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Tuesday, 23 June 2020

To: The Members of the **Performance and Finance Scrutiny Committee**
(Councillors: Sashi Mylvaganam (Chairman), Shaun Garrett (Vice Chairman),
Dan Adams, Graham Alleway, Cliff Betton, Vivienne Chapman, Sarah Jane Croke,
Sharon Galliford, Edward Hawkins, Darryl Ratiram, Graham Tapper, Victoria Wheeler
and Kristian Wrenn)

**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 Peter Barnett, Rodney Bates, Paul Deach, Tim FitzGerald,
Ben Leach, Robin Perry, Pat Tedder and Valerie White

Dear Councillor,

A meeting of the **Performance and Finance Scrutiny Committee** will be held as a Virtual Meeting on **Wednesday, 1 July 2020 at 6.00 pm**. The agenda will be set out as below.

Please note that this meeting will be recorded and live streamed on
<https://www.youtube.com/user/SurreyHeathBC>

Yours sincerely

Tim Pashen

(Acting) Chief Executive

AGENDA

		Pages
1	Apologies for Absence	
2	Minutes of Previous Meeting	3 - 8

To confirm and sign the minutes of the meeting held on 29th January 2020.

- 3 Declarations of Interest**
- 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.
- 4 Annual Performance Report 2019/20** **9 - 22**
- To receive and comment on the Council's annual performance report for the 2019/20 municipal year.
- 5 End of Year Finance report** **To follow**
- To receive and comment on the end of year finance report for the 2019/20 financial year.
- 6 Performance of Major Property Acquisitions 2019-20** **23 - 28**
- To receive and comment on a report providing an overview of the performance of the Council's property investment portfolio during the 2019-20 financial year.
- 7 Covid-19 Pandemic Response** **29 - 38**
- To receive a report providing feedback from Applied Resilience, the Council's Emergency Planning consultants, on the Council's response to the Covid-19 pandemic.
- 8 Work Programme** **39 - 44**
- To consider the Performance and Finance Scrutiny Committee's work programme for the remainder of the 2020/21 municipal year.
- 9 Date of Next Meeting**
- The next scheduled meeting of the Performance and Finance Scrutiny Committee will take place on Wednesday 9th September 2020.

Minutes of a Meeting of the Performance and Finance Scrutiny Committee held at Council Chamber, Surrey Heath House, Knoll Road, Camberley, GU15 3HD on 29 January 2020

+ Cllr David Lewis (Chairman)
 + Cllr Shaun Garrett (Vice Chairman)

+ Cllr Graham Alleway	+ Cllr David Mansfield
- Cllr Cliff Betton	+ Cllr Sashi Mylvaganam
+ Cllr Sarah Jane Croke	+ Cllr Darryl Ratiram
+ Cllr Colin Dougan	+ Cllr Kristian Wrenn
+ Cllr Edward Hawkins	+ Cllr Victoria Wheeler

+ Present
 - Apologies for absence presented

Non Committee Members in Attendance:

Cllr Peter Barnett, Cllr Tim FitzGerald, Cllr Sharon Galliford, Cllr Rebecca Jennings-Evans, Cllr Alan McClafferty, Cllr Robin Perry, Cllr Pat Tedder and Cllr Valerie White

Executive Portfolio Holders in Attendance:

Cllr Dan Adams, Executive Portfolio Holder: Places & Strategy
 Cllr Paul Deach, Executive Portfolio Holder: Customer Experience & Digital

Officers in Attendance;

Sarah Bainbridge, Senior Organisational Development Advisor
 Leshia Chetty, Investment and Development
 Andrew Edmeads, Venue & Operations Manager, Camberley Theatre
 Daniel Harrison, Executive Head: Business
 Teresa Hogsbjerg, Economic Development Officer
 Julia Hutley-Savage, Interim Head of Legal
 Louise Livingston, Executive Head: Transformation
 Kelvin Menon, Executive Head: Finance
 Richard Payne, Executive Head: Corporate
 Kate Noviss, Marketing & Communications Manager
 Lynn Smith, Customer Relations Manager

21/PF Minutes of Previous Meeting

RESOLVED that the minutes of the meeting of the Performance and Finance Scrutiny Committee held on 27th November 2019 be approved as a correct record and signed by the Chairman.

22/PF Portfolio Holder Update: Places and Strategy

Councillor Dan Adams presented an update on the work carried out to date during the 2019/20 municipal year in his capacity as Executive Portfolio Holder for Places and Strategy. The portfolio covered four main service areas:

- Recreation and Business
- Parking Services
- Commercial and Community Development

- Camberley Theatre

Analysis of theatre ticket sales showed that the majority of those visiting the theatre lived in the GU15 area however a number of recent show from national acts had brought visitors in from further afield. Whilst efforts were made to ensure that the price of theatre tickets was consistent, ticket prices were set by a visiting act's agent and there were limited opportunities for more flexible pricing. Discounts were available for those in receipt of Disability Living Allowance or Personal Independence Payments and the possibility of introducing other discount schemes for example a 'Pay what you like' scheme for certain performances was being explored.

The Theatre had benefited from the increased resourcing available from the Council's Communications and Marketing Team which had resulted in a significant reduction in the costs associated with producing high quality promotional materials.

The 2019 Pantomime had been the biggest selling pantomime in the theatre's history, generating ticket sales of £229,804.90. Analysis of those attending the pantomime had found that audience members were coming to Camberley Theatre's pantomime in preference to those performances at larger venues for example Woking. A new initiative in 2019, was the development of a special performance of the pantomime where sign language was taught to the cast and then fully integrated into the performance. The feedback from this performance had been overwhelmingly positive and it was hoped to be able to continue these special performances in future years.

Funding for the refurbishment of the theatre's frontage had been approved and the Council would shortly be going out to tender for a contractor to take this work forward. It was agreed that the possibility of extending this work to improve the appearance of the landscaping immediately outside the theatre would be explored.

It was clarified that the introduction of a new booking system for the Borough's publically owned tennis courts was part of a scheme to ensure that they became self-financing and sustainable in the future. Pricing had been set so that it was competitive with similar courts in neighbouring areas and the funds raised would be used to supplement the budget available for maintenance. A rolling programme of maintenance and upgrade work for all the Borough's public tennis courts was being developed and where courts had been identified as being under used alternative uses were being explored for example converting them for other sports.

It was acknowledged that the increase in traffic at Watchetts Recreation Ground had contributed to the breakdown of the access road and a funding request to cover the cost of resurfacing work would be considered by the Executive in the near future.

It was noted that it was too early to ascertain the impact that closing the High Street to vehicular traffic was having. However the one hour's free parking offer in the Knoll Road multi-storey car park was being monitored.

The Committee was informed that the cleaning of public toilets would be reviewed as part of work to retender the Grounds Maintenance Contract.

The Commercial and Community Development Team were commended for the development of the targeted health and well-being scheme and the expansion of the range of activities that were accessible to residents through the scheme.

The Committee thanked Councillor Adams for his update.

23/PF Portfolio Holder Update: Customer Experience and Digital

Councillor Paul Deach presented an update on the work carried out to date during the 2019/20 municipal year in his capacity as Portfolio Holder for Customer Experience and Digital. The Portfolio covered Digital and ICT, Communications and Marketing and the Contact Centre and Post Room and key highlights had included:

- The implementation of a new telephony system.
- Replacement of computers running Windows 7 with Windows 10.
- The development of a new CRM system which would be integrated into a number of platforms in use across the Council.
- The creation of more marketing material in-house
- The introduction of a new enquiry service for Councillors to help them expedite their ward work more efficiently and effectively.

It was agreed that the concerns raised by Councillors over the level of ICT support that they were receiving and the impact this was having on their ability to carry out their role as an elected member including: an inability to access emails offline, an inability to back up files on the iPads to iTunes accounts due to GDPR compliance issues, difficulties in accessing the internet in the Council Chamber, Mod.Gov not retaining annotations and ongoing difficulties with the planning portal would be followed up.

It was confirmed that the new CRM system would be a bespoke system that would provide greater flexibility and better integration with the range of programmes used across the Council. The new CRM system would also be more cost effective than the current one and the Council would own the licence for the software when it was completed.

