

AS AMENDED BY COUNCIL ON 18TH JULY 2019

THE DISTRICT COUNCIL OF TANDRIDGE

STRATEGY & RESOURCES COMMITTEE

Minutes and report to Council of the meeting of the Committee held in the Council Chamber, Council Offices, Station Road East, Oxted on the 13th June 2019.

PRESENT: Councillors Elias (Chair), Bloore (sub), Botten, Bourne, D. Cooper, Davies, Duck, Jecks, Lee, Lockwood (sub), Milton and Orrick (sub).

APOLOGIES FOR ABSENCE: Councillors Caulcott, M. Cooper, Langton and N. White.

ALSO PRESENT: Councillors Blackwell, Mills, Pursehouse, Sayer, Steeds, Stamp and Wren.

26. MINUTES

The minutes of the meetings held on the 21st March and 21st May 2019 were confirmed and signed by the Chair.

27. QUESTIONS SUBMITTED UNDER STANDING ORDER 29(2)

Three questions had been submitted by Councillor Wren. These were read out by Councillor Sayer and responded to by the Chair. A copy of the questions and responses is provided at **Appendix A**.

COUNCIL DECISION
(subject to ratification by Council)

28. REVENUE BUDGETS AND CAPITAL PROGRAMME - PROVISIONAL OUTTURN FOR 2018/19

A report was presented regarding the provisional outturn position of the General Fund and Housing Revenue Account. The General Fund revenue budget had been underspent by £63,820 and the Housing Revenue Account (HRA) had produced a surplus of £1,276,200. Actual outturn figures for the General Fund and HRA (compared to the annual estimates) were presented as per the summary at **Appendix B**.

The Committee was advised that, as per the table at **Appendix C**, £66,131,770 of the Capital Programme underspend was due to slippage (i.e. expenditure on individual schemes which, whilst unspent during 2018/19, would still be necessary to complete the schemes).

Following members' questions, officers stated that there had been additional temporary staff costs due to the Customer First programme and the need for additional support during the transitional period. However, cost reductions were anticipated following the Customer First transition.

The Council's draft budgetary outturn position for 2018/19 was noted. This, and the financial accounts for 2018/19, were still subject to external audit by Deloitte LLP. The audit was due for completion by mid-July.

It was necessary for the Council to approve the required slippage from the 2018/19 capital programme into 2019/20.

RECOMMENDED - that:

- A. the draft financial position of the Council's outturn for 2018/19 be noted; and
- B. the 2019/20 Capital Programme be increased by £66,131,770 to reflect the slippage of capital underspend from the 2018/19 financial year.

COMMITTEE DECISIONS
(Under powers delegated to the Committee)

29. STRATEGY & RESOURCES COMMITTEE DELIVERY PLAN 2018/19 – END OF YEAR REPORT

A report was submitted to inform the Committee about progress against its 2018/19 delivery plan.

Before inviting officers to present the report, and in connection with the 'Regen Oxted' project and the question of parking provision within the town, the Chair, seconded by Councillor Jecks, moved that:

“officers inform the proposed contractor that the Council no longer wishes to enter into a contract with them for the construction of two additional decks on the Ellice Road Car Park and that the existing tender therefore be allowed to lapse”

Upon being put to the vote, this motion was carried.

Arising from a discussion about the on-street parking in Oxted, during the course of which, a letter from the LoveOxted Business Improvement District explaining the difficulties currently being experienced by businesses was read out, Councillor Botten, seconded by Councillor Lee, moved that the free parking in Ellice Road be extended to two hours as an emergency measure from 30th June 2019 to 30th June 2021. This was in light of concerns about the effectiveness of the current on-street parking enforcement service and the loss of several on-street parking bays due to the construction works at the former gasholder site. Upon being put to the vote, this motion was carried.

RESOLVED – that:

- A. performance against the agreed Strategy & Resources Committee Delivery Plan at the end of 2018/19, as attached at **Appendix D**, be noted;
- B. the free parking in Ellice Road be extended to two hours as an emergency measure from 30th June 2019 to 30th June 2021; and
- C. officers inform the proposed contractor that the Council no longer wishes to enter into a contract with them for the construction of two additional decks on the Ellice Road Car Park and that the existing tender therefore be allowed to lapse.

30. UPDATE FOLLOWING THE ACQUISITION OF QUADRANT HOUSE, CATERHAM

The Council had purchased the freehold of Quadrant House on 2nd April 2019. This four-storey building comprised 19 retail units at ground level with three storeys of offices above, together with a basement car park. A report was submitted to update Members about how the purchase was intended to protect employment and influence the regeneration of Caterham Valley.

The vacant space was being actively marketed with the intention of creating a business hub and to generate a variety of income streams from users of the building. Potential business hub operators had been invited to submit proposals in response to the specification at **Appendix E**. The possibility of having to grant a rental subsidy to enable the chosen operator to provide the community orientated business space (as envisaged by the specification) was acknowledged. The report explained that tenders would be sought for a new management contract within the next six months for services including rent / service charge collection; building management / maintenance; health & safety compliance and tenant liaison.

Details of future refurbishment works were also provided, including the intention to seek tenders for architectural and project management services.

Following the debate, Councillor D. Cooper, seconded by Councillor Lee, moved that recommendation B be amended to include the words 'in consultation with ward councillors'. Upon being put to the vote, this was carried.

Councillor Bourne, seconded by Councillor Botten, moved that recommendation C be amended to include the additional words 'within the agreed budget of £800,000'. Upon being put to the vote, this was carried.

RESOLVED – that

- A. the current position in relation to Quadrant House be noted;
- B. officers be authorised to enter into arrangements, in consultation with ward councillors, with a suitable organisation to provide a business hub within Quadrant House, based on the principles set out in **Appendix F**, on such terms and conditions as the Strategic Director of Resources and the Section 151 Officer consider appropriate; and
- C. authority be delegated to officers to enter into such contracts, within the agreed budget of £800,000, for the refurbishment of Quadrant House as the Strategic Director of Resources considers necessary to protect the Council's investment in the property.

