



**Surrey Heath Borough Council**  
Surrey Heath House  
Knoll Road  
Camberley  
Surrey GU15 3HD  
Telephone: (01276) 707100  
Facsimile: (01276) 707177  
DX: 32722 Camberley  
Web Site: [www.surreyheath.gov.uk](http://www.surreyheath.gov.uk)

**Department:** Democratic Services  
**Division:** Corporate  
**Please ask for:** Katharine Simpson  
**Direct Tel:** 01276 707157  
**E-Mail:** [democratic.services@surreyheath.gov.uk](mailto:democratic.services@surreyheath.gov.uk)

Tuesday, 12 March 2019

To: The Members of the **Performance and Finance Scrutiny Committee**  
(Councillors: Katia Malcaus Cooper (Chairman), Darryl Ratiram (Vice Chairman), David Allen, Bill Chapman, Edward Hawkins, Paul Innicki, David Lewis, Max Nelson, Robin Perry, Chris Pitt, Joanne Potter, Wynne Price, Ian Sams, Victoria Wheeler and Valerie White)

**In accordance with the Substitute Protocol at Part 4 of the Constitution, Members who are unable to attend this meeting should give their apologies and arrange for one of the appointed substitutes, as listed below, to attend. Members should also inform their group leader of the arrangements made.**

Substitutes: Councillors Rodney Bates, Surinder Gandhum, Ruth Hutchinson, Oliver Lewis and Conrad Sturt

Dear Councillor,

A meeting of the **Performance and Finance Scrutiny Committee** will be held at Council Chamber, Surrey Heath House, Knoll Road, Camberley, GU15 3HD on **Wednesday, 20 March 2019 at 7.00 pm**. The agenda will be set out as below.

Please note that this meeting will be recorded.

Yours sincerely

Karen Whelan

Chief Executive

---

## AGENDA

	<b>Pages</b>
<b>1 Apologies for Absence</b>	
<b>2 Minutes of Previous Meeting</b>	<b>3 - 6</b>
To receive the minutes of the meeting of the Performance and Finance Scrutiny Committee held on 6 <sup>th</sup> February 2019.	
<b>3 Declarations of Interest</b>	
Members are invited to declare any interests they may have with respect to matters which are to be considered at the meeting. Members who	

consider that they may have an interest are invited to consult the Monitoring Officer or Democratic Services Officer prior to the meeting.

- |           |  |                |
|-----------|--|----------------|
| <b>4</b>  | <b>Portfolio Holder Update: Customer Experience and Digital Portfolio</b>  | <b>7 - 20</b>  |
|           | To receive an update from Councillor Paul Deach on his work during 2018/19 in his capacity as Portfolio Holder for Customer Experience and Digital Services. |                |
| <b>5</b>  | <b>Portfolio Holder Update: Support and Safeguarding</b>   | <b>21 - 26</b> |
|           | To receive an update from Councillor Josephine Hawkins on her work during 2018/19 in her capacity as Portfolio Holder for Support and Safeguarding.          |                |
| <b>6</b>  | <b>Surrey Heath Borough Council Annual Plan</b>  | <b>27 - 36</b> |
|           | To consider Surrey Heath Borough Council's Annual Plan for the 2019/20 municipal year.   |                |
| <b>7</b>  | <b>Finance Report Quarter 3</b>  | <b>37 - 42</b> |
|           | To consider a report setting out the Council's finances at the end of Quarter 3 (October – December 2018) of the 2018/19 financial year.                     |                |
| <b>8</b>  | <b>Corporate Risk</b>  | <b>43 - 48</b> |
|           | To receive and comment on a report setting out the Council's Corporate Risk Register.  |                |
| <b>9</b>  | <b>Work Programme</b>  | <b>49 - 52</b> |
|           | To consider the Performance and Finance Scrutiny Committee's proposed work programme for the 2019/20 municipal year.   |                |
| <b>10</b> | <b>Date of Next Meeting</b>  |                |
|           | The next scheduled meeting of the Performance and Finance Scrutiny Committee will take place on Wednesday 3 <sup>rd</sup> July 2019 at 7pm.                  |                |

**Minutes of a Meeting of the Performance and Finance Scrutiny Committee held at Council Chamber, Surrey Heath House, Knoll Road, Camberley, GU15 3HD on 6 February 2019**

---

- + Cllr Katia Malcaus Cooper (Chairman)
- + Cllr Darryl Ratiram (Vice Chairman)

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>+ Cllr David Allen</li> <li>- Cllr Bill Chapman</li> <li>+ Cllr Edward Hawkins</li> <li>+ Cllr Paul Ilnicki</li> <li>Cllr David Lewis</li> <li>Cllr Max Nelson</li> <li>+ Cllr Robin Perry</li> </ul> | <ul style="list-style-type: none"> <li>+ Cllr Chris Pitt</li> <li>Cllr Joanne Potter</li> <li>Cllr Wynne Price</li> <li>Cllr Ian Sams</li> <li>+ Cllr Victoria Wheeler</li> <li>+ Cllr Valerie White</li> </ul> |
|--|---|

+ Present

- Apologies for absence presented

Councillors in Attendance: Cllr Richard Brooks  
Cllr Mrs Vivienne Chapman  
Cllr Charlotte Morley

Officers in Attendance: Karen Limmer, Head of Legal  
Kelvin Menon, Executive Head: Finance  
Tim Pashen, Executive Head: Regulatory  
Richard Payne, Executive Head: Corporate

**28/PF Minutes of Previous meeting**

**RESOLVED** that the minutes of the Performance and Finance Scrutiny Committee held on 5<sup>th</sup> December 2018 be approved as a correct record and signed by the Chairman.

**29/PF Portfolio Holder Update: Assets**

Councillor Richard Brooks presented an update on the work carried out to date during the 2018/19 municipal year in his capacity as Executive Portfolio Holder for Assets.

It was reported that the Council took a cautious approach when making decisions about which assets to invest in; for example over the past year officers had investigated between 30 and 40 investment opportunities but proceeded with only two. When looking at property, the Council either invested in a property because of its long-term income generation potential or because it fell into the Council's regeneration strategy.

It was clarified that the Council was working with retailers to identify appropriate alternative locations they could move to once the regeneration of the London Road Development started. The Council worked closely with its professional advisors, Montagu Evans to maintain existing, and attract new retailers to the SQ.

The Committee commended the work that officers had done to date to improve Camberley town centre and sought clarification on what was being done to support the retailers in the villages. The pressure that rent rises were having on independent retailers was acknowledged. However, the Council had limited powers to intercede where private landlords were responsible for setting rent levels.

The Committee thanked Councillor Brooks for his update.

### **30/PF Portfolio Holder Update: Environment & Health**

Councillor Vivienne Chapman presented an update on the work carried out to date during the 2018/19 Municipal Year in her capacity as Executive Portfolio Holder for Environment and Health.

The Environment and Health Portfolio covered a range of statutory and discretionary services including: environmental health, business continuity and emergency planning, air quality, health and wellbeing and a number of community services including meals at home, home improvement facility grants and the provision of community alarms.

Arising from the committee's questions and comments the following points were noted:

- It was agreed that appropriate telephone numbers would be circulated to members so that officers could be alerted to events requiring urgent action out of hours.
- The Air Quality Monitoring Station in Castle Road provided real time information which could be viewed through the Council's website.
- In addition to real time monitoring stations, a number of Passive Diffusion Tubes were located around the borough. These tubes were exposed to the air for one month and the information gathered was analysed to produce an annual reading. These annual readings were all calibrated and checked before they were submitted to Defra. Differences between Council measurements and those taken by local residents were attributed to the length of time that Air Quality Diffusion Tubes were being exposed for. It was agreed that a briefing note explaining how the air quality was measured would be circulated to members.
- Highways England were monitoring pollution levels along the widened section of the M3. It was agreed that the results of this monitoring work would be shared with members.
- Frimley Green and Mytchett had fallen outside the remit of the A331 Air Quality Study. It would be possible to site a passive air monitor in the area and the timescales for this would be confirmed with members.
- It was confirmed that air quality monitoring station SH7 was located in Brick Hill in Windlesham near the M3.
- A feasibility study on the possible impacts that extending the 50mph speed limit along the A331 had been submitted to Defra for consideration and a decision was expected in March.
- Surrey Heath Clinical Commissioning Group held seven meetings a year which the public could attend and participate in.
- The Community Services Team had linked into Surrey County Council's Adult Social Care Team working with Frimley Park Hospital to provide care packages for elderly and infirm patients due to leave hospital. This partnership also enabled any necessary adaptations to patients' homes to be progressed so that people were able to return to their own homes without undue delay.
- Work was taking place to identify and secure alternative income streams to help support the continuing delivery of non-statutory community services for example working with Runnymede Borough Council's Community Transport Section to provide transport to youth groups and schools.
- It was questioned what was being done to ensure that the physical and mental health and wellbeing of residents was built into new residential developments as part of the planning process. It was agreed that the matter would be raised with the Executive Head: Regulatory.

The Committee thanked Councillor Chapman for her update.

**31/PF Performance and Finance Scrutiny Committee Work Programme**

The Committee received and noted a report setting out the Committee's proposed work programme for the remainder of the 2018/19 municipal year.

It was queried when the next meeting of the Camberley Town Centre Working Group would be taking place. It was confirmed that a date had not been set but a meeting was expected to take place in March 2019. It was agreed that Councillor White and Councillor Malcaus Cooper would be included in the meeting appointments to enable the Committee to have an input into the development of a holistic car parking strategy.