The Committee commended the high quality of the art and design work developed by the Council's Communications and Marketing Team as part of the marketing work for the Town Centre.

The Committee thanked Councillor Deach for his update.

24/PF Draft Annual Plan 2020/21 Consultation

The Committee considered a report setting out the draft annual plan for 2020/21. The Annual Plan set out the Council's key projects and performance indicators for each service area over the 2020/21 financial year. A list of key projects to be delivered, or progressed, during 2020/21 and a series of key performance indicators was provided for each service area as well as key projects that cut across multiple service areas.

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

- It was clarified that the projects listed in the Annual Plan would be underpinned by more specific project plans.
- Specific milestone dates would be included in the Annual Plan before it was brought to the Executive for approval.
- It was requested that the development of an Asset Management and Investment Management Strategy be included in the annual plan.
- The Handyperson Service was currently being promoted through the Meals at Home and Community Transport services. Once the service had become established and the level of need had been ascertained it would be advertised more widely.

It was acknowledged that joined up thinking would enable the Council to make best use of resources and embed practice at an early date.

It was requested that any further comments or suggestions be forwarded to Sarah Bainbridge.

25/PF Economic Development Update

The Committee received a report providing an update on the work of the Council's Economic Development Team to support and develop Surrey Heath's economy.

It was reported that the Nomis Labour Market report from the Office for National Statistics reflecting the labour market in Surrey Heath in 2018 showed that there had been an increase in the number of jobs in the Borough from 52,000 in 2017 to 62,000. It was acknowledged that this was a significant increase and work was taking place to ascertain the reasons for the increase.

The Kevin Cantlon Shop Front Improvement Scheme had been reviewed and the conditions updated to ensure that they were not considered onerous by business owners. Promotion of the scheme was taking place through a range of channels including commercial lettings agents, business newsletters and business support organisations.

To support start up businesses, the Economic Development Team had developed links with regional business development staff in banks and was working with the Surrey Chambers of Commerce to explore the possibility of cross boundary business space.

The Committee noted the update.

26/PF Surrey Pension Fund Update

The Committee received a report providing an update on the performance of the Surrey Pension Fund.

The Fund was managed and administered by Surrey County Council on behalf of all the district councils, the county council and a number of other organisations. At the end of March 2019, there were 110,195 members in the fund of which 34,292 were active, 25,929 were pensioners and 49,974 were deferred members. Investments were performing well and as of the 30 September 2019, the fund had approximately £45 billion of assets under its control and the fund was currently fully funded.

The Committee noted the report.

27/PF Corporate Risk Register

The Committee considered a report setting out the Council's Corporate Risk Register. It was noted that the Risk Register summarised the main risks faced by the Council in relation to achieving the objectives and priorities defined in the corporate plan, set out the mitigating steps currently being taken to reduce the level of risk and identifying any further actions required. It was clarified that the initial risk rating was the rating that would be associated with the identified risk if no control measures were put in place.

The Committee noted the report.

28/PF Work Programme

The Committee received and noted a report setting out the draft work programme for the Performance and Finance Scrutiny Committee for the remainder of the 2019/20 municipal year.

29/PF Date of Next Meeting

It was noted that the next scheduled meeting of the Performance and Finance Scrutiny Committee would take place on Wednesday 18th March 2020 at 7pm.

Chairman

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End of Year Performance Report 2019/20

Summary:

This report summarises the performance of the Council in 2019/20 against the corporate objectives, priorities and success measures set out in the Annual Plan.

Portfolio: Leader / Transformation

Wards Affected: All

Recommendation

The Performance and Finance Scrutiny Committee is asked to consider the 2019/20 End of Year Report and make any comments or recommendations to the Executive as appropriate.

1. Key Issues

- 1.1 The Annual Plan 2019/20 was agreed by the Executive on 19 March 2019, and set out the key targets, projects and success measures for the year, under the Five Year Strategy themes of Place, Prosperity, People and Performance.
- 1.2 The attached report at Annex A summarises the Council's performance and achievements against these targets between April 2019 and March 2020. This report will also be considered by the Executive at its meeting on 21 July 2020, and the Committee are asked to submit any comments or recommendations they wish for the Executive to consider.

2. Resource Implications

- 2.1 There are no resource implications arising from this report.

3. Proposals

- 3.1 The Performance and Finance Scrutiny Committee is asked to note the attached Year Report 2019/20 and submit any comments or recommendations as appropriate to the Executive.

Annexes	Annex A – End of Year Performance Report – 2019/20
Background Papers	Annual Plan 2019/20 Five Year Strategy
Author/Contact Details	Sarah Bainbridge, Senior Organisational Development Advisor sarah.bainbridge@surreyheath.gov.uk
Head of Service	Louise Livingston – Executive Head of Transformation

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ANNUAL PLAN 2019/20 - END OF YEAR UPDATE

Place

Target/project	Year End Actual Status	Update / comments
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 local plan in January and February 2020.	DELAY	<p>A number of evidence base studies have been produced and updated to inform development options for the draft Local Plan, including the Strategic Land Availability Assessment published in 2019. These studies will ensure the draft Local Plan is based on the most up-to-date and robust information.</p> <p>Public Consultation on the Draft Policies Regulation 18 Local Plan has been delayed for several reasons, including the difficulty in identifying sufficient suitable land for future development.</p>
Reduce our environmental impact by ending the sale and provision of single-use plastics across our estate and operations wherever possible.	ONGOING	<p>The Council has adopted a "Single Use Plastics" Strategy. Actions undertaken include removing single use plastics from Council Chamber and a change to compostable 'veg-ware' for cups, lids and stirrers at the Theatre since Summer 2018. The Theatre has also introduced reusable cups for cold drinks.</p> <p>In the town centre, we have free water replenishment points. Re-useable water bottles were offered at town centre events.</p>
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.	AT RISK	<p>The Council's current grounds maintenance contractor, Sodexo Ltd, who were awarded the contract in February 2019, advised that they were unwilling to continue to deliver the contract for the full term. As such, Surrey Heath Borough Council is re-tendering this contract in accordance with the Council's Standing Orders and a recommendation is expected to be brought forward in July 2020.</p> <p>During the course of this process there has been no drop in service and no financial impact, so although shown as 'At Risk' this has been</p>

Target/project	Year End Actual Status	Update / comments
		well mitigated.
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.	ON TRACK	The new contract commenced in April 2019. The Arena closed at the end of August 2019 and was demolished. Planning permission for the replacement leisure centre was granted in August 2019. A ground-breaking ceremony for the new centre was held in December 2019. A number of The Arena fitness classes relocated to the Theatre during the building of the new centre (prior to the Theatre's closure due to the Covid-19 outbreak). The programme featured 30 weekly classes including group cycling, Pilates and HIIT. The new centre is on track to open in 2021.
Refurbish play areas across the Borough including at Frimley Lodge Park, Lightwater Country Park and the Old Dean.	Frimley & Lightwater – COMPLETE Old Dean – ON TRACK at year end but likely delay due to Covid-19 outbreak	The new £150k Frimley Lodge Park play-ground opened on 18 July 2019 in time for the school summer holidays. The new £80k Lightwater Country Park playground opened on 8 November 2019. The new play area designs were developed through public consultations involving park users, local schools and residents, and chosen via a public vote. Following public consultation, the design for the new Old Dean playground was revealed in March 2020. Work was due to commence in April 2020 with a target finish date of June, but was reviewed in light of the Covid-19 outbreak. The Borough's play areas were closed on 24 March in light of Government advice on social distancing.
Create vibrant and high quality public spaces by starting work on enhancements in the High Street, Princess Way and Pembroke Broadway. Main construction works will start in July 2019 with a view to completing enhancements by the end of 2021.	ON TRACK	The works started on 6 January 2020. The reschedule was due to a delay in the delivery of materials. The project was also delayed by about five weeks due to problems with statutory services. Covid-19 has since impacted on timescale as the number of workers they can have on site has reduced given proximity to the general public and distancing between workers within the site area. Despite these delays the expected completion of the enhancements is