31. CHILDREN'S CENTRES AND THE FAMILY CENTRE

At its meeting on the 21st March 2019, the Committee agreed that the District Council should take over the running of a family centre service within the district. This followed Surrey County Council's (SCC) decision to change the service model provided by children's centres and to reduce the number of physical centres in the district from five to one.

It was intended to develop a single site family centre service based in Caterham (cricket pavilion on the Barrack Field) primarily for targeted families across the district, in tandem with universal services in other community venues. Universal services, whether provided at the family centre or at community venues, would no longer be funded by SCC but could be supported by TDC. SCC would provide £416,228 to enable TDC to run the family centre (an

approximate 16% reduction on the costs of the current children's centre provision). TDC had also allocated £75,000 for preserving services for children and their families during 2019/20 and Oxted Parish Council had offered £25,000 towards a proposal that met its expectations.

A report was presented with a proposed way forward following recent discussions with SCC. This included:

- SCC's service specification for the provision of family centres (this stated that arrangements would be for an initial period of three years, with an option to extend by two further periods of one year each);
- plans to utilise community venues across the district (Hurst Green; Lingfield; Smallfield; and Hamsey Green) from which universal services can be run by experts who have the ability and experience to help intervene before a family moves to a higher need category;
- outline costings for the family centre and an anticipated staffing structure;
- a proposal to reprofile TDC's £75,000 budget across two financial years and for Oxted Parish Council to do the same with its £25,000 contribution.

Following member debate, Officers agreed that a report on the ongoing relationship between Tandridge District Council and Surrey County Council and the provision of services would be brought to a future committee meeting.

Regarding recommendation (ii) of the report regarding proposals for community venues at various other premises throughout the district, Councillor Bourne moved that the words '*already allocated by the council*' be added after the words '*subject to their being affordable from existing funds ...*'. This was agreed.

RESOLVED – that the Chief Executive be authorised to:

- (i) enter into an agreement with Surrey County Council (SCC) to provide a family centre service in partnership with them, in accordance with the service requirements set out in SCC's specification; and
- (ii) develop further the proposals for the provision of community venues at premises in Lingfield, Hurst Green, Smallfield and Hamsey Green as described in **Appendix G** and, thereafter, subject to their being affordable from existing funds already allocated by the council or obtained from external sources, to enter into such agreements with service providers and premises owners as are necessary to put those proposals into effect.

32. INFRASTRUCTURE FEASIBILITY FUNDING

The Committee considered a suggestion that all Surrey districts and boroughs should ring-fence Community Infrastructure Levy monies to support project development in return for a contribution to costs from Surrey County Council and the Local Enterprise Partnership (LEP), Coast to Capital. This was in response to concerns that Surrey was missing out on infrastructure funding through a lack of appropriate feasibility studies. Investment in project development was needed at an early stage to develop a pipeline of projects able to apply for full funding when bidding rounds become available.

The establishment of a county-wide Infrastructure Feasibility Study Fund was therefore proposed, comprising contributions from all eleven boroughs / districts, SCC and the LEP. Members expressed a wish for the committee to discuss and agree potential business cases for the allocation of infrastructure funding, taking into account the strategic impact of proposed schemes on the District.

Councillor Botten, seconded by Councillor Bourne, moved that recommendation C in the report:

“authority be delegated to officers to determine the use of such funds for appropriate infrastructure feasibility work that will benefit the District” ...

... be removed and replaced with, *‘the matter of infrastructure feasibility funding be an item on the Tandridge Local Committee, where District and County councillors can hold Surrey County Council to account.’* Upon being put to the vote, this motion was carried.

Members identified the need for an additional resolution to clarify that further committee approval would be required for any top up funding from Tandridge in excess of the initial £250,000.

RESOLVED - that

- A. the Council should participate in the Infrastructure Feasibility Study Fund for Surrey (the Fund);
- B. the Council ringfences £250,000 of its collected Community Infrastructure Levy (CIL) for the purposes of funding feasibility studies supported by the Fund over the course of the current year and the following three years, subject to there being sufficient CIL funds available for this purpose;
- C. should there be a need to top up that funding, a further report will be brought to this committee seeking authorisation; and
- D. the matter of infrastructure feasibility funding be an item on the Tandridge Local Committee, where District and County councillors can hold Surrey County Council to account.

Rising: 21:54

APPENDIX 'A'

APPENDIX 'A'

QUESTIONS SUBMITTED UNDER STANDING ORDER 29(2) BY COUNCILLOR WREN

Question

The cost of the proposed multi storey Ellice Road car park has now risen to £5 million, most of it borrowed money. The car park will provide about 100 extra parking spaces. Why will the administration not announce that the car park is unviable and an unacceptable burden on public finances and confirm that it is not going ahead?

Response from the Chair

At the Annual Council Meeting on Tuesday 21st May, I made clear my desire as Leader to recognise the knowledge and experience brought by local councillors. I also made it clear that I am not convinced of the business case for the redevelopment of Ellice Road car park. What I meant was that the current tender for its redevelopment should be allowed to lapse. However, I acknowledge that such a decision is for this committee to take. In the meantime, officers are continuing their work with regard to considering the need for additional parking provision in Oxted and the most cost-effective way of achieving it.

The view of the administration is that the issue of Ellice Road is one of many facets of parking in Oxted. It needs to be addressed as part of these wider issues and not in isolation. We also think it's best if solutions to the issues surrounding Oxted are best recommended by those with the closest connection to the town and its residents. That's why I proposed the reconvening of the working group comprised of Oxted and Limpsfield councillors. I am disappointed that your group have indicated that they are not willing to engage in trying to improve Oxted town centre and hope that this position changes in the near future.

Question

Figures from Tandridge District Council show the cost of bringing in 2 hour free parking at Ellice Road car park is in the region of £24,000 - £47,000 a year, a relatively small amount. Why will the administration not bring in 2 hour free parking at Ellice Road car park as a positive step for Oxted to boost footfall and the image of the town centre at a difficult time when there is major disruption from the gasholder redevelopment?

