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Monday, 8 March 2021

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 virtually on **Wednesday, 17 March 2021 at 7.00 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

Damian Roberts

Chief Executive

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## AGENDA

	<b>Pages</b>
<b>1 Apologies for Absence</b>	
<b>2 Minutes of Previous Meetings</b>	<b>3 - 12</b>
To confirm and sign the minutes of the meetings of the Performance and Finance Scrutiny Committee held on 6 <sup>th</sup> January 2021 and 27 <sup>th</sup> January 2021.	
<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>Executive Portfolio Update: Places and Strategy</b>  | <b>13 - 20</b> |
|           | To receive an update on key areas of work within the Places and Strategy Executive Portfolio over the last twelve months.                       |                |
| <b>5</b>  | <b>Executive Portfolio Update: Support and Safeguarding</b>   | <b>21 - 32</b> |
|           | To receive an update on key areas of work within the Support and Safeguarding Executive Portfolio over the last twelve months.                  |                |
| <b>6</b>  | <b>Quarter 3 (September to December 2020 ) Finance Update</b>   | <b>33 - 40</b> |
|           | To receive an update on the financial position of the Council at the end of quarter 3 (October to December 2020) of the 2020/21 financial year. |                |
| <b>7</b>  | <b>Draft Five Year Strategy</b>   | <b>41 - 46</b> |
|           | To receive a report providing an update on the development of a new Five Year Strategy for the Council.   |                |
| <b>8</b>  | <b>ISO9001</b>  | <b>47 - 52</b> |
|           | To consider a report summarising the implementation of the ISO9001 standards in Local Government.   |                |
| <b>9</b>  | <b>Property Investment Task and Finish Group</b>  |                |
|           | To receive an update on the progress of the work of the Property Investment Task and Finish Group.  |                |
| <b>10</b> | <b>Performance and Finance Scrutiny Committee Work Programme</b>  | <b>53 - 56</b> |
|           | To consider the Performance and Finance Scrutiny Committee's proposed work programme for the 2021/22 municipal year.                            |                |
| <b>11</b> | <b>Date of Next Meeting</b>   |                |
|           | The next scheduled meeting of the Performance and Finance Scrutiny Committee will take place on Wednesday 7 <sup>th</sup> July 2021 at 7pm.     |                |

**Minutes of a Meeting of the Performance and Finance Scrutiny Committee held Virtually - Public Meeting on 5 January 2021**

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+ Cllr Sashi Mylvaganam (Chairman)  
 + Cllr Shaun Garrett (Vice Chairman)

- Cllr Dan Adams	+ Cllr Edward Hawkins
+ Cllr Graham Alleway	+ Cllr Darryl Ratiram
+ Cllr Peter Barnett	+ Cllr Graham Tapper
+ Cllr Cliff Betton	+ Cllr Victoria Wheeler
Cllr Vivienne Chapman	+ Cllr Kristian Wrenn
+ Cllr Sarah Jane Croke	
- Cllr Sharon Galliford	

+ Present  
 - Apologies for absence presented

Substitutes: Cllr Peter Barnett for Cllr Sharon Galliford

Non-Committee Members in Attendance: Cllrs Helen Whitcroft and Valerie White

Executive Portfolio Holders in Attendance: Cllr Adrian Page, Planning & People

Officers Present: Robert Glen, Senior Corporate Enforcement Officer  
 Julia Greenfield, Corporate Enforcement Manager  
 Louise Livingston, Executive Head: Transformation  
 Jonathan Partington, Development Manager  
 Gavin Ramtohal, Head of Legal  
 Jenny Rickard, Executive Head: Regulatory  
 Ryno van der Hoven, Senior Corporate Enforcement Officer

**28/PF Surrey Heath Local Enforcement Plan**

The Committee considered a report setting out a Member Call-in in respect of a decision taken by the Executive on 17<sup>th</sup> November 2020 to approve a Local Enforcement Plan for Surrey Heath which would provide a framework for the investigation and assessment of breaches of planning control in line with current national policy.

The Plan, which replaced one initially approved in 2014, would not only provide the Council with up to date guidance on how to establish priorities and procedures for the investigation of alleged breaches of planning control thus enabling planning enforcement resources to be managed and prioritised effectively but it would also provide the public with clear and transparent information about what they could expect from the Council's planning enforcement service.

The Executive's decision to approve the Plan had been called in by Councillor Alleway, supported by Councillor Wheeler, who expressed a number of concerns about the proposed Plan including that:

- The Plan did not adequately address the monitoring of planning decisions.
- The Plan did not make sufficient provision for ward councillors to provide input into enforcement matters.
- The Plan failed to provide a mechanism by which ward councillors could monitor the progress of any enforcement activities.

- There did not appear to be opportunities for routine audit by members of the consistency enforcing planning conditions.
- The Plan implied that Retrospective Planning Applications would be supported

The Committee considered the grounds for each part of the Call In and the following points were noted:

*Call in reason Paragraph 1.0 - The Plan appears to not address monitoring of planning decisions as NPPF para 58*

Paragraph 58 of the NPPF sets out that effective enforcement is important in maintaining public confidence in the planning system, that enforcement action is discretionary and local planning authorities should act proportionately when responding to suspected breaches of planning control. The NPPF also states that Planning Authorities should use Local Enforcement Plans to proactively manage enforcement in a way that was appropriate for their area including how they would monitor the implementation of planning permissions.

A request for the implementation of a register of planning conditions so that any breaches could be routinely monitored was acknowledged. It was stressed that there was no evidence of significant or widespread breaches of planning conditions in the Borough. Consequently, any monitoring and enforcement activity should be proportionate to the scale of the issue in Surrey Heath. Furthermore, the routine monitoring of all planning conditions would significantly impact on the current resources of the planning enforcement team and significant additional resources would need to be identified to deal with this additional work. It was agreed that the work generated by the development of an enforcement register would be reviewed after six months to ensure that resource levels were appropriate.

It was proposed that a report detailing the progress of any enforcement activities would be taken to the Planning Applications Committee on a quarterly basis to enable any breaches to be monitored by councillors.

*Call in reason Paragraph 2.3 made no reference to ward councillor input on behalf of residents when deciding the extent of public amenity impact.*

It was acknowledged that ward councillors provided a key source of knowledge with regard to the areas they represented. However care had to be taken to ensure that councillors did not leave themselves open to accusations of bias when making planning decisions which must be considered on their individual merits regardless of the strength of local public feeling.

It was agreed that ward members would be kept informed of any enforcement activity in their ward. However, any consultation should be of a light touch in nature.

*Call-In Reason Paragraph 4.5 – Councillors access to up to date progress or status of activity appears missing, and currently means we have to chase officers for updates*

Advice from the Council's Information Governance Officer had cautioned against the sharing of information that could lead the Council to be non-compliant with GDPR legislation.

It was considered that the proposed quarterly monitoring report to the Planning Applications Committee would provide sufficient information to monitor the progress of enforcement activities.

*Paragraph 5.6 – This section does not assert that retrospective applications are not an alternative way to acquire planning permission [...] Due process should be emphasised.*

Retrospective planning applications were a legitimate, albeit risky, means of gaining planning permission. Any applications receive for retrospective permission are determined in the same way as normal planning applications and each application was considered on its own merits. Furthermore, national planning guidance on enforcement recognised that retrospective planning applications could be legitimately used to resolve enforcement concerns.

It was stressed that the Plan did not remove a councillor's right to call in any planning application. Retrospective planning applications were included in the Planning Applications Weekly List which was circulated to a range of individuals including all ward councillors and councillors could within the proscribed time frames continue to call in retrospective planning applications.

It was agreed that the following wording from paragraph 5.6 of the policy "many breaches of planning control occur because the applicant simply did not realise permission was required" would be removed and replaced with "Applicants are highly recommended to seek planning advice when contemplating development."

*Paragraph 5.8 - The granting of planning permission does not appear to afford Planning Committee the option of scrutiny just like most other planning applications.*

It was reiterated that details of retrospective planning applications received were published on a weekly basis alongside applications for proposed developments and there was nothing in the Plan that changed or removed a councillor's right to call in a retrospective planning application. The Committee noted the actions already taking place in this respect and it was agreed that no changes would be made to this paragraph.

*Paragraph 5.16 – There is no councillor communication in the process and many residents will not directly engage with council, only via their elected representatives.*

It was agreed that the plan would be updated to reflect that if a third party contacted their ward councillor asking them to act as a conduit then the case officer would liaise with the ward councillor and keep them updated on the outcomes of any enforcement investigations. The flowchart in Appendix 1 would be amended to reflect this.

*Paragraphs 5.18 and 5.19 – Four and ten year rules can be used to circumvent due planning process by concealing developments.*

The Committee was informed that the four and ten year rules were set out in the Localism Act 2011. The assessment of deliberate concealment of a development was set at a high level and consequently any matters dealt with relating to concealment were considered on a case by case basis with direct legal input.

*General – The policy appears not to be the subject of routine audit by members.*

The proposed quarterly monitoring report which would be considered by the Planning Applications Committee would provide regular opportunities for members to monitor the progress of enforcement activities.

It was agreed that the Plan would be reviewed on an annual basis to ensure that it was remained up to date and policies were aligned with statutory guidance and regulations.

It was noted that the appendices and forms were live documents to be used by officers operationally and did not a formal part of the policy document. It was agreed that these would be removed from the policy document.

**RESOLVED** that:

- i. The Executive be advised to reconsider the approval of the Local Enforcement Plan subject to the following amendments being made to the Plan:
  - a. A report detailing the progress of any enforcement activities would be produced and considered by the Planning Applications Committee on a quarterly basis to enable any breaches to be monitored by councillors.
  - b. *Paragraph 2.3 of the Local Enforcement Plan to be updated to reflect consultation with ward members on any enforcement activity in their ward.*
  - c. *Paragraph 5.6 of the Local Enforcement Plan would be revised and the wording “many breaches of planning control occur because the applicant simply did not realise permission was required” would be removed and replaced with “Applicants are highly recommended to seek planning advice when contemplating development.”*
  - d. The plan would be updated to reflect that if a third party contacted their ward councillor asking them to act as a conduit then the case officer would liaise with the ward councillor and keep them updated on the outcomes of any enforcement investigations.
  - e. The flowchart in Appendix 1 would be amended to reflect the changes outlined at recommendation 1d above.
  - f. Appendices and forms would be removed from the policy document.
  - g. The Plan would be reviewed on an annual basis to ensure that it was remained up to date and policies were aligned with statutory guidance and regulations.
- ii. A register of enforcement activities would be developed. The resourcing required to maintain the register would be monitored and reviewed after six months to ensure that resource levels were appropriate.

