financial Plan, which will provide us with the financial principles upon which we can make sound financial decisions.

We face a number of other challenges over the course of this plan, for example, our local population is growing with an increasing number of elderly people living in the borough. This will place increasing pressure on development and available sites to provide housing and affordable homes as well as a growing demand on some of our discretionary services. Working closely with our partners in local government, the health service and police, our community and the voluntary sector, will remain vital for our success.

Our Borough

Current facts

- 80,000 circa people live in the borough of Epsom and Ewell. We are the smallest and most densely populated borough in Surrey.
- Over the 25 year period 2016 to 2041, the borough's population is projected to grow by 16.2%.
- There are over 32,000 homes in the borough.
- 42% of the borough is Green Belt.
- Fourth least deprived borough in Surrey.
- We have the smallest CO₂ per capita emissions in Surrey

Our Organisation

To deliver this plan over the next four years we need to ensure that we have the right skills to be entrepreneurial and enterprising, and that we invest in technology to improve services and access to them. We believe in listening and engaging with our community and will continue to improve our level of engagement. We want the borough to be a fair, inclusive and safe place for everyone, further promoting equality and diversity will contribute towards **the plan's success**.

We have a set of organisational behaviours to help deliver the plan and continue to evolve as a Council.

We take an
enterprising
approach to service
delivery

We **empower** by
collaborating with
passion and energy

We **engage** by caring
and supporting one
another

We **enable** by
delivering today with
an eye on the future

We **enjoy** – one team
enterprising Epsom &
Ewell Borough Council

How we will report

We will set targets for each year of the plan which we will monitor regularly together with other performance indicators. At the end of each year we will produce an Annual Report to outline progress made.

Themes for 2020 to 2024

We have taken the five themes from our vision and added a sixth, Effective Council, to deliver against over the course of this plan. Further details are provided over the following pages.





A better place to live where people enjoy their surroundings

Priorities	Key outcomes	How are we going to do it?	How will we know we are delivering?
Maintain clean and attractive streets and open spaces	<ul style="list-style-type: none">• Clean streets, parks and green spaces.	<ul style="list-style-type: none">• Enhance high quality responsive cleansing and maintenance regimes for our streets, public spaces and parks• Support and encourage more community and volunteer clean up events• Increase enforcement activities• Effective and efficient use of our Seasonal Environmental Action Team	<ul style="list-style-type: none">• Cleaner streets (percentage of streets that achieve cleanliness standards)• Number of voluntary clean up campaigns• External accreditations for parks and open spaces
Enhance the borough's natural assets, preserving and increasing biodiversity	<ul style="list-style-type: none">• Protected and improved local amenities and an increase in biodiversity	<ul style="list-style-type: none">• Work with our communities to improve their local area, parks and open spaces• Explore the use of biodiversity net gain policies in our local plan• Maintain to a high standard diverse habitats for wildlife across the borough• Identify new locations for tree planting in the Borough	<ul style="list-style-type: none">• Biodiversity projects and Biodiversity Action Plan delivered• Planning policies which promote biodiversity in place• Number of new trees planted• Management plans for all parks and green spaces• Number of volunteers assisting and number of hours of assistance
Work with partners to reduce our impact on the environment and move closer to becoming carbon neutral	<ul style="list-style-type: none">• Reduction in Carbon dioxide emissions across the borough and within the Council• Reduction in waste and improved recycling rates• Address air quality	<ul style="list-style-type: none">• Agree and implement a Climate Change Strategy and Action Plan• Work closely with partners to promote activities which support the climate change agenda• Identify and implement opportunities for increased recycling• Implement our Single Use Plastics Policy• Waste and recycling campaigns including those aimed at young people• Run a public awareness campaign for better air quality• Explore and implement opportunities to improve air quality	<ul style="list-style-type: none">• Carbon dioxide emissions in Council buildings and the borough• Delivery of the climate change action plan• Recycling rates and level of household waste produced• Decrease in kilograms of waste produced per household• Number of Business Bins clients• Number of campaigns held
Encourage high quality design which balances the built environment with new open green spaces	<ul style="list-style-type: none">• High quality, sustainable and energy efficient buildings which include new green spaces	<ul style="list-style-type: none">• Agree new planning policies• Work closely with developers to encourage high quality design• Improved Epsom town centre and other centres• Improved network of green infrastructure	<ul style="list-style-type: none">• Local Plan with supporting energy efficiency policies• Developments with green spaces and links connecting neighbourhoods• Planning policies used to promote good building design



A place where people feel safe, secure and lead healthy, fulfilling lives

Priorities	Key outcomes	How are we going to do it?	How will we know we are delivering?
Work with partners to improve the health and wellbeing of our communities, focusing in particular on those who are more vulnerable	• Residents' physical and mental health and general wellbeing is improved and health inequalities are reduced	<ul style="list-style-type: none">• Encourage more use of our parks and open spaces• Encourage more activities and greater use of our centres through partnership working with GLL, community groups and local sports clubs• Reflect health considerations, accessibility and equality in our policies• Support high standards of food safety across the borough• Homelessness prevention	<ul style="list-style-type: none">• Improved health and wellbeing outcomes delivered through the Health & Wellbeing Action Plan• Increase in 3-5 food safety ratings• Number of households in emergency accommodation• Number of households accommodated through Private Sector Leasing and rent deposit schemes• Number of homelessness cases prevented
	• Vulnerable residents are supported to lead active healthy lives	<ul style="list-style-type: none">• Maintain discretionary but vital support for elderly vulnerable residents• Promote council support services and venues to reduce loneliness• Work with partners to develop and market new targeted health and wellbeing initiatives• Promote and enable youth based activities and clubs• Signposting community facilities	<ul style="list-style-type: none">• Number of clients using Daycare+, Transport from Home, Meals at Home and telecare services• Number of adaptations/repairs to people's houses
Work with partners to keep our borough safe and secure	• Reduced levels and impact of crime and anti-social behaviour	<ul style="list-style-type: none">• Deliver our Community Safety Plan• Undertake enforcement activities solely and with partners• Review and implement efficient and effective crime prevention tools• Establish a Community Safety Partnership• Tackle key areas of concern through joint working• Legal processes used to best effect• Inclusion of design against crime provisions in our local plan design policies	<ul style="list-style-type: none">• Community Safety Plan delivered• Purple Flag status for the Epsom town centre• Reduction in reports of fly tipping• Number of enforcement success stories promoted• Number of Joint Action Groups held and actions implemented
Enable community and voluntary sector run activities which enhance wellbeing and community safety outcomes	Residents feel safe and secure	<ul style="list-style-type: none">• Support community and voluntary sector projects which help establish friendly neighbour schemes• Work with partners and residents to deliver and support community safety initiatives• Promote and support community engagement activities to reduce isolation• Enable people to support their community• Celebrate the contribution people make to their communities	<ul style="list-style-type: none">• Number of community run projects• Number of new volunteers recruited• Number of achievements celebrated and award ceremonies supported



A successful place with a strong, dynamic local economy where people can thrive

Priorities	Key outcomes	How are we going to do it?	How will we know we are delivering?
Promote Epsom & Ewell as a great place to live, work and study, and encourage inward investment	<ul style="list-style-type: none">• Thriving communities	<ul style="list-style-type: none">• Implementation of our Local Plan• Deliver new and improved commercial assets• Delivery of key infrastructure• Champion the interests of the borough locally and regionally	<ul style="list-style-type: none">• Council tax and business rates collection• Local Plan adopted and started to be delivered• Business Count increase• Employment – economically active – increase• Infrastructure Delivery Plan delivered
Address the housing needs of the Borough, including affordable housing needs, through the development of our Local Plan	<ul style="list-style-type: none">• Progress made on meeting housing needs of the borough	<ul style="list-style-type: none">• Regeneration schemes and developments• Deliver affordable housing• Facilitate the use of empty properties• Assess our housing needs based on demographic and economic change	<ul style="list-style-type: none">• Number of dwellings and affordable homes delivered• Number of empty properties returned to use• Number of households accommodated through the private sector leasing scheme
Encourage and support business creation and growth	<ul style="list-style-type: none">• Strong business economy	<ul style="list-style-type: none">• Support large established and smaller businesses to grow• Work with further education providers to help support students develop new business opportunities and start-ups• Deliver and implement an Economic Development Strategy• Engage on plans for transformation and regeneration within the borough• Support and promote employment/business related courses• Secure resources to maintain and improve business related infrastructure• Support local businesses through an economic development programme• Explore the creation of a creative industries business centre	<ul style="list-style-type: none">• Business count• Average earnings• Number of courses and seminars supported• Number of new business start ups• Percentage of vacant retail, commercial and industrial space in the borough
Work with partners to secure an attractive and vibrant high street and market place experience	<ul style="list-style-type: none">• Thriving town centres offering great shopping, cultural and leisure activities	<ul style="list-style-type: none">• Deliver a vibrant marketplace experience• Develop a vision for our town centres• Enhance the cultural offer within the market place• Continuation of grants for shop fronts	<ul style="list-style-type: none">• Number of events held in the market place• Number of bids for shop front grants• Number of cultural events supported or delivered• Local Plan policies on town centre vibrancy and vitality of parades



Alive and connected socially, economically, geographically and digitally

Priorities	Key outcomes	How are we going to do it?	How will we know we are delivering?
Work with partners to develop and improve transport and infrastructure with particular emphasis on sustainable travel options	<ul style="list-style-type: none">• More sustainable transport options in the Borough	<ul style="list-style-type: none">• Support improvements to sustainable transportation infrastructure• Support rail station improvements including cycle parking• Respond to consultations on matters which affect the borough• Consult residents when there are local and national changes• Strategy on electric charging points and roll out charging points• Adopt policies which promote sustainable active travel• Delivery of the Infrastructure Delivery Plan from developers contributions	<ul style="list-style-type: none">• Number of projects delivered through Transport Strategy and Local Plan• Charging points delivered• Consultations held and/or responded to• Infrastructure improvements• Infrastructure funding secured to make improvements across the highways network• Safe cycle paths, bus shelters with passenger real time information delivered with partners
Increase digital connectivity for all	<ul style="list-style-type: none">• Digitally connected	<ul style="list-style-type: none">• Support digital training for older people and those seeking employment skills• Require new housing and community developments to have superfast broadband• Promote borough wide events and activities digitally• Explore broader provision of public Wi-Fi and data connectivity (including public buildings)	<ul style="list-style-type: none">• Improved connectivity• Training sessions delivered / number of attendees• Facilitated opportunities to improve infrastructure
Work with businesses and communities to enable networking opportunities	<ul style="list-style-type: none">• Support networks enabled	<ul style="list-style-type: none">• Work with local businesses and start-ups to form work hubs and collaborative workspace• Work with partners, businesses and communities to enable networking opportunities• Create community information hubs which inform and signpost to services and leisure opportunities• Reduce social and economic isolation and help connect people to people, people to jobs and people to opportunity	<ul style="list-style-type: none">• Number of local support networks created• More opportunities and encouragement for older residents to volunteer in the community• An increase in those returning to employment in the borough



A centre for cultural and creative excellence and inspiration

Priorities	Key outcomes	How are we going to do it?	How will we know we are delivering?
Promote Epsom & Ewell's identity as a centre for creative and cultural excellence	<ul style="list-style-type: none">• Strong cultural and creative identity	<ul style="list-style-type: none">• Work with partners to promote the borough's creative and cultural identity locally and regionally• Develop stronger links with local further education providers and the creative industry• Develop a Cultural Strategy• Celebrate local talent	<ul style="list-style-type: none">• Positive publicity as a cultural and creative destination of choice• Cultural Strategy Action Plan delivered
<div>Promote the borough's rich history and heritage</div> <div>Page 25</div>	<ul style="list-style-type: none">• Shared knowledge of Epsom and Ewell's unique history	<ul style="list-style-type: none">• Mark local historic dates and occasions• Promote the borough's unique history including the derby and the horse racing and training industry• Maintain a comprehensive list of all historical buildings of interest in the borough and promote• Run a schools Programme• Explore use of digital media to promote our heritage	<ul style="list-style-type: none">• Number of historic events held and occasions marked• Activities held with schools• Local historic buildings listed and promoted• Conservation areas protected
Work with partners to support the provision of cultural and creative opportunities across the Borough	<ul style="list-style-type: none">• Programme of local community cultural and sporting events	<ul style="list-style-type: none">• Run an annual programme of sports, creative and cultural events• Greater engagement and community involvement• Undertake projects with local communities, local education providers and clubs• Promote council venues• Provision of support for key community held events	<ul style="list-style-type: none">• Number of events held and supported including the Round the Borough Bike event• Usage of council venues• Number of members of the Rainbow Centre• Playhouse tickets sold• Improved signage and signposting to promote events• Attendance at council events



Engaging, responsive and resilient Council

Priorities	Key outcomes	How are we going to do it?	How will we know we are delivering?
Strengthen the Council's financial independence	<ul style="list-style-type: none">• Financial Stability• Maximise opportunities to improve use of buildings	<ul style="list-style-type: none">• Explore new income streams• Deliver efficiency savings and collaborative working• Use existing properties to generate revenue income or capital receipts to sustain services• Invest in sound property acquisitions to achieve corporate priorities and to sustain local services• Maintain a long term investment strategy	<ul style="list-style-type: none">• A self-financing balanced budget• Investment Property Strategy• Increase in revenue from property investments• Asset Management Plan maintained as an aid to sound decision making• Planned programme of works on Council assets• Reduction in subsidies for operating council owned properties• A sustainable capital programme
Improve access to services through technology	<ul style="list-style-type: none">• Access to council services	<ul style="list-style-type: none">• Implementation of ICT Road Map• Encourage self-service• Market a range of ways to access our services	<ul style="list-style-type: none">• Improved access for all• Number of 'My Accounts' opened
Support and enable a high performing and adaptable workforce	<ul style="list-style-type: none">• Develop flexible and responsive staff	<ul style="list-style-type: none">• Develop new ways of working• Develop enterprising and innovative behaviours and embrace change• Continue to promote equality and diversity• Provide training and development to deliver the required mix of skills	<ul style="list-style-type: none">• Updated Human Resource and Organisational Development Strategy in place• Internal talent fostered• Staff identifying council as an employer of choice
Improve openness, transparency and customer service	<ul style="list-style-type: none">• Create greater choice and control of how people engage with Council Services	<ul style="list-style-type: none">• Transform the way we engage• Treat all customers fairly and equally• Develop a Communication & Engagement Strategy.• Listen to feedback from residents and businesses using data to help inform decision making• Review regularly how we engage with residents	<ul style="list-style-type: none">• Complaints monitoring• Improved accessibility• Raised awareness, active participation and behaviour change through communication and engagement campaigns

Annual Plan

2021-2022

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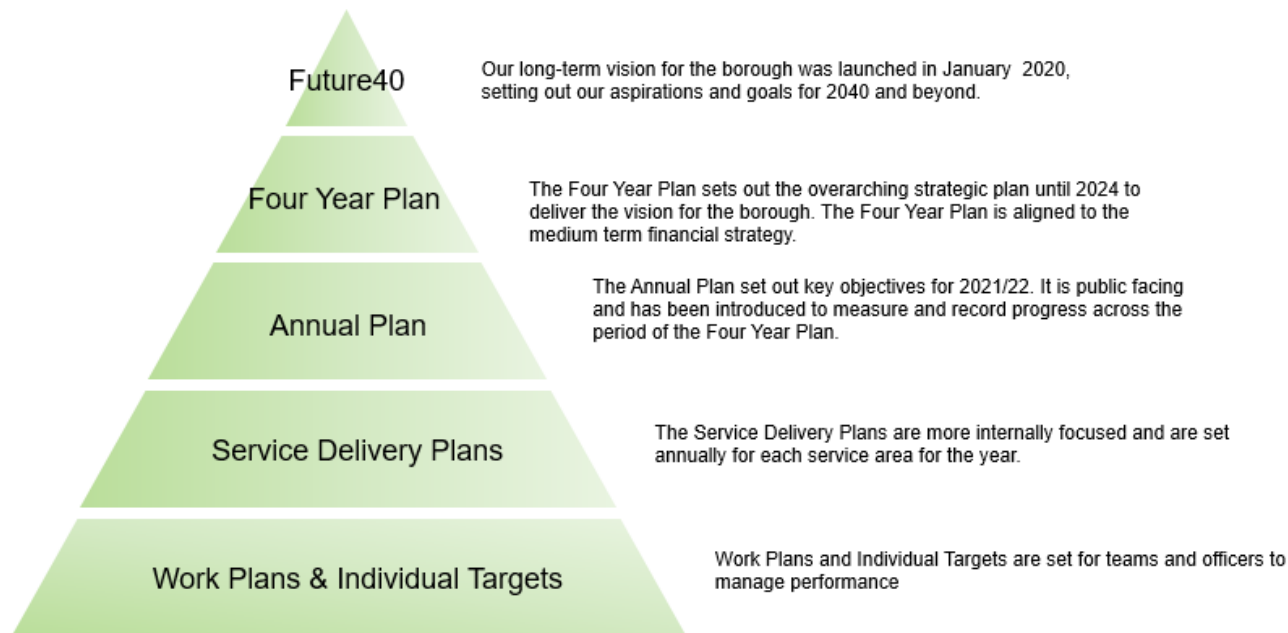
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Introduction

The Council's Annual Plan for 2021/22 provides an important opportunity for the Council to set out its delivery priorities for the next 12 months, building on our aspirations informed by the Vision for Epsom and Ewell - Future 40 and the Four Year Plan for 2020 - 2024.

