

Public Document Pack

Simon Young, Solicitor
Head of Legal and Democratic Services



STRATEGY AND RESOURCES COMMITTEE

Tuesday 22 November 2016 at 7.30 pm

Town Hall

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 Eber Kington (Chairman)	Councillor Omer Kokou-Tchri
Councillor Neil Dallen (Vice-Chairman)	Councillor Keith Partridge
Councillor Richard Baker	Councillor Mike Teasdale
Councillor Rekha Bansil	Councillor Clive Woodbridge
Councillor Kate Chinn	Councillor Tella Wormington

Yours sincerely

A handwritten signature in black ink, appearing to read 'S Young', written over a faint, larger version of the same signature.

Head of Legal and Democratic Services

For further information, please contact Fiona Cotter, 01372 732124 or email:
fcotter@epsom-ewell.gov.uk

AGENDA

1. QUESTION TIME

To take any questions from members of the Public

Please Note: Members of the Public are requested to inform the Democratic Services Officer before the meeting begins if they wish to ask a verbal question at the meeting

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 - 12)

The Committee is asked to confirm as a true record the Minutes of the meeting of the Strategy and Resources Committee held on 27 September 2016 and to authorise the Chairman to sign them.

4. CORPORATE PLAN: PERFORMANCE REPORT ONE 2016 TO 2017 (Pages 13 - 34)

This report provides an update against our Key Priority Performance Targets for 2016 to 2017, under our new Corporate Plan.

5. ICT DIGITAL STRATEGY (Pages 35 - 56)

This report seeks approval to the ICT Digital Strategy for 2016-2020.

6. SYRIAN VULNERABLE PERSONS RESETTLEMENT PROGRAMME (Pages 57 - 74)

This report sets out issues around the Government's invitation to participate in the Syrian Vulnerable Persons Resettlement Scheme (SVPRS) and details three possible options with a recommendation to support option 3, where the council participates in the (SVPRS) for five years and assists up to 5 households over this period, only using properties specifically identified for housing those arriving under the scheme.

7. BUSINESS IMPROVEMENT DISTRICT FOR EPSOM - PROGRESS REPORT (Pages 75 - 94)

This report sets out the progress made by the Epsom Town Business Partnership (ETBP) in creating a Business Improvement District (BID) for Epsom town centre and the likely timetable for future action.

It notes the statutory duties of a local authority in a BID process and the contribution EEBC is making to plans for one in Epsom. It then sets out the estimated annual levy for 2017/18 onwards that would be due on its hereditaments (property) should a BID be created in Epsom town centre.

8. COMMUNITY INFRASTRUCTURE LEVY (CIL) GOVERNANCE ARRANGEMENTS - REPORT FROM JOINT INFRASTRUCTURE GROUP
(Pages 95 - 102)

The Council introduced the Community Infrastructure Levy (CIL) on 1 July 2014. The Council is responsible for the collection, distribution and spending of CIL monies. The Council has convened the Joint Infrastructure Group (JIG), comprised of Borough Council Members, Surrey County Council Members, Borough Council Officers and representatives from our infrastructure partners to help determine how funds collected through CIL should be distributed.

This report provides an overview of the JIG's inaugural meeting and seeks the Committee's ratification of the Group's Terms of Reference

9. LAND AT ORMONDE AVENUE, EPSOM (Pages 103 - 110)

This report proposes that a small piece of land be transferred to Rosebery Housing Association, to facilitate residential development of their adjacent site.

10. EXCLUSION OF PRESS AND PUBLIC (Pages 111 - 112)

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

11. BOURNE HALL KITCHEN (Pages 113 - 118)

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 business affairs of the Council and the public interest in maintaining the exemption currently outweighs the public interest in disclosing the information

12. TRANSPORT FLEET CONTRACT AWARD (To Follow)

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 business affairs of the Council and the public interest in maintaining the exemption currently outweighs the public interest in disclosing the information

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**Minutes of the Meeting of the STRATEGY AND RESOURCES COMMITTEE
held on 27 September 2016**

PRESENT -

Councillor Eber Kington (Chairman); Councillor Neil Dallen (Vice-Chairman); Councillors Richard Baker, Rekha Bansil, Kate Chinn, Omer Kokou-Tchri, Martin Olney (For item 107), Keith Partridge, Mike Teasdale, Clive Woodbridge and Tella Wormington

In Attendance: Elizabeth Jackson (Associate Director) (Grant Thornton UK LLP) and Ade O Oyerinde (Audit Manager) (Grant Thornton UK LLP)

Officers present: Frances Rutter (Chief Executive), Simon Young (Head of Legal and Democratic Services), Mark Lumley (Head of ICT), Mark Shephard (Head of Property), James Burree, Michael Smith (Chief Accountant), Brian Thompson (Interim Head of Financial Services) and Fiona Cotter (Democratic Services Manager)

103 QUESTION TIME

No questions were asked or had been submitted by members of the public.

104 DECLARATIONS OF INTEREST

Disclosable pecuniary interests were declared by Councillor Eber Kington and Councillor Omer Kokou-Tchri respectively in relation to Item 5 on the Agenda (Horton Chapel). Councillors Kington and Kokou-Tchri left the Chamber and took no part in the debate on this item.

In the interests of openness and transparency, Councillor Clive Woodbridge declared that he currently received an allowance from the LGA in respect of his membership of one of its boards (though not a board which was related to the proposals set out in Item 8). This was not considered a disclosable pecuniary interest and Councillor Woodbridge remained in the Chamber and participated in the debate on this item.

105 AUDIT FINDINGS REPORT 2015/16

The Committee were presented with the findings of the External Auditors, Grant Thornton and received the Financial Statements for 2015/16 following the external audit of the accounts.

Mrs. Liz Jackson, Associate Director, and Mr. Ade Oyerinde, Audit Manager, Grant Thornton UK LLP were in attendance.

Mrs. Jackson reported that the auditors anticipated providing an unqualified audit opinion in respect of the financial statements. No issues had been identified against the significant risks identified in the Audit Plan. Whilst the auditors had a few minor comments on the working papers, these were of good quality and Officers were supportive and provided additional information as required throughout the audit. Two adjustments were required to the draft accounts and four minor misclassifications and disclosure changes were identified. Any adjustments required had been agreed and implemented and did not affect the Council's reported outturn position or cash reserves. No unadjusted misstatements had been identified during the auditors' audit testing. The auditors made one recommendation regarding regular monitoring of the financial position throughout the year in light of the stretched capacity of the finance and leadership team but also planned to issue an unqualified conclusion on Value for Money. It was confirmed that all areas of the audit were now complete.

Interest and concern was expressed over the pension fund liability, particularly its volatility with the discount rate and link to equity bonds. However, it was noted that this was something that the Council had limited control over and it was suggested that a briefing session on the pension fund and triennial review might be useful.

The Committee wished its thanks recorded to Auditors in the undertaking of the audit and to the Finance Team for its hard work which ensured that the Council received such an excellent report.

Accordingly, the Committee:

- (1) Received the Audit Findings for 2015/16;
- (2) Received the Financial Statements for the year ended 31 March 2016;
- (3) Agreed the management action in response to audit recommendations;
- (4) Agreed that the Chairman of Strategy and Resources Committee and the Director of Finance and Resources sign the Letter of Representation on behalf of the Council;
- (5) Delegated any further amendments to the Financial Statement for the year ended 31 March 2016 to the Director of Finance and Resources in consultation with the Chairman of the Strategy and Resources Committee.

106 EXTERNAL AUDIT PROGRESS REPORT AUGUST 2016

The Committee received and noted the External Audit Progress Report.

107 HORTON CHAPEL

Note: Councillors Eber Kington and Omer Kokou-Tchri left the meeting/Chamber and took no part in the debate or decision on this matter.

The Vice Chairman was in the Chair for this item.

The Committee received and considered a report seeking approval of a preferred bidder for the refurbishment of Horton Chapel for community use.

The report highlighted that four proposals had been submitted. Each of these had been evaluated against the criteria which the Committee had considered at its meeting on 21 June 2016. A summary of the proposals and assessment of each bid was attached as an Annexe to the report.

The highest scoring bid was that from Horton Chapel Arts & Heritage Society. The main assumption in scoring this bid was in relation to the availability of funding. It had been assumed that the Society would be successful in obtaining funding from the Heritage Lottery Fund. Acceptance of the bid was proposed conditionally on that funding being secured. If not, then the Council would approach the second highest scoring bid, or failing that, report back to Committee.

On the basis of the information before the Committee, it was unanimously agreed that:

- (1) Horton Chapel Arts and Heritage Society (“the Society”) be selected as the preferred bidder for the refurbishment of Horton Chapel for community use;
- (2) Subject to the Society being successful in its bid for funding to the Heritage Lottery Fund, Officers be authorised, in consultation with the Vice Chairman of the Strategy and Resources Committee, to conclude an agreement with the Society on such terms as thought fit, covering matters related to the above, to include:
 - a) Terms for the release of up to £1.45million in grant funding to support the refurbishment of the Chapel;
 - b) Terms for the transfer of the Chapel to the Society for nil consideration.

108 MINUTES OF PREVIOUS MEETING

Note: Councillors Eber Kington and Omer Kokou-Tchri returned to the meeting/Chamber for the remainder of the meeting.

Councillor Kington resumed the Chair.

The Minutes of the Meeting of the Strategy and Resources Committee held on 5 April 2016 and 21 June 2016 were agreed as a true record and signed by the Chairman.

109 RELEASE OF CAPITAL FUNDS FOR LED LIGHTING

The Committee received a report which sought authorisation to release capital funds for the replacement of existing lighting with LED fittings. The proposals

were intended to improve lighting levels, reduce energy consumption and to ensure business continuity.

The report identified that capital funds were available and accordingly the Committee:

- (1) Approved the use of £19,100 previously approved under spend to save for LED lighting at the Town Hall;
- (2) Released the remaining capital funds of £11,800 for LED lighting to carry out replacement lighting as described at the Town Hall:
 - Spend to Save £15,900 (over 8.65 years without contingency)
 - Business continuity £15,000

110 APPOINTMENT OF EXTERNAL AUDITORS

A report was presented to the Committee which summarised the changes to the arrangements for appointing External Auditors following the closure of the Audit Commission and the end of transitional arrangements following the 2017/18 audits. The Council needed to consider the options available and put in place new arrangements in time to make a first appointment by 31 December 2017.

The report set out three options for the future appointment of External Auditors and the advantages/disadvantages of each one. These options were:

- To make a stand-alone appointment
- Set up a Joint Auditor Panel/local joint procurement arrangements
- Opt-in to a sector led body

Officers recommended the option of opting-in to a national Sector Led Body. This option provided the maximum opportunity to limit the extent of any increases in costs to the Council by entering into a large scale collective procurement arrangement and would remove the costs of establishing an audit panel.

Accordingly, the Committee agreed:

- (1) the approach of supporting the Local Government Association (LGA) in setting up a national Sector Led Body by indicating the intention to “opt-in”;
- (2) to receive a further report on the preferred option during December/January 2017.

111 BUDGET TARGETS 2017/18

The Committee received and considered a report which updated the financial forecast and recommended financial targets for preparing the draft budget for 2017/18 and financial planning for 2018/19 and 2019/20.

As discussed at the Financial Policy Panel on 13 September 2016, a widely expected phased cut of Revenue Support Grant (RSG) funding was not now proposed by the Government. This left the Council with no Revenue Support Grant from 2017/18 onwards and an overall 66% reduction in funding between 2015/16 and 2019/20, posing an even greater challenge to the Council in delivering year-on-year savings to achieve a balanced budget.

The Government had made an offer of a fixed, four year settlement covering the years 2016/17 – 2019/20 early in 2016. A local authority was not obliged to accept the offer. However, the report highlighted that the risk in not accepting the offer was that any subsequent year's annual settlement might be less favourable than that outlined in the fixed offer – a risk which applied equally to authorities in receipt of Revenue Support Grant and those like Epsom and Ewell which were not scheduled to receive RSG in future years.

The report also highlighted that an advantage of accepting the four year settlement would be the removal of uncertainty in levels of funding from central Government. This had traditionally placed a strain on resources in this authority around December and January to make revisions to the budget in time for the January committee cycle. The certainty in funding would allow for a more predictable budget setting and the ability to get known positions earlier in the process.

To accept the settlement local authorities had to produce an Efficiency Plan to demonstrate a four year budget with transparency on the benefits for the Council and the community. Significant work had gone into the recent Medium Term Financial Strategy (MTFS) and it was proposed that, should the Panel recommend acceptance of the four year settlement, the current cost reduction plan would be renamed the Efficiency Plan and that the MTFS should be renamed the MTFS and Efficiency Plan. The report highlighted that this plan would need regular review in light of changes over the next four years.

The budget strategy involved continuing to deliver efficiency savings and generate extra service income whilst reviewing service levels so that service costs could be reduced as needed to achieve a balanced budget year on year. The strategy also required the prudent use of government grants such as the New Homes Bonus to limit reliance on specific grants for funding council services. Whilst assurances had been received that New Homes Bonus would continue for the next four years, it was widely anticipated that this source of funding would be reduced.

Savings of £556,000 had been identified which left the forecast budget shortfall for 2017/18 at £220K. Over the next four financial years (including 2016/17) the

total deficit was £1.28m. The latest four year revenue budget forecast was appended as Annexe 2 to the report.

It was noted that the majority of authorities with business rate tariff adjustment appeared to be accepting the settlement. The Chairman highlighted the implications for this Council were an unfavourable business rate tariff adjustment in 2019/20 (- £624,000). This was effectively negative Revenue Support Grant and equated to residents paying a 12% increase in Council Tax for no local benefit. However, on balance the Financial Policy Panel had considered that it was prudent to accept the settlement and that, in conjunction with those other authorities affected, had recommended that strong representations should be made to the appropriate individuals and bodies regarding the unreasonable impact of the funding cuts on those authorities which had had RSG withdrawn.

Accordingly, the Committee:

- (1) Accepted the Four Year Settlement for Central Government in conjunction with the following actions:
 - a) That the approved cost reduction plan is renamed the Efficiency Plan and the MTFS is retitled the MTFS and Efficiency Plan
 - b) That the Chief Executive, in consultation with the Chairman and Vice Chairman of the Strategy and Resources Committee be authorised to make such further changes as they consider appropriate to the MTFS and Efficiency Plan, for example, to enable the Council to respond to any emerging guidance or good practice and meet the 14 October deadline;
 - c) That Members and Leadership Team develop the Efficiency Plan during October to January as part of the 2017/18 budget setting process.
- (2) The following overall revenue budget target for 2017/18:
 - a) The preparation of estimates including options to reduce organisational costs by £556,000 to minimise the use of working balances and maintain a minimum working balance of £2.5m in accordance with the medium term financial strategy;
 - b) The generation of at least £200,000 additional revenue from an increase in discretionary fees and charges, based on minimum overall increase in yield of 3% in 2017/18;
 - c) That a provision for 2017/18 pay award is made of £180,000 which represents a 1% pay increase and 0.6% progression;
- (3) That further efficiencies be identified to address the budget shortfalls of £220,000 in 2017/18, £374,000 in 2018/19 and £688,000 in 2019/20;

- (4) That Capital Member Group seek to limit schemes included within the capital expenditure programme that enable retention of agreed minimum level of capital reserves

112 ICT DATACENTRE AND INFRASTRUCTURE

The Committee received and considered a report which detailed a number of options regarding future ICT infrastructure.

The ICT datacentres, servers and storage at both Epsom and Ewell and Elmbridge Borough Councils were in need of investment to ensure continued provision of services.

Having noted the advantages and disadvantages of the options before it, in particular that a fully cloud based approach did not yet offer sufficient stability and performance but that the preferred option did not preclude further cloud based activities, the Committee agreed:

- (1) Option 3C for the Joint Data Centre with Elmbridge Borough Council hosted at a third party datacentre;
- (2) To fund the project from existing capital budgets of £63,000 and the use of £139,600 additional capital funds as detailed in Table 3 contained in Annexe 1 to the report (considered exempt from publication);
- (3) The annual revenue saving of £17,800 should be transferred into an earmarked reserve for future IT renewals and replacements as detailed in Table 3 contained in Annexe 1 to the report (considered exempt from publication).

113 EXCLUSION OF PRESS AND PUBLIC

The Committee resolved 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 involved 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 outweighed the public interest in disclosing the information.

114 MINUTES OF PREVIOUS MEETINGS - ACQUISITION OF LAND AND PROPERTY; PAYROLL SOLUTIONS; THE EBBISHAM CENTRE AND LAND AT ASHLEY AVENUE

The Minutes of the Meetings of the Strategy and Resources Committee held on 5 April 2016 and 21 June 2016, considered exempt from publication, were agreed as a true record and signed by the Chairman.

115 ICT DATACENTRE AND INFRASTRUCTURE - PROJECTED COSTS AND BUDGET

Annexe 1 to Item 10 (ICT Datacentre and Infrastructure) had not been published on the grounds that it related to the financial or business affairs of the Council and a third party and the public interest in maintaining the exemption currently outweighed the public interest in disclosing the information.

The meeting began at 7.55 pm and ended at 9.12 pm

COUNCILLOR EBER KINGTON (CHAIRMAN)

CORPORATE PLAN: PERFORMANCE REPORT ONE 2016 TO 2017

Report of the: Chief Executive
Contact: Adama Roberts
Urgent Decision?(yes/no) No
If yes, reason urgent decision required: N/A
Annexes/Appendices (attached): **Annexe 1** – Performance Report One 2016 to 2017

Other available papers (not attached): None

REPORT SUMMARY

This report provides an update against our Key Priority Performance Targets for 2016 to 2017, under our new Corporate Plan.

RECOMMENDATION (S)

Notes




- (1) That the Committee considers the performance reported in Annexe 1 to this report and identifies any areas of concern.**
- (2) That the Committee considers the actions that have been proposed or taken where performance is currently a concern as shown in table 3.1.**

1 Background

- 1.1 The Council has a four-year Corporate Plan for the period 2016-2010.
- 1.2 The Corporate Plan sets out the Council's vision together with its four Key Priorities. The four Key Priorities are underpinned by 19 Key Priority Objectives and measured against 57 Key Priority Performance Targets.
- 1.3 The delivery of the Corporate Plan will be captured in the performance reports, which are based around Committee cycles and detail what will be done, what the Key Priority Performance Targets are and how these will be measured. The desired key outcomes have also been outlined in the Corporate Plan. An annual year-end report will be produced to highlight delivery against the Corporate Plan.

2 Corporate Plan: Delivery against Key Priority Performance Targets set

2.1 This report tracks the progress against the Key Priority Performance Targets previously agreed by the Committee. On the whole performance is good as shown in the table below.

