

Public Agenda



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Date: 14 June 2016

Notice of meeting

Cabinet

Date: Wednesday, 22 June 2016

Time: 7.00 pm

Place: Goddard Room, Council Offices, Knowle Green, Staines-upon-Thames

The members of the Cabinet	Cabinet member areas of responsibility
I.T.E. Harvey (Leader)	Council Policy and Strategy
A.C. Harman (Deputy Leader)	Communication
M.M. Attewell	Community Wellbeing
C.B. Barnard	Corporate Management
N.J. Gething	Planning and Economic Development
A.J. Mitchell	Environment and Compliance
J.M. Pinkerton OBE	Housing
H.R.D. Williams	Finance and Customer Service

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AGENDA

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1. **Apologies for absence**
2. **Minutes** 5 - 12
To confirm the minutes of the meeting held on 27 April 2016.
3. **Disclosures of Interest**
To receive any disclosures of interest from councillors in accordance with the Council's Code of Conduct for members.
4. **Landlord Rent Guarantee Scheme - Key Decision** 13 - 24
Councillor Pinkerton OBE
5. **Treasury Management Strategy - Annual report** 25 - 32
Councillor Williams
6. **2015/16 Provisional Capital Outturn Report** 33 - 40
Councillor Williams
7. **2015/16 Provisional Revenue Outturn Report** 41 - 48
Councillor Williams
8. **Business Improvement District (BID)** 49 - 62
Councillor Gething
9. **Caravan Site Licence Fees Policy** 63 - 70
Councillor Mitchell
10. **Outside Bodies Appointments** 71 - 76
Councillor Harvey
11. **Leader's announcements**
To receive any announcements from the Leader.
12. **Issues for future meetings**
Councillors are requested to identify any issues to be considered at future meetings.

13. Urgent items

To consider any items which the Chairman considers as urgent.

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Minutes of Cabinet

27 April 2016

Present:

Councillor I.T.E. Harvey
Councillor A.C. Harman
Councillor M.M. Attewell, Community Wellbeing
Councillor C.B. Barnard, Corporate Management
Councillor A.J. Mitchell, Environment and Compliance
Councillor J.M. Pinkerton OBE, Housing

Apologies:

Councillor N.J. Gething, Planning and Economic Development
Councillor H.R.D. Williams, Finance and Customer Service

Councillors in attendance:

2255 Minutes

The minutes of the Cabinet meeting held on 24 February 2016 and the Extraordinary Cabinet meeting held on 7 April 2016 were agreed as correct.

2256 Disclosures of Interest

There were none.

2257 Recommendation from Audit Committee on Corporate Risk Management

Cabinet considered a report on a recommendation from the Audit Committee following a review of the Corporate Risk Register.

RESOLVED that Cabinet approves the Corporate Risk Register as submitted.

Reason for the decision:

Cabinet noted that the Corporate Risk Register accurately reflects the high level risks affecting the Council as well as the progress made on actions previously proposed by the Audit committee.

2258 Review of Waste Services and Vehicle Procurement - Key Decision

Cabinet considered a report on a review of waste services and vehicle procurement.

RESOLVED to:

Approve changes to the weekly collection of food waste, textiles & small waste electrical items (WEEE) from April 2017.

Authorise the Head of Streetscene to extend the leases on existing waste and street cleansing vehicles and the depot workshop, to coincide with implementation of the changes to the waste service in 2017.

Authorise the Head of Streetscene to go out to tender to lease waste and cleansing vehicles for a period of 3 and 6 years.

Authorise the Head of Streetscene to go out to tender for the capital purchase of food waste vehicles (subject to full Council approval).

Delegate the selection of the shortlist of tenderers and the selection of the contractor to the Head of Streetscene in consultation with the portfolio holder for both the lease and capital purchases.

***RESOLVED TO RECOMMEND** that Council agrees the capital spend of £255k as detailed in 2.1(d) of the report.

Reason for the decision:

Cabinet noted that the lease on the depot workshop and current fleet of street cleansing and waste vehicles is due to expire in September 2016. In preparation for this, the Waste Services Group has researched opportunities to deliver a more effective, adaptable and efficient waste collection service.

2259 Health and Wellbeing Strategy 2016-2019 - Key Decision

Cabinet considered a report on the Health and Wellbeing Strategy for 2016-2019.

RESOLVED to:

- Adopt the Health and Wellbeing Strategy for 2016-2019.
- Report to Cabinet annually with an update on the action plan.

Reason for the decision:

Cabinet noted that:

- The Council has a key role to play in improving the health and wellbeing of its residents.
- Promoting sport and physical activity is one of the Council's core functions and that the action plan doesn't mention absolutely everything we do. The plan focuses on areas for more development in 2016-17, which will be reviewed annually.

2260 Review of the Constitution 2015

Cabinet considered a report on a review of the Constitution.

RESOLVED that Cabinet agrees changes to the delegations of all executive functions.

***RESOLVED TO RECOMMEND** that Council:

- Approves the proposed changes to non-executive functions.
- Approves the revised Constitution subject to:
 - Amendments to the Planning Code (Part 5d).
 - To include word 'material' before every reference to 'planning reasons', and
 - To include a new paragraph 20 (i) which reads:
 - "Where the councillor who 'called in' an application is a member of the Planning Committee, that councillor will be given three minutes to speak following the public speakers and may then speak again as a member of the Committee during its debate on the item."
 - Corrections to typographical and consistency errors throughout the document.
- Agrees to delegate to the Monitoring Officer consequential changes to the Scheme of Delegations to Officers (part 3d) following the appointments of Group Heads.

2261 *Amendment to Pay Policy Statement

Cabinet considered a report on an amendment to the Pay Policy Statement for 2016-2017.

RESOLVED TO RECOMMEND that Council agrees the amendment to the Pay Policy Statement for 2016-17.

Reason for the decision:

Cabinet noted that there had been changes to the salaries and remuneration arrangements following the recent restructure changes to senior management.

2262 Leader's announcements

In addition to the latest service updates from various Council departments (see below), the Leader made the following announcements:

- We had a visit from Her Majesty the Queen's Lord Lieutenant, Mr. Michael More-Molyneux, on 26 April 2016 which went extremely well. We took him on a tour of the Borough which included the Walled Garden, the London Irish development, and Shepperton Studios.
- We also hosted two Landlords Forum on the 27 April 2016 which went very well.

The Council has claimed back £108,321 in housing benefit fraudulently claimed over a period of 23 years.

The number of households in emergency (B&B) homeless accommodation peaked in August 2015 with 108 households. This has since been reduced to a total of 73 at the end of February 2016 thanks largely to the increased availability of new developments such as Dyas Road in Sunbury-on-Thames and Stonegate Court in Staines-upon-Thames which collectively delivered an extra 57 units. The reduction in B&B placements has enabled the Council to save approximately £120K.

Local families were entertained with a Punch and Judy show, juggling and balloon modelling at the formal launch of the natural play area in Orchard Meadow in Sunbury-on-Thames on Wednesday 12 April. Designed for the under 11s, the play area is made using natural wood materials and includes a range of equipment including climbing logs, balance structures and play boulders.

Young people took part in free skate and scooter sessions in Stanwell on Thursday 7 April to celebrate the official opening of the new skate park in Long Lane Recreation Ground. The new park includes a variety of ramps and slopes which are designed for BMX bikes, skateboards and scooters.

The Environment team took part in the Tesco 'Bags of Help' initiative and received £8000 to help make improvements to the Commercial Road allotments in Staines-upon-Thames.

Electoral Services and Communications are continuing to raise awareness of the PCC and by-elections which are taking place on 5 May.

The Greeno Centre in Shepperton and Fordbridge Centre in Ashford held open days on the weekend of 2 and 3 April to give local residents the opportunity to have a look round the centres and see the facilities and activities on offer.

Environmental Health and Communications have been working together to inform residents about changes in the law which require dogs to be microchipped.

Leisure Services held an award ceremony on 17 March for schools which took part in the WW1 poetry competition. The winning poems were written by Maddalena Pizzigrilli from Our Lady of the Rosary Catholic School and Dalvina Kooner from Thomas Knyvett College. All the poems were displayed at Spelthorne Museum over the Easter school holidays and have also been published in a book.

Businesses in Staines-upon-Thames are being asked to support the creation of a Business Improvement District (BID) to raise money for new initiatives which could help boost trade and raise the profile of the town. The BID would be funded by the businesses and cost between £50 a year for the smallest businesses, up to £5000 a year for the largest. A ballot will be held in October to determine whether the BID gets the go-ahead.

An application by Bellway Homes to build 205 new riverside apartments in the heart of Staines-upon-Thames were approved by Spelthorne's Planning Committee on 9 March. The new apartments will be built on the site currently occupied by the Council's car park in Bridge Street and offer a mix of one, two and three bedroom homes.

A voluntary smoking ban has been launched in children's play areas across Surrey with the aim of helping to protect children from the effects of second-hand smoke and discourage them from taking up smoking in later life. The Council marked the launch with a poster competition for primary school children.

Four illegal occupants of an area of Sheep Walk in Shepperton appeared at the High Court for sentencing on 14 March. The Judge was informed that two of the defendants had moved off the injunction land but various vehicles still remained. The two remaining defendants were issued with fines of £2,500 each, suspended for 12 months, and ordered to remove the remaining vehicles from the injunction land by 9 May.

The Leaders of Spelthorne and Slough Councils sent a joint letter to the Times newspaper on 4 March to express their support for a third runway at Heathrow and highlight the benefits for the local economy.

The cumulative Council Tax collection rates up to the end of March were:-

- Council Tax: 98.5 (98.5 sply)
- Business Rates: 98.5 (98.8 sply)

Spelthorne's Licensing Team took part in a Roadside Education and Enforcement Day (REED) on 17 February. At the REED events drivers are pulled over and, where appropriate, offered road safety advice on the spot rather than a penalty. The Licensing Officer's role was to spot check taxi, private hire and scrap metal dealers' vehicles.

Cabinet expressed its thanks to the senior management team and Councillor Barnard for the very efficient and professional way in which the recent Group Heads re-organisation had been conducted.

2263 Issues for future meetings

There were none.

2264 Urgent items

There were none.

NOTES:-

- (1) *Members of the Overview and Scrutiny Committee are reminded that under Overview and Scrutiny Procedure Rule 16, the "call-in" procedure shall not apply to recommendations the Cabinet makes to the Council. The matters on which recommendations have been made to the Council, if any, are identified with an asterisk [*] in the above Minutes.***
- (2) *Members of the Overview and Scrutiny Committee are entitled to call in decisions taken by the Cabinet for scrutiny before they are implemented, other than any recommendations covered under (1) above.***
- (3) *Within three working days of the date on which a decision of the Cabinet or a Cabinet Member is published, not less than three members [one of whom must be the Chairman] of the Overview and Scrutiny Committee are able to "call in" a decision;***
- (4) *To avoid delay in considering an item "called in", an extraordinary meeting of the Overview and Scrutiny Committee will be convened within seven days of a "call in" being received if an ordinary meeting is not scheduled in that period;***
- (5) *When calling in a Cabinet decision for review the members doing so should in their notice of "call in":-***
 - *Outline their reasons for requiring a review;***
 - *Indicate any further information they consider the Overview and Scrutiny Committee needs to have before it in order to conduct a review in addition to the written report made by officers to the Cabinet;***
 - *Indicate whether, where the decision was taken collectively by the Cabinet, they wish the Leader or his nominee (who should normally be the Cabinet Member) or where the decision was taken by a Cabinet Member, the member of the Cabinet making the decision, to attend the committee meeting; and***
 - *Indicate whether the officer making the report to the Cabinet or the Cabinet Member taking the decision or his/her representative should attend the meeting.***
- (6) *The deadline of three working days for "call in" by Members of the Overview and Scrutiny Committee in relation to the above***

decisions by the Cabinet is the close of business on (4 May 2016)

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Cabinet**22 June 2016**

Title	Landlord Rent Guarantee Scheme		
Purpose of the report	To make a Key Decision		
Report Author	Deborah Ashman/Jayne Brownlow		
Cabinet Member	Councillor Jean Pinkerton OBE	Confidential	No
Corporate Priority	Delivering quality of life services		
Cabinet Values	Community and Opportunity		
Recommendations	Cabinet is asked to approve the proposed Landlord Guarantee scheme which is designed to encourage landlords to rent their accommodation to clients in housing need and address the increase in numbers awaiting suitable housing in the borough.		