**32/PF Date of Next Meeting**

It was noted that the next scheduled meeting of the Performance and Finance Scrutiny Committee would take place on 20<sup>th</sup> March 2019.

**Chairman**

This page is intentionally left blank

**Customer Experience & Digital Portfolio**

Portfolio	Customer Experience & Digital
Ward(s) Affected:	All

**Purpose**

**To provide a progress report on the Customer Experience & Digital Portfolio**

**1. Background**

1.1 The Customer Experience & Digital Corporate Portfolio covers the services and functions as set out below:

- Digital & ICT
- Communications and Marketing
- Contact Centre & Post Room

**2. Digital & ICT**

ICT

2.1 In January 2018 we signed off our Digital Strategy document: <https://surreyheath.app.box.com/file/270157942799>

2.2 During 2018 we have continued with several projects to support this strategy and put in the infrastructure and framework to enable new working facilities. Key aspects of our work involve reducing the reliance on Surrey Heath House and provision of simple access to any application or platform from any device, anywhere at any time.

**Current Position**

2.3 We have completed the procurement of a cloud telephony solution from 8x8 to replace the 10+ year old equipment that has become end of life. During 2018, a fully cloud-based solution was procured that supported the Digital Strategy to enable more agile working, with no reliance on Surrey Heath House. 8x8 went live in early February 2019 in the Contact Centre (including Revenues and Benefits and Camberley Theatre Box Office) providing cloud-based handling of the main incoming calls. This integrates seamlessly with a cloud-based back office solution for staff which allows calls to be answered from a mobile app or a softphone client. The migration of the back-office staff should be completed by April 2019. We have already begun to remove some desk telephones.

2.4 The 10+ year old switch infrastructure requires replacement. This has commenced and will continue for the next 9 months. The switch replacement will support the network to improve functionality and speeds by making use of new technology that the current switches are not capable of achieving. It will also support the telephony project to secure voice quality for the contact centre when there is high volume activity on the network.

2.5 As part of our Public Sector Network connection compliance, we had an independent accredited network security assessment completed in March 2018. This generated a remediation action plan for us to complete in order for our continuing compliance

certificate to be issued. The team spent the next 9 months working through the recommendations, and we were issued with our certificate in January 2019 .

- 2.6 The main file storage will reach end of life during 2019. A modern storage solution has been installed and the team are currently migrating some aspects of the old storage to the new device, whilst other aspects such as network shares are migrated to Box cloud document storage, and key virtual servers are moved to a hosted datacentre. This new on-premise storage is significantly smaller than our legacy appliance as we reduce the reliance on the council office and move the bulk of our storage requirements and server infrastructure to the cloud.
- 2.7 A cloud backup solution has been implemented to replace the backup tapes which are old technology and not reliable. The new solution has been in place since December and is much more efficient. Old tape drives and tapes can now be decommissioned.
- 2.8 We have partnered with Proact to provide a hybrid cloud server solution to host the virtual server network, and several key servers, including 9 servers to run the new Uniform platform, are now running in the cloud environment. This new cloud facility is operated on solid state / flash storage which improves the speed and performance of these servers. We are working with Proact to provide a comprehensive but pragmatic disaster recovery system for our core platforms.
- 2.9 A PC upgrade/replacement project is underway to replace Windows7 with Windows10. Windows7 will reach end of support 14/1/20. At the same time, we will also roll out Office 2016. Windows 10 is a brand new operating system with all the latest features from Microsoft. Users will notice a big improvement in speed and performance when going about their daily work.
- 2.10 In March we are carrying out all staff training on Cyber Security provided by the Police and Crime Cyber Unit. The introduction of a virus, malware attacks and data encryption/ransom are significant risks to the corporate network, so it is imperative that staff are given the knowledge they require to reduce the risk. After initial staff training, we will be implementing a platform which will continue to focus all staff on cyber security awareness. Executives on CMT will be exposed to additional training to raise awareness from the top down. A small investment for a large reduction in risk. In conjunction with penetration testing (for PSN compliance), robust server patching regime, regular firewall appliance upgrades and maintenance and continued spreading of our risk across multiple secure cloud services, we are well ahead in preventing a cyber-attack. We have also deployed Cylance, an advanced AI based threat detection system to replace our old anti-virus software. Using our identity management platform, Okta, staff have very simple remote access to many of our systems, security being reinforced by advanced two factor authentication (2fa) systems.
- 2.11 Uniform migration has been ongoing for several months. This affects Environmental Health, Licensing, Development Control, Land Charges, Trees, Enforcement, Private Sector Housing and Building Control. This is one of the biggest data migrations that Surrey Heath have undertaken.
- 2.12 Working with each of the service areas, we have now completed the training along with data mapping, configuration and test data migration. Go live is planned for early September 2019. This system has mobile apps to enable a more agile workforce, and improved self-service functionality for the public.

- 2.13 We are investigating infrastructure technology which will stream applications or Windows desktop environments to web browsers. Known as 'application virtualisation' this will represent a key investment for the authority and will provide a huge step forward in reducing the reliance we have on Surrey Heath House. Using this infrastructure, we can provide staff with remote access to legacy style applications via a web browser on any device from anywhere. These legacy style applications include Civica Financials, iWorld revs and bens, Uniform etc. We will also be able to supply a full Windows desktop environment to users that require it directly inside web browsers.
- 2.14 Further business areas have been provided with training and access to Box, our cloud content and collaboration platform with over 230 staff now using the system. Deployment of Box has been concurrent with decommissioning of the old OnBase document management system. OnBase content has been moved to Box and planning content has been migrated to the new Uniform document system. In conjunction with moving content we have re-engineered and outsourced some of the more complex workflow that OnBase used to handle. For example, bulk printing of council tax letters is now outsourced to a specialised firm AMM Printing. We have developed custom software to send the data files to AMM and the finished PDF letters are deposited directly back into our Box platform by AMM.
- 2.15 Our new service desk cloud platform is called Freshservice. This went live in March 2018. All staff have access to Freshservice to log support tickets from anywhere they have access to a web browser. ICT have handled over 5000 tickets on this platform, over double those handled on the old system in a similar timeframe. Freshservice means staff at remote locations (like Family Support team at Runnymede) and staff working at home have access to ICT support.
- 2.16 Core GIS infrastructure has been migrated from Amazon Web Services to the Proact Hybrid Cloud environment. Cadcorp GeognoSIS server and its associated web mapping product are now providing enhanced capability to the organisation. This will replace the old iShareGIS system this year and indeed some staff are already using the new system. The web mapping application is accessible from anywhere and some staff are using the mobile version on their phones whilst out on site. The new GIS infrastructure is providing mapping services to the new Uniform system. This year we will be implementing FME Server in our hybrid cloud environment. FME is an ETL tool (extract, transform, load) and we use it for a myriad of tasks from processing e-form data from our website and creating Lagan cases, to producing the mapping data for planning committees, monitoring car parking space availability and creating / publishing lists of vacant commercial premises for public consumption. Installation of the server version of this software will provide us with more robust services for data processing and publication.
- 2.17 The Adelante payments system has been migrated from on-premise to the cloud and we have developed custom software and processed in-house to process and move cash data files around and deliver to the payments system overnight.
- 2.18 We are refreshing a number of our Canon MFD's and upgrading our Uniflow software which will ensure we remain on a supported version. As part of the upgrade we are looking to integrate scanning directly to Box and printing directly from Chromebooks.
- 2.19 Due to the volume and pace of change of technology at Surrey Heath we have instigated a newsletter to upgrade our communications to staff. Using this we will try to keep staff abreast of not only what will be happening but why it's happening and how it aligns with our technology again.

## **Communications and Marketing**

- 2.20 The Marketing and Communications team is responsible for all media and communication content across multiple customer facing channels. The objective is to improve and maintain the brand, image and reputation of the Council, communicate with residents, visitors and businesses and deliver sales and marketing for all revenue generating services provided by the Council and Camberley Theatre.
- 2.21 Following a restructure in 2018 to re-focus services and deliver projects as efficiently as possible the team is led by a Marketing Manager and has 6.2 permanent FTE staff. New recruits are bringing a broader, more diverse range of skills to the team; administration staff will also be shared across other teams in Corporate during peak times, reducing additional costs and allowing trained staff to work more flexibly.
- 2.22 2018 Campaigns: To promote revenue generating services, provide information, improve the safety, health and wellbeing of residents and engage with residents the following campaigns and initiatives have been delivered over the past year;
- #TalkSurreyHeath - Any Questions?
  - #Surrey Heath Steps Challenge
  - #Half Term Activities in Surrey Heath
  - #ParkSmart Campaign
  - #GoTri and Sprint Triathlon at the Arena
  - #Tikspac network launch and the #BeLikeKeith campaign
  - Local Plan Consultation
  - New Museum and Gallery opening
  - Tennis in The Park launch
  - Social Prescribing, Community Alarms, Community Transport, Meals at Home
  - Frimley Lodge Park Green Flag, Walks for Health
  - Community Fund Grant Awards
  - Surrey Heath Sports Awards
  - #OurDay;
  - Apprentice Awards
  - Off The Grid launch in The Square
  - #12TreesofChristmas anti dog fouling campaign
  - Frimley Lodge Park playground consultation.
- 2.23 Social Media: A hugely effective channel to develop SHBC brand, inform residents and manage reputation. Social media is increasingly the human face and voice of the Council as well as an increasingly popular channel for customer service. The team monitor feedback and reactions of residents on our channels as well as groups across the Borough (often out of hours) so any issues can be more immediately managed and dealt with. A good example of the impact and opportunity of social media was a post on the Frimley Lodge Park Facebook page about four designs for a new play area. The post reached more than 30,000 people and was converted into hundreds of votes, ensuring the final scheme is supported by residents.
- 2.24 Media Relations: SHBC has issued 93 press releases in the last year, averaging 8 each month. In addition the team managed (on average) 8 media enquiries per month, from print and online news outlets, TV, radio and trade publications.
- 2.25 Camberley Town Centre: To showcase Camberley to commercial and local audiences to attract and retain current businesses and customers. We continue to

share regeneration milestones and promote retail and leisure activities to drive footfall and increase dwell time. Highlights include;

- Award submissions' including shortlisting for REVO Regenerate Gold Award
- Reducing potential costs by £21K by creating artwork and films in-house and negotiating with local suppliers where needed
- Developing key relationships to enable more town centre collaborative working e.g; Be Enchanted campaign.
- Coverage achieved in The Economist, The Times, The Guardian, BBC News, The Sun, The Mirror and The Daily Mail as well as property trade press and regular coverage in local newspapers and on radio

2.26 Heathscene: Distributed three times a year across the Borough. It continues to be an excellent way to reach those in the community who are not online and has been improved with a more consistent editorial voice, more case studies, more up to date content and now strongly compliments digital and print campaigns; such as Be Enchanted and Summer in Camberley.