Performance status		
Key to reporting status		Number
Achieved	Target achieved	0
	On track	14
	Slightly off track not a major concern or slippage	3
	Off track or unlikely to be achieved for projected year	4
Missing Key Priority Performance Target	Information not available	0
Total		21

3 Actions identified for the Key Priority Performance Targets where performance is currently a concern

3.1 Red Key Priority Performance Target and remedial actions identified

Off track/not achieved	Actions identified to achieve targets
Managing our resources	
Process new Housing Benefit claims within an average time of 22 days	<p>The backlog created is being cleared as a result of successfully recruiting experienced staff.</p> <p>Improvements have also been made by utilising staff strengths to gain the highest productivity (e.g. some staff are quicker at New Claims whilst others process Change of Circumstances more swiftly); by creating 'quiet time' for staff where they do not interact with the public and can concentrate on processing. We also had extra resources to cover our enquiry counter for a short period at the start of summer.</p> <p>This will be a challenging target. However, we anticipate achieving it depending on a new recruitment campaign (starting on 24/10/16) proving effective; the opportunity to continue 'quiet time' for staff; covering the 'spare' hours created by a current member of staff</p>

Off track/not achieved	Actions identified to achieve targets
	reducing their working hours; whether the more stringent Benefit Cap from 07/11/16 creates some or a lot of work; and the usual items of current staff retention and their attendance. At the current time, given that targets are designed to be stretching, 22 days is a performance we aspire to.
At least three business cases which will generate long term income streams to be submitted to the Capital Member Group for prioritisation as part of the 2017/18 capital bid process	There are business cases being developed, so this part of the objective is likely to be achieved by 31 March 2017. However, these have not been done within the normal capital bid process.
To procure at least two residential units generating no less than 6% return on investment	<p>This target comprises of two components. Procuring residential units which will be achieved within this financial year and generating no less than 6% return which will not be achieved as the most revenue these flats can generate this year is a quarter's rent.</p> <p>However, the Committee is asked to note that for 2017/18, we are anticipating achieving the 6% return on investment on these properties.</p>
Review and implement a performance pay and staff appraisal scheme	<p>As the LGA has recommended undertaking job evaluation and benchmarking prior to developing a revised pay structure this will now take additional time.</p> <p>Implementation of a revised scheme will need to be agreed by the Leadership Team, consultation with staff carried out and approval by Committee requested, which will now not take place by 31 March 2017.</p> <p>It is anticipated that the review of our performance pay and staff appraisal scheme will be completed by March 2017. However, the implementation of a revised scheme will fall into 2017/18.</p>

4 Financial and Manpower Implications

4.1 **Chief Finance Officer's comments:** *All financial implications are detailed in the body of this report.*

5 Legal Implications (including implications for matters relating to equality)

5.1 **Monitoring Officer's comments:** *There are no legal implications arising directly from this report – any implications arising from particular pieces of work require to be considered when decisions on those items are made.*

6 Sustainability Policy and Community Safety Implications

6.1 There are no particular community safety implications for the purpose of this report.

7 Risk Assessment

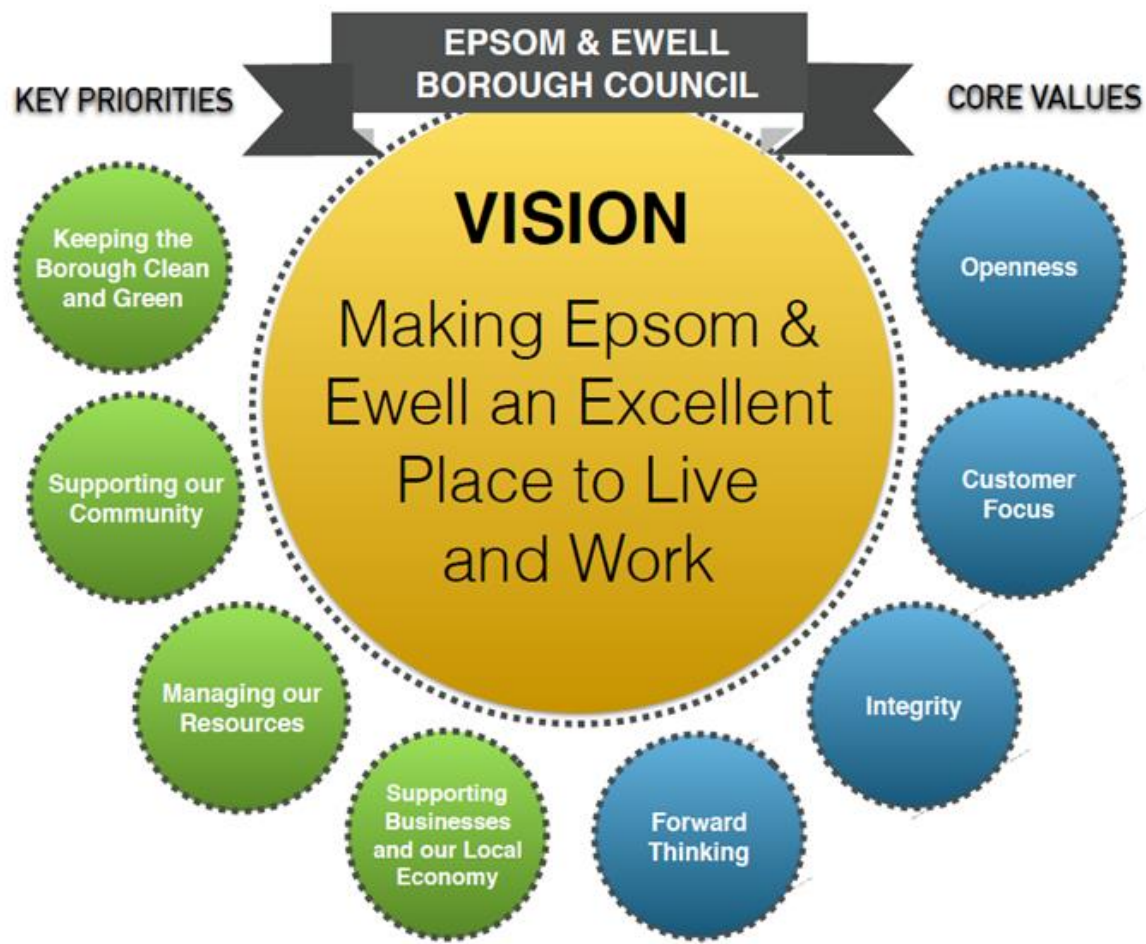
7.1 Actions have been identified for the Key Priority Performance Target where performance is currently a concern.

8 Conclusion and Recommendations

8.1 The Committee is requested to consider the performance reported and identifies any areas of concern.

8.2 The Committee is requested to consider the actions that have been proposed or taken for the Key Priority Performance Target where performance is currently of concern.




WARD(S) AFFECTED: (All Wards);




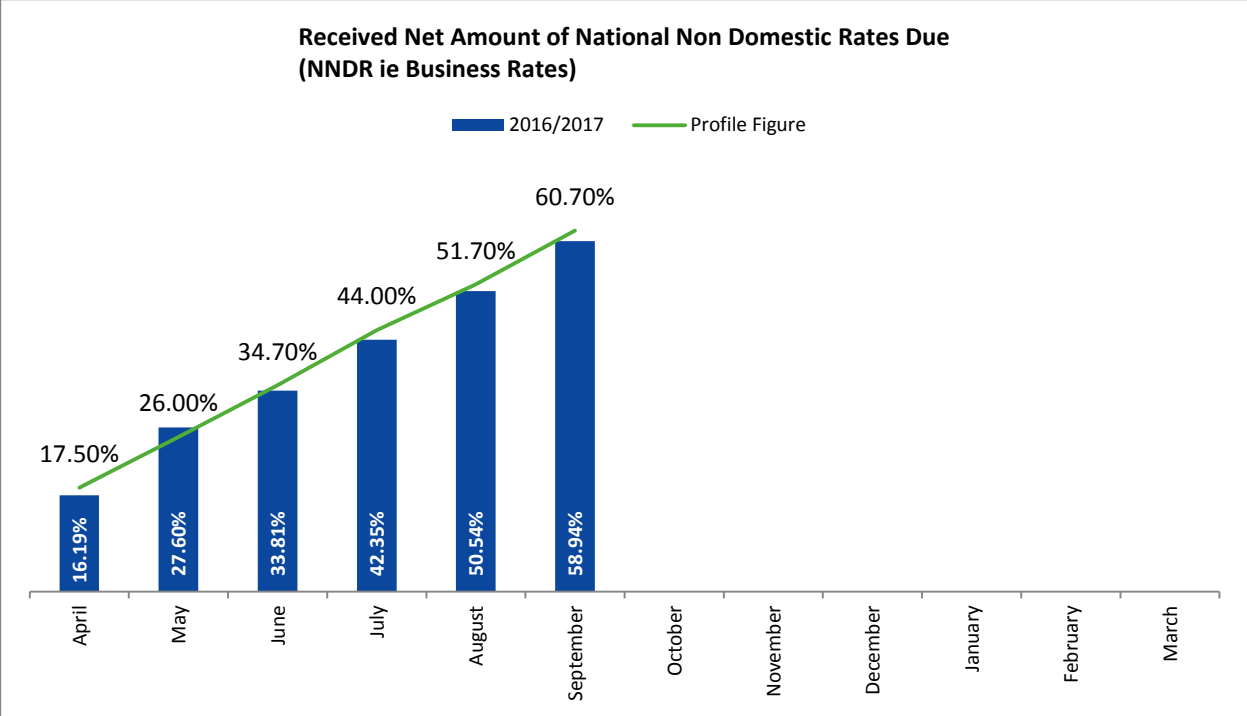
Corporate Plan: Key Priority Performance Targets
Strategy & Resources Committee – Performance Report One 2016/2017



KEY OUTCOMES	KEY SUCCESS MEASURES
An Organisational Development Strategy which drives culture change, build capacity and delivers a skilled workforce for the future	Core values embedded into our performance management framework
A new improved website enabling services to be delivered digitally	Increase digital accessibility of our services
Asset Management Plan for major assets	Return generated from property and other investments
Balanced budget each year	Agreed savings delivered

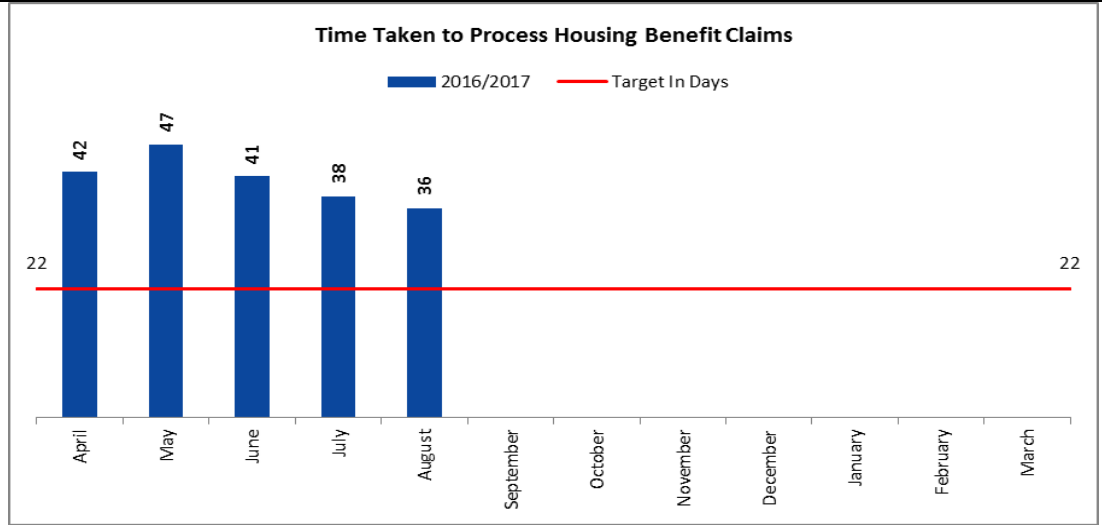
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Total		21

Managing our resources – Key priority																									
Key priority objective. We will do this by...	Key priority performance target for 2016/17	Responsible officer	Achieved by:	Latest progress:	Status:																				
Identifying new sources of revenue and maximising our existing income	<ul style="list-style-type: none"> At least 98.4% of Council Tax collected 	Judith Doney Head of Revenues & Benefits	31 March 2017	April to Sept: The cumulative target for September is 61.20%, we've collected 61.70%. We are expecting to achieve this target by year end.	<div style="background-color: #90EE90; border-radius: 50%; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin: 0 auto;"> G </div>																				
				Oct to Dec:																					
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				<table border="1" style="margin: 10px auto;"> <caption>Received Net Amount of Council Tax Due</caption> <thead> <tr> <th>Month</th> <th>2016/2017 (%)</th> <th>Profile Figure (%)</th> </tr> </thead> <tbody> <tr><td>April</td><td>14.60%</td><td>13.90%</td></tr> <tr><td>May</td><td>24.10%</td><td>23.50%</td></tr> <tr><td>June</td><td>33.50%</td><td>33.20%</td></tr> <tr><td>July</td><td>42.80%</td><td>42.20%</td></tr> <tr><td>August</td><td>52.20%</td><td>51.50%</td></tr> <tr><td>September</td><td>61.70%</td><td>61.20%</td></tr> </tbody> </table>					Month	2016/2017 (%)	Profile Figure (%)	April	14.60%	13.90%	May	24.10%	23.50%	June	33.50%	33.20%	July	42.80%	42.20%	August	52.20%
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Identifying new sources of revenue and maximising our existing income	<ul style="list-style-type: none"> At least 99.0% of Business Rates to be collected 	Judith Doney Head of Revenues & Benefits	31 March 2017	April to Sept: We are anticipating achieving this target by year end. We are slightly off track by 1.8%. This is due to the amount of NNDR Payers who make BACS on the 1 st , this then has to be allocated and does not appear on the system in time for the reports which are run on the 1 st of the month as well.																																								
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<p>Received Net Amount of National Non Domestic Rates Due (NNDR ie Business Rates)</p>  <table border="1"> <caption>Data for NNDR Received Net Amount of National Non Domestic Rates Due</caption> <thead> <tr> <th>Month</th> <th>2016/2017 (%)</th> <th>Profile Figure (%)</th> </tr> </thead> <tbody> <tr> <td>April</td> <td>16.19%</td> <td>17.50%</td> </tr> <tr> <td>May</td> <td>27.60%</td> <td>26.00%</td> </tr> <tr> <td>June</td> <td>33.81%</td> <td>34.70%</td> </tr> <tr> <td>July</td> <td>42.35%</td> <td>44.00%</td> </tr> <tr> <td>August</td> <td>50.54%</td> <td>51.70%</td> </tr> <tr> <td>September</td> <td>58.94%</td> <td>60.70%</td> </tr> <tr> <td>October</td> <td></td> <td></td> </tr> <tr> <td>November</td> <td></td> <td></td> </tr> <tr> <td>December</td> <td></td> <td></td> </tr> <tr> <td>January</td> <td></td> <td></td> </tr> <tr> <td>February</td> <td></td> <td></td> </tr> <tr> <td>March</td> <td></td> <td></td> </tr> </tbody> </table>						Month	2016/2017 (%)	Profile Figure (%)	April	16.19%	17.50%	May	27.60%	26.00%	June	33.81%	34.70%	July	42.35%	44.00%	August	50.54%	51.70%	September	58.94%	60.70%	October			November			December			January			February			March		
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June	33.81%	34.70%																																										
July	42.35%	44.00%																																										
August	50.54%	51.70%																																										
September	58.94%	60.70%																																										
October																																												
November																																												
December																																												
January																																												
February																																												
March																																												

Managing our resources – Key priority

Key priority objective. We will do this by...	Key priority performance target for 2016/17	Responsible officer	Achieved by:	Latest progress:	Status:
Identifying new sources of revenue and maximising our existing income	<ul style="list-style-type: none"> Process new Housing Benefit claims within an average time of 22 days 	Judith Doney Head of Revenues & Benefits	31 March 2017	April to Sept: The gradual clearing of a backlog of work skews initial results but improvements through the year are expected. The September figures are missing due to an unresolved software issue. This will be solved by next month.	R
				Oct to Dec:	
				Jan to March:	





The backlog is as a result of difficulties faced in recruiting experienced staff; unsuccessful attempt to appoint trainees and develop them; extra work load as a result of successive government's Welfare Reform Agendas etc.



The unresolved software issue is because the data reported is obtained from the monthly Single Housing Benefit Extract file produced and sent to the Department for Work and Pensions as per their requirements. We are thus tied to their timetable for this and occasionally this means a return is produced prior to the end of the month. On such occasions the management tool within our Academy software is unable to report a figure beyond the previous months. Once October's return is produced it should be possible to then retrieve reports for both September and October.