**Chairman**

**Minutes of a Meeting of the Performance  
and Finance Scrutiny Committee held  
virtually on 27 January 2021**

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- + Cllr Sashi Mylvaganam (Chairman)
- + Cllr Shaun Garrett (Vice Chairman)
  

+ Cllr Dan Adams	+ Cllr Edward Hawkins
+ Cllr Graham Alleway	+ Cllr Darryl Ratiram
+ Cllr Cliff Betton	+ Cllr Graham Tapper
+ Cllr Vivienne Chapman	+ Cllr Victoria Wheeler
+ Cllr Sarah Jane Croke	+ Cllr Kristian Wrenn
+ Cllr Sharon Galliford	

**Members in Attendance:**

Cllr Emma-Jane McGrath, Cllr Robin Perry, Cllr Pat Tedder and Cllr Valerie White

**Executive Portfolio Holders in Attendance:**

Cllr David Mansfield, Executive Portfolio Holder: Environment and Health  
Cllr Adrian Page, Executive Portfolio Holder: Planning and People

**Officers in Attendance:**

Sarah Bainbridge, Senior Organisational Development Advisor  
Julia Greenfield, Corporate Enforcement Manager  
Martin Hone, (Interim) Executive Head: Finance  
Louise Livingston, Executive Head: Transformation  
Richard Payne Executive Head: Corporate  
Jon Partington, Development Manager  
Tim Pashen, Executive Head, Community  
Gavin Ramtohal, Head of Legal Services  
Jane Reeves, Planning Policy Manager  
Jenny Rickard, Executive Head: Regulatory  
James Robinson, Senior Environmental Health Officer  
Darren Williams, Head of Community Services

**29/PF Minutes of Previous Meeting**

The minutes of the meeting of the Performance and Finance Scrutiny Committee held on 25<sup>th</sup> November 2020 were agreed as being a correct record and signed by the Chairman.

**30/PF Executive Portfolio Update: Planning and People**

The Committee received a report summarising the Council's work during the past twelve months which was encompassed within the Planning and People Portfolio; a portfolio which covered a number of areas including planning policy, conservation, planning enforcement, drainage, land charges and development management.

The delivery of new housing continued to be a priority area for the Government and a review of the Council's five year housing land supply, completed in August 2020, had established that the Council could demonstrate a 4.85 year housing land supply. There were a number of constraints on the land available for development in the Borough including the Green Belt, the Thames Basins Heaths Special Protection Area and its associated buffer zones and the availability of sites to provide Suitable Alternative Natural Green Space (SANGS) particularly in the west of the Borough. There was the option to

compulsory purchase land that could be used for SANGS however the Council had to be able to demonstrate that all other options had been explored including working with neighbouring authorities and approaching landowners directly and that no suitable alternative land could be identified before this procedure could be implemented.

Flooding continued to be a problem in areas of the Borough. It was noted that some actions within the Chobham Flood Alleviation Scheme were still outstanding and it was agreed that Officers would liaise with ward councillors and the portfolio holder to put pressure on the Environment Agency to complete any outstanding actions. The Environment Agency had reviewed a number of watercourses within the villages upstream of Chobham and it was agreed that the outcomes of these reviews would be shared with members.

The Committee was informed that of the planning decisions which went to appeal the majority of decisions taken by officers under delegated powers were being upheld. However where appeals were made following a decision by the Planning Applications Committee to go against officer recommendations the majority of the appeals decisions were going against the Council. It was agreed that the appeals figures for the past year would be circulated. A report detailing the outcomes of planning appeals was taken annually to the Planning Applications Committee for information.

Resourcing continued to be an ongoing pressure which was exacerbated by a national shortage of planners. This meant that the Council was having to recruit staff in a highly competitive jobs market and it was not always possible to fill vacancies arising in the planning and enforcement teams quickly or with permanent staff.

The Committee noted the update.

### **31/PF Executive Portfolio Update: Environment and Health**

The Committee received a report summarising the Council's work during the past twelve months which was encompassed within the Environment and Health People Portfolio. A portfolio which covered a number of areas including air quality, older peoples' services, emergency planning and business continuity, environmental health, waste and recycling and health and wellbeing.

The Covid-19 pandemic had had a substantial impact on services within the portfolio in terms of both service delivery and income generation for example whilst there had been a significant increase in the number of new customers of the Meals at Home service there had been a significant reduction in the number of journeys provided by the Community Transport service and Emergency Planning and business continuity had played a key role in the Council's response.

The Council had entered into a full partnership with Runnymede Borough Council to deliver community services across both areas, a partnership which would go live on the 1<sup>st</sup> April 2021. The partnership aimed to provide sustainable services which met the needs of all vulnerable residents and would be overseen by a Partnership Board which would set objectives and targets for the service and monitor and evaluate all aspects of the service. Whilst all staff would be employed by Runnymede Borough Council there would be a physical presence in both council offices.

The number of meals at home products served over the first two quarters of 2019/20 (32,985) meant that the service would exceed the annual target of 35,000 products. To ensure that the Meals at Home Service could sustain this level of demand officers were exploring a number of different options including reconfiguring routes to make the best

use of spare capacity in the current Runneymede routes and leasing an additional van. The booking service was also being revised so that all bookings would be co-ordinated by staff in Surrey Heath.

Emergency Planning and Business Continuity services had been significantly impacted by the Covid-19 pandemic which had been declared to be a major incident on 19<sup>th</sup> March 2020. Throughout the pandemic the Council had worked closely with partners across the Borough to support residents. Further support was provided to the Borough following a major heathland fire on Chobham Common in August 2020 and Storm Dennis in February 2020.

The work with the Frimley Health and Care Integrated Care System was noted. It was acknowledged that a significant proportion of Surrey Heath's residents were covered by the Surrey Heartlands Clinical Commissioning Area and it was clarified that the Council was working in partnership with Surrey Heartlands on a number of projects including a hospital discharge service and an Oximetry project. It was agreed that future portfolio updates would include updates on partnership work with both Surrey Heartlands and Frimley.

It was agreed that the figures for the number of residents supported through the hospital discharge service would be provided for both 2020 and 2019.

The Committee was advised that the Frimley Health and Care Integrated Pathway would provide a number of opportunities for greater delivery of partnership service delivery and a cross party committee would be established to explore how this piece of work might be taken forward and developed.

The Committee was informed that the number of public nuisance complaints received during 2020 had doubled when compared to the number received in 2019 (approximately 500 in 2020 compared to 255 in 2019) with a significant number of complaints relating to bonfires during the periods of Covid-19 restrictions. It was agreed that data relating to complaints received would be included in future portfolio updates.

It was agreed that Joint Waste Solutions would be asked to provide an update on the recent unavailability of the online reporting procedures for missed bins and online payments.

The Committee noted the update.

### **32/PF Air Quality Review 2020**

The Committee considered a report setting out a review of air quality across the Borough during 2019/20.

The annual Air Quality Review formed part of the Council's statutory requirements in relation to Local Air Quality Management under Part IV of the Environment Act 1995. The report set out the results of air quality monitoring work, detailed the activities and strategies employed by the Council to improve air quality and reviewed the progress made in this area.

The 40micrograms per cubic metre limit for NO<sub>2</sub> particulate levels had been defined by the World Health Organisation to protect the health of asthmatic children in urban areas and the location of monitoring equipment and the testing regime used were prescribed in legislation.

It was confirmed that there were two monitoring stations in the vicinity of Frimley Park Hospital, one adjacent to the hospital entrance and a second adjacent to the Grove Primary School. These monitoring stations had been out in place as part of the work on the Blackwater Valley Relief Road and the data collected would be reported for the first time in the 2021 annual review.

Surrey County Council had supported the development of a bespoke air quality themed performing arts show and associated workshops that would help educate children and young people about air quality. In 2019, those schools in the Borough where congestion was known to be a significant issue were offered the opportunity to participate in these workshops at no cost to the school however to date none had taken up the opportunity. The Portfolio Holder agreed that the promotion of these workshops would be followed up with the County Council.

It was acknowledged that increasing the uptake and use of electric vehicles would be a key component in improving local air quality and that ensuring that the public charging infrastructure supported the use of electric vehicles would help facilitate this. It was stressed that any electric charging points installed in public car parks should wherever possible be capable of rapid charging.

The Committee commended the comprehensive report.

### **33/PF Annual Plan 2021/22**

The Committee considered a report setting out the draft Annual Plan for 2021/22. The Annual Plan set out the Council's main goals, projects and targets for the 2021/22 financial year and would be presented to the Executive for approval in March.

It was noted that the Borough's residents received primary healthcare provision from both the Frimley Clinical Commissioning Group and the Surrey Heartlands Clinical Commissioning Group and both organisations would need to be integrated into SHBC Priority 6: Integrated Care System (ICS) and Surrey Heath Health Alliance.

It was requested that the proposed target to review litter bin provisions under Community Priority 5: Joint Waste Solutions include reference to any requests made for litter bins in a particular location.

It was clarified that the Covid Impact Members Workshop referenced under SHBC Priority 3: Camberley Town centre Regeneration would take place as part of the Town Centre Working Group meeting on the 17<sup>th</sup> February 2021.

The Committee approved the draft Annual Plan 2021/22 for submission to the Executive.

### **34/PF Corporate Risk Register**

The Committee considered a report setting out the Council's Corporate Risk Register.

The Risk Register summarised the main risks faced by the Council in relation to achieving the objectives and priorities defined in the Council's Corporate Plan, noted the mitigating actions being taken to ameliorate those risks and identified any further action needed to further reduce the impact of those risks. The register was reviewed regularly by the officer Risk Management Group and the Corporate Management Team.

The Covid-19 pandemic had had a significant impact on the Council's services and the risk register had been reviewed to take these impacts into account. It was clarified that level of funding that the Government would reimburse a local authority in respect of fees and charges lost due to Covid-19 restrictions were calculated based on the difference between the budget as it was in February 2020 and the fees actually collected less an administration charge.

The Committee noted the report.

**35/PF Work Programme**

The Committee noted a report setting out their work programme for the remainder of the 2020/21 municipal year.

**36/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 17<sup>th</sup> March 2021 at 7pm.

**Chairman**

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## PLACES AND STRATEGY EXECUTIVE PORTFOLIO UPDATE

**Summary:** To provide a progress report on the Places & Strategy Portfolio

**Portfolio:** Places & Strategy

**Wards Affected:** All

### Recommendation

The Performance and Finance Scrutiny Committee is advised to note the report

## 1 Background

- 1.1 The Places & Strategy Portfolio covers a wide range of public facing services delivered by two service areas within the Business Service:

### Recreation and Business

- Places Leisure, Camberley - the new Leisure Centre Project
- Greenspace (parks and countryside)
- Play area replacement and improvement projects
- Contract Management (Grounds Maintenance, Verges and Leisure Centre)
- Events, Hires and Pitch bookings

### Commercial and Community Development

- Events (commercial and community)
- Physical Activity and wellbeing
- Partnership working
- Support and development of community and sports organisations

## 2 Recreation and Business

- 2.1 The Recreation and Business Team is made up of 11.2 Full Time Equivalent (FTE) officers led by the Recreation and Business Manager. This team supports the delivery of the council's key objectives that relate to Place and People. All Officers in this team were seconded to work primarily to support the response efforts of the authority responding to Covid19 during the initial lockdown. Support varied across the team from Tactical Co-ordination, Welfare Callers, Runners and internal support roles for those making calls to ensure that details were correct. Whilst a number of projects were paused to support welfare work, core business was maintained throughout.
- 2.3 The Recreation and Business team work closely with other departments in the delivery of large-scale projects such as the Mindenhurst (Deepcut) development and the Southampton to London Pipeline.

