Democratic Services

EPSOM & EWELL
BOROUGH COUNCIL

STRATEGY AND RESOURCES COMMITTEE

Thursday 21 September 2023 at 7.30 pm

Place: Council Chamber, Epsom Town Hall

Online access to this meeting is available on YouTube: <u>Link to online broadcast</u>

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 Neil Dallen (Chair)
Councillor Hannah Dalton (Vice-Chair)
Councillor Chris Ames
Councillor Shanice Goldman

Councillor Graham Jones
Councillor Alison Kelly
Councillor Robert Leach
Councillor Alan Williamson

Yours sincerely

Chief Executive

For further information, please contact 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 using free YouTube software.

A link to the online address for this meeting is provided on the first page of this agenda. A limited number of seats will be available on a first-come first-served basis in the public gallery at the Town Hall. If you wish to observe the meeting from the public gallery, please arrive at the Town Hall reception before the start of the meeting. A member of staff will show you to the seating area. 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 this 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 matters scheduled to be discussed at this meeting that would appear to disclose confidential or exempt information under the provisions of Schedule 12A of the Local Government Act 1972 (as amended). The Committee is likely to resolve to exclude the press and public during discussion of these matters by virtue of the private nature of the business to be transacted.

Questions and statements from the Public

Up to 30 minutes will be set aside for questions and statements from members of the public at meetings of this Committee. Any member of the public who lives, works, attends an educational establishment or owns or leases land in the Borough may ask a question or make a statement on matters within the Terms of Reference of the Committee.

All questions must consist of one question only and cannot consist of multiple parts. Questions and statements cannot relate to planning or licensing committees matters, 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 Chair are defamatory, offensive, vexatious or frivolous will not be accepted. Each question or statement will be limited to 3 minutes in length.

If you wish to ask a question or make a statement at a meeting of this Committee, please contact Democratic Services at: democraticservices@epsom-ewell.gov.uk

Questions must be received in writing by Democratic Services by noon on the third working day before the day of the meeting. For this meeting this is **Noon, Monday 18 September 2023**.

A summary of statements must be received by Democratic Services by noon on the working day before the day of the meeting. For this meeting this is **Noon, Wednesday 20 September 2023**.

For more information on public speaking protocol at Committees, please see Annex 4.2 of the Epsom & Ewell Borough Council Operating Framework.

Filming and recording of meetings

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Members of the Press who wish to film, record or photograph a public meeting should contact the Council's Communications team prior to the meeting by email at: communications@epsom-ewell.gov.uk

Filming or recording must be overt and persons filming should not move around the room whilst filming nor should they obstruct proceedings or the public from viewing the meeting. The use of flash photography, additional lighting or any non-handheld devices, including tripods, will not be allowed.

AGENDA

1.   QUESTIONS AND STATEMENTS FROM THE PUBLIC

To take any questions or statements 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 (Pages 5 - 10)

The Committee is asked to confirm as a true record the Minutes of the meeting of the Committee held on 13 July 2023 (attached) and to authorise the Chair to sign them.

4.   IT STRATEGY (Pages 11 - 46)

This report provides details of the Epsom & Ewell Borough Council Information Technology Strategy for 2023 and beyond. The IT Strategy defines the principles, governance, standards and methodology by which the council will source, procure, implement, maintain and deliver IT services both internally (to staff and partners) and externally (to residents). This report details also the accompanying IT Roadmap for 2023-2027.

5.   HOUSEHOLD SUPPORT FUND 2023/24 (Pages 47 - 50)

Central government has introduced a further tranche of the Household Support Fund (HSF4) for 2023/24. Funding for the scheme has been provided to Surrey County Council (SCC), who has overall control and responsibility for administering HSF.

SCC has passed a proportion of the funding to Surrey districts for distribution on to residents.

To assist in delivering the funds to hard-to-reach local residents, EEBC has already entered into a partnership with the Good Company, a local charity who run the local food bank, Epsom Pantry and the Epsom Refugees Network.

This report proposes to continue the partnership with the Good Company, to enable these funds to continue to be disbursed to vulnerable residents, in a timely manner, whom the Council would otherwise be unable to reach.

6.   POOLE ROAD PAVILION REROOFING PROJECT (Pages 51 - 54)

Report requesting additional capital funding to carry out the replacement of the roofing covering to the pavilion and provide additional insulation.

7.   **EWELL COURT HOUSE FLAT 1 REFURBISHMENT AND USE FOR TEMPORARY ACCOMMODATION** (Pages 55 - 64)

This report proposes that Flat 1 Ewell Court House be refurbished to provide temporary accommodation for homeless households.

8.   **EXCLUSION OF PRESS AND PUBLIC** (Pages 65 - 66)

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 paragraphs 1, 2, and 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.

9.   **COMMERCIAL TENANT UPDATE** (Pages 67 - 78)

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.

10.   **COMMERCIAL PROPERTY UPDATE** (Pages 79 - 90)

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.

Minutes of the Meeting of the STRATEGY AND RESOURCES COMMITTEE held at the Council Chamber, Epsom Town Hall on 13 July 2023

PRESENT -

Councillor Neil Dallen (Chair); Councillor Hannah Dalton (Vice-Chair); Councillors Chris Ames, Shanice Goldman, Graham Jones, Alison Kelly, Robert Leach and Alan Williamson

Officers present: Andrew Bircher (Interim Director of Corporate Services), Victoria Potts (Interim Director of Environment, Housing and Regeneration), Brendan Bradley (Head of Finance), Piero Ionta (Head of Legal Services and Monitoring Officer), Mark Shephard (Head of Property and Regeneration) and Tim Richardson (Democratic Services Manager)

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1   QUESTION AND STATEMENTS FROM THE PUBLIC

No questions or statements were received from members of the public.

2   DECLARATIONS OF INTEREST

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

3   MINUTES OF PREVIOUS MEETING

The Minutes and Restricted Minutes of the meeting of the Strategy and Resources Committee held on 28 March 2023 were agreed as a true record and signed by the Chair.

4   PLANNING DEVELOPMENT MANAGEMENT – RESOURCES

The Committee received a report seeking approval for additional resources to enable the Planning Development Management Service to procure consultancy support to clear the current backlog in tree and planning-related applications.

The following matters were considered:

a)   **Clearance of backlog.** Following a question from a member, the Committee noted that the procurement of consultancy support would enable the existing backlog of applications to be cleared. The Committee also noted that the Government had proposed to undertake a review of

planning fees and that once this had been completed, the future resourcing of the service would be considered.

Following consideration, the Committee unanimously resolved to:

(1) **Agree to procure consultancy support to clear the backlog of tree and planning-related applications.**

(2) **Approve the allocation of up to £60,000 from the Corporate Projects Reserve to the Development Management Service budget to enable the additional resource.**

(3) **Note that when the outcome of government's proposed planning fees increase is known, a further report will be produced to consider the impact on planning resourcing and budgets.**

5   2022-23 PROVISIONAL FINANCIAL OUTTURN

The Committee received a report summarising the Council's provisional financial performance for 2022/23 and providing details of the capital budgets to be carried forward for schemes where costs will be incurred in 2023/24.

The following matters were considered:

a)   **Impact of interest rate changes.** A member of the Committee asked a question about the impact of interest rate changes on the likelihood of further property acquisitions by the Council. The Chair informed the Committee that the property strategy was being reviewed. The Head of Property and Regeneration clarified that the Property Acquisition Funds held by the Council were not a cash reserve, they were a borrowing facility which had been agreed by the Council.

b)   **Temporary accommodation.** A member of the Committee asked a question about risks associated with the acquisition of properties for homelessness. The Chair informed the Committee that there were around 70-80 families requiring temporary accommodation in the Borough at present. A further challenge was that there were not sufficient properties available for families in temporary accommodation to move on to. The Head of Finance informed the Committee that officers considered that there was a very small risk associated with acquisition of property for the purposes of temporary accommodation, due to the number of families currently seeking such provision being higher than the available supply.

Following consideration, the Committee unanimously resolved to:

(1) **Receive the report on provisional financial outturn for 2022/23;**

(2) **Approve the carry forward £2.19m budget for capital schemes to be added to the 2023/24 capital programme.**

(3)   **Note that the provisional outturn position is subject to external audit. Should any material changes arise from the audit, these will be reported back to members.**

6   2024-25 STRATEGIC FINANCIAL PLANNING

The Committee received a report seeking guidance on the approach to producing the Council's budget for 2024/25 and Medium Term Financial Strategy for 2024-28.

The following matter was considered:

a)   **Service efficiencies and revenue generation.** A member of the committee asked a question about the identification of further service efficiencies and cost reductions. The Chair informed the Committee that further savings would be limited in nature, as the easy savings had already been achieved. The Chair expressed that he was confident that the Council would be able to meet the budget gap identified through a combination of revenue generation and cost savings.

Following consideration, the Committee unanimously resolved to agree:

(1)   **The proposed approach to be taken to 2024/25 budget setting and the Medium Term Financial Strategy 2024-28, as set out in the report;**

(2)   **That officers should work with Policy Committee Chairs, as set out in section 7 of the report, to produce specific income generation and savings options, in addition to savings already targeted, to meet the initial projected deficit of £2.5m per annum by 2027/28;**

(3)   **That owing to the Council's projected budget deficit, any additional new revenue growth items (i.e. service enhancements resulting in increased net expenditure) supported by Policy Committees will need to be fully funded from existing budgets;**

(4)   **That the emerging annual / business plan and the budget process are aligned to ensure that any commitments are affordable;**

(5)   **The budget reporting timetable in Appendix 1 to the report.**

7   LAND AVAILABILITY FOR THE LOCAL PLAN

The Committee received a report considering the land availability of specific Council owned sites which were under further investigation by the Local Planning Authority (LPA).

The following matters were considered:

a)   **Nature of report.** The Committee noted that the report had been presented for consideration in response to a request from the Local Planning Authority enquiring about the availability of certain sites.

b)   **Scotts Farm Road former scout hut.** In response to a question from a member, the Chair informed the committee that the former scout's hut on Scotts Farm Road was in fact situated on Wesley Close. It was noted that this would be incorporated into the response to the LPA.

c)   **Scotts Farm Road, recommendation for submission.** A member of the Committee identified that the Scotts Farm Road site had previously not been submitted to the LPA for consideration but was now recommended for submission. The member asked for clarification as to the reason for this change. The interim Director of Environment, Housing and Regeneration informed the Committee that following a review of the Council's brownfield sites, officers considered that the site could achieve 5 or more dwellings, which was the threshold required for sites.

d)   **Richard's Field car park.** A member of the Committee asked why the Richard's Field car park site had previously not been submitted to the LPA for consideration but was now recommended for submission. The Chair informed the Committee that following a review of the Council's brownfield sites, it was considered that the site could potentially be utilised for both residential and car parking use.

e)   **Longmead Depot.** In response to a question from a member, the Chair informed the Committee that the Longmead Depot was used as the storage location for the Council's waste and recycling collection vehicles.

f)   **Cox Lane Community Centre.** The Chair informed that Committee that the leases for Cox Lane GP Surgery and children's nursery expired just before the completion of the Local Plan period, in 2038. It was considered that for the operational certainty of the surgery and nursery that the site should not be submitted for inclusion at the present time. It was noted that the Local Plan was reviewed every 5 years, and the inclusion of the site could be reviewed in the future.

Following consideration, the Committee unanimously was resolved to:

(1)   Authorise the Head of Property & Regeneration to submit the following Council owned sites to the LPA for consideration as part of the Local Plan process:

a) Scotts Farm Road

b) Richard's Field Car Park

8   TOWN HALL SITE

The Committee received a report considering the appointment of specialist consultancy support required for the Council to consider all its options in relation to the future of the Town Hall site.

The following matters were considered:

a)   **Options for Town Hall site.** The Committee noted the potential development and development delivery options available for the Town Hall site.

b)   **Use of consultants.** In response to a question from a member, the Head of Property and Regeneration informed the Committee that it was proposed to procure consultancy support as set out in the report to provide capacity, resilience and expertise for the works which the Council did not currently possesses.

Following consideration, the Committee unanimously resolved to:

(1)   Agree the procurement of specialist regeneration and development consultancy support as detailed in the report.

(2)   Agree a budget of up to £150,000 to be funded from the Corporate Projects Reserve.

(3)   Delegate to the Acting Director of Environment, Housing & Regeneration and the Head of Property & Regeneration in consultation with the Chief Finance Officer, to commission the work.

(4)   Note a report would be brought back to Committee at the earliest opportunity following completion of the work.

9   APPOINTMENT OF MEMBERS AND CHAIR OF THE SHAREHOLDER SUB-COMMITTEE

The Committee received a report seeking its agreement to the appointment of Members and a Chair to the Shareholder Sub Committee for the 2023-24 Municipal Year.

Following consideration, the Committee unanimously resolved to:

(1)   Appoint Members and a Chair for the Shareholder Sub Committee as required by its Terms of Reference, and set out in paragraph 3.3 of the report. These were: Councillors Neil Dallen (Chair), Hannah Dalton, Graham Jones, Alison Kelly and Alan Williamson.