1. Key issues

- 1.1 Spelthorne continues to face a series of challenges in response to housing demand and the prevention of homelessness. This is one of the most important issues currently facing the Council. Spelthorne is surrounded by 3 London Boroughs that have extensive problems with homelessness and housing need.
- 1.2 London Boroughs have recently been using incentives such as one off payments (£5,000) to persuade private landlords in Spelthorne to house their tenants making it more difficult for our clients to secure local housing. We are currently aware that Ealing, Brent, Westminster, Hounslow and Harrow have placed families in private rented accommodation in Spelthorne.
- 1.3 Accessing the housing market in Spelthorne is challenging and affordability is an issue. Demand for private sector rented properties in the area is high and the Local Housing Allowance (LHA) has been set for the next 4 years making it increasingly difficult for families on low income to move into this sector. LHA for a 2 bedrooomed property is currently £960.79 per month whereas the average market rent for a similar property is £1200, demonstrating an immediate shortfall of £240per month.
- 1.4 The uncertainty of Welfare Reform causes alarm for private landlords. The introduction of Universal Credit where the full amount of benefits including the housing element will be paid directly to the tenant is of particular concern. The introduction and further tightening of the Benefit Cap (now reducing to £20k per annum for non-London areas) further complicates affordability for low income families.

- 1.5 Currently there are 1598 households on the Council's housing register. To be eligible for the Housing Register you have to have a local connection with Spelthorne and a limited income. Often applying for council assistance for housing is the only option to these clients. This is further complicated by the fact that Spelthorne Council does not have their own housing stock; therefore it is completely reliant on Registered Social Landlords such as A2Dominion.

Breakdown of numbers on the Councils Housing Register

	No.
1 bed need	721
2 bed need	661
3 bed need	182
4 bed need	34
Total	1598

- 1.6 Social Housing allocation numbers over the last three years.

	2013 / 2014	2014 / 2015	2015 / 2016
1 bedroom	107	102	92
2 bedroom	78	68	94
3 bedroom	28	33	50
4 bedroom	3	6	3
Total	216	209	239*

*It should be noted that the allocation of social housing for 15/16 increased due to the availability of new build accommodation. **130 of the 239** units let in 15/16 were new build, leaving only **109** allocations from existing stock. The expectation of new build for 2016/17 is only **40** units, and with the decrease in the availability of established social housing stock, the future is concerning.

- 1.7 In 2015 more than 1,300 households approached Spelthorne's Housing Option Team for advice on homelessness and prevention. Effective prevention is essential to reducing the statutory responsibility of assisting households in immediate housing need. The current Rent Bond scheme was designed to assist this duty.
- 1.8 Under the Housing Act 1996 Part VII the council has a legal responsibility to provide suitable accommodation to clients who present as homeless and are considered to be in priority need under the legislation. This legal responsibility can now be discharged in the private sector by securing private tenancies. Due to the lack of social housing available access to the private rented sector is becoming more essential. (Please **see Appendix 1 for flow chart of client's journey**).

- 1.9 There are currently 74 families in bed and breakfast (B&B), but this figure has been as high as 104 (Aug 2015). B&B is not a long term acceptable alternative to a stable home. Currently accommodation is provided in Spelthorne, Windsor, Croydon, Wembley and Hounslow. Placing 'out of borough' adds further complication. Not only does it reduce the support available from any near-by family members and friends but it also hampers the Council because it has ongoing duties towards these families which have to be met, such as: complying with our responsibilities to assist with child protection monitoring, mental health support and monitoring of vulnerable adults. These are all more difficult for the Council when we have to move families out of the local area.
- 1.10 The cost of providing (B&B) in 2015/16 will be circa £465,000 net (£6,000 per family per year). As stated previously the demand for B&B depends in part on the number of new affordable units coming on line and private rental availability. The number of families requiring this type of accommodation will increase in future years due to limited new social housing supply, cost of the private rental market, market demand and Welfare Reform.
- 1.11 As dealing with homeless clients is a demand lead statutory duty it is difficult to predict accurately the numbers and budgets for future years. Therefore we rely on previous data, knowledge of upcoming challenges and officer experience.
- 1.12 There is an overspend which correlates to the numbers of households in B&B accommodation over the year. Household numbers rose from 81 to 108 in the 3 months from 30/4/2015 until 31/7/2015 and has since reduced to 73 at the 28/2/2016. The budgets for 2015/16 was £265,200 net, an increase of £94,000 from the previous year, however due to the demand for B&B there is also a projected overspend of £183K net. The budget for 2016/17 has been increased to £465,200

B&B projected spend 2015/16

Month End	30/4/2015	31/7/2015	31/10/15	28/2/2016	31/3/16
No. of Households	81	108	97	73	76
Expense	£1,443,172	£1,807,967	£1,668,707	£1,517,205	£1,557,019
Income	£993,496	£1,240,668	£1,146,811	£1,069,219	£1,072,769
Net Expenditure	£449,676	£567,299	£521,896	£447,986	£484,249
Forecast Overspend	£184,476	£302,099	£256,697	£182,786	£219,050

- 1.13 SBC accommodates homeless households in 2 main categories
- (a) Those accommodated pending homeless enquiries (who may need full rehousing)

- (b) Those for whom SBC has accepted a rehousing duty – these must be accommodated in B&B or temporary accommodation until longer term housing is provided.

	2013/14	2014/15	2015/16 (projected)
Total Homeless acceptances	89	130	120
Total subject to a rehousing duty at 31/1 and provided TA by SBC	95	113	113
Total duty discharges (mostly via permanent social housing)	49	82	115

2. Options analysis and proposal

2.1 The Council needs to improve on the current options available to prevent homelessness. The Rent Bond Scheme whilst achieving its initial aim, now requires updating. Substantial research has been carried out to identify good practice amongst other Boroughs however competition between with neighbouring London Authorities has meant a strong attractive offer needs to be proposed to ensure the uptake needed is achieved.

2.2 Current Rent Bond Scheme.

- Financial help to households is offered which ensures the first month's rent is paid in advance
- The Council guarantees a month's deposit for a 12 month period.
- Management support to the landlord and tenant
- Housing benefits applications are managed and treated as a priority by the Council.

This scheme has been relatively successful but as statistics now show, the current scheme needs updating. (Current budget £34,700)

	Private rented tenancies secured under the Rent Bond Scheme
2012/13	46
2013/14	41
2014/15	38
2015/16	22

2.3 Proposed Landlord Rent Guarantee Scheme

The proposed scheme is similar to one in operation in a Local Unitary Council. It will be publicised to landlords as follows:

- A free scheme for landlords of 2 bed properties who will work with clients nominated by Spelthorne Borough Council.
 - Suitable for landlords with properties meeting the decent homes standard with Health and Safety and all relevant certification in place. (Prior to acceptance on the scheme the Council will carry out a basic health and safety inspection on the rental property)
 - Covers a maximum of a 2 year period with rent paid by the Council directly to the landlord, monthly in advance into a nominated bank account
 - **Rent would be paid at the local market rate.**
 - A guaranteed 6 week rent bond will be available to cover possible damage (not acceptable wear and tear).
 - The Council will arrange viewings for verified potential tenants. These will be arranged at a time to suit the landlord who will make a reasonable choice of tenant.
 - In return, Landlords will be expected to manage their own properties and tenancies directly, however the Council will :
 - Provide an opening and closing of tenancy video inventories. A copy will be available for the landlord and the tenant.
 - Free tenancy agreements
 - Carry out periodic inspections of the property during the tenancy with feedback given to the landlord.
 - Provide ongoing support for the tenant and the landlord over the term of the tenancy
 - A Tenant Advice service is available to support all tenants of the scheme.
 - All prospective occupiers will complete a tenancy sustainment course before signing a tenancy agreement.
 - Landlords will have access to regular landlord forums, newsletters and other networking opportunities through the Council.
- 2.4 The major difference in the proposed scheme is the payment of market rent direct to the landlord by the Council. The Council will then take on the responsibility of collecting the rent directly from the tenants. Whilst this will be very attractive to the landlords there will be a financial risk to the Council.
- 2.5 Due to the nature of the scheme and the uncertainty of uptake, it will be kept under review of the first 6-12 months of operation.

Risks

- 2.6 Currently we do not have an appropriate rent management /collection IT system. A growth bid was submitted and a capital provision of £65k was approved for 2016-17 so that this issue is currently being addressed. Although it is unlikely we will have the rent management system in place by the start of the scheme, it will be up and running within the first few months.
- 2.7 If a landlord does not receive rent from the tenant they are vulnerable to eviction. However if the Council is paying the landlord direct, it is not as straight forward to evict as there will not be any arrears should non-payment of rent back to the Council be an issue. Legal Services are currently producing agreements to ensure that the landlords approved for the scheme will take appropriate action and serve the relevant notices if the tenant fails to pay. A prudent 10% bad debt calculation has also been included in the business case due to the perceived risk.
- 2.8 The Council cannot be accepted as an 'approved landlord' for Universal Credit purposes as it will not be the landlord. Therefore the risk increases in reference to being able to collect rent from tenants on low income when Universal Credit is fully introduced. Claimants will receive all their benefits in one lump sum in their bank accounts monthly.
- 2.9 In reference to staff resourcing this scheme, a growth bid was approved for an Environmental Health Officer/technical officer who will not only undertake inspections to Bed and Breakfasts but also inspect the properties introduced into the scheme.
- 2.10 The business case for the scheme has also included new staffing resource for rent collection and management of the scheme when the numbers increase. There is a risk due to the difficulty in recruitment of staff, however this will be managed at the time if need be.
- 2.11 Counsels' advice has been taken in reference to the culpability of the Council in reference to this scheme. Legal Services and Housing Officers are satisfied that the risk is slight.
- 2.12 It should be noted that the budget for Discretionary Housing Benefits Payments (DHP) has been increased to £300,000 net for 2016/17. This is to ensure that vulnerable households who are affected by the Benefit Cap and the increasing rental demands (social and private) of the area have an opportunity of applying for this discretionary payment. This budget can be used to complement the rent guarantee scheme if necessary.
- 2.13 A review of the current scheme in the Unitary Council has highlighted the need to pay market rent to attract private landlords. Their uptake has been disappointing due to their choice to pay LHA rather than market rent.
- 2.14 Both the portfolio holder (Councillor Pinkerton) and the Leader (Councillor Harvey) have been involved in the design of the scheme and have strong views on having to pay landlords market rent to attract the uptake needed to address demand.

3. Financial implications

- 3.1 One of the greatest risks to the success of the Rent Guarantee Scheme is financial. Extensive work has been carried out with the assistance of the

Accountancy team to identify the financial business case and associated risks.

- 3.2 The table below identifies that the savings which can be achieved are directly linked to the number of tenancies obtained. However the social costs of housing homeless clients in bed and breakfast often outside the borough cannot be underestimated and this scheme will assist in addressing some of those issues.

Comparison of current B&B approach with proposed scheme

Forecast costs	Yr 1	Yr 2	Yr 3
1 bedroom households	0	0	15
2 bedroom households	10	30	40
3 bedroom households	0	0	10
4 bedroom households	0	0	5
Forecast no of households	10	30	70
B&B Costs			
Avg B&B cost	177,486	532,459	1,324,261
Avg Income	- 123,328	- 369,985	- 845,666
Bad debt provision @5%	6,166	18,499	42,283
Net cost to SBC	60,324	180,973	520,878
Market Rent Costs			
Rent paid (Avg)	144,000	432,000	987,000
LHA Income	- 115,295	- 345,884	- 839,793
Bad debt provision @10%	11,529	34,588	83,979
Salary costs (2 posts)	21,750	43,500	43,500
Net cost to SBC	61,985	164,204	274,686
Cost / (saving) vs B&B	1,660	- 16,769	- 246,192
Notes			
Transitional costs estimated at £25,900			
Bad debt provisions have been calculated at 5% for B&B and 10% for the Guaranteed rent scheme			
Salary costs are for 2 posts @ 18 hours, (6 months in year 1)			

The basis for the projected numbers across years 1 to 3 are targets and used to illustrate the potential cost savings associated with the scheme.

- 3.3 An allowance has been identified for those landlords currently on the existing scheme to transfer over to the new rent guarantee scheme once the existing tenancies expire.
- 3.4 Bad debt provision has been calculated at a prudent 10% for this scheme due to past experiences and the risk and the uncertainty of the impact of Universal Credit to the Council. However, the introduction of a rent (and debt) management system and the creation of a half post (which is one of the above 2 posts) will the Head of Customer Services to manage the bad debt effectively. ..
- 3.5 If approved this scheme will be funded out of the existing bed and breakfast budget of £465,200 however this budget may need to be supplemented later in the year if bed and breakfast occupancy increases

4. Other considerations

- 4.1 The approach to the prevention of homelessness has to be multifaceted due to the changing legislative requirements, changes in welfare reform, uncertain demands and very importantly individual needs.