Managing our resources – Key priority


Key priority objective. We will do this by...	Key priority performance target for 2016/17	Responsible officer	Achieved by:	Latest progress:	Status:																		
Identifying new sources of revenue and maximising our existing income	<ul style="list-style-type: none"> Process Housing Benefit change of circumstances within an average time 11 days 	Judith Doney Head of Revenues & Benefits	31 March 2017	April to Sept: Year to date as illustrated on the graph below, target has been met bar June and July. It is anticipated that this target will be achieved by year end.	G																		
				Oct to Dec:																			
				Jan to March:																			
<div style="display: flex; justify-content: space-between;"> <div style="width: 70%;"> <p>Time Taken to Process Housing Benefit Change Events</p> <table border="1"> <caption>Data for Time Taken to Process Housing Benefit Change Events</caption> <thead> <tr> <th>Month</th> <th>2016/2017 (Days)</th> <th>Target (Days)</th> </tr> </thead> <tbody> <tr> <td>April</td> <td>7.37</td> <td>11</td> </tr> <tr> <td>May</td> <td>9.20</td> <td>11</td> </tr> <tr> <td>June</td> <td>11.59</td> <td>11</td> </tr> <tr> <td>July</td> <td>11.29</td> <td>11</td> </tr> <tr> <td>August</td> <td>11.05</td> <td>11</td> </tr> </tbody> </table> </div> <div style="width: 25%; border: 1px dashed black; padding: 5px;"> <p>The average number of cases per month from April to August is 736.2.</p> <p>The target was slightly missed in June and July because resources were directed at improving the New Claims performance at the expense of Changes and those months coinciding with the annual Tax Credits reviews creating extra work.</p> </div> </div>						Month	2016/2017 (Days)	Target (Days)	April	7.37	11	May	9.20	11	June	11.59	11	July	11.29	11	August	11.05	11
Month	2016/2017 (Days)	Target (Days)																					
April	7.37	11																					
May	9.20	11																					
June	11.59	11																					
July	11.29	11																					
August	11.05	11																					


Managing our resources – Key priority						
Key priority objective. We will do this by...	Key priority performance target for 2016/17	Responsible officer	Achieved by:	Latest progress:	Status:	
Identifying new sources of revenue and maximising our existing income	<ul style="list-style-type: none"> At least three business cases which will generate long term income streams to be submitted to the Capital Member Group for prioritisation as part of the 2017/18 capital bid process 	Mark Berry Head of Place Development Simon Young Head of Legal & Democratic Services Rod Brown Head of Housing & Environmental Services	31 March 2017	April to Sept: Capital bid for a Business Hub in the Town Hall submitted but deemed to require further work. No other business cases have been brought forward for prioritisation in the 2017/2018 capital bid process, though there are a number of projects seeking to reduce costs and protect existing income. There are also other projects to be brought forward outside of the normal capital bid process which will, if agreed, generate a long term income for the Council.		
				Oct to Dec:		
				Jan to March:		




Managing our resources – Key priority					
Key priority objective. We will do this by...	Key priority performance target for 2016/17	Responsible officer	Achieved by:	Latest progress:	Status:
Identifying new sources of revenue and maximising our existing income	<ul style="list-style-type: none"> Collect £2.3 million of receivable rents 	Head of Legal & Democratic Services Simon Young until 22 August	31 March 2017	<p>April to Sept: Year to date lettings income at each of the venues is on target with the exclusion of the Ebbisham Centre which currently has a projected outturn of £125k against £130k budget.</p> <p>Bourne Hall has a projected outturn of £185k against a £205k budget.</p> <p>The Longmead Centre has a projected out turn of £38k against a £44k budget.</p> <p>Bourne Hall was the subject of a recent service review and recommendations from this review will be discussed at the November S&R meeting.</p> <p>There are no significant rent arrears in the investment property portfolio and we are therefore on target to receive the vast majority of rents receivable this financial year.</p>	
		(from 22 August Head of Property Mark Shephard)			
		Andrew Lunt Head of Venues & Facilities			
				Oct to Dec:	
				Jan to March:	



Managing our resources – Key priority						
Key priority objective. We will do this by...	Key priority performance target for 2016/17	Responsible officer	Achieved by:	Latest progress:	Status:	
Maximising returns from properties and other investments	<ul style="list-style-type: none"> To procure at least two residential units generating no less than 6% return on investment 	Rod Brown Head of Housing & Environmental Services	31 March 2017	April to Sept: Two offers made on 2 x 2 bed flats in Nimbus Road and Mable Way in Tadworth. Completion on both properties currently expected to be before end of March 2017. Returns will be realised once the properties are rented; at present 0% return received and the 6% anticipated will not be achieved within this financial year.		
				Oct to Dec:		
				Jan to March:		
	<ul style="list-style-type: none"> At least an additional £50,000 income to be generated from investment properties 	Simon Young Head of Legal & Democratic Services until 22 August From 22 August Mark Shephard Head of Property	31 March 2017	April to Sept: Rent reviews are being undertaken as they arise and other opportunities are being explored. After carrying a number of vacancies in the property team for much of this period, the new Head of Property started on 22 August 2016 and is already in the process of developing a number of projects which, if agreed, will generate additional income in excess of the target.		
				Oct to Dec:		
				Jan to March:		

Managing our resources – Key priority						
Key priority objective. We will do this by...	Key priority performance target for 2016/17	Responsible officer	Achieved by:	Latest progress:	Status:	
Delivering further efficiency savings and cost reductions	<ul style="list-style-type: none"> Development and implementation of a new procurement strategy, revised contract standing orders and implementation of e-tendering package 	Lee Duffy Head of Financial Services Mark Shepard Head of Property	31 March 2017	<p>April to Sept: As agreed by Strategy & Resources Committee in January, we are restructuring the procurement function through joint working to ensure compliance with legislation. An implementation plan is in place, although is behind schedule due to the project team being under resourced.</p> <p>The updated Contract Standing Orders were approved in July and the e-tendering system has been tested and is ready to be used once standardised terms, and conditions and guidance notes are agreed. Use of the system will be rolled out in stages to minimise disruption and will commence with ICT. Training was provided earlier in the year, but additional support and training will be made available.</p> <p>A new Procurement Strategy and Contract Register are currently being produced.</p> <p>The new post of Contract and Procurement Officer will provide operational support for procurement and this should be advertised shortly.</p>		
				<p>Oct to Dec:</p>		
				<p>Jan to March:</p>		

Managing our resources – Key priority						
Key priority objective. We will do this by...	Key priority performance target for 2016/17	Responsible officer	Achieved by:	Latest progress:	Status:	
Delivering further efficiency savings and cost reductions	<ul style="list-style-type: none"> Implementation of the agreed ICT proposals for partnership working with Elmbridge Borough Council and undertake progress review 	Mark Lumley Head of ICT	31 March 2017	<p>April to Sept: Structure for the Shared Service has been approved by Strategy & Resources Committee with staff at both sites being set up on the various systems.</p> <p>The new Management structure has commenced with shared managers undertaking one to ones, appraisals etc.</p> <p>The Shared team is using skills across the team and we have benefited from AntiVirus, Citrix and iPad upgrades. Started to build the shared service desk across the two sites.</p> <p>Review expected to be undertaken by year end.</p>		
				<p>Oct to Dec:</p>		
				<p>Jan to March:</p>		

Managing our resources – Key priority						
Key priority objective. We will do this by...	Key priority performance target for 2016/17	Responsible officer	Achieved by:	Latest progress:	Status:	
Delivering further efficiency savings and cost reductions	<ul style="list-style-type: none"> Review and implement alternative options for delivery of payroll service 	Shona Mason Head of HR & OD	31 March 2017	<p>April to Sept: A full review of options has been undertaken with agreement now reached to outsource EEBC Payroll and Bureau Services to MidlandHR by March 2017. Employees affected have been involved in the review and will be consulted formally on the changes in the coming months. A communications plan is also being developed to inform staff of the changes.</p> <p>Contracts are due to be signed by the end of Oct 2016 with a payroll due diligence exercise scheduled to take place in Nov/Dec 2016.</p> <p>We are working in partnership with six other authorities (Tandridge DC, Mole Valley DC, Waverley BC, Spelthorne BC, Reigate & Banstead BC and Elmbridge BC) to review licencing, hosting and payroll arrangements on iTrent system.</p>		
				<p>Oct to Dec:</p>		
				<p>Jan to March:</p>		

Managing our resources – Key priority						
Key priority objective. We will do this by...	Key priority performance target for 2016/17	Responsible officer	Achieved by:	Latest progress:	Status:	
Providing services digitally	<ul style="list-style-type: none"> New and improved website to go live 	Judith Doney Head of Revenues & Benefits and Mark Lumley Head of ICT	31 October 2016	April to Sept: A supplier has been procured and the system installed is based on a copy of the Surrey Heath Website. The Website Project Team and Reference Group have been busy updating and amending the content following the agreement of the Digital Service Guide. Technical elements, and links to systems and the Playhouse Website have been progressing well. Currently Staff, Councillors and Residents are testing the website and then we are looking at going live in November with phase one depending on testing.		
				Oct to Dec:		
				Jan to March:		
Providing services digitally	<ul style="list-style-type: none"> At least 30% of housing clients to complete applications digitally 	Rod Brown Head of Housing & Environmental Services	30 November 2016	April to Sept: New on-line system procured, and has been developed and tested. The next step is for 2220 requests to be sent out to everyone on our current register on a phased basis, to request previous applicants to reapply on-line. It is anticipated that the 30% digital applications will be achieved by November.		
				Oct to Dec:		
				Jan to March:		
	<ul style="list-style-type: none"> Revenues and benefits self-serve functionality available 	Judith Doney Head of Revenues & Benefits	30 November 2016	April to Sept: Self-serve software has been installed. The next stage of implementation is dependent on the new website going live depending on testing in November.		
				Oct to Dec:		
Jan to March:						

Managing our resources – Key priority						
Key priority objective. We will do this by...	Key priority performance target for 2016/17	Responsible officer	Achieved by:	Latest progress:	Status:	
Developing multi-skilled & motivated staff	<ul style="list-style-type: none"> Review and implement a performance pay and staff appraisal scheme 	Shona Mason Head of HR & OD	31 March 2017	<p>April to Sept: Local Government Association (LGA) commenced review in April 2016 providing an initial report and recommendations in May highlighting which aspect of EEBC Pay & Performance scheme that needed to be reviewed. These included the number of salary bandings and overlaps, complexity of the system and value of progression pay being insufficient. LGA has recommended the introduction of job evaluation, based on the national single status scheme. However, they recommended the benchmarking of key roles as a first stage. As a result the roles for benchmarking have been identified along with a job benchmarking working group. This group is due to undergo training on 3 Nov 2016.</p> <p>The review of our performance pay and staff appraisal scheme will be completed within this financial year however it will not be implemented within 2016/17.</p>		
				Oct to Dec:		
				Jan to March:		
	<ul style="list-style-type: none"> LGA “light touch” Decision Making Accountability (DMA) review to be undertaken 	Frances Rutter CEO EEBC	30 November 2016	<p>April to Sept: Light touch review successfully completed at end of May 16. Outcomes to be reported Autumn/Winter 16.</p>		
				Oct to Dec:		
				Jan to March:		

**Supporting Businesses and our
Local Economy**

We will do this by:

Supporting a comprehensive retail,
commercial and social offer

Maintaining strong links with local business leaders
and representative organisations

Supporting developers to bring forward the
development of town centre sites

Delivering an affordable Economic Strategy

Promoting our Borough as an
excellent place to do business

KEY OUTCOMES

High quality/innovative
building design

Improved transport infrastructure

Visual appearance of the town/
shopping centres enhanced




KEY SUCCESS MEASURES



Businesses attending the
Business Leaders' meetings

Delivery of Plan E to improve traffic flow
into Epsom Town Centre

Delivery of the Economic Development
Strategy Action Plan

Space for start-up/incubator businesses
to grow and expand

Supporting Businesses and our Local Economy – Key priority						
Key priority objective. We will do this by...	Key priority performance target for 2016/17	Responsible officer	Achieved by:	Latest progress:	Status:	
Maintaining strong links with local business leaders and representative organisations	<ul style="list-style-type: none"> To hold at least three business breakfasts 	Mark Berry Head of Place Development / Frances Rutter CEO	31 March 2017	April to Sept: Successful business breakfast held on 28 September 2016 and another planned for 23 November 2016. A third business breakfast is being considered in February 2017.		
				Oct to Dec:		
				Jan to March:		
	<ul style="list-style-type: none"> At least three additional businesses represented at the business breakfasts meetings 	Frances Rutter CEO EEBC	31 March 2017	April to Sept: Fifty separate business leaders invited to the relaunch of our business breakfasts since the last one held on 15 November 2016. More than half of these attended. We are looking at approaching new businesses to encourage them to attend using our current business network.		
				Oct to Dec:		
				Jan to March:		
Delivering an affordable Economic Development Strategy	<ul style="list-style-type: none"> Prepare a draft business plan for the proposed BID for consideration by Members in January 2017 	Mark Berry Head of Place Development	31 Jan 2017	April to Sept: Survey of town centre businesses undertaken during September 2016. This will feed into the business plan which is still on target. The Plan is due to be considered in the November S&R Committee meeting.		
				Oct to Dec:		
				Jan to March:		

Supporting Businesses and our Local Economy – Key priority						
Key priority objective. We will do this by...	Key priority performance target for 2016/17	Responsible officer	Achieved by:	Latest progress:	Status:	
Delivering an affordable Economic Development Strategy	<ul style="list-style-type: none"> Commence the delivery of the agreed public realm improvements as part of the phase 1 highway works within Epsom town centre 	Mark Berry Head of Place Development	31 March 2017	<p>April to Sept: Detailed work is now in hand for a start on site in early January 2017. There will be some preliminary work in Ashley Avenue before Christmas, to facilitate the construction of a new bus stand and construction will start in January with the creation of the new bus stand and remodelling work on the Spread Eagle junction. A joint communications plan between Surrey County Council and EEBC is emerging. A website has been launched and a first newsletter has been distributed (available on the website). This website contains all the latest information on the planned implementation of this scheme. Many details still have to be agreed and the Borough Council's Place Development team are working closely with County Council Officers on these. In particular, meetings have been held with various representatives from the taxi trade to inform them of the final placement of the taxi rank and emphasise the benefits of Plan E to the vitality of the town centre.</p>		
				Oct to Dec:		
				Jan to March:		
Promoting our Borough as an excellent place to do business:	<ul style="list-style-type: none"> Develop business content for Epsom and Ewell and other stakeholder websites 	Mark Berry Head of Place Development	31 March 2017	<p>April to Sept: Our new website includes new business content and links to other relevant stakeholder websites.</p>		
				Oct to Dec:		
				Jan to March:		

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ICT DIGITAL STRATEGY

<u>Report of the:</u>	Head of ICT
<u>Contact:</u>	Mark Lumley
Urgent Decision?(yes/no)	No
If yes, reason urgent decision required:	N/A
<u>Annexes/Appendices</u> (attached):	Annexe 1: ICT Digital Strategy 2016-20 Annexe 2: Appendix 1 to Strategy – Key Deliverables Annexe 3: Appendix 2 to Strategy – Digital Roadmap
<u>Other available papers</u> (not attached):	None stated

REPORT SUMMARY

This report seeks approval to the ICT Digital Strategy for 2016-2020

RECOMMENDATION (S)

That the ICT Digital Strategy 2016-20 set out in the Annexes to this report be approved.

Notes

1 Implications for the Council's Key Priorities, Service Plans and Sustainable Community Strategy

- 1.1 The ICT Digital Strategy 2016-20 sets out the direction of travel and programme of work for Information and Communications Technology (ICT) and other areas of the Council which enable the delivery of the Corporate Plan.
- 1.2 The Council is at the end of the current ICT Strategy for 2012-16. The aim of the strategy is to ensure that the Council can continue to meet the demands of improved service delivery for Residents for the next three years. There are four key themes for the Strategy: Customers, People, Processes and Technology.
- 1.3 The Council is committed to delivering services to Residents in the best manner possible considering the financial constraints on the Council.

2 Background

- 2.1 Technology has enabled different ways of digital service delivery and together with increasing Customer expectations it is expected that services will be secure, simple and focused on getting the task done.
- 2.2 Digital does not just mean moving processes to the web but a redesign of the service and being able to interact with the Council online, on the phone and face to face, with all obtaining the same quality of service.
- 2.3 Customers are comfortable and familiar with online and digital services and expect the ability to manage interactions with the Council online.
- 2.4 The Council already uses process re-engineering as part of new projects to ensure that the processes are redesigned, efficiencies can be gained and the customer experience improved.
- 2.5 Digital can improve the customer experience, reduce costs and increase transparency of information.
- 2.6 Data and the information that we store about our customers is the key to the success of digital services.
- 2.7 There will still be some transactions that are either too complex or need to have a face to face ability to interact with the Council: by focussing on those processes that can be automated and simplifying as much as possible Officers are free to deal with more complex cases.
- 2.8 The new Council website has been delivered following new Digital Design Guidelines which ensures content is concise, written in plain English and consistent.

3 Proposals

- 3.1 The format of the ICT Digital Strategy 2016-20 has been reviewed to make it more accessible. The new ICT Governance framework has enabled greater and more formal consultation with all business areas in the Council to ensure that all their requirements have been included in the strategy.
- 3.2 The Strategy consists of the following elements:
 - Single Page Strategy Overview
 - Detailed table of the deliverables of the Strategy
 - Council Digital Roadmap.

- 3.3 As part of the ICT Shared Service Governance arrangements, the Head of ICT will meet with the members of Leadership Team at least quarterly to review the Digital Roadmap. This will ensure that service delivery is maintained and the strategy is reviewed and linked to the capital programme on an ongoing basis.

4 Financial and Manpower Implications

- 4.1 The capital programme for 2017/18 is currently being progressed as part of the capital bid process.
- 4.2 Future bids will be prepared and elements of the ICT Digital Strategy will depend on the funding being approved.
- 4.3 The Head of ICT is working with Finance on a new ICT Replacements and Renewals fund to work towards moving away from a reliance on capital towards a more revenue model.
- 4.4 **Chief Finance Officer's comments:** *Adopting a more digital approach to service delivery will facilitate self-serve and more efficient working.*
- 4.5 *Any expenditure required to facilitate the delivery of this strategy will be subject to the normal budgetary approval process with business cases being presented to Members for approval. **Agreeing the ICT Digital Strategy will not in itself result in a commitment to incur additional funds***

5 Legal Implications (including implications for matters relating to equality)

- 5.1 There are no Legal implications for the purposes of the report.
- 5.2 **Monitoring Officer's comments:** *The Strategy as proposed should enhance the Council's ability to ensure that we meet the wide range of statutory and non-statutory obligations we face. It will be important to ensure that when individual systems and processes are reviewed that the solutions selected are compliant with our obligations. The most obvious example of which is the law relating to data protection and our obligation to take appropriate technical and organisational measures against unauthorised or unlawful processing of personal data and against accidental loss or destruction of, or damage to, personal data.*

6 Sustainability Policy and Community Safety Implications

- 6.1 The ICT Strategy sets out to be sustainable on a number of levels. Firstly, to enable flexible working that in turn reduces emissions and congestion in the community. Flexible working is being achieved through the Citrix virtual desktops.

- 6.2 Secondly, managing the infrastructure better through a reduction of, and an improvement in the management of, the servers that the Council uses: which reduces the energy requirements for power and cooling, and therefore our CO2 emissions.

7 Partnerships

- 7.1 The delivery of the ICT Digital Strategy is carried out as part of the ICT Shared Service partnership with Elmbridge Borough Council.
- 7.2 The Strategy will continue to exploit the ICT shared service to ensure that digital processes are shared.

8 Risk Assessment

- 8.1 If the Council fails to adopt a new ICT Strategy and the supporting investment there is a risk that the Council may not have resilient and reliable core ICT systems and therefore not be able to deliver and improve services to its customers or to meet its Corporate Plan.
- 8.2 The planned investment is targeted at the completion of major project implementations and the optimisation of those systems to improve services to customers, increase efficiency and achieve a more resilient ICT solution over the next three years.

9 Conclusion and Recommendations

- 9.1 Digital processes will continue to ensure the Council is flexible and agile in providing services. Staff working in a more flexible and mobile manner and customer accessing services via mobile devices increasing in importance.
- 9.2 A key element of improvement of the Strategy with the changes to the datacentre and infrastructure is to improve the Business Continuity and Disaster Recovery arrangements whilst reducing the day to day risks.
- 9.3 Having a secure, resilient and reliable infrastructure is essential for the Council to ensure that it is able to provide services for Residents. ICT will use externally hosted or 'cloud' services where appropriate to enable this.