The meeting began at 7.50 pm and ended at 8.20 pm

COUNCILLOR NEIL DALLEN (CHAIR)

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IT STRATEGY

Head of Service:	Chris Anderson, Head of IT
Wards affected:	(All Wards);
Urgent Decision?(yes/no)	No
If yes, reason urgent decision required:	
Appendices (attached):	Appendix 1 – Information Technology Strategy & Roadmap 2023-2027
	Appendix 2 – IT Programme of Works (Capital) 2023-2027

Summary

This report provides details of the Epsom & Ewell Borough Council Information Technology Strategy for 2023 and beyond. The IT Strategy defines the principles, governance, standards and methodology by which the council will source, procure, implement, maintain and deliver IT services both internally (to staff and partners) and externally (to residents). This report details also the accompanying IT Roadmap for 2023-2027.

Delivery of the IT Roadmap will provide residents with an enhanced user experience of the Council's website. Officers and members will benefit from up-to-date systems and improved ways of working which facilitate collaboration and support hybrid working.

To support the developing Town Hall/70 East Street reviews, the roadmap defines the path to move the council to a state where it requires only minimal on-premise IT infrastructure, with services delivered from hosted data centres and the Cloud.

The IT Strategy and IT Roadmap will be subject to annual review to ensure they continue to align with the council's business requirements, reflect changing technology opportunities and threats and detail the technical solutions required to meet them.

Recommendation (s)

The Committee is asked to:

(1) **Agree the IT Strategy, and the associated plan to invest in a programme of works as set out in the IT Roadmap.**

(2) **To note that the works to include; a refresh of end user devices for officers, a programme of works to update infrastructure and move to a hosted data centre and transformational projects to improve and increase online services to residents.**

(3) **Approve the indicative funding implications for delivering the defined IT Roadmap in 2023-2027, as set out in section 5 of this report, which will feed into the Medium-Term Financial Strategy to be approved at Full Council in February 2024.**

(4) **Agree that a further report on the IT Roadmap will be submitted to committee in September 2024. This will provide an update on the implementation of the roadmap and details of funding actuals to date and forecast.**

1   Reason for Recommendation

1.1   Strategy and Resources Committee approved the draft IT Strategy and current ICT Programme of Works capital funding for 2023-2024 on 28th March 2023. Subsequently, there has been significant work to add detail to the IT Roadmap required to deliver the strategy.

1.2   The IT Strategy and accompanying IT Roadmap are the first steps in defining the path from our current "as is" to our proposed "future state".

1.3   Key aspects of the IT Strategy include deployment of corporate laptops, the discontinuation of Citrix and increased use of hosted and Cloud services. The latter will result in a significant shift from capital funding to revenue.

1.4   Whilst the core projects within the IT Roadmap are broadly defined, they require further work before exact costs will be known. Further work will be required also to review and agree future treatment plans for many of the minor (sub £5,000/year) department applications.

1.5   The IT Roadmap supports the mitigation and remediation actions defined in the IT risk register, in particular the removal of legacy applications and infrastructure. It supports also the Town Hall/70 East Street reviews and the council's carbon reduction target.

2   Background

2.1   In March 2023 a draft IT strategy and roadmap prepared by the then new Head of Information Technology was agreed by Strategy & Resources Committee.

2.2   The strategy report contained high-level vision and governance and sought additional capital funding for a number of projects as well as recommending the purchase and rollout of corporate supplied laptops as a replacement for the existing Citrix and thin-client device solution.

2.3   This updated IT strategy and roadmap builds on the previous report, sets out in greater clarity our proposed "future state" and the programme of work and funding required to achieve this.

3   IT Strategy 2023-2027

3.1   The IT strategy & roadmap (see appendix 1) builds on the outputs of the IT Strategic Review (2022) and defines the principles, governance, standards and methodology by which the council will source, procure, implement, maintain and deliver IT services both internally (to staff and partners) and externally (to residents).

3.2   The IT strategy links our required outcomes to an IT roadmap which details the work required to achieve them.

3.3   Work over the past four months has enabled much of the detail required to define the proposed 3-year work programme to be collated. However, the IT estate is complex and there are levels of detail and cost which will not be known for certain until the enabling projects are in delivery.

Infrastructure Services:

3.4   EEBC's on-premise IT services are run primarily from a server-room located in Town Hall. This on-premise environment uses a significant amount of electricity to power and cool the servers, storage and related IT equipment, the cost of which is circa £45,000 per annum[1].

3.5   The server room is largely unfit for purpose, having no air-cooling resilience or fire suppression, and only limited (90 minute) power resilience. Given the lack of resilience, a serious incident within the server room has the potential to have a significant, adverse impact upon IT services and consequently EEBC public facing services.

3.6   The recommended strategy is to move EEBC to a state where it requires only minimal on-premise IT infrastructure with computer, data storage, voice (telephony) and other services all delivered via the internet.

3.7   To achieve this the updated roadmap defines a move to a hosted data centre and greater use of Cloud services[2], both of which will greatly improve service resilience and underpin future IT business continuity and disaster recovery plans.

3.8   This approach aligns with:

i.   The IT Service Delivery Plan aim to identify and remediate critical and high IT risks.

ii.   The developing Town Hall/70 East Street reviews, by enabling build costs associated with a dedicated, on-premise IT room to be largely avoided and by simplifying and de-risking the office relocation move.

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[1] Based on current electricity unit price. Cost is variable and over the past 18 months has been significantly higher.

[2] Infrastructure as a Service (IaaS), Platform as a Service (PaaS) and Software as a Service (SaaS).

    iii.   The council's Climate Change Strategy by significantly reducing electricity use of on-premise IT equipment, which currently accounts for 10% of electricity used and 2.8% of the council's total carbon emissions.

3.9   Benchmark annual costs for a hosted environment are circa £50,000 per annum including electricity, making the move broadly cost neutral when offset by reduced local electricity costs. Whilst initial capital funding will be required for the physical relocation of IT equipment this would be incurred in any event should we instead move to an alternate on-premise environment.

3.10   In preparation for the move to hosted data centre and Cloud services we are undertaking a network redesign and reviewing telephony services. This work will seek to rationalise and reduce the overall number of network and telephony circuits and associated service providers, with anticipated revenue savings diverted to fund increased bandwidth and where practical resilient internet circuits.

End User Experience:

3.11   Following funding approval for new End User Devices[3] a number of laptops and monitors have been purchased for Planning (where there is a specific requirement for larger wide-screen monitors) and Business Assurance (to both facilitate their mobile workstyle and to provide a showcase area for other staff to see and trial equipment).

3.12   Our intent is to issue laptops over the coming 9 months to all Town Hall staff, although the rollout will in due course extend to all staff considered "hybrid" workers[4].

3.13   Once complete, the council will be suitably equipped for a modern, hybrid office working environment as well as much better placed to deal with future events requiring a business continuity or disaster recovery response. This work is an enabler also of the Town Hall/70 East Street reviews, should full Council decide to progress this.

3.14   Larger monitors with in-built KVM hubs[5] are being deployed to replace the aged square format monitors. The new monitors enable laptops to be connected and powered through a single cable aiding hot-desking. We will review the monitors purchased in 2019 with a view to using these at least until any accommodation move takes place[6].

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[3] Strategy & Resources Committee – 28/3/2023

[4] Work is underway to align staff to a predefined persona or workstyle. Hybrid workers are those who use a wide range of IT applications, need to be fully equipped and licensed and who work (at least part of the time) from home or other non-office locations.

[5] KVM (Keybord, Video, Mouse). This allows a laptop to be powered and control all connected devices through a single cable.

[6] Requirements will be an output of the Town Hall/70 East Street reviews and will only be available as and when floorplans/desk numbers have been agreed.

3.15   The estimated total device refresh cost will be in the region of £210,000 with £100,000 of capital funding having previously been agreed. It is proposed to fund the balance from a £10,000 underspend on the Members device refresh and £50,000 capital funding provision for Citrix Cloud, which is no longer required. The remaining £50,000 will require new capital funds to be allocated from the 2024-25 scheme.

3.16   We are in the process of conducting an audit of our mobile device service (SIM) contracts and it is anticipated that these will reduce from circa 240 to under 100. We are reviewing also the Crown Commercial Services mobile telephony framework with a view to awarding a corporate mobile contact which should result in a reduced monthly per device cost compared to our incumbent provider. As a result of this work we forecast a 50% (£7,000) reduction to the current annual cost of mobile telephony.

Applications & 3rd Party Software:

3.17   Work on staff personas will determine team and individual IT requirements and consequently the Microsoft and other 3rd party software licences required. Whilst we expect the total number of licences to reduce, it is envisaged that we will need to upgrade our core Microsoft licences to access the required voice, productivity and security functionality.

3.18   Whilst further work is required, we estimate that Microsoft licence costs will increase from £100,000 to £120,000 in 2024/25. This increase is projected to be offset in future years by a reduction in telephony (voice) and 3rd party software costs.

3.19   Currently a number of the council's major applications (Financials, Payments, HR/Payroll) are delivered as Software-as-a-Service (SaaS) with others (inc:- Planning, Building Control, Environmental Health, Revs & Bens) run on-premise. For the latter, a treatment plan will be developed for each with the relevant business areas.

3.20   **Revs & Bens Document Management System:**
Work is underway to select and procure a document management system (DMS) for Revs & Bens to replace the current legacy software which is out of support. Capital funding of £50,000 has previously been approved for implementation and annual costs estimated at £40,000 per annum are included within the IT revenue budget forecast.

3.21   **Modern.Gov:**
Modern.Gov, the council's committee management system, is currently run on-premise with a separate Civica hosted service providing public access to committee reports. Civica offer Modern.Gov as SaaS, although further work is required by IT and Democratic Services to assure the service meets business requirements. A future move from on-premise to SaaS is estimated to require capital funds of £15,000 with an additional £6,000 per annum for hosting. These costs are included within the IT capital and revenue forecasts for 2024/25 and beyond.

3.22 **Housing Abritas:**
The contract for the Housing application (Civica Abritas) is in the process of being renewed. The cost of the newly available SaaS solution is marginally cheaper than a continuation of the existing hosted service which requires bi-annual upgrades funded through capital. The move to SaaS aligns with our Cloud first strategy.

3.23 **My Council Services (MCS):**
Capital funding of £365,000 has previously been agreed for the implementation of MCS, the council's replacement corporate forms, CRM and Waste application. The revenue costs for licences and hosting the application of £57,000 per annum will require new funding from 2023/24 onwards. This requirement will be partially offset by a projected £17,000 per annum saving on our existing forms software (due to be decommissioned November 2023). The unfunded balance of £40,000 per annum has been included within the IT budget forecast.

3.24 **Public Website:**
Our public facing website is currently hosted and running on Drupal 7. Capital funding of £40,000 has previously been agreed to enable the site to be upgraded (likely to LocalGov Drupal v10) and redesigned. Annual revenue costs expected to be within the existing budget.

Security:

3.25 Cyber-security remains an ever-increasing threat to EEBC. Capital funding of £35,000 was approved (2022/23) for the implementation of a hosted Security Incident and Event Management (SIEM) and Security Operations Centre[7] (SOC). This service was implemented in May 2022 however the annual revenue funding to maintain the service adds £37,500 to ongoing operational costs, which is included in the forecasts at section 5.

3.26 From 2024-25 onwards it is proposed that a further £15,000 of new revenue funding is agreed to fund specialist IT Security consultancy services to undertake regular reviews of our security posture and to assist the internal IT Team to implement agreed recommendations.

3.27 A key area of our defence against a successful attack is user education. We will implement mandatory IT Security training for all users of our IT services and will schedule regular simulated attacks (eg: Phishing attack) to identify areas of weakness which require further attention. We envisage this training and testing will be provided for within our upgraded Microsoft licences.

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[7] The function of the security operations centre (SOC) is to monitor, prevent, detect, investigate, and respond to cyber threats.

4   Risk Assessment

Legal or other duties

4.1   Equality Impact Assessment

- Procurement of IT goods and services will follow the Council's Contract Standing Orders.

4.2   Crime & Disorder

- None for the purposes of this report.

4.3   Safeguarding

- None for the purposes of this report.

4.4   Dependencies

- None for the purposes of this report.

4.5   Other

- The IT strategy and roadmap set out defined actions to migrate the council from the current "as is" to the proposed "future state". Doing so will address a number of identified IT risks.

- Staff resource (both within IT and departments) to implement the roadmap are limited. Changes in personnel and/or competing work priorities have the potential to adversely impact delivery.

- Whilst additional funding provision has been included for cyber-security, this remains an area where the speed of change is such that it is difficult to predict future threats and the required response.

- Work since the draft IT strategy was submitted to S&R in March 2023 has resulted in a comprehensive 3-year financial model. However, this model relies upon a number of assumptions and caveats with an underlying risk that the identified funding may be insufficient.

5   Financial Implications

5.1   Historically, each year the IT Team has made a capital bid to enable the IT systems to be improved in line with the agreed strategic direction and to replace obsolete applications and hardware, with such funding typically in the region of £250,000 per annum.

5.2   Delivery of the IT Strategy & Roadmap will require updated future funding arrangements. This is in-part to cater for the increasing use of consumption-based cloud services which will require a shift from capital to revenue expenditure.

5.3 Whilst savings will be achieved through simplification of the infrastructure and applications estate, it is anticipated that overall costs for IT are likely to rise as a result of increased use of IT services by business functions, adoption of new technologies, and the ever-increasing requirement to combat cyber threats.

5.4 The forecast revenue budget implications of adopting the recommended IT strategy and delivery of the IT roadmap are summarised below in Table 1. Figures are not adjusted for inflation, as the Council budgets centrally for inflation, which is then applied to service budgets to reflect specific inflationary impacts.