- 4.2 The new Landlord Rent Guarantee scheme is only one of a number of initiatives currently being considered. This scheme should complement possible new initiatives such as the purchase of suitable accommodation for affordable housing, and bed and breakfast. By accessing the private sector to discharge the Council's duty, responsibility is being shared across all sectors of the rental market.
- 4.3 It should be noted that Central Government is encouraging Registered Social Landlords to increase their rental charges to reflect market rent, therefore reducing the difference between the two sectors.
- 4.4 A Landlord survey has been undertaken by the Housing Team to establish the profile of landlords who own or rent out properties in Spelthorne. This survey will also address the appetite of the landlords towards the new scheme and their wiliness to participate. As an incentive to complete the survey, landlords entered into a prize draw for £100 John Lewis Vouchers. A high level summary of the results can be seen in appendix 2. The full report will be published on the Councils website by the end of June.

5. Timetable for implementation

- 5.1 The proposed Rent Guarantee Scheme was introduced at the Landlord Forum on the 26 April 2016. General feedback on the scheme from attendees was very positive and has resulted in a number of expressions of interest to date.
- 5.2 It is envisaged that the scheme will commence operationally from 1 September 2016 with staff and the operational infrastructure in place by that time.

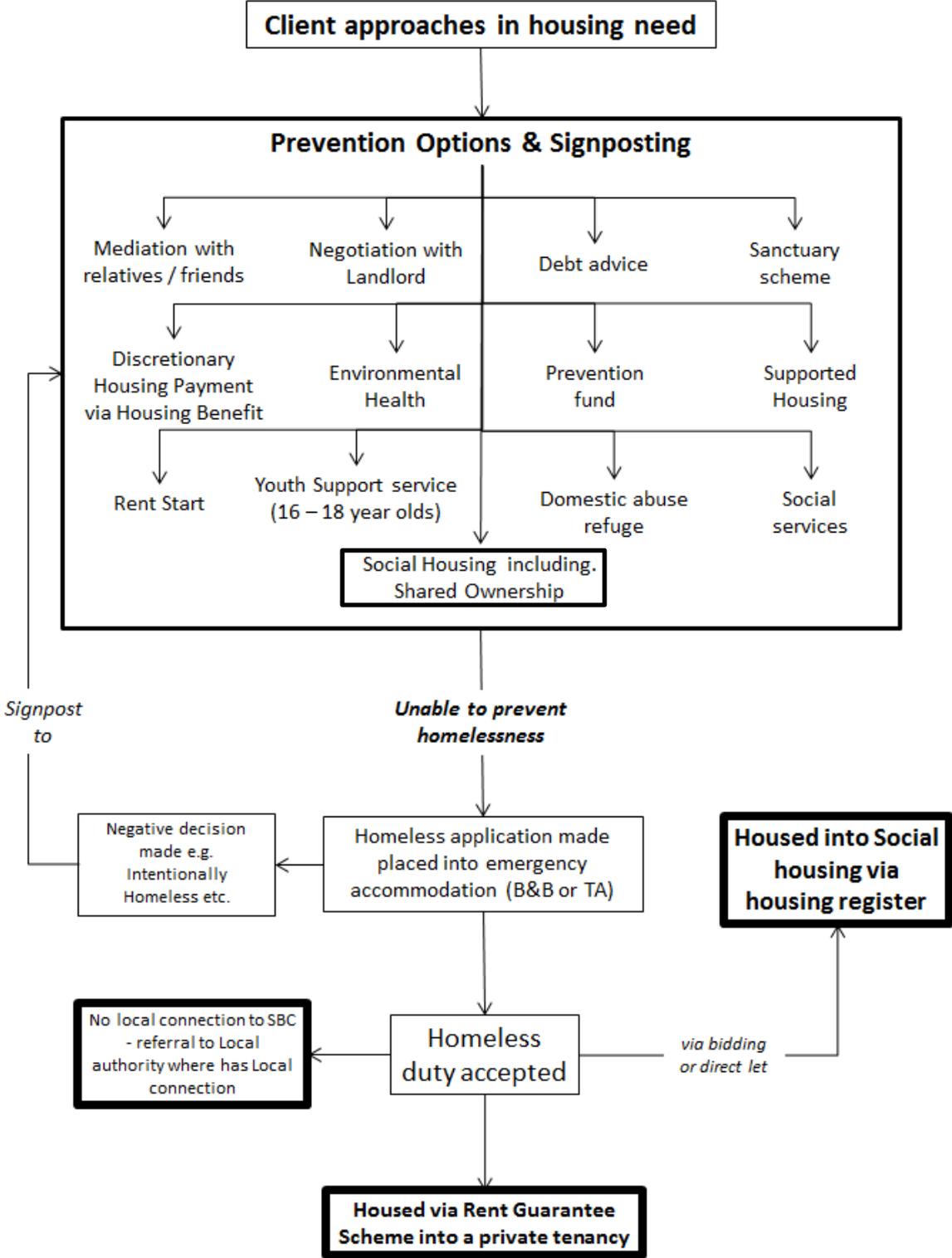
Landlord Forum - Scheme introduction	26 April 2016
Cabinet approval	22 June 2016
Additional Scheme marketing – Spelthorne Business Forum	April – September 2016
Landlords expression of interest	April 2016 onwards
Staff recruitment	July 2016 onwards
Scheme Launch	September 2016
Rent Management system	December 2016

Background papers: None

Appendices:

Appendix 1 – Housing pathways including the role of the Private Rented Sector.

Appendix 2 – Highlights from the Spelthorne Borough Landlord survey



Highlights from the Spelthorne Borough Landlord Survey

May 2016

Alongside the invitations to the Landlord Forum in April 2016, the Council sent a survey to landlords. The aim of the survey was to understand our landlord's plans, experiences and attitude towards doing business with the Council, particularly around the proposed Landlord Rent Guarantee Scheme. 43 surveys were completed, allowing us to draw some interesting conclusions around the three areas identified in the survey, namely:

- Information about our landlords
- Information on their tenants and how they perceive them
- How our landlords perceive the Council and what experiences they have had in working with us.

The full report will be completed and published on the private landlords pages on the Council's website in June. Highlights of the responses include:

1. Landlord Information section

- 58% of landlords provide self-contained flats.
- 40% of properties they own are 2 bedrooms.
- 67% of landlords own all of their rented properties within the Borough.
- 71% of landlords are not members of a Landlord Association, over half of these asked to receive more information on the benefits of membership.
- 38% of the landlords have been renting their property/properties out for over 10 years, 7% of which have been renting for over 21 years.
- Just under half of those that responded would prefer to be contacted in the future by email rather than other methods.

2. Tenant Information section

- The ideal preference for landlords when looking at potential tenants was that they were a professional.
- 28% of landlords have experienced problems with non-payment of rent.
- 81% of tenants renting are currently claiming Housing Benefit.
- Just over half of the landlords charge full market rent to their tenants.

- The majority of landlords were very interested in the incentive of market rent paid by the Council, with many also being very interested in the current rent deposit scheme.
- A number would still not consider letting their property to someone referred by the Council.

3. Council Information section

- 61% of landlords are fairly satisfied with our Housing Benefits service.
- 81% would consider working with the Council in the future.
- Over half of the Landlords would like to be contacted about the proposed Rent Guarantee Scheme with 28% who would like to be contacted on the Rent Deposit Scheme.
- Of the Landlords that have used the Rent Bond Scheme run by Spelthorne, 83% were satisfied with the scheme.
- Positives identified around our Housing Benefit service:
 - Generally the service is efficient when compared to other Boroughs.
 - Prompt payment and regular notification of changes in support
 - A dedicated officer to assist through letting process and continue as a link between Landlord and Tenant.
 - Everything happens correctly and on time.
- Negatives of Housing Benefit Service
 - Payments in arrears and paid every four weeks makes more work, calculating money.
 - Rent is not always paid on time due to changes in Housing Benefits for tenants.
 - Paid weekly not monthly so not easy to tally. Discretionary payments come and go.
 - The lack of notice of stopping Benefits.
- Suggestions received on how to improve our service included:
 - The Council need to encourage tenants to work with landlords and pay rent due. "I found that the Council has encouraged people to wait until they enter the Court process before vacation even though they have not paid rent."
 - The landlord should remain immune to the tenants changing circumstances.
 - Offering affordable contacts to fix damage or to maintain properties would be an incentive.
 - Pay monthly in line with the tenancy agreement.

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Cabinet**22 June 2016**

Title	Treasury Management Annual Report 2015-16		
Purpose of the report	To note		
Report Author	Ryan Maslen		
Cabinet Member	Councillor Howard Williams	Confidential	No
Corporate Priority	Value for money Council		
Cabinet Values	Self-Reliance and Accountability		
Recommendations	The Cabinet is asked to note the contents of this report.		

1. Key issues**Background**

- 1.1 The Chartered Institute of Public Finance and Accountancy's Treasury Management Code (CIPFA's TM Code) requires that authorities report on the performance of the treasury management function at least twice a year (mid-year and at year end).
- 1.2 The Council's Treasury Management Strategy for 2015/16 was fully approved by Cabinet in January 2015 and Council in February 2015.
- 1.3 The Authority has invested and borrowed substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. This report covers treasury activity and the associated monitoring and control of risk.

Compliance with Treasury Limits

- 1.4 During the financial year the Council operated within the treasury limits and Prudential Indicators set out in the Council's Treasury Policy Statement and annual Treasury Strategy Statement. The outturn Prudential Indicators for 2015/16 are shown in Appendix A.

Strategy for the Year 2015/16

- 1.5 The Guidance on Local Government Investments in England gives priority to security and liquidity and the Council's aim is to achieve a yield commensurate with these principles.
- 1.6 The Bank of England base rate remains at 0.5% and with an increase not expected by our treasury advisors Arlingclose until quarter two of 2018, the Council continues to regularly review its treasury strategy to support the revenue budget process.

- 1.7 Investments are managed in house and the Council has continued to place part of its core investment portfolio in pooled investment funds to achieve higher returns. Our total investment in such arrangements increased to just under £9.5m in 2015/16, over a range of equity, property and corporate bond funds. These continue to perform exceptionally well compared to the current returns available for cash and fixed term deposits, generating an average return of just under 5%.
- 1.8 This performance fully supports the decision taken a number of years ago to widen the investment strategy. In addition to the annual return generated, there are also significant capital gains of £0.7m on the initial investments made, and a breakdown of these is shown in paragraph 2.11 below.
- 1.9 Although money can be redeemed from the pooled funds at short notice, the Authority's intention is to hold them for the medium-term. Their performance and suitability in meeting the Authority's investment objectives are monitored regularly and discussed with Arlingclose.
- 1.10 The Council's remaining funds are managed from an overall cash flow perspective, although maturities are extended wherever possible to improve returns. A number of fixed term deposits have been made throughout the year, along with deposits in instant access accounts and money market funds. The Council continues to look to identify additional new investment options with the aim of increasing the return received and achieving greater diversification. The Council's cashflow requirements and income stream profiles are relatively predictable and this has enabled use of notice accounts during 2015/16. These are offered by a number of banks and provide a significant increase on the rates available on traditional instant access accounts, therefore maximising the returns to the Council.

2. Options analysis and proposal

Performance in 2015/16

- 2.1 Borrowing activity is extremely limited at the present time for the Council. There was a requirement to borrow a small sum in March 2016 to meet a short term unexpected cash flow need. This was borrowed from two other Local Authorities, with one amount being repaid in June 2016 and the other in August 2016. An element of flexibility to potential borrowing will be imperative going forward to support the Council in its period of transformation as part of the Towards a Sustainable Future agenda. It is anticipated that any significant capital acquisitions in the near future will be funded from borrowing. The Council is regularly liaising with its advisors on the right borrowing strategy to pursue.
- 2.2 The Council manages its investments in-house and invests with the most highly rated counterparties. During the year all investments were made in full compliance with the Council's treasury management policies and practices and in consultation with Arlingclose.
- 2.3 As at 31st March 2016 the net investment portfolio held by the Council was £18.24m. Full details of all investments held are shown in Appendix B.
- 2.4 The Council had originally estimated net investment income of £635k to be credited to the General Fund in 2015/16. This was a prudent estimate based on historical performance (interest income was £535k in 2014/15) and this

also took into consideration the significant capital receipt that the Council anticipated receiving during the financial year, which would be reinvested.

2.5 The actual interest outturn for the year was £599,649 made up as follows:

Investment Income	Actual £	Budget £
Temporary Investments & Cash Deposits	113,153	100,000
Pooled Equity & Bond Funds	486,496	535,000
Total Investment Income	599,649	635,000

2.6 The outturn position reflects the delay in the Council receiving the capital receipts that were expected within 2015/16. Every effort has been made to maximise the return achieved and minimise the shortfall in meeting the budget expectation. In comparison to 2014/15, additional investment income of £65k (a 12% increase) has been generated, which against the background of continuing low interest rates is a significant achievement.