Target/project	Year End Actual Status	Update / comments
		on target.
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 site.	DELAY	Meetings have been held with tenants and interested parties to keep them updated on progress and transition arrangements. Negotiations with the developer were underway at the end of March and have since been delayed due to the Covid Crisis. This means the planning application has not been submitted.
Complete capital works to the vacant unit (formerly BHS) in Camberley by September 2019 to allow it to be re-let.	DELAY	A public consultation on the future uses of the building took place Summer 2019. Berkley Homes handed the unit back to SHBC on 1 November and an option paper was reported to the Executive in February 2020. Agents have been appointed to market the property to prospective tenants. Different options are being developed and works are on hold until a business case for the future of the unit is developed and agreed.
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.	COMPLETE	The third Film and Animation Festival took place on 7 March 2019. The first Camberley Comedy Festival took place on 11 May 2019, and following its popularity will be repeated May 2020. The Camberley Carnival took place on 22 June 2019. 17 parade entries containing 441 entrants who took part in the parade. An estimated 1500 people watched the parade. The first Camberley Food Festival took place 7 to 9 November 2019 and a Ballroom Dance event happened in The Square on 9 November. The Camberley Christmas Street Party was on 30 November 2019 and Christmas concerts took place on 6 & 7 December.
We will work with partners to assist our vibrant villages looking for every opportunity to help them evolve and add to the community they serve.	ON TRACK	A cross-party Villages Member Working Group was set up and an initial workshop session held 8 October to identify potential challenges, aspirations and work-streams. Further meetings agreed potential projects which are were being explored.

Prosperity

Target/project	Year End Actual Status	Update / comments
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.	NOT PROGRESSSED	Feasibility studies undertaken to identify which assets have potential for construction-led growth. Options for Development Company reviewed by the Corporate Management Team but not currently being pursued.
Continue to invest in sound property acquisitions to sustain the local economy and Council services as opportunities arise during the year.	ON-GOING	The Council continues to be active in the market, assessing property investment opportunities as they arise. 27 potential acquisitions were considered in 2019/20 but nothing was purchased. The Treasury Strategy for 19/20 was agreed by the Executive in February 2019.
Support the 'SHAPE' programme of 31 projects across Surrey. This involves using Government funding and working in partnership to deliver housing using already developed publicly owned land.	AT RISK	One Public Estate sustainable loan funding was secured for a number of projects under the SHAPE programme. Discussions are underway with Surrey County Council over the future of the SHAPE programme.
Help businesses across the whole of Surrey Heath to grow and expand ensuring that every opportunity is made to make connections right across the Borough from village to town and beyond. Review and relaunch the KC Shop Front Improvement fund by June 2019 to meet a wider business need.	ON-GOING	The KC Shop Front Improvement fund review was completed. The shop front improvement fund has now been closed to new applicants. Following the COVID-19 Pandemic, a proposal is being developed to re-allocate the funding to wider Economic Development and Recovery projects. The Economic Development team is working with the EM3 Local Enterprise Partnership (LEP) and Department for International Trade (DIT), Business South, Surrey Chambers of Commerce, Surrey County Council and others' to support the changes impacting on businesses as a result of both Brexit and the COVID-19 outbreak.

Target/project	Year End Actual Status	Update / comments
Introduce a Corporate Social Responsibility project by Autumn 2019 across Surrey Heath to benefit the community and local business.	ON TRACK	The Council is working to deliver this with the Community Matters Partnership Project (CMPP); a Farnborough charity that runs corporate social responsibility schemes for business to support communities and schools. This will be available from July 2020 to Council Staff and Borough businesses. Surrey Heath businesses are already able to apply, and the Economic Development team will ensure the Surrey Heath communities and organisations can benefit from the programmes.
Develop detailed proposals for land east of Knoll Road, Camberley, and proposals for office accommodation relocation and a community hub.	ON HOLD / AT RISK	The Council has secured sustainable loan funding from OPE (One Public Estate). Feasibility plans are being considered linked to wider Town Centre projects. This project is linked to the outcomes of discussions regarding the future of the SHAPE programme so is currently on hold.
Open a Log In café / co-working facility by March 2020 to support agile working.	DELAY	This project will now be subject to a review to assess the need. On hold until further notice.

People

Target/project	Year End Actual Status	Update / comments
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.	ON TRACK	Surrey Heath and Runnymede Borough Councils have worked in partnership to deliver services to older and vulnerable residents in both boroughs. A number of benefits have been achieved including <ol style="list-style-type: none"> 1) Extending the range of technology for helping people to remain safe in their homes 2) Increasing the number of community alarm customers by 33% between 2015 and 2019 3) Increasing the number of meals at home customers by 36% between 2015 and 2019 4) Launched "Home safe" at both Frimley Park Hospital and
Support older and vulnerable people to remain independent in their homes by operating services such as Meals at Home, Community Transport,		

Target/project	Year End Actual Status	Update / comments
Community Alarm & Telecare and our Windle Valley Centre in Bagshot.		<p>Farnham Hospitals to allow older patients to be discharged to a “safe” home and prevent bed blocking.</p> <p>The Council is reviewing a number of commercial opportunities which will raise additional income and sustain and improve the service.</p>
Work with Frimley Park Hospital and other partners to prevent unnecessary hospital admissions and facilitate timely discharges.	ON HOLD – awaiting tender	<p>Adult Social Care set up a ‘Surrey Heath’ ward at the hospital as a pilot to support timely discharges and SHBC are providing Homesafe Plus and a hospital discharge transport service as part of the pilot. The ‘Home from Hospital’ contract in Frimley Park hospital was put out to tender in February, but then withdrawn due to the Covid-19 crisis.</p> <p>Discussions are ongoing regarding funding for a Frimley-Park Hospital-wide roll out of Homesafe Plus but currently on hold due to current situation.</p>
Work with partners to improve air quality along the A331 (Blackwater Relief Road) to respond to a Government directive.	COMPLETE	The implementation of a 50 mph speed limit on A331 Blackwater Relief Road was achieved in summer 2019 ahead of schedule. The monitoring of air quality improvements is ongoing.
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, especially in rural areas.	COMPLETE	<p>Funding for the service was approved for a further 12 months and discussions about longer term funding are underway. Surrey Heath Federation of GPs have secured funding from NHS England for two Social Prescriber posts (bringing total across Surrey Heath to 5) which are hosted and managed by the Council.</p> <p>Across the year, 790 referrals were received. There were 430 wellbeing surveys completed. This measures the changes in an individual’s wellbeing following the intervention. All surveys demonstrated a positive improvement.</p>
Use our assets such as Camberley Theatre and our parks to hold a range of		The Surrey Heath Show was held 18 May 2019 with an estimated attendance of around 7,000. Almost £3,000 surplus was raised to be

Target/project	Year End Actual Status	Update / comments
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.	COMPLETE	<p>awarded to local good causes.</p> <p>A Treasure Island Panto in the Park was held on 6 July with over 100 attendees.</p> <p>The second Camberley Beer Festival was held 26 – 27 July, exceeding the target of breaking even in year 2 and generating surplus of over £3, 000.</p> <p>Frimley Lodge Live was held 3 & 4 August sold 2,948 tickets across the 2 day event.</p> <p>The Council was planning a 'Duathlon' format (cycle and running) for the GoTri event in March 2020 but this was cancelled due to the Covid-19 crisis.</p>
Continue 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 community such as the Hope Hub.	ON TRACK	<p>The Homelessness and Rough sleeping strategy 2019/23 was agreed by the Executive on 16 July 2019.</p> <p>There has been a 200% increase in homelessness applications since the introduction of the Homelessness Reduction Act. The Housing Team continue to work to prevent homelessness in partnership with organisations such as the Hope Hub. 91 cases of homelessness were prevented in 2019/20.</p> <p>A successful bid was been made for Government funding from the Rough Sleeper Initiative to support single homeless people in the Borough and a suitable purchase property was identified.</p>
Establish a Handyperson service in Surrey Heath, undertaking minor jobs, aids and adaptations to residents in need of support from April 2019.	COMPLETE	<p>It has been confirmed that the Handyperson service will be funded from the Better Care Fund. This service is delivered in partnership with Woking Borough Council.</p> <p>There was a 'soft launch' of the service in January – particularly supporting Adult Social Care and Frimley Park Hospital with a key aim of supporting hospital discharges and other community services that make referrals.</p>