Response from the Chair

I wish the position was as simplistic as you describe but it isn't. The figures you quote are from one of many financial models based on various assumptions all of which continue to change. Moreover, there is no direct evidence to show that increasing free parking time will increase footfall to the town. Parking as a whole in Oxted needs to be considered fully before any isolated decisions are made with regard to car park charges and income to the Council. We need to understand the impact of an increase in the free period on the behaviour of users – it's possible that it will have a negative impact by making it harder for other users to find space. We also need to find out Surrey's intentions with respect to new double yellow lines in various local streets as these will have a direct impact on the parking situation.

Finally, I'd like to mention that at the annual budget setting Committee meeting in February this year, there was unanimous support and approval of the budget. We will begin putting together next year's budget in the Autumn and members will be aware that we are currently facing a shortfall. We will want to weigh up our priorities carefully as part of that process, rather than making ad hoc decisions on a piecemeal basis.

Question

The Council's Chief Executive is still a member of the Oxted BID board despite Councillors being told that this was a temporary appointment which would end on 1 April this year. Why is this continuing given that there is a clear conflict of interest between the Council's wish to raise parking revenue and the businesses wish for 2 hour free parking.

Response from the Chair

The Chief Executive has formally resigned from the board as agreed. At what would have been her final meeting, she invited nominations to take over her position as chair. At that time, none of the other board members felt able to take on the role. The Chief executive therefore offered to continue to chair the meetings to facilitate the orderly conduct of the meetings, but without having a place on the board or a vote. The Board welcomed this offer. Should they change their mind or an alternative chair be appointed, she will of course step away.

There is no conflict of interest; I understand that the question of two hour free parking has not been raised at any board meeting since the Chief Executive joined the Board. Needless to say, if it were to be an agenda item, the Chief Executive would excuse herself from that debate.

APPENDIX 'B'

APPENDIX 'B'

2018/19 revenue budgets
summary of key budgetary outturn variances (compared to the annual estimates)

Committee/Area	Annual Budget	Outturn	Variance (favourable) /adverse	% Variance (favourable) /adverse
REVENUE	£	£	£	%
Resources	2,080,780	1,423,800	(656,980)	(31.5)
Community Services	5,740,000	5,792,620	52,620	0.9
Housing	967,600	960,370	(7,230)	(0.74)
Planning	2,050,720	2,337,430	286,710	13.9
Local Plan	15,000	15,000	0	0
Corporate Expenditure and Reserves	(872,200)	(611,140)	261,060	29.9
General Fund Revenue (Net Total)	9,981,900	9,918,080	(63,820)	-0.64%
Housing Revenue Account (Net Total)	0	0	0	-
CAPITAL	£	£	£	%
General Fund - Capital	75,280,200	9,636,870	(65,643,330)	-87.2
Housing Revenue Account - Capital	10,279,500	9,791,060	(488,440)	-4.75
Capital Programme (GF & HRA) Net Total	85,559,700	19,427,930	(66,131,770)	-77.2

The main items making up the main variances in the General Fund by Committee are:-

Strategy & Resources Committee:

- £600,000 of additional Business Rates income has been received from the Surrey Pilot scheme at year end, as opposed to the £500,000 we expected. The extra £100,000 is thus additional income to the General Fund in 2018/19. It should be noted that £500,000 of the pilot gain will be transferred to reserves as per the approved MTFs agreed at Council on 14 February 2019. Appendix A highlights these movements.
- £118,000 of additional rental income from the acquisition of Linden House, this additional property income was received mid-year, to be noted that £71,200 of this had been expected as reported to this Committee in March.

Community Services Committee:

- No major swings in variances since that reported to this Committee in March.

Housing Committee:

- £71,700 of additional income from grant received from the Homelessness Reduction Act, noted that £12,500 had previously been expected at March.

Planning Policy Committee:

- £351,000 overspend arising from staff vacancies within Planning and Enforcements being filled by agency staff. Note that £304,200 of this had already been reported in March.
- £105,000 additional income resulting from the fees for the Church Walk Caterham application. Note that £65,400 of this had been reported at the March Committee.

Corporate Expenditure and Reserves

- Income from treasury management investments exceeded the budget by £116,000 due to interest on Freedom loans and increase in performance of Money Market funds and non-specified investments.
- Income from Business Rates Pilot of £500,000 which has been transferred to reserves – see note under Strategy & Resources Committee above

APPENDIX 'C'

APPENDIX 'C'

Capital Programme - requested items of slippage from 2018/19 to 2019/20

Capital Scheme	Slippage £	Reason for Slippage
Strategy & Resources		
Council Offices Major Maintenance	(13,680)	Expenditure made in advance of 2019/20 Budget
Land/Asset Development	300,000	No projects currently identified
Investment and Development Fund	65,374,930	Slippage in respect of Commercial property acquisitions
Resources Total	65,661,250	
Community Services		
Ellice Road Car Park	18,070	Delay / deferred scheme
Community Services Total	18,070	
Housing General Fund		
Disabled Facilities Grants Mandatory	(35,990)	Expenditure made in advance of 2019/20 Budget
Housing General Fund Total	(35,990)	
Housing Revenue Account (HRA)		
Council House Building	108,700	Minor delays in the overall £31m build programme
Structural Works	26,610	Minor delays in the overall programme
Modernisation and Improvements	203,280	Minor delays in the programme
Energy Efficiency Works	15,290	Minor delays in the programme
Void Works	14,650	Minor delays in the programme
Housing Management software	51,120	Minor delays in the programme
Health & Safety	28,760	Minor delays in the programme
Adaptations for the Disabled	31,800	Minor delays in the programme
Essential Structural Works	(3,180)	Expenditure made in advance of 2019/20 Budget
Communal Services	11,410	Minor delays in the programme
HRA Total	488,440	
Grand Total	66,131,770	



Strategy and Resources Committee

2018/2019 Delivery Plan - End of Year Report

About this Committee

The Strategy & Resources Committee plays an important role in setting the Council's overall strategic and financial direction.