Investment Performance Monitoring

2.7 Regular quarterly meetings of officers and the Portfolio holder are held with Arlingclose and in-house performance is monitored monthly. The Council is heavily dependent on investment returns to support the General Fund and the stability of those returns is an important part of our ongoing financial objectives.

2.8 Creditworthiness is also monitored regularly. The Council uses Arlingclose's suggested criteria to assist in the selection of suitable investment counterparties. This is based on credit ratings, including sovereign ratings, provided by the three main ratings agencies and supplemented by additional market data including rating outlooks, credit default swaps, bank equity prices etc. to assist the Council in making more informed decisions about which counterparties to invest with. However, the final selection decision always rests with the Council.

2.9 The end of bank bail-outs, the introduction of bail-ins, and the preference being given to large numbers of depositors other than local authorities means that the risks of making unsecured deposits continues to be elevated relative to other investment options. The Authority therefore increasingly favoured secured investment options or diversified alternatives such as non-bank investments and pooled funds over unsecured bank and building society deposits.

Conclusions for 2015/16 and Prospects for 2016/17

2.10 Market interest rates remain at historically low levels and Arlingclose believe these are unlikely to increase until quarter 2 of 2018. The return on investments achieved in 2015/16 has therefore been very good considering the external economic conditions the Council has to operate within. The major contributing factor to this has been the Pooled Investment Funds.

- 2.11 As at 31st March 2016 the Council had £9.49m invested in these longer term arrangements. In addition to this, as at 31st March 2016 there was a capital gain of £0.7m on these funds and this is detailed in the table below:

Pooled Fund Asset Class	Original Investment	Market Value at 31/3/16
Equity Funds	£3.8m	£3.93m
Corporate Bond Funds	£3.19m	£3.23m
Property Funds	£2.5m	£3.04m
Total Investment	£9.49m	£10.2m

- 2.12 Capital gains can vary on a daily basis and cannot be realised unless the investments are sold. Past performance is also no guide to the future but no treasury management activity is without risk so a balanced portfolio containing a good mix of asset classes can help to mitigate and manage risk effectively.
- 2.13 The Council's portfolio will continue to be kept under constant review in consultation with our treasury advisors to optimise investment performance whilst keeping risk to a minimum. The Council is proactive in its treasury management strategy so that it can act quickly when market conditions change.
- 2.14 With the significant capital receipts that are due to the Council in the near future, planning work has already commenced in conjunction with the portfolio holder and Arlingclose to establish the most effective way to reinvest these funds. The pooled fund investments are a natural starting point for these discussions and with the need to maintain a balanced portfolio a number of new fund options are currently being appraised.
- 2.15 With diversification of the overall portfolio also in mind, the Council has recently made a fixed term loan for a period of five years at a rate of 3.6% to Network Housing Group. Full due diligence was completed before this arrangement was entered into to ensure suitability, and the Council may look to make similar loans to other Housing Associations in the future if an appropriate opportunity becomes available.
- 2.16 The Council will also be working closely with Knowle Green Estates Ltd in the future, offering finance to the new entity at commercial rates. This will provide the Council with an additional fixed income stream and further diversification of the portfolio.

3. Financial implications

- 3.1 This report is a review of past investment performance and the financial implications are as set out in this report. The ability of the Council to generate maximum net investment returns with minimal risk provides significant resources for funding the Council's services.

4. Other considerations

- 4.1 There are none.

5. Timetable for implementation

5.1 Treasury management is an ongoing activity and normally there is no specific timetable for implementation.

Background papers: None

Appendices: A & B

PRUDENTIAL INDICATORS
ACTUALS 2015/16

Capital Expenditure Prudential Indicators	2014/15 Actual Outturn	2015/16 Original Estimate	2015/16 Actual Outturn
Prudential Indicator	£'000	£'000	£'000
Capital Expenditure	1,905	10,955	1,551
Ratio Financing Costs to Net Revenue Stream	(4.11)	(4.65)	(4.38)
Net Longer-term Borrowing	£0	£0	£0
In year Capital Financing Requirement	£0	£0	£0
Capital Financing Requirement as at 31 st March	£0	£0	£0

Treasury Management Prudential Indicators	2014/15 Actual	2015/16 Original Estimate	2015/16 Actual Outturn
Prudential Indicator	£'000	£'000	£'000
Authorised Limit for external debt	12,000	12,000	12,000
Operational Boundary for external debt	10,000	10,000	10,000
Gross Debt to Capital Finance Requirement	£0	£0	£0
Upper limit for fixed rate exposure	100%	100%	100%
Upper limit on variable rate exposure	100%	100%	100%
Upper limit principal invested for over 364 days	15,000	15,000	15,000

Maturity structure of fixed rate borrowing	Upper limit	Lower limit
Under 12 months	£12,000,000	£Nil
12 months but within 24 months	£Nil	£Nil
24 months but within 5 years	£Nil	£Nil
5 years but within 10 years	£Nil	£Nil
10 years and above	£Nil	£Nil

Actual External Debt as at 31/3/16	£4.03m (all short term borrowings)
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Details of Investments Held as at 31st March 2016

Investment Type	Amount £m	Interest Rate %	Start Date	Maturity Date
<u>Pooled Investment Funds</u>				
Charteris Elite Equity Income	0.8	3.39%	May 2012	N/A
Schroeders UK Corporate Bond	1.5	5.07%	May 2012	N/A
M&G Optimal Income Sterling	1.69	2.13%	Apr 2015	N/A
M&G Global Dividend	1.0	3.95%	Jun 2012	N/A
Schroders Income Maximiser	2.0	7.94%	Jul12 / Jul15	N/A
CCLA LAMIT Property Fund	2.5	6.08%	Mar13 / Apr14	N/A
Total Pooled Investment Funds	9.49	4.89%		
<u>Fixed Rate Deposits (Short Term)</u>				
Close Brothers	2.0	0.65%	30 Oct 2015	29 Apr 2016
<u>Other Deposits</u>				
Funding Circle	0.3	5.00%	Apr / May 2015	N/A
Total Other Deposits	2.3			
<u>Cash Flow Investments</u>				
Insight MMF	2.7	0.50%		Instant Access
Standard Life MMF	0.75	0.50%		Instant Access
BNP Paribas MMF	3.0	0.54%		Instant Access
Total Cash Flow Investments	6.45			
Total Investments at 31/03/16	18.24			

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Cabinet**22 June 2016**

Title	2015/16 Provisional Capital Outturn Report		
Purpose of the report	To note		
Report Author	Adrian Flynn		
Cabinet Member	Councillor Howard Williams	Confidential	No
Corporate Priority	Value for money Council		
Cabinet Values	Accountability		
Recommendations	The Cabinet are asked to note the provisional capital outturn spend for 2015/16		

1. Key issues

- 1.1 Due to rescheduling of some schemes to 2016/17, there will be an under spend for the 2015/16 financial year of £611k (28%).

A proportion of this underspend will be addressed in the form of carry forwards to 2016/17.

Details of Variances

- 1.2 Attached as appendix A & B is the provisional level of spend as at the 31st March of £1.599m against the revised budget.

Attached as appendix C is the list of £522K worth of carry forwards that MAT have agreed.

Transactions involving all the projects are reviewed on a regular basis throughout the year to ensure that they meet the definition of capital expenditure as laid down by our external auditors KPMG and accounting standards. Any transaction that fails to meet the capital expenditure definition will be transferred to revenue.

The following projects are worth noting

- 1.3 CCTV Enhancement: The project has been delayed as a result of no tenders being received resulting in a carry forward being requested.
- 1.4 Agile Working Project: The project has been delayed due to a change of project manager resulting in a carry forward request being requested.
- 1.5 Plot 12 & 13, Towpath Car Park: This project is no longer going ahead, but a carry forward request is requested to cover the cost of fencing.

- 1.6 Skate/BMX track Hengrove Park: Project delayed as the project requires to be re- scoped resulting in a carry forward request being requested.
- 2. Options analysis and proposal**
- 2.1 The Cabinet are asked to note the provisional capital outturn position
- 3. Financial implications**
- 3.1 Any underspend on the approved capital programme enables the authority to invest the monies to gain additional investment income or can be used to fund additional schemes identified.
- 4. Other considerations**
- 4.1 Schemes which are currently incomplete and require a budget carry forward may have contractual obligations which could leave us liable to litigation if they are not allocated the funds to complete the works.
- 5. Timetable for implementation**
- 5.1 Monthly position statements are provided to MAT as an update on the current spends to date position.
- 5.2 All heads of service with capital schemes are provided monthly with system reports which enable them to investigate spend in order to identify any spend which doesn't relate to the scheme.
- 5.3 Quarterly reports with officer comments are provided to Cabinet and Overview and Scrutiny committee for investigation and comments.

Background papers:

Appendices: A,B & C

CAPITAL OUTTURN REPORT 2015/16

Portfolio Member	ORIGINAL BUDGET	REVISED BUDGET	ACTUALS YTD	VARIANCE TO REVISED BUDGET
Cllr Pinkerton - Housing, Health, Wellbeing, Ind Living & Leisure	2,285,600	1,185,600	984,854	(200,746)
Cllr Mitchell - Environment	1,177,900	319,900	269,432	(50,468)
Cllr Gething - Asset Management	7,111,800	131,800	53,882	(77,918)
Cllr Barnard - ICT	230,000	422,400	287,951	(134,449)
Cllr Mitchell - Comm Safety	150,000	150,000	3,000	(147,000)
	10,955,300	2,209,700	1,599,120	(610,580)

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CAPITAL OUTTURN REPORT 2015/16

Portfolio Member / Service Head	Cost Centre	Description	Original Budget	Revised Budget	Actuals YTD	Variance to Revised Budget	Comments
<u>Housing Investment Programme</u>							
<u>Cllr Pinkerton - Housing, Health, Wellbeing, Independent Living & Leisure</u>							
Lee O'Neil	40203	Disabled Facilities Mandatory	460,000	522,921	475,843	(47,078)	DFG payments are lower against the revised budget as Department for Communities of Local Govt. (DCLG) have awarded us an additional grant of £62,921.
Lee O'Neil	40204	Disabled Facilities Discretion	29,600	29,600	13,044	(16,556)	Less expenditure as more focus on mandatory payments due to higher referrals
		Less Specified Capital Grant	(285,000)	(347,921)	(347,921)	-	Additional grant of £62,921 has been received
		Net Cost of Disabled Facilities Grants	204,600	204,600	140,965	(63,635)	
Lee O'Neil	40209	Home Improvement Agency grant	81,000	81,000	80,451	(549)	Additional funding of £52,705 for Home Improvement from Surrey County Council
		HIA Funding	-	-	(52,705)	(52,705)	Additional Funding of £52,705 received from Surrey County Council to off set the above costs
		Total	81,000	81,000	27,746	(53,254)	
Total For HIP			285,600	285,600	168,711	(116,889)	
<u>Other Capital Programme</u>							
<u>Cllr Pinkerton - Housing, Health, Wellbeing, Independent Living & Leisure</u>							
Deborah Ashman	41622	Affordable Housing Opportunity	2,000,000	900,000	816,577	(83,423)	Purchase of Bugle Returns site and associated work and associated work have taken place. £1.1 million has been rephrased to 2016-17
Deborah Ashman	42271	Fordbridge Day Centre	-	-	(434)	(434)	Retention payment was less than expected
		Total	2,000,000	900,000	816,143	(83,857)	
<u>Cllr Mitchell - Environment</u>							
Jackie Taylor	41506	Spelride Bus Replacement	250,000	-	-	-	The Project has been rephrased to 2016-17
Jackie Taylor	41507	Streetscene Van Replacement	25,000	25,000	23,300	(1,700)	Vans have been delivered and project has also been completed.
Jackie Taylor	41601	DCLG Bins	-	-	47,925	47,925	DCLG Bins expenditure with no budget
Jackie Taylor	41619	Small Scale Area Regeneration	700,000	-	-	-	Project has been rephrased to 2016-17 as no match funding was available from Surrey County Council in 2015-16.
		External Funding	(350,000)	-	-	-	
Jackie Taylor	41620	Wheelie Bins	50,000	50,000	50,000	(0)	
		Total	675,000	75,000	121,225	46,225	
Lee O'Neil	41314	Air Quality	17,100	25,100	594	(24,506)	The contract is now signed with the consultant and now waiting for the work to start. Project is expected to be completed by end of March 2017. Balance to be requested to be carried forward in the next financial year.
		Total	17,100	25,100	594	(24,506)	
Sandy Muirhead	42007	Energy Saving Measures	15,000	15,000	15,000	-	
		Total	15,000	15,000	15,000	-	
Sandy Muirhead	41006	Kenyngton Manor Pavilion	98,900	98,900	95,141	(3,759)	The project has been completed
		External Funding	(79,700)	(79,700)	(76,872)	2,828	
Sandy Muirhead	41026	Laleham Park Upgrade	200,000	-	-	-	This project is still being redefined to address changes to the project. The project has been rephrased to 2016-17
Sandy Muirhead	41030	Skate/BMX Track Hengrove Park	-	70,000	385	(69,615)	The project is being re-scoped and a carry forward request is to be made
		Total	219,200	89,200	18,654	(70,546)	
Sandy Muirhead	41317	Car Park Improvements	110,600	110,600	113,960	3,360	Project has been completed
Sandy Muirhead	41320	Pay & Display Machines	141,000	5,000	-	(5,000)	Project has been rephrased to 2016-17 and any residual will also be requested to be carried forward to 2016-17
		Total	251,600	115,600	113,960	(1,640)	