Performance

Target/project	Year End Actual Status	Update / comments
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.	ON TRACK	The restructure of the Joint Waste Solutions team is completed and now fully staffed. Confirmed figure of 61.9% of household waste recycled in 2018/19 up from 61.4% in 2017/18. Funding was identified by the Surrey Environment Partnership for improvement work at flats. Match funding from SHBC to be considered in light of Covid-19. Trialling of food waste collections in nominated blocks of flats. Talks undertaken to community groups about recycling and improving rates. Contract-wide contamination improvement project took place including communications campaigns.
Deliver full Borough elections in May 2019.	COMPLETE	Borough elections held 2 May 2019 and European elections held 23 May 2019. General Parliamentary elections held 12 December 2019.
Enhance digital access to services to improve the customer experience and by encouraging self-service and making them more accessible. Communicate the range of ways that people can access our services efficiently in ways to meet their needs.	ON-GOING	Uniform (a new system covering a range of Council services including Planning, Land Charges, Enforcement and Environmental Health) is in the process of being rolled out. The Planning element, including a new public access self-service portal went live in October 2019. This includes the potential for the public to sign up for an alert system, e.g. for new planning applications. Recently rolled out internal tools including 'Box' document management, 8x8 phone system and new hardware all increase agile working possibilities for staff to improve service delivery.
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.	ON-GOING	There is on-going collaboration via the Surrey Chief Executives Group and other Surrey networks. On-going partnerships with other Surrey Authorities increase resilience and lower costs for example the Joint Waste Solutions Partnership, shared Family Support Team and Community Services partnership.
Take an active part in discussions about		The Council continues to respond to consultations as they are

<p>the transformation of public services in the Borough and respond to consultation that affect Surrey Heath residents.</p>	<p>ON-GOING</p>	<p>received, for example the recent Fire Service Consultation, Heathrow Consultation and The Southampton to London Pipeline Project.</p> <p>The Surrey Heath Partnership continues to meet on a quarterly basis including representatives from the public, private, voluntary and community sectors. The 2019/20 Surrey Heath Community Safety Partnership Plan includes targets under the headings of Safeguarding & Health, Business, Crime and Shared Policies & Procedures.</p>
<p>Relocate the Citizens Advice Surrey Heath (CASH) into Surrey Heath House in April 2019 and the Hope Hub into the former CAB building in May 2019.</p>	<p>COMPLETE</p>	<p>CASH relocated to Surrey Heath House in April 2019 and the Hope Hub charity relocated in May 2019. Positive feedback has been received from both partners.</p>

SUCCESS MEASURES 2019/20

PLACE	Target	Quarter 1 Result	Quarter 2 Result	Quarter 3 Result	Quarter 4 Result	Comments
Percentage of household waste being sent for recycling, reuse and composting	63%	62.8%	62.9%	61.9%	63.2%	Q3 & Q4 figures still provisional.
Percentage of food premises that achieve a hygiene rating of 3 stars or above	95%	96.50%	96.73%	96.69%	96.40%	
Percentage of food premises that are inspected within 28 days of being due	100%	93%	97%	90%	89%	

PROSPERITY	Target	Quarter 1 Result	Quarter 2 Result	Quarter 3 Result	Quarter 4 Result	Comments
Non-major planning applications determined within 8 weeks (Government target 70%)	84%	89%	84%	85%	82%	
Major planning applications determined within 13 weeks (Government target 60%)	72%	67%	50%*	70%	71%	

* Two major planning applications issued in quarter 2, with one out of time.

PEOPLE	Target	Quarter 1 Result	Quarter 2 Result	Quarter 3 Result	Quarter 4 Result	Comments
People reached by the Heritage Service	6,500 (Annual target)	2,302	2,285	1,956	1,872	TOTAL – 8,415
Reduction in the percentage of inactive Surrey Heath residents taking part in less than 30 minutes' physical activity a week (according to Sports England 'Active Lives' survey)	23%	22.70% (Nov 17 – Nov 18 data)	21.0% (May 18 – May 19 data)	-	20.30% (Nov 18 –	Sports England's Lives Survey data is published twice a

					Nov 19 data)	year in April and October covering a rolling years' worth of data.
People attending events at Camberley Theatre	55,000 (Annual target)	10,951	9,551	23,276	7,231	Figures don't include fitness classes relocated from Arena. Total for year 51,009. Theatre closed due to Covid-19 on 18 March.
Number of journeys by community bus	24,000 (Annual target)	4,812 (6,082 booked)	4,884 (6,233 booked)	4,895 (6,834 booked)	4,276 (6,203 booked)	
Meals at Home delivered Cancellation must be made by 10am otherwise clients are charged	28,5000	12,284	12,147	12,081	10,094	

PERFORMANCE	Target	Quarter 1 Result	Quarter 2 Result	Quarter 3 Result	Quarter 4 Result	Comments
New housing benefit claims processed within 20 days and changes to benefits within 10 days	20 days (New)	20.0	17.2	17.50	21.00	
	10 days (Changes)	2.6	2.9	2.5	2.1	

Council Tax collected	99.25% (Annual target)	29.12%	27.81% (56.93% year to date)	23.51% (80.44% year to date)	18.66% (99.1% year to date)	
Business Rates collected	99.25% (Annual target)	29.00%	26.49% (55.49% year to date)	29.24% (84.73% year to date)	14.87% (99.6% year to date)	

Performance of Major Property Acquisitions

Summary:

The purpose of this report is to update Members on the performance of the Council's major property acquisitions.

Portfolio: Leader

Wards Affected: All

Recommendation

The Performance and Finance Scrutiny Committee is advised to note and comment on the contents of this report.

1. Resource Implications

- 1.1 As this report is for noting only there are no resource implications arising specifically from this report. The financial performance of the Council's principal property acquisitions is included within this report together with any issues that may have potential resource implications in the future.

2. Key Issues and other information

- 2.1 The Council's property investments fall into two groups in line with the Council key priorities. These are as follows:

Place All town centre properties which have been acquired with the primary purpose of supporting the regeneration of Camberley town centre and in particular the London Road Site.

Prosperity Those properties acquired in order to support economic growth through the retention of key employment sites as well as delivering an income to support continued delivery of Council services.

- 2.2 In terms of the more strategic aspects of property ownership, there is always a balance between risk and control. Local authorities up and down the country are taking the driving seat in relation to the regeneration of their town centres, including being more active in terms of the retail market, rather than reactive. This is also in line with current Government thinking whereby borrowing is used to support economic growth.

- 2.3 Income and capital values can of course go up or down as with any investment and Councils are not immune to these risks, however unlike some private investors the Council is able to consider its investment for the medium to longer term, whilst balancing the need to service the debt at the same time.

Properties to support the key objectives under “Place”

- 2.4 The Council holds a number of properties within Camberley Town Centre in order to support its regeneration and place shaping aspirations. The acquisition of these properties in 2016 constituted a significant investment by the Council in the town centre and has given it the ability to move schemes forward more quickly, such as the redevelopment of the London Road frontage, which had been blocked for years due to land owner issues.
- 2.5 In order to achieve the vision set out in the Annual Plan and the Five Year Strategy, the Council has a number of projects which are being delivered concurrently in order to create an environment that demonstrates that Camberley is indeed looking to the future. Although some of these schemes are self-funding and others have benefited from grants, it is likely that the Council will be called upon to make further significant investments in the future, possibly involving some more financial risk, in order to bring the vision to reality. Indeed this need for future investment to support a 10 year plan to regenerate Camberley was made to Members at acquisition in 2016
- 2.6 This report will now give an update on each of the Council major property investments in Camberley Town centre in turn.