The Corporate Planning Process

The Corporate Planning Process brings together the Council's key plans in a clear hierarchy that shows the relationship between the longer term vision, mid-term plan of action and all the way down to the annual service plans and the targets set for individuals



Annual Plan for 2021/22

The Annual Plan sets out Key Objectives and performance indicators for the year. The Key Objectives are based on the six priorities within the Four Year Plan as shown below. Several performance indicators and "for information data" will also be captured and reported. This will be developed over the course of the Four Year Plan. The outcomes will be monitored and reported regularly to our Members and residents.

	Key Objectives 2021 – 2022	Committee	Ref to priorities	Lead Officer	Key Milestones
	Covid related				
1	Deliver a youth hub to assist young people to develop skills to access the workplace and deliver agreed outcome measures including increased uptake of traineeships and apprenticeships	C&W	OP1	Head of H&C	August 2021
2	Working with partners to develop and implement a plan for reopening the High Street in line with Government funding programme	S&R	OP4	Head of PD	Oct 2021
3	Deliver a food pantry	C&W	SW3	Head of H&C	November 2021
4	Design, commission and install a memorial to commemorate the lives of Borough residents lost because of the pandemic	S&R	SW1	Head of OS	Implement March 2022
	Green & Vibrant				
5	Undertake a consultation on the Local Plan options and key sites in line with Regulation 18	LPPC	GV2 – GV4	Head of PD	Consultation Nov 21 – Jan 22 Updated Local Plan to LPPC March 22
6	Deliver a communication and education programme with partners to raise awareness around climate change and to encourage changed behaviours	E&SC	GV3	Head of PD	March 2022
7	Identify Tree Planting areas and a policy and procedure for tree planting with an agreed target for 21/22	E&SC	GV2	Head of PD	October 2021
8	Deliver electric vehicle charging points in council owned car parks and through policies in the local plan for new developments	E&SC	GV3	Head of H&C	November 2021

	Key Objectives 2021 – 2022	Committee	Ref to priorities	Lead Officer	Key Milestones
	Safe & Well				
9	Develop and commence implementation of a programme of activities to address mental health, loneliness, domestic abuse and digital exclusion, post pandemic	C&W	SW1 & SW3	Head of H&C	Oct 2021 to March 2022
10	Review current CCTV arrangements in consultation with partners to develop an option appraisal	E&SC	SW2	Head of H&C	Oct 2021
11	Establish new patrols in the Borough to tackle anti-social behaviour and environmental protection issues	E&SC	SW2	Head of H&C	November 2021
12	Establish a Community and Voluntary Sector Forum for the Borough	C&W	SW1 & SW3	Head of H&C	Sept 2021
13	Continue conversations with community leaders, so the Council can make a positive difference in developing inclusive communities	S&R	SW3	Head of H&C/ Head of HR & OD	March 2022
14	Develop, adopt and implement a Planning Enforcement Plan	LPPC	SW2	Head of PD	Oct 2021
15	Re-establish and review the work programme and membership of the multi-agency enforcement/community safety working group to coordinate enforcement actions in the Borough	E&SC	SW2	Head of H&C	Aug 2021
	Opportunity & Prosperity				
16	Expand the market offer in Epsom Town Centre and other local centres in the Borough.	E&SC	OP1 & OP4	Head of OS	March 2022
17	Pursue opportunities for commercial property acquisitions as they become available	S&R	OP1 & EC1	Head of P&R	March 2022
18	Develop a plan for Council owned properties (disposal, redevelopment and renovation)	S&R	OP1 & EC1	Head of P&R	March 2022
19	Working in partnership with the Local Economic Partnership (LEP) and County Council to develop a pipeline of infrastructure projects	S&R	OP1 & OP3	Head of PD	March 2022

	Key Objectives 2021 – 2022	Committee	Ref to priorities	Lead Officer	Key Milestones
20	Review homelessness policy, procedures and practices to identify ways to reduce those presenting as homeless	C&W	OP2	Head of H&C	Jan 2022
21	Re-commence Business Breakfasts Develop and implement a programme for business engagement to promote Epsom and Ewell economic development, drive inward investment and realise community objectives.	S&R	OP3	Head of PD	Sept 2021 Nov 2021+
	Smart & Connected				
22	Make our online services easier for residents to find and access through further development of the 'My Council Services' approach for Operational Services. Develop and promote a communication strategy to support this.	S&R	SC2 & EC2	Head of D&ST	Dec 2021
	Cultural & Creative				
23	Support a programme of cultural and heritage events such as: <ul style="list-style-type: none"> • Installation of the Emily Davidson Statue and the Derby Hall of fame • Support the opening of Horton Chapel • Film Festival • Family Fun Day • Christmas Festival • MSG04 Arts Festival • Agreed national commemorative events • Platinum Jubilee including Derby Festival (planning for June) 	S&R	CC1 – CC3	Head of H&C	March 2022
23	Welcome residents back to the Playhouse safely by promoting the reopening of the theatre and the return of performances. Provide a programme to support those in education.	C&W	CC1 & CC3	Head of OS	March 2022

	Key Objectives 2021 – 2022	Committee	Ref to priorities	Lead Officer	Key Milestones
	Effective Council				
24	Meet relevant key milestones of the work overseen by the Local Government Boundary Commission to review the Council's electoral arrangements: <ul style="list-style-type: none"> - Provide a Council submission to the Local Government Boundary Commission on Warding arrangements in the Borough (July 21) - Provide a Council submission to the Local Government Boundary Commission on their draft recommendations on Warding arrangements in the Borough (December 21) - Report to Council on the Local Government Boundary Commission on their final recommendations (March 22) - For 2022-2023 Carry out Polling Station Review (April-July 22) 	S&R and Full Council	EC4	CLO	July 2021 Dec 2021 March 2022
25	Deliver a balanced budget and a five year rolling Capital Programme	S&R and Full Council	EC1	CFO	Feb 2022

Key to colour coding in table, below:

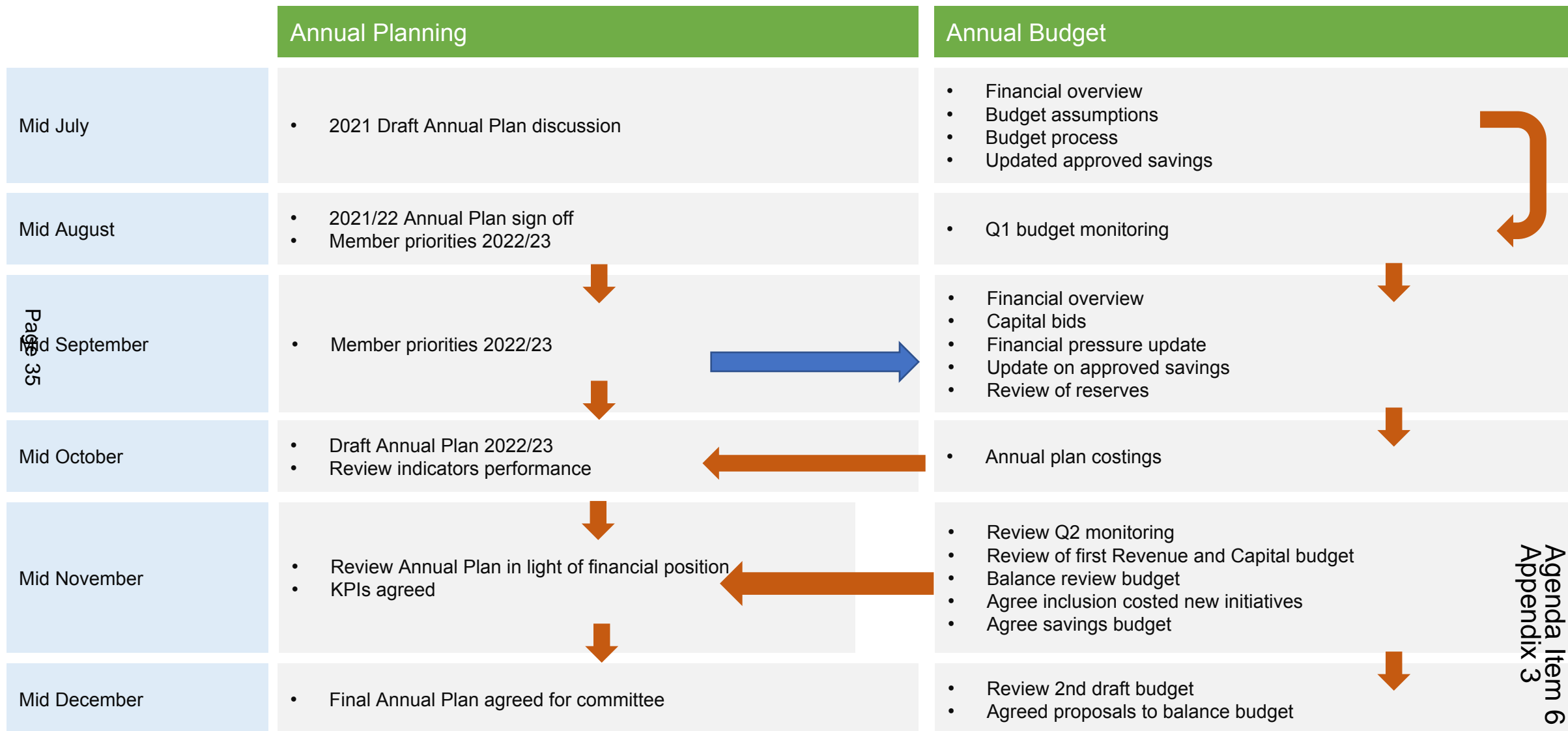
	Strategy & Resources Committee
	Licensing & Planning Policy Committee
	Community & Wellbeing Committee
	Environment & Safe Communities Committee

Performance Indicator/ Data	21/22 Target/ Data	20/21 Target/ Data	20/21 Actual	Four Year Plan Reference	Owner
Service response times <ul style="list-style-type: none"> Street Cleansing - twice yearly street surveys (rated B or above) Graffiti (based on removal of graffiti on council land and offensive graffiti – updated once policy agreed) Flyposting -tbc 	To be fully detailed with Op Services once policy agreed	No data		GV 1	H of OS
Number of people who have pledged to become a litter picking volunteer plus number of kits supplied by the council (Information only)	Data only	No data		GV1	H of OS
Number of new trees planted (Information only)	10 trees			GV2	H of PD
% of domestic waste recycled	55%	54%	57.03% (Dec 20)	GV3	H of OS
No. of Enforcement actions undertaken (for information year 1): Formal – (use of enforcement powers) Informal (interventions)	Data only in Yr 1			SW2	H of P H of H&C
Reduction in CO2 emissions (Developing indicator)	Data only in Yr 1	No data		GV3	H of PD
Percentage of establishments with a rating of 3 (generally satisfactory) or better under the Food Hygiene Rating Scheme	93%	93%	97.5% (Jan 21)	SW1	H of H&C
Number of households in emergency nightly paid accommodation	90	40	90(Jan)	SW1	H of H&C
Number of single persons and rough sleepers accommodated in accommodation with appropriate support	4			SW1	H of H&C
Number of clients supported by Council through personal support services e.g. activities and services delivered in the Community & Well-being centre/ venues including: Daycare +, meals at home, transport at home)	Data only for Yr 1 baseline			SW1	H of O
Number of clients in receipt of housing benefit	Data only			SW1	H of D&S

Performance Indicator/ Data	21/22 Target/ Data	20/21 Target/ Data	20/21 Actual	Four Year Plan Reference	Owner
% Council Tax collected	98.4%	98.4%	95.6% (Jan 21)	OP1	H of D&ST
% Business Rates collected	99%	99%	91.18% (Jan 21)	OP1	H of D&ST
Affordable Units delivered (Annual) (Information only)	203		39 (19/20)	OP2	H0 PD
Housing land supply - in years	5 years	5 years	0.98 years	New	H of PD
Number of electrical charging points delivered (Information only) and subject to planning approval	Data only			SC1	H of OS
Number of registered users of an EEBC account and active users	Data only			EC2	H of D&ST
Number of stage 1 complaints received	Data only			EC4	H of D&ST
Number of stage 2 complaints received	Data only	N/A	33 (Jan 21 YTD)	EC4	H of D&ST
Number of ombudsman complaints upheld	Data only	3		New	H of D&ST
*Number of major planning applications (MHCLG) received (Information only)			15	GV1; OP2	H of PD
*Number of non-major planning applications (MHCLG) received (Information only)			794	GV1; OP2	H of PD
Major planning applications decided in time.	60%	60%	79%	GV1; OP2	H of PD
Non-major planning applications decided in time	70%	70%	79%	GV1; OP2	H of PD
Percentage of major planning applications allowed at appeal (using the two-year rolling assessment period defined by the government).	<10%	<10%	0.00%	GV1; OP2	H of PD
*The number of officer recommendations overturned by the Planning Committee (Information only)			3	GV1; OP2	H of PD

For information only indicators are not measured as Achieved or Not Achieved . These indicators will be developed as data is collected

Corporate Planning Cycle



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PROCUREMENT OF TEMPORARY AGENCY STAFF

Head of Service:	Gillian McTaggart, Head of Corporate Assurance
Wards affected:	(All Wards);
Urgent Decision?(yes/no)	Yes
If yes, reason urgent decision required:	Expiry of contract
Appendices (attached):	Appendix 1 - Procurement Options Appraisal

Summary

This report outlines the proposed approach for the procurement of agency staff.

Recommendation (s)

The Committee is asked to:

- (1) Approve the award of the agency staff contract to Matrix SCM through the agreed framework for a two year period.
- (2) Agree the establishment of new governance arrangements and protocol for the management of “off contract” spend .

1 Reason for Recommendation

- 1.1 The Council awarded Matrix SCM the resourcing of agency staff in June 2015 on a five year contract through a framework agreement. This was awarded through the framework, for one year because of the pandemic and the contract has now expired.
- 1.2 The Council use agency staff for a range of functions covering sick leave, operational priorities and also prior to filling permanent. The Council’s spend on agency staff has reduced over the last few years. The current contract with Matrix is fully compliant with the Procurement Contract Regulations (2015) and the Agency Worktime Directive to ensure that agency staff receive the same rights as existing staff. This report provides a review of alternative options with a proposed solution and reviews the level of “off contract” spend.