CAPITAL OUTTURN REPORT 2015/16

Portfolio Member / Service Head	Cost Centre	Description	Original Budget	Revised Budget	Actuals YTD	Variance to Revised Budget	Comments
Cllr Gething - Asset Management							
Dave Phillips	41007	Stanwell Skate Park	50,000	50,000	50,000	-	The project has now been completed
		External Funding	(50,000)	(50,000)	(50,000)	-	
Dave Phillips	41015	Runnymede Estates	55,600	55,600	51,061	(4,540)	
Dave Phillips	41028	Fire Alarm Systems	-	-	1,076	1,076	Retention payment is funded through Runnymede Estates Budget.
Dave Phillips	41031	Fencing	-	-	1,209	1,209	Retention payment is funded through Runnymede Estate Budget.
Dave Phillips	41618	Esso Site Stanwell	-	20,000	4,272	(15,728)	Project has been completed and project Manager anticipates no further expenditure against this project
Dave Phillips	42011	Replace Council Accommodation	7,000,000	-	-	-	The project has been rephrased to 2016-17
Dave Phillips	42036	Plot 12&13 Towpath Car Park	56,200	56,200	-	(56,200)	Project is no longer taking place, but a carry forward request is to be made for fencing
Dave Phillips	42053	Knowle Green Heating	-	-	(3,735)	(3,735)	Balance of Retention payment is less than expected
Dave Phillips	42046	Greeno Centre Re-roofing	-	-	-	-	
		Total	7,111,800	131,800	53,882	(77,918)	
Cllr Barnard - ICT							
Helen Dunn	43003	New Software	20,000	20,000	20,125	125	Expenditure on New version of Splunk for server monitoring, oracle upgrade, TLC Land Charges and other various software enhancements.
Helen Dunn	43004	Host Replacement	-	55,000	43,812	(11,188)	The hosts are the physical servers that house all our virtual servers. This is the cost of their replacement. The project has been completed.
Helen Dunn	43314	Integra Upgrade	-	8,000	4,630	(3,370)	Project has been completed
Helen Dunn	43608	Other Hardware	60,000	60,000	62,108	2,108	Expenditure on replacement storage & various other hardware requirements. Over spend of expenditure to be funded through under spends against other projects.
Helen Dunn	43611	Mobiles and Tablets	-	-	(539)	(539)	Payment not required on the accruals
		Total	80,000	143,000	130,136	(12,864)	
Linda Norman	43503	Agile Working	-	50,000	1,778	(48,222)	Project has been delayed due to change of Project Manager and not completed in this financial year. Balance is to be requested to be carried forward to 2016-17.
Linda Norman	43505	CRM Solution	-	46,200	32,991	(13,209)	Work on Phase II has now been completed. Development work has also started. Project is still not completed. Balance is to be requested to be carried forward to 2016-17.
Linda Norman	43510	New Booking System	-	30,000	25,140	(4,860)	Project is still underway. Balance is to be requested to be carried forward to 2016-17
Linda Norman	43515	Corporate EDMS Project	150,000	150,000	94,726	(55,274)	New software has been installed and data migration work has already completed for Planning Service. Phase II (People element) project has been delayed due to resource issues and other problems. Work to commence on Phase II in March 2016 with expected completion by March 2017. Balance is to be requested to be carried forward to 2016-17.
Linda Norman	43308	Liquid Voice	-	3,200	3,180	(20)	Project has been completed
		Total	150,000	279,400	157,815	(121,585)	
Michael Graham	43504	Elections IER Equipment	-	4,548	4,548	0	Individual Electoral Registration (IER) funding through Cabinet Office
		External Funding	-	(4,548)	(4,548)	(0)	
		Total	-	-	-	-	
Cllr Mitchell - Community Safety							
Keith McGroary	41621	CCTV Enhancement	150,000	150,000	3,000	(147,000)	Portal for Tenders for the contract has now been received with no submission which has caused further delay to the project. Balance to be requested to be carried forward to 2016-17
		Total	150,000	150,000	3,000	(147,000)	
Total For Other			10,669,700	1,924,100	1,430,408	(493,692)	
Total Expenditure			11,720,000	2,691,869	2,131,166	(560,703)	
Total Funding			(764,700)	(482,169)	(532,046)	(49,877)	
GRAND TOTAL			10,955,300	2,209,700	1,599,120	(610,580)	

Capital Carry Forward Requests 2015/16

Appendix C

Carry Forward	Account No	Capital Project	Amount requested to be carried forward £	Comments
1	435058253	Enhancing the Customer Experience (CRM)	11,800	Phase 2 of the project was delayed with the system going live in March, but the invoice for this and phase 3 work not being received until later in the year.
2	435158225	Electronic Management (EDMS)	55,274	Project was phased over 2 years 15/16 and 16/17 with completion due in 2016/17.
3	410308225	Hengrove Skate Park	69,600	Project delayed as the project requires to be re-scoped.
4	435108252	On Line Booking System	4,900	Project to go live in the summer of 2016
5	416218252	CCTV conversion to wireless from fibre optic	147,000	Project delayed due to lack of tenders
6	413148239	Air Quality	24,506	Grant funding money from DEFRA, ring fenced for the Air Quality project, any unspent money to be returned to DEFRA.
7	416228239	Housing Projects	83,400	Residual amount to be carried forward after the purchase of the Bugle for future housing projects.
8	416188225	Esso Site Stanwell	15,728	To help facilitate re development of the site.
9	435038253	Agile Working	48,222	The Agile working project commenced in May 2015 although, due to the original project manager leaving and her replacement starting, work did not commence in earnest until October. The pre project budget allows for the review of our current ICT platforms and the set-up of trials for the most suitable replacement technology. The project also covers a review of change management and training needs for staff, analysing the current working patterns, learning lessons from trials, commitment from managers and communication.
10	413208252	Pay and Display Machines	5,000	Residual amount of the project that was not rephrased to 2016/17
11	420368225	Plot 12 & 13 Towpath Car Park	56,200	The project is no longer going ahead, but the area does require fencing to be installed.
			521,630	

Revenue Carry Forward Requests 2015/16

Appendix D

Carry Forward	Account No	Account Description	Amount requested to be carried forward £	Revised £	Comments
1	317014915	Smartbags	3,510	3,510	The smartbag order will not be delivered until May and Sustainability would like this to come out of the ringfenced 2015/16 budget.
2	303024401	Corporate Training Budget	12,000	12,000	To Support TASF programme & proposals for longer term restructure and to assist with succession planning.
3	301344401	Knowle Green Relocation	314,935	64,935	£250k budget included in 17/18
4	310024979	General Property Expenses	15,464	15,464	Funds required to cover increase in management responsibilities from increased lettings of Council assets.
			345,909	95,909	

Cabinet**22 June 2016**

Title	2015/16 Provisional Revenue Outturn Report		
Purpose of the report	To note		
Report Author	Adrian Flynn		
Cabinet Member	Councillor Howard Williams	Confidential	No
Corporate Priority	Value for money Council		
Cabinet Values	Accountability		
Recommendations	The Cabinet is asked to note the provisional revenue outturn for 2015/16.		

1. Key issues

- 1.1 The summary on appendix A shows that we have spent £13.925m against the full year revised budget of £14.536m (a 4.2% or £611k underspend). Taking into account the use of carry forwards, investment income, reduced use of reserves and business rates retention the net underspend is approximately £261k
- 1.2 Appendix B summarises spend across portfolios by service areas broken down in employees, other expenditure and income.
- 1.3 Appendices C1 to C9 give a breakdown by service of spend against the revised budget plus comments on various variances. These appendices have been sent out under separate cover.
- 1.4 There is an end of year accounting adjustment relating to the accounting requirements to replace cash pension transactions with notional accounting values in accordance with accounting standards. This has resulted in the historic pension deficit charge from the Surrey Pension fund on the central overheads cost centre being reversed out and incorporated in a recharge across all services. This has resulted in a favourable variance of £841k on the central overheads cost centre.

Investment Income

- 1.5 Interest earned on our investments amounted to £600k which was £35k lower than the original budget. The main reason for the lower amount is the later than expected Bridge Street car park capital receipt.

Transfers to and from Reserves

Carry forward reserve: an amount of £96k is being put forward for approval this mainly relates to Knowle Green Relocation. This can be accommodated within the underspend. It is proposed to transfer to reserves in relation to work underway but not completed in 2015 -16- these schemes are identified in appendix D.

2. Options analysis and proposal

- 2.1 The Cabinet are asked to note the provisional revenue outturn position and list of carry forwards provisionally approved by corporate management team.

3. Financial implications

- 3.1 There are no on-going financial implications in the report but variances which have occurred will be investigated to see if they are on-going and should be incorporated into future year budget deficit/surplus projection calculations.

4. Other considerations

- 4.1 There are none.

5. Timetable for implementation

- 5.1 Quarterly reports with officer comments are provided to Cabinet and Overview and Scrutiny committee for investigation and comments.
- 5.2 Monthly system generated summary reports with drill down facilities are sent to corporate management team, heads of service and cabinet members.

Background papers:

Appendices: A,B & D

2015/16 Net Revenue Budget Monitoring
As at end of 31 MARCH 2016

	15/16	15/16	15/16	15/16
	Budget		Total	Variance
	Original	Revised	Actuals	to Revised
	£	£	£	£
Gross Expenditure	55,882,600	56,107,500	56,496,160	388,660
Less Benefits (offset by grant)				
Total Gross Expenditure excluding Benefits	55,882,600	56,107,500	56,496,160	388,660
Less Housing Benefit grant	(31,376,700)	(31,376,700)	(31,865,707)	(489,007)
Less Specific fees and charges income	(9,755,000)	(9,755,000)	(10,705,224)	(950,224)
Net Expenditure - broken down as below	14,750,900	14,975,800	13,925,229	(1,050,571)
Leader of the Council	443,800	445,000	448,011	3,011
ICT & Business Continuity of the Council	697,000	706,500	723,539	17,039
Housing, Health, Wellbeing, Independent Living and Leisure	2,558,000	2,561,400	2,711,772	150,372
Finance	3,399,100	3,419,600	2,791,318	(628,282)
Planning	1,805,500	1,888,300	2,030,089	141,789
Communication and Procurement	215,500	227,000	212,648	(14,352)
Community Safety and Licensing	108,800	108,800	162,716	53,916
Waste, Environment and Parking	3,634,200	3,646,400	3,482,255	(164,145)
Economic Development and Fixed Assets	1,889,000	1,972,800	1,362,880	(609,920)
NET EXPENDITURE AT SERVICE LEVEL	14,750,900	14,975,800	13,925,229	(1,050,571)
Salary expenditure - vacancy monitoring	(300,000)	(300,000)		300,000
Partnership Savings	(40,000)	(40,000)		40,000
Pay award	-	-		-
Efficiencies to offset pay award	(100,000)	(100,000)		100,000
Increased Employer contributions due to auto enrollment	-	-		-
NET EXPENDITURE	14,310,900	14,535,800	13,925,229	(610,571)
NET EXPENDITURE	14,310,900	14,535,800	13,925,229	(610,571)
Interest earnings	(635,000)	(635,000)	(599,600)	35,400
Staines Town Development/TaSF	(531,276)	(531,276)	0	531,276
BUDGET REQUIREMENT	13,144,624	13,369,524	13,325,629	(43,895)
Baseline NNDR Funding	(3,055,700)	(3,055,700)	(3,055,700)	-
Revenue Support grant	(1,330,600)	(1,330,600)	(1,330,600)	-
New Homes Bonus	(1,564,400)	(1,564,400)	(1,564,400)	-
NET BUDGET REQUIREMENT	7,193,924	7,418,824	7,374,929	(43,895)
Collection Fund Surplus/(deficit)	(266,400)	(266,400)	(266,400)	-
CHARGE TO COLLECTION FUND	6,927,524	7,152,424	7,108,529	(43,895)
2014/15 Revenue carryforward				(216,700)
Net Position				(260,595)