Ashwood House

- 2.7 Ashwood House consists of the office block next door to Main Square Car Park together with the retail units underneath. After a full tender process the Council awarded a contract to Berkeley Homes to convert the building and to that end a Development Agreement for both Ashwood House and Pembroke House was exchanged. ;
- 2.8 The Council carried out the various enabling works, such as the moving of bus stops and street furniture as well as the car park ramp demolition. Berkeley Homes has now commenced the actual building conversion to create 116 new flats and this is proceeding to schedule. Berkeley's have already set up a website to market the flats and just before lockdown a marketing suite had been opened. It is worth noting that had the Council not taken the decision to acquire Ashwood House then in all likelihood it would still be empty, as had been the case for many years, and not contributing to the town centre.
- 2.9 The former BHS is currently empty as it was required to allow enabling works in the for the benefit of the development above, the property has now been returned to the Council. Officers are working with the Executive to identify the best use for the space and in conversation with a number of interested parties.
- 2.10 As part of the High Street Public Realm works the canopy outside BHS, and other properties in Princess Way, will be removed and the area's street scene will be updated using funding already committed through grants and Community Infrastructure Levy (CIL). This will make the environment much more open and enable new lighting to be installed.

Camberley Town Centre Properties

- 2.11 The Council purchased a number of properties in the town centre in November 2016. These comprised of the Covered Mall and a number of properties on the London Road and High Street together with the House of Fraser store. Since then the Council has sought to acquire further properties on the London Road Site in order to

consolidate its ownership. The Council is actively seeking to purchase the remaining properties to complete the London Road Development.

- 2.12 Retail has been going through a difficult time nationally with a number of large names, having considerable financial difficulties resulting in a number of tenants seeking Creditors Voluntary arrangements (CVA) which can impact rents. Whilst the centre vacancy rate has remained low for us in Camberley, rents have remained under pressure. However, the Council has taken steps to try to mitigate this trend by refurbishing the centre, thereby making it more attractive as well as sponsoring a series of events throughout the year targeted at various groups to stimulate trade. These activities have generated secured rent and lease renewals.
- 2.13 Although the results for the whole year are still being finalised, according to the Council's agents, rent invoiced by them for the town centre properties totalled £5.7m which gave a net return of £2.4m before interest and debt repayments.
- 2.14 In light of changes wrought by Covid-19 Officers have been tasked by the Executive to bring forward plans for delivery of Phase 2 of the refurbishment which comprises the Cambridge Square and linkages with the car park. Dealing with the House of Fraser site separately, although within the overall vision for the town.
- 2.15 The 2019 Business Plan prepared by Montagu Evans indicates that rents and hence income can be expected to continue to fall with the lowest point being reached in 2020. Whilst some recovery is expected in 2021 it could take until 2023 for the income to reach what it was in 2017/18. Of course, the effect of Covid-19 will now have to be reflected in the business plan with a revision to reflect the new reality. Despite the current difficult times it should not be lost sight of that Camberley remains a good town in one of the most affluent parts of the country and that the Council has received national acclaim for its positive approach to investment in its own Town Centre.

London Road Development Site

- 2.16 Since 2010 it has been the Council's number one priority to redevelop the London Road Site to provide an attractive gateway to Camberley as well as enhancing the town centre offer. The Council completed its detailed procurement this year in accordance with the agreed objective and has appointed Kier PLC as its development partner. Work is ongoing to finalise the Development Agreement and Kier has already started work on the Planning Application which will be required for this significant development. As mentioned above, there is an ongoing programme to acquire the remaining properties on the site privately thereby eliminating the need for a Compulsory Purchase Order. Ongoing discussions on the Development Agreement were delayed during the year, followed by the rise of the Covid-19 pandemic which halted the process, recently discussions have restarted.

Land East of Knoll Road – LEKR

- 2.17 For many years the Council has had an ambition to redevelop this site. The potential development could include the Council Offices, Library, Theatre, Portesbury School, Knoll Road car park and Disability Initiative. This was subject to alternative sites being found for the services displaced and cooperation with Surrey County Council, the other principal landowner.

Properties to support the key objectives under “Prosperity”

- 2.18 The Council has invested in a number of industrial estates and offices in or near the borough in order to safeguard key employment sites. There is pressure from landlords to turn commercial sites into housing leading to a shortage of such sites and high demand for the units. The Council is keen to keep such units as employment sites so as to maintain employment within the borough. The Council has to act prudently and so these investments were purchased on the assumption that they would deliver a positive financial return after all financing and operating costs had been accounted for. 100% of this return is then used to support the delivery of Council services which would otherwise have to be cut due to the loss of Government funding.

The properties held are as follows:

St Georges Industrial Estate

- 2.19 This industrial estate is based in Wilton Road Camberley and consists of 23 units all of which are let. Actual rent received in 2019/20 was £573k, against a budgeted expectation of £553k.

Albany Park

- 2.20 This retail and industrial park in Frimley consists of 9 units. The budgeted rent for 2019/20 was £1,077k. Unfortunately a tenant of one of the larger units, Travelex, ended its lease in September 2019. The actual rent received was therefore £957k.

Trade City

- 2.21 This industrial park in Lyon Way, Frimley consists of 9 units. It was acquired in May 2018. During 2019/20 £643k was received in rent which compares with the £613k anticipated in the original business case.

Vulcan Way

- 2.22 This industrial estate in Sandhurst consists of 37 units. This was acquired in October 2018 and has generated £902k in rent in 2019/20 against a budget of £816k.

Theta

- 2.23 This comprises an office building in Lyon Way Frimley which was acquired late in March 2019. The first year of ownership yielded £920k in rent none of which had been budgeted as the property hadn't completed at the point of setting the budget.

Other potential acquisitions

- 2.24 During the year 37 other properties have been considered for acquisition. However they have not been pursued due to location, weak covenants, short leases, vacancies, high price or low returns amongst other reasons.
- 2.25 In future each property considered is subject to due diligence via the Property Investment Working Group who will recommend to The Executive whether to proceed, with exception of purchases to assemble the London Road site, where authority has been delegated to the group to make the purchases after due diligence

and within the agreed budget. The Chief Executive no longer has delegated authority to purchase property.

Interest and debt repayment

- 2.26 During 2019/20 interest on property purchases of £3.6m was budgeted for based on a notional interest rate of 2%. Based on the advice of the Council's treasury advisers Arlingclose a combination of long, short and internal borrowing was used during the year resulting in a true interest charge of £2.3m. The £1.3m saving will be used to cover shortfalls in rent on vacant units and future increases in interest rates via the interest equalisation reserve.
- 2.27 Under the prudential regulations the Council is required to make a transfer out of revenue each year so as to ensure that any debts are repaid over the life of the asset which is being funded. This "Minimum Revenue Payment" or MRP amounted to £2.1m for the year and has been used to repay debt.

Impact of Covid-19 Epidemic

- 2.28 Although this report is mainly concerned with the performance of our assets in 2019/20, it should be noted that the Government led response to the Covid-19 epidemic has, unsurprisingly, had a major impact on economic activity at the start of 2020/21.
- 2.29 The Council has had a policy of assisting our tenants by, when approached:
- Agreeing deferrals of the first quarter rental, and
 - Spreading payment of the deferred rent over the remainder of the year, or
 - Agreeing monthly payment rather than quarterly in advance, and
 - Not actively chasing late payment of the March quarter, although it should be noted that once businesses reopen we will be seeking agreed terms to clear these debts.
- 2.30 These agreements have an impact on our cashflow in the short term. We need to also consider the economic impact on our leases and the likely increase in bad debt as some businesses struggle to relaunch after the lockdown.

3. Corporate Objectives And Key Priorities

- 3.1 The acquisition of the town centre supports Key Priorities 1 and 2 relating to Place and Prosperity.

4. Risk Management

- 4.1 Professional management of the Square is essential if its potential is to be realised both in terms of income and its part in delivering the vision for Camberley. The Council recognises that it does not have all the skills in these areas and so has retained a team of professional advisers to assist them with this task.
- 4.2 The Council, the Jersey Property Unit Trust (JPUT) and Montagu Evans are working together to ensure that improvements can be delivered as quickly as possible. Officers will need to keep under review the capacity and resilience in order to ensure that the town centre and its associated projects can be delivered to time.