Table 1 - Revenue	Current Approved/Forecast IT Budgets (£)			Proposed Changes (£)			Total Updated Indicative Budgets
	Staff	Software & Hardware	Total	Staff	Software & Hardware	Subtotal Changes	
2023/24	700,000	870,000	**1,570,000**	-20,000	+91,000	+71,000	**1,641,000**
2024/25	700,000	870,000	**1,570,000**	0	+209,000	+209,000	**1,779,000**
2025/26	700,000	870,000	**1,570,000**	0	+154,000	+154,000	**1,724,000**
2026/27	700,000	870,000	**1,570,000**	0	+164,000	+164,000	**1,734,000**
Total Revenue Budget Changes						**+598,000**	

Table 1: Revenue Budget Forecast 2023/24 to 2026/27

5.5 In 2023/24 net IT costs are forecast to be £71,000 higher than the approved £1.57m budget. This arises mainly due to funding requirements of new software (primarily MCS - £57,000 and SIEM – £37,500), partially offset by a saving from a vacant staff post and a forecast underspend on infrastructure and comms.

5.6 In 2024/25 revenue costs are expected to peak as a result of services moving to SaaS (including Revs & Bens Document Management System and Modern.Gov), changes to our Microsoft licences and dual running as systems are transitioned.

5.7 In 2025/26 it is anticipated that revenue costs will begin to normalise as transition work completes and the Council increasingly operates on Cloud services. The forecast by 2026/27 is for annual revenue costs to be £164,000 higher than the current baseline budget, however, this increase will be offset by a reduced requirement for capital funding, as summarised in the following Table 2:

Table 2 - Capital	Current Approved/Forecast IT Budgets		Proposed Changes (£)	Total Updated Indicative Budgets (£)
	IT Programme of Works (£)	CRM Replacement (£)		
2023/24	440,000	265,000	0	**705,000**
2024/25	250,000	100,000	-100,000	**250,000**
2025/26	250,000	0	-110,000	**140,000**
2026/27	250,000	0	-200,000	**50,000**
Total Capital Budget Changes			**-410,000**	

Table 2: IT Capital Budget Forecast 2023/24 to 2026/27

5.8   A full breakdown of the proposed capital budgets is shown at Appendix 2.

5.9   **Funding of Capital Expenditure**
        IT capital schemes are currently funded by the Council's annual contribution from the revenue budget, which totals £500,000 in 2023/24 and expected to increase to £750,000 by 2026/27.

5.10   IT capital budgets for 2023/24 have already previously been approved and funded. It is anticipated that the forecast budgets for 2024/25 to 2026/27 can be fully funded from the Council's budgeted revenue contributions.

5.11   **Funding of Revenue Expenditure**
        Delivery of the IT Strategy is expected to increase revenue expenditure by a cumulative total of £434,000 until 2025/26 (see Table 1). This increase will be partially offset by a cumulative £210,000 reduction in IT's demand on the budgeted revenue contribution to capital by 2025/26 (see Table 2). To fund the £224,000 balance, the Council will need to factor a contingency for IT transformation into its medium-term financial plans.

5.12   From 2026/27, the underlying increase in annual revenue costs is expected to be £164,000 per annum. Delivery of the IT Strategy should enable the council to fund these increased revenue costs by reducing, by up to £200,000, the budgeted revenue contributions to capital projects from 2026/27.

5.13   While re-purposing a portion of the Council's budgeted revenue contribution to capital would reduce funds available to invest in other capital projects from 2026/27, this would be mitigated as the requirement for IT capital expenditure is expected to reduce from 2026/27.

5.14 The outcomes of the ongoing Town Hall/70 East Street reviews may ultimately require the IT Strategy to be adapted. Although it is expected that the proposed IT investments in this report will be transferable and applicable to any new office site, should the property reviews identify additional costs to facilitate any potential office move, these will be considered and brought to members within the conclusion of the property reviews.

5.15 **Section 151 Officer's comments**:
Financial implications are set-out in the body of the report and will be factored into the Council's Medium Term Financial Strategy.
It is important that the IT Strategy and associated funding be reviewed annually, to ensure that the Council's IT offering remains aligned with both technological developments and operational requirements, and that plans remain affordable.

6   Legal Implications

6.1 **Legal Officer's comments**:

None based upon the contents of this report.

7   Policies, Plans & Partnerships

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

Effective Council - Improve access to services through technology.
Smart & Connected – Increase digital connectivity for all.

7.2 **Service Plans**: The ICT Roadmap underpins the current IT Service Delivery Plan.

Climate & Environmental Impact of recommendations:

The revised IT Strategy and IT Roadmap support the Climate Change Action Plan as follows:

Theme 2: Council Building & Energy Use.

- a reduction in accommodation required for staff and on-premise infrastructure will support reduced energy consumption (action 17)

Theme 6: Use of technology and information systems.

- reduce the need to travel to meetings (action 53),
- support a change in working practices, improved digital skills, and reduced use of print/paper (action 55),
- support a reduction in on-premise infrastructure and the move to Cloud services (action 58).

7.3 **Sustainability Policy & Community Safety Implications**:

None for the purposes of this report.

7.4 **Partnerships**:

None for the purposes of this report.

8 Background papers

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

Previous reports:

- IT Strategy – 28th March 2023

Other papers:

- None

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EEBC – Information Technology Strategy & Roadmap

2023 - 2027

Author:	Chris Anderson
Master Version no:	3
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Document Owner:	Chris Anderson
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Version No.	Change Description	Updated by	Date
1.0	Draft	**CJA**	4/8/2023
2.0	Revised	**CJA**	9/8/2023
3.0	Revised	**CJA**	18/8/2023

Table of Contents

Information Technology Strategy

Purpose of this Strategy

This Information Technology (IT) Strategy defines the principles, governance, standards and methodology by which Epsom & Ewell Borough Council (EEBC) will source, procure, implement, maintain and deliver IT services. Its main purpose is to ensure that IT services, of whatever nature, are aligned to business requirements and complement each other within a holistic service ecosystem.

To achieve this, the IT Strategy is but one element in a suite of documents which clearly link ("The Golden Thread") the council's long-term vision for the borough to corporate, department, team and individual deliverables.
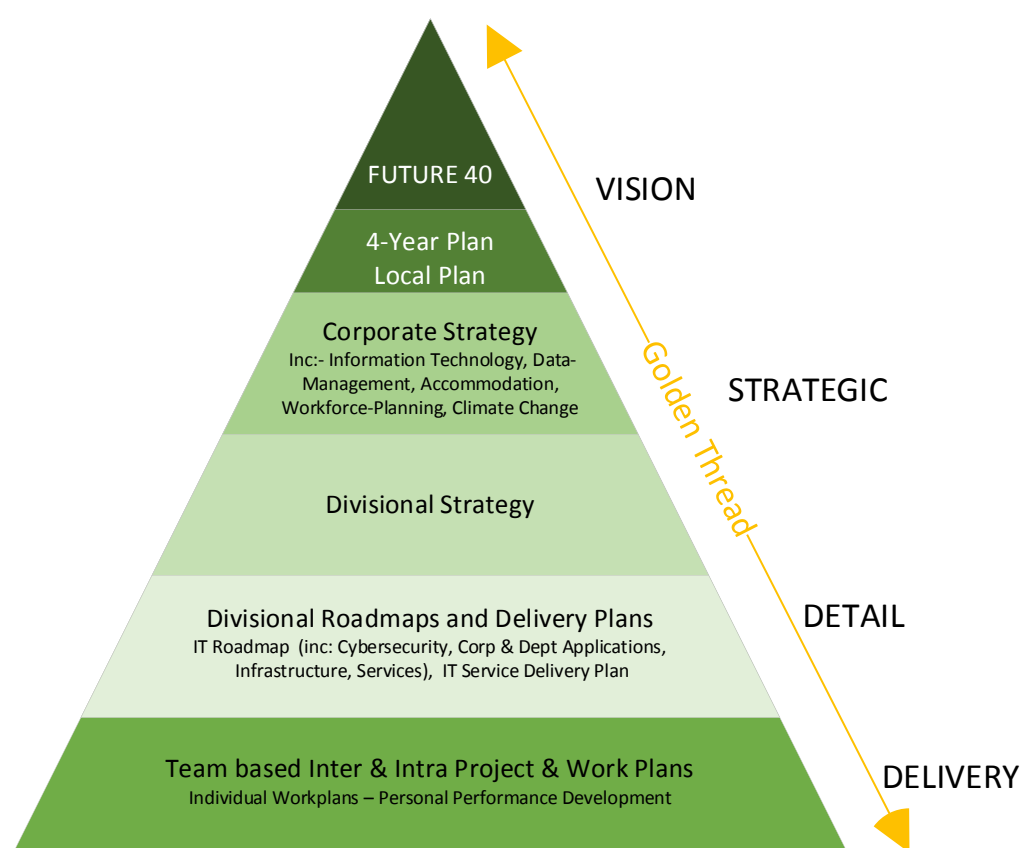
Figure 1: The IT Strategy in a corporate context.

Benefits of this Strategy

The benefits of this IT Strategy are:-

- A clear vision of where we want to be and what is important to us.
- Clear principles by which our services are selected and delivered.
- A defined governance framework within which IT Services are managed.

Constraints

This IT Strategy defines 'where we are', 'where we want to be' and the principles we will use to move from one state to the other. It also defines our agreed, priorities. The strategy section of this document is,

by its very nature, high-level and consequently not constrained by the inevitable pressures and limits on the resources (people, financial, technical) required to deliver it. The Roadmap seeks and is to provide a more detailed view of the intended project work and major changes, setting out the currently envisioned phasing of these over the coming three years, noting major milestones and interdependencies.

It must be appreciated that most projects are yet to be fully scoped, and as such timing, duration and sequencing of them is indicative. Further, the largest constraint to delivery is staff resource, both technical IT staff and end users, the latter who often have a major roll in determining design, testing, providing data, etc. Given the many work pressures and slim resources available project planning is a challenge and often delays in one area have a knock-on impact elsewhere.

Background

In Spring 2022, following on from the global Covid pandemic, a wide-reaching review was instigated with the aim to ensure EEBC IT services could meet the near-term and future requirements of the organisation. Maple Networks were commissioned to undertake this review. The outcome of the IT Strategic Review provided a clear understanding of the current state of EEBC IT services, the capabilities of both the IT Team and the wider user base, constraints (technical, financial, resource and skills) and a clear set of tactical and strategic objectives to better align IT Services with the requirements of the organisation.

The review noted that there had been a long-term underinvestment in IT services and that, in part as a consequence of this, there was a significant number of aged, legacy systems and stored technical debt[1]. The report also noted that despite the multiple challenges and constraints, recent progress had been made in remediating a number (although by no means all) of the legacy issues and stabilising the infrastructure platform upon which IT services are delivered.

This EEBC IT Strategy builds on the findings of that review and defines the framework in which future EEBC IT services will be delivered.

IT Service Goals

The IT Service Review afforded the opportunity to set clearly defined goals for the future delivery of IT services. These are summarised as:-

- The infrastructure should be highly available, highly secure, and high performing, providing the flexibility and agility for the council to deliver services as required and at pace.

- The application landscape should be simplified, centralised and easy to use, with particular focus on resident facing applications including the website and obtaining access to their data.

- The internal user experience should be improved, thereby enabling increased officer mobility, effectiveness and efficiency.

- The resident experience of public facing services should be reviewed and improved. Online resident services should be easy and intuitive to use, thereby encouraging channel shift to more efficient means of engagement and service delivery[2].

- Data should be consolidated with a single point of truth (Golden record).

- All systems and data should be secure.

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[1] Technical debt arises from lack of investment (resources, time, financial) in the IT ecosystem. If unplanned and unmanaged, over time technical debt leads to inefficiencies, an inability to innovate and progress, poor performance and increased costs to maintain systems that do not meet business requirements.

[2] Channel shift must consider and address individual requirements arising from disability (disability discrimination act) and/or socio economic deprivation. This will involve working with residents/citizen panels to ensure customer needs are properly defined.

IT Service Principles

To meet the identified service goals, IT services will be scoped, sourced, implemented and delivered in accordance with the following principles:

Cloud Centric

In line with the Government's Cloud First policy, IT services will be sourced and delivered through Cloud services as opposed to on-premise hardware and software. Adopting this approach will enable the council to migrate away from on-premise hardware and software, which are increasingly difficult and costly to maintain, onto services and platforms which are modern, scalable, resilient and secure.

There are various forms of "Cloud" and in migrating services EEBC will adopt the following approach.

1. **Software_as_a_Service (SaaS)**
   SaaS is the provision of cloud based applications and software solutions. Implicit within SaaS is the provision of the application and the underpinning hardware, operating system, middle-ware and management software. Examples of those currently used by EEBC are Microsoft 365 (Email and MS-Office applications such as Word and Excel), Civica Financials and iTrent (HR).

2. **Platform_as_a_Service (PaaS)**
   PaaS sits between SaaS and IaaS. In a PaaS environment you rent the hardware (like IaaS) and additionally the operating system, database management and development tools.

3. **Infrastructure_as_a_Service (IaaS)**
   IaaS is a type of cloud computing service where compute, storage, and networking resources are rented on demand. Effectively you are renting hardware only, installing and managing the operating system and other software or applications yourself.
   Within the scope of IaaS we include also hosted data centre services. This is the renting of rackspace, power, network connectivity within a secure and resilient environment, thus negating the need to build and maintain an on-premise environment.