2.27 The rising costs of print and distribution in 18/19 have been offset by offering partners special rates for consistently advertising which has increase advertising income. HeathScene costs a total 20p per copy to produce and despatch. Some results to highlight;

- Council tax campaign adverts to encourage channel shift to e-billing and direct debit (DD) payments. Almost 50% increase in DD sign ups the week following Heathscene distribution in Nov 2018, providing savings to SHBC.
- A series of articles about the refreshed Community Services offer has raised profile with spikes in web visits and registrations for various income generating services eg Meals at Home (24% increase), Community Transport (50% increase), GPS, Community Alarms.

2.28 Website: Following the team restructure more robust processes are now in place to mitigate risk from out of date account permissions and spam account creation saving on average two full days of officer time per month. In addition to a 4% increase in traffic year on year (to more than 377,000 unique visits) Business Directory listings are now being billed, an income that will increase over time.

2.29 Business Breakfast: The Business Breakfast continues to attract businesses from across the Borough. Once again, two Business Breakfasts took place in 2018, seeing a 12% increase in business attendance with £3150 generated from exhibitors.

2.30 The Business Awards continue to be successful. 2018 saw a 16% increase in applications for Awards and the introduction of The Business Star of the Year Award – which was decided by more than 700 public votes.

### **Contact Centre and Post Room services**

2.31 The Contact Centre and Post Room remain the first points of contact for all Surrey Heath residents, businesses and visitors. It shares its location on the ground floor of Surrey Heath House with the Job Centre Plus, to provide more joined up and cost effective public services.

- 2.32 Currently the Contact Centre is staffed by a Customer Relations Manager, a Team Leader and 8.4 FTE customer service advisors, a mixture of permanent and fixed term staff.
- 2.33 In 2017/18 the Contact Centre handled an average of 4200 telephone enquiries and 190 face to face interviews each month. Additionally over 700 emails were answered and 370 web enquires were handled monthly.
- 2.34 Of all the enquiries handled, 85% were dealt with at the first point of contact. This means that the customer is not referred on to other departments across the Council, enabling staff in the service areas to concentrate on more detailed/complex areas of their business and providing a quick and efficient service to our customers. 100% of customers rated the service they received from the Contact Centre as being either good or excellent.
- 2.35 Since the last report to this committee, the Contact Centre has continued to extend the scope and level of complexity of work that it delivers. Administrative support is now offered to services including Noise Pollution, Corporate Enforcement, Trees and Building Control.
- 2.36 Following a Wider Management Team meeting when the work of the Contact Centre was highlighted, additional areas of work are now undertaken including some personal checks on behalf of Transformation and scanning of consultation documents on behalf of Planning Policy. This workload and approach is a foundation for a greater administrative support to services going forward.
- 2.37 The most notable enhancement to the Contact Centre is that Customer Service Advisors now manage the Housing Duty Desk following new homelessness legislation introduced in April 2018. For the service area the changes were significant, impacting greatly on staff resource. As the Contact Centre already handled Housing telephone calls this was the perfect opportunity for the Contact Centre to further assist the Housing service to incorporate the Housing Face to Face Duty Desk.
- 2.38 The Contact Centre now manage Housing Applications, undertake document checks, scanning and makes appointments for Homelessness cases. Feedback from the service area has been very positive and has been of great assistance to them. Between April and December 2018 there were 1634 customers seen at the Housing Duty Desk.
- 2.39 A trial has been underway within the Contact Centre to improve the way Councillor email enquiries are managed. Historically Councillors may have emailed officers directly with enquiries which, on occasions, could be subject to delays in response if officers were not immediately available. Such enquiries are now managed through the Contact Centre. Identification of duplicate enquiries and early resolutions are frequently achieved at this first point of entry. This speeds the response to the Councillor and saves officer time in the service areas. Where an enquiry has to be sent through to a specific officer, the enquiry is tracked and monitored for adherence to service standards and reported on accordingly. It is proposed to extend the trial to more Members with the anticipation of rolling it out to all Councillors from May 2019.
- 2.40 A new telephony system, '8 x 8' was introduced to the Contact Centre in February 2019. The functionality is similar to the previous telephony system with the potential to extend the flexibility of the options available to customer service advisors and

improved statistical reporting. It will also support the planned roll out of new '8x8' telephony across the Council during 2019.

2.41 The Post Room is staffed by a part time Team Leader and 3 FTE post room assistants.

- A total of 115,151 letters were sent during 2018 at a cost of £51,410
- 5297 cheques processed to a value of £1,872,826.
- 3035 transactions took place via the Kiosk amounting to £412,877
- The Post Room also prepare and scan all Revenues and Benefits post, a total of 71,822 documents.

2.42 The Post Room team have been keen to expand the variety of work undertaken and now scan items for Housing. A key benefit being that original documents are scanned at point of entry to the Council and returned to the customer without ever leaving the Post Room.

2.43 They also manage the Revenues and Benefits e-mails from the generic in-box, responding to emails where possible or re-indexing for the service area team. AN average of 650 e-mails are handles each month.

Annexes:	Annex A: ICT Glossary & Newsletter
Background Papers:	None
Report contributors:	Janet Jones, ICT Manager Kate Noviss, Marketing and Communications Manager Lynn Smith, Customer Relations Manager
Executive Head:	Louise Livingston, Executive Head: Transformation Richard Payne, Executive Head: Corporate

This page is intentionally left blank

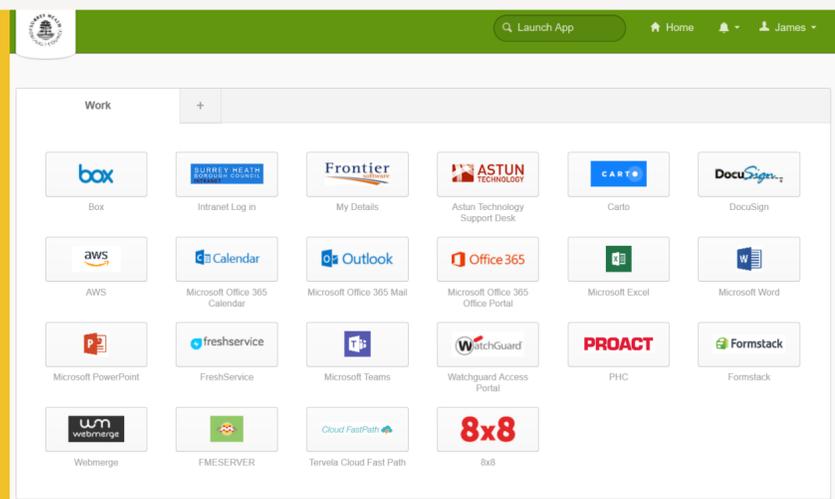
# What do some of these terms mean?

## *PUBLIC SERVICES NETWORK (PSN)*

The PSN is the government's high-performance network, which helps public sector organisations work together, reduce duplication and share resources.

## **Cloud telephony**

Cloud or internet based telephony replaces traditional business telephone equipment. Telephony apps, switching and storage are provided across the Internet by third parties. Moving to cloud telephony means staff can log into their phone system from anywhere and make and receive business calls.



Okta is a platform which manages staff identity and allows them to log into all their apps without having to remember lots of passwords. The image above shows a user's Okta dashboard with all the apps they can access at the click of a button.

## *NETWORK SWITCH*

Network switches are a critical part of our local area network. They allow us to connect hundreds of computers to each other and to the internet.



This page is intentionally left blank

# What do ICT do all day?

(Quite a lot actually!)

## TOPLINES:

[Read our technology agenda](#)

Welcome to the ICT newsletter! Technology is evolving at such a rapid pace we thought we would provide you with a regular update of our projects, the technology we are implementing, our capabilities and brief reviews from our teams. We're not just about 'keeping the lights on' in a dusty old server room any more and this digest aims to give you some context for what we are doing.



**SECURITY**

**SECURITY FOR IT IS EVERYONE'S PROBLEM!**

Total loss of our data and systems would be more catastrophic now than Surrey Heath House burning down (again)! Data security is of paramount importance in the modern world we live in and here we'll provide you with guidance and insight into staying secure and protecting your privacy both at work and at home.