2 Background

- 2.1 The Council have been working with Matrix SCM for the supply of temporary staff since August 2015. Matrix SCM deliver services to several local authorities both large and small.
- 2.2 We currently use Matrix SCM who provide a neutral vender solution with access to 2,500 agencies. A neutral vender means that we can procure temporary staff through a single point of contact with full visibility and total control of agency spend. They hold all contractual risks and undertake all checks on those they employ.
- 2.3 Agency staff are a key resource to deliver operational work, temporary absences and key projects/programmes. Our reliance on agency staff varies each year depending on gaps and business needs. During 2021, there has been a slight increase in the use of agency staff in some in areas due to the Build Back Better Programme. We also use consultants from time to time to support our resources especially when there is a lack of capacity or capability. This report does not cover the arrangements for the employment of consultants.
- 2.4 Prior to the award of the previous contract, an internal audit report in 2014/5 had identified that the Council had inadequate controls in place to control and monitor the spend on agency staff. This identified that
 - 2.4.1 There was no central record of agency staff
 - 2.4.2 The Council were non-compliant with the Agency Worktime Directive and therefore agency workers were not paid at the same rates as our staff
 - 2.4.3 The Council did not meet the Procurement Contract Regulation's as there was no market testing of the spend which at the time was in the region of £1.6M per annum
- 2.5 The operation of the contract has been generally satisfactory although some difficulties have been identified and rectified in areas. Matrix provide a good value service but this is achieved through the provision of a lower cost delivery model. They provide a bespoke IT system where hiring managers load their requirements and the agencies upload CV's to be reviewed. Managers then must review the CV's online and select who they wish to interview. The change in Matrix contract management resulting in a lack of support.
- 2.6 Feedback from managers have found this approach difficult and some were frustrated by quality of candidates. Several improvements have been made to support managers in using the system and regular contract management meetings are in place with Matrix to review performance and feedback any issues.

- 2.7 Roughly half of all spend, each year on agency staff is in Operational Services and half is from other areas within the Council
- 2.8 This contract has provided greater visibility of spend with real time management information on placements, cost of placements and length of placements with regular reports provided by Matrix.

3 Current Spend

- 3.1 The annual spend on agency staff is shown in the table below

Table 1

Year	Spend
16/17	£1,584,000
17/18	£1,696,000
18/19	£1,406,000
19/20	£1,054,000
20/21	£1,193,000
21/22 (to date Aug 21)	£604,000

- 3.2 Since the implementation of the Matrix contract, the yearly spend on temporary agency workers has been reducing. The Council has benefited from a 33% reduction in cost over the past 4 years to end of 2020. The spend for 21/22 is likely to be higher than in the previous year. This is due to both the impact of the pandemic and the moratorium on recruitment during the Build Back Better programme.

- 3.3 Not all our spend is through the current managed service. The level of off contract spend is shown below in table 2.

3.4 Table 2

	Spend 21/22 (to date Aug 21)	Spend 20/21	Spend 19/20	Spend 18/19	Spend 17-18	Spend 16-17
Matrix Spend	£335,000	£656,000	£622,600	£901,5000	£1,192,000	£769,000
Off-Contract spend	£269,000	£537,000	£431,000	£504,000	£504,000	£815,900
Total spend	£604,000	£1,193,000	£1,054,000	£1,406,000	£1,696,000	£1,584,000
% spend off contract	45%	45%	41%	36%	30%	51%

- 3.5 Having analysed the reasons for the off contract spend data, two main issues were identified

- 3.5.1 Specialist appointments are difficult to recruit using Matrix and sector specific agencies can provide more suitable candidates. The agencies earn a greater fee by operating direct and many will not sign up to terms and conditions with Matrix. This equates to a significant proportion of the off-contract spend
- 3.5.2 Three agencies were being contacted direct and not through the Matrix system. Two of these agencies were already signed up and one was not. This has been resolved with placements going through Matrix and this is being monitored through contract monitoring arrangements.
- 3.6 Matrix provides good value for money as they charge lower fees. During 20/21 the fees paid to Matrix were £6,000 and the fee paid to supplying agencies was £37,000. The contract is not inclusive and there is also no minimum spend
- 3.7 It is not possible to calculate the agency fees for those not supplied by Matrix as the information is not captured. Average agency fees are around 15% for a placement .

4 Options and Proposal

- 4.1 There are several options that have been considered . These are
 - 4.1.1 Conduct a full open tender
 - 4.1.2 Creating our own Dynamic Purchasing System
 - 4.1.3 Use a framework as before to either direct award or run a mini competition
 - 4.1.4 Develop a bespoke framework for EEBC
- 4.2 Details of the advantages and disadvantages of these approaches are outlined in Appendix 1.
- 4.3 Having considered all these options it is recommended that the Council remain with Matrix and reprocur using a direct award through the Eastern Shires Purchasing Authority (ESPO) MSTAR3 framework for managed services for temporary resources and the most competitive route to procuring a managed service.
- 4.4 The advantages of using this framework are that.
 - 4.4.1 This framework is fully compliant with UK and EU procurement legislation:
 - 4.4.2 All suppliers are assessed for their financial stability, track record, experience and technical and professional know how.

- 4.4.3 Pre-agreed terms and conditions to underpin all orders.
- 4.4.4 They build strategic relationships with suppliers to gain better value for money.
- 4.4.5 Gain value for money and improve cashable savings.
- 4.4.6 Improved accuracy of management information which can be reviewed by HR.
- 4.4.7 All payments to agency workers will be in line with Working Time Directives.
- 4.4.8 The fees charged are transparent and clearly recorded.
- 4.4.9 HR can obtain monitoring information and KPI's.
- 4.5 Framework arrangements represent a "smarter way" to procure particularly given resources to undertaken full tendering requirements.. Using the ESPO Framework MSTAR3 will save significant time and money but still deliver a service specific to our needs and supports local decision making and accountability. This is the third version of this framework for temporary staff and demonstrates proven experience, market knowledge and procurement know how that we can tap into. All pricing is transparent within the framework but commercially sensitive.
- 4.6 The transfer to the new contract will also minimise any disruption and implementation. The contract management arrangements will continue to be strengthened to improve the operation of the contract and provide support to hiring managers
- 4.7 It is unlikely that Matrix will meet all the Council's needs therefore it is also recommended that the new governance arrangements for off contract spend be agreed with the Head of HR & OD in order that there is adequate records and controls in place
- 4.8 It is recommended that the contract be awarded for two years.

5 Contract Management and Off Contract spend

- 5.1 Part of the exercise in retendering this contract identified the increase in the level of "off contract" spend .This is mainly due to the hiring managers not obtaining the correct candidates and also finding Matrix too complicated. Matrix is an online service and the hiring manager must undertake a review of candidates . Recruitment agencies can offer a bespoke service but clearly charge higher agency fees for their input. Going off contract can provide more suitable candidates for the role but does expose the Council to risks and inflated margins, for example a fee if the agency workers is appointed permanently (temp to perm fee).

- 5.2 Significant work has been undertaken by the Contract Manager working with HR to improve the use of Matrix, having regular meetings with Matrix. Hiring Managers who only use the system occasionally are also given greater support to make processes simpler. A new agency has recently been signed up through Matrix who were being used by the Council off-contract.
- 5.3 The difficulty with sector specific staff will remain and due to Matrix's lower margins it will remain a challenge to appoint in some areas particularly where demand is high. To address this we will:
 - 5.3.1 Have a relaunch of the systems once contracts are in place to encourage use and explain the benefits.
 - 5.3.2 Maintain a centralised record for "off contract" spend with placements to be signed off by the Head of HR& OD.
 - 5.3.3 Develop a protocol for hiring managers.

6 Risk Assessment

Legal or other duties

6.1 Impact Assessment

- 6.1.1 There has been a delay in bringing this report to Committee. A significant issue was raised by the Matrix Contract Manager in March that they suspected fraudulent action by one of our suppliers. This has been audited and it was confirmed that they were not passing on the full payment to several agency workers. Matrix recommended that we cease working with them.
- 6.1.2 The Head of Operational Services raised several concerns including the ability to run a few key services especially with potential need for staff to self-isolate during the pandemic and immediate removal would impact service delivery.
- 6.1.3 Further evidence was sought which confirmed that agency workers were not being paid correctly. It was agreed that this supplier would be removed, but a period of transition was needed for the existing agency staff to be transferred onto another compliant supplier.
- 6.1.4 The MSTAR3 Framework is fully compliant with the Public Contract Regulations (PCR's), the Council's Contract Standing Orders (CSO's) and Agency Work Time Directive.

6.2 Crime & Disorder

- 6.2.1 No specific issues

6.3 Safeguarding

6.3.1 All checks are carried out by the relevant agency. ESPO's procurement activity is governed by the Public Contract Regulations 2015 and uses the mandatory standard supplier questionnaire (SSQ) on all its procurements which includes a section on the supplier's approach to the Modern Slavery Act, slavery and human trafficking in the supply chain. As part of ESPO's due diligence on all new suppliers, and proportionate to the level of supply chain risk, additional questions may be posed at the assessment stage to consider how suppliers manage their own supply chain risk.

6.4 Dependencies

6.4.1 No specific issues

6.5 Other

6.5.1 Matrix offers the Council an end to end service in a 'neutral vendor capacity', with access to 2,500 agencies. They take on the contractual liability risk so the risk to the Council is reduced

7 Financial Implications

7.1 In recent years the Council has spent in the region of £1.0m to £1.2m per annum on agency staff. This is roughly split between the spend in operational services and professional staff. The level of off-contract spend has been increasing steadily due to the specialist nature of some roles.

7.2 There are a significant number of agency staff employed in 21/22 but it is anticipated reliance on agency staff, including specialists, will reduce by 22/23 once the restructure is in place.

7.3 The Council's Contract Standing Orders allow the use of framework agreements and where they are with a single supplier or allow as the call off of supply without competition. In such cases officers will need to demonstrate that they have obtained value for money.

7.4 **Section 151 Officer's comments:** It is important both that the Council demonstrates value for money through the recommended framework, as set-out in paragraph 4.4, and that off-contract expenditure is monitored and managed, as set-out at paragraph 5.3.

8 Legal Implications

8.1 The Council must comply with the Public Contract Regulations 2015 and the Council's contract standing orders when procuring goods, services and works. Where a contract is more than £750,000 the procurement must be approved by the relevant committee. .

8.1 **Legal Officer's comments:** None arising from the contents of this report.

9 Policies, Plans & Partnerships

- 9.1 **Council's Key Priorities:** Effective Council to support and enable a high performing and adaptable workforce. :
- 9.2 **Service Plans:** The procurement of agency staff contract is included within the current Service Delivery Plan for 2021/2022.
- 9.3 **Climate & Environmental Impact of recommendations:** There are no specific concerns
- 9.4 **Sustainability Policy & Community Safety Implications:** there are no specific concerns.
- 9.5 **Partnerships:** There are no specific concerns

10 Background papers

- 10.1 The documents referred to in compiling this report are as follows:

Previous reports:

- Use of a framework for the managed service for temporary agency resources - Strategy & Resources Committee 24 June 2015

<http://th-modgov-01/documents/s332/Item%2011%20-%20Managed%20Service%20for%20Temporary%20Agency%20Resources.pdf>

OPTIONS APPRAISAL

Option	Description of Option	Advantages	Disadvantages
Option 1 Conduct a full open tender		Compliant with Public Contract Regulations	Would not necessarily provide value for money as several well established frameworks already exist Would take considerable time and hours to resource and take 6 to 9 months to award contract.
Option 2 – Dynamic Purchasing System (DPS)	Create an EEBC DPS with multiple suppliers.	It would be bespoke EEBC needs with multiple <u>local</u> suppliers. “off contract” agencies could be added and open for new suppliers to enter. Option to direct award or conduct further competition. Could provide opportunity to work collaboratively with other Local Authorities	Again resource intensive with a 9 to 12 period to award contract . A DPS needs significant contract management to keep it up to date As a smaller market spend, we may not attract many new suppliers and therefore not achieve better value for money than existing frameworks
Option 3a - <u>Direct award</u> Preferred Option	To Matrix SCM Ltd via ESPO MSTAR3 Framework (653F) Lot specific services to Neutral Vendors (Lot 1a)	Immediately compliant and no disruption to services Well established process EEBC has successfully used this framework previously. Prices will remain fixed and not expected to increase from current contract.	By direct awarding there is no facility to drive any further savings. However the agency fees direct to Matrix are low. through a mini-competition. Only minor amendments to the T&C's is permitted. This does not address the issue of “off contract spend “ where we are unable to obtain appropriate staff through Matrix but

		<p>No disruption to service</p> <p>Matrix listed on the framework have already been assessed for their financial stability, track record, experience, and technical & professional ability.</p> <p>ESPO regulate the framework and Matrix are responsible for regulating their suppliers</p> <p>Further work with contract managers can review off contract spend and management</p>	<p>this can be addressed by additional governance controls.</p>
<p>Option 3b – Mini-Competition</p>	<p>via ESPO MSTAR3 Framework (653F)</p> <p>Lot specific services to Neutral Vendors (Lot 1a)</p>	<p>There are 10 suppliers on this framework who have already been assessed for their financial stability, track record, experience, and technical & professional ability.</p> <p>ESPO will manage the framework and ensuring consistent service and pricing over all call offs.</p>	<p>The option for further competition is unlikely to drive down costs as within the neutral vend solutions they will use similar suppliers with the same agency fees</p> <p>There would be a significant disruption to service with little gain in terms of service or cost.</p>
<p>Option 4 – EEBC Framework</p>	<p>Create an EEBC Framework with multiple suppliers.</p>	<p>A bespoke EEBC Framework that includes multiple <u>local</u> suppliers.</p> <p>Opportunity would be open to the whole market.</p> <p>Fosters effective competition and a potential opportunity to work collaboratively with other Local Authorities</p>	<p>Significant resources would be required</p> <p>Tender preparation, evaluation and contract management is time consuming and resources intensive.</p> <p>Can be hard to encourage smaller business to sign up.</p> <p>Other frameworks have already been created by several purchasing bodies and local authorities.</p> <p>Significant contract management required.</p>

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LAND FOR HIGHWAYS ADOPTION AT ROSEBANK, EPSOM OUTSIDE ST JOSEPH'S SCHOOL

Head of Service:	Mark Shephard, Head of Property and Regeneration
Wards affected:	Woodcote Ward;
Urgent Decision?(yes/no)	
If yes, reason urgent decision required:	
Appendices (attached):	Appendix 1 – SCC Highways Feasibility Study Appendix 2 - Local Committee Minutes Appendix 3 – Proposed land to be adopted

Summary

This report outlines a request to release Council land to be adopted by Surrey County Council Highways to improve pedestrian safety outside a busy Borough Primary School.

Recommendation (s)

The Committee is asked to:

- (1) Agree to a Deed of Dedication being entered into with Surrey County Council to enable the adoption of the land as statutory highway.
- (2) To authorise the Head of Property & Regeneration in consultation with the Chair and Vice Chair of Strategy & Resources Committee to negotiate and progress the Deed of Dedication to completion.

1 Reason for Recommendation

- 1.1 To facilitate the proposed Rosebank Highways safety improvements approved by Epsom & Ewell Local Committee.

2 Background

- 2.1 St Joseph's Catholic Primary School is located along Rosebank cul-de-sac, Epsom. Due to both the width of the road and parking bays, the road section near to the school gates is limited to one-way traffic only.