4. **On-Premise:**
   Consists of hardware and software which is typically owned outright and is run and managed within an on-premise datacentre or server room by internal teams supporting by 3rd party contracts.
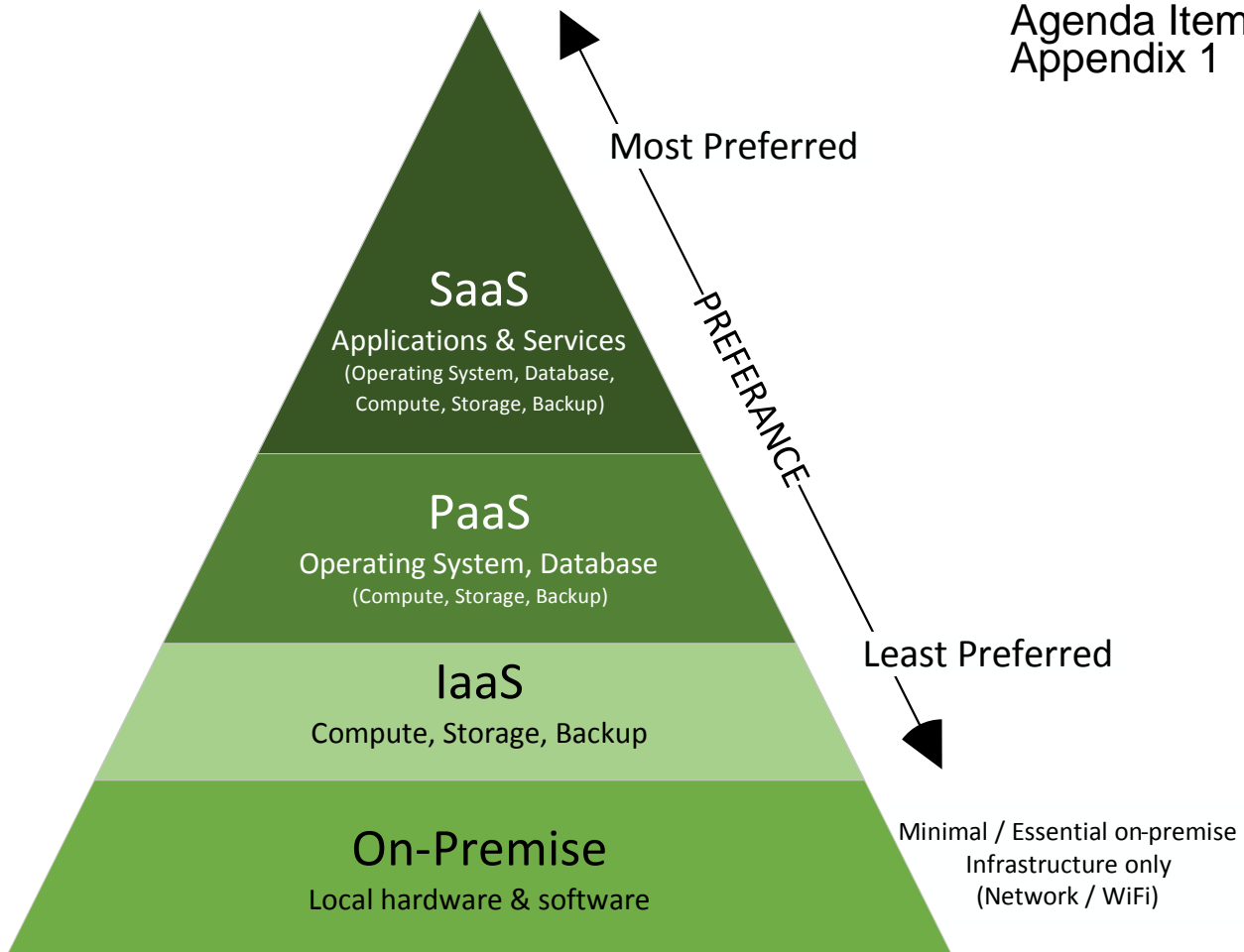
Figure 2: Cloud adoption preference.

Customer Centric

In procuring IT services we will ensure that;

- The customer (whether that be internal colleagues, external residents, or both) is at the forefront of our choice of service.

- IT services are intuitive and easy to use.

- IT services are reliable and available when required.

- Staff are trained and supported in order to derive the greatest value from our digital services

Digital by Default

Our IT services will be designed as part of a holistic ecosystem to;

- Provide (authorised) staff with a seamless view of the customer.

- Enable the customer to access the services they consume regardless of the backend application in which their data is held.

- Enable business process reengineering and automation to be implemented, thereby increasing service efficiency and data accuracy.

Secure by Default

Our IT services will be;

- Secure from internal and external threats.

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- Maintained and patched to the appropriate level.
- Current (in contract and mainstream support). By direct consequence all existing, non-current, legacy systems will be decommissioned.
- Used by staff who are appropriately trained in IT security.

Interlinked with Corporate Strategies & Plans

In addition to the four core principles set out above, IT services will align with and actively support the principles and outcomes defined in related corporate strategies and plans.

- Accommodation Strategy:
  - o IT services will support and facilitate the developing corporate Town Hall/70 East Street reviews by ensuring that end user devices and applications enable flexible work styles, mobility and collaboration, thereby potentially reducing the overall office space requirement.
  - o The migration to Cloud services and related reduction in on-premise hardware will reduce the requirement for dedicated IT equipment rooms and associated power usage.
- Climate Change Action Plan:
  - o The migration to power efficient Cloud services and related reduction in on-premise hardware will significantly reduce IT related power use[3], supporting the council's aim of becoming carbon neutral by 2035.
  - o The deployment and use of laptops will better support officers to work flexibly, reducing travel and associated emissions.
- Workforce Strategy:
  - o The implementation of appropriate devices, services and training will enable staff to work seamlessly from multiple locations and become more effective and efficient in the tasks they perform. This will support staff wellbeing, making the council a more attractive place to work and supporting staff retention.

IT Service Governance

We will implement a governance structure which ensures that;

- IT (in conjunction with Senior Management Team) own the IT Strategy and all IT resources.
- Our agreed IT Strategy principles are adhered to.
- There is the required clarity on reporting channels and approval processes (inc: Project initiation and funding decisions).
- IT services remain aligned to business requirements.
- There is the requisite level of oversight and scrutiny.

It is inevitable that the call on IT Team resources to deliver what is an extensive and ambitious programme of work whilst maintain the existing infrastructure and services will exceed the available capacity. Our governance and principals will ensure that ALL IT programmes, project and work is co-ordinated, of value, strategically aligned and prioritised within the resource available.

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[3] The power usage of the councils main Town Hall server room is 157,000Kw (c£60,000) per annum.

Resource Ownership

As we implement our strategy it is important that IT services are seen as a corporate resource. IT will therefore be responsible for the selection, procurement and management of IT resources including, but not limited to, laptops, monitors, mobile devices, applications, licences, etc. By taking a clear, corporate approach to IT resources we will avoid situations whereby they are underutilised or deployed less effectively than they could be.
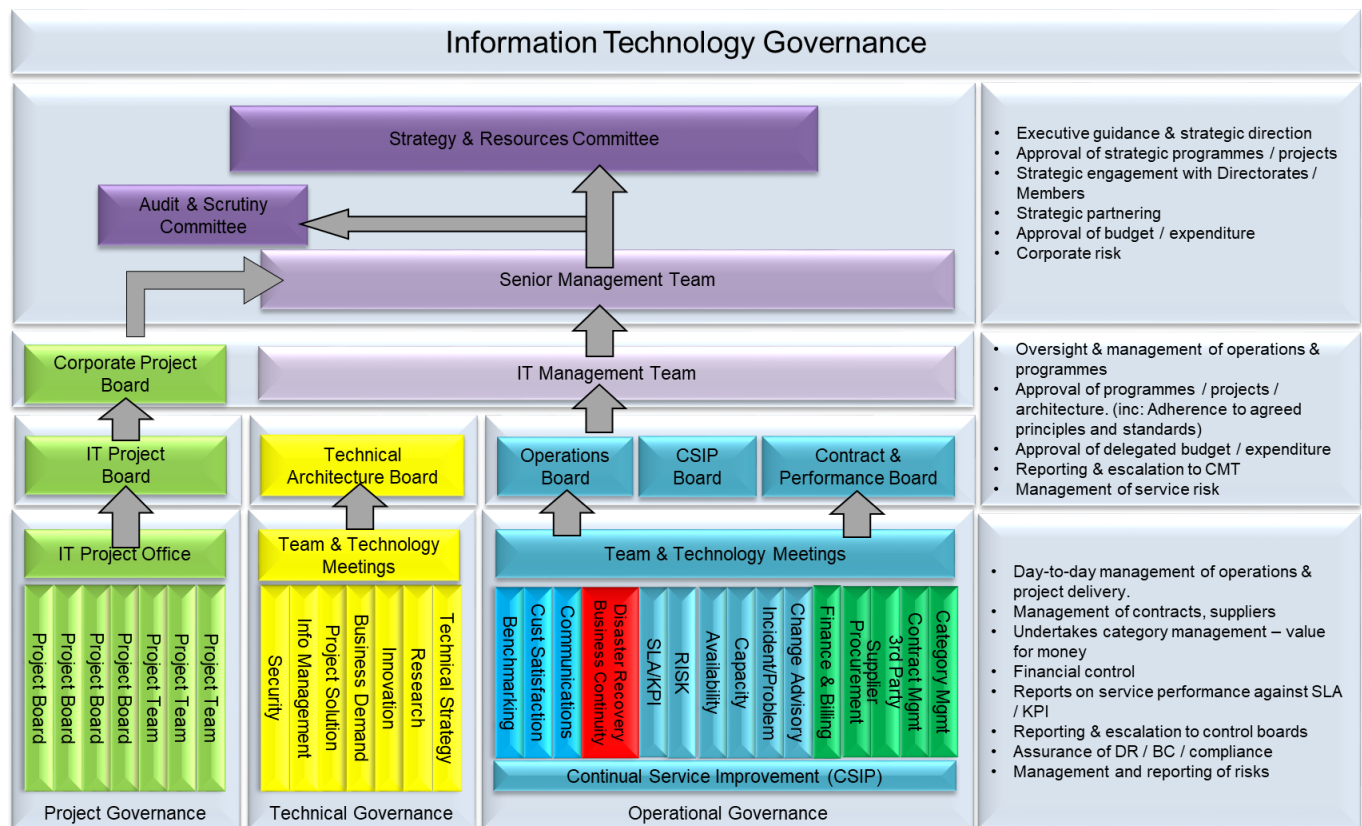
Figure 3: IT Service Governance

IT Service Quality & Standards

IT services will be delivered to appropriate standards using agreed methodologies to ensure compliance and quality criteria are met.

- ITIL – We will design and deliver services using the IT Infrastructure Library (ITIL) methodology.

- GCSx/PSN – We will connect to secure government services and in doing so we will ensure IT services are secure and comply with the required standards including the Code of Connection.

- PCI/DSS - Payment Card Industry Data Security Standard (PCI DSS) is an information security standard used to handle credit cards from major card brands.

- Project Management – We will deliver projects using project management methodologies appropriate to the size and type of project. Eg: Prince 2/Agile.

IT Services Collaboration & Shared Services

EEBC is a small council and as such has limited resources and few internal opportunities to benefit from economies of scale. To address this, IT Services will actively seek to learn from councils (and other relevant organisations) who have previously implemented services on our roadmap and not just "reinvent the wheel".

Where appropriate, we will collaborate and partner with others, thereby sharing resources, tasks and costs. Whilst this may extend to joint procurements we do not envisage entering into any type of shared service arrangement.

The in-house IT Team, in conjunction with internal stakeholders, will be responsible for defining and delivering services. We will consider selective outsourcing of low-level services where it is most cost effective and efficient to do so.

Purpose of this Roadmap

The Information Technology Roadmap details the direction and priority projects scheduled to run throughout the period 2023 – 2027. This roadmap will:

- State our vision for delivering technology services and contributing to the council's carbon emissions targets.

- Map the current state of IT infrastructure and services and the issues which need to be addressed.

- Define our priorities and the areas we will invest in to deliver services aligned to business requirements.

By planning, prioritising, and resourcing the IT Roadmap, will enable us to move from our current "as is" state to the required "to be" state, enabling a clear and focussed programme of work to be delivered with increasingly less resource being required to maintain legacy systems and to "fight fires".

To achieve the desired outcomes all projects will need to be fully scoped, resourced and funded. They will also require the appropriate level of authority in order to proceed. All work will be delivered in the context of our corporate 'Golden Thread', which links the high-level, strategic vision of councillors to the actions by officers required to achieve it.

There are multiple factors which determine the extent to which the roadmap will be followed as defined and where it may be deviated from. Unanticipated or changing business requirements, availability of required resources (staff, funding) or changes to technology may all have an impact. Further, the roadmap focuses on strategic and project work and therefore does not detail the entirety of the IT workload, which contains a significant element of "business as usual" (undertaking minor upgrades, responding to Service Desk requests and incidents and otherwise maintaining our IT systems) which forms in excess of 60% of the IT workload.