Each year, the Committee sets the Council's overall corporate objectives and priorities. It also sets the Council's annual budget, oversees Committee budgets and sets Council Tax levels.

In addition, the Committee is responsible for developing and agreeing a range of strategies including those relating to:

- Economic Development and Regeneration
- Community Safety
- Health and Wellbeing
- Assets and Property
- Emergency Planning
- Performance & Risk Management
- Data protection
- IT

The Committee also oversees a range of Council functions including:

- Reviewing the Council's constitution
- Councillor representation on local groups and organisations
- Councillors allowances
- Appointment of senior Council staff
- Complaints procedure

Each year, the Strategy and Resources Committee agrees a Delivery Plan. The Delivery Plan sets out how the Committee will deliver the Council's corporate objectives and priorities for that year. It also sets performance indicators and risks so the Committee can monitor how the Council is delivering its services.

Progress against the Delivery Plan is reported to the Strategy and Resources Committee quarterly. The Overview and Scrutiny Committee also monitors the work of this Committee and receives regular updates about the progress of the Delivery Plan.

The Committee has proportional representation from each of the political groups. For 2018/19, the Committee will be made up of will be 7 Conservatives, 3 Liberal Democrats, 2 OLRG Independents Alliance representatives and 1 Independent Group representative.

Priorities

Vision

The Council's vision is to be "*aspirational for our people, our place and ourselves*". This will be fulfilled by the following corporate objectives and priorities for 2018/19:

Objectives

- A. Providing high quality, customer focused services.
- B. Making a difference in our community by supporting those who need it most.
- C. Creating a thriving economy while protecting the local environment.
- D. Working in partnership with the community and other public services to create opportunities for all.
- E. Improving the quality of our residents' lives, including by enabling access to decent and affordable homes.
- F. Being a proactive, flexible learning environment.

Priorities

The top five priorities for achieving this in 2018/2019 are to:

1. Implement the Customer First Strategy.
2. Implement a strategy for investing in land and property in order for the Council to remain financially viable and to create more affordable housing.
3. Progress the Local Plan process to Regulation 22 submission stage (i.e. to the Secretary of State for Examination).
4. Enhance the vitality and viability of our town centres, including the adoption and implementation of regeneration schemes in Caterham and Oxted.
5. Engage with multi-agency partners to facilitate flood prevention measures in Caterham, Smallfield and Whyteleafe.

Projects

The programmes and projects below set out how the Strategy and Resources Committee will deliver the corporate objectives and priorities for 2018/19.

Each programme and project has a detailed plan and is overseen by a Board and Committee. This section provides a summary of each project. More detailed reports will be considered by this Committee during the year.

1. CUSTOMER FIRST

WHAT: The Customer First Initiative is a transformation programme to provide a new operating model for the Council, based on design principles which put the customer first and drive efficiency.

WHAT WE WILL DELIVER: Customer-focussed services and reduced costs of £1.2m of savings per year from 2019/20.

KEY DATES:

- Selection of IT/digital business partner (May/June 2018)
- Phase 1 'Go Live' (2 July 2018)
- Phase 2 staff consultation (July/August 2018)
- Phase 2 applications, assessment and selection (Sept/Nov 2018)
- Phase 2 'Go Live' (Feb 2019)



END OF YEAR UPDATE:

Outcomes	Timescale	Budget	Risks
Green	Green	Green	Green

The overall programme remains on time, on budget and is set to deliver the required savings and improved customer-focused services by the end of 2019/20. Staff have now been appointed to Phase 2 roles which will go live in February 2019. Any unfilled positions are currently being advertised. Work is ongoing to design new processes and services. Risks are documented and managed through regular reporting to the Programme Board. Ongoing work for this Programme is being prioritised against business need.

As part of the annual internal programme, RSM will undertake an audit of the Customer First initiative. A report arising from that audit will be presented to the Overview & Scrutiny Committee on the 1st October 2019. (RSM had been commissioned for this purpose prior to the current internal audit contract being awarded to the Southern Internal Audit partnership).



2. REGENOXTED

WHAT: RegenOxted is an ambitious plan to revitalise the town-centre through a multi-million pound programme of strategically important projects. Comprising 4 key projects, the programme will deliver redevelopment of the Gasholder, an urban redesign project for Station Road East & West; additional parking capacity and creation of a business hub.

WHAT WE WILL DELIVER: In 2018/19, we will commence redevelopment of Ellice Road car park, commence feasibility work for the urban redesign project and work will commence on the redevelopment of the Gasholder site. We will also complete an options appraisal of public sector sites for the business hub.

KEY DATES:

- Procurement of contractors to develop car park (Summer 2018)
- Commencement of work on car park (Winter 2018/19)
- Commencement of work on Gasholder site (Autumn 2018)
- Commencement of feasibility work on Urban Redesign (Summer 2018)
- Commencement of work on business hub options appraisal (Autumn 2018)

END OF YEAR UPDATE:

Outcomes	Timescale	Budget	Risks
Amber	Amber	Amber	Amber

Gasholder Redevelopment

The Gasholder is now demolished, and demolition specialists JF Hunt, will be off site by the end of April 2019. JF Hunt are currently processing all site matter for recycling, removing approximately 40 tonnes of matter most days. St William are due to move onto the site and setup their welfare and utility facilities in early May 2019. Remediation work will begin in the middle of May and piling work will follow immediately after and continue through to the end of 2019. Construction on site is scheduled to begin in early 2020 and finish by Summer 2021. St William have installed a Community Manager at Robert Leech estate agents on Station Road East and sales and marketing of the residential units will be done from there. A regular newsletter is now sent to immediate site neighbours. The newsletter also appears on the notice board by the site entrance on Nursery Way.