WARD(S) AFFECTED: (All Wards);

ICT Digital Strategy 2016-20

Providing technology that is current, secure, resilient and available
AGENDA ITEM 5

ANNEXE 1

Key Deliverables 2016-20

- Datacentre
- Bring your own device
- Stable platform
- Office 365
- Improved business continuity and disaster recovery

Our ICT vision

‘Our use of ICT must add value to the customer; whether a citizen, a business, a partner organisation or other service within the Council’

Our ICT digital strategy will underpin the annual ICT Service Delivery Plan and digital roadmaps



Our technology will be :

- cloud based
- resilient and reliable
- easy to use
- up to date
- secure
- cost effective
- accessible
- mobile
- energy efficient



Improving business processes to ensure efficient & cost effective service delivery

Key Deliverables 2016-20

- Proper and monitored business planning
- Project management embedded into organisation
- Improved communication across services

Our processes will be :

- simpler
- more efficient
- planned
- prioritised
- continually improving
- documented



Enabling citizens to get the services and information they need online

Key Deliverables 2016-20

- New website
- Full use of self-serve on website
- Channel shift
- Online payments

Our customers will be :

- digital by default
- self serving through multiple channels
- satisfied
- accessing on mobile devices



Giving staff the digital tools & skills to deliver services efficiently & effectively

Key Deliverables 2016-20

- Smarter working
- Skilled staff
- Interactive E-Hub
- Training

Our workforce will be :

- customer focussed
- empowered
- engaged
- trained
- innovative



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Appendix 1: The Digital Agenda

What it means for the Customer

- Customers expect services to be accessed in a digital manner at times and locations that suits them with access from mobile devices increasing in use
- Redesigned services that work efficiently – are clear and simple to use
- Processes that are transactional and streamlined and resolved, where possible, at first point of contact enabling self service
- Digital improves the customer experience, reduces costs and increases transparency of information
- Digital does not just mean channel shift but a redesign of the service and being able to interact with the Council online, on the phone and face to face and obtaining the same quality of service

What it means for the Council

Redesigned processes

- Reviewing and improving processes, data and technology to improve services to customers
- Increasing the use of cloud based technology
- Moving the Council to a joined up use of information


- Exploiting the ICT shared service to ensure that digital processes are shared
- Reducing the complexities of integrations between systems, removing manual intervention and rationalisation of systems
- Taking a new approach to software and technology - reviewing the legacy systems when appropriate to ensure that they are fit for a modern digital agenda
- Supporting Councillors in being able to deliver digital services to residents
- Embracing new technologies such as the Internet of Things (IoT) to continuous improvement of services

Outcomes


- Digital services designed with the customer experience in mind
- Competent and confident staff in the ability to use digital technologies
- Digital processes which continue to ensure the Council is flexible and agile in providing services with mobile working increasing in importance

Key Deliverables supporting the ICT Digital Strategy 2016-20

This table details the key deliverables that support the ICT Digital Strategy 2016-20


 Customers Supporting – Priorities: Keeping the Borough Clean and Green; Supporting our Community; Managing our Resources; Supporting Businesses and Local Economy. Values: Openness; Customer Focus; Integrity; Forward thinking.				
Key Deliverable	What	Why	When	Who
Improved digital services to residents	<p>The implementation of the new redesigned, responsive website to improve the main online access channel for Customers.</p> <p>To expand the range of services available online</p>	<p>To enable customers to:</p> <ul style="list-style-type: none"> • Access a wider range of online transactional services • Access the Council website on mobile devices • Access information in plain English • Online parking permits 	<p>October 2016 and ongoing developments</p> <p>2017/18</p>	<p>Head of ICT</p> <p>Head of Customer Services and Business Support</p>
Online Account for Council Tax	<p>The implementation of Capita’s – Connect product which provides access to online Council Tax accounts</p>	<p>To enable customers to:</p> <ul style="list-style-type: none"> • Access personalised services through an online account • Have more control over their personal data and notify the council, just once, if their circumstances change 	<p>November 2016</p> <p>From Q1 2017/18</p>	<p>Head of Revenues and Benefits</p>

Customers Supporting – Priorities: Keeping the Borough Clean and Green; Supporting our Community; Managing our Resources; Supporting Businesses and Local Economy. Values: Openness; Customer Focus; Integrity; Forward thinking.				
Key Deliverable	What	Why	When	Who
		<ul style="list-style-type: none"> Review further online services 		
Improved online payments	Increase the range of online payments and online direct debit available to customers	<p>To support delivery of the increased payments and direct debit:</p> <ul style="list-style-type: none"> Improve overall customer experience Achieve savings Increase the choice and take up of self-service. Increase first time resolution 	<p>Review of current provision Q3 16/17.</p> <p>Business case for online direct debit – September 18</p>	Head of ICT


 Technology Supporting – Priorities: Keeping the Borough Clean and Green; Supporting our Community; Managing our Resources; Supporting Businesses and Local Economy. Values: Openness; Customer Focus; Integrity; Forward thinking.				
Key Deliverable	What	Why	When	
New council datacentre	Implement the new council datacentre including: shared infrastructure with Elmbridge and core technology refresh	<p>To ensure that the council's ICT environment:</p> <ul style="list-style-type: none"> • Resilient and reliable • Enables staff to deliver services • Exploits the latest technologies • Is secure, resilient and cost effective • Is scalable and future proofed 	<p>Q4 2016/17</p> <p>Implementation 17/18</p>	Head of ICT
Hybrid Cloud services for Disaster Recovery and Business Continuity	Ensure services are resilient and able to any issues within the infrastructure. Utilising cloud based technology to enable the backup and recovery.	To ensure that the Council can recover from any issue and continue to provide services to residents	From Q1 2017/18	Head of ICT
Cloud Services	The delivery of ICT business applications through systems hosted in the cloud.	To review options for cloud based services as the opportunity arises	Ongoing	Head of ICT

Technology Supporting – Priorities: Keeping the Borough Clean and Green; Supporting our Community; Managing our Resources; Supporting Businesses and Local Economy. Values: Openness; Customer Focus; Integrity; Forward thinking.				
Key Deliverable	What	Why	When	
Windows 10 & Office 365	Test and implement latest Microsoft operating systems for desktop, servers and office environment	To ensure that the Microsoft platform is secure, on the most recent versions and that the Council is able to benefit from advancements of latest technology	From Q1 2017/18	Head of ICT
	To utilise the cloud based services from Microsoft for email and office.	To drive to be a collaborative workforce and drive efficiencies	From Q1 2018/19	
Mobile working	To continue to exploit the use of iPads and other mobile devices across the Council	To increase the range of systems available through a mobile device and ensuring: <ul style="list-style-type: none"> • A more flexible workforce • Improved service delivery • More responsive to customer needs • Cost effective 	April 2018	Head of ICT

Technology Supporting – Priorities: Keeping the Borough Clean and Green; Supporting our Community; Managing our Resources; Supporting Businesses and Local Economy. Values: Openness; Customer Focus; Integrity; Forward thinking.				
Key Deliverable	What	Why	When	
New passenger transport system	The procurement and implementation of Flexi route passenger transport system to manage the property portfolio	To help Operational Services and Customer Services following the Business Process Review to manage the passenger trips better. Expand use of system and mobile options	Q4 16/17 From Q3 17/18	Head of Operational Services
Document Management	To review the document management system within the Council to ensure fit for purpose	To ensure supported system and staff obtain the most efficiencies from the system with workflow and searchable documents	17/18	Head of ICT

 People Values: Openness; Customer Focus; Integrity; Forward thinking.				
Key Deliverable	What	Why	When	Who
Improved ICT training for all	To offer a range of regular ICT training opportunities to staff, including 121s, bite size briefings and drop in sessions	<p>To ensure that staff are competent and confident in ICT and digital technologies to improve staff technical knowledge and capabilities.</p> <p>Review of ICT Competency Framework and consider ICT induction.</p>	<p>Reviewed annually in April.</p> <p>October 2017</p>	Head of ICT
Technically qualified ICT staff	To increase the number of certified practitioners within the ICT Shared Service across a range of technical and management disciplines	To ensure ICT staff have relevant and up to date knowledge to enable them to support changing technologies	Skills audit reviewed annual in April	Head of ICT
Councillors	<p>To offer a range of regular ICT training opportunities to staff including 121s, bite size briefings and drop in sessions.</p> <p>To continue to expand the use of iPads, flexible working and telephony.</p>	<p>Support Councillors in use of technology.</p> <p>To enable Councillors to support Residents via electronic means.</p>	Reviewed annually in April.	Head of ICT

People Values: Openness; Customer Focus; Integrity; Forward thinking.				
Key Deliverable	What	Why	When	Who
Improved ICT staff resilience	Provide more opportunities for cross training within the ICT Shared Service	To equip ICT staff with a diverse range of technical skills to ensure that they are able to effectively and continuously support council requirements	Reviewed annually in April.	Head of ICT
Flexible and agile	Staff will be able to work in a variety of locations Staff able to provide services out and about in the Borough	To enable great work life balance and be able to take advantage of changing approach to work To increase the service delivery and provide better more efficient services	Ongoing to March 2020	Head of ICT
Collaborative	To implement and use collaborative tools within Office and the Cloud To implement new telephony system	To work and communication more effectively. To have single source of documents and communicate more effectively over projects	From 17/18	Head of ICT

 Processes Supporting – Priorities: Keeping the Borough Clean and Green; Supporting our Community; Managing our Resources; Supporting Businesses and Local Economy. Values: Openness; Customer Focus; Integrity; Forward thinking.				
Key Deliverable	What	Why	When	Who
Digital Services	To support the Council to ensure that systems are implemented in an open and flexible manner	To ensure that systems and processes are <ul style="list-style-type: none"> • Not double keyed • Online by default • Resolved at first contact • Paid for and booked online 	Ongoing to March 2020 Annual production of Service Delivery Plan	Head of ICT
A shared ICT service	Progress the shared ICT service proposal with Elmbridge Borough Council Shared Service Desk	To improve staff resiliency and realise cost savings across both sites Improve performance to Staff and Councillors	Reviewed as part of annual budget exercise in October Q4 2016/17	Head of ICT
Service Standards and Monitoring	To monitor Service Level Agreements and network and servers uptime.	To continually ensure that ICT supports the Council in the provision of business services	Reviewed annual in January Service Level reported quarterly to ICT Customer Focus Group	Head of ICT

<p>Processes Supporting – Priorities: Keeping the Borough Clean and Green; Supporting our Community; Managing our Resources; Supporting Businesses and Local Economy. Values: Openness; Customer Focus; Integrity; Forward thinking.</p>				
Key Deliverable	What	Why	When	Who
ICT Governance Framework	Review and refine the ICT Governance Framework	To ensure that the council's ICT is being managed effectively and consistently within the governance framework with particular focus on improved planning, resourcing and prioritisation	Reviewed annually in September	Head of ICT
ICT Software Licences	Ensure that processes on Software licences are continuously reviewed and managed	To ensure ICT software documentation is: <ul style="list-style-type: none"> • In one place • Up to date • Easy to access & search 	Reviewed annually in September	Head of ICT
Improved disaster recovery & business continuity	Offsite replication of data and resilient core systems	To ensure the Council is able to recover quickly from issues and incidents An annual test of the processes and technology	Improvements with Datacentre March 2018 Tested annually in January	Head of ICT

Processes Supporting – Priorities: Keeping the Borough Clean and Green; Supporting our Community; Managing our Resources; Supporting Businesses and Local Economy. Values: Openness; Customer Focus; Integrity; Forward thinking.				
Key Deliverable	What	Why	When	Who
ICT Project Management	Review and refine the Council Project Management processes and ensure that they meet the needs of ICT projects	To ensure that the Council's technology is being effectively managed	Reviewed annually in July	Head of ICT
Code of Connection – Public Sector Network	To ensure that the Council passes the Public Sector Network Code of Connection requirements to ensure that Council can deliver benefits and other services securely.	To ensure: <ul style="list-style-type: none"> • Services are delivered • Technology is secure, resilient and reliable • Externally tested 	Security test annually in September Compliance annually in December	Head of ICT

ICT Governance

The Head of ICT is responsible for the delivery of the strategy and will each year produce an ICT Service Delivery Plan in conjunction with the Director of Finance and Resources and Chief Executive. The detail of the plan will be agreed following:

- ICT Collaboration Team meetings with Service Areas
- Review and agreement of the ICT Customer Focus Group

- Review and agreement of Leadership Team

The Service Delivery Plan details the specific actions required to be delivered in the year against the strategy and in general for the ICT Shared Service. The same process is followed at Elmbridge Council. The Plan breaks down the areas into more detailed actions and includes owners of the tasks.

Risks for all projects and in general for the Council in terms of ICT and Digital are identified as part of the Business Case for major projects and through the service specific risks that are then fed into the Leadership team.

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	2016-17		2017-18				2018/19/20
	Q3	Q4	Q1	Q2	Q3	Q4	



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SYRIAN VULNERABLE PERSONS RESETTLEMENT SCHEME

<u>Report of the:</u>	Head of Housing & Environmental Services
<u>Contact:</u>	Rod Brown
Urgent Decision?(yes/no)	No
If yes, reason urgent decision required:	N/A
<u>Annexes/Appendices</u> (attached):	Annexe 1: Summary Home Office Information Booklet for Local Authorities on the Resettlement Scheme
<u>Other available papers</u> (not attached):	None stated

REPORT SUMMARY

This report sets out issues around the Government's invitation to participate in the Syrian Vulnerable Persons Resettlement Scheme (SVPRS) and details three possible options with a recommendation to support option 3, where the council participates in the (SVPRS) for five years and assists up to 5 households over this period, only using properties specifically identified for housing those arriving under the scheme.

RECOMMENDATION (S)

- (1) That the Council participates in the Syrian Vulnerable Persons Resettlement Scheme (SVPRS) to assist up to 5 Syrian refugee households over 5 years only using suitable properties provided for this specific purpose. As set out in Option 3 in the report.**
- (2) That the Council note, and, in principle, support the intention of Epsom and Ewell Refugee Network to apply to become a Community Sponsor and authorise the Chief Executive, following consultation with the Chairman and Vice-Chairman of the Committee to endorse their application if she thinks it appropriate to do so.**

Notes

1 Implications for the Council's Key Priorities, Service Plans and Sustainable Community Strategy

1.1 The report sets out how the council might support those refugees who participate in the government Syrian Vulnerable Persons Resettlement Scheme (SVPRS). A decision to participate will include providing suitable housing for up to 2 years. The council's Corporate Plan includes Supporting our Community – helping those at risk of homelessness.

2 Background

2.1 The Home Secretary launched the Syrian Vulnerable Persons Resettlement Scheme (SVPRS) in September 2015 in response to the escalating conflict in Syria. The Government has pledged to resettle 20,000 refugees over 5 years from refugee camps bordering Syria under this scheme and has invited all councils to participate.

2.2 The SVPRS aims to provide assistance and resettlement for the most vulnerable refugee households living in camps bordering Syria. Under the scheme, the Home Office (via the United Nations High Commission for Refugees or UNHCR) identify vulnerable households in the camps, handle their refugee applications and carry out the essential screening/vetting checks prior to them travelling to the UK.

2.3 A Summary Home Office Information Booklet for Local Authorities on the Resettlement Scheme is attached at Appendix 1

2.4 According to a recent Home Affairs Committee Report, about 70 local authorities have taken households under the scheme (although many more may have pledged to do so).

2.5 Within Surrey, 7 of the 11 Boroughs & Districts have so far joined the scheme, although not all of these have yet taken households. The following table provides an overview:

Council	Joined VPRS	No. of refugee households that council is aiming to assist over 5 years	No. of refugee households assisted up to 31/7/16
Guildford	Yes	No figure set	2
Mole Valley	Yes	25	2
Reigate & Banstead	Yes	10	1
Runnymede	Yes	10	0
Surrey Heath	Yes	10	0
Woking	Yes	60	7

Council	Joined VPRS	No. of refugee households that council is aiming to assist over 5 years	No. of refugee households assisted up to 31/7/16
Elmbridge	Yes	5 -15	0
Epsom & Ewell	No		
Spelthorne	No		
Tandridge	No		
Waverley	No		

- 2.6 There are four Surrey district or borough councils who have not yet confirmed their participation in SVPRS. It is understood that Tandridge and Waverley are considering the possibility of participation.
- 2.7 Epsom and Ewell Borough has and continues to experience significant demand for affordable housing with demand significantly outweighing supply. The council has approximately 100 families or individuals living in temporary accommodation within the borough. In addition there are approximately 50 families or individuals who are accommodated in nightly paid emergency temporary accommodation, often referred to as Bed and Breakfast accommodation.
- 2.8 There are approximately 2200 applicants on the council's Housing Needs Register. This register is currently being reviewed as part of the introduction of the new Housing Allocation Policy. Although it is expected that the number of eligible applicants will be much lower after the register is reviewed, the number of eligible applicants for housing is still expected to be between 800 to 1000.
- 2.9 Given the scarcity of suitable accommodation within the borough for our existing housing needs, the most challenging aspect of participating in the SVPRS would be the provision of suitable accommodation.
- 2.10 Suitable accommodation would need to be available before a family was accepted and the council would be able to decline a family in the event that suitable accommodation was not available. The council would be able to stipulate the household size it is intended to resettle. We do not currently have any offers of accommodation, although the council has not been seeking or advertising accommodation for this specific purpose.
- 2.11 It is a pre-requisite for participation in the SVPRS that the accommodation is available for at least the first 12 months and ideally for a period of 2 years from the date of arrival of the refugee household. This accommodation must be a self-contained furnished home. It does not need to be social housing and it can be a privately rented home but it cannot constitute 'lodging with a host family'. Most councils in Surrey who

have so far joined are intending to assist through securing a private rented sector tenancy rather than through a social housing tenancy.

- 2.12 In addition to providing a home, the council would also need to greet and transport the household from the UK airport to the accommodation provided. The council would also need to provide support and assistance to a household to enable them to adapt to a new country and integrate into the local community. As an example, this might involve specialist casework support and assistance with access to education, health care and language skills for at least their first 12 months.
- 2.13 Under this scheme arriving households are given refugee status for 5 years and this carries eligibility to work and claim welfare benefits including Housing Benefit. Should the conflict in Syria ease then it is possible their permission to remain in the UK could change but in any event, it would be expected that, over time, households would become less dependent and more self-sufficient, particularly in terms of securing employment and be in a position to secure their own accommodation longer term.
- 2.14 Within Surrey, those boroughs that have so far pledged to assist are working with the County Council under a partnership umbrella to ensure support is planned and co-ordinated given the two tier challenges. This is currently led by the Chief Executive of Mole Valley. Epsom and Ewell Borough Council is represented at this co-ordinating group.
- 2.15 Should the council decide to participate in the scheme, the council would be allocated a refugee household some months ahead of their arrival into the UK. There would however need to be an available property in time for their arrival.

3 Previous Council consideration of refugee assistance

- 3.1 The Council debated a motion relating to assisting with the migration crisis at the meeting on 15th October 2015. Minute 24 of the meeting recorded the Motion as stating:

“This Council views with sorrow the on-going migration crisis on mainland Europe and expresses its deep regret at the tragic loss of lives and deeply distressing images that have resulted.