**Security is an HR problem as much as an ICT problem and you'll be hearing more about the training you will receive in this column.**



## REDUCING RELIANCE ON SURREY HEATH HOUSE

Change is upon us. Tech is changing almost faster than we can implement it. For decades we've had incremental change in IT at Surrey Heath but more recently you may have noticed we're bringing in bigger change and faster. We're investing in new platforms to help you work better and work from anywhere.



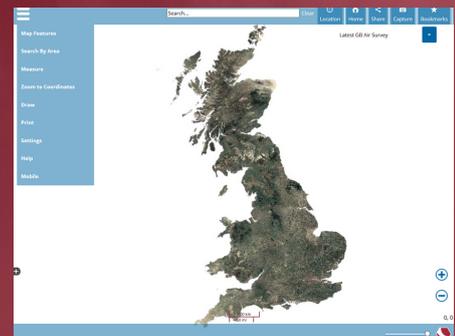
## HARDWARE ROUNDUP AN INSIGHT INTO SOME OF OUR STUFF WHICH MAKES YOUR STUFF WORK!

Ever wondered where your files in your H:\ drive are actually stored? Meet our NetApp appliance. This is an old piece of hardware which also stores and takes backup snapshots of our virtual servers. It's being replaced with a mix of Box storage, server moves to off site data centres and a much smaller on premise storage device.

## DIGITAL DEVELOPMENT

Watch out for WebMap9, replacing iShareGIS! Cutting edge geographic information services, more base mapping including UK air survey coverage and use from anywhere including your mobile. We have also been developing software which reconciles cash files in the Adelante cash system with the Civica finance system and passing the results over to the iWorld revenues and benefits system. Most of this goes on when you guys are in bed!

We're going to be working with HR helping them to develop a tech strategy to modernise workforce management and talent retention. Year to date for Street Naming we have brought in revenue to the Authority and we are working on implementing ward boundary changes to the GIS systems, Uniform and the electoral registration system.



# SERVICE DESK



Freshservice is our new call logging system. It has many advantages and due to being cloud based it is easily accessible on any device. We can be more agile and update tickets and inventory when around the building on our phones. It has been well received by staff and is much quicker and easier to use. **This year, since it was implemented in March, 5,155 Calls have been logged. This compares to 2,270 on our old Sitehelpdesk system last year.**

We are always keen to receive feedback and when each call is closed you will be invited to say how you thought we did. Our customer satisfaction levels remain high. 97% of customers said awesome.

We have been busy issuing the new Samsung mobile phones. our next big project is to upgrade the PCs to Windows 10. We will also be assisting with the rollout of the new 8x8 phone system.



Global Cloud  
Communications

**CLOUD  
TELEPHONY  
COMING TO YOUR  
DESK SHORTLY!**

# APPLICATION SUPPORT

The Applications Team a.k.a. 'The Real Heros' have had an extremely busy year with several major projects on the go, namely:-

**Uniform migration** affecting Environmental Health, Licensing, Development Control, Land Charges, Trees, Enforcement, Private Sector Housing and Building Control. Working with each of the service areas, we have now completed the training for Uniform along with data mapping, configuration and test data migration.

The Apps Team have been working on the delivery of the Contact Centre element of the new **8x8 telephone system** and we are currently at the testing phase before going live in January.

We have also been working on the latest **Civica Financials** upgrade which is proving difficult, but we aim to go live in February 2019 with the cloud based version.

We have successfully migrated **Adelante** onto the cloud and despite having some initial teething troubles, with the help of Digital Development we have resolved them.

Basically we are the backbone of the department and are not just sitting here waiting to reset your password!



# NETWORK & SECURITY ROUNDUP

Network and Security have been busy on a number of projects all geared towards working towards our digital strategy here's an update on four key projects which are going on at the moment within our team.

Over the next couple of months we'll be working with Service Desk to roll out Windows 10 and Office 2016 around the building. Windows 10 is a brand new operating system with all the latest features from Microsoft. Users will notice a big improvement in speed and performance when going about their daily work.

We are in the process of replacing our phone system as the current infrastructure is over 10 years old. In line with our digital strategy it is a fully hosted cloud telephone system enabling staff to make and receive telephone calls via their PC or their mobile phone ensuring that staff can be fully mobile and not reliant on the building here at Surreyheath. The system makes it very easy to transfer a call from your PC to your mobile if you need to go somewhere private.

We now have our new storage setup and installed in our server room which is running a lot faster than our current outdated storage.

We're in the process of starting to move key virtual servers across to this new storage so staff should start to see increased performance within applications.

We'll be working over the Christmas period moving large virtual servers which we can't move during the working day. All being well, staff should notice a difference in the new year.

As well as having our new storage in the server room we now have an extension to our network hosted in the cloud by a company called Proact. Key virtual servers (i.e. Uniform, Civica, iWorld) will be being lifted up to this new cloud storage which is being held on solid state / flash storage instead of mechanical hard drives. Users of these two systems will soon see a big improvement in performance of these applications.

# CAPABILITIES BRIEFING

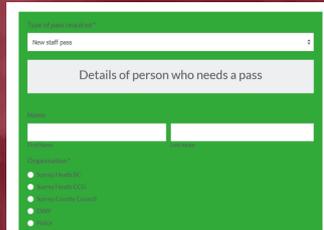


We are adding to our portfolio of capabilities. Investing in cloud services we can connect specialised platforms together on the web like lego blocks to build new things that we need.

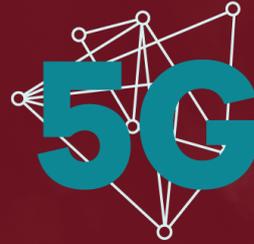
One such platform is Formstack. This lets us build digital forms on the cloud and we'll give you an example of what we use it for!

New or replacement staff pass requests are now handled by Formstack. As a building we are multi-tenanted and police and CCG etc can access this service too. The form is filled in on-line and the content is passed to another web service which converts it to a PDF document. This in turn is passed to

our digital signing platform which sends it back to the manager for authorising. When done, it's deposited in Box. IT staff are notified by Box and then produce the pass.



# DIGITAL FUTURES



As technologists we keep a watching brief on emerging platforms. **If you've just got used to 4G on your phone, 5G is going to be with us in 2019.** Billed as a 'game-changer'. With peak data rates 100 times faster than 4g

a full HD movie will download in 10 seconds on 5g. 5g offers a high connectivity density meaning that lots of Internet of Things components (think home automation) can connect simultaneously. More importantly 5G will provide connections for mission critical services (remote surgery) and optimised council services like smart bins and intelligent lighting.

# TELL US SOMETHING NEW!



We know we don't get everything right but we rarely get positive feedback on things we do. Positive comments, wants or constructive criticism....click on the feedback icon.



# CHANGING IT UP!

LIKES Innovation

DISLIKES Nutella

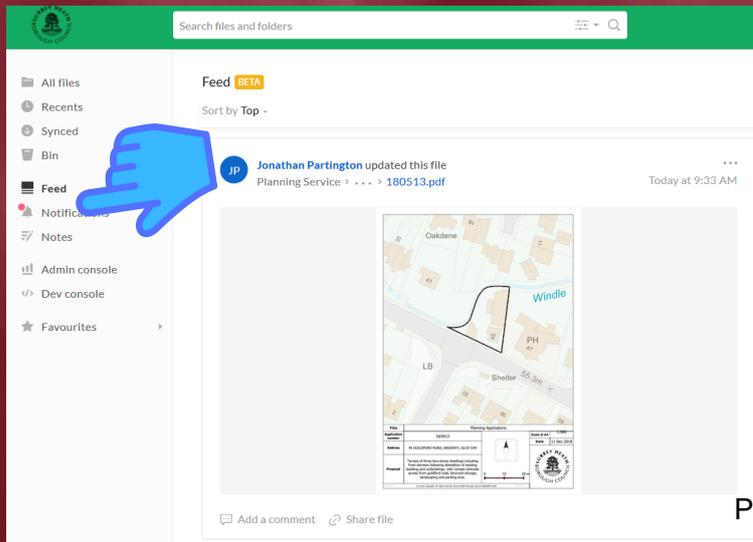
FAVE SHBC TECH

Box - so easy from anywhere!



**Box isn't just a place to store your stuff. It's a place to collaborate with different teams.**

Ever noticed 'Box Feed'? This is a beta feature that we switched on for all staff a few weeks ago. Box uses a clever blend of artificial intelligence to work out which documents you might be interested in within your team. It presents this as a commentary for you which Box calls "Feed". If there's activity such as edits or comments in documents your involved in you'll see them in Feed.



- There are 2 million pieces of content stored in Box.
- The OnBase document management system was switched on in 2009. We're switching it off in 2019.
- When we moved our Service Desk operation to the Freshservice cloud platform, we ported over 35,000 help desk call records.



# ENDNOTE

Luckily, the ICT Christmas elf only makes an appearance once a year!

This page is intentionally left blank

**PORTFOLIO HOLDER UPDATE:  
SUPPORT AND SAFEGUARDING**

Portfolio	Support and Safeguarding
Ward(s) Affected:	All

**Purpose**

**To provide a progress report on the Support and Safeguarding Portfolio**

**1. Background**

1.1 The Support and Safeguarding covers the services and functions as set out below:

- Community Development/Voluntary Sector and Community Partnership – The Council Lottery
- Community Fund & Revenue Grants
- Community Safety
- Safeguarding
- Children’s Champion
- Equalities
- Information Management

**2. Community Development/Voluntary Sector and Community Partnership**

2.1 The Council has enabled and supported local Community development within Surrey Heath for over 20 years and there are many examples of the initiatives, such as the Surrey Heath Show, which exemplifies the good practice of community development, in supporting local for local at its best.