Ellice Road Car Park

In December 2018, this Committee agreed redevelopment of the car park would be postponed until January 2020 to reduce the impact on local businesses and residents whilst development commenced on the Oxted gasholder site. The start of the gasholder development was delayed by a legal challenge meaning that the demolition process only commenced in mid-January 2019. It was agreed that commencing two major projects simultaneously was too high a risk for the town centre, particularly as major utilities work was also unexpectedly scheduled for same time at short notice. Officers have been looking at alternative options to increase parking in the shorter term. 19 additional spaces have been freed up in Ellice Road as a result of permit holders being moved to the staff car park.

Urban Redesign Project

The timescales for this work have been adjusted and it is now anticipated this project would be looked at alongside the redevelopment of Ellice Road Car Park.

Commercial Space and Business Hub

Officers have reviewed a number of different operational models and are considering suitable sites in the context of the Council's asset programme and Surrey County Council's transformation programme.

3. CATERHAM & NORTH TANDRIDGE REGENERATION

WHAT: Support delivery of aspirations set out in Caterham Masterplan to regenerate Caterham Valley and Caterham on the Hill. Deliver Phase 1 of the North Tandridge One Public Estate Programme, we will develop a Public Service Plan setting out options for how better public services can be delivered across public sector assets in North Tandridge

WHAT WE WILL DELIVER:

- Work with landowners to bring forward proposals for redevelopment of the Church Walk shopping centre and the William Hill site in line with Caterham Masterplan principles.
- Commence pre-feasibility work on enhancements to Station Avenue and Croydon Road.
- Develop Public Service Plan setting out options for better public services in North Tandridge.

KEY DATES:

- Commencement of pre-feasibility work on Station Avenue (Spring 2018)
- Public consultation for Church Walk shopping centre redevelopment proposals (Summer/Autumn 2018)
- Planning application submitted for redevelopment of William Hill site (Autumn 2018)
- Commencement of Rose & Young site redevelopment (Winter 2018/19)
- Planning application submitted for Church Walk redevelopment (Winter/Spring 2018/19)
- North Tandridge One Public Estate Public Service Plan completed (Spring 2019)

END OF YEAR UPDATE:

Outcomes	Timescale	Budget	Risks
Amber	Amber	Amber	Amber

Caterham Masterplan

Pre-feasibility work for Godstone Road/Station Avenue/Croydon Road will be complete in late Spring 2019. This work is being carried out by Atkins on behalf of the Council, and the resulting appraisal will inform detailed design and feasibility work for delivering public realm and highway elements of the Masterplan. Development has commenced on the former Rose and Young site, which will deliver 48 shared ownership flats and a supermarket (due for completion by the end 2020). A planning application was submitted for the redevelopment of the Church Walk site in January 2019 following a programme of public consultation and engagement during 2018. The proposals include the provision of new retail units, including a new frontage to Station Avenue, a 4 screen cinema, 178 flats, extensions to the decked car park to provide additional parking and public realm improvements. A decision is due on the application in early Summer 2019. In April 2019, Tandridge District Council acquired the strategically important Quadrant House site, in Caterham Valley. The Council's asset team will be reviewing use of the existing building in the coming months. This followed acquisition earlier in the year of the Linden House office site at Caterham Barracks.

North Tandridge One Public Estate programme

Asset specialists Currie and Brown have been working on a Public Service Plan which will set out options for how better, more joined-up public services can be configured across public sector assets in North Tandridge. The initial brief has been reviewed in light of emerging recommendations from the Douglas Brunton Centre review and Surrey County Council Transformation Programme. Much of the ongoing work will be delivered through these workstreams and also the Council's asset programme.



4. DEVELOPMENT OF PROPERTY PORTFOLIO



WHAT: Support delivery of corporate priorities through development of our property portfolio. This will include properties acquired by Gryllus Property Investment Ltd, the Council-owned arms-length company set up to enable the purchase of investment properties outside the District. It will also include those sites already owned by the Council and sites acquired within the district.

WHAT WE WILL DELIVER: The Medium Term Financial Strategy (MTFS) projects £300,000 per year new revenue income through property investment activity.

KEY DATES: Ongoing throughout 2018/19 in relation to specific projects.

END OF YEAR UPDATE:

Outcomes	Timescale	Budget	Risks
Green	Green	Green	Green

The budget remains sufficient to cover potential investment purchases and development opportunities. Several properties have been introduced by agents and are being tracked. All introductions are recorded on the property introduction database. Several opportunities are being progressed.

Following significant movement on price, contracts were exchanged on Quadrant House, a mixed retail and office property in the centre of Caterham at the price of £14.45m. This property had previously been considered at the Strategy & Resources Committee in June 2018. Completion took place on 2 April 2019.

Gryllus Property Limited also exchanged contracts at £1.35m on the purchase of a small, highly-visible mixed-use retail and residential property in Station Road East, Oxted trading as Cook and Jonathan Kerr Opticians. Completion took place on 9 April 2019.

5. ECONOMIC PROPOSITION DELIVERY PLAN 2018/19

WHAT: Our Economic Proposition provides a framework for us to strengthen and grow our economy so that we can stay competitive and ensure our future prosperity. The aims of the Proposition are delivered through a Delivery Plan which is agreed annually and monitored by this Committee.

WHAT WE WILL DELIVER: Projects in the 2018/19 Delivery Plan include:

- World Class Data Centre – Lambs Business Park:
- Intensification – Hobbs Industrial Estate
- Business Support Offer: Roll out a business support offer to support businesses as they grow and develop. This will be a blended approach using local authority, private sector and peer-to-peer support.
- Skills: Working with HE and FE providers, Surrey County Council, East Surrey local authorities and Coast to Capital, review our skills offer in the district, including work experience and access to apprenticeships.
- Business Improvement District Support

KEY DATES: Ongoing throughout 2018/19 in relation to specific projects.



END OF YEAR UPDATE:

Outcomes	Timescale	Budget	Risks
Green	Green	Green	Green

Discussions are ongoing with the owners of Lambs Business Park, with work continuing on proposals for redevelopment of the site to provide a data centre. This work is progressing within the wider context of the emerging Local Plan, and the site's proximity to the proposed Garden Community at South Godstone.