- 2.2 During school drop off and pick up times, this results in congestion and gridlock between drivers exiting the school gates and drivers trying to access the school's drop off facility.
- 2.3 The congestion has resulted in road safety concerns being raised for Rosebank and in particular, the heightened safety risk to children and parents outside the school.
- 2.4 The footway and grass verge outside the entrance to the school is owned by EEBC.
- 2.5 Surrey County Council (SCC) Highways approached the Council to enquire whether it would support County's Highway improvement plan to improve Rosebank's safety. This would include the Council potentially releasing its footway and grass verge land to be adopted as Highways land.
- 2.6 The SCC Highways improvement plan feasibility report is attached at Appendix 1 for information.
- 2.7 To enable SCC Highways to seek funding approval from the Epsom and Ewell Local Committee, in principle officer support was sought and duly provided.
- 2.8 If funding is approved at Local Committee, the release of Council land for Highways adoption would then require approval at this Committee.
- 2.9 The Local Committee (consisting of County and Borough Members) approved the proposed Rosebank Highways safety improvements on 5 October 2020. The Minutes are attached at Appendix 2.

3 Proposals

- 3.1 The adoption of the Council's footway and grass verge land would enable the County to widen the footpath and create a lay-by. This would result in an unrestricted carriageway with vehicles being able to travel in both directions and prevent gridlock.
- 3.2 The land to be adopted is shown hatched pink and blue on the plan attached at Appendix 3.
- 3.3 The Council's land has nominal existing value due to its location outside a primary school. If the school relocated or became surplus in the future, then the land would potentially be developable as part of a larger scheme.
- 3.4 The adoption of land for Highways use does not result in a freehold transfer / sale. Instead, the upper surface of the land becomes the responsibility of the Highways Authority but the freehold remains in the ownership of the Council.

- 3.5 As the freeholder, the Council therefore retains any future alternative value in the land should the site's wider use change and it is subsequently released from the responsibility of Highways.
- 3.6 It is recommended a Deed of Dedication is progressed and entered into with Surrey County Council to effect the adoption of the land.

4 Risk Assessment

Legal or other duties

- 4.1 Impact Assessment
 - 4.1.1 Not applicable.
- 4.2 Crime & Disorder
 - 4.2.1 Not applicable.
- 4.3 Safeguarding
 - 4.3.1 Not applicable.
- 4.4 Dependencies
 - 4.4.1 None.
- 4.5 Other
 - 4.5.1 None.

5 Financial Implications

- 5.1 The land will fall under the responsibility of the Highways Authority and revert to the Council should Highways use cease.
- 5.1 **Section 151 Officer's comments:** *None arising from the contents of this report.*

6 Legal Implications

- 6.1 None arising from the contents of this report.
- 6.2 **Legal Officer's comments:** No comments arising from the contents of this report.

7 Policies, Plans & Partnerships

- 7.1 **Council's Key Priorities:** The following Key Priorities are engaged: Opportunity and Prosperity, Effective Council.

- 7.2 **Service Plans:** The matter is included within the current Service Delivery Plan.
- 7.3 **Climate & Environmental Impact of recommendations:** Not applicable.
- 7.4 **Sustainability Policy & Community Safety Implications:** Not applicable.
- 7.5 **Partnerships:** None.

8 Background papers

- 8.1 The documents referred to in compiling this report are as follows:

Previous reports:

- None

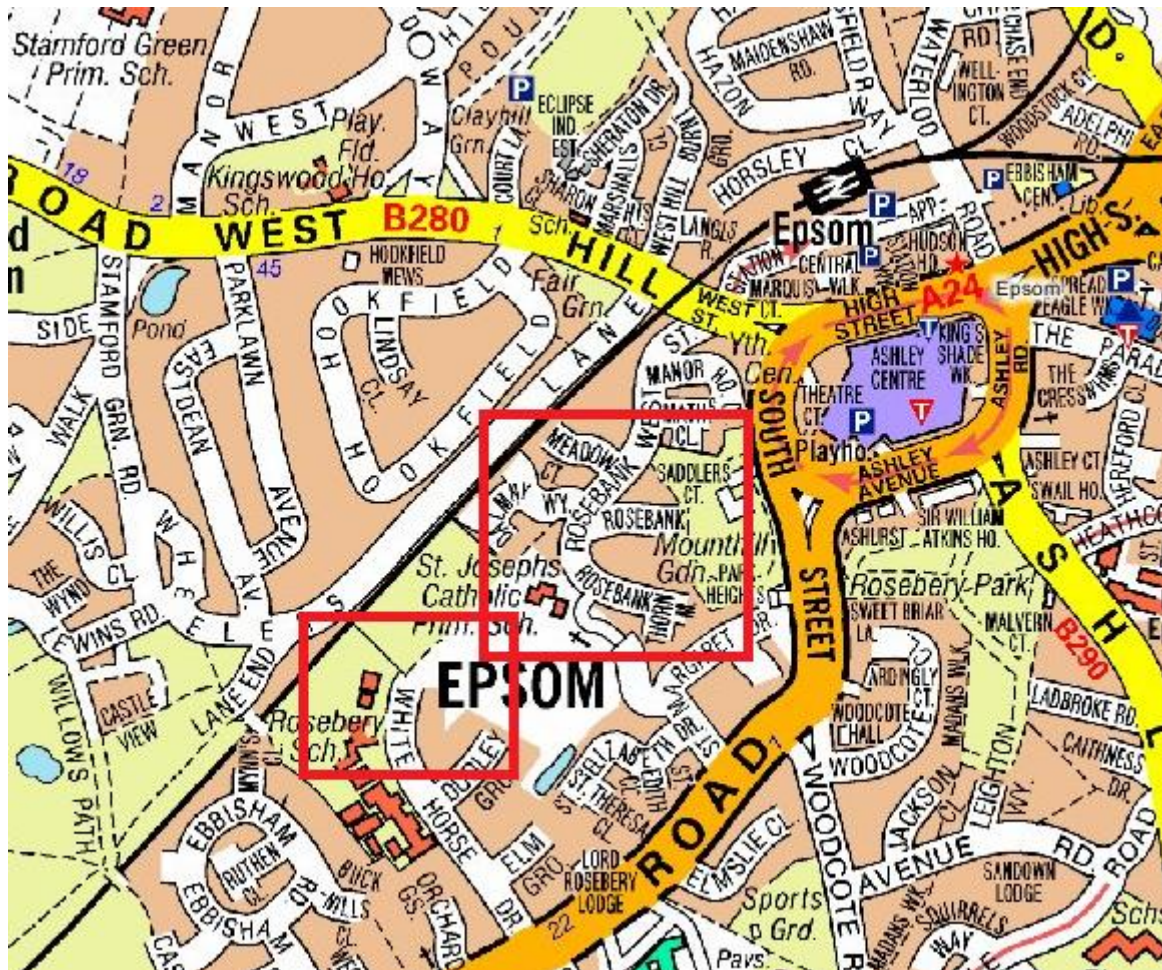
Other papers:

- Epsom & Ewell Local Committee, 5 October 2020

<https://mycouncil.surreycc.gov.uk/ieListDocuments.aspx?CId=197&MId=7642&Ver=4>

St Joseph's School, Epsom Safety Outside School Improvements

**Feasibility Report
September 2020**



Project Title: St Joseph's School, Epsom
Safety Outside School Improvements

Document Title: Feasibility Report

Client Reference: PC1028

Date: September 2020

Prepared By: Timothy Cox

Authorised By: Donna Selby

Amendment List

Issue / Rev	Issue / Rev Date	Removed		Inserted	
		Page	Issue / Rev	Page	Issue / Rev

File path: I:\EA\PC all\Resource Pool\Projects\NE Epsom & Ewell\PC1028 St Josephs School\4. Reports

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1. INTRODUCTION:

St Joseph's Catholic Primary School has 425 pupils with a wide catchment area from Epsom, Ewell, Tadworth and Ashted.

The access arrangements to St Joseph's School changed in October 2018. Previously, part of the school community accessed the school via St Margaret's Drive, a private road across Abelea Green, and the car park at St Joseph's Church. This access route was closed to the school community in October 2018, which resulted with Rosebank and Whitehorse Drive being the only approach routes to St Joseph's School.

Since this change, road safety concerns have been raised in both Rosebank and Whitehorse Drive. These concerns have been expressed by the head teacher, others within the St Joseph's School community, and residents of Whitehorse Drive. These concerns were the subject of two petitions presented to Epsom and Ewell Local Committee in December 2018.

In response, site audits in accordance with the County Council's "Road Safety Outside Schools" policy were completed. Visits to both Rosebank and Whitehorse Drive during the school run were conducted in April and June 2019 involving county council's Road Safety Team, Safer Travel Team, Local Highway Engineers and Surrey Police.

The Road Safety Outside School Report was presented to Epsom and Ewell's Local Committee in June 2019 with the following recommendations:

- minor highway improvements such as tactile paving with dropped kerbs, bollards to prevent footway parking and improved signing and accessibility for cyclists.
- Engineering measures to be investigated further by means of a feasibility study.

This report considers the existing conditions at the site and evaluates seven possible options to improve road safety and accessibility for pedestrians and cyclists accessing St Joseph's School from both Rosebank and Whitehorse Drive.

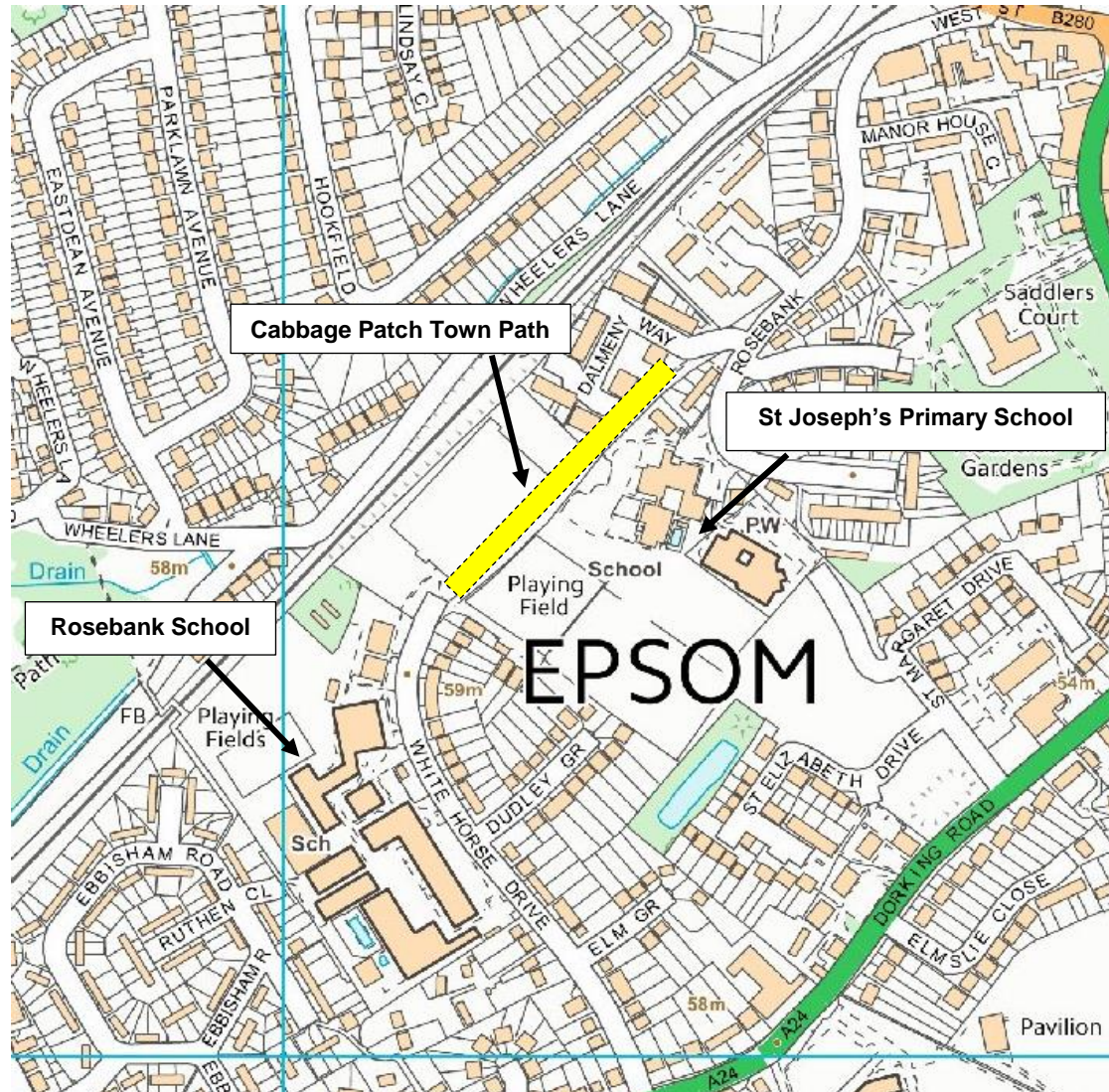
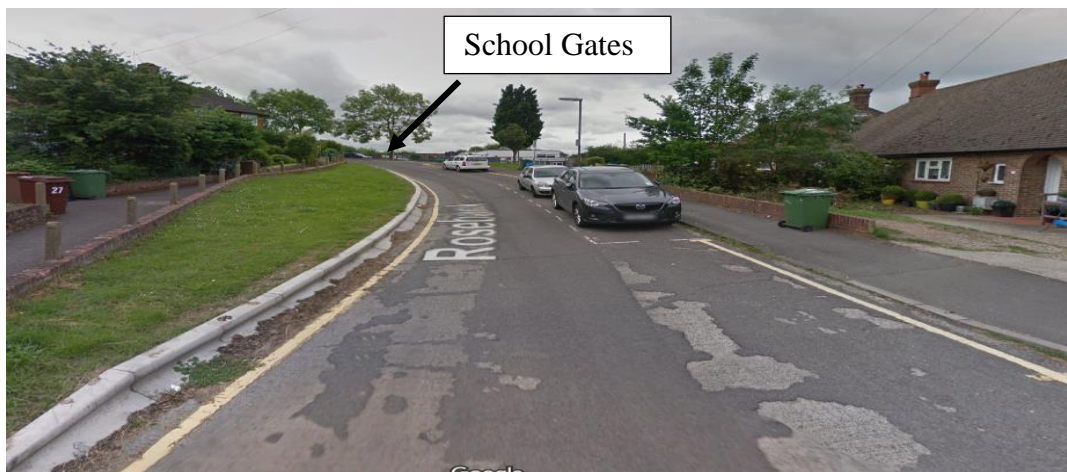
2. SITE ANALYSIS AND DATA COLLECTION:

Figure 1 – Location Plan

Rosebank and Whitehorse Drive serve three educational institutions: Rosebery Secondary School, St Joseph's Primary School, and The Kindergarten Nursery. The morning arrival time for Rosebery and St Joseph's students are staggered. This means that all the Rosebery students are in before any St Joseph's start to arrive. It must be noted that both schools have made impressive efforts to encourage children to travel to school sustainably, with a wide proportion of children and parents walking to the schools. However, St Joseph's serves a wide catchment area meaning cars are the only transport option for travel for many parents.

Rosebank

Rosebank is a cul-de-sac, subject to a speed limit of 30mph which can be entered from the signalised junction with West Street. It is a mostly residential road of approximately 550m length, with St Joseph's School 400m into Rosebank. The vertical alignment of the road increases uphill towards the school where there is an entry / exit system allowing vehicles to enter and exit the school at separate points. The width of the carriageway outside St Joseph's School is 5.1m. there are parking restrictions throughout most of Rosebank with dedicated parking bays. Due to both the width of the road and parking bays, there is a section near to the school gates where only one-way traffic is possible. During the school drop off and pick up times this can result in congestion and gridlock between drivers exiting the school gates and drivers trying to access the schools drop off facility.



Picture 1: Point of Rosebank where congestion is a problem.