2.2 Another initiative that the Council Executive recently endorsed is the introduction of our own Community Lottery, which tickets will be available to buy from early June, and our first draw is on Saturday 13<sup>th</sup> July. This will enable anyone to purchase a weekly on-line ticket for the chance to win £25,000 with 60% of the funds raised being allocated to local good causes that register with the scheme or can be awarded through applications made to the council.

2.3 The aim is two-fold it is a way of providing a sustainable platform for the local community to develop in to the future, with individuals supporting local good causes, and better odds than the National Lottery to win a prize.

2.4 The Council are using the services of Gatherwell, an External Lottery Management Company licenced by the Gambling Commission who run lotteries on behalf of good causes in the UK. They presently run over 50 Council lotteries and offer the Council considerable experience and knowledge in this area.

**3. Revenue Grant Scheme**

3.1 The Council values the work undertaken by our voluntary organisations enormously and we operate two grant schemes available to help facilitate not for profit local services supporting those in need locally.

- 3.2 The Council have awarded revenue grants that cover the core costs for many years to those who the Council work in partnership, or those who deliver services on behalf of the Council.
- 3.3 This has annual expenditure of just under £160,000 plus £80,000 given in rent and parking subsidies as a benefit in kind.
- 3.4 In agreeing this annual award at the Executive meeting on the 22<sup>nd</sup> January 2019 it was agreed to review the Council policy with the External Partnership Select Committee asked to review the process during the municipal year 19/20.

#### **4. Community Fund Grant Scheme**

- 4.1 To qualify for a grant from the Community Fund, applications must meet the Council's objectives from our 5 Year Strategy and must demonstrate a benefit to the local community. All awards are made at the discretion of the Executive, with all applicants coming from a not for profit organisation, together with all project recommendations for a grant must be well planned with a sound financial basis. The Executive also has the flexibility to add conditions to the awarding of any grants.
- 4.2 Information on the Community Grant scheme is provided on the Council's website and articles are regularly published in the Council's Heathscene magazine promoting successful awards. All decisions on grant awards rest with the Executive. Since this grant scheme started in 1997, just fewer than 300 grants have been offered, at an estimated cost of £700,000, this gives an average award value of £2,512. The scheme is open and invites applications twice a year on the 31<sup>st</sup> December and 30<sup>th</sup> June. Our most recent applications are outlined below:
- Surrey Heath Citizens Advice seek help to meet relocation costs in to Surrey Heath House,
  - Heatherside Community Association seek help to meet the costs to refurbish the kitchen with new door fronts, worktops and sink,
  - Bagshot Tennis Club seek help to contribute towards the cost of constructing a new 5<sup>th</sup> tennis court
  - Bisley Village Hall seek assistance towards meeting the cost of providing new customised windows in the chantry which is part of the main hall where the pre-school is located.

#### **5. Community Safety**

- 5.1 The Crime and Disorder Act of 1998 placed a statutory duty on all local authorities together with their partnership agencies to develop and work together in dealing with local priorities and concerns. This is directed by the Surrey Heath Partnership who meets 3 times a year and is the overarching group that sets the strategic direction. This is supported by statutory and voluntary partners who collaboratively support the annual plans which are monitored and updated by the Partnership Officer Group. The CHaRMM (Community Harm and Risk Management Meeting) and the JAG (Joint Action Group) are the operational leads that manage the responsibility of the day to day incidents and risks of both people and place.
- 5.2 The original legislation has seen various changes with the most recent focussing upon the victim, the Crime and Policing Anti-Social Behaviour Act 2014. A Council lead a multi-agency partnership project group introduced an all-encompassing Surrey Heath Public Space Protection Order for 3 years from October 2017. This provides

a framework of powers that both the Council and Surrey Police use to manage low level anti-social behaviour complaints.

## **6. Safeguarding**

- 6.1 The Surrey Heath team work hard to comply with the responsibilities relating to safe guarding. This is managed by the Executive Head of Transformation, Louise Livingston (in a capacity as the Council's lead officer for safeguarding) and the officers who are the safeguarding champions which comprises of representatives from services across SHBC.
- 6.2 The group met in January 2019 and reviewed and agreed a training framework which identifies all posts which require more than basic awareness training, and agreed a period of three years before refresher training is needed.
- 6.3 Face to face training on safeguarding adults and children was carried out for staff in the Community service team during November and December 2018, and SHBC is piloting a new 'Safeguarding Adults Essentials' course from Surrey Safeguarding Adults Board, in February 2019 for staff in Housing and Business teams.
- 6.4 Safeguarding Awareness training is provided for all staff via the shared Surrey e-learning portal. The course is currently being updated. It will then be rolled out to all staff that has not completed awareness training within the last three years and this will be monitored on an on-going quarterly basis.

## **7. Children's Champion**

- 7.1 My role as Surrey Heath's children's champion involves working with Council's lead in Safeguarding, Louise Livingston we work with Surrey County Council and the Surrey Safeguarding Children's Board who have primacy in this area, but it is of equal importance is that our own practice and policies are current, and fit for purpose which the section 11 audit is carried out every 3 years.
- 7.2 I attended the Safe Drive Stay Alive Surrey on the 1<sup>st</sup> November 2018 at Dorking Halls. This is a thought provoking event where a series of live educational performances featuring a sequence of films and live speakers, which aim to make young people aware of their responsibilities as drivers, and passengers, whilst travelling, and to positively influence their attitudes in being responsible young drivers.
- 7.3 For Local Democracy week in October 2018, a workshop was hosted by the Surrey Heath Museum team where local schools were invited to come along and attend a mock council meeting in the chamber, students from: Holy Trinity, St Augustine's, The Grove and Cordwalles attended by over 75 pupils.
- 7.4 I was delighted to encourage the continuation of the Young Citizen event which took place at Collingwood College in November 2018, this was a unique opportunity to learn about: road and fire safety, anti-social behaviour, personal safety, alcohol awareness and healthy relationships, first aid and cyber safety all built around a drama production from Solomon Theatre Group entitled 'last orders' and over two days 335 year 7 pupils benefitted from the programme.

## 8. Equalities

### Internal Equalities and Diversity

- 8.1 At the last members Equality Working Group it was recommended that all Councillors attend an interactive Equality and Diversity training session. The purpose of this training session was to provide Councillors with the information and knowledge needed to understand and promote Equality, Diversity and Inclusion. Whilst Equality and Diversity e-learning training has been provided in the past it was felt that running an interactive learning session would enable Members to discuss their door step challenges and build on their equalities and diversity understanding. These sessions were held during the summer of 2018 with very high attendance.
- 8.2 The Faith Forum (further information detailed below), at an Equality Working Group meeting, delivered an insightful presentation including an overview of the Forum's history and membership, a summary of activities carried out and forward look.
- 8.3 For information, Surrey Heath Borough Council will be applying for re- accreditation of the Disability Confident Committed certificate in April 2019.

### External - The Surrey Heath Faith Forum

- 8.4 The Faith Forum is a local group, and a newly constituted not for profit organisation (with a healthy membership of around 20 people) representing the diverse range of faith groups that operate and are based within Surrey Heath. At their first Annual AGM held on the 13th September 2018, where the Council were represented by Louise Livingston, Executive Head of Transformation and Emily Burrill the Family Support Team Manager who was invited to give a presentation on the Vulnerable Person's Relocation Scheme. At that time one family has been resettled in Surrey Heath, and another was added in January 2019 with another to be added by the end of March 2019, giving a total of three.
- 8.5 A key local issue which caused a delay has been to identify affordable housing for the families to live. To help the families to settle a dedicated Family Support Worker has been assigned to support in both Surrey Heath and Runnymede. The Faith Forum has assisted in providing key items that the families require.
- 8.6 The group sets an annual plan of project and events for the next financial year of 19/20 an example of these are:
- a) School Project - this project is based up offering a service to local schools whereby a discussion/presentation is made available focusing upon our British Values which are: democracy; individual liberty; the rule of law; mutual respect; tolerance of those with different faiths and belief, with each being defined and placed in a school context through the use of examples. The schools that have been visited are: Lakeside, The Grove, South Camberley, Ravenscote and others, plus Chobham St Lawrence, and Cordwalles.
  - b) Peace Day Celebration on Saturday 17th November between at West End, Parish Hall where over 100 people attended.

## 9. Information Management

### Freedom of Information

- 9.1 The last three years of Freedom of Information requests shows a steep increase from 2016/17 with the requests levelling off since then.

2016	2017	2018
846	1111	1132

Annexes:	None
Background Papers:	None
Report contributors:	Jayne Boitault, Community Development Officer Geraldine Sharman, Information Governance Manager Belinda Tam, Human Resources & Organisational Development Manager
Executive Head:	Louise Livingston, Executive Head: Transformation

This page is intentionally left blank

**SURREY HEATH BOROUGH COUNCIL  
ANNUAL PLAN 2019/20**

Portfolio:	Leader
Ward(s) Affected:	All

**Purpose of Report:**

To receive and comment on the Council's draft Annual Plan for 1 April 2019 to 31 March 2020.

**1. Resource Implications**

- 1.1 There are no resource implications arising directly from this report.