### **3 Greenspace Team**

- 3.1 An important part of Recreation and Business is the Greenspace team (4 FTE) whose responsibilities include the care of over 300 hectares of parks, countryside, conservation sites, Suitable Alternative Natural Greenspaces (SANGs) and all other open spaces and verges. This includes over 30 playing pitches and 32 play areas.
- 3.2 The Greenspace team manage the borough's trees with works ranging from tree inspections, maintenance works, customer requests and storm damage.
- 3.3 The Greenspace team also carries out a number of statutory inspections within our pavilions, out-building, community centres and playgrounds to ensure the safe operation of facilities and equipment.
- 3.4 Greenspace deliver volunteer work parties, and educational activities, talks, walks and children's activities. Many of these events support the national curriculum for schools, conservation aims and group badges (for Brownies, scouts etc.). However, during this last year many of these could not take place. The team is now starting to plan (as the Country re-opens and restrictions ease) to re-introduce these services as we are able to do so
- 3.5 The team is responsible for noxious weed control including annual ragwort and Himalayan balsam pulling and Japanese knotweed controls. Japanese knotweed is treated twice a year which is a legal requirement. They remove the Ragwort from countryside grass to allow for the annual grass cutting to be used as animal feed.
- 3.6 Increasing demand for additional conservation within the borough has seen trials of long grass regimes, the introduction of wildflower planting in urban areas and meadows in countryside areas with a view to extending these in to each ward in the borough. With bio-diversity being high on the team's agenda they are always keen to explore and introduce further schemes that will deliver benefit to our community.
- 3.7 The increasing popularity of the borough's parks, especially during lockdown, has presented challenges as the team are witnessing increasing pressure on available parking especially in our premier parks locations, coupled with this the deterioration in the infrastructure especially the road surfacing. It is likely that this will need a significant review in the coming year as demand is unlikely to reduce and wear and tear increases. Along with increased demand we have experienced a surge in vandalism and antisocial behaviour (ASB) seeing destruction of bins, benches, fencing, play equipment etc. and increased levels of graffiti in places. It is hoped that as restrictions ease the vandalism and ASB will reduce along with the cost to replace and treat the problems.
- 3.8 Recreation and Business is responsible for the 12 public toilet facilities across the borough which transferred in 2018 from Community (as a result of the new Joint Waste/Street Cleansing Contract). Five are within borough parks and the others are situated in the villages and council car parks.
- 3.9 In recent years the council has experienced a decline in the usage of grass pitches (see table below) which is in line with the national picture of declining use of grass pitched for sport (football, rugby and cricket). Simultaneously we have seen an increase in demand for 3G pitch booking provision. The 3G pitch at Frimley Lodge is now running (when restrictions allow) almost at capacity with additional demand for the peak slots over-subscribed. There is also a continued demand to provide

facilities for sport currently not catered for within in the borough such as netball. The Commercial and Community Development Team is currently exploring options to address this issue.

Pitch bookings

	Grass Pitch	3G Pitch
2014/15	835	
2015/16	809	
2016/17	731	
2017/18	555	494*
2018/19	812	1711
2019/20	597	1707
2020/21	250	507

\*figures for the 3G only commenced from Jan 18, this represent figures for 3 months

*Table 1: Grass pitch bookings compared to 3G pitch bookings*

3.10 Due to Covid restrictions, there has been a significant reduction in income for both sports bookings and event hire. During 2019/20 the council generated just over £200k income compared to the same period 2020/21 where the council achieved circa £79k. However, this loss of income is eligible for the local government scheme that will refund 70% of lost income due to Covid.

#### 4 Contract Management

4.1 Contract Management is delivered by 1 FTE responsible for key contracts including Grounds Maintenance, SCC Verge Maintenance and the new Leisure Centre contract. These contracts are closely managed to ensure the delivery meets the expectations. This role also supports the delivery of contracts on behalf of Windlesham Parish Council and Surrey County Council. Recently this function oversaw the smooth transition from the former contractor Sodexo to the new Grounds Maintenance provider Glendale.

4.2 The Recreation and Business team oversee the project delivery of the new Places Leisure, Camberley **Leisure Centre** due to open on schedule and on budget in July 2021.

#### 5 Play Area Replacement and Improvement Projects

5.1 This is delivered by 1 FTE, supported by the wider Business Service support team. There are a number of projects that this role delivers including proposed security enhancements on council sites, commercial projects, public consultations and playground projects (funded by planning contributions).

Playgrounds and projects completed 20/21

- Old Dean Recreation Ground, Camberley
- Watchetts Recreation Ground, Camberley
- Loman Road, Mytchett
- Bike Hire, Frimley Lodge Park

Playgrounds and projects commenced and in progress

- Chobham Road Recreation Ground, Frimley
- Old Dean Security Enhancements
- Heatherside Recreation Ground Security Enhancements
- Wheelchair Swing, Frimley Lodge park
- London Road Recreation Ground, Camberley

5.2 Future projects, will see the delivery of more commercial events in the parks such as fun fairs, pop-up events (e.g. crazy golf, theatre in the park). All of which subject to lifting of Covid restrictions over the coming months.

## **6 Business Team**

6.1 This team is made up of three officers (2 FTE) who, working with the council's Contact Centre, administer and oversee all sport pitch bookings. They complete and record all statutory checks health and safety arrangements and records for the Recreation and Business Team. This team, working closely with managers and the finance team, is responsible for the financial controls, analysis and budget management for the Recreation and Business Team (and Theatre).

## **7 Commercial and Community Development**

7.1 The Commercial and Community Development (CCD) team is led by the CCD Manager and is made up of 4 FTE (including one apprentice) and supports the delivery of the council's key objectives that relate to People, particularly in relation to health and wellbeing, sport and leisure activities, and community engagement. The team is also responsible for delivering income generating events and activities and events that support the local community.

7.2 Due to the size of the team, much of the successful delivery is only possible through collaborative working with other council services and external partners which include community groups, the Surrey Heath Clinical Commissioning Group (CCG) and the County's "Active Partnership", Active Surrey amongst others.

## **8 Redeployment of Staff to support Covid welfare work**

8.1 All four members of the team were involved in the Council's welfare response to the Covid pandemic, with roles varying across coordination roles, administration, welfare cell management as well as making phone calls to vulnerable and shielded residents directly.

8.2 Although much of the 'Business as Usual' work of the team has returned, events continue to be heavily impacted and this is expected to continue into the summer.

8.3 Members of team are currently redeployed in varying degrees to support other Council services including Corporate Property, Parking Services and coordination of the Council's Covid Champions.

## **9 Physical Activity, Health and Wellbeing**

9.1 Sport England's 'Active Lives' survey measures the activity levels of people across England down to local authority level, with a reduction in *inactivity* (people doing less than 30 minutes of physical activity a week) levels identified as a Key Performance Indicator within the Council's annual plan.

9.2 The most recent data, published in October 2020, covers the May 2019-May 2020 period and shows a continued reduction in the levels of inactivity in Surrey Heath (18.7% vs 21% twelve months ago). While this is positive news, it is not considered fully reflective of the impact of the Covid-19 pandemic. It is anticipated that the next set of results released in April 2021 (covering Nov 2019-Nov 2020) will show a sharp increase in the percentage of residents classed as inactive across the country.

9.3 Surrey Heath's activity levels in comparison to our Surrey neighbours is shown in the table below:

Local Authority	Respondents	Active (150+ minutes a week) Rate (%)	Fairly Active (30-149 minutes a week) Rate (%)	Inactive (<30 minutes a week) Rate (%)
Elmbridge	554	67.4%	11.6%	21.1%
Epsom and Ewell	506	67.1%	14.5%	18.4%
Guildford	453	71.4%	12.3%	16.3%
Mole Valley	549	67.2%	9.1%	23.7%
Reigate and Banstead	550	65.7%	14.9%	19.4%
Runnymede	575	66.8%	10.4%	22.8%
Spelthorne	510	59.8%	15.6%	24.5%
Surrey Heath	561	69.8%	11.4%	18.7%
Tandridge	633	67.3%	8.7%	24.0%
Waverley	581	75.1%	9.7%	15.2%
Woking	537	64.0%	11.8%	24.2%

*Table 2: Active Lives Survey results May 2019-May 2020*

9.4 Since 2015/16 Surrey Heath has seen a statistically significant increase in people who are fairly active (+4.9%) and a significant decrease in people who are inactive (-11.6%). Further information on the Active Lives survey is available from the Commercial and Community Development Manager.

9.5 To support our most vulnerable residents (who were often isolated) to remain active during the pandemic, the Council distributed flyers (produced by Active Surrey) that educated residents on exercises they could undertake at home to help keep their muscle strength up and reduce the risk of falls, and in turn reduce the risk of hospital admissions. While feedback from residents was limited, those who did were very positive about receiving the flyer and commented on their intention to keep doing the exercises.

9.6 The Council's Walking for Health programme has operated on an intermittent basis in line with national restrictions over the past year. From August, group walking became exempt from the 'rule of 6' (subject to certain conditions and robust risk assessments being followed) which led to a total of 21 walks being delivered between Aug – Dec 2020 with a total of 425 attendances, at an average of just over 20 people per walk. Each walk is led by volunteers and held on a rotational basis at a range of locations across the borough to allow as many residents as possible to enjoy them.