Epsom & Ewell Borough Council notes that the European Union has failed to come up with credible policies to manage this humanitarian disaster, but recognises that the UK has a proud history of offering sanctuary to those who are fleeing from dangerous and desperate situations in other countries.

Notwithstanding the economic pressures that Epsom & Ewell is facing, this Council resolves to work with its eleven boroughs and districts and Surrey County Council to support initiatives to help migrants who may

seek refuge in the United Kingdom, and for Epsom & Ewell Borough Council to take its fair share of refugees.

Epsom & Ewell Borough Council calls on the British Government to ensure adequate funding and resources are made available to all local authorities involved.”

3.2 During the debate the following points were noted:

- The Council had been in discussion with neighbouring Councils and Surrey County Council about how we may be able to help those caught up in this terrible crisis, and are committed to do what we can;
- The Council was in a challenging position in terms of its ability to accommodate refugees when there was already a chronic shortage of housing in the borough and it was currently facing difficulties accommodating homeless persons in the Borough;
- The Council did not have a housing stock and was reliant on its ability to nominate to vacancies in housing association accommodation;
- It was expected that the Local Government Association would have a key role to play in co-ordinating local authority response to the crisis, as it was important that all public services were able to provide a co-ordinated and effective response;
- It did not appear that the Council had the skills and capacity to offer the full range of requirements of the resettlement scheme;
- Whilst it seemed clear that the first 12 months of support would be fully funded by central Government, the position beyond that was far less clear;
- A public meeting was to be held on 18 November at King’s Church, Longmead Road on the issue.

Upon being put the **MOTION** was **CARRIED** (unanimously)

4 Option 1: The Council does not participate in the SVPRS

- 4.1 The advantage of not participating is that there is no loss of affordable housing which would otherwise be available for use for those living in temporary accommodation, out of borough bed and breakfast and those on our Housing Needs Register.
- 4.2 The disadvantages include the possibility of reputational damage from groups involved in refugee settlement, the government and wider public opinion.

5 Option 2: The council participating in the SVPRS to assist up to 5 Syrian refugee households over 5 years

- 5.1 Under this option, refugee households would be accommodated in suitable private rented properties that would otherwise have been used for those on the Housing Needs Register. Should suitable properties be offered by either private landlords, church, faith or charitable organisations for the express purpose of housing refugee households, then these would also be considered. .
- 5.2 The advantage of participating in this manner is that the council could support the national humanitarian efforts to resettle vulnerable Syrian families and there is a degree of certainty that suitable properties would be made available. This option could impact on those currently homeless as it relies on private rented properties that would otherwise be available to those on the Housing Needs Register. The impact of this option on the local supply of affordable housing would however be limited, as we would only be taking one household for each year of the scheme. Consequently we would only be losing one property per year of the scheme that would otherwise have been available to a person on the council's Housing Needs Register.
- 5.3 Under this option, the property used to settle the refugee household could be either a private sector rented property or a property made available for the specific purpose of assisting in the SVPRS.
- 5.4 The disadvantage of this option could be that participation could use up to 5 properties, over the 5 years, that may otherwise have been available to local households in housing need.

6 Option 3: This option involves the council participating in the SVPRS to assist up to 5 Syrian refugee households over 5 years, but avoids using accommodation that would otherwise be available to local households looking to the council to assist them with their housing needs.

- 6.1 Under this option only accommodation provided for the express use of SVPRS would be used. The property used would be made available to the council for this express purpose and could include properties offered by private landlords, church, faith or charitable organisations which would not be offered for use for meeting the needs of those on the Council's Housing Register.
- 6.2 The council would not be in a position to assist SVPRS households until a property was made available by such landlords, church, faith, charitable organisations or other landlords.
- 6.3 The advantage of this option would be that there would be no loss of available housing for local households in housing need.

- 6.4 The disadvantage of this option would be that we have no control over the supply of such properties and we may not be able to effectively participate in the SVPRS until such properties are made available. There are currently no properties being offered to the council for the resettlement of SVPRS households.

7 Funding resettlement under SVPRS

- 7.1 If the decision was to participate in the scheme through either option 2 or 3, the Council would use some of the government's funding to purchase specialist support services to assist the refugee family. This might be purchasing support currently being used by other nearby councils employing specialist staff. Reigate and Banstead currently employ a Refugee Support Worker to work with Reigate & Banstead and Mole Valley cases. This post sits within their shared Family Support Service and it is understood that there may be some capacity for Epsom and Ewell to buy into this post. In addition there may be some scope to do the same with the Woking resource should this be needed.
- 7.2 In some cases, up front security or deposit payments may be needed to hold a property prior to a household arriving. It is understood that these costs, up to 8 weeks, could be met by the Home Office, unless a landlord was willing to take a sympathetic stance.
- 7.3 Under the Scheme the council would receive funding from the Home Office to cover a range of expenses equivalent to £8,520 per household member for the first year. For a family of four this would equate to £34,080 for the first year. There would be separate funding for education depending on the age of the child.
- 7.4 The Scheme is intended to provide the essential support a refugee family requires from their immediate arrival until they become more able to support themselves. As a result the government funding is tapered down over five years, reducing to £5,000 per person in year 2, down to £1,000 per person in Year 5 (see table in 7.5.).
- 7.5 The SVPRS funding is phased over the five years of the scheme

Year	Local Authority Costs (£ per person per year)
1	8,520
2	5,000
3	3,700
4	2,300
5	1,000

- 7.1 If the Council accommodated one four person household each year over five years, the total funding to the council would be as set out in the table below.

		Family 1	Family 2	Family 3	Family 4	Family 5	Total
£		£	£	£	£	£	£
8,520	Year 1	34,080					34,080
5,000	Year 2	20,000	34,080				54,080
3,700	Year 3	14,800	20,000	34,080			68,880
2,300	Year 4	9,200	14,800	20,000	34,080		78,080
1,000	Year 5	4,000	9,200	14,800	20,000	34,080	82,080
	Year 6		4,000	9,200	14,800	20,000	48,000
	Year 7			4,000	9,200	14,800	28,000
	Year 8				4,000	9,200	13,200
	Year 9					4,000	4,000
		82,080	82,080	82,080	82,080	82,080	410,400

- 7.2 This funding can only be used to reimburse agreed costs associated with housing, support and social care. Any health costs are dealt with separately and education is subject to a separate payment depending on the age of the child.

- 7.3 Should Members decide to support the SVPRS, then it would be proposed that the refugees' housing costs would be met from their Housing Benefit (up to the LHA rate). Similar to other families reliant on benefits, refugee households might also be subject to the benefit cap.

8 Non VPRS cases

- 8.1 Some Syrian people have fled the country and travelled to Europe, including the UK, independently and have claimed and been granted refugee status once here. In some cases families have travelled together or one or two family members have travelled first and once granted refugee status have then been able to bring remaining family members here. During the process of arriving and claiming asylum they will temporarily be accommodated through the National Asylum Support Service (NASS). Once they have been granted refugee status they can then seek accommodation through any local authority to whom they may have a family connection. If they have no local connection they may approach any local authority.

- 8.2 Epsom and Ewell Borough Council currently do not have any Syrian refugees in temporary accommodation. The two refugee households in council accommodation are not Syrian. In the last six months the council has had one homeless application from a Syrian who at the time of the application was accommodated in a volunteer's home and was done independently of the council. However as other family members were due to join the individual shortly he required larger accommodation. It is believed that this potential homeless issue was resolved through a suitable property being offered by a charity or faith group from outside the borough. As these households have not gone through VPRS there has been no specific funding made available by the Home Office to support their resettlement.

9 Unaccompanied children

- 9.1 Surrey County Council is involved in responding to the issue of children under the age of 18 travelling to the UK from Syria and other war torn countries unaccompanied. It is the responsibility of the relevant Social Services Authority receiving or first identifying the person as an unaccompanied asylum seeker child (UASC) that must take responsibility for them. Surrey currently has the third largest number of UASC in their care in the UK. There is currently a shortage of suitable placements including foster placements.

10 Community and voluntary sector activity

- 10.1 Within the borough there has been a significant level of charitable and faith group involvement in providing for refugees. The Epsom and Ewell Refugee Network (EERN) are an active volunteer group who have been supporting refugees from various countries settle in the borough. They are willing to work with the council in providing the necessary support to any families arriving through the SVPRS.
- 10.2 The EERN are in the early stages of preparing an application for Community Sponsor status with the Home Office. This would enable EERN to become directly involved in supporting the resettlement of resettled families. Any successful application to become a Community Sponsor will require EERN to meet a number of pre-conditions including obtaining the endorsement of the local authority. EERN are not currently in a position to make their application which will be dependent on further discussions with the council.
- 10.3 There is potential for offers of suitable accommodation to be made from EERN and other voluntary sector organisations and individuals. The advantage of using accommodation provided for the express purpose of housing refugees is that it effectively avoids the displacement costs of using property that would otherwise have been used to accommodate an existing resident in housing need.
- 10.4 The potential for the council to work collaboratively with EERN through a formal arrangement, in delivering our responsibilities associated with SVPRS can be explored further.

- 10.5 The proposal is that members agree, in principle, to support the intention of Epsom and Ewell Refugee Network to apply to become a Community Sponsor and authorise the Chief Executive, following consultation with the Chairman and Vice-Chairman of the Committee to endorse their application if it is considered appropriate to do so.

11 Financial and Manpower Implications

- 11.1 The funding provided through the SVPRS is operated through a Home Office Funding Instruction where the council is allocated a specified amount for each resettled person.
- 11.2 The local authority funding is intended to include:
- Preparatory costs such as securing and setting up accommodation, translation, administration and transport costs.
 - Delivery costs including one off cash payments of £200 per person, providing housing and integration casework support, administration and finance and ESOL provision and social care costs
- 11.3 Funding for year 2 – 5 is at a lower level to reflect the expectation that support needs will diminish and provision of housing is only a requirement for a period of 12 months, potentially up to 2 years depending on the changing household needs over that time. Councils can also apply for top up payments where necessary where there may be extenuating circumstances where additional reimbursement of costs are necessary. .
- 11.4 It is clearly the intention of the Government that the funding scheme meets most if not all the council's costs.
- 11.5 The council's costs are likely to involve securing appropriate accommodation, furnishing accommodation, staff time and payments for commissioned specialist services. Separate payments are available for educational costs. Health costs are covered separately to those relating to local authorities.
- 11.6 Financial risk associated with options 2 and 3, to participate in the SVPRS, is minimised by restricting the level of assistance to the local circumstances within the borough. The offer to assist with 1 households per year of the scheme limits any potential impact of participating in the scheme.
- 11.7 In Option 2, there could be some level of 'displacement cost' of a home being offered to a refugee household that might otherwise have been let a local family in need and potentially one that might otherwise require temporary or B&B accommodation from the council. This is minimised by Officers seeking to secure only private rented accommodation (as opposed to social housing)

- 11.8 In Option 3, the risk of 'displacement cost' is further minimised by the council seeking out offers of accommodation from voluntary sector and owners/landlords who might not otherwise have let to council nominees.
- 11.9 Should option 2 or 3 be agreed, to assist one family per year, the additional demand associated with co-ordinating the support to the family and the provision and management of accommodation can be taken up within the existing Housing Services resources, along with specialist support. If the level of demand was to be significantly more, it would be necessary to examine other delivery models, including employing additional staff, financed through the government's funding per refugee.
- 11.10 **Chief Finance Officer's comments:** *Given the intention by the Government to reimburse Local Authorities for the majority, if not all, of the costs associated with this scheme, the financial risk to Council appears to be low. Officers are seeking to minimise the financial risk by recommending that if Members want to participate in the scheme, that this assistance is limited to one family a year for five years, and in option 3, by using accommodation that will not negatively impact on temporary accommodation or bed and breakfast expenditure. Endorsing or working closely with EERN may help to mitigate some of this risk also.*

12 Legal Implications (including implications for matters relating to equality)

- 12.1 Should the council agree to join the SVPRS, then the council will be required to abide by the Government's requirements for the scheme.
- 12.2 **Monitoring Officer's comments:** *There are no significant legal implications arising from a decision to participate in the SVPRS, suffice to say that once we have committed to join the scheme, we must ensure that we meet our obligations to Government and, most importantly, to the refugees themselves.*

13 Sustainability Policy and Community Safety Implications

- 13.1 The emphasis on programmed movement of refugees in SVPRS, with dedicated additional support both financial and practical, will optimise the successful resettlement of refugees in to the community.

14 Partnerships

- 14.1 The operation of the SVPRS in Surrey is reliant on the partnership working between Surrey County Council, the Home Office, Police, Clinical Commissioning Groups and the other boroughs and districts participating within the county. A multi-agency, pan-Surrey group has been established to bring the collective efforts of all the partners involved together, learning from each other, developing best practice and sharing resources where possible.

- 14.2 This scheme also offers the opportunity to develop a significant role for charity and voluntary groups within the borough. There is the potential for the council to work collaboratively with external groups keen to alleviate the problems associated with refugee resettlement.

15 Risk Assessment

- 15.1 Option 1 presents the risk of reputational damage with external groups, participating councils and possibly the wider public. There may be some degree of mitigation given the local housing situation and the shortage of affordable homes within the borough.
- 15.2 Option 2 presents the risk that there could be reputational damage from diverting accommodation away from those in local housing need for use with refugees. However, this is mitigated by limiting participation to only one household per year.
- 15.3 Participation in the scheme through either Option 2 and 3 present the risk that preparatory effort may be wasted should the intended family not arrive or decide to leave the accommodation provided. Each household will have their own needs and there is also a risk associated with expenses incurred not being recoverable from Home Office funding. This is mitigated by limiting the offer of participation to only one family per year.

16 Conclusion and Recommendations

- 16.1 The decision as to whether to participate in the SVPRS involves balancing local pressures and interests, not least in relation to housing and finances, against the wider desire to help those in dire need of assistance.
- 16.2 Whilst most Surrey councils have given a commitment to assist with the scheme to resettle vulnerable households from Syria, not all have taken refugees and in addition to Epsom and Ewell Borough Council there are three other Surrey councils who have yet to make a formal decision on the request for assistance.
- 16.3 The report sets out three options for Members to consider, in response to the Government's request that councils assist in the scheme. .
- 16.4 The recommendation is that Members advise which of the three options they wish to consider in response to the request to participate in Government's Syrian Vulnerable Persons Resettlement Scheme (SVPRS) scheme
- 16.5 It is also recommended that the Committee give "in principle" support to the intentions of the Epsom & Ewell Refugee Network to seek "Community Sponsor" status and authorise the Chief Executive, following consultation with the Chairman and Vice-Chairman, to formally give the Council's endorsement to that application, should it be considered in all the circumstances that it is appropriate to do so.

WARD(S) AFFECTED: (All Wards);



Home Office

AGENDA ITEM 6
ANNEXE 1

Syrian Vulnerable Person Resettlement (VPR) Programme

Guidance for local authorities and partners

28 October 2015

General background

How many additional people will you resettle?

- The UK is at the forefront of the response to the crisis in Syria. We want to help refugees in the region as far as we possibly can, but recognise that for some vulnerable people the only solution is to bring them to countries like the UK.
- The Government is therefore expanding the existing Syrian Vulnerable Person Resettlement (VPR) Scheme and intends to resettle up to 20,000 Syrians in need of protection during this Parliament.

How will the arrival of 20,000 be spread out?

- Our prime concern is the safety and protection of these very vulnerable people as they arrive in this country.
- The expansion of the scheme needs careful and meticulous planning to ensure we get it right. We are looking to harness the strong offers of support and assistance we have received to resettle people who are in desperate need of our help.
- We are working closely with all local government associations and a number of NGOs and partner organisations, and will continue to do so, to enable local authorities to plan ahead.

How else is the Government supporting Syrians in need of protection?

- Our priority is to continue to provide humanitarian aid to those most in need in the region, while actively seeking an end to the crisis. We believe this approach is the best way to ensure that the UK's help has the greatest impact for the majority of refugees who remain in the region and their host countries.
- The UK has been at the forefront of the international response to the humanitarian crisis in Syria. We are providing more than £1.12 billion in humanitarian aid - more than any other country in the world except the United States.
- The UK is the only major country in the world that has kept its promise of spending 0.7% of our national income on aid and we should be proud of this. By the end of March 2015, UK support had delivered over 20 million food rations, each of which feeds one person for one month, provided access to clean water for 1.6 million people (peak month), and over 2.4 million medical consultations in Syria and the region.
- We have also taken in more than 5,000 refugees and asylum seekers from Syria since 2011.

The expanded scheme

How will the expansion of the programme operate?

- We have significant experience of resettling vulnerable people and our existing domestic resettlement mechanisms provide a basis for expanding the scheme. We are working with partners in the UN High Commissioner for Refugees (UNHCR), International Organisation for Migration (IOM) and local authorities to ensure that we can begin to increase numbers as quickly as possible.
- We are expanding the scheme in two phases. Phase one has the task of immediately scaling up the existing resettlement programme and phase two will work towards transforming our resettlement and protection offer including developing ideas for community sponsorship as per the Home Secretary's commitment.

- Over the coming weeks and months, we will work with local authorities, the UNHCR and others to put in place the structures to ensure we can scale up the current arrangements so that we can meet the aim of bringing up to 20,000 Syrians over the course of this Parliament.

How long will the expansion take?

- Although we have simplified the process as much as we can, the UNHCR must still assess each individual case before referring them to the Home Office. The Home Office must conduct visa checks and at the same time a place must be found in a local authority.
- We do all of this already, but it is important we get it right and scaling up a system like this in a way that protects the interests of all concerned, including local communities, will take time.

How do you choose who comes to the UK?

- The people coming to the UK under the Syrian VPR scheme are in desperate need of assistance and many have significant needs. It prioritises those who cannot be supported effectively in their region of origin: women and children at risk, people in severe need of medical care and survivors of torture and violence amongst others.
- We work closely with the UNHCR to identify cases that they deem in need of resettlement and we will continue this work to ensure we deliver our commitment to provided refuge to 20,000 Syrians over the course of this Parliament.

Questions

How does the current Syrian Vulnerable Persons Scheme work?

- The UK sets the criteria and then UNHCR identifies and submits potential cases for our consideration. Cases are screened and considered by us and we retain the right to reject on security, war crimes or other grounds.
- Once the screening process has been completed a full medical assessment is conducted by the International Organisation for Migration (IOM) in the host country. Full details of the case and medical history are sent to the local authority for assessment of need, including whether suitable accommodation and care are available locally. The local authority then provides details of the estimated costs.
- Eligibility is then confirmed and IOM start the visa application process. UK Visas and Immigration International issue UK visas (3 months Leave Outside of the Rules) and on arrival, arrangements are made for Biometric Residence Permits to be issued with 5 years' humanitarian protection.

Is this voluntary for local authorities?

Yes, this a national and voluntary scheme.

What funding arrangements are in place?