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Appendix B			
REVENUE MONITORING 2015/16			
EXPENDITURE AND INCOME SUMMARY 31 MARCH 2016			
Results to	Budget	Actual	Variance
31-Mar-16	Revised	YTD	to Revised
	£	£	£
Leader of the Council			
Employees	423,600	468,933	45,333
Other Expenditure	94,600	64,048	(30,552)
Income	(73,200)	(84,970)	(11,770)
	445,000	448,011	3,011
ICT & Business Continuity of the Council			
Employees	473,100	509,559	36,459
Other Expenditure	271,800	258,389	(13,411)
Income	(38,400)	(44,408)	(6,008)
	706,500	723,539	17,039
Housing, Health, Wellbeing, Independent Living and Leisure			
Employees	3,416,400	3,604,735	188,335
Other Expenditure	33,469,200	34,522,059	1,052,859
Housing Benefit grant income	(31,376,700)	(31,865,707)	(489,007)
Income	(2,947,500)	(3,549,315)	(601,815)
	2,561,400	2,711,772	150,372
Finance			
Employees	2,972,800	2,247,884	(724,916)
Other Expenditure	817,600	945,335	127,735
Income	(370,800)	(401,901)	(31,101)
	3,419,600	2,791,318	(628,282)
Planning			
Employees	1,911,500	2,098,095	186,595
Other Expenditure	1,238,200	1,226,163	(12,037)
Income	(1,261,400)	(1,294,169)	(32,769)
	1,888,300	2,030,089	141,789
Communication and Procurement			
Employees	111,300	120,768	9,468
Other Expenditure	125,700	99,042	(26,658)
Income	(10,000)	(7,162)	2,838
	227,000	212,648	(14,352)
Community Safety and Licensing			
Employees	203,700	199,491	(4,209)
Other Expenditure	142,700	213,290	70,590
Income	(237,600)	(250,065)	(12,465)
	108,800	162,716	53,916
Waste, Environment and Parking			
Employees	3,299,400	3,301,000	1,600
Other Expenditure	4,715,100	4,790,036	74,936
Income	(4,368,100)	(4,608,781)	(240,681)
	3,646,400	3,482,255	(164,145)
Economic Development and Fixed Assets			
Employees	369,600	431,767	62,167
Other Expenditure	2,051,200	1,395,566	(655,634)
Income	(448,000)	(464,453)	(16,453)
	1,972,800	1,362,880	(609,920)
NET EXPENDITURE AT SERVICE LEVEL	14,975,800	13,925,229	(1,050,571)
Total Employees	13,181,400	12,982,233	(199,167)
Total Other Expenditure	42,926,100	43,513,927	587,827
Housing Benefit grant income	(31,376,700)	(31,865,707)	(489,007)
Total Income	(9,755,000)	(10,705,224)	(950,224)
	14,975,800	13,925,229	(1,050,571)
Total Expenditure	56,107,500	56,496,160	388,660
Total Income	(41,131,700)	(42,570,931)	(1,439,231)
Net	14,975,800	13,925,229	(1,050,571)

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Revenue Carry Forward Requests 2015/16

Appendix D

Carry Forward	Account No	Account Description	Amount requested to be carried forward £	Revised £	Comments
1	317014915	Smartbags	3,510	3,510	The smartbag order will not be delivered until May and Sustainability would like this to come out of the ringfenced 2015/16 budget.
2	303024401	Corporate Training Budget	12,000	12,000	To Support TASF programme & proposals for longer term restructure and to assist with succession planning.
3	301344401	Knowle Green Relocation	314,935	64,935	£250k budget included in 17/18
4	310024979	General Property Expenses	15,464	15,464	Funds required to cover increase in management responsibilities from increased lettings of Council assets.
			345,909	95,909	

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Cabinet

22 June 2016



Title	Business Improvement District		
Purpose of the report	To make a decision		
Report Author	Keith McGroary		
Cabinet Member	Councillor Nick Gething	Confidential	No
Corporate Priority	Creating opportunity and prosperity for our borough		
Cabinet Values	Community and Self-Reliance		
Recommendations	Cabinet is asked to support an amendment to the use of the funding previously agreed by Cabinet, from a 'retail only' Business Improvement District (BID), to a 'retail and office' BID within Staines-upon-Thames		

1. Key issues

- 1.1 In February 2015 a report was received by Cabinet with the following recommendation **'Cabinet is asked to endorse the recommendation that Spelthorne Council will support the introduction of a Business Improvement District (BID) for Staines-upon-Thames and incorporate £32k provision for the consultation and start-up costs in the Revenue Budget for 2015-16.'**
- 1.2 Cabinet supported the recommendation with a condition that the Business Improvement District related purely to the retail businesses within the Staines-upon-Thames BID area. Part of the reason for this related to the potential difficulties in collecting the levy from some office based businesses that struggled to pay the business rates, additionally this could imply significant annual costs to the Council with regards to the requirement to pay a levy on all Council assets within the BID area, including 3 car parks and Knowle Green if the BID included office premises. This could make the Council the highest levy payer by far, and disproportionate to other businesses situated within the BID area.
- 1.3 A person was appointed to carry out the necessary work to consult with retail businesses and make arrangements to hold a ballot so that those retailers in the BID area could vote to approve or oppose a BID for Staines-upon-Thames. This person later stood down from leading the BID.
- 1.4 Another person was quickly appointed with significant experience in delivering successful BIDs across the country. It then became apparent that the BID levy could actually realise significantly more income than originally thought by

including offices; over the 5 years life of a BID, this would amount to £1.3m to £1.7m (£260k - £345k per year), dependent upon the boundary and which model the Steering Group selected, compared to the original estimate of £650k over 5 years (retail only). The contribution from the inclusion of the offices would be around £660k (£132k per year). Without the offices, this would reduce the overall levy collected by about 40%.

- 1.5 The benefits for business would include a customised retail offer to offices situated in the BID area for the benefit of their staff, opportunities to take advantage of negotiated deals on behalf of the BID such as insurance premiums which could realise savings through economies of scale, the creation of an even cleaner (i.e. could remove bubble gum from pavements) and a more inviting environment to work. For the retailers, this would help encourage and increase the number of workers based within the town that visit and spend within the stores.
- 1.6 The new lead explained that a BID could place a cap on the maximum that any one single business rate payer would need to contribute to the BID; this would be despite either the rateable value or the number of businesses it owned, situated within the BID area. The proposed cap is expected to be a maximum of £3k - £5k per year.

2. Options analysis and proposal

- 2.1 Option 1 would be to continue with the original plan and progress the BID as a retail only proposition. This would conflict with the vote of the BID Steering Group, therefore support for retail only BID would not be supported by the Steering Group resulting in a 'No' vote. The BID is not an arm of the Council but a business led group where the Council are just one of the members of the BID Board with one vote. This option comes with a significant danger that the BID would collapse, and any financial investment the Council has made to improve the competitive advantage of Staines-upon-Thames would be lost.
- 2.2 Option 2 would be to endorse the change in use of the funding from retail only, to a retail and office BID, which would include all such businesses situated within the BID area. A broader benefit to the Council, which becomes more important with 100% retention is that a successful BID potentially will help local businesses to maximise footfall and to be prosperous which in turn hopefully helps minimise voids and business rates hits on our two councils

3. Financial implications

- 3.1 Under the proposal originally endorsed by Cabinet in February 2015 SBC would be liable for a levy of around £1,000. If the recommendation is approved and all offices were included this would increase the Council's liability to a capped levy which is expected to be in the region of £3k - £5k. This would not alter, even if the Council acquired additional properties within the BID area. However, the overall impact would be to increase the funding available for the BID Board to improve the attraction of Staines-upon-Thames by £660k over the 5 years of the BID.
- 3.2 By extending the area of the BID, there is an increase in software costs to administer the BID from £13,500 to £18,000 and a 10% ongoing maintenance charge. Whilst the Council would initially purchase the software required, these costs would be recharged to the BID management company.

3.3 Whilst collection rates of BIDs are reasonably high, the BID management company should factor in a 10% loss on collection rates within their financial modelling.

4. Other considerations

4.1 On 10th May the BID Steering Group met and agreed that the BID should include retail premises as well as offices as this would make for a more inclusive BID and help to provide incentives through the BID to encourage more office workers to shop in the town and make the most of the opportunity presented by this local and transient population. Additionally, there are in excess of 220 BIDs spread across the country and the overwhelming majority are fully inclusive BID's, not just retail only.

4.2 The BID Steering Group will be agreeing the cap where businesses liability will be limited at the next meeting. The vote for the BID will take place between the 1st October and 28th October 2016. If there is a 'yes' vote, the BID will become live on 1st April 2017.

4.3 Subject to the type of BID selected there could be a resource implication for the Council with regards to the collection of the levy. There could be a number of permutations as to the final details of the levy, the more complex the formula the more likely that additional manual work, and management of the levy would be needed to be carried out by Council staff. If it is retail & office BID, this could mean an additional resource cost for the Council to administer the BID of up to £20k; however any additional costs to carry out this work would need to be funded by the BID.

4.4 By investing in the Staines-upon-Thames BID to ensure that it is a success and has the correct mix of properties within the right boundary for the town, the Council can ensure that this is the 'blueprint' for other BIDs within Spelthorne and can be rolled out across other parts of the Borough.

4.5 A successful BID can improve the competitive advantage within the area, and this could have an impact on Business Rates collection figures and Rateable Value growth as fewer units are left empty and more businesses are attracted to the area.

5. Timetable for implementation

5.1 This would be implemented immediately should Cabinet approve the recommendation.

Background papers: none.

Appendices: BID Newsletter; BID Guidance.

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your business, your voice, your BID

Hello

Welcome to the first edition of the Staines-upon-Thames BID News.

This fact sheet will answer some frequently asked questions about Business Improvement Districts and our plans to work with businesses towards developing one for Staines town centre.

What could a BID mean for Staines-upon-Thames?

For Staines a BID could mean up to £1.4 million over 5 years would be raised and spent to invest in and enhance the town. How that money is spent is up to you and your fellow businesses.

Staines has a thriving town centre that needs to remain competitive. A BID enables the private sector to work together, to agree the projects and improvements that will be delivered in their area to ensure that Staines attracts visitors, increases footfall and encourages investment.

A few examples of projects and services that BIDs deliver are:

- **Attracting footfall** – a truly magical Christmas throughout the town, year round events and festivals, family attractions to animate all areas of the town and create buzz and atmosphere
- **Marketing and promoting** – through campaigns to promote the town as a destination, to develop its identity and increase spend, promote brands and independent businesses
- **Clean, bright and welcoming** – entering Britain in Bloom, free WIFI for shoppers / visitors, new street furniture, wayfinding signage and digital advertising
- **Reducing business crime** – additional police, PCSO's and Storennet radio system for businesses
- **Business support** – to help businesses save money on bills and reduce costs through joint procurement
- **Voice for local businesses** – superfast broadband, affordable parking / travel for employees, professional business seminars, business training, networking and awards. BIDs also give all businesses a strong, collective voice to be able to engage with the rest of the town and raise the issues that are important to you such as parking, the market etc.

Get involved and have your say. The BID survey enables all businesses to voice the issues they want addressed, put forward ideas and identify priority projects. These will form part of the 5 year BID business plan that all businesses will vote on later this year. Pending a majority vote Staines will become a Business Improvement District and all projects will get underway. Please complete the survey online at: <http://www.surveymonkey.com/r/stainesbid>

What are BIDs?

A BID is an arrangement whereby businesses get together, decide what improvements they want to make in their town or city centre, how they will manage these and what it will cost them.

BIDs have a maximum term of 5 years, which gives a good length of time for businesses to feel the benefit of the services and projects delivered by the BID.

BIDs can only deliver services and projects that are additional to those provided by the public agencies including the local authority and police to ensure that businesses receive added value.

The BID development phase is being supported by Spelthorne Borough Council but, going forward, the BID would be entirely managed by the businesses.

Have BIDs been supported elsewhere in the UK?

Since the legislation was introduced in the UK in 2004 over 225 BIDs have been formed in locations including Kingston, Guildford, Camberley, Croydon, Bromley, High Wycombe, Bath and Reading. There are 50 BIDs in London alone. 95% of BIDs are re-elected by businesses after their first 5-year term demonstrating their value to businesses.

In partnership with Spelthorne Borough Council

your business, your voice, your BID

How could Staines-upon-Thames become a BID?

As BIDs are business led, a new BID Steering Group made up of local businesses will be formed to develop and drive the BID project forward. Please get in touch if you would like to be a part of this group. The Steering Group, in line with the widespread business consultation, will make key decisions including projects that go into the business plan and the budget allocated to the projects.

Following consultation with businesses in the BID area, a business plan will be produced setting out the priorities identified and the exact costs. All eligible businesses within the BID area will be asked to vote to deliver the projects and services contained within the business plan.