**2. Current Position**

- 2.1 The Annual Plan includes an overview of the vision and priorities from the Five-Year Strategy and states the outputs and success measures that will be delivered in 2019/20 for each of the key priorities. These priorities are presented under the headings of Place, Prosperity, People and Performance. The Annual Plan therefore demonstrates the Council's commitment to achieving the Five-Year Strategy.
- 2.2 The draft Annual Plan 2019/20 text is attached at Annex A. A designed version for final publication will be tabled at the meeting. The draft Plan is due to be considered by the Executive at its meeting on 19 March 2019. An update will be provided at the meeting of this Committee on 20 March of any changes to the attached draft agreed by the Executive.

**3. Performance Reporting**

- 3.1 Progress against the Annual Plan is presented in a mid-year and end of year performance report. These reports are presented to the Executive and Performance and Finance Scrutiny Committee every six months. Monitoring of the Annual Plan in this way ensures accountability and allows the Council to illustrate the on-going continuously improving performance of the Council.
- 3.2 The Annual Plan is designed to ensure the links are made between the Council's longer term objectives and the deliverables that are effective within a yearly timescale.

**4. Corporate Objectives And Key Priorities**

- 4.1 The Annual Plan sets out the success measures and outputs that will meet the Five-Year Strategy vision and objectives.

**5. Risk Management**

- 5.1 It is recognised that a number of the projects for 2019/20 may require specialist resources. Risk assessments will be completed and costings for the resource will be built into the individual business cases.

## **6. Equalities Impact**

6.1 The Plan itself has not been assessed, as each individual project or work area is subject to an equality impact assessment as appropriate.

## **7. Recommendation**

7.1 The Performance and Finance Committee is advised to receive and comment on the Draft Annual Plan 2019/20, as set out at Annex A to this report.

<b>Annexes</b>	Annex A – Draft Annual Plan 2019/20
<b>Background Papers</b>	Surrey Heath Borough Council Five Year Strategy
<b>Author/Contact Details</b>	Sarah Bainbridge - Senior Organisational Development Advisor, sarah.bainbridge@surreyheath.gov.uk
<b>Head of Service</b>	Louise Livingston - Executive Head of Transformation

**Surrey Heath  
The Year Ahead  
April 2019 – March 2020**

Surrey Heath is already one of the safest, cleanest and greenest places and our commitment to making it an even better place to live, work and enjoy is at the forefront of everything we do.

You can find more information about our priorities in our [Five Year Strategy](#)

**WELCOME**

*We are delighted to present Surrey Heath Borough Council's Annual Plan setting out what we would like to deliver for residents, business and community groups across Surrey Heath in 2019/20. We want to continue to maintain all our current services delivered by the Borough Council taking every opportunity to enhance and improve services and opportunities for everyone who either lives, works or does business across the whole of Surrey Heath, despite ongoing funding pressures.*

*We will safeguard local services and strengthen the local economy by increasing our income and investments as opportunities arise. Supporting local businesses to grow and develop remains an important focus.*

*This year will bring construction of an exciting new Leisure Centre closer to delivery with a new modern and efficient community facility that promotes wellbeing and healthy lifestyles. Our work to assist the most vulnerable in our community to remain independent and to combat isolation continues as a key priority, as well as our commitment to reduce homelessness and provide housing opportunity which is accessible to more residents in Surrey Heath.*

*We will take the next steps of our regeneration of Camberley Town Centre, including starting work on enhancements to the public spaces of the High Street, Princess Way and Pembroke Broadway and completing works on the final phase of The Square and the vacant BHS unit to allow it to be re-let.*

*Working in partnership with others – including the public, private and voluntary sectors – is key in our approach to deliver the best outcomes for our community and to make Surrey Heath an even better place to live, work and do business.*

Karen Whelan  
Chief Executive

Richard Brooks  
Leader of the Council

## PLACE

**Objective** – to make Surrey Heath an even better place where people are happy to live

**Priorities:**

- *Deliver an improved Camberley Town Centre for the benefit of all residents of the Borough*
- *Protect, manage and maintain our parks and open spaces including the provision of quality leisure facilities*
- *Encourage sustainable living and construction by promoting high quality building and design standards*
- *To reduce waste and increase the proportion of waste recycled and recovered*
- *Work with key partners to continue to keep the borough a very safe place to live*

**To make Surrey Heath an even better place to live in 2019/20 we will:**

- 1) Develop a new Local Plan to guide development in the Borough and address housing need. Consult with the public, businesses and partners on the draft plan in January and February 2020.
- 2) Reduce our environmental impact by ending the sale and provision of single-use plastics across our estates and operations wherever possible.
- 3) Monitor and manage the new Grounds Maintenance Contract for the Borough to deliver a consistent, flexible and responsive service. Monitor key performance indicators with the contractor on a monthly basis.
- 4) Work towards the construction of a new Leisure Centre to deliver a modern and efficient community facility to promote improved wellbeing and healthy lifestyles, with a planning application submitted during 2019.
- 5) Refurbish play areas across the Borough including at Frimley Lodge Park, Lightwater Country Park and Old Dean.

**In Camberley Town Centre in 2019/20 we will:**

- 6) Create vibrant and high quality public spaces by starting work on enhancements in the High Street, Princess Way and Pembroke Broadway in Camberley. Main construction works will start in July 2019 with a view to completing the enhancements by the end of 2021.
- 7) Finalise contractual discussions with the developer by September 2019 for the regeneration for the London Road Development site (along the A30 between Park Street and High Street). Aim for a planning application to be submitted by March 2020 to deliver a mixed use scheme.
- 8) Complete capital works to the vacant unit (formerly BHS) in Camberley by September 2019 to allow it to be re-let.
- 9) Promote high quality Town Centre events for the benefit and enjoyment of all, including the Camberley International Festival, Camberley Carnival and Christmas events. Attract visitors and income to Camberley and increase community engagement.

**Our targets for 2019/20:**

- 70% satisfaction ratings from people who use our town centre car parks
- 63% of household waste being sent for recycling, reuse and composting
- 95% of food premises that achieve 3 stars or above hygiene rating
- 100% of food premises are inspected within 28 days of being due

## PROSPERITY

**Objective** – We will support and promote our local economy so that people can work and do business across Surrey Heath

**Priorities:**

- *Strengthen the Council's financial independence by increasing our own income*
- *Work with partners to support our urban and rural economy through strategic development planning and economic growth*
- *Support local businesses by encouraging economic development and improvements to local transport and other infrastructure*
- *Encourage inward investment by promoting Surrey Heath as a great place to live and work*
- *Deliver new development in the borough to strengthen the local economy*

**In 2019/20 we will:**

- 1) Identify projects that will deliver appropriate construction-led growth across the Borough by making the best use of our assets. Prepare a business case by June 2019 for setting up a Development Company.
- 2) Continue to invest in sound property acquisitions to sustain the local economy and council services as opportunities arise during the year.
- 3) Support the 'SHAPE' programme of 31 projects across Surrey. This involves using Government funding and working in partnership to deliver housing using already developed publically owned land.
- 4) Help businesses across the whole of Surrey Heath to grow and expand. Review and relaunch the Kevin Cantlon fund by June 2019 to meet a wider business need.
- 5) Introduce a Corporate Social Responsibility project by Autumn 2019 across Surrey Heath to benefit the community and local business.
- 6) Develop detailed proposals for land east of Knoll Road, Camberley, and proposals for office accommodation relocation and a community hub.
- 7) Open a Log In café / co-working facility by March 2020 to support agile working.

**Our targets for 2019/20:**

- Aim to exceed by 20% the Government target of determining 70% of non-major planning applications within 8 weeks
- Aim to exceed by 20% the Government target of determining 60% major planning applications within 13 weeks

## PEOPLE

**Objective** – We will build and encourage communities where people can live happily and healthily

**Priorities:**

- *Work with partners to improve the health and wellbeing of our community*
- *Support older and more vulnerable people to live independently in their own homes and remain active in the local community*
- *Use our green space to deliver a programme of sport and leisure activities supporting community engagement with all people*
- *Address housing needs within the community*

**In 2019/20 we will:**

***Improve health and wellbeing of the community***

- 1) Move towards a sustainable future for our community services in light of funding reductions and increased need in our population by working in partnership with others.
- 2) Work with Frimley Park Hospital and other partners to prevent hospital admissions and facilitate timely discharges.
- 3) Work with partners to improve air quality along the A331 (Blackwater Relief Road) to respond to a Government directive.

***Support older and more vulnerable people to live independently***

- 4) Continue to work with statutory and voluntary sector partners to support people in Surrey Heath to improve their health and wellbeing and reduce feelings of loneliness and social isolation through the established social prescribing service.
- 5) Support older and vulnerable people to remain independent in their homes by operating services such as Meals at Home, Community Transport, Community Alarm & Telecare and our Windle Valley Centre in Bagshot.

***Promoting the enjoyment of public spaces***

- 6) Use our assets such as Camberley Theatre and our parks to hold a range of community, cultural and sporting events for people living in and visiting the Borough, including Theatre in the Park, Frimley Lodge Live, GoTri and the Surrey Heath show.

***Supporting those with housing needs***

- 7) Continue work to prevent homelessness and support those at risk of losing their home through our private sector access scheme, Rent Choice. Work in partnership and commission services that meet local needs of our communities such as the Hope Hub.
- 8) Establish a Handyperson service in Surrey Heath, undertaking minor jobs, aids and adaptations to residents in need of support from April 2019.