- The first 12 months of a refugee's resettlement costs, excluding economic integration are fully funded by central government using the overseas aid budget, in accordance with international guidelines and practice. To ensure that local authorities can plan ahead and continue to respond to the overwhelmingly generous response of the British people, we will also provide additional funding to assist with costs incurred in future years.
- These arrangements will be applied to all cases since the 20,000 expansion was announced. We understand that local authorities need certainty about the financing of the

scheme in order to enter into contracts and commit resources. We will be working closely with local government to develop the process for drawing down the funding in order that this certainty can be given, including to those councils offering help under the existing scheme

- We are working with Treasury and local government associations to consider issues such as:
 - Arrangements for high cost cases
 - Regional and devolved administration issues
 - Support for unaccompanied children, where relevant
 - Movement between local authorities post arrival
 - Housing costs and processes

What if an area is new to resettlement?

- Local authorities will need to think carefully about whether they have the infrastructure and support networks needed to ensure the appropriate care and resettlement of people in need of our help. It would be worth speaking to existing resettlement areas to learn best practice. Regional Strategic Migration Partnerships can put you in touch.

How can local authorities find out more about the profiles and needs of the refugees they will be hosting?

- The UNHCR identifies suitable cases that meet criteria and then refer them to the Home Office. As soon as a local authority wants to participate, we will send these referrals that give detailed information on the individual cases.

Will the 20,000 be on top of existing schemes?

- The Government will expand the existing Syrian VPR Scheme and we expect to resettle up to 20,000 vulnerable Syrians during this Parliament. This is in addition to those we resettle under Gateway and Mandate and the thousands who receive protection in the UK under normal asylum procedures.

How will you ensure refugees are allocated fairly and in a way that manages the impacts on local communities and services?

- Our existing asylum dispersal policy is aimed at ensuring an equitable distribution of refugees across the country so that no individual local authority bears a disproportionate share of the burden.
- That is why we will be talking to local authorities and other partners over the coming weeks to ensure that resettlement capacity can be identified and the impact on those taking new allocations can be managed in a fair and controlled way.

How can the public help now?

- For further information refer to the Government release on the GOV.UK website <https://www.gov.uk/government/news/syria-refugees-what-you-can-do-to-help--2>
Or call The British Red Cross Crisis Helpline on 0800 107 8727 that triages calls to appropriate organisations.

Key facts and statistics on resettlement

- Home Office quarterly immigration statistics, including asylum and refugee figures - <https://www.gov.uk/government/collections/immigration-statistics-quarterly-release>
- Information on claiming asylum in the UK: <https://www.gov.uk/claim-asylum>
- Information for organisations working with vulnerable refugees about the Gateway Protection Programme for resettlement in the UK -

Information on aid to Syria DFID fact sheet on UK aid to Syria

<https://www.gov.uk/government/statistics/factsheet-the-uks-humanitarian-aid-response-to-the-syria-crisis>

Further information

More detailed information is being prepared by the Department for Communities and Local Government and will be sent to local authorities who are interested in being part of the scheme.

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BUSINESS IMPROVEMENT DISTRICT FOR EPSOM - PROGRESS REPORT

<u>Report of the:</u>	Head of Place Development
<u>Contact:</u>	Alanna Coombes
Urgent Decision?(yes/no)	No
If yes, reason urgent decision required:	N/A
<u>Annexes/Appendices</u> (attached):	Annexe 1 – Town Centre Survey results
<u>Other available papers</u> (not attached):	None stated

REPORT SUMMARY

This report sets out the progress made by the Epsom Town Business Partnership (ETBP) in creating a Business Improvement District (BID) for Epsom town centre and the likely timetable for future action.

It notes the statutory duties of a local authority in a BID process and the contribution EEBC is making to plans for one in Epsom. It then sets out the estimated annual levy for 2017/18 onwards that would be due on its hereditaments (property) should a BID be created in Epsom town centre.

RECOMMENDATION (S)

- (1) That the Committee notes the progress of the Epsom Town Business Partnership (ETBP) in creating a Business Improvement District (BID) for the town centre
- (2) That the committee notes the statutory role of the local authority in the process of creating a BID
- (3) That the committee provides a commitment to the ETBP that EEBC will continue to encourage the creation of a BID

Notes

1 Implications for the Council's Key Priorities, Service Plans and Sustainable Community Strategy

1.1 One of EEBC's five key priorities as set out in the Corporate Plan 2016-2020 is, 'Supporting businesses and our Local Economy'. It states that we will do so through five activities:

1.1.1 Supporting a comprehensive retail, commercial and social offer

- 1.1.2 Maintaining strong links with local business leaders and representative organisations
- 1.1.3 Supporting developers to bring forward the development of town centre sites
- 1.1.4 Developing an affordable Economic Development Strategy
- 1.1.5 Promoting our Borough as an excellent place to do business
- 1.2 Clearly progress on these activities depends significantly on the national and regional economies and the willingness of businesses to invest in the borough. However, the local authority has an important role to play in creating the right environment for businesses to thrive.
- 1.3 Through the appointment of a Town Centres Manager EEBC has demonstrated its commitment to support business and the local economy. Through her work with businesses she has brought the council closer to making achievements against council key priorities in 1.1 above.
- 1.4 In particular, should a BID be created we can expect the town centre to be more attractive to retailers, commercial, businesses services and leisure providers. This would make a contribution to the achievement of 1.1.1 above. For the same reason we could expect potential development to become a more attractive proposition (1.1.4 above) and expect the town centre to be promoted as an excellent place to shop, visit, relax and do business (1.1.5). Support for the creation of a BID is also described in EEBC's Economic Development Strategy.
- 1.5 As part of the work of the Town Centres Manager (TCM) a new town centre partnership has been facilitated, the Epsom Town Business Partnership. The group meets monthly, is chaired by the manager of Marks & Spencer, and includes managers of Wetherspoons (Pubwatch), the Ashley Centre, Specsavers, Wilko, Ernest Jones, So Lippy, Stitch Mouse, the business development of Surrey Chambers, the deputy manager of Boots, and a partner at TWM solicitors. The TCM services these meetings and if a BID is created we might expect EEBC to have a place on a BID board. This work is contributing to 1.1.2 above.
- 1.6 In short, the council's work in supporting the creation of a BID is contributing to the achievement of a number of its activities under the key priority of supporting businesses and our local economy.

2 Background

What is a BID, what do they do and how do they work

- 2.1 Business Improvement Districts (BIDs) are business-led, business-funded bodies that deliver on a business plan agreed through a formal ballot of all 'hereditaments' (properties) in a defined area (with a continuous boundary).

- 2.2 Kingston was the first town centre in Britain to create a BID in 2005. Since then over 200 BIDs have been created across the country including in our other competitor town centres - Sutton, Guildford and Croydon.
- 2.3 BIDs elsewhere include Purley, Oxted, Wimbledon, Camberley, Horsham, Winchester, Chichester, Waterloo, London Victoria, Ealing, Hammersmith, and Twickenham. Smaller neighbouring centres including Dorking and Worcester Park are now looking to create one too.
- 2.4 Business Improvement Districts deliver on a Business Plan (referred to by government legislation and guidance as 'The Proposal') that has been approved by a formal ballot of all businesses in the defined area. Typically the themes include:

- ✓ Branding a town centre, marketing and advertising
- ✓ Cleaner, smarter, safer and more attractive
- ✓ Putting on events and running specialist markets
- ✓ Networking and learning opportunities for businesses
- ✓ Using the strength of a business partnership to lobby for changes (such as for transport improvements)

- 2.5 The funding for such activities comes from a levy on business rates – of usually between 1% and 2% (with the national average being 1.4%).
- 2.6 The levy amount and the activities preferred are set out in a Business Plan (that acts as a manifesto at a formal ballot of all businesses within a boundary). This BID boundary is also set out in the business plan.
- 2.7 Importantly, any funding raised must be for new services or activities – it cannot be used to replace funding currently provided through public service operators (county or borough council or the police).
- 2.8 The process for the creation of a BID is tightly defined within legislation.

Steps to creating a Business Improvement District in Epsom

- 2.9 There are a number of steps in creating a BID and some have already been taken in Epsom:

	Stage	Timescale *estimated
1	Establishing whether there seems to be enough business interest in creating a BID	Early 2016
2	Holding a visioning event to test opinion of a representative selection of businesses	March 2016

	Stage	Timescale *estimated
3	Creating a town centre partnership to take a lead and coordinate BID activity	June 2016
4	Conducting a town centre survey to see if a BID would be feasible by asking initial views on a BID and what one might achieve if one were created	September 2016
5	After assessing the findings of the survey carry out more in depth consultation on key areas (that are perceived to need improvement) and use both sources of information to create a Business Plan	November 2016 – February 2017*
6	Create a BID Company formed from the ETBP	November 2016 – February 2017*
7	Agreements developed to ensure that existing baseline services (of public service providers) would be retained once a BID starts and establish how and when the BID levy will be collected.	November 2016 – February 2017*
8	BID Proposal (or Business Plan) Launched	February 2017*
9	BID Ballot – the BID Proposal would be put to a democratic vote of all hereditaments over a 28-day period. All those eligible to pay the levy would have the right to vote	June 2017*
10	BID Launch	By October 2017*

2.10 EEBC has supported the principle of creating a BID in Epsom town centre after hearing from key business leaders for some time that the local economy would greatly benefit from one.

2.11 It demonstrated its support by the appointment of a Town Centres Manager in August 2015 to work with businesses to explore whether they wanted to create a BID. A small amount of funding was also made available to *The Means* – a BID consultancy – to advise on the process and the local authority role within it.

2.12 A very successful visioning event was held in March 2016 hosted by Surrey Chambers and attended by nearly forty business leaders and stakeholders including: Epsom Coaches, Atkins, Nuffield Health, Epsom racecourse, Wetherspoons, Epsom police, Marks & Spencer, Waitrose, Boots, the Ebbisham Centre, and a number of independent traders. At the end of the workshop that considered what a BID might achieve for Epsom all were unanimous in saying that Epsom should move to the next stage – a survey of all town centre businesses to get a wider view on whether a BID should be created and what one might do to improve the town.

- 2.13 Since then the process has been picked up by a newly formed, Epsom Town Business Partnership, chaired by the manager of Marks & Spencer, Kim Eden.
- 2.14 With the support of EEBC the Partnership created a factsheet about BIDs and a survey, which were both circulated within the town centre in September 2016.
- 2.15 100 of the approximate 300 surveys were returned completed from a good range of types of business: (independent and chain; restaurants, cafes and bars; shops; office services); as well as a good geographical spread across West Street, South Street, the Ashley Centre, High Street, Waterloo Road, East Street and Upper High Street.
- 2.16 The response rate of around 33% is comparatively very good for a BID survey of this nature. It is notable that 61% of respondents also answered 'yes' to a question on whether they'd like to be further involved in their town centre, indicating an appetite to take action in support of change.
- 2.17 Significantly, on a question of 'Do you think a BID would be good for Epsom – something that should be tested at ballot?' 59% of those surveyed answered, 'yes' – even though the campaign for a BID hasn't officially started.
- 2.18 It'll be for the Epsom Town Business Partnership to interpret the findings and use it to create a Business Plan. Deeper exploration through small focus groups of businesses over the coming months will explore potential proposals to be included in the Business Plan. Those proposals may follow the themes that proved most popular in the survey:
- Improving the image of the town centre
 - Increased promotion of the town centre
 - More events in the town centre
 -
 - Business networking events
 - Parking incentives and offers
 - Strategies to bring in more retail
 - Availability of parking/ stopping for deliveries
 - Free town centre wifi
- 2.19 The role of the council will not be to interpret the survey or unduly influence a Business Plan but it does have a role in ensuring the content of the Business Plan is not in conflict with any of its own policies. The same needs to be said for Surrey County Council.

- 2.20 A local authority has a statutory role in the process of their formation most of which will be played out once the Business Plan is drafted, which will come to a meeting of this committee early in 2017.

3 Proposals

What is the role of a local authority in a BID process?

- 3.1 The government published a Technical Guide for Local Authorities on BIDs in March 2015 which sets out the key roles of a council in the BID process.
- 3.2 Whilst a local authority can lead a BID process, that is not the usual way this is done, and the most successful BIDs are proposals that are business-led.
- 3.3 The government guidance notes the local authority role as “enabling the establishment and successful operation of a BID”. This role is played out in a number of ways.

Local authority roles in the creation of a Business Improvement District	
1	On receiving a valid request from a BID Proposer (which in Epsom’s case can be expected to be the Epsom Town Business Partnership) a local authority must make available to the BID Proposer a document from its business rate records showing the name of each business rate payer within the boundary of the proposed BID, together with the address and rateable value of each relevant property.
2	A local authority must satisfy itself that the BID Proposal (the business plan) doesn’t conflict with any council policy or disproportionately burden any business or class of businesses (the council could in fact veto The Proposal in the last resort if either of these were the case although in practice this has proved to be very unlikely).
3	A local authority must provide to The Proposer a document setting out the existing baseline services – so for example street cleansing regime, gum removal rota, Christmas lights, planting and maintenance of hanging baskets. This will be to ensure all services that might be provided by a BID are in addition to what public services currently provide.
4	A local authority must satisfy itself that the BID Proposal when sent to all voters includes all the elements necessary (including how the levy would be calculated, the proposed BID boundary, and statement of existing baseline services that the councils must provide).

Local authority roles in the creation of a Business Improvement District	
5	The Returning Officer is required to ensure the ballot is operated, either in-house or outsourced, in line with BID regulations. Whether or not it is outsourced the Returning Officer will remain legally responsible for the ballot process. A local authority must also ensure a voter list is created for The Proposer in readiness for the ballot.
6	The local authority is required to manage the collection and enforcement of BID levy charges – to be agreed with the BID proposer and set out in an Operating Agreement (it is allowed to charge a reasonable fee for this service). The non-payment of the levy can be expected to be treated in the same way as non-payment of business rate and non-payment liability will fall on the BID Company.

- 3.4 Following the survey, small focus groups will be run by the ETBP to drill down on some of the issues raised in the survey. This process will also help to establish a firm BID boundary. The boundary must be a continuous one and will of course impact significantly on the funding that the BID can raise. Epsom has something of a natural town centre boundary – with little sprawl with perhaps the exception of East Street and Church Street.
- 3.5 The survey showed broad support for a BID from those who responded. It hasn't indicated that any particular parts of the town centre object to the BID although it was hard to engage businesses in East Street which perhaps feel somewhat detached. The ETBP may continue to work on the basis that the businesses immediately fronting the one way system would be included within a BID boundary, along with West Street (up to the railway bridge), South Street, the Ashley Centre, High Street, Upper High Street, Waterloo Road, Church Street up to St Martin's of Tours, and East Street at least up to Laine Theatre Arts.
- 3.6 The ETBP will also consider the levy amount – which is expected to be between 1% on top of business rates and 1.4% (the latter being the national average). This equates to roughly £77 a week for a large retailer in the Ashley Centre; £13.50 a week for a medium retailer on the High Street; and about £2.30 a week for a small independent retailer.
- 3.7 The survey is only a loose indication of support for a BID. Although the turnout was relatively high there are a couple of important differences between a survey and a ballot. The ballot of course will have all the formality of a by-election but it will also have a somewhat different voter make up because many of the chain businesses will have someone at head office who is responsible for voting in any BID ballot.

- 3.8 Importantly, the BID ballot will be different because it has to be won on a simple majority in two counts: first, a standard count of votes for or against; and second, a majority by rateable value of those that turned out to vote (i.e. you add up the rateable value of all those that voted and divide by two to establish a 50% figure - those who voted 'yes' must reach at least that 50% figure). The former method of counting protects the small businesses and the latter protects the larger ones that would pay a higher amount in levy.

4 Financial and Manpower Implications

- 4.1 Staffing support has been provided by EEBC principally by the Town Centres Manager and also through consultancy support from BID experts, *The Means (a total of £4,750 support to the end of the ballot phase)*. Place Development's active work in support of the BID process has been supplemented by advice and guidance from the Head of Financial Services, Head of Legal & Democratic Services and the Head of Revenue & Benefits.
- 4.2 The Town Centres Manager, Head of Place Development, the Head of Revenue & Benefits, the Head of Financial Services, and the Head of Legal & Democratic Services meet regularly to consider the process and impact of the BID and will continue to do so until a BID ballot.
- 4.3 It is expected that a BID ballot would take place over 28 days in June and if successful a BID Company would take over the running of a BID. EEBC has already agreed to fund the cost of the ballot. No further EEBC staff support would be necessary after this time to support a BID although the Council as a whole would of course cooperate with a BID if it were established, with different officers contributing depending on the issue.
- 4.4 The Council has already committed to funding a BID ballot, which would cost approximately £3,000 as a one-off payment. This will be funded from existing budgets.
- 4.5 Funding will also need to be found for the creation and production of a Business Plan. This has been estimated at £1,500 for the design (not the written content which will be provided by the proposer) and £5,000 for the printing. If this cannot be found from savings in other areas then EEBC will need to discuss with the ETBP the option for them to refund any outlay against a future BID levy.
- 4.6 A successful BID would see all hereditaments paying the BID levy (regardless of whether they supported a BID at ballot). The current BID boundary includes all those EEBC hereditaments above the shaded line on the table below. The table indicates the levy due on each EEBC hereditament at a small range of levy rates between 1% and 2%.

	EEBC owned hereditament (Rateable value)	Cost pa at BID levy of 1%	Cost pa at BID levy of 1.25%	Cost pa at BID levy of 1.5%	Cost pa at BID levy of 2%
1	Ashley Centre Car Park (£830,000)	£8,300	£10,375	£12,450	£16,600
2	Hook Road (£115,000)	£1,150	£1,438	£1,725	£2,300
3	Epsom Playhouse (£75,000)	£750	£938	£1,125	£1,500
4	Community Centre – Ebbisham Centre (£32,000)	£320	£400	£480	£640
5	The Market Place (£27,500)	£275	£344	£413	£550
6	Unit 2, Clock Tower ((£2,950)	£30	£37	£44	£60
5	Town Hall (£545,000)*	£5,450	£6,813	£8,175	£10,900
6	Depot Road and Upper High Street Car Parks (£140,000)*	£1,400	£1,750	£2,100	£2,800
7	Hope Lodge and Town Hall Car Parks (£124,000)*	£1,240	£1,550	£1,860	£2,480

* Not currently included within the draft BID boundary

4.7 **Chief Finance Officer's comments:** Both Members and Officers will need to give careful consideration to the baselining of services to ensure that any proposed changes are accurately reflected.

4.8 At present there are no funds other than officer time allocated to support the creation of the BID or the potential payment of the levy. However, following discussion with the Head of Place Development, any costs associated with the creation of the BID could be met from within existing budgets.

5 Legal Implications (including implications for matters relating to equality)

5.1 The regulations governing the creation of and running of Business Improvement Districts are set out in The Business Improvement Districts (England) Regulations 2004.