For a BID to go ahead businesses cast their vote at official ballot. A ballot must be won on two counts: A majority by number and a majority by rateable value. This ensures that the interests of large and small businesses are protected.

Making sure it's right for Staines-upon-Thames

Throughout the term of a BID it is essential to measure the effectiveness of the services and projects being delivered to demonstrate to businesses the improvements it is making to their area. The BID will verify this in a variety of ways including the UK Retail Rankings, installing footfall counters throughout the town, undertaking shopper surveys, business surveys and looking at the crime figures and number of vacant units. All data will be benchmarked regularly during the BID term.

What next

Please take a few minutes to complete a BID survey. This is your town and your BID so you decide the initiatives that go into the Staines-upon-Thames BID business plan.

In the next BID News we will:

- Give you feedback on the BID survey data and the initiatives businesses want the BID to focus on
- Introduce your new BID Steering Group of local businesses
- Provide you with a BID development timeline

For more information and to discuss the BID, please contact Michelle Baker, Staines BID Development Manager tel 07527 016338 email Michelle@staines-upon-thames.bid

How is a BID funded?

A BID is funded through a BID levy, this is calculated as a small percentage of a business's rateable value. The majority of BIDs charge between 1 - 1.5% of rateable value per annum to fund the improvements businesses want. For a small independent business this is circa £50 a year / £4 per week. Once a ballot is successful the BID levy is mandatory for all eligible businesses. BID levy is ring-fenced for use only in the BID area and only for the projects businesses choose. The BID would be managed by an elected Board of local businesses.

Examples of BIDs at work

"In the last 10 years we have seen higher footfall, longer user stay and higher spend; this is in no small part down to Kingston BID". Chris Paterson, director – real estate, Aviva Investors, joint owners of the Bentall Shopping Centre

Nottingham BID events attracted over 500,000 extra visitors

Shrewsbury BID trailed 'Free Sunday Parking' and footfall rose by 35% on the previous year's figures

A Manchester BID event – the MCR Student Takeover saw footfall increase by 61%

Winchester BID saw a 25% increase in footfall due to their BID

Reading BID installed 400,000 lights throughout the town making it one of the finest Christmas displays outside of London

In partnership with Spelthorne Borough Council



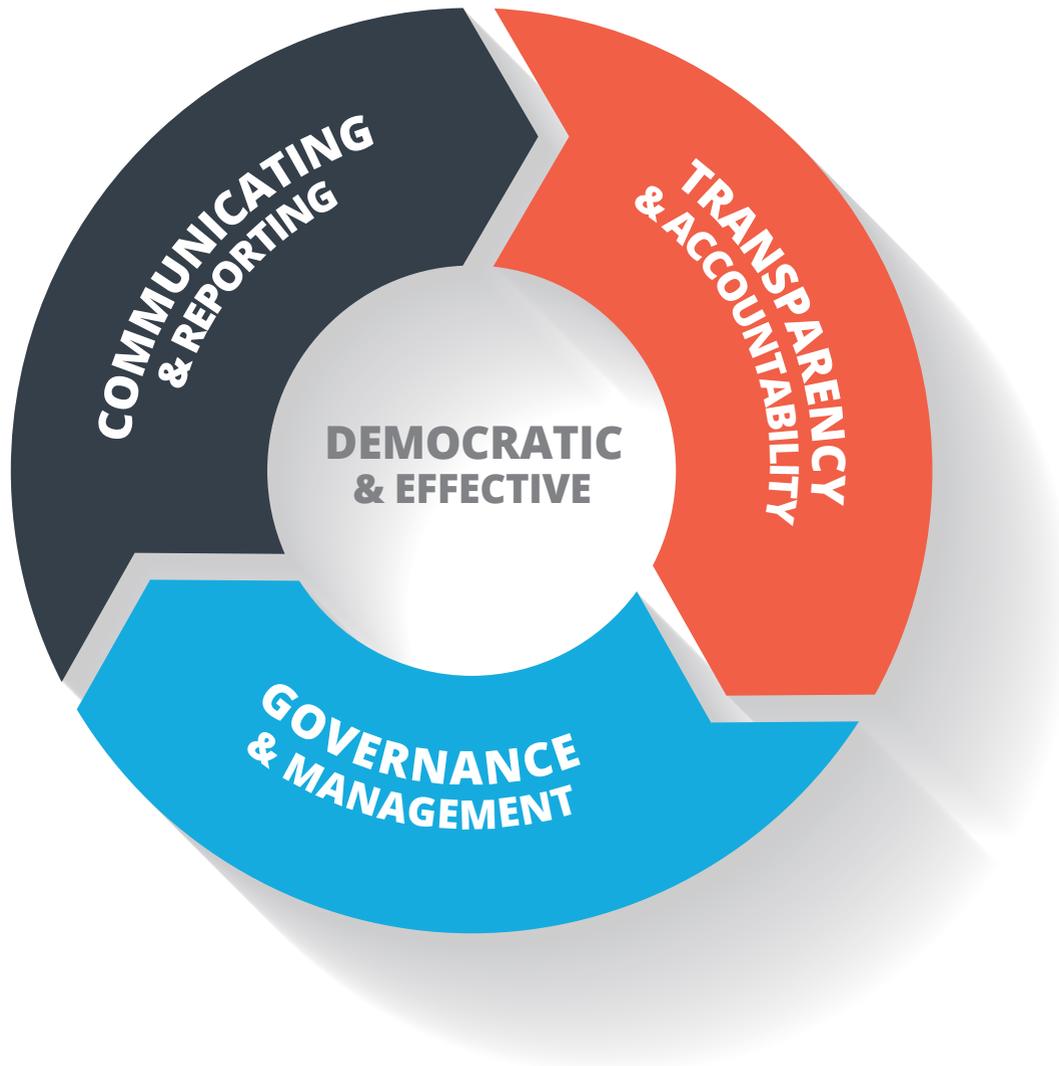
GUIDING PRINCIPLES OF A WELL MANAGED BID

BUSINESS IMPROVEMENT DISTRICT

GUIDING PRINCIPLES OF A WELL-MANAGED BID

The purpose of this document is to guide developing and established locations on the principles that contribute to operating as a well-managed BID. The principles should be considered ambitious for new BIDs to ensure that they gradually progress to achieving the elements as minimum standards.

The British BIDs Guiding Principles is a voluntary code of conduct that all BIDs should adhere to as a minimum standard of development and operational practice. The principles within this guide are there to help and inspire BIDs to be democratic and effective in all their dealings with their contributors and wider community, to adopt a policy of complete transparency and accountability, to create and maintain representative governance and management and to deliver a successful, two way value exchange and communication.



DEMOCRATIC & EFFECTIVE

A BID should be developed by local business communities for the benefit of those businesses, whilst benefiting the rest of the community within their respective area. It is established through a ballot of all those that will be required to pay a levy. This ballot follows a thorough research and consultation phase that focuses on the needs and requirements of the potential contributors within that location and, if successful, a BID levy becomes mandatory for a period of up to five years.

A BID invests in its local area by delivering projects and services against an agreed business plan that is designed to provide benefits to those who pay first and foremost whilst contributing to the wider community. As an overarching principle, the BID should be managed professionally and effectively in line with the elements set out in this document.





TRANSPARENCY & ACCOUNTABILITY

OBJECTIVE

A BID (or pre-BID) operates as a partnership vehicle accountable to its contributors. As such, it must ensure that all elements of development, management and renewal are open and transparent.

PRINCIPLES

1. Ensure a full and thorough research and consultation exercise pre-ballot that seeks to engage 100% of potential voters.
2. In terms of the consultation process, seek to achieve a minimum overall response rate of 40% of voters to feed into the formulation of the business plan.
3. In terms of the ballot, seek to maximise the turnout to ensure a fair and democratic process. The minimum target should be 40% turnout and increasing at renewal, however it is recognised that improvements are required to the electoral process in relation to BID regulations.
4. Maintain contact with contributors throughout the term of the BID, with some form of suitable contact at least quarterly.
5. All materials and minutes produced should be made available for inspection by contributors.
6. The BID should hold a meeting open to all contributors at least once per annum.

GOVERNANCE & MANAGEMENT

OBJECTIVE

A BID is designed as a locally focused and business-led partnership and should ensure appropriate and representative governance arrangements. It should operate as a separate legal entity with not-for-profit status. The businesses represented through the Board have the responsibility to appoint and manage the BID's resources to ensure professional and effective delivery.

PRINCIPLES

1. The Board of the BID Company should be representative of those who pay. Consideration should be given to the balance between sector, size, geography and skill set.
2. Alongside the Board there should be appropriate working groups and forums, which ensure a regular dialogue with contributors and other stakeholders.
3. All groups within the governance arrangements should have Terms of Reference detailing their decision making procedures and links back to the main Board.
4. Full and thorough financial procedures should be in place to ensure efficient accounting practices including independently produced end of year accounts and an annual budget setting exercise.
5. A variation procedure should be in place confirming the limits and arrangements for adjusting the theme expenditure allocations year on year.
6. Appropriate procurement procedures should be in place to ensure open and impartial contracting of service providers that achieves best value and delivery.
7. An Operating Agreement should be in place, for the duration of the BID term, that defines the contractual relationship between the BID and the Local Authority in relation to levy collection and enforcement, and overall BID management and delivery. As a minimum, annual meetings should take place between the two parties.
8. A Baseline Agreement must be in place, for the duration of the BID term, that sets out the baseline services to be delivered by the Local Authority within the specific BID area. As a minimum, annual meetings should take place between the two parties.
9. A staffing structure (including both in-house staff and external consultants) with clear line management arrangements must be in place including the provision of a staff handbook, staff contracts and job descriptions and as a minimum, annual appraisal procedures.





COMMUNICATING & REPORTING

OBJECTIVE

A BID has a responsibility to communicate with its contributors to ensure there is a two-way exchange of information on the needs of the area and the value and impact of the services delivered.

PRINCIPLES

1. An annual delivery plan including key performance indicators must be produced based on the needs and aspirations of the area and the businesses within it.
2. Maintaining an accurate contact database is critical for the BID to ensure it operates within the data management and privacy regulations. All BIDs should be registered with the Information Commissioner.
3. All project and service areas should undergo, as a minimum, an annual review and evaluation against agreed KPIs to ensure a clear understanding of return on investment.
4. Annual reporting should be undertaken covering the legally required Billing Leaflet as a minimum.
5. Regular communications with contributors and end users should be undertaken to provide opportunities for feedback and to inform the ongoing needs of delivery for the BID.
6. The BID should manage an accessible website that includes details of the staff team and the Board members along with appropriate contact details.
7. Request that your local authority commits a dedicated web page on their site to the BID showing key dates and information.



British BIDs provides a national overview through inspiring quality and innovation for the BID industry. Through membership, BIDs can access information, knowledge and expertise from the British BIDs resources and via the many forums and networking opportunities.

These Guiding Principles provide a starting point to establishing a well-managed BID. Beyond this British BIDs publishes and operates:

- Industry criteria and guidance notes on behalf of many of the contributors to BIDs;
- An annual nationwide BID survey that benchmarks core aspects of BID management and delivery whilst showcasing best practice;
- Five stages of BID development training that equips individuals with the core knowledge required to establish and renew a BID;
- Industry accreditation that supports and scrutinises the quality management systems of BID companies and awards an industry quality mark to successful applicants; and
- A BID Academy that provides an academic-accredited Masters level course on BID Management aimed at professionalising the industry.

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Cabinet

22 June 2016



Title	Caravan Site Licence Fees Policy		
Purpose of the report	To make a decision		
Report Author	Tracey Willmott-French		
Cabinet Member	Councillor Tony Mitchell	Confidential	No
Corporate Priority	Value for money Council		
Cabinet Values	Accountability		
Recommendations	<p>Cabinet is asked to:</p> <ul style="list-style-type: none"> • approve the ‘Caravan Site Licensing Fee Policy’ for Spelthorne attached. • delegate authority to the Deputy Chief Executive to approve any future minor amendments to the Caravan Site Licence Fees Policy. 		

1. Key issues

- 1.1 By virtue of the Caravan Site and Control of Development Act 1960 (the Act), relevant caravan sites and park home sites¹ are required to hold a license granted by the local authority.
- 1.2 A list of caravan and park home sites in Spelthorne is attached at **Appendix 1**.
- 1.3 The licensing scheme is in place to ensure that the health and safety of residents living in caravans and park homes are better protected and that the value of their homes are safeguarded.
- 1.4 The costs associated with considering site licence applications, variations, transfers, administration and compliance monitoring were previously absorbed by the local authority and therefore funded through the public purse. This has changed, local authorities are now able to charge site owners directly for these activities.
- 1.5 The Department for Communities and Local Government (DCLG) has issued guidance to local authorities on setting the fee structure. This includes advice on how fees are to be calculated and the matters that can and cannot² be taken into account.