- 4.3 The Council will need to consider any implications for internal resources or additional costs as matters progress.
- 4.4 Commercial Property Investment can by its very nature be risky in that market values can rise and fall, tenants leave or not pay, etc. However the Council has taken steps to mitigate these risks as follows:
- It is the Council's intention to hold the property it has purchased for the long term. This means although values can fall over the short term driven by wider economic factors these are not realised as the property is not sold. It is anticipated that over the longer term property values should overall increase, despite these short term fluctuations.
 - The Council works closely with its professional advisers to ensure that units are let in a timely manner. Managing agents have been appointed to ensure that rent is also collected in a timely manner.
 - All property purchased must achieve a minimum return in line with the Property Acquisition Strategy. This means that even if rents do not meet expectations in the short term, the Council is unlikely to find itself in a cash loss situation.
 - Detailed due diligence is required before any purchase is made. This is based on the advice of professionals within the property market.

5. PR And Marketing for our Town Centre Assets

- 5.1 Branding, marketing and advertising are key if footfall is to be driven up and retailers attracted and retained. The "Camberley Be" campaign has been very successful and forms an umbrella brand for all the projects and activates that Camberley has to offer.
- 5.2 It is essential in this difficult trading environment that marketing and promotional activity is maintained so as to differentiate our offer from other towns and to maintain the image that Camberley remains an attractive place to work, shop and play.
- 5.3 A comprehensive programme of events took place during last year and further more are planned for the coming year. Each one is targeted at a particular sector so as to maximise the opportunity to appeal to a broad range of potential customers during the year.

6. Recommendations

- 6.1 The Performance and Finance Scrutiny Committee is advised to note and comment on the contents of this report.

<u>Background Papers</u>	None
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<u>Head of Service</u>	Simon Little – Executive Head of Finance



Surrey Heath Borough Council COVID-19 Response Overview and Debrief Report

Written by Applied Resilience

1.0 INTRODUCTION

Since the first confirmed cases of COVID-19 in the UK at the end of January 2020, the UK has been responding to a global pandemic. The coronavirus has impacted all levels of society.

As a Category 1 responder under the Civil Contingencies Act of 2004, Surrey Heath Borough Council has been at the forefront of efforts to support its residents alongside other partners. This has required substantial redeployment of Council staff, in particular to drive the welfare response. However, these efforts have no doubt made a difference to thousands of residents and businesses throughout the borough.

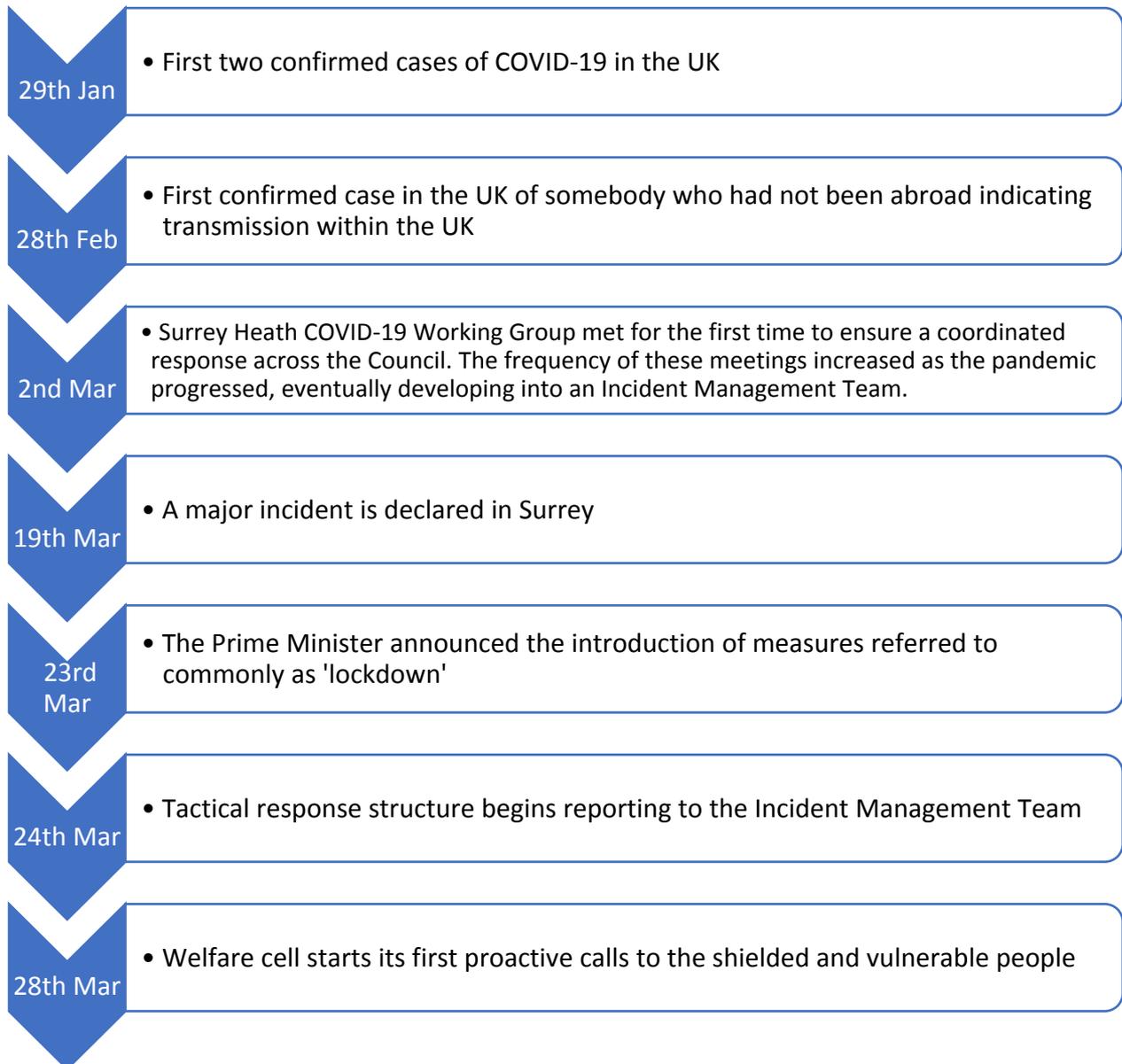
This report initially provides a summary of Surrey Heath's response to COVID-19 from both emergency response and business continuity perspectives. It then summarises some of the key findings from a two-pronged debriefing process of questionnaires and debrief meetings with those most heavily involved in the response.

These lessons learned will be fed into future emergency and business continuity planning as well as preparing for a potential second wave of COVID-19.

2.0 OVERVIEW OF COVID-19 RESPONSE

2.1 MOBILISATION

The following timeline outlines the key dates of Surrey Heath's mobilisation to respond to COVID-19.



2.1 EMERGENCY RESPONSE STRUCTURE

In order to respond to COVID-19, with the assistance of Applied Resilience, the Council's contractor for emergency planning and business continuity, Surrey Heath set up its emergency response structures which were adapted from the Council's Emergency Plan. There were three levels of response: strategic, tactical and operational.

2.1.1 Strategic

Incident Management Team (IMT)

IMT was led by Tim Pashen, Acting Chief Executive, and consisted of the Corporate Management Team and a few additional staff to provide strategic input and direction to Surrey Heath's response. A tactical lead and strategic-tactical liaison were also appointed to ensure consistency between the strategic intent of IMT and tactical actions of the tactical leads. At the height of the response, IMT met daily with input from Surrey Heath Prepared, the Borough Commander and a representative from Applied Resilience.

2.1.2 Tactical & Operational

The tactical command was led by Sue McCubbin. The tactical cell leads met daily during the peak of the response with the responsibility of allocating resources and coordinating tasks accordingly. Tactical command implemented the strategy set out by IMT. There were a number of cells at the tactical level to coordinate the various aspects of the Council's response to COVID-19, which were as follows.

Welfare Cell

The welfare cell was the most resource intensive aspect of Surrey Heath's COVID-19 response, driving an unprecedented effort to redeploy staff to assist. The welfare cell was responsible for proactively calling the shielded and vulnerable people in the Borough as well as delivering food packages and medication to those who were unable to provide for themselves. The cell worked closely with Surrey Police, who deployed PCSOs to those who the cell was unable to get in touch with.