Picture 2: Narrow footway to pedestrian entrance of St Josephs. The verge and footway (outlined in red) belong to Epsom and Ewell Borough Council

The following observations were recorded during the Road Safety Outside Schools Audits;

- A number of pedestrians crossed the road immediately opposite the school's car park exit – this is one of the busiest points on the road due to the way the afternoon pick up system is operated. This is the most natural desire line for pedestrians approaching the school through Mount Hill Gardens to cross Rosebank.
- Most pedestrians approached the school on the same side of the road as the school. The majority of pedestrians cross the road along the length of Rosebank, rather than a particular spot. There is no natural desire line.
- There are no dropped kerbs across the junction with Meadow Court
- Several drivers mounted the footway to get enable cars to pass.
- In Dalmeny Way and other side roads drivers were observed to be parking on double yellow lines and on footways.
- The operation of the pick-up and drop off system, and the interaction of the resulting circulating queue of vehicles with pedestrians crossing the road is the most significant safety hazard.
- In the afternoon, drivers circulate continuously while waiting for their children to emerge from the school building. This results in a continuously moving circular queue of vehicles snaking between the school car park and Rosebank. This moving queue crosses the footway twice – at the entry and exit points of the car park.
- Both the footway and carriageway at the entry and exit points are in poor condition. The footway uncontrolled pedestrian crossings do not comply with current standards.
- The pedestrian footway to the school gates, is narrow and at times become quite congested. A wider footway would help create a safer and comfortable environment for school parents and children.
- There is poor visibility between the exit from the school car park and the approach up the hill along Rosebank, through the single file section formed by the parking bay adjacent to the school exit. This means that drivers approach the school up the hill and get stuck in the circulating queue, which fills both the school car park and the section of road between the car park entrance and exit. This means that any driver trying to exit the car park to move away from the school down the hill cannot proceed, as they are blocked by the stuck vehicle trying to approach up the hill. The result is gridlock, which can only be resolved

by drivers reversing down the hill through the single file section. The head teacher reported that she often has to intervene personally to unlock this gridlock, by requesting drivers to reverse back down the hill.

- In the morning drivers trying to use the drop off point in the school car park were observed to be obstructed from pulling off Rosebank, as drivers within the car park stopped part way through to drop off their children, rather than stopping as far forward as they could before reaching the car park exit.
- The cabbage patch town path is a designated cycle route, which is easily accessible for cyclists at the Whitehorse Drive end, but which has no easy access for cyclists at the Rosebank/Dalmeny Way end.

Whitehorse Drive;

Whitehorse Drive is also a cul-de-sac with a 30mph speed limit and is accessed from Dorking Road. This is a residential road of 400m length with Rosebery school along the west of the road. There are parking restrictions on only the west side of Whitehorse Drive for most of its length, and vehicles park along the east side. The carriageway is approximately 6m wide and there is a turning circle at the end. White Horse Drive is connected to Dalmeny Way (Rosebank) via the cabbage patch town path which is a shared footway / cycleway. Along this town path there is a gate which St Joseph's School use as a second point of access for their pupils. Parents use the turning circle in Whitehorse Drive as an ad-hoc 'kiss and drop' facility. The turning circle is monitored by a member of St Joseph's staff.



Picture 3: Turning Circle, Whitehorse Drive leading to Cabbage Patch Town Path

Collision Data

Within the last five-year period there have been no recorded collisions causing personal injury on either Rosebank or Whitehouse Drive.

3. DISCUSSION AND OPTIONS:

3.1 Design and Road Safety Audit

Design options have been prepared to achieve the main objective of the brief.

- To investigate options to improve road safety and accessibility for pedestrians and cyclists accessing St Joseph's School from both Rosebank and Whitehorse Drive.

The feasibility designs are based Ordnance Survey mapping. Detailed design would determine the exact highway widths available via topographical surveys as necessary. This would allow for confirmation of turning movements and available highway space.

An independent road safety audit has been undertaken on a number of the options where changes to the highway layout are proposed. Comments are included within the discussion of the options. Further independent safety audits would take place on any options that were to be progressed

3.2 Option 1 – Do Nothing

This option looks at carrying out no works.

Estimated Cost: £0

Conclusion

Based on the lack of recorded evidence of collisions involving pedestrians which have resulted in personal injury, measures could not be justified in terms of casualty reduction when compared to other locations. However, we recognise the public's desire for improvements and as the Highway Authority Surrey County Council should be actively looking to provide improvements to the Highway network that could help to reduce personal injury collisions. These types of measures may also enhance the environment for residents and road users, and potentially encourage increased travel by sustainable methods such as walking or cycling.

3.3 Option 2 – Pedestrian Improvements – Drawing PC1028_01

Location A – Entrance and Exit to St Joseph's School.



The pedestrian crossing at the entrance / exit to St Joseph's School are not compliant with current guidance. There are no tactile paving to aid the visually impaired and the kerb upstand at the dropped kerb is higher than 0mm – 6mm. The carriageway between the crossing points is also in poor condition which could result in ponding or cause a trip hazard. It is recommended here that tactile paving is provided and new kerbs installed at the

correct upstand. There is a need for remedial work to be carried out on the carriageway to make the crossing safe for pedestrians.

Location B – Pedestrian Footway to entrance of St Joseph's School



The footway at the back of the grass verge is Epsom and Ewell Borough Council (EEBC) land. The footway leads to the pedestrian entrance to St Josephs and can become quite congested. The width of the footway is approximately 1.5m wide and in places has a fairly steep cross-fall gradient. It is recommended here that the footway be widened to 2m and the cross-fall adjusted so that the gradient is not so steep.

This will be safer for pedestrians, especially if conditions are icy.

The Chief Operating Officer at Epsom and Ewell Borough has advised that that he has no objection in principal to the release of the grass verge and footway to enable these recommended improvements.

Location C – Junction with Meadow Court.

Currently, there are no dropped kerbs at the junction of Meadow Court. As the majority of pedestrians use this side of Rosebank to walk up to St Joseph's School, the lack of dropped kerbs here creates a barrier for pedestrians, especially children with scooters/bikes and parents with pushchairs.



Picture 4: Meadow Court junction with Rosebank

A new uncontrolled crossing facility with associated tactile paving is proposed at this junction. This will benefit all pedestrians, especially those who are visually impaired and/or wheelchair/pushchair users

Guide Price £16,000

Conclusion

These three low cost options provide pedestrian improvements which would benefit both pedestrians accessing St Joseph's School and the residents of Rosebank and Meadow Court. These in turn will encourage parents and children to walk and cycle to school. Promoting sustainable transport options, through local schemes is a priority for Surrey County Council, and opportunities should be taken.

3.4 Option 3 – Parking Improvements – south of exit from St Joseph's School – Drawing PC1028_02

At this location there is currently an on-street parking bay which allows for two cars to park on Rosebank just south of the exit from St Joseph's School. When cars are parked here, the traffic is reduced to single file. This results in grid lock of the pick-up and drop off facility. This option proposes using the grass verge adjacent to the parking bay to construct a lay-by which would result in an unrestricted carriageway with vehicles being able to travel in both directions.



Picture 5: Parking bay south of the exit from St Joseph's School

The Grass area behind the existing footway is EEBC land. The Chief Operating Officer at EEBC has advised that that he has no objection in principal to the release of the grass verge to enable these recommended improvements.

There are a number of utilities below the footway and grass verge including SGN low pressure main, UKPN cables and BT. The exact depth of these utilities are unknown and it is recommended that trial pits be excavated to determine the depths. This would allow for the feasibility of this option to be fully assessed. The footway will also need to be diverted around the back of the new lay-by which would require for a lighting column to be relocated to the back of the new footway alignment

Guide Price £42,000 There may be additional cost involved with utility diversions for this option. This cannot be fully assessed without excavating trial holes to establish the depths. The guide price for trial pits to be excavated here would be approximately £1000.

Conclusion

This option provides the only workable solution to the main safety issue recorded in the Road Safety Outside School Audits. By creating a lay-by for the parked cars, the carriageway width will enable two-way traffic at this section. The operation of the schools in-and-out system will function considerably more safely due to the on-street parking being relocated. There will also be no loss of parking for the residents.

It is recommended to carry out trial holes to determine the exact depths of the utilities in the grass verge to determine if the overall cost would be viable.

3.5 Option 4 – Parking Improvements – North of Rosebank junction with Dalmeny Way - Drawing PC1028_03



Picture 6: Parking bay north of Rosebank junction with Dalmeny Way.

There is a second on street parking bay which allows for two more cars to park on the carriageway restricting access and egress to and from St Joseph's school. An additional parking lay-by can be constructed using the highway verge 10m to the south of the on-street parking. To allow for construction of this lay-by items of street furniture including a lighting column sign posts and post & rail fence require relocation to the back of the new footway.

Guide Price £32,000. There may be additional cost involved with utility diversions for this option. This cannot be fully assessed without excavating trial pits to establish the depths. The guide price for trial pits to be excavated here would be £1000.

Conclusion

Together with Option 2 the additional carriageway space will enable two-way traffic flow, removing the main safety concerns raised during the Road Safety Outside School Audits. There will also be no loss of parking for the residents. It is recommended to carry out trial holes to determine the exact depths of the utilities in the grass verge to determine if the overall cost would be viable

3.6 Option 5 – Cycle Access – Drawing PC1028_04

There is a desire to make the Cabbage Patch town path more accessible for cyclists at the Dalmeny Way end of the path. This can be achieved by introducing a dropped kerb in a suitable location which will allow cyclists to easily exit the carriageway and join the path.



The existing cycleway signage is obscured by vegetation. It is recommended that vegetation clearance be undertaken to reveal the signage for pedestrians / cyclists and also new signage to be installed on the bollards at the entrance to the path.

There is a persistent issue of vehicles parking along the footway along Dalmeny Way. This can be addressed by placing bollards along the edge of the footway to prevent vehicles being able to mount the kerb

Guide Price £6,000

Conclusion

This option will benefit both cyclists using this town path to access Rosebank School and residents in the surrounding roads who use cycling as their mode of transport. The improvements will encourage more people to use sustainable modes of transport.

The bollards on the footway will deter motorists from parking on the footway, creating a safer environment for both cyclists and pedestrians.

3.7 Option 6 – Footway around Whitehorse Drive turning circle – Drawing PC1028_05

The current layout at Whitehorse Drive outside Rosebery School requires that pedestrians traveling towards the Cabbage Patch town path access to St Joseph's School, must walk along the carriageway. By constructing a footway around the turning circle at the end of Whitehorse Drive this could be prevented. Vehicle tracking has shown that this would still allow vehicles to manoeuvre about the turning circle with a 2m footway.

Guide Price £20,000

Conclusion

Pedestrians approaching the Rosebery side of the road are obliged to cross the road to access the Cabbage Patch town path. There is a risk of a vehicle and pedestrian conflict, especially as it was observed that vehicles were reversing within the turning circle. A new footway around the end of the turning area would reduce this risk considerably and help promote walking to school as an option.

It must be noted that pedestrians may still choose to walk across the carriageway.

3.8 Option 7 –Whitehorse Drive New Uncontrolled Pedestrian Crossing with build out – Drawing PC1028_06

An alternative to the option of a footway around the turning circle at the end of Whitehorse Drive is uncontrolled pedestrian crossing with a build out to allow pedestrians to cross the road away from the turning circle. Associated tactile paving will be used to benefit pedestrians who are visually impaired. There is also the option to construct the new crossing without the build out, which would be low-cost alternative.

Guide Price £8,000/ £3,000

Conclusion

These low-cost options provide an alternative to Option 6 but with the same benefits for pedestrians. To cross the road without having to walk across/in the turning circle.

4. Recommendations

The response to any request for action needs to be proportional to the recorded facts. In this instance the facts relate to the recorded personal injury collisions involving pedestrians. Whilst the recorded data does not support the introduction of any measures, it is recognised that both the school community and parents have asked for changes to be made, and that these options would both improve road safety for pedestrians and cyclists and encourage the community to use walking and cycling as their preferred mode of transport.

Road safety, anti-social driving, obstructive parking, congestion and poor air quality are a prime concern of parents/carers on the school journey. It is also a prime concern for residents living near to schools.

The following Options are therefore recommended as they encourage sustainable methods of transport and will reduce the need for parents to use their vehicles for the school journey.

Option 2; Pedestrian Improvements (£16,000) Additional costs may be incurred due to the presence of utilities, and it is recommended that trial holes are done to ascertain the scope of the work needed.

Option 5; Cycle Access Improvements (£6,000)

Option 6; New Footway around the turning circle Whitehorse Drive (£ 20,000)

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Minutes of the meeting of the
Epsom AND EWELL LOCAL COMMITTEE
held at 2.00 pm on 5 October 2020
at Virtual meeting.

These minutes are subject to confirmation by the Committee at its next meeting.

Surrey County Council Members:

- * Mrs Tina Mountain (Chairman)
- * Mrs Jan Mason (Vice-Chairman)
- * Mr John Beckett
- * Mr Eber A Kington
- * Mrs Bernie Muir

Borough / District Members:

- * Cllr Steve Bridger
- * Cllr Alex Coley
- * Cllr Nigel Collin
- * Cllr Neil Dallen MBE
- Cllr Debbie Monksfield

* In attendance

1/20 APPOINTMENT OF CHAIRMAN AND VICE-CHAIRMAN OF THE LOCAL COMMITTEE FOR 2020/21 [FOR INFORMATION] [Item 1]

The appointment by Council of Mrs Tina Mountain as Chairman and Mrs Jan Mason as Vice-Chairman of the Local Committee for the current municipal year was noted.

2/20 APPOINTMENT OF BOROUGH COUNCIL SUBSTITUTE MEMBERS [EXECUTIVE FUNCTION – FOR DECISION] [Item 2]

Resolved:

To co-opt substitutes for Borough Council members for the municipal year 2020/21.

Reasons: Standing Order 40(f) requires the Committee at its first meeting in the municipal year to agree whether it wishes Borough Council members to be permitted to have substitutes

3/20 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 3]

There were no apologies for absence or substitutions.

4/20 DECLARATIONS OF INTEREST [Item 4]

Cllr Bernie Muir declared a predudicial interest in Items 10 and 11 as a resident of Abelea Green, she withdrew from the meeting for these items.

Cllr Neil Dallen declared a personal interest in item 12 as a Borough council representative on the Community Safety Partnership.

5/20 CHAIRMAN'S BUSINESS [Item 5]

The Chairman reported that in order to reduce the queues which have been a recent issue at the Epsom Community Recycling Centre a booking system will be introduced by the end of the month.

There has been a temporary widening of the footway in Epsom High Street between the Wilkinson's store and the Waterloo Road junction to allow for social distancing. Residents were invited to feedback their views to the County Council, their local councillor or the Chairman.

The Committee was asked whether they would be agreeable to the cancellation or postponement of the informal Local Committee planned for 14 October. It was agreed that members would have 48 hours to think about whether they have any items for discussion or public engagement and to contact the Chairman and Partnership Committee Officer with any suggestions.

6/20 WRITTEN PUBLIC QUESTIONS AND STATEMENTS [Item 6]

Six public questions had been received, the responses to which are outlined in the supplementary agenda. Two members of the public joined the meeting to ask a further question based on the response:

Question 1

Anonymous – the questioner asked the Committee to take into account in their deliberations on the parking proposals for Abelea Green that this area provides clean air to the surrounding area and that St Joseph's School is one of only two schools in the area which does not have an admissions policy which prioritises children based on distance from the school. He also drew attention to a recently produced document on travel after Covid produced by Atkins who are based in Epsom. The area Highway Manager responded that unless not relaxing parking on Abelea Green resulted in fewer car journeys in the area, the overall impact on air quality in the area was unlikely to change as it would just move vehicles to a different location. The school admission criteria are a matter for the school to agree and not a matter for the Local Committee.

Question 3 – The questioner had visited the conservative office and asked for an appointment with the MP to discuss parking and had been told to contact Cllr Bernie Muir on any issues relating to parking in Epsom. The Chairman responded that this must be a mistake on the part of the office as she is the county councillor for the area where parking proposals are under consideration today and assured the questioner that the Cllr Muir had not taken part in any decisions in relation to these.

The questioner also asked about the process for advertising parking proposals as residents had been unaware of the proposals. The Parking Engineer responded that the proposals are statutorily advertised in the local press. Street notices are also displayed and sometimes letters and flyers are sent to residents. The minimum requirement is a public notice in a local paper.