Work is also continuing on the Council's business support offer, including looking at the potential for the creation of a business hub. This to provide a range of services and affordable office space, supporting start-up businesses and help existing micro and SME businesses grow and develop. Improved services for businesses are also being developed as part of the new Customer First operating model, with the aim of providing a 'one stop shop' for new and existing businesses contacting the Council for advice and support. A business event was held in January which included presentations from Coast to Capital LEP (Local Enterprise Partnership) and the Gatwick Diamond Business Association on their business support offers.

Work with partners to promote and support the development of skills, including through work experience and apprenticeships, is continuing. The Council is working with St William, developers of the Oxted gasholder site, to ensure that apprenticeship opportunities on site, and as part of the wider programme available through the Berkeley Group, are publicised within the local community.

Support for both the Oxted and Caterham business improvement districts (BIDs) has continued throughout the year. This includes liaison with and support for the BID managers to assist in the delivery of projects and initiatives.

Performance

The performance indicators below enable the Committee to monitor how the Council is delivering the services for which it is responsible. Where performance varies from the target, action is taken to address any issues.

Code	Indicator	End of Year 2018/19			Direction of travel (compared to same period last year)	2017-18 Outturn	Higher / lower is better	Performance against annual target
		Actual	Period target	End of year target				
SR1	Percentage of Council Tax collected	98.5%	98.7%	98.7%	Stable (98.6%)	98.6%	Higher	Off Target
SR2	The percentage of non-domestic rates due for the financial year which were received by the Council	97.6%	98.6%	98.6%	Declined (99.0%)	99.0%	Higher	Off Target
SR3	Days taken to process Housing Benefit/Council Tax Benefit new claims and change events	6.9	10.2	10.2	Improved (7.7)	7.7	Lower	On Target
SR4	Number of working days/shifts lost due to sickness absence <i>This figure reflects performance over the previous 12 months.</i>	5.0	7.1	7.1	Improved (7.1)	7.1	Lower	On Target
SR5	Staff turnover <i>This figure reflects performance over the previous 12 months.</i>	23.5%	10-15%	10-15%	Declined (14.6%)	14.6%	Lower	Off Target
SR6	Percentage of calls abandoned by Customer Services	8.5%	<10.0%	<10.0%	Stable (8.2%)	8.2%	Lower	On Target

Commentary on indicators with performance below same period last year and/or off target

SR1 Percentage of Council Tax collected

This indicator is off target (98.5% against a target of 98.7%) due to in-year resourcing pressures.. Revenue collection processes are being reviewed as part of the Customer First Programme.

SR2 Percentage of non-domestic rates due for the financial year which were received by the Council

This indicator is off target (97.6% against a target of 98.6%) and has declined since the same period last year (99%). This is due to issues arising from the Small Business Rates Review – where forms had not been returned by eligible companies, their rate relief was cancelled back to 1 April 2018 and as a result the total outstanding gross rates to the Council increased. It is anticipated that rate relief for eligible businesses will be reinstated throughout the next financial year as businesses get in contact.

SR5 Staff turnover

The higher figure (23.5% against a target range of 10% -15%) is as a result of redundancies from Phases 1 & 2 of the Customer First Programme. Without the redundancies the figure would be 16.5% which is still above the industry standard. Closer investigation has shown resignations have come from across the organisation for a variety of reasons. This indicator will continue to be monitored closely.

Additional Commentary

SR6 Percentage of calls abandoned by Customer Services

This indicator remains on target, however performance declined in Quarter 4 (8.5%) from Quarter 3 (2.1%). The distribution of the annual council tax billing letters coincided with a communications campaign on new waste bins across the district, as well as the mailing of the Tandridge Magazine. This culminated in an increase in call volume, email and customers presenting at reception and resulted in a higher number of calls abandoned by Customer Services.

Risks

The risks below enable the Committee to monitor and manage service performance. All risks are assessed according to the Likelihood (or probability) that the risk will occur. This ranges from 1 (Rare) to 5 (Almost Certain). We also assess the Impact (or severity) on the Council that the risk will have if it were to occur. This ranges from 1 (Negligible) to 5 (Extreme). Combining both scores together establishes a risk rating and, if the risk is high-scoring, enables us to decide how we wish to manage it.

Risk		Likelihood	Impact	Score	Controls/Mitigation
SR1	Failure to remain financially sustainable	2	5	10 (Amber)	<ul style="list-style-type: none"> • Mechanisms in place to acquire and develop assets and drive new sources of income (eg Council owned companies, Property Investment Fund, Development Fund). • Regimes to monitor the effectiveness of investment strategies, including oversight by company directors and reports to Finance and Strategy & Resources Committees. • Medium Term Financial Strategy identifying new sources of income and areas of efficiency.
SR2	Failure to achieve effective organisational change	3	3	9 (Amber)	<ul style="list-style-type: none"> • Recruitment / selection criteria to seek staff with required skills, attitudes and approaches. • Fit for purpose job evaluation process and staff grading structure. • Open and honest communication with staff (newsletters, CE briefings, team meetings, drop-in sessions, Staff Conference). • Cost effective redundancy policy. • Measures to support staff throughout the change process. • Dedicated Customer First staff in place to manage change programme.
SR3	IT systems not fit for purpose	2	4	8 (Amber)	<ul style="list-style-type: none"> • Adequate investment in IT infrastructure needed to deliver Customer First service redesign. • Sufficient staffing resources, including in-house professionals and specialist external support when required. • Customer First Initiative overseen by CMT and reported to / scrutinised by Strategy & Resources Committee. • IT Partner engaged to facilitate changes.
SR4	Failure to deliver regeneration schemes	3	3	9 (Amber)	<ul style="list-style-type: none"> • Detailed risk management for each project or programme. • Effective community and stakeholder engagement mechanisms. • Resource commissioned to support delivery. • External funding secured to support delivery.
SR5	Failure to deliver an Election	1	4	4 (Green)	<ul style="list-style-type: none"> • Project plans and risk registers required to be in place and reviewed by Government.