Corporate Cell

The demands of the COVID-19 response required considerable redeployment of staff from their day to day functions to the emergency response, particularly the resource intensive welfare effort. One of the key roles of the corporate cell was to plan and action the redeployment of staff to support the Council's response. This involved using the Council's Business Continuity plans to identify critical functions and hence redeploy those who had the capacity to support, in addition to providing those critical functions. The critical functions initially identified were as follows. However, these were adapted as resource requirements for the welfare response became clear.

Critical Functions Identified:

- Meals at Home, welfare checks on vulnerable people and community transport
- Homelessness
- Essential repairs to Council properties
- Waste collection - Amey is our contractor working on behalf of 4 borough/district councils
- Benefits and advice to residents including housing benefits/rents, universal credit and Council Tax enquiries
- Advice and financial assistance to businesses including Business Rates and Government Grants
- Processing of planning applications—including possible advice to temporary mortuary sites

- Land charges
- Dealing with dangerous structures
- Any urgent environmental health issues but not routine matters (reduced as pubs, bars and restaurants etc. are closed)
- Regular communications to staff, Members and businesses. Signposting to relevant guidance and support provided reassurance and consistency.
- Contact Centre to support telephony and admin where required for above services
- Finance staff to make payments for benefit claimants and businesses
- Legal to advise on emergency legislation
- Democratic Services-changes in legislation to allow virtual meetings and decision making
- Civil emergency response—including IMT and administrative support
- Human Resources to support resourcing related to all the above functions
- ICT team to support the requirements to deliver all of above
- Facilities who are leading on the cleaning of Surrey Heath House and general upkeep of the building to keep the Council operational
- Greenspace/contractors –maintenance of grass verges at junctions, emptying of bins in greenspace areas and cleaning of public toilets

Business Cell

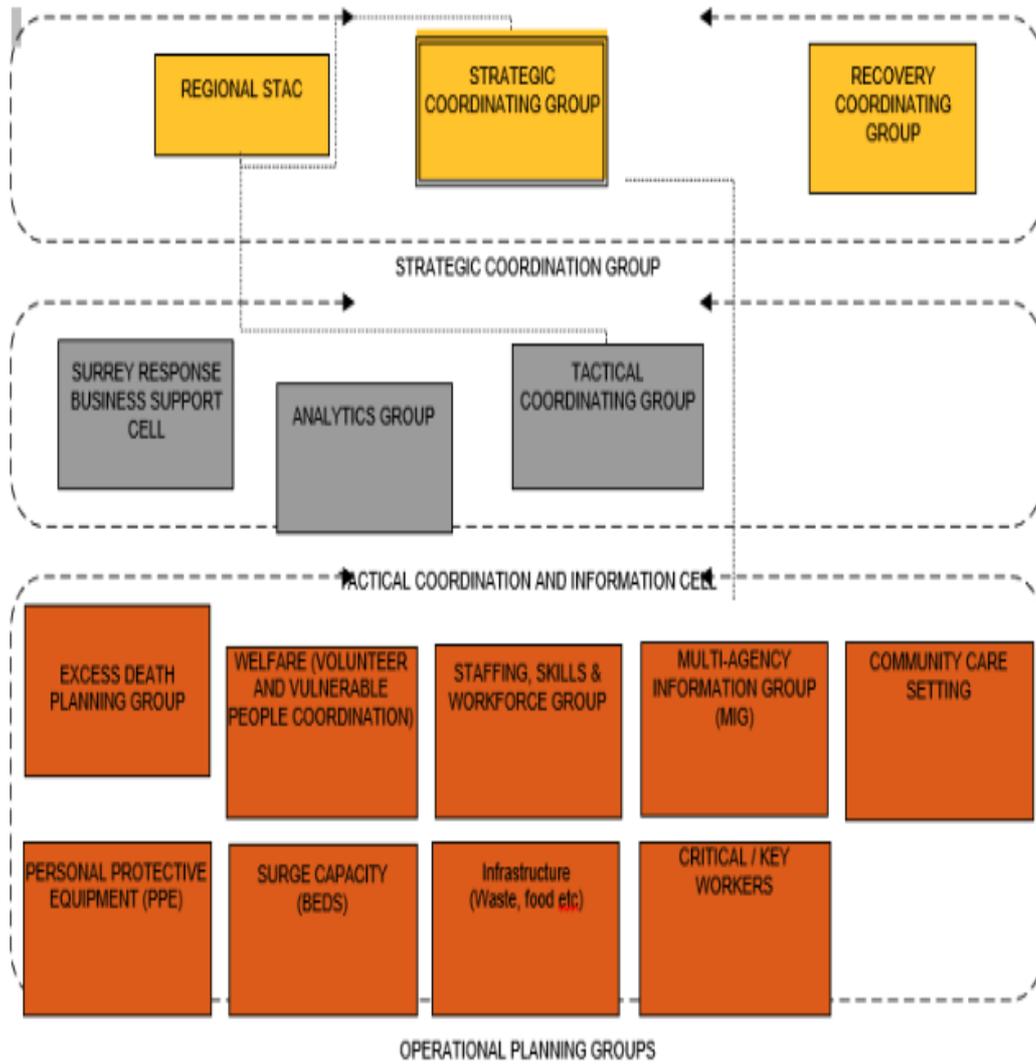
The business cell primarily focussed on supporting small businesses in Surrey Heath, in particular with the payment of business support grants.

Admin Cell

The admin cell provided admin support across all the cells, particularly supporting internal data flow.

2.1.3 Surrey Local Resilience Forum (LRF)

Applied Resilience represented the council at a wide range of groups within the SLRF structure. The structure that was set up by the SLRF in order to assist partners in effectively coordinating and collaborating with each other is shown below.



3.0 DEBRIEF OUTCOMES

As Surrey Heath's COVID-19 response has gradually shifted to recovery, Applied Resilience carried out a debriefing process to establish the emergency response and business continuity lessons learned from the pandemic. This debriefing process involved a questionnaire and two debrief meetings (one with IMT, one with tactical command). Undertaking a debrief at this stage allows for lessons learned to be collated and actioned in preparation for any subsequent waves of COVID-19 and for future emergency and business continuity planning. The key outcomes are summarised below.

3.1 Areas of Good Practice

Staffing and management/Welfare Response

A recurring theme across the questionnaires and debrief sessions at both the strategic and tactical levels was the willingness of staff to go the extra mile for each other as well as for residents. There was a passion, commitment and drive at all levels of the Council's response to undertake critical and at times unfamiliar roles. This facilitated a rapid response which has been highlighted throughout the debriefing process as being a standout success.

Additionally, the speed of redeploying staff and setting up the welfare cell to provide proactive calls and support to residents in a short amount of time was an area of pride. This involved training call handlers, setting up a rota for such a large operation and working closely with the community volunteer service, Surrey Heath Prepared. There were a number of challenges faced by the welfare cell, including data inaccuracies and constantly moving goalposts as a result of national and SLRF changes. However, the welfare cell adapted extremely quickly on every occasion. There is no doubt that Surrey Heath's welfare cell can be extremely proud of the work they did to support thousands of residents across the Borough. The feedback from residents that the welfare cell has been supporting is overwhelmingly positive.

The close relationship with the police and the attendance of Surrey Heath's Borough Commander at IMT meetings allowed for quick resolution of issues and reassurance of a coordinated approach between the agencies. The presence of Surrey Heath Prepared at IMT and the strong relationship that was built allowed for a smooth and effective Borough-wide welfare response with minimal duplication of efforts. These relationships bode well were there to be a second wave.

Finally, staff across the Council worked with individuals from services that they wouldn't have otherwise worked with, forming new relationships that will increase coordination and streamline processes across services in the future.

Technology

The use of Zoom to hold teleconferences was extremely successful and facilitated effective communication throughout the COVID-19 response. Moreover, the hard work of the ICT team to ensure an effective transition to remote working has been an essential part of the Council's efforts to maintain its critical functions throughout.

Communications

The willingness of the whole Marketing and Communication team to lead on different themes from an internal and multi-agency perspective allowed for effective, joined-up communications. This is an area of good practice that should be taken forward and integrated into the Council's Emergency Plans.

Emergency Response Structures

The battle rhythm and command structures were also a success. At the height of the response, tactical command would meet in the morning, Tim Pashen would attend the multi-agency Strategic Coordination Group in the early afternoon and IMT would meet directly after with the tactical lead sharing a situation report with IMT and Tim sharing the update from the SCG. This facilitated a smooth flow of information between the command levels during the day and rapid decision making.