- 9.7 The Council's walks programme had expanded to include introduction of 'Diabetes Walks' and 'Walks with Friends' (Dementia), working alongside partners including the CCG and the Alzheimer's café. Walks for these groups were put on hold in the spring due to the pandemic, but officers look forward to welcoming these groups back when it is safe and appropriate to do so.
- 9.8 As part of its programme the Council also supports 'walking sports', including Walking Football and Netball, which are adapted versions of the game aimed at being more inclusive. Walking Football took place throughout the year on an intermittent basis in line with national restrictions. Sessions are held at Frimley Lodge Park and average around 18 participants each week, with many attendees reporting how they have benefitted socially from the programme as well as physically. The Council previously launched a session at Chobham Recreation Ground but despite efforts from officers and the parish Council, numbers were not sustainable and sessions curtailed in December 2019. Walking Netball is based at Lightwater Leisure Centre with 8-14 ladies attending weekly until sessions stopped in March 2020 due to the pandemic, though officers will be facilitating a restart when restrictions allow and is practical.
- 9.9 Currently a cancer rehabilitation exercise programme entitled "Move More Feel Better" is underway, another partnership project with officers working alongside the CCG and a MacMillan Cancer Navigator. The first 6 week programme is now underway, being delivered virtually to a small cohort. The cost of the project has been covered through a successful application to Sport England's "Tackling Inequalities Fund" for £2,000.
- 9.10 The pandemic forced the cancellation of the 2020 Specsavers Surrey Youth Games programme, traditionally one of the largest community engagement projects of the year. The Council paid a reduced entry fee of £2,000 in light of fixed costs which had already been incurred by the organisers Active Surrey, but while there was a small expense for printed marketing, most expected expenditure related to items such as T-shirts and equipment for participants and contributions to clubs was saved.
- 9.11 In 2021, rather than a training programme which culminates in a mass Olympic-style event at Surrey Sports Park (as is traditional), officers are developing plans with Active Surrey to deliver an adapted version of the Youth Games. This will be a more targeted offer which looks to engage inactive young people who may otherwise have limited physical activity opportunities.
- 9.12 The Council operates 4 park tennis venues across the borough, each hosted within one of our recreation grounds, under the banner of "Tennis in the Park". Despite the courts being shut for 6 months (March-May, November, Jan-March), court bookings in 2020/21 have increased by a total of 144% in comparison to 2019/20. This is largely attributed to Tennis being one of the few forms of activity the public were allowed to take part in following the first lockdown but has been helped by the flexibility and accessibility of the Council's online booking system and overall tennis offer.
- 9.13 139 residents subscribed to Tennis in the Park annual membership programme, which offers year-round access for the entire family for just £39 per year, generating £5,421 in income. This was supplemented by casual 'pay and play' income of £1,506.50.
- 9.14 There were only 5 beneficiaries in 2020/21 of the Borough's Free Access for County Sportspeople Scheme (FACS), which offers talented local athletes free access to

certain leisure facilities. The number of FACS users, which in recent years has been closer to 15 a year, was heavily impacted by forced intermittent closures of Lightwater Leisure Centre and the rebuild of Camberley Leisure Centre.

- 9.15 The more general work of the team includes supporting the borough's community centres, sport and leisure organisations with an array of enquiries including leases, facility development, grants, equipment and other resources, and training amongst others. Officers also provide regular updates and support to the Surrey Heath Sports Council who in turn assist the sporting community.
- 9.16 Forthcoming events and initiatives for the year ahead include:
- A new Physical Activity Strategy, which will outline how the Council plans to help reduce inactivity in the borough and support people to return to physical activity in a post-covid world.
  - Contribute to cross-service "Whole systems Approach to Obesity" project, which will support local approaches to maintaining a healthy weight
  - Utilise opportunities created by new Camberley Leisure Centre
  - Supporting Active Surrey with the delivery of the "Holiday Activities and Food" programme (funded by central government) which aims to provide healthy food and enriching activities to disadvantaged children during the school holidays
  - Manage local changes as part of rebrand from "Walking for Health" to Ramblers Wellbeing Walks programme
  - Introduction of "Sweatcoin" app, which helps get local people active by combining exercise with technology.
  - Review of green walk routes across the borough with a view to making them as accessible as possible
  - Exploring possibility of a mental health garden and homing of local dementia group at Flourish garden (Frimley Lodge Park) with the intention of achieving funding through an application to the NHS Innovation fund.
  - Exploring ideas for the delivery of new facilities in the borough for sports currently under provided for – particularly net ball.

## **10 Events**

- 10.1 As a result of the restrictions related to the pandemic, the programme of events delivered by the Commercial and Community Development Team was heavily impacted in 2020/21. This included enforced cancellations of the Camberley Carnival (a cross-service effort delivered with Media and Communications), all Christmas events, Big Tennis Weekends, a Council volunteer celebration event and the Camberley Beer Festival (with Camberley Theatre).
- 10.2 Similarly, events that Council staff do not run directly but play a key part in facilitating such as the Surrey Heath Show were also cancelled alongside more informal 'pop up' events such as those at the 'Ping Pong Parlour' in The Square shopping centre.
- 10.3 However, one event which was adapted and took place safely was a socially distanced and adapted Duathlon at Frimley Lodge Park in September 2020. This event was held as a time trial rather than a race, with participants registering and being set off at staggered times so there was minimal interaction. Despite issues with parking at Frimley Lodge (as the car park was at capacity), the event was very well received and generated £1,476 for the Council while also raising money for local charity 'Harry's Hat' who supported the event with route marshals.

- 10.4 Some events such as the Surrey Heath Sports Awards moved to a digital format. Following an online nomination process, rather than presenting awards at the traditional ceremony at Camberley Theatre, winners were presented with their trophies at their places of exercise with videos recorded for social media. Changes in national restrictions at the end of 2020 meant that officers were unable to present trophies to 3 of the winners, with presentations to be rescheduled when permitted again.
- 10.5 While many events including the Camberley Carnival and Surrey Heath Show have been cancelled again for 2021, officers are exploring plans to adapt further events where possible.

<b>Annexes</b>	None
<b>Background Papers</b>	None
<b>Author/Contact Details</b>	Name – Sue McCubbin (Recreation & Business Manager) / Ben Sword (Commercial & Community Development Manager) Email address: <a href="mailto:sue.mccubbin@surreyheath.gov.uk">sue.mccubbin@surreyheath.gov.uk</a> ; <a href="mailto:ben.sword@surreyheath.gov.uk">ben.sword@surreyheath.gov.uk</a>
<b>Head of Service</b>	Daniel Harrison - Executive Head of Business

**SUPPORT AND SAFEGUARDING EXECUTIVE PORTFOLIO UPDATE**

**Summary**

To consider a progress report on the Support and Safeguarding Portfolio

**Portfolio:** Support and Safeguarding

**Wards Affected:** n/a

**Recommendation**

The Performance and Finance Scrutiny Committee is advised to note the update.

**1. Key Issues**

1.1 Within the Regulatory Service, the Support and Safeguarding Portfolio covers the following areas:

- Voluntary Sector & Community Partnerships
- Grant schemes
- Community Safety
- Safeguarding
- Equalities
- Private Sector Housing and Disabled Facilities Grants
- Housing Solutions
- Family Support

**2. Supporting Information**

Voluntary Sector & Community Partnerships

2.1 The Council has a tradition whereby it values the work undertaken by our voluntary organisations enormously and it has worked hard over the past 20 years to ensure of its collaborative approach to partnership working.

**3. Covid 19**

3.1 Over the past year the community have responded to the pandemic in many creative ways. During the first lockdown Surrey Heath Prepared was launched and the Council were proud to partner with them. Also, during this time with the aim of assisting the Council introduced the Covid-19 Scheme, when open it awarded 25 grants at a value of £60,573.

3.2 As a Council we agreed to award in September 2020 our full allocation received by DEFRA of £40,922 to help alleviate local hardship and this was awarded to both local foodbanks, the Besom £29,000 and Woking Foodbank £11,922 to enable their operation to continue in meeting the demand for food parcels.

### Covid Champions

- 3.3 The Council has also initiated with Surrey County Council and Frimley/Heartlands ICS (Integrated Care Service) a Covid Champions network, which aims to dispel the myth and rumour relating to this virus and the vaccination process. The membership currently stands at 33 community representatives who receive weekly updates, and fortnightly webinars to disseminate correct information using their network of contacts.

## **4. Grant Schemes**

### Community Fund Grants \*

- 4.1 The Community Fund Grant scheme has continued to operate over the past year, with very limited applications being received during this time. This led to the Executive seeking a review of grants that fell into this area at its meeting in October 2020. At the February 2021 Executive, recommendations were supported which will see the newly introduced Emergency Food Poverty Scheme being bolstered by a further £50,000 and remain open until 31<sup>st</sup> March 2022. It was noted that a number of grant schemes that were to be included as part of the review are newly introduced and it is too early to evaluate their impact. Grants that fall into this area will be evaluated throughout this year and considered at the November Executive, the aim being to ensure that our local needs and priorities continue to be met beyond the pandemic.

### Revenue Grants

- 4.2 The Executive awarded 10 revenue grants at its meeting on the 19<sup>th</sup> January, it has an annual budget of £200,000 which range in value from £1,500- £80,000. These will become effective from the 1<sup>st</sup> April and will be subject to service level agreements. This is a clear demonstration of the Council's ongoing community commitment to local organisations who provide crucial services within Surrey Heath. This scheme is fully inclusive to all not-for-profit organisations who deliver services locally.

### Ward Councillor Grant

- 4.3 A new grant scheme supporting Surrey Heath's community groups and charities via their Ward Councillors was introduced in December 2020. Each Ward Councillor has a £1,000 budget for this scheme for the remainder of this financial year (until the 31 March 2021) and can award small grants, up to a maximum of £500, with 10 awards made to date, with a value of £4,360. Thereafter, Councillors will have an annual allocation of £1,500.

### Surrey Heath Lottery

- 4.4 This initiative exemplifies the good practice of community development, in supporting 'local for local' at its best. The scheme launched on the 13th July 2019, and since that time has continued to evolve and grow, it now has 63 groups who have signed up as local good causes who are able to benefit. During the pandemic ticket sales dipped slightly but during the past quarter this is starting to improve with 818 ticket sales per week, with good causes receiving £25,521 per year.
- 4.5 We have been fortunate as in November 2020, a local resident won the top prize of £25,000 and in January 2021, another local winner of £2,000. This type of positive publicity helps retain this local scheme.

- 4.6 Each ticket is priced at £1 and from that 60% of the funds raised are allocated to local (not for profit) good causes, and if an organisation is selected as a preferred option through the scheme they will receive 50%, with 10% allocated to a central allocation fund. The prize money is set at 20% plus 17% which is retained by Gatherwell as the external lottery manager who operate the scheme on behalf of the Council, with 3% VAT (which is re-claimed and is used to contribute towards the annual lottery operating licence fee). The odds are a 1 in 50 chance of winning a prize, and a 1 in a million chance of winning £25,000.
- 4.7 For the local organisation there is no cost to join, and they can benefit from receiving additional funding. Another advantage to the lottery is that the organisations will also want to promote the lottery as a way of their supporters giving, but also having a chance to win.

#### The Surrey Heath Annual Community Lottery Award Scheme

- 4.8 This scheme awarded its first grants in December 2020, a total of nearly £8,000 was given to eight local organisations who were successful in applying for grants from money raised.

### **5. Poverty Working Group**

- 5.1 At its meeting on 16th February 2020, the Executive considered a report on Poverty in Surrey Heath. At this meeting it agreed that a study would be undertaken to identify and understand the community groups that operated in St Michaels and Old Dean, and Watchetts wards. This helps to understand what services are currently offered and what is required to support those living in poverty. An outline action plan would then be produced that could address this inequality, together with clear improvement measures.
- 5.2 It is recognised that the impact from the pandemic has affected us all universally and the previous poverty landscape is subject to change. The Government Furlough scheme has shielded the true picture of this local effect on our economies, and the loss of employment and the full extent of this is becoming clearer with the need for the Council to assist where possible.
- 5.3 A Poverty Working Group was formed in October/November 2020 which comprises of community representatives, voluntary sector, Surrey Heath CCG, Councillors, and officers who have progressed this work so far and implemented a number of local initiatives in partnership with Citizens Advice Surrey Heath, Old Dean Community Group etc. all designed to provide assistance where most required considering that the poverty landscape constantly evolves during and post pandemic.
- 5.4 Through the work undertaken via this group the Emergency Food Poverty Grant scheme has been introduced as mentioned previously \* plus the Hardship fund which is delivered by Citizens Advice Surrey Heath. There has also been a computer for schools scheme put in place which has re-cycled Council equipment distributed to schools with pupils in need. The Frimley Fuel Allotments & the Lions Club have been instrumental providing schools with funds and equipment.
- 5.5 It was agreed by the Council Executive for the Poverty Working Group to host an all-Councillor Poverty meeting as soon as possible.