Target State

Our roadmap starts with our intended target state. This is how we envisage EEBC IT services being delivered in the future.
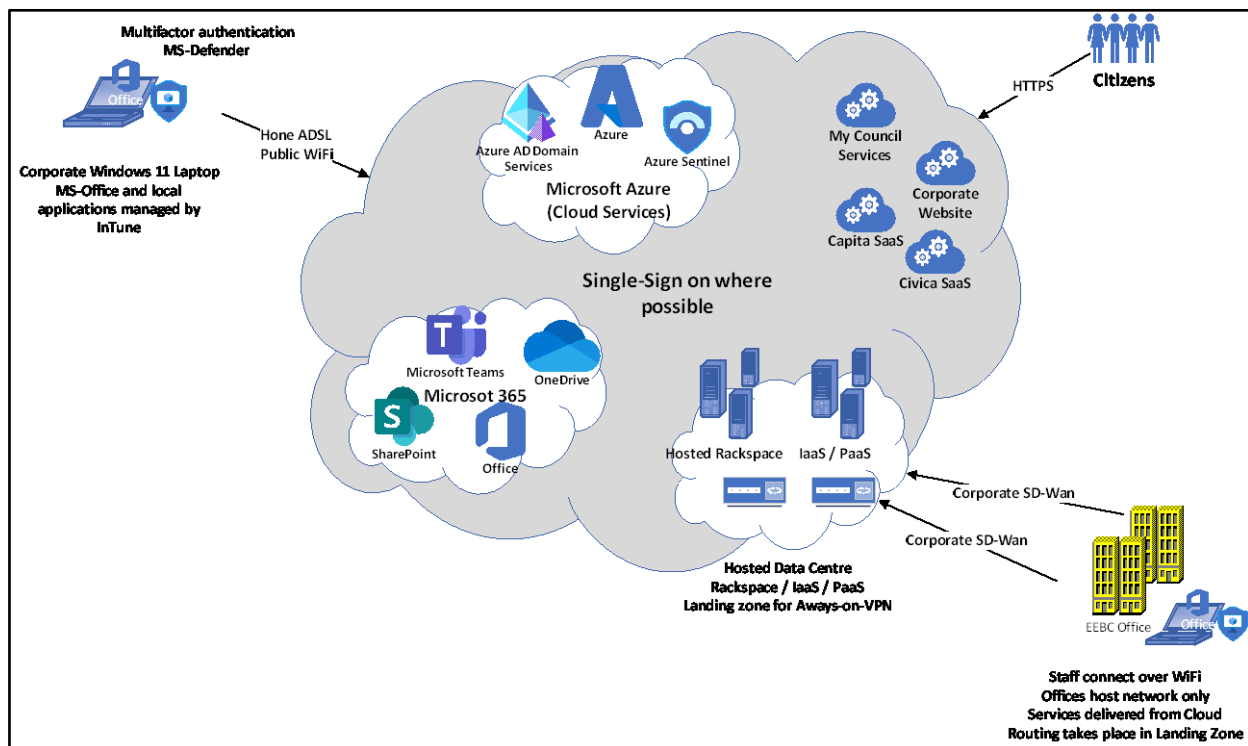
Figure 4: IT Infrastructure – Target State

Core Infrastructure Services

Data Centre Services

EEBC's on-premise IT services are run primarily from a server-room located in Town Hall. This on-premise environment uses a significant amount of electricity to power and cool the servers, storage and related IT equipment. Server room electricity accounts for 10% of the council's total electricity use and 2.8% of the council's total carbon emissions.

The server room is largely unfit for purpose, having no air-cooling resilience or fire suppression, and only limited (90 minute) power resilience. Given the lack of resilience, a serious incident within the server room has the potential to have a significant, adverse impact upon IT services and consequently EEBC public facing services. The councils present mitigation for such an event is a disaster recovery data-centre contract (providing access to a 3rd party data centre in Basingstoke) and a separate contract for provision of a small quantity of hardware in order to recover critical services.

Whilst our Cloud-centric strategy is gradually reducing the number of on-premise services there will remain a medium term need for a physical hosting requirement and, in view of the Town Hall/70 East Street reviews, it is timely to consider our service requirements, strategic priorities and the existing service risks.

Having considered the available options it is proposed relocate our existing IT server hardware to a hosted data centre. This will:-

- Provide a more secure and resilient environment for existing EEBC IT hardware.
- Reduce or negate the requirement for separate disaster recovery data centre and hardware contracts.
- Negate the requirement for a server room to be built as part of the Town Hall/70 East Street reviews, with associated build and on-going maintenance costs avoided.
- Contribute to the council's carbon neutral by 2035 target.

The "as is" move of existing hardware and services will be the one phase of a multi-phased migration to our desired target state. To facilitate this journey we will procure services of a hosted data centre provider offering rack hosting, network and telephony infrastructure, IaaS and PaaS. In conjunction with Microsoft-365, Azure and other vendor specific SaaS, this will provide a number of options for future service provision as existing hardware reaches end of service life and/or service requirements change.

Whilst further work is required, initial estimates indicate that data centre hosting services for our existing hardware will be broadly cost neutral (when compared to existing run costs and the likely future replacement cost of hardware) whilst providing a number of significant benefits as detailed above.

The diagram below shows the broad phasing, although delivery of the roadmap will require multiple phases to migrate and upgrade individual components of our complex technology infrastructure and services.
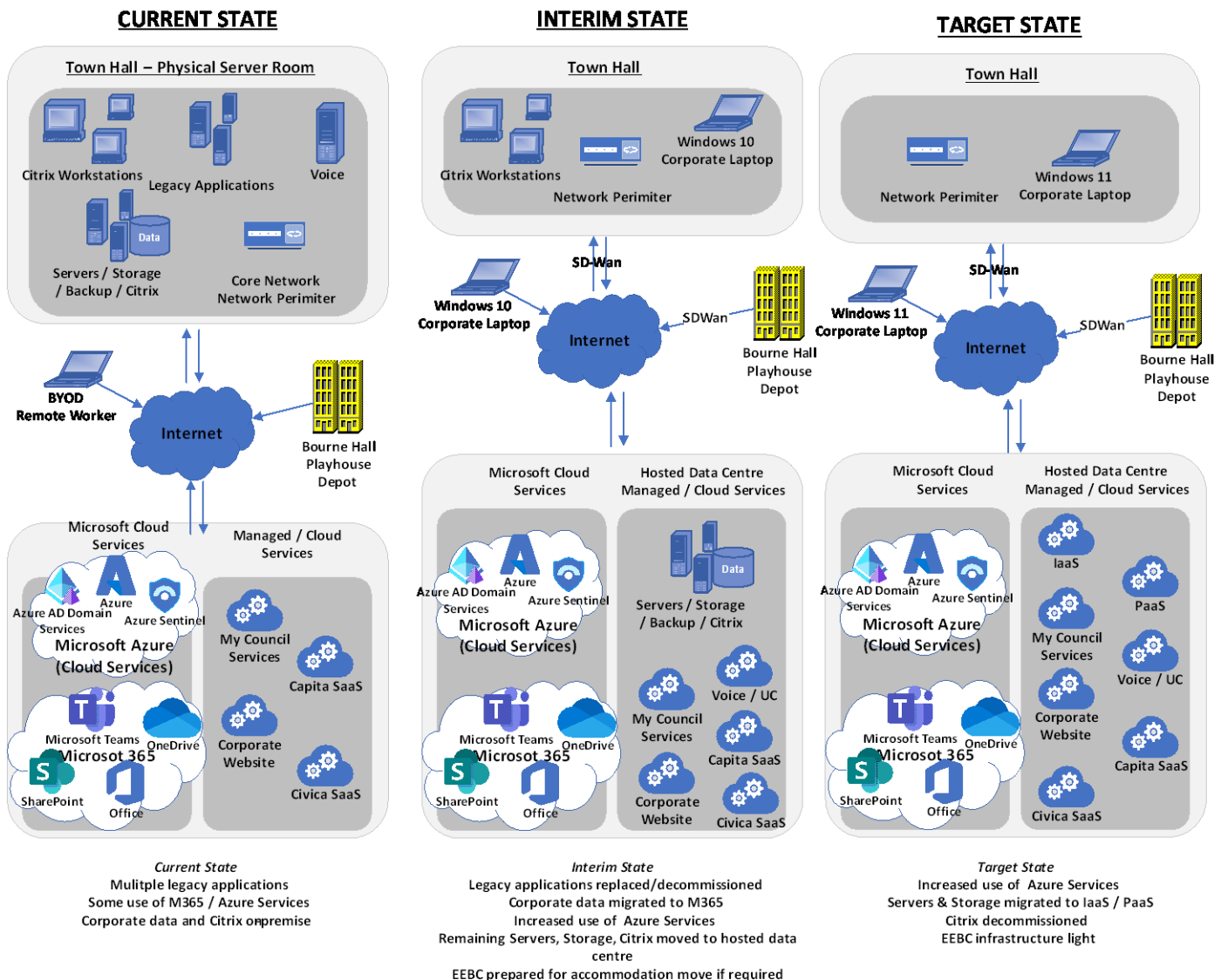

Figure 5: Technology Roadmap – Transition States

Network Services:

To benefit fully from the deployment of corporate laptops the EEBC corporate network needs to be re-designed. Funding of £125k was agreed by S&R Committee (28/3/2023) and work on this project is in progress. The initial phase is to simplify our current network as it is overly complex and poorly documented. Once completed, we will be in a position to commence the redesign, taking into account our planned migration to a hosted data centre and requirements of the Town Hall/70 East Street reviews. The intent is to implement a secure network to support multi-site and remote hybrid working.

As part of our network refresh project we are reviewing also our internet and intranet links. At present we source services from six different suppliers. Some services are now out of contract with others including our main internet link and related PSN/GCSx circuit due to cease in Summer 2024. We will seek to use an appropriate Crown Commercial Framework to procure and commission services (likely from a single supplier) so as to achieve best value.

Key aspects of our future design will be implementation of an SD-Wan based network with a landing zone for key infrastructure. Use of Cloud services will provide inherent resilience, ensuring that we have fewer single points of failure. Whilst it will be a design consideration, at this stage the additional cost of installing fully resilient site links to all EEBC sites is thought to be uneconomic given their general reliability.

End User Compute:

Feedback received both directly and through the IT Strategic Review highlights issues with the suitability, reliability and performance of the Citrix desktop service. The current thin-client based service does not fully support the use of Teams meetings and our more modern way of working, and to work remotely staff are generally required to use their own equipment (BYOD). Further, the current service relies on aged on-premise hardware and software which is end of life.

Our approach is to maintain and where practical improve the Citrix environment whilst we deliver a programme to replace the current desktop offering with corporate supplied and managed laptops. To achieve this a service health check has been conducted on the Citrix environment and a number of recommendations received. We are in the process of reviewing and implementing these where the benefits of doing so are considered worthwhile. In addition to planned Citrix improvements, the deployment of corporate laptops and migration of data into M365 will result in Citrix being used by fewer staff, thereby reducing the load on the environment and improving the user experience for those still using it.

End Users Devices

The draft IT Strategy (S&R Committee - 23/3/2023) recommended a move to corporate laptops and improved monitors to replace the current Citrix environment and BYOD policy for home working. Following a procurement process the rollout of corporate laptops and monitors has commenced with Planning (where there is a specific need for larger wide-screen monitors) and Business Assurance (to both facilitate their mobile workstyle and to provide a temporary hub for other staff to see and trial equipment) the initial recipients. Our intent is to issue laptops to all Town Hall IT users by Autumn 2024, prior to any potential office relocation, although the laptop and monitor rollout will extend to all staff considered "hybrid[4]" workers. Larger monitors with in-built KVM hubs are being deployed to replace the aged square format monitors. These enable the laptop to be connected to the monitor, keyboard, mouse, power and network via a single cable. We will review the monitors purchased in 2019 (which have a slightly larger format) with a view to using these at least until any accommodation move takes place.

In conjunction with improvements to the supporting infrastructure and other strategic priority projects, users will derive the desired end user experience and benefits including:-

- A significantly improved end user experience.
- True mobility and increased levels of security.
- Seamless use of Microsoft Teams (presence, communications and online meetings).

The move to corporate supplied laptops aligns with strategic objectives to:-

- Increase the effectiveness and productivity of staff,
- Support the developing Town Hall/70 East Street reviews (by giving the council increased opportunities and options for "hot desking").

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[4] Work is underway to align staff to a predefined persona or workstyle. Hybrid workers are those who use a wide range of IT applications, need to be fully equipped and licensed and who work (at least part of the time) from home or other non-office locations.

- Support the corporate Climate Change Action Plan through reducing both staff travel and the amount of on-premise infrastructure running the current Citrix Desktop environment (hardware, software, and power).

Microsoft 365

Microsoft 365 (M365) is at the heart of our end user compute solution, providing email, productivity applications (Outlook, Word, Excel, Powerpoint) and SaaS applications (OneDrive, Teams, SharePoint). To date the productivity apps have been deployed and we are using Exchange Online for email. Use of Teams is restricted by the Citrix Desktop and current lack of telephony integration whilst SharePoint and OneDrive are used in IT as a pilot but are yet to be fully implemented.

At present the majority of our file-storage is on-premise and a key project for the council is to move the majority of it onto the M365 platform. We intend to start the departmental and corporate data migrations in September 2023 and (subject to resource availability) aim to complete by Easter 2024. Moving data into M365 is a critical component in reducing and eventually removing our current reliance on Citrix and on-premise hardware, providing easier access to work services, greater resilience and supporting our future business continuity requirements.