Risk		Likelihood	Impact	Score	Controls/Mitigation
SR6	Providing negligent or flawed legal advice	2	4	8 (Amber)	<ul style="list-style-type: none"> Access to legal database, ongoing training and CPD. Lexcel accreditation provides assurance.
SR7	Failure to comply with court procedures	2	3	6 (Green)	<ul style="list-style-type: none"> Lexcel accreditation provides assurance.
SR8	Failure by Members to comply with Code of Conduct	3	3	9 (Amber)	<ul style="list-style-type: none"> Non-compulsory training offered to Members. Advice provided by trained Officers.
SR9	Failure to deliver Family Support Programme	2	3	6 (Green)	<ul style="list-style-type: none"> External reporting to SCC and MHCLG (including risk management). Local governance carried out by Community Safety Partnership (CSP). Memorandum of Understanding between East Surrey authorities.
SR10	Non-delivery of service due to posts being single person	3	3	9 (Amber)	<ul style="list-style-type: none"> Procedure notes produced. Business continuity plans reviewed. Resilience to be achieved through Customer First.
SR11	Governance of wholly owned companies is inadequate.	3	3	9 (Amber)	<ul style="list-style-type: none"> Training and external advice. Companies limited by guarantee or £1 share capital.
SR12	Failure to conduct a DHR (Domestic Homicide Review).	3	3	9 (Amber)	<ul style="list-style-type: none"> DHR Policy in place with East Surrey CSP oversight.
SR13	Website failure	3	3	9 (Amber)	<ul style="list-style-type: none"> Local copy in place. Contract in place with supplier. Regular website testing.

Risk matrix

Impact	5	5 (Green)	10 (Amber)	15 (Red)	20 (Red)	25 (Red)
	4	4 (Green)	8 (Amber)	12 (Red)	16 (Red)	20 (Red)
	3	3 (Green)	6 (Green)	9 (Amber)	12 (Red)	15 (Red)
	2	2 (Green)	4 (Green)	6 (Green)	8 (Amber)	10 (Amber)
	1	1 (Green)	2 (Green)	3 (Green)	4 (Green)	5 (Green)
			1	2	3	4
		Likelihood				

BUSINESS HUB SPACE AVAILABLE

At Quadrant House, Croydon Road, Caterham

Tandridge District Council seeks proposals from business hub providers interested in working in partnership with Tandridge District Council in accordance with the criteria set out below.



Description

Quadrant House is a 1960s/70s mixed use property with retail on the ground floor and three floors of offices above. The space available for the business hub is located on the first floor of the building, in the South Block. Access is via a common entrance lobby/reception and common area staircase/lifts. (Plans are available on request). Refurbishment of the common parts is to be carried out in 2019/2020.

Areas

Approximate Net Internal Areas (NIA): 5,700 sq ft (529 sq m) on the first floor in the South Block.

The space is currently part open plan with some partitioned rooms. There is opportunity, if required, to partition more rooms to create additional small office suites.

There may be opportunity, as an alternative or addition to the first-floor space, to use part or all of the third floor in the South block of Quadrant House (approx NIA 2,508 sq ft to 5,575 sq ft). The third floor may offer scope for a roof terrace to be created as an extension to the internal space. When submitting your proposal please base figures on the first-floor space but please also comment on your flexibility to move within the building.

Location

The property is situated in the heart of Caterham town centre, in close proximity to Caterham station. The multi-storey Waitrose car park is immediately to the rear of the property.



Terms

The Council is open to various operating models as they appreciate that there are a range of successful business hubs. We would consider either a lease or a partnership agreement arrangement however all operators must detail their proposals with rental levels and/or revenue and cost percentage splits.

In considering the rental/percentage split that you would be prepared to offer, you must take into account that you will be expected to:

- Have marketing experience and the ability to successfully promote the Hub to small and medium sized enterprises and start-up companies
- Have experience of assessing business plans and vetting prospective Hub users
- Offer mentoring and other support services to businesses to encourage business growth
- Provide networking events and encourage innovation
- Provide a mix of co-working space and small office suites
- Offer flexible terms to business hub users at fully inclusive rates
- Provide formal/informal meeting spaces that could be accessed by both hub members and other local businesses/organisations.
- Provide 24/7 access
- Provide superfast WIFI and high-speed hardwired connections

Rates

For detail on current rates payable please refer to businessrates@tandridge.gov.uk

The current rateable value can be found via the Valuation Office Agency website, www.voa.gov.uk

Service Charge

There is a service charge in operation, full details are available on request.

Insurance

The property insurance is by a block policy. Details of risks and premium level are available on request.

Planning

Class B1 (Office)

Costs

Each party to be responsible for their own costs in this transaction.

EPC

The current energy performance rating for the building is 'C'. The certificate is available for review upon request.

Viewing

Strictly by appointment with Tandridge District Council. To arrange a viewing please contact Kate Haacke on 01883 732963 or khaacke@tandridge.gov.uk

Proposals

Proposals should include a detailed business plan explaining how you intend to fulfil the requirements set out above. All offers must be submitted in writing by 30th June in an envelope marked 'Quadrant House Business Hub' and addressed to Asset Management, Tandridge District Council, the Council Offices, 8 Station Road East, Oxted, Surrey, RH8-0BT.