7/20 PETITIONS [Item 7]

No petitions had been received.

8/20 MINUTES OF PREVIOUS MEETING [Item 8]

Confirmed as a correct record.

9/20 MEMBER QUESTION TIME [Item 9]

One question had been received. The response was available in the supplementary agenda. Cllr Dallen had no further questions and thanked the officer for the comprehensive response.

10/20 EPSOM AND EWELL PARKING REVIEW (PHASE 12) CONSIDERATION OF PUBLIC FEEDBACK RELATING TO PARKING PROPOSALS ON ST MARGARET DRIVE/ST ELIZABETH DRIVE AND WHITE HORSE DRIVE/DUDLEY GROVE/ELM GROVE [EXECUTIVE FUNCTION - FOR DECISION] [Item 10]

Declarations of Interest: Cllr Bernie Muir declared a prejudicial interest in this item as a resident of the area and left the meeting.

Officers attending: Stephen Clavey, Parking Engineer

Petitions, Public Questions/Statements: Six questions as outlined in item 6

Member discussion – key points

The Parking Engineer outlined that the parking proposals on Plans 68 and 70 were advertised from 7 November for 28 days for public comment. Due to the wide range of views expressed it had been agreed that the matter should be determined by the full Committee rather than by officers under delegated powers.

It was highlighted that this issue was brought to the Committee originally, as a result of the impact on Rosebank and related roads of school related traffic which was blighting the lives of residents and impacting on the safety of children going to school. When the Committee was presented with these issues they acknowledged that no one action would solve the issue and that all parties should contribute to finding a solution and that no part of the community should be excluded from these discussions. Both St Joseph's and Rosebery Schools have made efforts to improve the situation by making changes to the school day and encouraging children to travel to school sustainably where possible and the congestion in Rosebank is now much reduced. The Committee also has before it in the next item options to make further improvements to road safety in Rosebank.

It was raised that walking from Abelea Green to St Joseph's School is a lengthy walk particularly for young children along a busy road and that the roads in the Whitehorse Drive area had been added to the consultation in order to give an alternative option which could be safer for the children. The local Councillor has allocated all her highway funding for the current year to making improvements to the pavements in Whitehorse Drive.

Many members raised the issue of climate change and pollution and that the Committee should not be seen to be encouraging car journeys, particularly as many of the pupils travel a long distance to access the school when they already live close to excellent schools with places available.

The Committee moved to item 11 before making a formal decision on this item.

Motions were moved by the Chairman and seconded by the Vice-Chairman that the parking proposals in plan 68 and plan 70 should not be implemented.

Resolved:

- (i) (By 6 votes FOR to 1 AGAINST) That the parking proposals outlined in Plan 68 of the Phase 12 Parking Review should not be implemented;
- (ii) (by 7 votes FOR to 0 AGAINST) That the parking proposals outlined in Plan 70 of the Phase 12 Parking Review should not be implemented;

Reasons: In order not to encourage car journeys to schools in line with climate change and sustainable travel objectives.

11/20 ST JOSEPH'S SCHOOL FEASIBILITY REPORT [EXECUTIVE FUNCTION - FOR DECISION] [Item 11]

Declarations of Interest: Cllr Bernie Muir declared a prejudicial interest in this item as a resident of the area and was not present in the meeting.

Officers attending: Nick Healey, Area Highways Manager

Petitions, Public Questions/Statements: None

Member discussion – key points

The Area Highways Manager introduced the report and ran through the various options outlined in the feasibility report. He indicated that the Borough Council had agreed to release some of the land in the verges to allow some of the improvements if agreed by the Committee.

He was not recommending the relocation of parking into laybys as this may not improve the issue as vehicles may still stop in the area, even if parking restrictions are put in place and could encourage car journeys. Making it easier for traffic to exit could also increase the speed of traffic and increase the danger to children crossing. In addition, one of the spaces is used by a disabled driver who could continue to park on a single yellow line or relocate further down the road.

Members were concerned that the current situation in place for the circulation of traffic in Rosebank during pick up and drop off could be dangerous for pedestrians and if the school stopped allowing the circulation of traffic it would be more difficult for vehicles to turn round elsewhere in the road. They considered the safety of children should be paramount. It was suggested that there could be alternative options for moving the vehicles blocking the road, using parking restrictions instead of creating bays, which would be cheaper to implement.

The Parking Engineer indicated that parents are currently often parking in residents parking bays resulting in them having to leave their cars on yellow lines where they often receive parking tickets. Members commented that experience with other local schools suggests that parents often take no notice of restrictions put in place and it is not practical to provide enforcement every day.

In terms of improvements in Whitehouse Drive the Area Highways Manager indicated that a pavement around the bell mouth is considered to be the best option as it is unlikely that pedestrians would use a crossing point.

The Chairman indicated that she was happy to use her allocated budget to make improvements in both the current and next financial year.

It was noted that any changes to parking in Rosebank would need to be included in the next parking review for which limited funding is available and would need to be considered along with other proposals, many of which are also in the vicinity of schools.

The Area Highway Manger clarified that the recommendation was intended to indicate that options 2, 5 and 6 should be prioritised above the other options in the feasibility study and not above other options in the Committee programmes.

Resolved:

- (i) By reference to Annex A of the report to, implement options 2, 5 and 6 of the feasibility report in a future Financial Year, at an estimated cost of £42,000.
- (ii) Authorise the Area Highway Manager in consultation with the Chairman, Vice Chairman, and relevant Divisional Member(s) to undertake all necessary procedures to deliver the agreed Committee highway programmes.
- (iii) (On a motion proposed by Cllr Dallen and seconded by Cllr Mountain) That the Chairman and the Borough Council Town ward councillor (Cllr Dallen) works with the school and highway officers to consider other solutions for the relocation of the disabled bay mentioned in Option 3.

Reasons: Options 2, 5, and 6 are improvements for pedestrians and cyclists, and are therefore in keeping with our objectives relating to climate change and sustainable transport. Relocation of the disabled bay may improve traffic flow and road safety.

12/20 APPOINTMENT TO EPSOM & EWELL COMMUNITY SAFETY PARTNERSHIP [EXECUTIVE FUNCTION - FOR DECISION] [Item 12]

Cllr Muir rejoined the meeting at this point.

Declarations of Interest: Cllr Dallen declared a personal interest in this item as a Borough Council member of the Epsom & Ewell Community Safety Committee

Officers attending: None

Petitions, Public Questions/Statements: None

Member discussion – key points

Eber Kington proposed the appointment of County Councillor John Beckett to the Community Safety Partnership and this was seconded by Cllr Jan Mason.

The Chairman proposed that County Councillor Bernie Muir should be appointed as she had been a member of the East Surrey Community Safety Partnership. There was no seconder and therefore it was

Resolved: to appoint Cllr John Beckett as the Surrey County Council representative on the Epsom & Ewell Community Safety Partnership for the municipal year 2020/21

Reasons: The appointment of councillors of the Local Committee to external bodies enables the committee's representation on and input to such bodies.

13/20 DECISIONS TAKEN UNDER DELEGATED POWERS [FOR INFORMATION] [Item 13]

Noted the decisions made under delegated powers following the cancellation of the Local Committee meeting in March.

14/20 LOCAL COMMITTEE DECISION TRACKER [FOR DECISION] [Item 14]

Members asked for an update on putting the yellow lines from the last parking review in place. The Parking Engineer indicated that most were now in place but that there are some still outstanding. Members requested that the Chairman should write on behalf of the Committee to the Head of the Parking Team to indicate their concern at the performance of the lining contractor. Members asked for an updated list of those roads still outstanding which the parking Engineer indicated that he would provide after checking the latest position.

A member indicated that the work in Waterloo Road appeared to have been completed but not to an acceptable standard. There are puddles on the pavement and at the crossing point by the dropped kerb. The Area Highways Manager undertook to investigate and that this item would remain on the tracker. The Committee agreed to remove all other items marked as complete.

15/20 FORWARD PLAN [FOR INFORMATION] [Item 15]

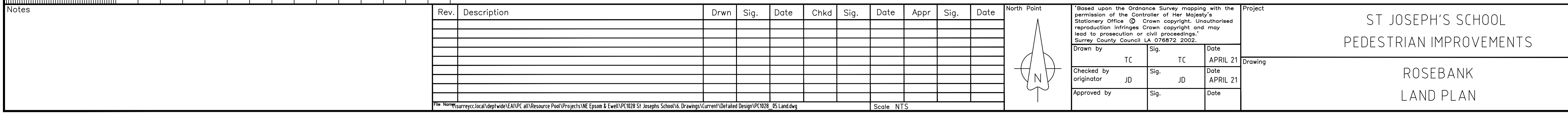
Noted the forward plan.

16/20 DATE OF NEXT MEETING [Item 16]


7 December 2020 at 2pm, virtual meeting.


Meeting ended at: 3.55 pm

Chairman



It is assumed that all works will be carried out by a competent contractor working, where appropriate, to an approved method statement.

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	Drawn by	Sig.	Date
	TC	TC	APRIL 21
	Checked by originator	Sig.	Date
	JD	JD	APRIL 21
Approved by	Sig.	Date	



SURREY
COUNTY COUNCIL

Surrey Highways
is
Transport for Surrey

Appendix 3

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2022/23 BUDGET TARGETS AND FINANCE UPDATE

Head of Service:	Lee Duffy, Chief Finance Officer
Wards affected:	(All Wards);
Urgent Decision?(yes/no)	No
If yes, reason urgent decision required:	N/A
Appendices (attached):	Appendix 1: Minutes of Financial Policy Panel dated 07 September 2021 Appendix 2: Report to Financial Policy Panel dated 07 September 2021 Appendix 3: Budget Forecast

Summary

This report recommends budget targets for 2022/23 and provides an update on financial planning as recommended by Financial Policy Panel.

Recommendation (s)

The Committee is asked to:

- (1) Note the recommendations of Financial Policy panel held on 7 September 2021.**
- (2) Agree the proposed strategy for setting the 2022/23 budget as set in Section 4 of this report.**
- (3) Agree that any additional new growth items supported by Policy Committees will need to be fully funded from existing budgets.**

1 Reason for Recommendation

- 1.1 The recommendations will provide a clear framework for officers to develop a balanced budget for 2022/23. Strategy and Resources Committee has agreed one of its key priorities for 2022/23 is to achieve financial stability for the Council.

2 Background

- 2.1 At its meeting on 07 September 2021, Financial Policy Panel received an overview of the Council's budget position.
- 2.2 Having considered the report, the Panel advises Strategy and Resource Committee to agree the recommendations within this report.

3 Long Term Budget Forecast

- 3.1 Appendix 3 comprises an update of the forecast budget position for 2022/23 along with indicative forecasts for the following eight years to March 2031.
- 3.2 The forecast indicates, excluding any new growth in expenditure that a level of savings of £1.6 million is needed to achieve a balanced budget over the next four year financial planning period.
- 3.3 Without making the savings the budget would move incrementally to a £1.6 million budget deficit by 2025/26. The general fund working balance would be almost fully utilised before that date.
- 3.4 The forecast position is dependent on the detailed assumptions used and the ability of the Council to make the necessary savings.
- 3.5 The following factors have been used to prepare the forecast:-

FOUR YEAR FORECAST: ASSUMPTIONS USED		<u>2022/23</u>	<u>2023/24</u>	<u>2024/25</u>	<u>2025/26</u>
	<i>BASE</i>	<u>Indicative</u>	<u>Indicative</u>	<u>Indicative</u>	<u>Indicative</u>
	<u>£000</u>				
General Inflation - prices	9,500	2%*	2%	2%	2%
Annual pay award	11,000	2%*	2%	2%	2%
Fees & Charges allowance: annual increased yield on discretionary charges	-6,600	3%**	3%	3%	3%
Interest rate used		0.5%	1.0%	1.5%	2.0%
Change in Retained Business Rates	-1,652	-14.0%	-32.5%	-13.7%	-16.1%
Increase in Council Tax income	-6,904	£5 annual increase on a band D equivalent property			

* assumes annual pay increases of 2% and allows for unavoidable price inflation only

** increase to parking charges are applied every 2 years

- 3.6 Assumptions have been made on the timing of potential significant changes to government financing as a result of the Fair Funding and the Business Rates Retention reviews. These include:-

3.6.1 New Homes Bonus

3.6.2 Retained Business Rate Income

4 2022/23 Projection

- 4.1 Prior to the inclusion of any real growth in expenditure, the forecast shows a broadly balanced position for 2022/23 (small surplus of £7k). However, it is important to note that the balanced position for 2022/23 will require delivery of existing savings totalling £342k, that are already agreed within the MTFS, as shown in the following table:

Summary of Agreed Savings for 2022/23		£000
Bourne Hall	C & W	30
Review of Ewell Court House	C & W	10
Tattenham Corner Conveniences	C & W	12
Income from Commercial Property	S & R	112
Review of Waste Collection	E & SC	100
Review of Grounds Maintenance	C & W	67
Other minor savings		11
Savings built into MTFS		342

5 Proposed Strategy for 2022/23 Budget

- 5.1 The Council is facing a great deal of uncertainty, and it is unlikely to have sufficient information to reliably predict the long-term impact of Covid-19 on Council services before the end of 2021/22. The Government's expected delay to the Fair Funding Review provides the Council with an opportunity to agree a budget for 2022/23 without the need for delivering any additional savings other than those already agreed within the current Financial Plan (which total £342k).
- 5.2 The Government's latest projection shows that GDP will increase by approximately 4% in the next twelve months resulting in a reduction of £350k in the Covid contingency down to £600k.
- 5.3 The Council should use this opportunity to start work on producing the long-term savings and reforms, such as reviewing the use of Council owned property, to deliver a sustainable long-term budget for the future.
- 5.4 The Council should also encourage and explore investment opportunities that can deliver long-term savings or sustainable income.
- 5.5 As with previous years, a review should take place of existing budgets to identify potential reductions in expenditure or increases in income.

- 5.6 The Council has agreed to undertake the following Strategic Asset/Service Reviews in the coming year;

5.6.1 Bourne Hall

5.6.2 The Museum

5.6.3 Town Hall

5.6.4 The Playhouse

- 5.7 It is hoped that at least some of these reviews will conclude with savings/efficiencies for the Council. However, as there is uncertainty until the reviews are actually undertaken, the current forecast position does not incorporate potential savings from these reviews

- 5.8 Strategy & Resources Committee are asked to agree this proposed strategy.

- 5.9 Furthermore, with the Council facing a projected budget deficit of £1.6m by 2025/26, the Committee is also asked to agree that any additional new growth items supported by Policy Committees will need to be fully funded from existing budgets.

6 Risk Assessment

Legal or other duties

- 6.1 Impact Assessment

6.1.1 Risk and legal duties are set out in the report to Financial Policy Panel at Appendix 2

- 6.2 Crime & Disorder

6.2.1 None

- 6.3 Safeguarding

6.3.1 None

- 6.4 Dependencies

6.4.1 None

- 6.5 Other

6.5.1 None

7 Financial Implications

- 7.1 Financial implications are set out in the report to Financial Policy Panel at Appendix 2
- 7.2 **Section 151 Officer's comments:** It is important that the budget target recommendations be agreed in order to maintain the future financial health of the Council.

8 Legal Implications

- 8.1 Legal implications are set out in the report to Financial Policy Panel at Appendix 2
- 8.2 **Legal Officer's comments:** None arising from the contents of this report.