Work on staff personas will determine each teams/individuals IT requirements and consequently the Microsoft licence types and quantities required. Whilst we expect the total number of licences to reduce, it is envisaged that we will need to upgrade the core licence type in order to access the necessary productivity and security functionality. Consequently, we estimate that Microsoft licence costs will increase although this should be offset in future years by a reduction in telephony and 3rd party software costs.
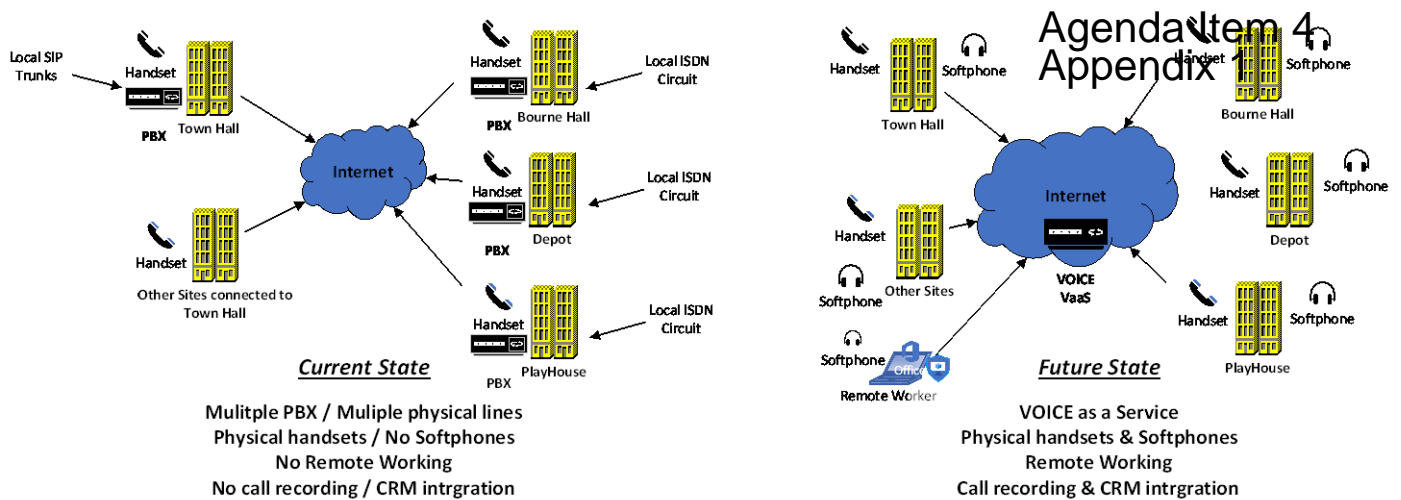
Telephony Services (fixed)

EEBC's main telephony solution is provided by Mitel and currently runs on equipment at three locations, Town Hall, Longmead Estate and Bourne Hall. There is a further (non-Mitel) telephony service running from Playhouse. Whilst the Town Hall service is up to date, the three other systems are aged and out of support. Further, we appear to be significantly over licensed and being on-premise the services do not align with our agreed Cloud strategy.

The work on personas will be used to identify which staff actually require a telephony solution. Further work will identify specific requirements with solutions then procured to align with business need. Whilst (given the relatively small number of telephony users) there maybe economies of scale (cost, administrative overhead) in having a single solution, we are also considerate of a tiered approach to our telephony service. Our users' telephony requirements can likely to be categorised as:

- Basic: Voice calling from within Microsoft Teams utilising M365 licences.

- Enhanced: 3rd Party Teams add-in to provide enhanced functionality such as call roaming, call pickup and/or hunting groups.

- Specialist: To cater for areas such as the Customer Contact Centre where specialist functionality (such as integration with CRM, call recording, PCI compliance, etc) is required.

Whilst further work is required to determine the optimal solution, it is envisaged that future telephony services will be Cloud based, will feature softphones to support hybrid working and will be delivered for less than the current cost of telephony.

Figure 6: Telephony Current and Future States.

Telephony Services (mobile)

As part of the response to Covid a significant number of mobile phones were purchased and provided to staff. Many of these have since ceased to be used although service contracts have remained in place for them. To address this we are in the process of conducting an audit of our mobile service contracts and it is anticipated that we will be able to reduce these from circa 240 to under 100. We are reviewing also the Crown Commercial Services mobile telephony framework with a view to awarding a corporate mobile contact. This should result in a reduced monthly per device cost compared to our incumbent provider. As a result of the work currently in progress we forecast a 50% reduction to the annual cost of mobile telephony.

Further work is required to ascertain and understand business requirements for mobile telephony. This will take into account that many staff will have (and may prefer to use) their own devices and the Council's data security requirements.

Applications & Resident Services

Major applications

Whilst a number of the council's major applications (Financials, Payments, HR/Payroll) are delivered as SaaS a number (Planning, Building Control, Environmental Health, Revenues & Benefits) are still run on-premise. Several factors determine how services are provisioned including availability of a suitable SaaS offering, cost and the staff resource (both IT and departmental) required to identify, procure and implement a change in service provision.

Work is currently in progress to replace the existing Revenues & Benefits Document Management System (DMS) which is aged and unsupported with a SaaS solution. There is existing Capital Budget provision of for this project, on-going revenue implications are yet to be determined. Following selection and implementation, it is envisaged that a further project will consider options for either upgrading the main Revenues & Benefits application to SaaS or moving to a different SaaS provider.

There are a number of interlinked projects running across Planning and IT including a significant number of service upgrades. This work is likely to continue for at least a further 18 months at which point we will have a better understanding of our future business requirements and options, and the continued use or otherwise of the existing Planning application. In the meantime, following the planned move to a hosted data centre consideration will be given to the benefits of migrating the existing Planning service onto IaaS/PaaS.

The housing application, Civica Abritas, is currently hosted with the contract due to renew in Autumn 2023. Having considered a number of options it has been decided to switch to Civica SaaS. This option being marginally cheaper than the alternatives.

Minor Applications

There are numerous smaller applications being used by teams throughout the council. It is likely that a small number of these could be incorporated into other applications which have the necessary functionality. Eg: The My Council Services application contains an Allotments module. Opportunities for such application rationalisation will be sought and progressed where practical, although any savings achieved by such work will be small.

Other applications, such as the Playhouse ticketing system and the separate events booking software will require work to define the business requirements before alternatives can be sourced.

Resident Services:

Delivery of improved public facing services is progressing with work to complete the migration from the existing forms software into My Council Services (MCS) due to complete by End of October. Separately, work is well advanced on bookings and Waste Services.

We will work with the Communications Team to instigate a programme of work focussed on delivering improved, online, resident services. This will encompass an upgrade and improvements to the corporate website (using LocalGov Drupal) and a review of online transactional services. Capital funding for this project was approved by S&R Committee (28/3/2023) which, depending upon the level of design services required, is likely to be sufficient.

Security

General IT Security

The move away from Citrix to corporate laptops requires us to rethink our security boundaries and the associated risks and mitigations. The upgraded corporate network will be designed to provide secure access to hosted corporate services as well as, where possible, seamless access to our SaaS providers and the use of always-on VPN technology assessed.

Currently corporate laptops are deployed with Windows 10 which is scheduled to go end of life in late 2025. In tandem with the corporate laptop programme we will develop a new, secure, corporate Windows 11 laptop image. As part of this build existing security tools will be reviewed and the benefits or otherwise of replacing these with Microsoft equivalent products (included as part of an enhanced Microsoft licence) evaluated.

CyberSecurity:

Recent Microsoft workshops have enabled the IT Team to upskill their security knowledge across a number of areas. That said, IT Security is a specialist area which requires a level of knowledge and focus beyond the team's current skillset and capacity. Whilst the introduction of a hosted Security Information and Event Management (SIEM) service in 2022 provides some level of external assurance, it is considered insufficient to counter the ever-increasing threat of cyber-attack.

In the short-term it is proposed we maintain the existing SIEM service through to May 2024 whilst we consider options. From 2024-25 onwards it is proposed that new revenue funding is agreed to provide both a SIEM and fund specialist IT Security consultancy services to undertake regular reviews of our security posture and to assist the IT Team implement recommendations.
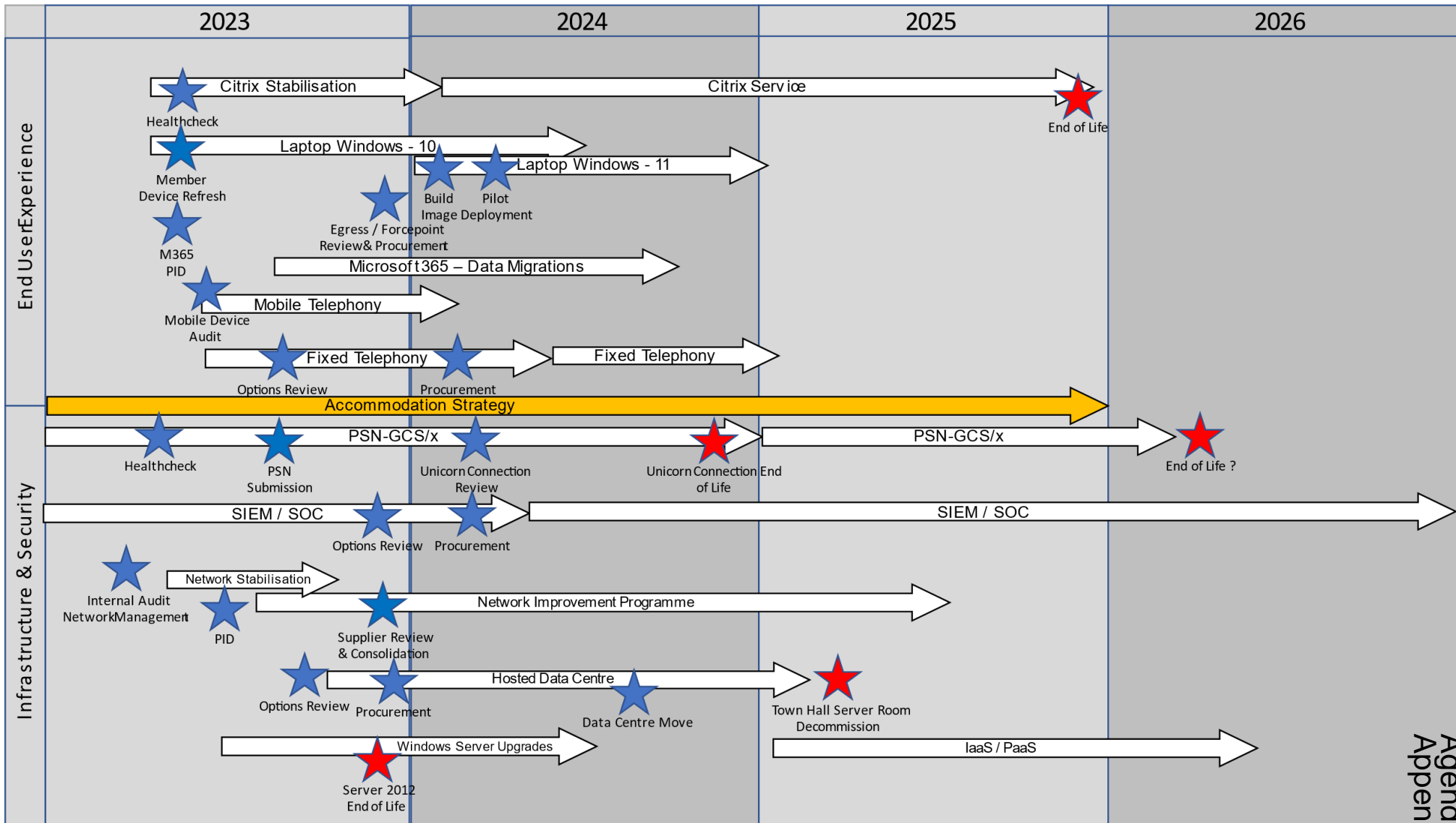
A key area of our defence against a successful attack is user education. With SMT approval we will implement mandatory IT Security training for all users of our IT services and will schedule regular simulated attacks (eg: Phishing attack) to identify areas of weakness which require further attention.
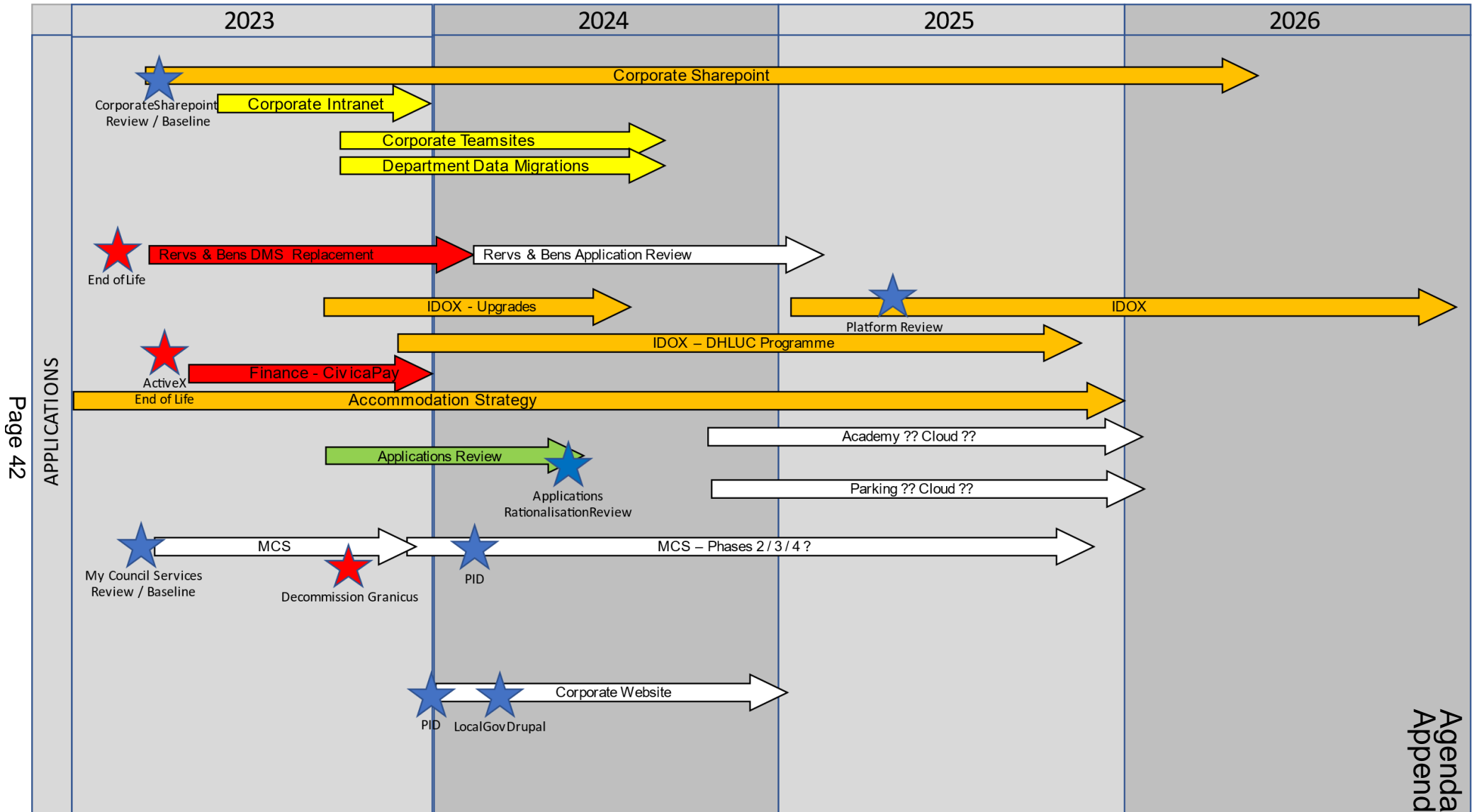
IT ROADMAP 2023-27