## **6. Community Safety**

- 6.1 The Crime and Disorder Act was enacted in 1998 and places a statutory duty on all local authorities together with their partnership agencies to develop and deliver a Community Safety Strategy. This is managed by the Surrey Heath Partnership which combines the Community Safety Partnership and the Local Strategic Partnership and is chaired by the Leader of the Council with a membership from both statutory and voluntary partners who meet up to 4 times a year to receive partner updates.
- 6.2 The Annual Plan was considered at the Surrey Heath Partnership meeting on the 24th February 2021 is provided as annex A and provides specifics as to where the local focus is for the year 2021/22, key issues were linked to serious and organised crime, new domestic abuse legislation and the review of the partnership TOR.
- 6.3 The CHaRMM (Community Harm and Risk Management Meeting) and the JAG (Joint Action Group) has the operational responsibility in managing the day-to-day incidents and risks of both people and places.
- 6.4 In September 2020, the Council as part of the Crime and Policing Anti-Social Behaviour Act 2014, undertook a short consultation exercise and extended the existing Public Space Protection Orders (PSPO) for a further 3 years. This gives proportionate powers to both the Council and Surrey Police to be able to deal effectively with low level anti-social behaviour.

## **7. Safeguarding**

- 7.1 The Safeguarding Champions (officer group) meet regularly to review the training needs on ongoing support for both staff and elected members to ensure that our statutory responsibilities are fulfilled in this area.
- 7.2 The Council is represented at both the officer and elected member Children's and Adult Safeguarding Surrey meeting to ensure we are aware of any changing procedures. Our responsibilities from the Section 11 audit are up to date with the latest audited submitted on the 31<sup>st</sup> October 2020.

## **8. Children's Champion**

- 8.1 Within my portfolio I, am the Council's Children's champion and represent the Borough at events such as Junior Citizen, Local Democracy week and Save Drive, Stay Alive. These are events run for the children in the Borough, however throughout the pandemic the events, have been paused and not hosted but will be reviewed when the present restrictions are lifted.

## **9. Equalities**

- 9.1 The Member Equality Working group met in February 2021 and August 2020, with agenda items consisting of:
- A review of the Equalities Strategy, which was approved and is to be considered for adoption by the Executive at its April 21 meeting.
  - An equal opportunities survey was completed by staff, key findings discussed, and actions agreed.

- Introduction of a template that enables EWG members to agree annually the events (outside of civil events) the Council wishes to commemorate.

## **10. Private Sector Housing Enforcement**

- 10.1 The housing stock within the Borough is generally in good condition and there have been no prosecutions this year. There are, however, a number of cases ongoing. Where concerns about the quality of a property arise, the Council always seeks to find the quickest way to resolve issues for tenants and landlords. While every complaint could potentially lead to prosecution, officers continue to have a strong track record of securing the best outcome without the ultimate sanction of prosecution but is a useful tool for landlords who are reluctant to fulfil their obligations.

### Enforcement and Houses in Multiple Occupation

- 10.2 The Team deal with disrepair in resident's homes and manage standards in the private rented sector, including the licensing of Houses in Multiple occupation (HMOs). During 2020 the Team responded to 110 housing complaints relating to repairs and disrepair issues. This is a 30% increase in complaints from 2019 and is likely to reflect the issues arising as tenants spend more time at home due to Covid19 restrictions. The team licensed 17 HMOs after ensuring that they met the required standards.

### Clearances/ Hoarders

- 10.3 There have been no clearances of housing due to hoarding in 2020. The team undertook 55 housing inspections in 2020. This is a significant reduction in inspections compared to 2019 and again reflects the constraints imposed by Covid19 restrictions.

### Public Health Funerals

- 10.4 The Housing team provided 3 public health funerals.

### Disabled Facilities Grant

- 10.5 The Private Sector Housing Team also acts as the Council's Home Improvement Agency and delivers the Council's mandatory and discretionary grants programme, including Disabled Facilities Grant (DFG), used to adapt and improve the homes of disabled and vulnerable residents. These works support independence, keeps people in their homes in the community and delays moves to care. By adapting and improving the home environment the work seeks to reduce hospital admissions and, when residents have been ill, support re-enablement. This work is currently fully funded by government grant (£779,111 in 2020/21) and so currently costs the Council nothing. The DFG is mandatory which means that where the adaptations sought are essential and the proposed works are necessary and appropriate to meet the persons needs and reasonable and practicable given the age and condition of the property then the grant must be paid. The maximum amount of grant that can normally be paid is £30,000 and can be means tested. The Council uses independent occupational health advisors to assist with bids and work with applicants to ensure schemes meet their needs.
- 10.6 In 2020 the team agreed 119 grants, oversaw completion of works on 98 homes and a further 21 projects have yet to start. Types of works agreed include stair lifts,

shower rooms/bathroom adaptations, access issues (e.g. doors, ramps, etc.), scooter stores and vehicular access. This complements the work of the Community Services Team who deliver adaptations such as key safes and the Home Handyman Service.

### Homelessness

- 10.7 The Housing Solutions Team deals with housing advice and homelessness in the Borough and seeks to deliver solutions for those who are risk of or are homeless. Between 1st January 2020 and 31st December 2020, the Housing Solutions Team received 487 approaches from households whose housing situation was likely to lead to homelessness without intervention or who were already homeless at the time they sought help.
- 10.8 From these approaches 214 households were either threatened with homelessness (i.e. would be homeless in the next 56 days) or actually homeless at the time they approached the Council therefore triggering a homelessness duty under the homelessness Reduction Act 2017.
- 10.9 When a household is at risk of becoming homeless the Council has a duty to assess their needs and produce a Personal Housing Plan, setting out the action the household and the Council will take to relieve their homelessness. If someone has a priority need, i.e. they have children or are vulnerable in some way, there is a duty to provide temporary accommodation during this relief period. There is not a duty to provide accommodation to households who do not have a priority need.
- 10.10 While in the preceding year there was actually the same number of approaches (487) those approaches led to 314 homelessness applications. The reason for the reduced number of applications is due to Covid 19, notably due to the eviction bans in the private sector but also other factors like households being able to remain with extended family. The lower number of applications from the same number of approaches is therefore likely to represent a delayed need that will present once Covid 19 restrictions ease.
- 10.11 Of the 214 households that applied, 64 households were found to have the main housing duty owed to them, which means they had priority need and the Council were not able to relieve their homelessness. This gives rise to a duty to provide them with temporary accommodation until settled housing can be found. At the time of writing there were 27 households in temporary accommodation (Lawrence Lodge or Darwin Court) and 4 in Bed and Breakfast accommodation.
- 10.12 A further 60 households had their homelessness prevented through case work that enabled them to remain in their current home or finding a planned move before they became homeless, or having an alternative home secured after becoming homeless. This is down from 106 the previous year. Again, this represents the impact of Covid 19 with lets in the private sector contracting during the year.
- 10.13 Of the remaining 90 these are either open cases, have secured their own housing, ceased to be owed a homelessness duty (usually because they have found accommodation) or have stopped engaging with the service.
- 10.14 Even with eviction bans in place for much of the year the main cause of homelessness continues to be loss of accommodation in the private rented sector. As noted Covid 19 has impacted on the availability of accommodation in the sector however often households who approach would have previously secured another

tenancy but are having difficulty in finding a property they can afford. Rents in the private sector continue to outstrip the help available through the benefits system, as demonstrated in the table below.

Table: Snapshot of rents in Camberley January 2021

Property size	Average rent p.c.m	Local housing allowance p.c.m
1 bedroom	£865	£698
2 bedroom	£1085	£873
3 bedroom	£1366	£1097

### Rough Sleeping

- 10.15 The number of single homeless residents continues to be high with the most visible cases being those who are rough sleeping. The Council is required to do an annual count or estimate of the number of rough sleepers out on a given night in November.
- 10.16 In 2020 the count identified 7 individuals, down from 12 the previous year.
- 10.17 When Covid 19 restrictions started in March 2020 there was a call from Government to bring all rough sleepers in. This was a request not a new duty however the Council, working with the Hope Hub, identified rough sleepers over the first lockdown and provided accommodation. This was mostly a mix of bed and breakfast and serviced apartments.
- 10.18 In total 31 individuals were placed during this period. All were offered move on assistance and the opportunity to remain in the accommodation for up to 6 months however when the lock down ended a number refused support and to pay for the accommodation and either left the accommodation or were evicted. Outcomes detailed in the table below.

Table: Covid 19 'Everyone in' Placements

Moved on to settled accommodation	18
Refused offers of alternative accommodation	2
Placement ended due to abandonment, non-engagement, non-payment of rent or anti-social behaviour	11

- 10.19 In response to this demand from single homeless residents the Council has made two consecutive successful bids to the Government's Rough Sleeping Initiative to provide accommodation and support services to this client group. The funding of £145,000 has provided:
- A Single Homeless Support Worker based at the Council and supporting residents in Connaught Court (see below);
  - Joint funding with Surrey Heath CCG for a mental health worker based at the Hope Hub; and,
  - Revenue funding to support setting up a Night Stop facility for rough sleepers.
- 10.20 The Council has used developer contributions to buy Connaught Court from Accent, a 10-bed unit to provide accommodation and support for up to two years for single

homeless individuals and are in the process of purchasing 5/6 bed property for a Night Stop, to be delivered by the Hope Hub.

- 10.21 The Council was also successful in securing a Surrey County Council contract and funding of £50,000 pa to deliver Floating Housing Support.
- 10.22 While the impacts of Covid 19 are set to increase demand on the service both through the end of the eviction ban and the economic impact on individual households, the Team were already monitoring the impact of the roll out of Universal Credit (UC). Evidence to date is anecdotal but early impacts noted include:
- increased rent arrears reported amongst housing association tenants;
  - a reluctance of private landlords to take households on UC where the Council has lost the ability to pay Housing Benefit direct; and,
  - reported hardship from resident's subject to delays in payment and/or sanctions.
- 10.23 This is against the background of an increase of 300% in UC claims over the period of the pandemic.