**Our targets for 2019/20:**

- 6,500 people reached by the Heritage Service
- To reduce the % of 'inactive' (taking part in less than 30 minutes' physical activity a week) Surrey Heath residents according to Sport England's 'Active Lives' survey to 23%
- 55,000 people attending events at Camberley Theatre
- 24,000 journeys by community bus
- 28,500 meals at home served

## PERFORMANCE

**Objective** – We will deliver effective and efficient services better and faster

**Priorities:**

- *Provide excellent customer service delivery*
- *Improve access to services through the use of technology*
- *Maximise every opportunity to improve the use of our land and buildings*
- *Regularly review our services and processes to ensure they continue to offer value for money*
- *Maintain services by working collaboratively with partners in the public, private and voluntary sectors*
- *Demonstrating our performance through monitoring and reporting*

**In 2019/20 we will:**

- 1) Work effectively and efficiently in partnership to improve our joint waste collection service, reduce waste, increase recycling, reducing contamination and reduce waste management costs. Agree proposals for improving recycling facilities in blocks of flats in summer 2019.
- 2) Deliver full Borough elections in May 2019.
- 3) Enhance digital access to services to improve the customer experience by encouraging self-service and making them more accessible. Communicate the range of ways that people can access our services efficiently in ways that meet their needs.
- 4) Continue to work collaboratively with other partners to minimise the impact of funding challenges on services for people who live and work in Surrey Heath.
- 5) Take an active part in discussions about the transformation of public services in the Borough and respond to consultations that affect Surrey Heath residents.
- 6) Relocate Citizens Advice Surrey Heath (CASH) into Surrey Heath House in April 2019 and the Hope Hub into the former CAB building in May 2019.

**Our targets for 2019/20:**

- New housing benefit claims processed within 20 days and changes to benefits within 10 days
- We will respond to all complaints within the complaint guidelines (2 day to acknowledge, 10 days to reply)
- 90% of customer satisfaction ratings received that are good or excellent
- 99% of Council Tax collected
- 99% of Business rates collected

## COMMENTS & FEEDBACK

We always welcome comments, suggestions and feedback on our plans and the way we write our documents and communicate them.

Email: [contactcentre@surreyheath.gov.uk](mailto:contactcentre@surreyheath.gov.uk)

Tel: 01276 707100

Surrey Heath House, Knoll Road, Camberley, Surrey, GU15 3HD

You can speak to your local Councillor who will be able to pass your comments back if you wish.

Contact details for your Councillor can be found on our website

[www.surreyheath.gov.uk/council](http://www.surreyheath.gov.uk/council)

Stay in touch with us via Twitter and Facebook

**F** [surreyheath](#)

**t** [@surreyheath](#)

This page is intentionally left blank

**Council Finances as at 31 December 2018**

**Summary**

**To provide the Performance & Finance Scrutiny Committee with a high level view as to the Financial Performance of the Council for the 3<sup>rd</sup> Quarter (October to December 2018) of the 2018/19 Financial Year.**

**Portfolio - Finance**

**Wards Affected**

All

**Recommendation**

**The Performance and Finance Committee is advised to NOTE the report and comment on the 2018/19 capital programme and revenue budget.**

**1. Key Issues**

- 1.1 This is the third quarter monitoring report against the 2018/19 approved budget, which provides an update on the Revenue, Treasury and Capital budget position as at the 31<sup>st</sup> December 2018.
- 1.2 As we are three quarters of the way through the year it allows us to provide a more accurate estimate as to the year-end outturn. We are forecasting an underspend at this stage and this report is intended to give an update as to where services currently are against profiled budget for the 3<sup>rd</sup> Quarter.

**2. Resource Implications**

**Revenue Budget**

- 2.1 Actuals against Budget for the third quarter are shown in the attached Annex. Corporately, it is forecast that spending will be under budget at the end of the financial year.

**Capital Budget**

- 2.2 At the end of the third quarter, £38m had been spent on capital expenditure of which £30.3m was spent on property acquisitions, £2.3m on the purchase of refuse vehicles, £4.5m on the refurbishment of the Square, £1.2m on the purchase of SANGS Land and £504k on the refurbishment of the Square car park.
- 2.3 Following the receipt of extra funding from the DCLG, an addition to the capital programme relating to renovation grants of £55,910 is requested.
- 2.4 Further to the additional funding I would like approval for the following additions to the capital programme,
  - £16k for the purchase of a multi-purpose vehicle for use by the Authorities enforcement team.  
The Vehicle is to promote officer safety and reduce the risk of damage to officers own cars while carrying out the following duties,

site visits where the risk assessment shows that staff should not visit the site in their personal vehicles.

Enforcement staff are also expected to respond to traveller incursions in the Borough, not only on Council owned land, but Parish land and to assist private landowners as and when required.

### **Treasury Investments**

- 2.5 The Council currently has £22M in cash investments and £139m in borrowings. Based on the advice of our Treasury advisers, £29m is made up of longer term loans from the Public Works Loans Board with the remainder being shorter term loans from the other local authorities.

### **3. Debtors**

#### ***Sundry Debts***

- 3.1 Sundry debts include all debts except those relating to benefits. At the 31<sup>st</sup> December 2018 these amounted to £3,463,000 compared with £3,060,865 for the same period last year. The increase of £402,135 relates mainly to the increase in investment property rental invoices being raised due to additional acquisitions throughout the year. The overall increase is related to larger and increased number of invoices being raised plus timing differences rather than an underlying debt collection issue.

#### ***Housing Benefit Debts***

- 3.2 These debts arise when an overpayment in housing benefit has been made and thus has to be recovered. At the 31<sup>st</sup> December 2018 the balance was £560k compared with £599k at the end of the last quarter. During the last 3 months £117k was collected and £78k of new debts was raised. 23 debtors, or around 8 % of the total, account for over half of the debt.

### **4. Officer Comments**

- 4.1 The report covers the third quarter of the year and based on performance so far there are no significant financial issues arising.

### **5. Options**

- 5.1 The report is for noting.

### **6. Proposals**

- 6.1 It is proposed that the Committee notes the report.

### **7. Supporting Information**

- 7.1 None

### **8. Corporate Objectives and Key Priorities**

- 8.1 This item addresses the Council's Objective of delivering services efficiently, effectively and economically.

### **9. Risk Management**

9.1 Regular financial monitoring enables risks to be highlighted at an early stage so that mitigating actions can be taken.

<b>Background Papers</b>	<b>None</b>
<b>Author/Contact Details</b>	<b>Adrian Flynn - Chief Accountant</b> <a href="mailto:Adrian.Flynn@surreyheath.gov.uk">Adrian.Flynn@surreyheath.gov.uk</a>
<b>Head of Service</b>	<b>Kelvin Menon -Executive Head of Finance</b> <a href="mailto:Kelvin.menon@surreyheath.gov.uk">Kelvin.menon@surreyheath.gov.uk</a>

## Summary Information on the Revenue Budget Position at 31st December 2018

Services are asked to explain significant variances between their profiled budget and actual expenditure to date and comment on areas of concern.

The statements below show the actual position against profiled budget as at the 31<sup>st</sup> December 2018 excluding pensions, redundancy and asset recharges. These have been excluded as they are not in the control of the services themselves.

Budget for the Period	Actual for the Period	Year-end Outturn Forecast
£8,723M	£6,578M	£250,000F

### Finance

At the end of the third quarter, there are no issues to report and all areas are on track to meet budget targets at the year end.

### Transformation

All budgets are on track to meet their year-end targets except for corporate grants which is forecasting an underspend due to the low take up of grants from the Kevin Cantlon Fund by Surrey Heath businesses. The fund is currently being reviewed and a business case is being put together to widen the use of the fund which will be agreed by the Executive in due course. There will also be a overspend on the corporate training budget due to increased levels of training during the first quarter.

### Corporate

The majority of corporate budgets are on track to be on budget at year end, other than electoral registration which is forecasting a favourable variance at year end due to an revenue grant being received for 2018/19 and an underspend on salaries.

### Business

The vast majority of the budgets are on track to be on or around budget at year end. The age and condition of the Arena is impacting usage which in turn is having an impact on the council's profit share. In addition more repairs are required and are forecast to exceed the budget in 2018/19.

Car Parking fees and charges are below budget for the year due to the fact that the budget anticipated an increase in charges. However other car parking income streams, such as season tickets, rental income and fixed penalty notices are holding their own and are forecast to be on budget at year end.

The theatre performed reasonably well up to the end of the second quarter despite being closed for the majority of August. Fees/charges and room hire income were up on budget and there is a small reduction in Artist fees paid compared to the same period last year but an overspend in this area is forecast. Although the theatre is forecasted to be below budget at year end it remains in line with the 2014 business case.

## **Regulatory**

The majority of budgets are on track to meet budget targets at year end, but it is worth noting that planning income has been strong up to the 3rd quarter and is ahead of budget at this stage. Housing has also received a large grant which has exceeded the budget during this quarter but there are plans to spend the excess grant by year end.

There are also forecast surpluses on land drainage, DFG's and the Surrey Heath local plan at year end which will most probably result in some carry forward requests being made at that time.

## **Legal and Property**

Income from new investments, after offsetting for losses of income from vacant units, are making a positive contribution to the overall forecast at the year end.

## **Investment & Development**

Income from the town centre, with the exception on one property, has met the budget. Any shortfall on rent from this property will be covered by the rental equalisation reserve.

## **Community**

A number of budgets are forecasted to show a favourable variance at year end including recycling, noise pollution, community alarms, meals at home, but due to issues around the joint waste contract, the overall effect on community is an adverse variance.