9 Policies, Plans & Partnerships

- 9.1 **Council's Key Priorities:** The following Key Priorities are engaged: Effective Council.
- 9.2 **Service Plans:** The matter is included within the current Service Delivery Plan.
- 9.3 **Climate & Environmental Impact of recommendations:** None
- 9.4 **Sustainability Policy & Community Safety Implications:** None
- 9.5 **Partnerships:** None

10 Background papers

- 10.1 The documents referred to in compiling this report are as follows:

Previous reports:

- Budget targets 2022/23 report to Financial Policy panel dated 07 September 2021

Other papers:

- Budget Book 2021/22
- Medium Term Financial Strategy 2020 to 2024

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Minutes of the Meeting of the FINANCIAL POLICY PANEL held on 7 September 2021

PRESENT -

Councillors John Beckett, Kate Chinn (Connected to the meeting virtually), Alex Coley, Nigel Collin, Neil Dallen, Jan Mason and Clive Woodbridge

Absent: Councillor Colin Keane

Officers present: Brendan Bradley (Chief Accountant), Sue Emmons (Senior Accountant) and Tim Richardson (Committee Administrator)

1 DECLARATIONS OF INTEREST

No declarations of interest were made in relation to Items of business to be discussed at the meeting.

2 MINUTES

The Minutes of the previous meeting of the Financial Policy Panel held on 2 February 2021 were agreed as a true record and signed by the acting Chair.

3 STRATEGIC FINANCIAL PLANNING – 2022/23

The Panel received a report seeking guidance on the approach to be used in preparing the budget for 2022/23.

The report requested the Panel's support for the proposed budget setting strategy and highlighted that the forecast balanced position for 2022/23 is contingent on many uncertain factors, which may change throughout the budget process, including:

- That the Government delays implementation of its Fair Funding Review, as expected.
- That the Council is able to deliver all the savings already included within the Financial Plan.
- No new growth in expenditure.

The following matters were raised by Councillors:

- a) The Council's progress in implementing the new staffing structure and recruiting to vacant posts - **Action – the number of posts currently vacant to be circulated to FPP members.**
- b) The level of revenue reserves, including the Business Rates Equalisation Reserve and whether these reserves could be re-purposed;
- c) The potential impact of central government's Fair Funding Review on the Council's budget position and forecast reserve levels;
- d) The deliverability of savings within the Medium Term Financial Strategy;
- e) The extent to which income from Council services, in particular car parks, is recovering.
- f) The adequacy of resources allocated to the Local Plan and planning appeals.

Following consideration, the Panel resolved:

- (1) To support the 2022/23 budget setting strategy, as set-out in this report;**
- (2) To support the budget setting timetable at Appendix 1.**

The meeting began at 6.00 pm and ended at 6.20 pm

STRATEGIC FINANCIAL PLANNING – 2022/23

Head of Service:	Lee Duffy, Chief Finance Officer
Wards affected:	(All Wards);
Urgent Decision?(yes/no)	No
If yes, reason urgent decision required:	N/A
Appendices (attached):	1 - 2022/23 Financial Planning Timetable

Summary

This report seeks guidance on the approach to be used in preparing the budget for 2022/23.

Recommendation (s)

That the Panel supports:

- (1) The 2022/23 budget setting strategy, as set-out in this report;
- (2) The budget setting timetable at Appendix 1.

1 Reason for recommendations

- 1.1 The recommendations will make the Panel aware of the approach officers are taking to ensure the 2022/23 budget maintains sound financial management of Council resources and the challenges it faces in setting a balanced budget. It also sets out the timetable for the budget process.

2 Background

- 2.1 Local authority finances remain under significant pressure mainly due to Covid-19's disruption of income streams. As a result, the ability of local authorities to maintain financial and service sustainability this year and over the medium-term is being severely tested.
- 2.2 In February 2021, the Council agreed its budget for 2021/22, including a £950k contingency to manage Covid's impact on Council services, with the use of £458k of reserves required to balance the budget.

- 2.3 This report provides an update on the Council's financial position since February, and a proposed approach for setting the 2022/23 budget, along with a timetable (Appendix 1) for presenting the 2022/23 budget to Council in February 2022.

3 2020/21 Final Outturn

- 3.1 The Council's provisional outturn position for 2020/21 shows a net overspend on services of £43k on a net budget of £9.74m, which compares favourably to the forecast outturn reported earlier in the year of a £784k overspend.
- 3.2 During 2020/21 the Council worked hard to minimise the projected overspend and has achieved the significant reduction by optimising the Council's income compensation claim to MHCLG, along with officers taking mitigating action to reduce non-essential expenditure.

4 Updated Financial Position 2021/22

- 4.1 The impact of Covid on Council finances is expected to continue well in to 2021/22 and beyond, with income streams from areas such as car parks, the venues, commercial property, business rates and council tax taking time to recover as the economy gradually re-adjusts.
- 4.2 The Government has promised continued financial support through the income compensation scheme until 30 June 2021. This financial support is not included within the 2021/22 budget and therefore will provide additional funds to mitigate any income losses in excess of those already included within the budget.
- 4.3 The £950,000 Covid contingency within the Council's 2021/22 budget was based on the Government's projected 9.5% forecast reduction in GDP at the time of budget setting. This centrally held contingency will be used to mitigate any adverse financial impacts of Covid that are not covered by government funding.
- 4.4 The first budget monitoring report for 2021/22 (Quarter 1) will be presented to Audit Crime & Order and Scrutiny Committee on 1 September. The quarter 1 report projects a deficit for the 2021/22 year of £1.97m (post government support), mainly due to reduced income streams from car parking and the venues, combined with increased expenditure to manage homelessness. The deficit will provisionally be funded by the Council's £950k contingency and a £1.02m contribution from reserves

5 Challenges

- 5.1 The Council is progressing its Build Back Better recovery plan and is undertaking a significant staffing restructure, to ensure the organisation is well structured to deliver the priorities in the Corporate Plan/Vision and to meet future challenges. The staffing restructure is due for completion by 1 September and recruitment to vacant posts is well underway.
- 5.2 The implementation of the restructure requires significant senior staff resource to manage the process, and affected officers face the uncertainty of change processes, while also managing their business as usual day jobs. In addition, there is the ongoing requirement to continue managing the Council's response to Covid-19, and to implement frequently-changing government guidance.
- 5.3 The long term impact of Covid-19 on the Council's services will only be established accurately once a new normality becomes clear. For example it is not yet possible to know the extent to which car parking income will recover, or whether usage of our venues - such as the Playhouse, Community & Wellbeing Centre, Bourne Hall, Ewell Court House - and associated income streams will return to pre-pandemic levels. Until this uncertainty lifts, officers advise not making major changes or cuts to these service budgets at the current time, as to do so may be premature should the services subsequently recover to sustainable levels within a reasonable timeframe.
- 5.4 The Council is committed to costing the deliverables within the Climate Change Action Plan in the current year, and throughout the 2022/23 budget setting process, funding options will need to be identified for any agreed priorities.

6 Reserves

- 6.1 For Local Government, reserves play a crucial role in good public financial management. They exist so that the Council can invest in service transformation for the future or respond to unexpected events or emerging needs.
- 6.2 Reserves for EEBC can be distinguished between general fund revenue reserves and capital reserves. There is clear statutory and accounting guidance on how these two types of reserves can be applied and it varies for the two types.

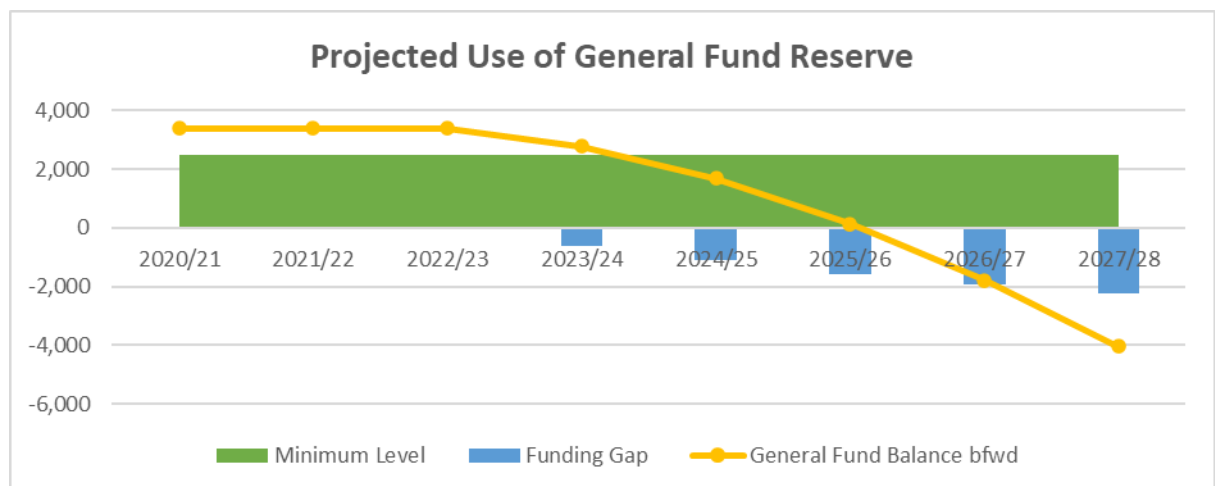
General Fund Revenue Reserves

- 6.3 The General Fund is where all the revenue income and expenditure of the Council is accounted for. It does not include specific funds, such as the Collection Fund, which separately accounts for local taxes (ie Council Tax and Business Rates) that are collected by the Council as an agent on behalf of itself and other bodies - MHCLG, SCC and Surrey Police).

- 6.4 General Fund revenue reserves are effectively the accumulated surplus of income over expenditure since the Council was established many decades ago. General Fund revenue reserves should not be used to fund revenue expenditure on an ongoing basis.
- 6.5 General Fund revenue reserves are classified as either earmarked or un-earmarked:

Un-earmarked GF Revenue Reserves (known as the GF Working Balance)

- 6.6 The un-earmarked GF reserve, often referred to as the GF working balance, is maintained to safeguard the Council against financial risks beyond those for which specific earmarked reserves have been created.
- 6.7 The 'normal' level of working balance will reflect the long-term needs of the Council and be based on ongoing operational requirements. This will include a number of factors, the main ones being the gross expenditure of the Council and the extent to which long-term service contracts reduce the Council's flexibility to respond to financial shocks. Previously the Audit Commission had suggested that a yardstick for 'normal' un-earmarked reserves is between 5% and 100% of 'net operating expenditure'. At £3.383m, EEBC's GF working balance represents 39% of the Council's net budget of £8.612m, placing the Council towards the middle of the Audit Commission's recommended range.
- 6.8 The agreed Medium Term Financial Plan states that the Council will maintain a minimum GF working balance of £2.5m. However, current projections and assumptions predict that - without mitigating action - the Council would fall below this minimum level in 2024/25 and the reserve would be fully depleted by 2025/26, as shown on the following chart:



Earmarked GF Revenue Reserves (known as Strategic Reserves)

- 6.9 Earmarked reserves, also known as strategic reserves, are amounts set aside for specific policy purposes or contingencies and cash flow management. For each reserve established, the purpose and usage needs to be clearly defined.
- 6.10 In 2020/21 the Council was able to attain the target balance for the Property Income Equalisation Reserve, which represented a significant milestone in terms of financial resilience, particularly as there is a heightened risk that drawdowns from the reserve may be needed in the coming years, depending on how future economic changes impact on commercial property tenants and associated rental income streams.
- 6.11 At 31 March 2021, the Council's strategic earmarked reserves total £18.4m, as shown in the following table:

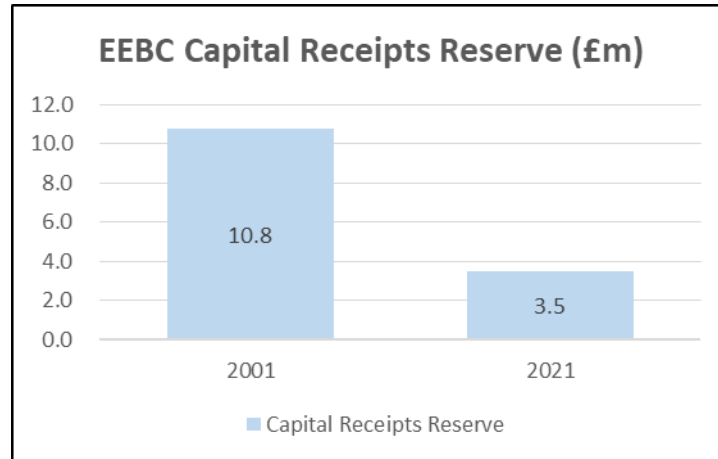
Strategic Revenue Reserves	Balance at 31/3/20	Balance at 31/3/21
	£'000	£'000
Interest Equalisation	400	400
Repairs and Renewals	359	390
Insurance	467	443
Community Safety	110	108
Property Maintenance	550	548
VAT Reserve	251	199
Housing & Planning Delivery Grant	88	88
Corporate Project Reserve (a)	3,957	4,673
Personalisation, Prevention & Partnership	73	73
Business Rate Equalisation Reserve (b)	1,291	9,306
Residential Property Acquisition Fund	1,161	1,066
HIA Hardship Fund	89	125
Sports & Leisure Development Projects Fund	86	87
Property Income Equalisation Reserve	3,829	5,495
Commuted Sums	1,464	1,447
Flexible Housing Support Grant	596	385
Basic Payments Scheme & Environmental Stewardship Grant	122	141
Other minor grants reserves	57	57
Covid Grants Reserve	0	121
SubTotal Strategic Reserves	14,950	25,152
Collection Fund Surplus/(Deficit)	1,136	(6,608)
Total Strategic Reserves and Collection Fund Account	16,086	18,544

- a) Of the £4.7m Corporate Projects Reserve balance, £1.5m is committed for existing workstreams including £0.9m to fund planning appeals and the Local Plan, £0.3m to balance the 2021/22 revenue budget, and £0.2m to pursue strategic asset reviews and regeneration opportunities.
- b) The Business Rate Equalisation Reserve contains £6.6m in grants from MHCLG to fund the £6.6m collection fund deficit, which arose principally due to mandatory reliefs awarded to eligible businesses during the year, as instructed by central government. The £6.6m deficit must be funded by 2022/23 in accordance with collection fund regulations, therefore the S31 grants have been set-aside in reserves for this purpose. Any remaining balance on the reserve is expected to be used to offset potential future reductions in business rates income following central government's Fair Funding Review from 2023/24. The reserve may also be used to offset any significant, future successful appeals against business rate bills.