IT ROADMAP 2023-27

Strategy and Resources Committee
21 September 2023

IT Programme of Works (Capital) 2023-2027				
Title	**Work Type**	**Est Cost £**	**Funding source**	**Description**
Councillor device refresh	Business as usual	40,000	Approved capital funding	Member device refresh completed at a cost of £28,146. Request for balance (£10k) to be allocated to the corporate End User Device project.
Citrix Cloud	Strategic Project	50,000	Approved capital funding	Project no longer required. Reallocate funding (£50k) to corporate End User Device project
End User Devices	Strategic Project	£100,000 £60,000	£100,000 Approved capital funding. Unused funds from Citrix Cloud and Member Device Refresh (£60,000) to be reallocated.	We will move away from Citrix, thin-client and BYOD devices and deploy laptops to all staff as their standard desktop. We will selectively upgrade monitors with a view to a wider replacement programme aligned to the Town Hall Review
Corporate Website	Business as Usual / Upgrade	40,000	Approved capital funding	Corporate website runs Drupal 7 which is end of life Nov '25. This project is to:- 1. upgrade onto LocalGovDrupal 10. 2. Reimplementation of the design and content.
Revs & Bens – Document management System	Strategic Replacement	50,000	Approved capital funding	This project is to replace the end of life DMS with an alternate solution, Additional revenue of circa £40,000 per annum will be required in addition to the previously approved capital budget.
Sharepoint	Strategic Project	25,000	Approved capital funding	Head of IT reviewing the scope and deliverables of this project. Until complete it is not possible to be clear on funding required.
Network Refresh (inc: Switches, Firewalls, WAN and WiFi)	Strategic Project	125,000	Approved capital funding	Network devices are at or near end of life. Network will be simplified and redesigned to align infrastructure with the new IT Strategy and move from Citrix to corporate laptops.
PSN/GCSx	Business as usual	£10,000	Approved capital funding	Work to maintain connection to GCSx/PSN.
2023/24 Subtotal		**£440,000**		

End User Devices	Strategic Project	£50,000	Additional capital funding of £50,000 for 2024/25.	We will move away from Citrix, thin-client and BYOD devices and deploy laptops to all staff as their standard desktop. We will selectively upgrade monitors with a view to a wider replacement programme aligned to the Town Hall Review
PSN/GCSx	Business as usual	£15,000	New funding request for2024/25. IT Healthcheck, remediation activities and work on replacement of PSN/GCSx connection.	The council connects to PSN/GCSx secure government networks through aggregated links supplied currently by Surrey County Council (SCC). It was anticipated that the requirement for a PSN/GCSx connection would cease in March 2023, however the Cabinet Office have advised that the service will continue, likely for a further 3 years. 1. In order to connect the council's network and devices must comply with the Cabinet Office Code of Connection. Consequently, the council will need to commission an independent health check and action identified vulnerabilities. 2. The SCC aggregated connection will cease in Autumn 2024. An alternate means of connection will be required.
Modern.Gov	Strategic Project	£15,000	New funding request for 2024/25	Migrate on-premise Modern.Gov (committee management system) onto SaaS. Additional revenue of £6,000 per annum will be required in addition to the requested capital budget.
Data Centre Relocation	Strategic Project	£70,000	New funding request for 2024/25	Relocate IT server room equipment to hosted data centre. Pre-requisite preparation for future accommodation move. Cost avoidance.
2024/25 Subtotal		**£150,000**		
Revs & Bens Replacement	Strategic Project	£75,000	New funding request for 2025/26	Indicative budget to implement Revs & Bens SaaS. Project yet to be scoped.
IT Other	Business as usual / Strategic Project	£50,000	New funding request for 2025/26	Indicative ICT budget to implement agreed improvements.
,PSN/GCSx	Business as usual	£15,000	New funding request for2025/26. IT Healthcheck, remediation activities and work on replacement of PSN/GCSx connection.	Assumes PSN still required although it potential that it have ceased by Spring 2025
2025/26 Subtotal		**£140,000**		

Strategy and Resources Committee
21 September 2023

IT Other	Business as usual / Strategic Project	£50,000	New funding request for 2026/27	Indicative ICT budget to implement required improvements.
2026/27 Subtotal		**£50,000**		
TOTAL		**£780,000**		

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HOUSEHOLD SUPPORT FUND 2023/24

Head of Service:	Brendan Bradley, Head of Finance
Wards affected:	(All Wards);
Urgent Decision?(yes/no)	No
If yes, reason urgent decision required:	N/A
Appendices (attached):	None

Summary

Central government has introduced a further tranche of the Household Support Fund (HSF4) for 2023/24. Funding for the scheme has been provided to Surrey County Council (SCC), who has overall control and responsibility for administering HSF.

SCC has passed a proportion of the funding to Surrey districts for distribution on to residents.

To assist in delivering the funds to hard-to-reach local residents, EEBC has already entered into a partnership with the Good Company, a local charity who run the local food bank, Epsom Pantry and the Epsom Refugees Network.

This report proposes to continue the partnership with the Good Company, to enable these funds to continue to be disbursed to vulnerable residents, in a timely manner, whom the Council would otherwise be unable to reach.

Recommendation (s)

The Committee is asked to:

(1)   **Agree that a further £50,000 of the HSF4 allocation be passed to the Good Company, for distribution to residents in the period October 2023 to March 2024**

1   Reason for Recommendation

1.1   The recommendation will enable the funds to be disbursed to vulnerable residents in accordance with Household Support Fund scheme requirements.

2   Background

2.1   Government has introduced a further tranche of [Household Support Fund](#) (HSF4) for 2023/24. Funding for the scheme has been provided to Surrey County Council (SCC) who have overall control and responsibility for administering HSF.

2.2   As in previous years, County has passed each of the Surrey districts a percentage of the funding for use locally. EEBC has been allocated £214,528 on condition it uses the funding as specified in the Department for Work and Pensions (DWP) guidance and submits complex management information required by County throughout the year.

2.3   EEBC's Revenues & Benefits Team is able to allocate £114,528 of the funding to residents itself, in accordance with the scheme requirements, by identifying eligible residents through benefits and council tax records.

2.4   However, government guidance also requires local authorities to make efforts to reach residents who may be suffering financial hardship due to the current cost of living crisis, but who are not traditionally identified as being on a low income through the established benefits and welfare provided by local authorities.

2.5   To reach these vulnerable residents (whom the Council itself cannot identify) in 2022/23, EEBC had previously partnered with the Good Company on past tranches of the Household Support Fund. The Good Company proved to be a trusted local partner, open to all sections of the community, and effective at distributing the funds even to those who may not qualify for traditional benefit payments (e.g. those with no recourse to public funds).

2.6   To enable the timely distribution of HSF4 funds to residents, a delegated authority decision was agreed in June to pass £50,000 of the remaining £100,000 funding to the Good Company for distribution in the first half of 2023/24, because their work with Epsom & Ewell Foodbank, the Epsom Pantry and the local Refugee Network allowed them to continue to reach these 'unknown' groups and provide immediate, practical assistance in line with the guidance for the scheme.

2.7   The delegated authority decision also envisaged that a final £50,000 balance may also be passed to the Good Company for distribution in October 2023 to March 2024, but as a non-urgent decision, that this would be brought to S&R Committee for approval.

3   Proposal

3.1   Due to the Good Company's past experience of dealing with previous tranches of the scheme, it already has processes and record keeping in place to allow them to comply with the complex DWP reporting, reconciliation and assurance requirements of the scheme.

3.2   In addition, the Good Company has a proven record of being able to reach vulnerable residents and, as they already comply with the scheme requirements, there is no additional need to train their staff or help set up the arrangement, This reduces administration costs and allows more of the funding to go directly to those residents in need.

3.3   For the reasons outlined above, it is proposed to pass the final £50,000 tranche to The Good Company for allocation to residents.

4   Risk Assessment

Legal or other duties

4.1   Equality Impact Assessment

      4.1.1   None arising from the contents of this report.

4.2   Crime & Disorder

      4.2.1   None arising from the contents of this report.

4.3   Safeguarding

      4.3.1   None arising from the contents of this report.

4.4   Dependencies

      4.4.1   None arising from the contents of this report.

4.5   Other

      4.5.1   None arising from the contents of this report.

5   Financial Implications

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

5.2   The Household Support Fund scheme is fully funded, ultimately by central government, with funds passported to districts by Surrey County Council.

5.3   Any funds remaining unspent at 31 March 2024, plus any HSF funds that have not been allocated in line with government guidance, will be returnable to SCC/central government as required.

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

6   Legal Implications

6.1   There are no direct legal implications.

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

7   Policies, Plans & Partnerships

7.1   **Council's Key Priorities**: The following Key Priorities are engaged: Safe & Well

7.2   **Service Plans**: The matter is not included within the current Service Delivery Plan.

7.3   **Climate & Environmental Impact of recommendations**: None for the purposes of this report.

7.4   **Sustainability Policy & Community Safety Implications**: None for the purposes of this report.

7.5   **Partnerships**: Providing these funds to a charitable partner is a reflection of the Council's commitment to support all residents wherever possible.

8   Background papers

8.1   Delegated Authority Decision #645 - Household Support Fund Tranche 4, 23 June 2023.

POOLE ROAD PAVILION RE-ROOFING PROJECT

Head of Service:	Mark Shephard, Head of Property and Regeneration
Wards affected:	West Ewell Ward;
Urgent Decision?(yes/no)	no
If yes, reason urgent decision required:	n/a
Appendices (attached):	none

Summary

Report requesting additional capital funding to carry out the replacement of the roof covering to the pavilion and provide additional insulation.

Recommendation (s)

The Committee is asked to:

(1) **Approve additional funding of £105,000 from the Capital Receipts Reserve, to enable the Poole Road Pavilion Re-Roofing project to proceed at an estimated cost of £255,000.**

1 Reason for Recommendation

1.1 The Poole Road pavilion is used by the Harriers Athletic Club, the boxing club, a children's play area and various private hirers.

1.2 The works are essential in the prevention of future roof leaks. The building has had water ingress in various areas including the boiler room, the main hall, and the corridor area. If the leaks continue, we may have to close the building which will in turn prevent the hirers activities and could lead to potential claims in loss of income.

1.3 The works will provide a quality vandal resistant roof covering for an expected 25 years and increase the thermal efficiency of the roof and reduce carbon footprint.

2 Background

2.1 The replacement roofing was approved in the Capital budget for 2023/24 at the manufacturer's estimated cost of £150,000.

2.2 The roofing project was tendered, and prices returned in April 2023, three suppliers returned prices with a close spread of costs as follows:

2.2.1 Supplier 1 - £211,388

2.2.2 Supplier 2 - £208,780

2.2.3 Supplier 3 – £203,217

2.3 Officers believe the increased costs are a result of a low estimate given by the manufacturer, and a combination of increased material and labour costs, inflation, and management and legal fees.

2.4 The existing aluminium roofing sheets are 25 years old and have come to the end of their life. We have experienced roof leaks over the boiler room and vandalism over the years where the roofing tiles have been bent and lifted to gain access or just to be purely vandalised. Works are required to strip and remove existing roof covering and replace with a product called, 'Britmet granulated light weight roofing sheets', including providing and installing additional thermal insulation.

2.5 This product is a direct replacement of the original 'decra' roofing sheets which are heavy duty vandal resistant specifically designed for these types of roofs in exposed locations such as parks etc.