The business plan must include:

- the financial offer/proposed rental for the space
- proposed length of lease/contract
- a plan to show the proposed layout of space within the suite
- a description of proposed fit-out works/specification to include IT provision
- a budget for the proposed fit-out works and whether you, as potential business hub, provider would seek any contribution or rental off-set, in return for carrying out these works
- a detailed commentary on the support services that you, as potential business hub operator, would provide to hub users. Please include a description of any relevant experience that you have in providing support services. Support services might include mentoring, vetting of users, help with business plans, provision of clinics/talks/networking events, social events, digital support and networks etc
- a timeline to show how quickly the business hub would be operational if you were to run it
- the charges that you would for propose business hub users and what these charges would include
- any services that you would offer at an additional charge i.e. optional services
- how you would measure the success of the business hub

Proposals will be assessed as follows:

Financial benefits to Council e.g. rental income – 50% weighting

Quality of service & contributions to business growth and wider economic growth – 50% weighting

Conditions Governing these Particulars

1. These particulars do not constitute any part of an offer or contract and are supplied entirely without prejudice. The Council does not accept any responsibility as the accuracy therefore or otherwise
2. All prospective assignees/sub-tenants must satisfy themselves as the suitability of the property for the intended use
3. The Council does not make or give any person in the employment of the Council any authority to make any representation or warranty in relation to the premises or information supplied thereof
4. Agents should look to their clients for remuneration
5. The Council does not bind itself to accept any offer submitted
6. It should be noted that it is a criminal offence punishable by imprisonment to give or offer any gift or consideration whatsoever as an inducement or reward to any officer of the Council and any such action will preclude the offeror from subsequent offer applications.
7. The information given in these particulars is subject to contract
8. The description of the property shall not be taken as a representation or implication that the property is suitable for this or any other purpose
9. Dimensions given have been measured in accordance with the RICS Code of Measuring Practice, however no warranty is given to the accuracy of the areas quoted and purchasers should satisfy themselves with measurements on site

MISREPRESENTATION ACT

These particulars are believed to be correct, but their accuracy is not guaranteed, and they are intended only as a guide and do not obviate the need to make appropriate searches, enquiries and inspections. They form no part of any contract or offer and are given without responsibility on the part of the Council or its Officers. The terms are subject to contract.

Principles for a business hub within Quadrant House, Caterham

- Flexible lease terms. Typically, desks or small office suites are rented on a rolling monthly basis with/without one month's rent deposit. Tenants are not locked-in for long periods of time and can take more or less space quickly and easily
- All-inclusive rents – no hidden costs, tenants pay a monthly fee for the office space. Compare this to a traditional lease where business rates, insurance, service charge, utilities, maintenance and repair costs are usually extra
- Space is ready to use immediately, furnished with desks and chairs, phone lines and high-speed internet
- Printers are available to use, either on a 'pay per use' basis or included in the monthly rental of space
- Meeting rooms are available for bookings. These may/may not be at an additional charge
- Cleaning and maintenance of premises is taken care of by the business hub provider
- A business postal address service is available if required
- Inviting reception areas and meeting rooms facilitate client interaction
- Coffee/Tea and break-out areas are available on site, facilitating networking. Refreshments may or may not be an additional charge, but if charged for will typically be cheaper than a typical High St coffee shop
- Customer service with respect to facilities is good or very good, meaning that businesses can focus on their businesses rather than their facilities

APPENDIX G

APPENDIX G

**Proposals for the provision of community venues at premises
in Lingfield, Hurst Green, Smallfield and Hamsey Green**

The Council recognises the need to cater for all parents in the community regardless of perceived need and, in addition, there is evidence that early intervention to all families would lower the number of level 2,3 and 4 families in the long term. For this reason, we propose to utilise community venues across the district from which universal services can be run by experts who have the ability and experience to help intervene before a family moves to a higher need one. The universal provision will consider the need for baby, child and youth services in the district as well as the need to combat social isolation in all ages.

Investigations are underway into possible community venues and activities for the universal services in the District. It is hoped that the premises vacated by the former children's centres could provide a base for these universal services, dependent on cost and availability. Initial conversations with building owners and managers indicate a high level of interest and enthusiasm for a more comprehensive and inclusive service provision across the district. The table below shows the proposed sites as well as the services being considered, although it should be noted that these proposals are still in development.

It is anticipated that the universal services will include many of the existing services currently supported by the children's centres which do not fall into the provision model for the family centre as defined by Surrey County Council. Where this is not possible, due to lack of availability or resource, we would aim to provide other universal services relevant to the community as a whole as can be seen in the tables below:

Hurst Green

Activity/Service	Provider	
Community Health Services that includes Baby Weigh, 27-month checks, Midwife visits and Health Centre visits	First Community Health & Care	Existing
Health Drop in and Breast-Feeding Support	First Community Health & Care	Existing
Pram walks	YMCA	Existing
First aid workshops	Oxted First Responders	Existing
Stay & Play	Toddler Group	Existing
Sing & Sign	Existing provider	Existing
Dad's Club	TBC	New
Talking Pre-teens	TBC	New
Parenting Puzzle	TBC	New

Lingfield

Activity/Service	Provider	
Community Health Services to include Baby Weigh, 27-month checks, Midwife visits and Health Centre visits	First Community Health & Care	Existing
Pram Walks	YMCA	Existing
Tiny Trekkers	Sports coaching for pre-school	Existing
Dad's Club	TBC	New
Talking Pre-teens	TBC	New
Parenting Puzzle	TBC	New

Windmill (Smallfield)

Activity/Service	Provider	
Community Health Services to include Baby Weigh, 27-month checks, Midwife visits and Health Centre visits	First Community Health & Care	Existing
Baby Sensory	Baby Group	Existing
Community Cafe	Café with stay and play	New

Hamsey Green

Activity/Service	Provider	
Community Health Services to include Baby Weigh, 27-month checks, Midwife visits and Health Centre visits	First Community Health & Care	Existing
Nurture Me Yoga	Mother & Baby yoga	Existing
Tiny Talk	Baby Signing	Existing
Kickers & Crawlers	For parents to be and new parents	Existing
Toddler Nature School	Forest school	New

First Community Health Care have confirmed they would wish to run clinics across the District; the Council would not charge them for use of the premises to provide these essential health services and would make the premises available to them for the provision of these services wherever possible.

In terms of timing, Tandridge District Council would aim to roll out these services to coincide with the end of the Surrey County Council provision to provide a seamless service for families in the district regardless of need.