6.12 A review of the Council's reserves will be reported to members as part of the 2022/23 budget setting process.

Capital Reserves

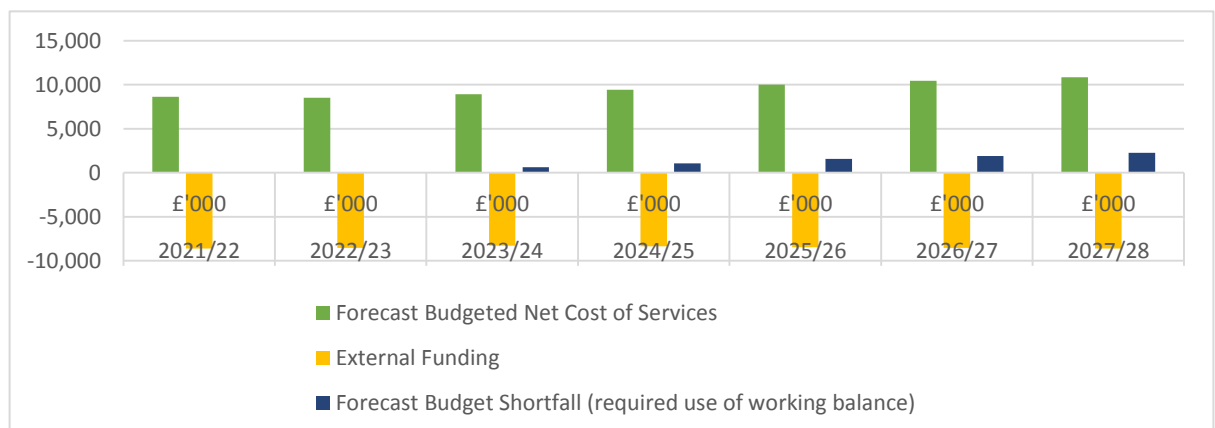
- 6.13 The Capital Receipts Reserve represents the funds, generated from past asset disposals, that are available to finance future capital expenditure. The levels of capital receipts held by Council to invest in its capital programmes has diminished over time, from over £10m in 2001 to £3.5m now in 2021. There are no major asset disposals currently planned to generate new capital receipts and replenish the reserve, as such without mitigating action, the reserve would continue to diminish and with the Council soon left with no funds to finance its annual capital programme.
- 6.14 To address this issue, the Council has agreed to provide funding for the capital programme through the general fund revenue budget. The 2021/22 revenue budget includes a £300k contribution towards the capital programme, and this contribution is forecast to increase annually by £100k in the coming years, to eventually reach a sufficient level to finance the whole annual capital programme.
- 6.15 The following chart illustrates how the capital receipts reserve has diminished since 2001:



7 2022/23 Projection

- 7.1 As the pandemic continues to impact the Council's services and income streams, there remains a high level of uncertainty around the Council's financial position for 2022/23. Furthermore, it is unlikely that services will have returned to their new normal levels by the time the Council must calculate and set next year's budget.
- 7.2 The Government's latest economic projection is for GDP to increase by approximately 4% in the next twelve months. Based on this official projection, it is considered that the Council's existing £950k contingency for Covid-19 could be reduced by £350k down to £600k for 2022/23.
- 7.3 The Council's latest forecast, shown in the following table, also removes reliance on retained business rates to finance the delivery of services by 2030/31 and provides for a sustainable capital programme to be fully funded from revenue by 2026/27:

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Forecast Budgeted Net Cost of Services	8,612	8,521	8,908	9,446	10,010	10,430	10,856
External Funding	-8,612	-8,529	-8,293	-8,365	-8,440	-8,518	-8,599
Forecast Budget Shortfall (required use of working balance)	0	-7	615	1,081	1,570	1,912	2,257



- 7.4 The forecast shows a broadly balanced position for 2022/23 (small surplus of £7k). Beyond then, to remove reliance on external business rates funding, the Council will need to deliver additional annual savings or income of £2.3 million by 2027/28.
- 7.5 In addition, it is important to note that the balanced position for 2022/23 will require delivery of existing savings totalling £342k, that are already agreed within the MTFS, as shown in the following table:

Summary of Agreed Savings for 2022/23		£000
Bourne Hall	C & W	30
Review of Ewell Court House	C & W	10
Tattenham Corner Conveniences	C & W	12
Income from Commercial Property	S & R	112
Review of Waste Collection	E & SC	100
Review of Grounds Maintenance	C & W	67
Other minor savings		11
Savings built into MTFS		342

8 External Funding (Business Rates, Council Tax and Government Grants)

- 8.1 The Government has indicated that it will delay the Fair Funding Review that had been scheduled for 2022/23. The Fair Funding Review (when complete) will be used by Government to recalculate each local authorities' baseline funding need and determine the proportion of business rates that each authority is permitted to retain in future. EEBC is currently permitted to retain just c.£1.6m of business rates funding out of c.£24m business rates collectible locally - the balance must be passed to SCC (10%) and MHCLG for redistribution across the rest of the country.
- 8.2 When complete, the Fair Funding Review is expected to favour upper tier/unitary authorities (i.e. those responsible for adult and children social services), at the expense of district councils, and therefore result in a reduction in retained business rates for district councils.
- 8.3 The latest delay to the Fair Funding Review means that the funding EEBC is permitted to retain from business rates for 2022/23 is likely to continue at similar levels to 2021/22.
- 8.4 However, the threat remains high that the Fair Funding Review will result in a reduced funding settlement for EEBC from 2023/24 and beyond. The Government has previously attempted to introduce a £625k cut to EEBC's funding settlement (through negative RSG) back in 2019/20. However, following significant lobbying from ourselves and other local authorities, Government agreed to remove the £625k cut from current settlements, pending the Fair Funding Review. However, it is expected that the reduction will eventually return to feature within revised settlement figures following the Fair Funding Review.

- 8.5 To reflect this, the latest forecast anticipates a £700k reduction in our core funding for 2023/24 when compared to budgeted levels for 2021/22.
- 8.6 In the meantime, the forecast for 2022/23 assumes business rates income will remain at 2021/22 Government baseline levels - this is considered a prudent approach and to mitigate the risk of any unexpected fluctuations in funding from this source, especially for example from business closures following the pandemic, the Council holds the Business Rates Equalisation Reserve.
- 8.7 The forecast assumes that the Council's agreed Pay Policy for 2020-24, which links the annual staff pay award to the change in consumer price inflation (CPI) will remain in effect.
- 8.8 The latest projection continues to anticipate an annual council tax increase of £4.95 for a band D equivalent property. This is currently the maximum increase permitted before requiring a local referendum. This increase brings in £170k of additional annual funding to support the cost of delivering Council services – without this increase in council tax, the budget gap for 2022/23 and beyond would rise by £170k, and further savings, cuts to services, or alternative income would need to be identified.

9 Proposed Strategy for 2022/23 Budget

- 9.1 The Council is facing a great deal of uncertainty, and it is unlikely to have sufficient information to reliably predict the long-term impact on Council services before the end of 2021/22. The Government's delay to the Fair Funding Review provides the Council with an opportunity to agree a budget for 2022/23 without the need for delivering any additional savings other than those already agreed within the current Financial Plan (which total £342k).
- 9.2 The Government's latest projection shows that GDP will increase by approximately 4% in the next twelve months resulting in a reduction of £350k in the Covid contingency down to £600k.
- 9.3 The Council should use this opportunity to start work on producing the long-term savings and reforms, such as reviewing the use of Council owned property, to deliver a sustainable long-term budget for the future.
- 9.4 The Council should also encourage and explore investment opportunities that can deliver long-term savings or sustainable income.
- 9.5 As with previous years, a review should take place of existing budgets to identify potential reductions in expenditure or increases in income.
- 9.6 The Council has agreed to undertake the following Strategic Asset/Service Reviews in the coming year;

➤ Bourne Hall

- The Museum
- Town Hall
- The Playhouse

9.7 It is hoped that at least some of these reviews will conclude with savings/efficiencies for the Council. However, as there is uncertainty until the reviews are actually undertaken, the current forecast position does not incorporate potential savings from these reviews

10 Proposed Strategic Budget Timetable

- 10.1 The proposed formal revenue and capital programme reporting timetables are contained in Appendix 1.
- 10.2 At September's Strategy and Resources Committee, the Chief Finance Officer will also update the ten-year financial forecast based on the current level of service provision.

11 Risk Assessment

Legal or other duties

11.1 Impact Assessment

11.1.1 A full budget risk assessment will be presented to Full Council in February 2021.

11.2 Crime & Disorder

11.2.1 None arising from the contents of this report.

11.3 Safeguarding

11.3.1 None arising from the contents of this report.

11.4 Dependencies

11.4.1 None arising from the contents of this report.

11.5 Other

11.5.1 None arising from the contents of this report.

12 Financial Implications

12.1 Financial implications are set-out in the body of the report.

- 12.2 **Section 151 Officer's comments:** The proposed budget strategy for 2022/23 will facilitate the Council to fulfil its statutory duty to produce a balanced budget each year.

13 Legal Implications

- 13.1 The Council has a statutory responsibility to set a balanced budget each year.
- 13.2 **Monitoring Officer's comments:** None arising from the contents of this report.

14 Policies, Plans & Partnerships

- 14.1 **Council's Key Priorities:** The following Key Priorities are engaged: Effective Council
- 14.2 **Service Plans:** The matter is included within the current Service Delivery Plan.
- 14.3 **Climate & Environmental Impact of recommendations:** None arising from the contents of this report.
- 14.4 **Sustainability Policy & Community Safety Implications:** None arising from the contents of this report.
- 14.5 **Partnerships:** None arising from the contents of this report.

15 Background papers

- 15.1 The documents referred to in compiling this report are as follows:

Previous reports:

- 2021/22 Budget Report to Full Council, 16 February 2021;
- 2021/22 Budget Monitoring Report to Audit, Crime & Disorder and Scrutiny Committee, 1 September 2021.

Other papers:

- None.

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REVENUE BUDGET FOUR YEAR FORECAST**Status: Financial Planning Based on 2020/21 Budget**

	MTFS				FORECAST						
FOUR YEAR BUDGET PROFILES	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>	<u>2023/24</u>	<u>2024/25</u>	<u>2025/26</u>	<u>2026/27</u>	<u>2027/28</u>	<u>2028/29</u>	<u>2029/30</u>	<u>2030/31</u>
	<u>Budget</u>	<u>Budget</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>
	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>
NET SPEND B/F FROM PREVIOUS YEAR	6,387	9,743	8,612	8,521	8,908	9,446	10,010	10,430	10,856	11,288	11,726
add back: Interest on Balances as credited to the revenue account in previous year	96	130	105	80	180	300	400	500	500	500	500
add back: Use of Reserves/Provisions in Previous Year	1,845	-1,264	730	200	150	100	50	0	0	0	0
Net Expenditure on Services before changes (Base Budget excluding use of interest on Balances and use of working balance)	8,328	8,609	9,447	8,801	9,238	9,846	10,460	10,930	11,356	11,788	12,226
Allowance for Pay and Price Inflation											
General Inflation - price base	+190	+50	+190	+194	+198	+202	+206	+210	+214	+218	+223
General Inflation - pay base	+400	+240	+416	+424	+433	+442	+450	+459	+469	+478	+488
Other											
Prices Increases net of Increased Fees & Charges	+590	+290	+606	+618	+631	+643	+656	+669	+683	+696	+710
Increases in costs / Reductions in income											
Pension Fund Valuations 2019 & 2022	+150			+100	+100	+100					
Contingency for the impact of Covid		+950	-350								
Increase in cost of waste collection	+61										
Increase in provision for property maintenance	+50	+50	+50	+50							
Property and Regeneration Manager	+50										
Local elections	-70										
Funding of projects within the capital programme	+100	+100	+100	+100	+100	+100	+50				
Other	-83	-71									
Reduced contributions to the Property Equalisation Reserve			-500								
Increased cost of homelessness	+391										
Increases in costs / Reductions in income	+649	+1,029	-700	+250	+200	+200	+50	+0	+0	+0	+0
Changes to External Funding											
Bourne Hall (SCC)	+80										
Changes to External Funding	+80	+0	+0	+0	+0	+0	+0	+0	+0	+0	+0
New Home Bonus											
Estimated New Homes Bonus	-385	-240	-21	-21	-21	-21	-21	-21	-21	-21	-21
Transfer to Corporate Project Reserve	+385	+240	+21	+21	+21	+21	+21	+21	+21	+21	+21
NHB Funding used to support General Fund services	+0	+0	+0	+0	+0	+0	+0	+0	+0	+0	+0
Cost Reduction Plan											
Star Chamber	-585	-144	-249	-215							
Service review		-173	-93								
EEPIC Dividend	-100										
Cost Reduction Plan	-685	-317	-342	-215	+0	+0	+0	+0	+0	+0	+0
Contributions from Reserves/Provisions											
Funding from business rates equalisation reserve of retained business rates income deficit	+1,380	-308	-200	-150	-100	-50					
Funding of increased homelessness from Flexible Housing Support Grant	-116	-116									
Funding from Corporate Projects Reserve		-306									
	+1,264	-730	-200	-150	-100	-50	+0	+0	+0	+0	+0

	MTFS				FORECAST						
FOUR YEAR BUDGET PROFILES	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Fees and Charges											
Increased yield on discretionary Fees and Charges	-290	-164	-210	-216	-223	-229	-236	-243	-251	-258	-266
	-290	-164	-210	-216	-223	-229	-236	-243	-251	-258	-266
Interest on Balances (excludes interest credited to strategic reserves)											
Average level of investments											
Investments (average)	13,000	14,000	16,000	18,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Interest rate used (supplemented by interest equalisation reserve)	1.00%	0.75%	0.50%	1.00%	1.50%	2.00%	2.50%	2.50%	2.50%	2.50%	2.50%
Total Interest Forecast	-130	-105	-80	-180	-300	-400	-500	-500	-500	-500	-500
Add: Use of interest equalisation reserve	0	0	0	0	0	0	0	0	0	0	0
Interest credited to General Fund to Finance Services	-130	-105	-80	-180	-300	-400	-500	-500	-500	-500	-500
SUMMARY OF FORECASTS											
Net Expenditure on Services before changes (Base Budget excluding use of interest on Balances and use of working balance)	8,328	8,609	9,447	8,801	9,238	9,846	10,460	10,930	11,356	11,788	12,226
Price Increases (inflation)	+590	+290	+606	+618	+631	+643	+656	+669	+683	+696	+710
Increases in costs / Reductions in income	+649	+1,029	-700	+250	+200	+200	+50	+0	+0	+0	+0
Changes to External Funding	+80	+0	+0	+0	+0	+0	+0	+0	+0	+0	+0
NHB Funding used to support General Fund services	+0	+0	+0	+0	+0	+0	+0	+0	+0	+0	+0
Cost Reduction Plan	-685	-317	-342	-215	+0	+0	+0	+0	+0	+0	+0
Contributions from Reserves/Provisions	+1,264	-730	-200	-150	-100	-50	+0	+0	+0	+0	+0
Fees and Charges	-353	-164	-210	-216	-223	-229	-236	-243	-251	-258	-266
Interest credited to General Fund to Finance Services	-130	-105	-80	-180	-300	-400	-500	-500	-500	-500	-500
Forecast Net Cost of Services	9,743	8,612	8,521	8,908	9,446	10,010	10,430	10,856	11,288	11,726	12,170
SETTLEMENT ASSESSMENT FUNDING FORECAST											
RSG	+0	+0	+0	+0	+0	+0	+0	+0	+0	+0	+0
Lower Tier Services Grant	+0	+60	+0	+0	+0	+0	+0	+0	+0	+0	+0
Covid-19 Support Grant	0	+304	+0	+0	+0	+0	+0	+0	+0	+0	+0
Retained Business Rates	1,617	1,652	1,420	959	828	695	559	420	278	124	0
Formula Grant / Business Rate Retention	1,617	2,016	1,420	959	828	695	559	420	278	124	0
Base Income from Council Tax	6,525	6,713	6,904	7,109	7,334	7,537	7,745	7,960	8,179	8,406	8,638
Increase in council tax base	+25	+27	+34	+53	+55	+57	+58	+60	+61	+63	+65
	6,550	6,740	6,938	7,162	7,389	7,593	7,804	8,019	8,241	8,469	8,702
Forecast for increase in Council Tax income (£5 per Band D Property)	+163	+164	+171	+172	+148	+152	+156	+160	+165	+169	+174
Council Tax Income Forecast	6,713	6,904	7,109	7,334	7,537	7,745	7,960	8,179	8,406	8,638	8,876
Surplus / (Deficit) on Retained Business Rates	1,402	-302	0	0	0	0	0	0	0	0	0
Council Tax Surplus / (Deficit)	11	-6	0	0	0	0	0	0	0	0	0
Assumed Collection Fund Income (Formula Grant + Council Tax)	9,743	8,612	8,529	8,293	8,365	8,440	8,518	8,599	8,684	8,761	8,876
Forecast Budget Shortfall (required use of working balance)	43	0	-7	615	1,081	1,570	1,912	2,257	2,604	2,965	3,294
GENERAL FUND WORKING BALANCE PROJECTION: AFTER SERVICE COST REDUCTION											
Estimated Working Balance b/f	3,426	3,383	3,383	3,391	2,776	1,695	125	-1,786	-4,043	-6,647	-9,612
Resulting Working Balance c/f	3,383	3,383	3,391	2,776	1,695	125	-1,786	-4,043	-6,647	-9,612	-12,906

EXCLUSION OF PRESS AND PUBLIC

Under Section 100(A)(4) of the Local Government Act 1972, the Committee may pass a resolution to exclude the public from the Meeting for Part Two of the Agenda on the grounds that the business involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Act (as amended) and that pursuant to paragraph 10 of Part 2 of the said Schedule 12A the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

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