2.6 We currently have problems with repairing the air handling system as the roofing is damaged around the roof cowls which is letting in water over the mechanical and electrical plant. This is preventing repair works to the system and parts of the building are not currently ventilated of achieving correct air change volumes.

2.7 The recommendation is to award the contract to the lowest supplier at a cost of £203,000. A contingency sum of £20,000 will be added for unforeseen works. Legal costs provisional sum of £5,000 will be added and management costs of 12% will be required to deliver the works at £27,000.

2.8 The total requested budget for the project has therefore increased by £105,000, from the original £150,000 to £255,000.

3 Risk Assessment

Legal or other duties

3.1 Equality Impact Assessment

3.1.1 This will be addressed in the Risk Assessments and method statements to ensure the track is available to access by the disabled groups that frequently use it whilst works are underway.

3.2 Crime & Disorder

3.2.1 The roofing works will secure a new fixed vandal resistant roof that will prevent future vandalism.

3.3 Safeguarding

3.3.1 N/A

3.4 Dependencies

3.4.1 N/A

3.5 Other

3.5.1 N/A

4 Financial Implications

4.1 Full Council approved the original scheme in February 2023 at an estimated cost of £150,000, as it met the Council's criteria for capital investment on the basis that the works are essential for business continuity.

4.2 If members remain supportive of the scheme proceeding at an increased estimated cost of £255,000, it is proposed that the additional £105,000 budget would be funded from the Capital Receipts Reserve.

4.3 The additional £105,000 allocation would decrease the Capital receipts Reserve balance available for other projects from £3.097m to £2.947m.

4.4 The Council has an agreed objective to maintain a minimum balance of at least £1m in the Capital Receipts Reserve, as a contingency for unforeseen capital works.

4.5 **Section 151 Officer's comments**: Financial implications are set out in the body of the report.

5 Legal Implications

5.1 **Legal Officer's comments**: None arising from the content of this report.

6 Policies, Plans & Partnerships

6.1 **Council's Key Priorities**: The following Key Priorities are engaged: Minimum required to continue to deliver the services of council (e.g., minimum level of building maintenance and IT) and where the scheme is consistent with the Climate Change Action Plan.

6.2 **Service Plans**: The matter is included within the current Asset Management Plan.

6.3 **Climate & Environmental Impact of recommendations**: The works include for upgrading roof insulation to current Building Regulations standards. Regular consultations and meetings occur between the project team and the Environment and Sustainability Officer to ensure the climate change action plan is delivered.

6.4 **Sustainability Policy & Community Safety Implications**: All materials removed from existing roof will be recycled and reused.

6.5 **Partnerships**: This work will be carried out in association with the boxing club, Giggles (children's play area) and the Harriers Club to ensure they can continue operating whilst work proceeds.

7 Background papers

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

Previous reports:

- N/A

Other papers:

- N/A

EWELL COURT HOUSE FLAT 1 REFURBISHMENT AND USE FOR TEMPORARY ACCOMMODATION

Head of Service:	Mark Shephard, Head of Property and Regeneration
Wards affected:	(All Wards);
Urgent Decision?(yes/no)	No
If yes, reason urgent decision required:	
Appendices (attached):	Appendix 1: Floor Plan
	Appendix 2: Confidential Business Case (Exempt from publication under paragraph 3 of Schedule 12 (A) of the Local Government Act 1972)

Summary

This report proposes that Flat 1 Ewell Court House be refurbished to provide temporary accommodation for homeless households.

Recommendation (s)

The Committee is asked to:

(1) Agree to use Flat 1 Ewell Court House for temporary homeless accommodation.

(2) Agree to fund the refurbishment budget of up to £125,000 from S106 developer funds.

(3) Note that the Head of Property & Regeneration, Head of Housing & Community in consultation with the Head of Finance will progress the refurbishment to completion.

1   Reason for Recommendation

1.1   To enable delivery of additional temporary accommodation to help address the rising need for homelessness prevention accommodation.

1.2 The occupation of Flat 1 would help improve the overnight security of Ewell Court House and diminish the likelihood of anti-social behaviour in the immediate vicinity.

2 Background

2.1 Ewell Court House is a Grade II listed building owned by the Council and dating back to the late 1870s. It is set in the historic grounds of Ewell Court Park and forms part of the Council's commercial property portfolio.

2.2 Commercial tenants include a wedding and corporate events operator, a children's nursery and a café (pending refurbishment by a new operator).

2.3 Ewell Court House contains two self-contained 1st floor flats (accessed via their own separate external staircases):

- Flat 1 – comprising 3 bedrooms, lounge, kitchen and currently vacant following expiry of the previous commercial lease of the Tea Rooms.

- Flat 2 – comprising 4 bedrooms, lounge, kitchen and forming part of the current commercial lease of the childcare nursery.

2.4 Flat 1 ("the Flat") was originally intended to form part of the new commercial letting of the Tea Rooms but is no longer required by the new tenant for this purpose.

2.5 The Flat offers relatively spacious 3 bedroom accommodation as shown in the floor plan attached at Appendix 1.

2.6 It was previously redecorated in 2007 and now requires extensive refurbishment to bring it up to modern standards. This will likely include electrical rewiring and replastering alongside replacement bathroom, kitchen, boiler, carpets and full redecoration throughout.

2.7 The Council's Housing Team has inspected the Flat and post refurbishment, consider it would provide ideal temporary housing. It would also assist in alleviating the extremely high demand they experience for larger properties i.e. 3 or more bedrooms.

3 Temporary housing accommodation

3.1 Under the homeless legislation, the Council is required to provide applicants with emergency accommodation while their application is being investigated and, if their application is accepted, until they are housed in settled accommodation.

3.2 The duty is fulfilled through placing applicants in accommodation owned by the Council, a Housing Association, or by exception, expensive nightly paid (B&B) accommodation.

3.3 Demand for temporary accommodation is acute and the Council has responded by pursuing initiatives to increase its supply of temporary accommodation.

4 Proposal

4.1 It is proposed to refurbish the Flat and use it to provide much needed temporary accommodation.

4.2 To support the proposal, a Business Case (including Best Value comparison) is attached at Appendix 2.

4.3 As a Grade II listed building, we are investigating if the internal refurbishment will require listed building consent. The Council has experience of refurbishing listed residential buildings (Nonsuch Mansion) and those located in conservation areas (24 South Street, Epsom).

4.4 It is recommended a budget of up to £125,000 be allocated from S106 affordable housing developer funds. This will safeguard the Council against the inflated tender prices being experienced in the current economic environment.

4.5 The proposed scheme is considered 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:

4.5.1 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.

4.5.2 Where housing schemes will help the Council to prevent homelessness e.g. through the delivery of larger family sized accommodation.

5 Risk Assessment

Legal or other duties

5.1 Equality Impact Assessment

5.1.1 The Flat is located at 1st floor level via a dedicated external staircase leading to its own entrance. There is no lift available and the Flat would therefore not be suitable for all residents.

5.2 Crime & Disorder

5.2.1 The occupation of the Flat would help improve the overnight security of Ewell Court House.

5.3 Safeguarding

5.3.1 Bambini's Children's Nursery is separately located and operated at Ewell Court House. Any proposed occupants of the Flat will be suitably vetted by the Council's Housing Team.

5.4 Dependencies

5.4.1 Investigations are underway to establish if the internal refurbishment will require listed building consent.

5.5 Other

5.5.1 The Asset Management Plan's key property strategies will ensure value for money, maximise asset performance and minimise the Council's exposure to avoidable loss of income.

6   Financial Implications

6.1   Financial implications are set-out in the attached confidential Appendix 2.

6.2   Investing £125,000 of S106 affordable housing sums to bring the Flat into use as temporary accommodation would reduce the uncommitted S106 balances available for investment in other future schemes from c.£1.1m to £1.0m.

6.3   **Section 151 Officer's comments**: The Council would expect to generate net revenue savings of c£32,700 per annum by using the Flat as temporary accommodation, as set-out in Appendix 2, meaning the expected payback period on the £125,000 investment would be around four years.

7   Legal Implications

7.1   The refurbishment specification will be agreed in consultation with the Council's Head of Housing & Community and Strategic Housing Manager to ensure it offers appropriate, fit for purpose temporary homeless accommodation.

7.2   **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: Opportunity and Prosperity, Effective Council.

8.2   **Service Plans**: The matter is included within the current Service Delivery Plan.

8.3 **Climate & Environmental Impact of recommendations**: The Flat's energy efficiency will be an important part of the refurbishment and upgraded where possible. For example, the replacement of the existing boiler with a modern condensing type.

8.4 **Sustainability Policy & Community Safety Implications**: Insulation will be upgraded where possible and lighting replaced with modern LED equivalents.

8.5 **Partnerships**: None

9 Background papers

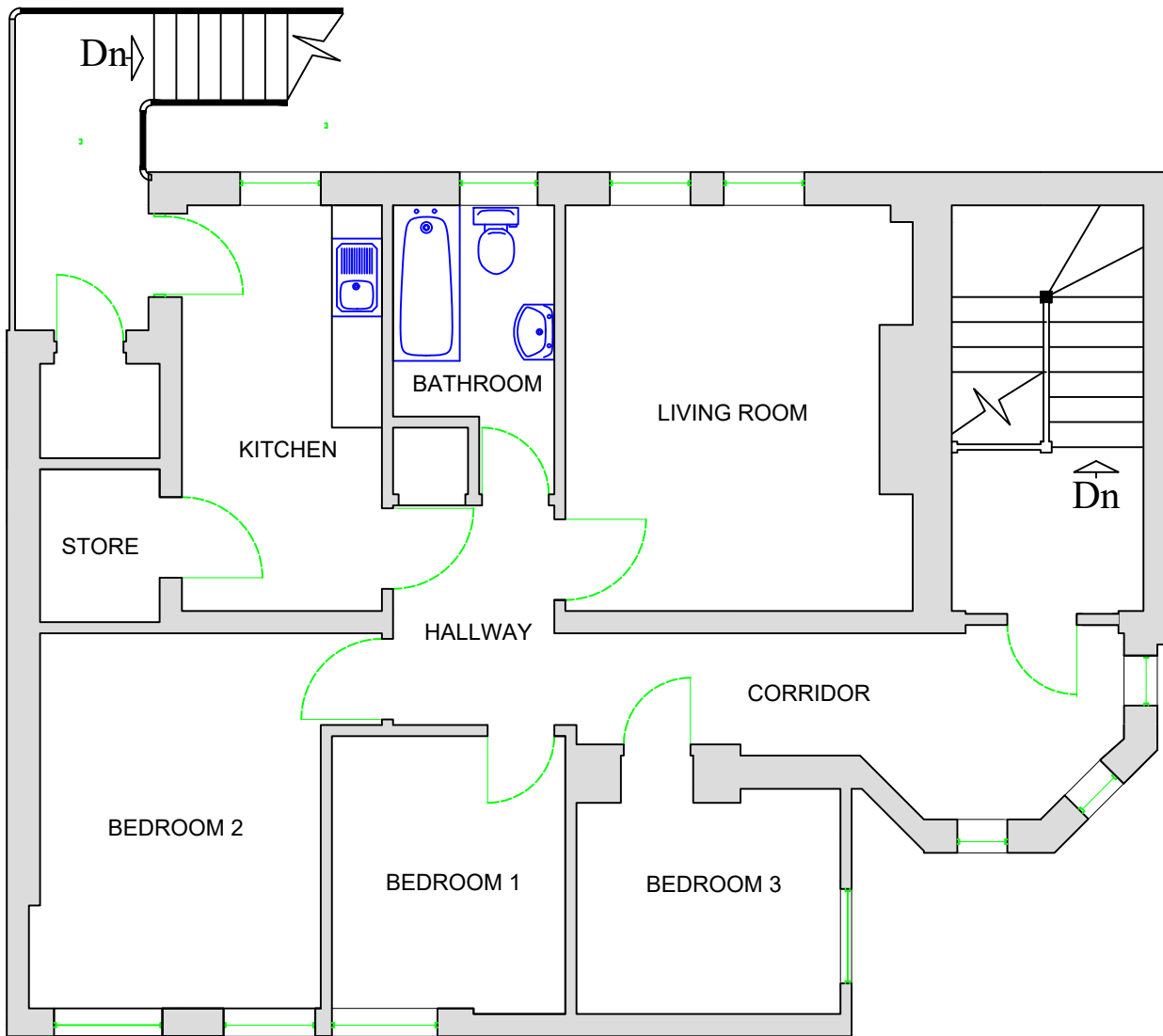9.1 The documents referred to in compiling this report are as follows:

Previous reports:

Other papers:

- Strategic Asset Management Plan to S&R Committee 28 July 2020

https://democracy.epsom-ewell.gov.uk/ieListDocuments.aspx?CId=132&MId=770

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Dn

Dn

BATHROOM

KITCHEN

LIVING ROOM

STORE

HALLWAY

CORRIDOR

BEDROOM 2

BEDROOM 1

BEDROOM 3

EWELL COURT HOUSE FLAT 1

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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.

The following documents are included on Part Two of the agenda and have not been published:

Appendix 2 to Item 7 of the agenda – confidential business case
The document deals with information relating to the financial or business affairs of the Committee and third parties.

Item 09 – Commercial Tennant Update
The report deals with information relating to the financial or business affairs of the Committee and third parties.

Item 10 – Commercial Property Update
The report deals with information relating to the financial or business affairs of the Committee and third parties.

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Agenda Item 9

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
to the Local Government Act 1972.

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Agenda Item 10

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