This page is intentionally left blank

**CORPORATE RISK REGISTER**

Portfolio:	Finance
Ward(s) Affected:	All

**Purpose**

**To note and comment on the Corporate Risk Register.**

Background

1. The current version of the Corporate Risk Register is attached at Annex A for Members' consideration. The Committee is asked to review the risk register annually and suggest amendments as appropriate.
2. The Corporate Risk Register includes high level risks. Each risk is rated between 1 and 4 as to how likely it is to occur and also between 1 and 4 as to the potential financial impact. The product of these two numbers gives the initial risk rating. Mitigation is then put in place to reduce the risk rating.
3. The Council has a Risk Management Strategy, and has a risk management process in place with an officer Risk Management Group meeting four times a year.
4. The Finance Portfolio Holder has the specific member responsibility for risk

Proposal

5. It is proposed that Members review the Corporate Risk Register and comment as appropriate. It is proposed that the register is reviewed again in 12 months.

Options

6. Members can accept, reject or amend the proposal.

Resources Implications

7. No additional resource implications as a direct result of this report.

Recommendation

8. The Committee is asked to NOTE and COMMENT on the Corporate Risk Register

Background Papers: Annex A - Corporate Risk Register

Author: Kelvin Menon 01276 707257  
e-mail: [kelvin.menon@surreyheath.gov.uk](mailto:kelvin.menon@surreyheath.gov.uk)

This page is intentionally left blank

## SURREY HEATH BOROUGH COUNCIL



## CORPORATE RISK REGISTER – March 2019

**This register summarises the main risks faced by the Council in relation to achieving the objectives and priorities as defined in the Council’s Corporate Plan. It also notes the current mitigation action being taken to control those risks, and identifies any further action needed to implement other necessary mitigation action. The register does not identify all risks, but seeks to highlight the relevant main strategic risks.**

## Introduction

The following summary matrix shows at high level overview the key risks faced by the Council, and their initial rating. Those above the line of acceptable risk (the shaded area) have further mitigating action to bring them within the line.

### Summary Matrix – key strategic risks after mitigation

<b>Likelihood</b>  <b>4</b> <b>Very Likely</b> <b>(&gt;80%)</b>  <b>3</b> <b>Likely</b> <b>(50% - 80%)</b>  <b>2</b> <b>Possible</b> <b>(10% - 50%)</b>  <b>1</b> <b>Unlikely</b> <b>(&lt;10%)</b>				
		<b>Supplier Failure</b>		
		<b>Information Management Business Continuity Loss of funding</b>	<b>Treasury and Property Investment Major Incident</b>	
		<b>Capacity and Resilience</b>	<b>Enforcement Actions</b>	
<b>Impact</b>	<b>1</b> <b>Low</b> <b>(&lt; £10k)</b>	<b>2</b> <b>Moderate</b> <b>(£10k to £200k)</b>	<b>3</b> <b>Major</b> <b>(£200k to £1m)</b>	<b>4</b> <b>Severe</b> <b>(&gt;£1m)</b>

	<b>RISK</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Initial Rating</b>	<b>Mitigation</b>	<b>Ownership</b>	<b>Revised Likelihood</b>	<b>Revised Impact</b>	<b>Revised Rating</b>
1.	<b>Information Management, Data Sharing and Data Security</b> Loss or misuse of data leading to a breach of legislation and fines.	3	4	12	Paper and electronic data management systems; document and record retention policy; system to respond to data access requests; archiving system; training for all staff on data security. Data and Security breaches policy and procedure approved by Council. Data sharing protocol in place. Mandatory regular training of all staff on Data Security. Appointment of Data Protection Officer	KL	2	2	4
2.	<b>Loss of Funding for Services</b> Loss of funding from Government and partners leads to the Council being unable to provide services	2	3	6	The Council has embarked on an investment strategy to generate income from other sources.	KM	2	2	4
3. Page 47	<b>Business continuity systems and processes</b> – to plan for dealing with challenges to the continuity of the Council's business to ensure the effects on the community in such cases are mitigated as much as is practicable	2	3	6	Business Impact Assessments and Business Continuity Plans have been updated by all services and tested to ensure they are current and all critical functions are covered. Joint resilience structure in place	TP	2	2	4
4.	<b>Failure of Major contractor or supplier</b> Major contractor, such as for refuse disposal goes in to liquidation	3	3	9	Company likely to be taken over rather than close. Major contracts have guarantee provisions and step in rights. In house team able to take on management in an emergency	TP	3	2	6

	<b>RISK</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Initial Rating</b>	<b>Mitigation</b>	<b>Ownership</b>	<b>Revised Likelihood</b>	<b>Revised Impact</b>	<b>Revised Rating</b>
5.	<b>Major Incident</b> Major incident may directly or indirectly affect the Council's ability to deliver services	2	4	8	All services have up to date emergency plans and exercises are held regularly to test preparedness. Have mutual aid arrangements in place with other Surrey authorities	TP	2	3	6
6.	<b>Treasury and Property Investment</b> Volatility in investment values and income driven by market forces. Adverse movements in interest rates leading to financial pressure	2	4	8	Investments only made on advice of professional advisors and after due diligence. Properties are professionally managed to maintain income. Investments are diversified and held for longer term. Future interest rate fixed for proportion of debt to bring certainty of cost.	KW	2	3	6
7.	<b>Contaminated Land</b> Contamination leads to environmental damage that then needs to be cleaned up	2	3	6	Detailed surveys undertaken with monitoring put in place as required	TP	1	3	3
Page 68	<b>Major Enforcement Actions</b> Breaches of planning regulations leads to reputational and environmental damage	3	2	6	Action taken to address breaches to minimise risks	JR	2	2	4

#### Key to initials

KW – Karen Whelan – Chief Executive  
 RP – Richard Payne – Executive Head of Corporate;  
 KM – Kelvin Menon – Executive Head of Finance  
 TP – Tim Pashen - Executive Head of Community;  
 KL – Karen Limmer – Head of Legal Services  
 LL – Louise Livingston – Executive Head of Transformation  
 JR – Jenny Rickard – Executive Head of Regulatory

**Performance and Finance Scrutiny  
Committee Work Programme 2018/19**

Portfolio: Corporate
----------------------

Ward(s) Affected: n/a
-----------------------

<p><b><u>Purpose</u></b></p>
------------------------------

<p><b>To consider the Committee's work programme for the 2019/20 municipal year.</b></p>
--

**1 Background**

1.1 The Constitution, at Part 4, Section C paragraph 6 requires the Committee to develop a work programme. This would normally be set at the last meeting of a municipal year, for the subsequent municipal year.

1.3 The Committee is scheduled to meet on the following dates in 2019/20:

- 3<sup>rd</sup> July 2019
- 4<sup>th</sup> September 2019
- 27<sup>th</sup> November 2019
- 29<sup>th</sup> January 2020
- 18<sup>th</sup> March 2020

1.4 The work programme is developed through the year, to meet new demands and changing circumstances and the Committee will be expected to review its work programme from time to time and make amendments as required.

1.5 One of the tasks given to the Committee is to carry out pieces of work requested by the Council and/or the Executive.

1.6 The Committee agreed on 6 July 2016 (minute 9/PF refers) that reports at each meeting would, where possible, be themed to the areas covered by the Portfolio Holder attending that meeting.

1.7 In view of the Borough Elections on 2<sup>nd</sup> May 2019 and the requirement to appoint a new Executive at the Annual Council Meeting on 15<sup>th</sup> May 2019 it is proposed that the Performance and Finance Scrutiny Committee meeting scheduled for July 2019 focus on the following areas:

- End of Year Performance Report 2018/19
- End of Year Finance Report
- Task and Finish Groups
- Committee Work Programme

1.8 The work programme attached as Annex A to this report sets out standing items that are to be considered by the Committee.

## **2 Resource Implications**

- 2.1 Subject to any decisions relating the work programme, there are no resource implications which have not already been factored in, with those mainly involving officer time.

## **3 Recommendations**

- 3.1 The Performance and Finance Scrutiny Committee is advised to:
- i. Consider the work programme for the 2019/20 municipal year, attached at Annex A
  - ii. Make suggestions as to subjects or areas that the Committee might wish to consider as part of the 2019/20 Work Programme.

Background Papers: None

Report Author Katharine Simpson 01276 707157  
e-mail: [katharine.simpson@surreyheath.gov.uk](mailto:katharine.simpson@surreyheath.gov.uk)

Service Head: Richard Payne 01276 707150

**Performance and Finance Scrutiny Committee Work Programme 2019-20**  
**Standing Agenda Items**

<b>Date</b>	<b>Topic</b>	<b>Report Author</b>
<b>3 July 2019</b>		
1.	Performance Report 2017/18	Louise Livingston
2.	End of Year Finance Report	Kelvin Menon
3.	Task and Finish Groups	Katharine Simpson
4.	Committee Work Programme	Katharine Simpson
<b>4 September 2019</b>		
1.	Review of Reserves and Provisions	Kelvin Menon
2.	Annual Report on Treasury Management	Kelvin Menon
3.	Task and Finish Groups	Katharine Simpson
4.	Committee Work Programme	Katharine Simpson
<b>27 November 2019</b>		
1.	Half Year Treasury Management Report	Kelvin Menon
2.	Half Year Finance Report	Kelvin Menon
3.	Update on Investment Properties	Karen Limmer
4.	Task and Finish Groups	Katharine Simpson
5.	Committee Work Programme	Katharine Simpson
<b>29 January 2020</b>		
1.	3 <sup>rd</sup> Quarter Finance Report	Kelvin Menon
2.	Corporate Risk	Kelvin Menon
3.	Task and Finish Groups	Katharine Simpson
4.	Committee Work Programme	Katharine Simpson

This page is intentionally left blank