¹ A relevant protected site is defined as being any land to be used as a caravan site (or park home site) except one for holiday use only, or subject to conditions which restrict the use of the site of stationing caravans for human habitation at certain times of the year.

² In setting the fees local authorities may only recover their costs, nor may they charge for enforcement action as recovery can only be granted by the law courts.

- 1.6 Officers have taken into account the DCLG guidance in developing this fee setting policy. The proposed fees policy and the proposed charges for 2016/17 are attached at **Appendix 2**.
- 1.7 If local authorities decide to charge for caravan/park home site licensing activities the Act requires the local authority to prepare and publish its fee setting policy before charging any fee in relation to the licensing activities. If Cabinet approve the attached fees policy, officers will publicise the policy and bring the policy to the attention of the caravan/park home site owners.
- 1.8 If a local authority revises its fees policy, it must publish the revised policy and act in accordance with that policy.

2. Options analysis and proposal

- 2.1 Spelthorne has the discretion as to whether they charge for site licensing. However, the Council does already charge for the recovery of its costs associated with other licensable premises and activities (e.g. House in Multiple Occupation licences, immigration inspections, and taxi licensing).
- 2.2 If Spelthorne decides to introduce charges there may be a legitimate expectation from homeowner's that they will get a better licensing service over and above what they currently receive (assuming the site owner passes on his licence fee). Residents' expectations would need to be managed in respect of this as officer time in relation to dealing with harassment or non-licensing complaints cannot be funded through this proposed fee structure.
- 2.3 Charging will provide a revenue stream to fund these licensing functions.
- 2.4 It is proposed that Cabinet approve the 'Caravan Site Licensing Fee Policy' for Spelthorne attached at Appendix 2. Cabinet are also asked to delegate authority to the Deputy Chief Executive to approve any future minor amendments to this Caravan Site Licence Fees Policy.

3. Financial implications

- 3.1 Historically, the Council's duties associated with licensing caravan and park home sites has been funded by Spelthorne Borough Council. The adoption of this 'Caravan Site Licence Fees Policy' only enables the Council to recover its costs in carrying out this work. The Act does not permitted the Council to make a profit, only recover its costs.

4. Other considerations

- 4.1 There are none.

5. Timetable for implementation

- 5.1 If Cabinet approve the officer's recommendations the Caravan Site Licence Fees Policy will be taken forward immediately.

Background papers: None

Appendices:

- Appendix 1 – List of mobile home / caravan sites in Spelthorne
- Appendix 2 – The Caravan and Park Homes Site Fee Setting Policy; including schedule 1 detailing the proposed fees and charges.

List of mobile homes/caravan sites in Spelthorne

- 1) 1 -4 Arcadia, Riverway, Laleham, TW18 2JD
- 2) Linten Place, New Road, Shepperton, TW17 0QQ
- 3) 58 Thames Meadow, Shepperton, TW17 8LT
- 4) Abbeyfields, Thames Side, Chertsey, KT16 8LD
- 5) Fordbridge Caravan Park, Fordbridge Road, Sunbury
- 6) Queen Mary Reservoir, Ashford Road, Laleham, TW18 1QF
- 7) Grange Farm, 64 Upper Halliford Road, Shepperton
- 8) 23 Chattern Hill, Ashford, TW15 1BU
- 9) Manygate Park Caravan Site, Mitre Close, Shepperton, TW17 8TB
- 10) Laleham Camping Club, Thames Side, Laleham, TW18 1SS
- 11) Ponderosa, Leylands Lane, Stanwell Moor, TW19 6BG

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SPELTHORNE BOROUGH COUNCIL CARAVAN SITE LICENSING FEE POLICY

1. Scope/Purpose

This policy sets out the fee structure for the processing of applications for the issue, transfer of caravan site licences, variation of licence conditions and annual fees for administration and monitoring of site licences, together with the fee for holding a register of site rules.

2. Relevant Legislation

The provision for charging fees was introduced by the Mobile Homes Act 2013. The parts of the Act amending the Caravan Sites and Control of Development Act 1960, which is the principal legislation covering the licensing and control of caravan sites, came into force on 1 April 2014. The Act came into effect on 26 May 2013 with respect to amendments to the Mobile Homes Act 1983, which regulates the agreements between site owners and occupiers.

3. The Licence Fee Structure

- The application fee for a **new licence** includes all administrative costs, site inspections, travel time, consultations, meetings and informal advice.
- The fee for a **transfer of the licence** includes all of the above but would not usually cover inspection and travel time as these would not generally be required to process a transfer application
- The fee for **altering conditions attached to a site licence** would include such administrative costs and site visit as necessary
- The **annual licence fee** includes all administrative costs as well as site inspections, travel time, consultations meetings and informal advice necessary in ensuring that each site complies with the site licence conditions. It also factors in a risk rating resulting in sites with poor compliance and/or poor confidence in management requiring more frequent inspections and this is reflected in the annual charge of these sites.

Account has been taken of the fact that larger sites will take longer to inspect than smaller sites, and so size banding has been applied.

The licence fees do not include any costs associated with enforcement action, as these must be recovered separately under a demand for recovery notice.

4. Exemptions

The licence fee requirement does not apply to the following sites:

- a. Sites for holiday use only
- b. Sites where conditions require that there are times of the year when no caravan may be stationed on the land for human habitation

- c. Sites that are occupied only by the site owner and his/her family or by a person employed by the site owner except where under an agreement to which the Mobile Homes Act 1983 applies.

5. Calculation of licence fees

In setting its fees policy and the fees to be charged, the Council has had regard to the Guide for Local Authorities on Setting Site Licensing Fees issued by the Department for Communities and Local Government (2014).

In determining its fees, the Council has undertaken a desktop analysis of the work required to deliver its licensing function in relation to the caravan site licence fee structure. The fees for 2016-2017 are set out in schedule 1.

6. Review

As this is a new provision, the policy for fee calculation will be reviewed 2 years from implementation to assess any changes that need to be made. However, the fee levels can be reviewed each year to take into account the effect of inflation and any surpluses or deficits incurred on the predicted level of expenditure in the previous year.

In setting annual fees each year the Council will inform the site owner of the extent to which they have had regard to any surpluses/deficits from the previous year and will confirm to the site owner the annual fee for the forthcoming year.

7. Payment

The Council requires application fees for a new site licence, for altering site licence conditions, or for transferring a site licence to accompany the application. The council will not commence the application process until the fee is received.

Application fees are not refundable if the application is not approved.

Annual fees will become due on 1 October of each year. The request for payment will be accompanied by information detailing what matters the council took into account in fixing the annual fee and the extent to which it had regard to deficits and surpluses from the previous year.

Where a fee becomes overdue for payment, the Council may apply to a residential property tribunal for an order requiring the licence holder to pay the council the amount due by the date specified in the order. If the licence holder has still not paid the fee within three months from the date specified in the order, the Council may apply to the tribunal for an order revoking the site licence.

8. Other Charges

Enforcement Expenses

We will recover expenses incurred in carrying out enforcement action involved in the service of a compliance notice. These expenses include costs incurred in deciding whether to serve a notice, site inspections, preparing the notice and obtaining expert advice.

Where appropriate, we will also seek to recover expenses incurred:

- In taking action following conviction of the site owner for failure to carry out actions required by a compliance notice; or
- In taking emergency action where there is an imminent risk of serious harm to any person on the site as a result of the site owner's failure to comply with licence conditions

Interest may be charged on any sums to be recovered because of enforcement action. The Council may also register any of the debts to be recovered for enforcement actions as a local land charge against the site.

Schedule 1

Caravan Site Licensing Fees and Charges for 2016/17

1. Application for a new site licence

1 to 5 pitches	£438.00
6 to 24 pitches	£510.00
25 to 99 pitches	£564.00
100+ pitches	£672.00

2. Application to alter conditions to a site licence

1 to 5 pitches	£209.00
6 to 24 pitches	£218.00
25 to 99 pitches	£227.50
100+ pitches	£246.00

3. Application to transfer a site licence

	£117.50
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4. Annual fee

1 to 5 pitches	£167.00
6 to 24 pitches	£204.00
25 to 99 pitches	£231.50
100+ pitches	£287.00

5. Recovery of cost of enforcement

Hourly rate	£56.00
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Cabinet

22 June 2016



Title	Appointments to Outside Bodies, Spelthorne Local Committee and Working Groups for 2016-17		
Purpose of the report	To make a decision		
Report Author	Greg Halliwell		
Cabinet Member	Councillor Ian Harvey	Confidential	No
Corporate Priority	This item is not in the current list of Corporate priorities but still requires a Cabinet decision		
Cabinet Values	Community		
Recommendations	The Cabinet is asked to appoint representatives to the Outside Bodies, Spelthorne Local Committee and Working Groups as shown in Appendix A for 2016-17.		

Background papers:

None.

Appendices:

Appendix A - Spelthorne Local Committee and Working Groups

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APPOINTMENT OF REPRESENTATIVES TO OUTSIDE BODIES FOR 2016-2017

1. HEATHROW LOCAL FOCUS FORUM

Cllrs Barratt and Mooney

2. HEATHROW AIRPORT CONSULTATIVE COMMITTEE (HACC)

Cllrs Boughtflower and Harvey
Deputies x 2: Cllrs Barratt and Chandler

3. LOCAL AUTHORITY AIRCRAFT NOISE COMMITTEE (LAANC)

Cllrs Jones, Thomson and Islam

4. MANAGEMENT BOARD OF A2DOMINION SOUTH REGISTERED HOUSING PROVIDER

Cllr Smith-Ainsley

5. MANAGEMENT COMMITTEE OF MEDIATION NORTH SURREY

Cllr Harman

6. ON-STREET PARKING PARTNERSHIP

Cllrs Sexton and Rybinski

7. RIVER THAMES ALLIANCE

Cllr Leighton

8. SOUTH EAST EMPLOYERS (SEE)

Cllr Gething
Deputy: Cllr Thomson

9. SPELTHORNE BUSINESS FORUM

Cllrs Davis, Gething and Francis
Deputies: Cllrs Barratt, Griffiths and Patel

10. ASHFORD & ST. PETER'S HOSPITALS NHS FOUNDATION TRUST

Cllr Attewell

11. SPELTHORNE AND SUNBURY LEISURE CENTRES CUSTOMER FORUM

Cllrs Pinkerton OBE and Patel

12. SPELTHORNE MENTAL HEALTH ASSOCIATION MANAGEMENT COMMITTEE TRUSTEE

Cllr Harman

13. SPELTHORNE SAFER, STRONGER PARTNERSHIP BOARD

Cllr Mitchell

14. STRATEGIC AVIATION SPECIAL INTEREST GROUP (LGA) (SASIG)

Cllr Harvey

Deputy: Cllr Barratt

15. SUNBURY LEISURE CENTRE AND SUNBURY MANOR SCHOOL JOINT LIAISON GROUP

Cllrs Friday and Jones

16. SURREY MUSEUMS CONSULTATIVE COMMITTEE

Cllr Attewell

Deputy: Cllr Kavanagh

17. SURREY TRAVELLER COMMUNITY RELATIONS FORUM

Cllr Pinkerton OBE

18. THE TRAFFIC PENALTY TRIBUNAL

Cllr Evans

Deputy: Cllr Saliagopoulos

19. VOLUNTARY ACTION IN SPELTHORNE (VAIS)

Cllr Sider

APPOINTMENT OF REPRESENTATIVES TO SERVE ON THE SPELTHORNE LOCAL COMMITTEE.

20. SPELTHORNE LOCAL COMMITTEE

(7 representatives = 7 Cons; 7 deputies Cons.)

Representatives:

Cllrs Attewell; Francis; Griffiths; Harvey; Islam; Smith-Ainsley and Williams

Deputies:

Cllrs Barratt, Capes, Kavanagh, Mooney, Patel, Rybinski, Sexton

WORKING GROUPS FOR 2016-17

21. LOCAL PLAN WORKING PARTY

(9 possible representatives)

Cllr Harvey

The Leader

Cllr Harman

Deputy Leader

Cllr Gething

Cabinet Member for Planning and Economic Development

Cllr Williams

Cabinet Member for Finance

Cllr Davis

Overview and Scrutiny Committee representative

Cllrs Smith-Ainsley and Thomson

Planning Committee representatives

Cllr Beardsmore

Liberal Democrat representative

22. MEMBERS' DEVELOPMENT STEERING GROUP

(7 representatives)

This group is suspended until a review of its purpose has taken place.

NOMINATIONS TO THE SURREY LEADERS' GROUP of REPRESENTATIVES for OUTSIDE BODIES for 2016-2017

23. SURREY WASTE PARTNERSHIP

Councillor Mitchell

(Cabinet member for the Environment)

This version dated 1 June 2016