5.2 DCLG guidance for local authorities is set out in the Business Improvement Districts – technical Guide for Local Authorities (March 2015, DCLG/ British BIDs)

5.3 The legal implications of these regulations are set out in the body of this report.

- 5.4 **Monitoring Officer's comments:** *It will be important to consider our role in the BID proposal at each stage. For example, we will need to examine the BID proposal carefully, when submitted; we will need to decide how to vote in the ballot; and we will need to decide whether the proposal should be vetoed.*

6 Sustainability Policy and Community Safety Implications

- 6.1 The development of a BID has important implications for the economic sustainability of Epsom town centre. All of Epsom's key competitors – Sutton, Kingston, Guildford and Croydon have BIDs in place bringing an on-going stream of revenue funding to support the ability of the businesses there to thrive. Smaller centres nearby – notably Dorking, Reigate and Worcester Park, are also looking at setting up a BID. When town centre businesses were asked in September's survey if Epsom could benefit from the funding raised through a BID levy, 87% of respondents said they thought it would.

7 Partnerships

- 7.1 A number of key business partners took part in the BID visioning event, hosted by Surrey Chambers in March 2016, including Epsom racecourse, Epsom Coaches, Chris Grayling's office, and the police. There was unanimous support for taking Epsom to the next stage in a BID process. This provided an important impetus to the creation of the Epsom Town Business Partnership, the development of which has been supported by the Epsom's Town Centres Manager.

8 Risk Assessment

- 8.1 There has been discussion over a number of years of a BID for Epsom town centre and it is now at a far closer stage than ever before. The momentum needs to be maintained if a BID is to be achieved and EEBC can help to ensure the momentum is maintained. The risk of not keeping the BID process on track could mean the momentum is lost and future attempts to get the wheels back in motion are thwarted through a lack of enthusiasm and a growth of cynicism.
- 8.2 The levy cost to EEBC could change – either increasing or decreasing – if the BID boundary (as currently proposed) changes. For example, if the boundary at East Street moved further south to the bridge then Hook Road car park may not be included in the BID boundary. Or if the boundary along the High Street or Upper High Street were moved south it could bring in council-owned car parks and even the town hall. This could impact on the financial cost to the council.

- 8.3 There is a risk that the ballot does not support the creation of a BID. This can be managed through careful preparation in the campaign period leading up to the ballot. The outcome cannot, of course, be guaranteed. It's worth noting that 83% of BID ballots are successful although no doubt many only get to that stage once they are confident of success. Learning lessons from those not successful (such as Sutton's first attempt) is also important in managing this risk.
- 8.4 There is a risk that increases in business rates due to revaluation could be confused with the BID levy, with some businesses thinking that all increase is due to the BID or that the coincidence of both will be seen as a 'double hit' on their business. However, the post-revaluation bills will be issued to businesses in the run-up to April 2017 while the levy bills wouldn't be issued until a BID is established – probably some six months later. The coincidence of the timing of both is unfortunate but it is considered that a delay in implementing the BID is unlikely to significantly mitigate the possibility of a 'no' vote.
- 8.5 There is a risk that the Plan E roadworks could lead to frustration and complaints about any congestion and delays caused to delivery vehicles and shoppers. The ETBP will make clear that it is they who are leading the BID process and not the Council so it would seem unlikely that businesses would react by voting against the BID.
- 8.6 Importantly there is already momentum behind the BID process and a timeline towards which the ETBP are working and it would probably not therefore be appropriate to delay a BID ballot until after the roadworks are completed.

9 Conclusion and Recommendations

- 9.1 That the committee notes the progress of the Epsom Town Business Partnership (ETBP) in creating a Business Improvement District (BID) for the town centre
- 9.2 That the committee notes the statutory role of the local authority in the process of creating a BID
- 9.3 That the committee provides a commitment to the ETBP that EEBC will continue to encourage the creation of a BID.

WARD(S) AFFECTED: (All Wards)

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Town Centre Survey

AGENDA ITEM 7
ANNEXE 1

We are the Epsom Town Business Partnership and we want to hear and understand your views about the town centre.

Perhaps, like us, you want to grow your business, to increase footfall around your business - stem the flow to neighbouring centres or deter them from doing all their shopping on-line. Maybe you too want to make Epsom a more fun and interesting place so it's easier to attract and retain the best staff.

What this means in practice will differ from businesses to business and so we want to collect as many views from across the town centre as possible so that we can plan for a better, more profitable future.

We've been inspired by the many town centres who have created Business Improvement Districts (BIDs) as a way of local companies taking control of their town centres and funding ways to make it better.

It is of significant concern to us that all our key competitors - Kingston, Sutton and Guildford - all have BIDs in place, making these centres better and sucking away our potential customers and staff.

A visioning event (hosted by Surrey Chambers of Commerce) took place in March where around forty business leaders from across Epsom town centre discussed what a BID could do for our town. At the end of the event they unanimously agreed that Epsom should look seriously at creating a BID and move to the next stage - a survey of all businesses to see if a BID is feasible in the town.

So that's why we're now sending you the attached survey - and an information brochure about BIDs. We want to understand your views, the real needs of businesses in the area and the barriers and opportunities for growth. Specifically, we want to see if you too think we should follow the successful examples of over 200 towns in Britain that have set up a Business Improvement District.

We'd be grateful if you could complete the survey and return it by XX/XX/16 to any of the drop-off points around the town centre set out at the end. We very much look forward to hearing your views.

Contact Details

AGENDA ITEM 7
ANNEXE 1

Q1	Name	
		94 (100.0%)
Q2	Business name	
		97 (100.0%)
Q3	Address with postcode	
		93 (100.0%)
Q4	Phone number	
		87 (100.0%)
Q5	Email address	
		85 (100.0%)
Q6	How do you prefer to be contacted	
	Email.....	75 (80.6%)
	In person.....	16 (17.2%)
	By phone.....	22 (23.7%)
	In writing	9 (9.7%)

Your Business

Q7	What type of business do you run? (Tick all that apply)	
	Comparison retail (fashion, gifts, home etc).....	23 (29.5%)
	Convenience retail (food, newsagent etc)	5 (6.4%)
	Service retail (hairdresser, nail bar etc).....	17 (21.8%)
	Restaurant/ cafe/ takeaway	15 (19.2%)
	Pub/ bar/ leisure	5 (6.4%)
	Office and professional.....	17 (21.8%)
	Other 19 (100.0%)	
Q8	Is your business	
	Independent.....	51 (53.1%)
	Part of a national group	38 (39.6%)
	Part of a franchise	7 (7.3%)

Q9 How long have you been trading in Epsom?

**AGENDA ITEM 7
ANNEXE 1**

1-3 years.....	23 (24.5%)
3-6 years.....	11 (11.7%)
6-10 years.....	15 (16.0%)
More than 10 years.....	45 (47.9%)

About Epsom

Q10 Which three town centres do you think are Epsom's main competitors?

Croydon	27 (28.7%)
Dorking	12 (12.8%)
Guildford.....	45 (47.9%)
Kingston.....	88 (93.6%)
Sutton	63 (67.0%)
Other 4 (100.0%)	

Q11 Do you think Epsom achieves its potential as:

	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
A market town for local people	11 (11.6%)	56 (58.9%)	16 (16.8%)	8 (8.4%)	4 (4.2%)
A place for businesses to start and grow	2 (2.1%)	44 (45.4%)	32 (33.0%)	11 (11.3%)	8 (8.2%)
A retail destination	1 (1.1%)	38 (41.3%)	37 (40.2%)	13 (14.1%)	3 (3.3%)
A place for a good evening out	2 (2.1%)	44 (46.8%)	29 (30.9%)	12 (12.8%)	7 (7.4%)
A place for a fun day out	0 (0.0%)	23 (24.5%)	42 (44.7%)	23 (24.5%)	6 (6.4%)

Q12 Rate the following aspects in the town centre where 1 is not a problem and 5 is a significant problem

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ANNEXE 1**

	1 Not a problem	2 Not a problem	3 Neutral	4 Significant problem	5 Significant problem	Don't know
Cleanliness of streets during the day	38 (39.2%)	26 (26.8%)	24 (24.7%)	4 (4.1%)	5 (5.2%)	0 (0.0%)
Cleanliness of the streets in the evening	19 (20.2%)	15 (16.0%)	28 (29.8%)	19 (20.2%)	5 (5.3%)	8 (8.5%)
Finding your way around the town centre	26 (28.6%)	22 (24.2%)	24 (26.4%)	15 (16.5%)	4 (4.4%)	0 (0.0%)
Quality of streets, pavements and public spaces	15 (15.8%)	17 (17.9%)	34 (35.8%)	20 (21.1%)	9 (9.5%)	0 (0.0%)
Variety of retail outlets	6 (6.5%)	12 (12.9%)	23 (24.7%)	29 (31.2%)	22 (23.7%)	1 (1.1%)
Overall image of the area	13 (13.7%)	18 (18.9%)	36 (37.9%)	19 (20.0%)	8 (8.4%)	1 (1.1%)
Shoplifting	9 (9.6%)	17 (18.1%)	29 (30.9%)	15 (16.0%)	8 (8.5%)	16 (17.0%)
General perception of crime	12 (12.6%)	25 (26.3%)	36 (37.9%)	10 (10.5%)	3 (3.2%)	9 (9.5%)
Graffiti and vandalism	16 (17.4%)	34 (37.0%)	22 (23.9%)	10 (10.9%)	3 (3.3%)	7 (7.6%)
Crime against the person (assault etc)	9 (9.7%)	30 (32.3%)	30 (32.3%)	8 (8.6%)	4 (4.3%)	12 (12.9%)
Anti-social behaviour (eg drunkenness)	7 (7.5%)	18 (19.4%)	28 (30.1%)	24 (25.8%)	5 (5.4%)	11 (11.8%)
Pavement clutter and A-Boards left on pavement	18 (19.8%)	25 (27.5%)	33 (36.3%)	9 (9.9%)	1 (1.1%)	5 (5.5%)
Traffic congestion	4 (4.2%)	3 (3.2%)	14 (14.7%)	31 (32.6%)	42 (44.2%)	1 (1.1%)
Level of shop rents	2 (2.2%)	6 (6.5%)	22 (23.7%)	26 (28.0%)	25 (26.9%)	12 (12.9%)
Availability of car park spaces	10 (10.4%)	13 (13.5%)	15 (15.6%)	27 (28.1%)	31 (32.3%)	0 (0.0%)
Partnership working between businesses	4 (4.3%)	12 (12.8%)	40 (42.6%)	17 (18.1%)	13 (13.8%)	8 (8.5%)
Availability of parking for business deliveries	2 (2.1%)	7 (7.3%)	15 (15.6%)	30 (31.3%)	41 (42.7%)	1 (1.0%)
Cost of parking	2 (2.2%)	4 (4.3%)	14 (15.1%)	23 (24.7%)	49 (52.7%)	1 (1.1%)
Recruiting and retaining the right staff	10 (10.9%)	21 (22.8%)	30 (32.6%)	18 (19.6%)	10 (10.9%)	3 (3.3%)
Lack of contactless payment at Epsom station	6 (6.3%)	5 (5.3%)	25 (26.3%)	20 (21.1%)	30 (31.6%)	9 (9.5%)
Street decoration (hanging baskets, planting)	20 (20.8%)	15 (15.6%)	38 (39.6%)	16 (16.7%)	6 (6.3%)	1 (1.0%)

Q13	How much do you think the following could improve your trading	AGENDA ITEM 7			
		A lot	A little	Not at all	Don't know
	Uniformed patrol in the day	8 (8.5%)	46 (48.9%)	35 (37.2%)	5 (5.3%)
	Uniformed patrol at night	23 (24.5%)	35 (37.2%)	26 (27.7%)	10 (10.6%)
	A more pedestrian-friendly town centre	41 (43.6%)	35 (37.2%)	17 (18.1%)	1 (1.1%)
	More litter picking	18 (19.4%)	53 (57.0%)	20 (21.5%)	2 (2.2%)
	More gun removal/ deep clean of pavements	24 (25.5%)	44 (46.8%)	24 (25.5%)	2 (2.1%)
	Overall image of the area	49 (52.7%)	37 (39.8%)	6 (6.5%)	1 (1.1%)
	An Epsom loyalty card	21 (22.3%)	42 (44.7%)	20 (21.3%)	11 (11.7%)
	Increased promotional activity (of Epsom town centre)	53 (55.8%)	29 (30.5%)	8 (8.4%)	5 (5.3%)
	More events in the town centre	54 (56.8%)	30 (31.6%)	9 (9.5%)	2 (2.1%)
	More specialist markets	44 (46.8%)	35 (37.2%)	12 (12.8%)	3 (3.2%)
	Business networking events and opportunities	46 (48.9%)	36 (38.3%)	10 (10.6%)	2 (2.1%)
	Town centre-wide free wifi	44 (46.8%)	31 (33.0%)	16 (17.0%)	3 (3.2%)
	Improvements to pavement and public spaces	35 (37.6%)	44 (47.3%)	11 (11.8%)	3 (3.2%)
	Businesses collectively buying utilities to cut costs	24 (26.1%)	32 (34.8%)	20 (21.7%)	16 (17.4%)
	Strategy to bring in more/ new retail	62 (66.0%)	22 (23.4%)	8 (8.5%)	2 (2.1%)
	Availability of parking/ stopping for deliveries	65 (67.7%)	20 (20.8%)	7 (7.3%)	4 (4.2%)
	Parking incentives and offers	70 (73.7%)	19 (20.0%)	5 (5.3%)	1 (1.1%)
	Finding and retaining the right staff	38 (41.3%)	34 (37.0%)	14 (15.2%)	6 (6.5%)
	Introducing contactless payment at Epsom station	42 (44.7%)	31 (33.0%)	14 (14.9%)	7 (7.4%)
	Taxi marshals to efficiently get people into cabs at night	16 (16.8%)	37 (38.9%)	28 (29.5%)	14 (14.7%)
	Enhancement of Epsom's historic nature	30 (31.9%)	37 (39.4%)	19 (20.2%)	8 (8.5%)
	Marketing of Epsom as a contrast to clone towns	39 (41.1%)	37 (38.9%)	13 (13.7%)	6 (6.3%)
	More CCTV	39 (41.1%)	31 (32.6%)	18 (18.9%)	7 (7.4%)
	Footfall counters in key parts of the town centre	25 (26.9%)	32 (34.4%)	21 (22.6%)	15 (16.1%)
	Other- please state	13 (100.0%)			

Capital Investment

Our main competitors have big capital investments in progress: Eden Walk in Kingston; both ends of Sutton town centre; Guildford's and Leatherhead's regeneration masterplan.

Q14	How concerned are you that Epsom might find it even harder to cope with the extra costs of the BID?	ANNEXE 1
	Very concerned.....	30 (31.3%)
	Quite concerned	35 (36.5%)
	Only a little concerned.....	19 (19.8%)
	Not at all concerned.....	7 (7.3%)
	Don't know.....	5 (5.2%)

Business Improvement District (BID) Investment

In addition to big capital investments Kingston, Sutton, Croydon and Guildford all have BIDs in place. These are business-lead, business-funded bodies, formed to improve a town centre - it's the businesses that decide what they want for an area and pool funding to pay for it

Q15	Do you think a BID would be good for Epsom - something that should be tested at a ballot?
	Yes..... 56 (58.9%)
	No..... 5 (5.3%)
	Undecided - need more information..... 34 (35.8%)

Q16	How far do you think Epsom could benefit from an additional spend of between £150,000 and £20,000 a year?
	Hugely..... 36 (38.3%)
	Quite a lot..... 26 (27.7%)
	Somewhat..... 20 (21.3%)
	Not at all..... 3 (3.2%)
	Don't know..... 9 (9.6%)

Q17	How optimistic are you that your trading conditions will improve if Epsom businesses don't pursue a Business Improvement District
	Hugely..... 9 (10.3%)
	Quite a lot..... 27 (31.0%)
	Somewhat..... 35 (40.2%)
	Not at all..... 16 (18.4%)

Q18	Would you like to be further involved in your town centre?
	Yes..... 54 (61.4%)
	No..... 34 (38.6%)

If so how:

**AGENDA ITEM 7
ANNEXE 1**

On a business steering group to look at improvements	19 (34.5%)
Taking part in a detailed consultation meeting following surveys	16 (29.1%)
Attending regular informal networking events with other businesses.....	28 (50.9%)
Sharing news through social media.....	25 (45.5%)
Helping to create or update a website	8 (14.5%)
Designing printed material.....	6 (10.9%)
Printing	5 (9.1%)
Other - please state	2 (100.0%)

Thank you for taking the time to complete this survey.
Now please return it by XX /XX/16 to any business below:

- Mark & Spencer**, Customer Services, Ground Floor,
Doddle, Station Approach, Epsom
- Town Hall**, Reception, The Parade, Epsom
- So Lippy**, 45 Upper High Street, Epsom
- The Stitch Mouse**, 22 South Street, Epsom

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COMMUNITY INFRASTRUCTURE LEVY (CIL) GOVERNANCE ARRANGEMENTS
- REPORT FROM JOINT INFRASTRUCTURE GROUP

<u>Report of the:</u>	Head of Place Development
<u>Contact:</u>	Karol Jakubczyk
Urgent Decision?(yes/no)	No
If yes, reason urgent decision required:	N/A
<u>Annexes/Appendices</u> (attached):	Annexe 1: Joint Infrastructure Group Terms of Reference
<u>Other available papers</u> (not attached):	Regulation 123 List of Infrastructure to be funded by CIL Strategy & Resources Committee 29 September 2015 Item 11: Community Infrastructure Levy Proposed Governance Arrangements

REPORT SUMMARY

The Council introduced the Community Infrastructure Levy (CIL) on 1 July 2014. The Council is responsible for the collection, distribution and spending of CIL monies. The Council has convened the Joint Infrastructure Group (JIG), comprised of Borough Council Members, Surrey County Council Members, Borough Council Officers and representatives from our infrastructure partners to help determine how funds collected through CIL should be distributed.

This report provides an overview of the JIG's inaugural meeting and seeks the Committee's ratification of the Group's Terms of Reference.

RECOMMENDATION (S)

- (1) That the Committee note the issues discussed during the JIG's inaugural meeting; and**
- (2) Subject to any further changes the Committee ratifies the JIG's Terms of Reference.**

Notes

1 Implications for the Council's Key Priorities, Service Plans and Sustainable Community Strategy

- 1.1 The Local Plan is intended to provide the spatial planning mechanism for the vision set out in the Sustainable Community Strategy, and it will assist in the achievement of all the Council's Key Priorities. The Community

Infrastructure Levy (CIL) is the mechanism that will ensure that future developments contribute towards the community infrastructure that is needed to support growth.