## **11. Family Support**

- 11.1 The Family Support Service was originally supported through a funding programme that was due to end in 2021. Within Surrey the programme was run in partnership with the Boroughs and Districts delivering the programme on behalf of Surrey County Council. Following the OFSTED review of Surrey Children's Services, it was noted that the Family Support programme was successfully delivering an Early Help Programme for Surrey for a lower cost per family and was able to chart and track family progress and the progress of those stepped down from the service. Much of the approach was recognised as best practice.
- 11.2 Following on from this Surrey County Council (SCC) has decided to continue with the service and is now matching the previous level of government funding and in addition providing extra funding to introduce social workers into the programme. Due to a poor response to the advert for Social Workers (across all Surrey B&Ds) SCC agreed that teams could recruit an additional Family Support Coordinator for each borough on a 12- month fixed term contract (the new Coordinators have commenced employment at Surrey Heath and Runnymede). The expectation is that we will recruit two Social Workers for the team in January 2022. The revised programme now recognises the level of challenge in families that the service has in practice been working to for a number of years. Runnymede and Surrey Heath Borough Councils both also now provide some top up funding for the service.
- 11.3 Between Oct/Nov 2019 to date the two teams have worked with 150 families.

### Refugee Resettlement Programme

- 11.4 In addition, the Family Support teams runs the UKRS (UK Resettlement Scheme) previously known as the vulnerable persons resettlement scheme on behalf of Surrey Heath and Runnymede.
- 11.5 The scheme started slowly as the council was unable to identify properties in the private sector which has impacted on the Councils commitment to house 10 families by 2020. Unfortunately, due to Covid19 and the ongoing restrictions, the scheme

was paused in March 2020. We are still awaiting a decision from the ministers in regard to the restart of the scheme. There are currently 5 refugee families in the Borough, with the most recently family having arrived 10th March 2020.

- 11.6 The families in Surrey Heath are well settled, the children were all doing well in school however, due to Covid there have been some setbacks with the online learning, but this being managed very well. The families have created a strong community network between them, supporting each other in accessing local facilities especially when new families arrive.
- 11.7 The biggest problems that families continue to face is Universal Credit (UC) and applying for Personal Independence Payments (PIP). The UC claims are made within a week of the family arriving (biometric residents permits have to arrive, then bank accounts are applied for, only then UC can be applied for).
- 11.8 Although the aim from DWP is that UC payments begin within 5 weeks of the application, this is rarely the case, with most initial payments being made to a family 6-8 weeks after the initial claim has been made. As rent payments are all paid in advance, it means that the family are in rental arrears as soon as they arrive in the UK, with this becoming even more difficult when having to wait potentially 2 months for their first UC payment to be received.
- 11.9 The Home Office has tried to address this with their funding to LA's, by providing £100 per person in the family specifically to bridge the gap on waiting for UC to be paid. The team have trialled different ways of using this money and found that the most efficient is to pay it directly to Accent Housing to go towards the families rent account. Each family also takes an advance UC payment on initial claim to try and bridge the gap (£400) however this is a loan which the family have to pay back over a period of months, meaning the money they receive from their UC claim to begin with is reduced. The team work very closely with Accent housing to ensure they are aware of the situation, and that payment plans are set up to clear rental arrears.
- 11.10 Often the eligibility of a family resettling in the UK is around adult disability. The government eligibility for claiming PIP is that the individual has lived in the UK for 2 out of the last 3 years. Refugees resettling in the UK under the UKRS are an exception to this eligibility criteria. However, this is sometimes not properly explained to the DWP teams and therefore it can take a number of phone calls, applications and meetings to finally speak with someone who is aware of the exception for the families. This is very time consuming and can take months to overcome.

<b>Annexes</b>	SHP Annual Plan 2021/2021
<b>Background Papers</b>	None
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# Surrey Heath Partnership Plan on a Page 2021-22

Safeguarding and Health

Business

Crime

Shared Policies and Procedures

Working with all partners on targeted interventions to make Surrey Heath a safer place to live and work

Working with all statutory partners, business and the voluntary sector to ensure a joined up approach

Reducing inequality, stigma and discrimination

Page 31

- To work with SCC to review and re-assess the delivery of the [IRIS, a domestic abuse support and referral programme](#) for GP practices
- Promote the [White Ribbon](#) DA campaign, Nov [Ask for Annie Campaign](#) across SH during Spring/Summer 21
- Share all learning and best practice relating to DHR's
- Update and share DA policies in line with new Legislation being introduced in Spring 21

- Increase awareness of [Serious Organised Crime](#) (i.e. modern day slavery, drug trafficking, high value fraud, child exploitation, counter terrorism) by delivery of a training course to members during 21/22
- Increase awareness of [Fire Safety for businesses and organisations – continue to utilise contacts with the Council Economic Development team](#)
- [CMPP](#)

- Deliver a scam awareness Campaign, Spring/Summer 21
- Delivery of a [Partnership Intelligence](#) awareness raising workshop for SH partners in October- Dec 2021
- Ensure effective information sharing and joint problem solving to increase the safety and well-being of SH communities through the CHaRMM , SOC-JAG etc. by embedding ECINS

- To undertake a community consultation exercise to enable a review of the SHP TOR, with a view to extend the scope to include H&WB during the financial year 21/22.
- Increase annual meetings to 4 of which one will be dedicated to forward planning of the SHP – Feb 22
- To share good practice and relevant policies relating to the Covid-19 recovery

Contributing to the local Economy and Wellbeing of the local population

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**COUNCIL FINANCES AS AT THE 31<sup>ST</sup> DECEMBER 2020**

**SUMMARY**

**To provide the Performance and Finance Scrutiny Committee with a high-level view as to the Financial Performance for the 3rd Quarter of 2020/21.**

<b>PORTFOLIO</b>	Finance
<b>WARDS AFFECTED</b>	All

**RECOMMENDATION**

**The Performance and Finance Scrutiny Committee is advised to NOTE the report.**

**1. KEY ISSUES**

- 1.1 This is the third quarter monitoring report against the 2020/21 approved budget, which provides an update on the Revenue, Treasury and Capital budget position as at the 31<sup>st</sup> December 2020.
- 1.2 As we are three quarters of the way a through a very challenging year. At this stage it remains difficult to draw an outturn conclusion due to the ever-changing landscape caused by the current COVID pandemic. However, we continue to forecast an overspend at year-end 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 Appendix A. Corporately, it is forecast that we will be approximately £1,100k overspent at the end of the financial year. This is a decrease of £300k compared to the forecast reported to this Committee in November 2020, which was based on income and expenditure to 30 September 2020. The position is summarised in the table below:

<b>Service</b>	<b>Budget £'000</b>	<b>Forecast Outturn £'000</b>	<b>Variance £'000</b>
Finance	1,880	2,175	<b>295 adverse</b>
Transformation	3,997	3,697	<b>300 favourable</b>
Corporate	1,772	1,687	<b>85 favourable</b>
Business	654	1,094	<b>440 adverse</b>
Regulatory	2,327	1,510	<b>817 favourable</b>
Legal & Property	-1,620	-1,620	<b>On budget</b>
Investment & Development	-611	1,189	<b>1,800 adverse</b>
Community	4,496	4,247	<b>249 favourable</b>
<b>TOTAL</b>	<b>12,895</b>	<b>13,979</b>	<b>1,084 adverse</b>

## **Capital Budget**

- 2.2 At the end of the third quarter, £16.9m had been spent against the capital programme with a further £0.7m committed against a total budget of £34.2m. A breakdown of the larger items of expenditure are: £0.75m relating to Surrey Heath's contribution to the work upgrading the Meadows roundabout, £2.4m on the public realm project and £11.8m on the building of the new leisure centre. All expenditure has been contained within the overall funding agreed for the 2020/21 Capital Programme in February 2020, supplemented by additional COVID Grant to offset the costs of delay in completing various schemes.

## **Treasury Investments**

- 2.3 The Council currently has £11.746m in cash investments and £170.0m in borrowings. Based on the advice of our Treasury advisers, on 31<sup>st</sup> December 2020 £53.0m of these debts were made up of longer-term loans from the Public Works Loans Board with the remainder being shorter-term loans from the other local authorities. Committee should note that in February 2021 the Council moved £25.0m of short-term loans to a longer dated fixed loan of forty years with Phoenix Life Limited. This re-financing will be reflected in the Treasury Outturn report that will be produced after the end of the financial year on 31<sup>st</sup> March 2021.

## **3. Debtors**

### ***Sundry Debts***

- 3.1 Sundry debts include all debts owed to the Council except those relating to Housing Benefits. On the 31<sup>st</sup> of December 2020 these amounted to £2,579,328 compared with £3,730,485 at the end of Quarter 2. Much of the decrease of £1,151,157 relates to lower value invoices being raised for the recharge of the Joint Waste Service to the other partner authorities and quicker settlement of outstanding debts by those same authorities.

## **4. Housing Benefit Debts**

- 4.1 These debts arise when an overpayment in housing benefit has been made and thus must be recovered. On the 31<sup>st</sup> of December 2020, the balance was £515k compared with £537k at the end of the September 2020. During the last 3 months £63k was collected and £41k of new debts was raised.

## **5. OFFICER COMMENTS**

- 5.1 The report covers income and expenditure up to the third quarter of the year and is based on performance so far.

## **6. OPTIONS**

- 6.1 The report is for noting.

## **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

10.1 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</b> <b>Chief Accountant</b> <a href="mailto:Adrian.Flynn@surreyheath.gov.uk">Adrian.Flynn@surreyheath.gov.uk</a>
<b>HEAD OF SERVICE</b>	<b>Martin Hone</b> <b>Executive Head of Finance</b> <a href="mailto:Martin.Hone@surreyheath.gov.uk">Martin.Hone@surreyheath.gov.uk</a>

### Summary Information on the Revenue Budget Position on 31st December 2020

The statements below show the outturn position against budget as at the 31<sup>st</sup> December 2020 excluding pensions, redundancy and asset recharges. These have been excluded as they are not in the control of the services themselves.

NB: Only key variances for each service are highlighted below, so these do not sum to the total variance for the service.

#### Summary:

Service	Budget £'000	Forecast Outturn £'000	Variance £'000
Finance	1,880	2,175	<b>295 adverse</b>
Transformation	3,997	3,697	<b>300 favourable</b>
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Investment & Development	-611	1,189	<b>1,800 adverse</b>
Community	4,496	4,247	<b>249 favourable</b>
<b>TOTAL</b>	<b>12,895</b>	<b>13,979</b>	<b>1,084 adverse</b>

#### Finance: Budget £1,880k, Forecast Outturn £2,175k. £295k adverse variance

The majority of Financial Services budgets will be on or close to budget at year end.

Housing Benefit: There is a small overspend of £25k due to additional Covid related work and more demand from local residents.

Court action on the collection of both Council Tax and Business Rates has been reduced due to the impact of Covid 19 and we are projecting a £150k overspend because of reduced legal fee income. There are also additional software and licence costs of £20k that have been incurred to date for the revenues systems.

Accountancy agency costs will be over budget by approximately £100k due to covering the vacant S151 officer post.