3.2 Learning points identified and subsequent recommendations

Responding to such an unprecedented incident meant inevitably there were challenges and subsequently lessons learned for Surrey Heath. This section highlights the key points.

Staffing and management

On the whole, staff were eager to assist where required. As service managers had previously completed Business Impact Assessments in which they RAG rated their service functions in preparation for a business continuity incident, there was a general understanding across the Council regarding what was deemed a critical function and which functions could be put on hold. However, there was a slight reluctance amongst a small proportion of the staff to drop certain activities which were non-critical. In such a large incident, it is not possible for business as usual to continue. Therefore, it is clear that there is a need for service managers to discuss and communicate their Business Impact Assessments with all of their team. In addition, these Business Impact Assessments are carried out within teams. To ensure there is consistency across all council functions, it is recommended that CMT and Members review these functions.

Moreover, key staff were in position for the entirety of the response and due to the nature of their roles, needed to work under extreme pressure over significantly extended periods, including evenings and weekends. Here there is the concern that some roles do not have clear deputies and as a result fatigue could become a real issue. This was particularly true at the start of the response. It is therefore recommended that for second wave planning, clear deputies are identified, including at CMT level, to ensure there are no single points of failure and staff welfare remains a priority.

Welfare response

One of the key challenges of the welfare response was the inaccuracy of data received from central government via Surrey County Council. The data improved as the response continued with next of kin contact details being useful. However, inaccuracies in the data resulted in significant efforts to cleanse the data and more PCSO welfare visits being required to those the Council could not contact. Inaccurate data was also an issue when reaching out to the Council's own vulnerable list. Throughout this process, the data has been cleansed and so it is recommended that the cleansed data is used to update the

Council's current vulnerable people data. This will improve the efficiency of any welfare response in future incidents and in a potential second wave of COVID-19.

Communications

Due to a lack of forewarning of national announcements, it was difficult for staff comms to keep pace with the rapid developments. This, at times, led to confusion and frustration amongst staff about whether they should come into the office or work from home. This was impacted by an initial lack of capacity for everyone to work from home from an ICT perspective.

Technology

In Applied Resilience's experience of COVID-19 response across a number of Boroughs in Surrey, getting everyone working from home so quickly was a test and this was no different in Surrey Heath. The issue with the Firewall perhaps resulted in some staff starting to work from home later than desired. However, the speed at which the firewall was upgraded which facilitated everyone to work from home was very impressive. If this didn't happen this could have significantly impacted the speed of the Council's response.

Emergency Response Training

There was the feeling that more training on rising tide emergencies (such as pandemics) as opposed to big bang emergencies would be beneficial, in particular for tactical leads. Applied Resilience is also keen to ensure that as many staff and Members are trained in the Council's responsibilities as a Category 1 responder under the Civil Contingencies Act of 2004. Therefore, Applied Resilience will be scheduling an Emergency Planning training for Members in addition to the one earlier this year. The creation of an online module on Emergency Planning for all staff is also being explored to ensure everyone is well versed on the council's responsibilities in a civil emergency.

4.0 CONCLUSION

COVID-19 has posed an unprecedented challenge for Surrey Heath Borough Council. Emergency response and business continuity incidents taken in isolation are difficult enough to manage. However, COVID-19 has presented the Council with a business continuity and emergency response incident in tandem which Surrey Heath has tackled with energy and vigour.

The speed of redeployment of staff and setting up the welfare cell to support Surrey Heath's most vulnerable residents are stand out successes of the Council's response. However, there are success stories across every level and service in the Council and the unequivocal dedication of staff throughout the COVID-19 response has been admirable to watch.

Nevertheless, there are inevitably learning points that have been identified. These include reviewing the Council's list of critical functions and ensuring they are clearly communicated to all staff. To facilitate this, additional training will be made available to all staff and Members to ensure all are well versed on the Council's responsibilities as Category 1 responders.

Whilst there are areas of improvement to factor into second wave planning, Surrey Heath's response to COVID-19 has been strong across the board. Were there to be a second wave, the team at Applied Resilience would be confident that Surrey Heath would be able to confront it with similar professionalism, flexibility and determination.

**Performance and Finance Scrutiny Committee
Work Programme 2020/21**

Portfolio: Corporate

Ward(s) Affected: n/a

Purpose

To consider the Performance and Finance Scrutiny Committee’s work programme for the 2020/21 Municipal Year.

1 Background

- 1.1 The Performance and Finance Scrutiny Committee was appointed by the Council at its Annual Meeting on 20th May 2020.
- 1.2 The Council’s Constitution sets out the terms of reference for the Performance and Finance Scrutiny Committee and these can be found in Part 3 Section E of the Constitution and are attached to this report at Annex A.
- 1.3 The Council’s Constitution, Part 4, Section C paragraph 6, requires the Performance and Finance Scrutiny Committee to approve a work programme on an annual basis. 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 regularly and make amendments as required.
- 1.5 At its meeting on 6 July 2016 (minute 9/PF refers) the Committee agreed that reports at each meeting would, where possible, be themed to the areas covered by the Portfolio Holder attending that meeting.
- 1.6 A draft Work Programme has been developed to take into account items that are regularly reported on to the Committee and this has been attached to this report for the Committee’s consideration.

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 draft work programme for the 2020/21 municipal year, attached at Annex B;
 - ii. Make suggestions as to any other matters they would like to add to the work programme.

Background Papers: None

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Service Head: Richard Payne 01276 707150

**Performance and Finance Scrutiny Committee
Terms of Reference**

- 1) To appoint such task and finish groups as it considers appropriate to fulfil the statutory overview and scrutiny functions;
- 2) To prepare and maintain an annual work programme;
- 3) To undertake investigations into such matters relating to the Council's function and powers as:
 - (i) may be referred by the Council or the Leader/Executive;
 - (ii) the Committee may consider appropriate;
 - (iii) have been referred to the Committee pursuant to the "call-in" procedure set out in the Scrutiny Committee Procedure Rules; and
 - (iv) have been referred to the Committee pursuant to the Councillor Call for Action Protocol at Part 4, Section C of this Constitution;
- 4) To advise in relation to the Council's existing policies and strategies and assist in the development of policies and strategies;
- 5) To consider whether decisions taken by the Leader/Executive which were not treated as key decisions, should have been so treated, as set out in the Access to Information Procedure Rules at Part 4, Section 7 of this Constitution;
- 6) To monitor, to review and to report to the Leader/ Executive in relation to the following:
 - (i) performance of the Council's services, including against targets in the Annual Plan;
 - (ii) financial performance;
 - (iii) treasury management;
 - (iv) reserves and provisions;
 - (v) equalities;
 - (vi) complaints;
 - (vii) corporate risk;
 - (viii) emergency planning and business continuity.
- 7) To scrutinise performance of Portfolio Holders.
- 8) To receive an annual report from the Monitoring Officer in respect of authorisations granted during the municipal year pursuant to the Regulation of Investigatory Powers Act 2000

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Performance and Finance Scrutiny Committee
Work Programme 2020-21

Date	Topic	Lead
9 September 2020		
1.	Annual Report on Treasury Management	
2.	Portfolio Holder Update: Environment & Health	
3.	Portfolio Holder Update: Planning & People	
4.	Committee Work Programme	
25 November 2020		
1.	Half Year Treasury Management Report	
2.	Half Year Finance Report	
3.	Half Year Performance Report	
4.	Portfolio Holder Update: Finance	
5.	Portfolio Holder Update: Business & Transformation	
6.	Update on Investment Properties	
7.	Committee Work Programme	
27 January 2021		
1.	Corporate Risk	
2.	Portfolio Holder Update: Places & Strategy	
3.	Committee Work Programme	
17 March 2021		
1.	3 rd Quarter Finance Report	
2.	Portfolio Holder Update: Support & Safeguarding	
3.	Committee Work Programme	

Potential Additional Items to be scheduled:

- Medium Term Financial Strategy
- Zero Budgeting
- Expenditure on Legal & Professional Services

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