2 Background

- 2.1 We adopted and began charging CIL from 1 July 2014. CIL is now the main way in which we collect contributions from developers to help fund the infrastructure provision required to support new development. It is a source of top-up-funding and as such, infrastructure improvement schemes will need to identify other supplementary sources of funding.
- 2.2 As the CIL collecting authority we have responsibility for determining how our receipts are spent. We are also responsible for distributing the funds to the relevant infrastructure providers.
- 2.3 Most of the money collected through CIL (80%) can be allocated towards the infrastructure items/types that we have identified on our Regulation 123 List. The Strategy & Resources Committee approved the Borough Council's Regulation 123 List on 29 September 2015.
- 2.4 The CIL Regulations allow us to spend up to 5% of our annual receipts to cover the administrative costs incurred in operating the Levy. The CIL Guidance states that the 15% should be allocated to fund local schemes. The funds may only be used to support the development of the relevant area by funding:
 - (a) the provision, improvement, replacement, operation or maintenance of infrastructure; or
 - (b) anything else that is concerned with addressing the demands that development places on an area.
- 2.5 In order to help to decide how our CIL monies should be allocated and spent the Strategy & Resources Committee agreed to the establishment of a Joint Infrastructure Group (JIG). The Group also takes responsibility for overseeing the updating and prioritisation of schemes within the Council's Infrastructure Delivery Plan (IDP). The JIG will report any recommendations to the Borough Council's S&R Committee; Capital Members' Group and Capital Officers' Group when appropriate.

3 Outputs from Inaugural JIG Meeting

- 3.1 The JIG's inaugural meeting took place on 13 September 2016. Although attended by Members of the Borough Council, some of those Members were also acting as representatives from the County Council's Local Committee. This reflects the objectives in infrastructure planning and delivery that both authorities share. The meeting was also attended by the Head of Place Development, the Planning Policy Manager and the County Council's Infrastructure Agreements & CIL Manager.

- 3.2 The agenda was primarily concerned with procedural matters, some of which merit consideration and ratification by the S&R Committee.
- 3.3 The first item was the draft Terms of Reference for the JIG. Following discussion, a number of amendments were introduced. These were; that the Chairman of the JIG is appointed from the Borough Council representatives; that JIG is permitted to appoint substitutes to attend and participate; that County Council Officers are provided with an open invitation to attend; and that future JIG meetings be open to representatives from other infrastructure providers as necessary. The changes have been incorporated into the JIG Terms of Reference which is included under **Annexe 1** for the Committee to consider and ratify.
- 3.4 The JIG considered an item setting out how the Group will interact with other Borough Council committees and groups – specifically S&R, the Financial Policy Panel and the Capital Managers Group. In doing so the JIG discussed the model cycle originally put before the S&R Committee on 29 September 2015. The JIG is seeking to further streamline the process and will consider this matter further at their next meeting.
- 3.5 The Group were provided with an overview of both CIL monies collected and of committed allocations to date. The Group Members discussed allowance to spend up to 5% of our annual CIL receipts on administrative costs and agreed that this was a sensible approach and amount to allocate.
- 3.6 The Group considered infrastructure schemes that could benefit from top-up funding from the CIL funds. Specifically there was discussion as to whether monies be allocated towards the preparation of a feasibility study to explore options for delivering Plan E Phase 2; which proposes to extend the highway and infrastructure improvements currently being implemented (under Phase 1) to the rest of the town centre. The JIG agreed that CIL monies should be used to fund this part of Plan E Phase 2 and that their views be reported to the Strategy & Resources Committee for decision in due course
- 3.7 The JIG had a full discussion on the possible opportunities available for spending/ distributing the 15% local scheme allocation. They considered an option put forward by Officers and suggested alternatives of their own. It was agreed that Officers would prepare further information on the suggested alternatives, which would be made available for discussion at the next meeting.
- 3.8 Finally, the JIG requested a review of the Borough Council's existing Infrastructure Delivery Plan (IDP), which would take account of implemented schemes and any changes in priority. In order to initiate this process a revised draft IDP will be considered by the next JIG meeting, which is scheduled to take place during December 2016.

4 Financial and Manpower Implications

- 4.1 Staff resources have been allocated to oversee the day to day running costs of CIL such as monitoring, implementation and enforcement. These costs are being funded by the 5% of annual receipts available to cover administration. The JIG has agreed that this is a sound approach for the Borough Council to take.
- 4.2 It has been anticipated that further resources may be required to oversee the allocation of CIL monies. It has been suggested that there may be additional associated administrative costs with the JIG. The 5% administration allocation may be sufficient. Resource expenditure will be closely monitored and managed accordingly.
- 4.3 **Chief Finance Officer's comments:** *When determining the allocation of CIL monies due regard will need to be given to complying with both legislative and accounting requirements as well as the Council's budgetary process.*
- 4.4 *Monies allocated to fund feasibility studies that do not progress will fall to the Council's General Fund Revenue Account and consideration should be given to making appropriate provisions based upon the risk of the project not progressing.*

5 Legal Implications (including implications for matters relating to equality)

- 5.1 The Regulations require the Council to be transparent in how CIL funds are allocated. Establishing governance arrangements will ensure such requirements are addressed. The ratification of the Terms of Reference will contribute towards that process.
- 5.2 **Monitoring Officer's comments:** *It is important that whatever arrangements are put in place to decide how CIL should be spent, that there is due regard to the requirements of the legislation as to what CIL can and cannot be used to fund.*

6 Sustainability Policy and Community Safety Implications

- 6.1 Money collected through CIL will help to deliver essential community infrastructure that maintain and enhance the Borough as a sustainable place to live, work and visit.

7 Partnerships

- 7.1 The allocation of CIL monies will require partnership working with infrastructure providers. The JIG will facilitate such partnership working. This is demonstrated by the inclusion of Surrey Local Committee Members and Surrey Officers on the Group. The proposed amendments to the JIG's Terms of Reference will allow additional representation from other infrastructure partners/ providers.

8 Risk Assessment

- 8.1 Without governance arrangements for the allocation of CIL monies we will not be meeting the requirements of the CIL regulations.

9 Conclusion and Recommendations

- 9.1 The Committee notes that the JIG has held its inaugural meeting and discussed a number of issues, making recommendations specifically in relation to use of the 5% administrative allocation and the allocation of CIL funds towards the preparation of a feasibility study for Plan E Phase 2: both these matters will be subject to later approval by the Strategy and Resources Committee.
- 9.2 The Committee are also asked to ratify, subject to any changes, the JIG's Terms of Reference.

WARD(S) AFFECTED: (All Wards);

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Name of Group: Joint Infrastructure Group (JIG)

Membership: 3 Borough Councillors
2 Surrey County Councillors

When necessary, appointed substitutes can attend and participate in the JIG

Head of Place Development
Member of the Planning Policy Team

A seat on the JIG is always available to Surrey County Council Officers when they wish to attend

Representatives from other infrastructure providers will be permitted to attend the JIG when necessary

Chair: To be appointed from Borough Council Members

Frequency: 3 times a year (extra meetings as and when required)
April
September
December

Objectives: To oversee the allocation and spending of CIL monies, including the 80% to be spent on strategic infrastructure projects and the 15% community element.

To oversee the updating and prioritisation of schemes within the Council's Infrastructure Delivery Plan (IDP).

Record of meeting: Actions and notes of each meeting will be recorded with progress being reported to the following meeting. The minutes will not be publically available.

Reporting: Recommendations are to be made to the Strategy and Resources Committee, Capital Members Group and Capital Officers Group where appropriate. This will include recommendations as to which schemes should receive CIL funding and how the IDP should be updated and prioritised.

As required by the CIL Regulations, details of CIL finances will be reported annually via the Annual Monitoring Report (AMR), produced by the planning policy team. This will include the total CIL amounts received for the financial year, the total CIL expenditure for the financial year (including various details such as which projects were funded and the amounts, any CIL amounts spent on administrative purposes), and any CIL monies retained at the end of the reported year.

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LAND AT ORMONDE AVENUE, EPSOM

Report of the: Head of Property
Contact: Simon Young
Urgent Decision?(yes/no) No
If yes, reason urgent decision required: N/A
Annexes/Appendices (attached): Annexe 1: Map of the land
Other available papers (not attached): None stated

REPORT SUMMARY

This report proposes that a small piece of land be transferred to Rosebery Housing Association, to facilitate residential development of their adjacent site.

RECOMMENDATION (S)

That the Head of Property, following consultation with the Chairman of the Strategy and Resources Committee, the Director of Finance & Resources, the Head of Housing & Environmental Services, and the Head of Legal & Democratic Services, be authorised to transfer the land shown hatched black on the attached map to Rosebery Housing Association, on such terms as he considers appropriate.

Notes

1 Implications for the Council's Key Priorities, Service Plans and Sustainable Community Strategy

1.1 This proposed disposal will contribute towards the Council's key priorities of Managing Our Resources and Supporting Our Community, by making best use of Council land and supporting in the delivery of new affordable housing.

2 Background

2.1 Rosebery Housing Association (RHA) has reviewed its land holdings and has been looking at opportunities to develop new housing in the Borough. RHA owns a parcel of land at Ormonde Avenue on the Longmead Estate, Epsom. The site was previously used as a small garage court serving nearby residents.

- 2.2 In 2014, RHA submitted a planning application seeking planning permission for the demolition of the 9 garages and erection of 1x three-bedroom house and 1x 2 bedroom house, with associated parking, replacement parking and soft and hard landscaping. The application was refused by the Council in July 2014. RHA appealed against this decision.
- 2.3 The main issue in the appeal was the impact of the development on parking in Ormonde Avenue and Hollymoor Lane, having specific regard to traffic, living conditions and pedestrian safety. By a decision dated 8 January 2015, the Planning Inspector allowed the appeal and granted planning permission for the development.

3 Proposals

- 3.1 It can be seen that part of the development site is on land which is owned by Epsom & Ewell Borough Council. The land is subject to rights in favour of RHA, including a right of way over the land. Whilst the development which has planning consent could not be built without the Council's land being transferred, it would be possible to reconfigure the site to avoid encroaching on our land. Planning consent having previously been given for development of the site, it would perhaps be difficult to resist a future application.
- 3.2 The development as currently consented, however, is considered to make good use of the site. It would provide much needed new housing.
- 3.3 RHA have asked that the Council consider transferring the land for nil cash consideration. In return, two options have been suggested. The preferred option is summarised below. The other option requests a substantial payment from the Council to RHA in order to make the proposal viable; officers do not believe this would be a good proposition.
- 3.4 The preferred option is an offer for the properties to be built as affordable rented properties and for the Council to be given nomination rights for a time in respect of those properties. This would add to the affordable housing stock in the borough and would enable us to house two households in need from those currently on our Housing Needs Register. Increasing the pool of affordable housing stock to which we can nominate would have a financial benefit, though it is difficult to quantify what this would actually be.
- 3.5 The full details are yet to be worked out and, hence, it is suggested that finalising the details be delegated to the Head of Property as set out in the recommendation. It is likely that the nomination rights would be time limited, but most likely for a long period – perhaps in sync with the general nomination agreement which was put in place when the Council's housing stock was transferred to RHA. This will be a matter for discussion.

4 Asset Management Plan 2012-2016

4.1 The Asset Management Plan 2012-2016 is currently under review and this will in due course be reported to committee. The plan as it stands includes the following provisions which are relevant to this report.

Disposal Criteria	Comment
All disposals are governed by the obligation to secure the best consideration which can reasonably be obtained pursuant to Section 123 of the Local Government Act 1972, although non-financial benefits may form part of the consideration.	See separate section of this report.
The property is declared surplus to requirements by the relevant service department, after concluding that operational life cannot be extended by repair, adaptation or other measures. The decision to be confirmed by Corporate Management Board.	The property is not, and has not been in use by any Council service, so this is not applicable.
An option appraisal is carried out to determine alternative operational use or other reason to retain the property. This exercise would encompass potential for income generation with or without further investment and whether it is possible to improve efficiency by a part or split disposal.	There is no scope or need for operational use of this property.
Is there scope for a Community Asset Transfer or sharing option?	No – this is not a realistic option given the nature of the land, its location and existing rights in favour of RHA.
If there is no potential for alternative use or Community Asset Transfer the preferred option should be a sale but this should be governed by an assessment of current market conditions and a review of longer term operational requirements.	See separate section in relation to “best consideration”.
The Strategy and Resources Committee determines the best means of disposal - sale, long lease or short term lease/licence based on advice from the Corporate Property Officer or external agent	This report meets this requirement.
In the case of development land or property for refurbishment the requirement for an overage provision (‘claw back’) should be considered	This is not considered to be applicable in all the circumstances.
The Strategy and Resources Committee must approve the method and terms of all sales and of other disposals where a decision has not been delegated to Officers.	This report meets this requirement. Strategy & Resources Committee is recommended to give specific authorisation to officers to finalise the precise terms.

5 Best Consideration

- 5.1 Under section 123 of the Local Government Act 1972, the Council can dispose of land in any manner it wishes, subject to certain constraints. A Council shall not, without the consent of the Secretary of State, dispose of land for a consideration less than the best which can reasonably be obtained. In this context, a disposal excludes granting a lease of less than seven years.
- 5.2 The Secretary of State has issued the General Disposal Consent (England) 2003. This is Annexed to Circular 06/03, which contains further relevant guidance.
- 5.3 The General Disposal Consent permits the Council to dispose of land for less than best consideration, provided that the Council considers that the purpose for which the land is to be disposed is likely to contribute to the achievement of one or more of the following objects in respect of the whole or any part of the Borough, or of all or any persons resident or present in the Borough:
- 5.3.1 The promotion or improvement of economic well-being;
 - 5.3.2 The promotion or improvement of social well-being; and
 - 5.3.3 The promotion or improvement of environmental well-being; and
- The undervalue (the difference between the unrestricted value – the market value - and the terms for the disposal), does not exceed £2million.
- 5.4 Under the terms of the General Consent, the unrestricted value is to be assessed in accordance with a Technical Appendix. This in turn effectively requires that a report be obtained from a qualified valuer (a member of the Royal Institution of Chartered Surveyors).
- 5.5 This is also emphasised in the Circular, which states that an authority “should ensure that it complies with normal and prudent commercial practices, including obtaining the view of a professionally qualified valuer as to the likely amount of the undervalue.”
- 5.6 In this case, it is proposed that the sale be for nil cash consideration, so it is arguable that the transaction is at an undervalue. The proposed grant of nomination rights is difficult to value. However the amount of the “undervalue”, if there is one, is very clearly less than £2million. Accordingly it is not proposed that a formal valuation be sought, and it is clear that the transaction is one which the Council can agree without specific consent from the Secretary of State.

6 Financial and Manpower Implications

- 6.1 The land clearly does have some value, though as a result of the rights already existing over it, it is difficult to quantify what that value is. Whilst the scheme as proposed requires a small part of the Council's land, it could arguably be redesigned to proceed without requiring this. It is a moot point whether the existing rights in favour of RHA are sufficient to allow them to develop the land without our involvement. Looking at the proposal in the round, it is considered that this is a transaction which should be supported.
- 6.2 **Chief Finance Officer's comments:** Quantifying the value of the land at this stage, is difficult as there is no exact definition of exactly what is being valued and the rights over it. The main financial benefits that would arise if the land is transferred would be affordable housing nomination rights for the Council which would help provide for two households currently on the Council's housing needs register. The budget required for homelessness in the Borough stands at £1.025m in 2016/17 and is a demand on the Council's General Fund.
- 6.3 The recommendation in this report will allow for the specific quantification of these points and terms before transfer of the land.

7 Legal Implications (including implications for matters relating to equality)

- 7.1 **Monitoring Officer's comments:** *The legal implications of the proposal are considered in the body of the report. Provided an appropriate agreement can be reached in respect of nomination rights, I have no concerns in relation to what is proposed.*

8 Sustainability Policy and Community Safety Implications

- 8.1 There are no implications arising from this report.

9 Partnerships

- 9.1 The Council transferred its housing stock to RHA, but retained nomination rights over former Council properties. It is essential that we work effectively together with RHA in order to deliver the best outcome for those who apply to join the Council's housing waiting list. We have recently worked with RHA in relation to a number of other properties, and if this matter can be agreed, it would further cement the relationship.

10 Risk Assessment

- 10.1 The main risks in relation to this matter are firstly in relation to securing appropriate nomination rights. We are confident that such agreement will be forthcoming. Secondly, there is a risk to the relationship with RHA and our work on other sites if we cannot agree this transaction.

11 Conclusion and Recommendations

- 11.1 Whilst it would not normally be in the Council's best interests to dispose of land for nil consideration, it is considered that, when taken in the round, this is a disposal which can be recommended. The positive points include the provision of more much needed new affordable housing in the Borough, the increase in the number of properties to which we can nominate households and the benefit to the relationship between the Council and RHA.
- 11.2 It is therefore recommended that the Head of Property be authorised to agree the terms of the transfer to RHA, subject first to consultation with colleagues and the Chairman of the Strategy & Resources Committee

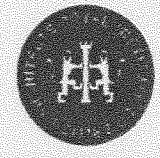
WARD(S) AFFECTED: Court Ward;



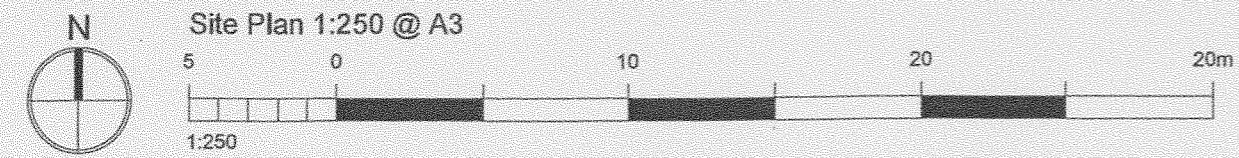
Notes

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2. Do not scale this drawing except for Local Authority planning purposes
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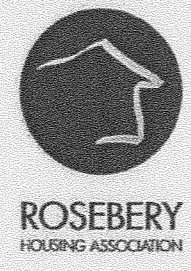
Rev.	Revision	By	Date	Check	Date



Land in the ownership of Epsom and Ewell Borough Council



Ormonde Avenue
Epsom
Rosebery Housing Association

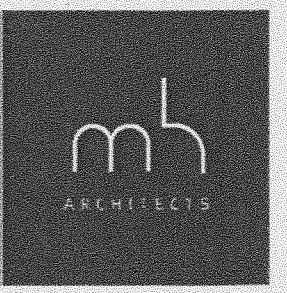


Project & Drawing title

OWNERSHIP PLAN

Drawn	Date	Checked	Date	Scale at A3
pmh	190514			1:250
Job N°	13-122	Drawing N°	509-103	Rev.
Status	PLANNING APPLICATION			

Ground Floor / Bicentennial Building
Southern Gate / Chichester
West Sussex / PO19 8EZ
t: 01243 774748
e: admin@mharchitects.co.uk
www.mharchitects.co.uk
Limited Company
Registered in England No.1994235



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EXCLUSION OF PRESS AND PUBLIC

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

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