#### Transformation: Budget £3,997k, Forecast Outturn £3,697k. £300k favourable variance

Transformation has fortunately escaped the effect of Covid19 much better than other areas. There are a number of both small under and overspends; of more significance are the corporate/post entry training budgets which are both projected to show underspends at year end totalling £65k and the recruitment of the new Chief Executive has contributed to the recruitment budget showing a £20k projected adverse variance at year end.

Telephone spend is projected to be £19k underspent.

There will also be an underspend on Economic Development grants namely the Kevin Cantlon fund of approx £65k and Swift Lane monies that have been carried forward from the previous year.

There are also some savings on salary budgets where some vacant posts are not filled due to reconfiguring of roles within individual services.

**Corporate: Budget £1,772k, Forecast Outturn £1,687k. £85k favourable variance**

The Covid19 pandemic has resulted in a number of events having to be postponed or carried out virtually during the year to date, (e.g., the International Business Festival and the business breakfasts) with a large reduction in expenditure resulting in a £21k favourable variance.

There is a £30k underspend relating to postage and electoral registration printing due to changing the way the canvass is now carried out and fewer forms being posted.

There is also a reduction in member allowances due to an overall reduction in members and a current vacancy.

**Business: Budget £654k, Forecast Outturn £1,094k. £440k adverse variance**

Covid has had a major effect on the services that the business portfolio provides and is projecting a year end adverse variance of £440k.

The pantomime and the theatre catering will be overspent by £149k due to the pantomime being cancelled and there being limited events run to the end of the year which is offset by £37k underspend on the leisure classes and the marketing budget again due to activity being reduced and classes not being run until next financial year.

Car Parks are currently projecting a deficit of £1.55m for the year, due to the car parks being closed and free parking plus the effects of people working from home and not coming into the town centres. The Museum is also badly affected due by the various lockdown's and is projecting a £7k overspend due to a reduction in income.

Parks and Open Spaces including Frimley Lodge and Lightwater Country Parks are projecting an adverse variance in the region of £160k but that is offset in part by £20k reduction in leisure related expenditure including leisure grants paid, due to recalculation of subsidies given, reduced marketing & support and development because of the cancellation of festivals and carnivals and the Surrey Youth Games.

We are expecting to receive approximately £1.4m from the Government's income guarantee scheme to cover some of the lost income during the year.

**Regulatory: Budget £ 2,327k, Forecast Outturn £1,510k. £817k favourable variance**

Covid has had an effect on planning income and it is forecast to be down £100k on the budget for the year, but this is offset by some savings in expenditure elsewhere in the budget. There is a projected £20k overspent on consultants and legal costs dealing with planning appeals. The overall planning variance is £120k.

Land charges has suffered because of the effects of Covid and it is forecast to be £40k over budget at year end mainly due to loss of income throughout the year.

Land drainage is projecting savings of £15k due to contracts being delayed by the pandemic and bad weather.

There are savings around the local plan of £70k due mainly to reduced spend on consultants and there are also savings in the homelessness budgets, through the use of Covid funds received from the government in dealing with rough sleepers etc.

We have also received some unbudgeted housing grant income that will be asked to be carried forward or transferred to a reserve at the end of the financial year for use on various housing projects over the coming years.

We are expecting to receive £157k from the government's income guarantee scheme to cover some of the lost income during the year.

**Legal & Property: Budget £-1,620k, Forecast Outturn £-1,620k. On budget.**

Our rental income on our internally managed properties is forecast to be close to budget, but arrears are rising and we are having to make more individual payment arrangements with tenants or offering rent free periods in exchange for granting of longer leases etc. There is a reduction on premises related expenditure and supplies and services expenditure relating to these internally managed properties which is incorporated into the outturn figure.

**Investment & Development: Budget £ -611k, Forecast Outturn £1,189k. £1,800k adverse variance**

Strategic Property Development & Regeneration are projected to have a year-end underspend of £500k due to limited activity during the first 9 months of the year plus having several staff vacancies.

Town Centre investment: Budgeted income from the Town Centre is £3,789k for 2020/21. Trading in the town centre has been very challenging over the past 9 months. There was a significant drop in footfall due to the lockdowns and the collection of rent has become more challenging from QTR 2 onwards. Collections at the end of the QTR 2 were down to 71% compared to the QTR 1 figure of 97%. In QTR 3 (at the end of September) collection had fallen further to 59%. However, in QTR 4 (at the end of December), the collection rate rose slightly (up to 63%). Overall, the forecast anticipates a shortfall against budgeted income of £1,500k.

One of the main reasons for the overall drop during the year to date is the number of retailers who moved to monthly payments rather than quarterly in advance. However, it should be noted that rent collection in the Town Centre has still outperformed other centres around the Country.

Rent arrears are rising and there is a substantial risk of write-offs due to the number of CVAs and company restructures that may influence the amount of the sums finally passed over to the Council.

**Community: Budget £4,496k, Forecast Outturn £4,247k. £249k favourable variance**

Overall, the year end projection is £249k underspend, but this is made up of several variances both favourable and adverse, the details of which are as follows:

Meals at Home has seen an increased demand for its services since the start of the financial year and is projecting a £54k underspend due to increase income.

There are also savings in food safety of £56k due to the Executive Head acting up as the Interim Chief Executive with no back filling and the award of a Covid grant from Government to cover an Environmental Health Officers costs.

The Pandemic has also had a drastic effect on income on some community services like Community Transport, but these losses have been compensated by savings in not recruiting to vacant posts and lower fuel use which will result in a projected favourable variance of £24k.

Windle Valley Day Centre income has also seen drastic reductions in its income over the year.

Refuse & Recycling are projecting an overspend of £85k due to increases in business rates and contract monitoring costs.

It should be noted that in November 2020 the Council received the sum of £588k in respect of historical garden waste income owed and contractual refunds relating to the Joint waste Service. At Full Council on 24<sup>th</sup> February 2021, it was agreed that these funds should be applied to the 2021/22 General Fund Revenue Budget, and so they are not included in the overall outturn forecast for 2020/21.

We are expecting to receive £58k from the government's income guarantee scheme to cover some of the lost income during the year.

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**FIVE YEAR STRATEGY 2021 – 2026 - UPDATE****Summary**

The Council's Five Year Strategy is being reviewed, and a new Strategy being developed for consultation. This report updates the Performance and Finance Committee on the timescales for the preparation of the new Strategy, – including when reports will come to the Committee for comment – key themes to be included and proposals for public and partner consultation during the summer.

**Portfolio:** Leader

**Wards Affected:** All

**Recommendation**

The Performance and Finance Scrutiny Committee is advised to

- i) Note the timetable for the preparation of the Council's new Five Year Strategy set out in paragraph 2.2, including when reports will come to the Committee for comment;
- ii) Note the proposals for public and partner consultation set out at Annex A, and make any comments or suggestions for the Executive to consider;
- iii) Note the key themes for inclusion in the Strategy set out at paragraphs 1.2, 2.6 and 2.7, and make any comments or suggestions for the Executive to consider.

**1. Background**

- 1.1 The Council's Five Year Strategy sets out its overall priorities for the Borough under key themes, which are then translated into yearly targets and projects set out in the Annual Plan. The current Five Year Strategy 2016-2021 was agreed in August 2016, and then a refreshed version agreed in March 2017.
- 1.2 The emerging Five Year Strategy can be informed by a number of existing policy areas, data sources and emerging legislation. The Council has recently agreed Climate Change, Health and Wellbeing (including Poverty) as priority areas of work. The Town Centre and Villages Working Group ensure a focus on investments and improvements across the Borough. The Council is preparing a new Local Plan to safeguard the environment of the Borough while meeting local Housing need. The impact of Covid-19 on the Borough will be a key driver and data is already available about the socio-economic impact of the pandemic on residents and businesses. The Five Year Strategy will also need to recognise that more of the Council's priorities will need to be delivered in partnership with others including other local authorities, statutory organisations such as the Police, Health, and Housing Associations, local businesses and with local community and voluntary organisations. The Council has a strong track record of collaboration to achieve positive outcomes for residents which can be built on as part of the strategy aspirations.
- 1.3 Workshops also took place in 2020 with the Executive and Corporate Management Team, supported by the Local Government Association (LGA), to start work identifying priorities for the new Five Year Strategy.

## 2. Key Issues

2.1 The proposed timetable for the preparation and agreement of the new Strategy is set out in the table below, including two further reports to this Committee. The timetable takes account of the period of 'Purdah' leading up to the election in May during which time it would not be possible to hold a consultation on a new Strategy.

2.2 Timetable for Five Year Strategy 2021 – 2026:

Timescale	Actions
May 2021	Report to Executive 18 May 2021 with draft strategic narrative / challenges to inform the Five Year Strategy and proposals for public consultation.
May – July 2021	Late May – July Public & Partner consultation
July 2021	<b>Report to Performance &amp; Finance Scrutiny Committee 7 July 2021 to consult them on draft strategic narrative / challenges.</b>
September 2021	<b>Feedback from consultation and final proposed Strategy reported to Performance &amp; Finance Scrutiny 7 September 2021.</b>
September 2021	Feedback from consultation and final proposed Strategy to Executive 21 Sept 2021.
October 2021	Five Year Strategy 2021 – 2026 sent to Full Council for approval 27 October 2021.

2.3 An important part of the preparation of the Five Year Strategy will be consultation with the public and partners to ensure the Strategy reflects the needs and aspirations of those living and working in the Borough. Public and partner consultation.

2.4 The Strategy will take account of previous and current strategies, projects and priorities of the Council, relevant data, – particularly around the likely impact of the Covid-19 pandemic on residents and businesses – and input and feedback from partner organisations and the public. The planned consultation exercise will share a draft 'strategic narrative' showing the journey of the Council, the challenges and opportunities faced and draft key objectives/areas of focus.

2.5 **Annexe A** sets out the proposals for the consultation exercise. The Committee is asked to note these and make any comments or suggestions to the Executive. All Members will have the opportunity to review the contents of the consultation via Group Leaders ahead of the final consultation proposals being reported to the Executive in May 2021.

2.6 Key areas for inclusion in the emerging Five Year Strategy:

- Continuing to support residents and businesses through the Coronavirus pandemic and the response to it and enable economic and social recovery.
- Investing in a thriving Camberley Town Centre, including developing a 'Unique Selling Point'
- Invests across the borough, meeting the needs of residents wherever they live, particularly vulnerable people and those experiencing poverty.
- Working in partnership to deliver more schemes to address local housing needs such as Pembroke House.
- Contributing to residents' health and wellbeing and working with partners on particular issues such as obesity, using the new leisure centre as a key tool.

- Promoting the borough's natural environment and protecting it from inappropriate development. Addressing the Climate Change emergency declared by the Council in October 2019.

2.7 Key aspirations for Surrey Heath Borough Council: to be recognised as a council which:

- Delivers on its promises, on time and to budget.
- Has improved its capacity to engage, inform and consult residents.
- Works closely with our partners, including the voluntary and community sector, NHS, Surrey County Council, the Local Enterprise Partnership (LEP).
- Ensures that our investment and resources are well-managed and that we achieve value for money.
- Has effective project management.
- Participates in discussion about greater collaboration with other Councils and organisations to support the delivery of these priorities.

### **3. Resource Implications**

3.1 The proposals for the public consultation can be carried out within existing budgets due to the mainly 'online' nature of the exercise and the most significant resource needed will be officer time.

3.2 The review of the Council's Medium Term Financial Strategy (MTFS) will be aligned with the preparation of the new Five Year Strategy, with a refreshed MTFS also reported to Council in October 2021 for approval.

### **4. Proposals**

4.1 The Performance and Finance Scrutiny Committee is advised to

- i) Note the timetable for the preparation of the Council's new Five Year Strategy set out in paragraph 2.2, including when reports will come to the Committee for comment;
- ii) Note the proposals for public and partner consultation set out at Annex A, and make any comments or suggestions for the Executive to consider;
- iii) Note the key themes for inclusion in the Strategy set out at paragraphs 1.2, 2.6 and 2.7, and make any recommendations or comments for the Executive to consider.

### **5. Corporate Objectives And Key Priorities**

5.1 The Council's Five Year Strategy is the main vehicle for agreeing Corporate Objectives and Key Priorities.

### **6. Policy Framework**

6.1 The Five Year Strategy is one of the key elements of the Policy Framework of the Council.

### **7. Legal Issues**

7.1 No specific Legal issues arising.

## 8. Governance

- 8.1 The proposed timetable for the preparation and adoption of the new Five Year Strategy includes significant opportunity for scrutiny, public and partner input and transparency of decision making.

## 9. Risk Management

- 9.1 Without a coherent Five Year Strategy in place there is a risk that the Council's work and resources do not achieve the desired outcomes for the Borough, residents and businesses.

## 10. Equalities Impact

- 10.1 An equalities impact assessment will be carried out on the final public consultation arrangements and the final Draft Strategy.

## 11. Human Rights

- 11.1 No specific Human Rights implications arising from this report.

## 12. Environmental Impact

- 12.1 The Strategy is likely to include the Council's commitment to reducing Climate Change.

## 13. Consultation

- 13.1 Public and Partner consultation forms a key part of this report - see Annexe A.

## 14. PR And Marketing

- 14.1 See Consultation above.

<b>Annexes</b>	Annexe A – Proposals for Five Year Strategy Consultation
<b>Background Papers</b>	Surrey Heath Borough Council Five Year Strategy 2016 – 2021, refreshed March 2017.
<b>Author/Contact Details</b>	Sarah Bainbridge – Senior Organisational Development Advisor <a href="mailto:sarah.bainbridge@surreyheath.gov.uk">sarah.bainbridge@surreyheath.gov.uk</a> Kate Noviss – Marketing & Communications Manager <a href="mailto:kate.noviss@surreyheath.gov.uk">kate.noviss@surreyheath.gov.uk</a>
<b>Head of Service</b>	Louise Livingston - Executive Head of Transformation

## Annexe A – Proposals for Five Year Strategy Consultation – Late May – July 2021

- **Purpose** – to share the Council’s ‘strategic narrative’, current challenges and opportunities, draft key priorities and areas of work for the Five Year Strategy (together with background information that informs these) with the public and partners, with a view to the responses being used to update the priorities and areas of work, and inform the outcomes and targets for the Strategy.
- **Content** to share the Council’s ‘strategic narrative’, current challenges and opportunities, draft key priorities and areas of work for the Five Year Strategy and ask a series of questions such as:
  - *Are these the right areas to focus on? Any comments?*
  - *Is anything missing?*
  - *What are the key issues from your local area? / What are the key issues for your organisation?*
  - *Asking people to rank the issues/ areas in terms of importance*
  - *Whether they feel the strategy is full inclusive to all*
- **Format** of consultation (aim for it to be open for 8 weeks for the public)
  - *Open on-line survey for the public which can be shared on Council social media and can be promoted via Members. Will be promoted in Heathscene and on our website as well as issued as a press release for local media and shared via public noticeboards across the Borough. Could consider some additional advertising e.g. radio.*
  - *Specific consultations at relevant partner / public meetings led by Wider Management Team / Corporate Management Team colleagues (e.g. Surrey Heath Partnership, CCG, parishes) – a presentation and/or video to be prepared so any Manager can lead the discussion. Managers and Members to be asked for suggestions of groups which should be included.*
  - *5 or 6 public online events for a group of wards, which the relevant Ward Members can also attend.*
  - *A paper summary of the consultation to be included in the summer HeathScene with signposting either online or to ways a paper copy can be obtained.*
  - *No general face-to-face public consultations (e.g. in shopping centre) would be planned, due to resource implications and social distancing requirements.*
- **Feedback** – results to be shared with the public and partners, together with the final Five Year Strategy and a ‘thank you’ for participating. Regularly sharing how many have responded and how their views have been taken into account could help engage public to respond to future consultations.

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## ISO 9001

### Summary

At a previous meeting of this Committee, the ISO 9001 standard was raised, and officers undertook to review the implementation of this standard in Local Government and report back.

**Portfolio:** Leader and Business & Transformation

**Wards Affected:** All

### Recommendation

The Performance and Finance Scrutiny Committee is advised to:

- i) Note the work of the Building Control team to secure accreditation against the ISO 9001 standard and that a further update will be provided to Committee Members outside this meeting;
- ii) Note other improvement activities underway and/or planned which align to the quality management principles set out in the ISO 9001 standard described in 3.4 and 3.5.
- iii) Note that officers plan to undertake a self-assessment of the Council against the *'Local Government Assessment Tool for Integral Quality Management'* contained in the ISO 18091 Standard and use this to inform the review of Performance Management in 2021/22 (which will be reported to a future meeting of this Committee).

## 1. Background

- 1.1 At a previous meeting of this Committee, the ISO 9001 standard was raised, and officers undertook to review the implementation of this standard in Local Government and report back.

## 2. About the ISO 9001 Standard

- 2.1 ISO (International Organization for Standardization) is an independent, non-governmental organisation with a membership of 165 national standards bodies. ISO 9001 is the international standard which relates to quality management systems ("QMS"). The standard is used by organisations to demonstrate their ability to consistently provide products and services that meet customer and regulatory requirements and to demonstrate continuous improvement.
- 2.2 This International Standard is based on the following quality management principles:
  - customer focus;
  - leadership;
  - engagement of people;
  - process approach;
  - improvement;
  - evidence-based decision making;
  - relationship management.

2.3 The current standard guidelines (ISO 9001:2015) sets out the requirements of a Quality Management System under the headlines below:

<p><b>Context of the organisation</b></p> <ul style="list-style-type: none"> <li>• Understanding the organisation and its context</li> <li>• Understanding the needs and expectations of interested parties</li> <li>• Determining the scope of the quality management system</li> <li>• Quality management system and its processes</li> </ul>
<p><b>Leadership</b></p> <ul style="list-style-type: none"> <li>• Leadership and commitment</li> <li>• Policy</li> <li>• Organisational roles, responsibilities and authorities</li> </ul>
<p><b>Planning</b></p> <ul style="list-style-type: none"> <li>• Actions to address risks and opportunities</li> <li>• Quality objectives and planning to achieve them</li> <li>• Planning of changes</li> </ul>
<p><b>Support</b></p> <ul style="list-style-type: none"> <li>• Resources</li> <li>• Competence</li> <li>• Awareness</li> <li>• Communication</li> <li>• Documented Information</li> </ul>
<p><b>Operation</b></p> <ul style="list-style-type: none"> <li>• Operational planning and control</li> <li>• Requirements for products and services</li> <li>• Design and development of products and services</li> <li>• Control of externally provided processes, products and services</li> <li>• Production and service provision</li> <li>• Release of products and services</li> <li>• Control of nonconforming outputs</li> </ul>
<p><b>Performance evaluation</b></p> <ul style="list-style-type: none"> <li>• Monitoring, measurement, analysis and evaluation</li> <li>• Internal audit</li> <li>• Management Review</li> </ul>
<p><b>Improvement</b></p> <ul style="list-style-type: none"> <li>• General</li> <li>• Nonconformity and corrective action</li> <li>• Continual improvement</li> </ul>

2.4 ISO publish a specific standard: *International Standard ISO 18091 - Quality management systems — Guidelines for the application of ISO 9001 in local government*, which officers have reviewed. This document contains all of the ISO 9001 requirements and explores them in the context of Local Governments.

2.5 The ISO 18091 standard includes a ‘Local Government Assessment Tool for Integral Quality Management’ with four main topics:

- a) institutional development for good government;
- b) sustainable economic development;
- c) inclusive social development;
- d) sustainable environmental development.

The standard recommends that this self-assessment tool is used as a first step for the effective application of the document in local government.

2.6 Officers have also carried out some research into other Local Authorities that are certified under the ISO 9001 standard, by reviewing other Council websites. No examples of Councils being certified across all service were found. The most commonly certified service appeared to be Building Control. A number of the other certifications found (although not all) were Council services with a commercial element, examples including:

- Hartlepool Borough Council School Catering Services
- Hull Borough Council Commercial Cleaning Services
- Torbay Borough Council Print Services
- London Borough of Redbridge Passenger Transport Services
- Coventry City Council Communications Centre providing security solutions

### **3. Key Issues**

3.1 Surrey Heath Borough Council Building Control service is currently going through the accreditation process for ISO 9001 certification. Following an implementation audit with representatives from LABC (Local Authority Building Control), the service is being put forward for accreditation in March. An update on this will be provided to Committee Members outside the meeting.

3.2 The LABC provides significant support for Building Control teams to achieve the standard, including guidance, templates and audits. This is all covered as part of Surrey Heath's membership subscription with LABC.

3.3 The Building Control manager reports that the process of working towards the standard has been a useful and positive one. New secondary legislation relating to the Building Safety Bill will require Building Control services to provide 'proof of competencies' which will be greatly supported by the work to achieve the standard. There will also be new requirements for standard working in to support cross-boundary working alongside the Health & Safety Executive in relation to buildings identified with significant fire risks, following the Grenfell Tower disaster. In addition, the fact that the team has recently reviewed their processes through the implementation of the new 'Uniform' system has made the work towards the standard more straightforward. Finally, the Building Control manager stated that the work towards the standard and the use of the new Uniform system have assisted her team to work more effectively and share information while working remotely during the Covid-19 pandemic.

3.4 Officers are not aware of any other professional body that offers the same support as the LABC. In order for the standard to be achieved in other areas of the Council, internal officers would either need to undergo training on how to implement and internally audit the standard, or the use of consultants would need to be considered. An UKAS (the National Accreditation Body for the United Kingdom) registered company would then need to be procured to carry out the formal audit process needed for certification. An annual assessment audit is also required.

3.5 Aside from the Building Control service, there are a number of projects and targets outlined in the draft Annual Plan for 2021/22 (as reported to this Committee at its meeting on 27 January) that focus on improvement and align with the quality management principles set out in the Standard, including:

- Update of the Council's Five Year Strategy including public and partner engagement and consultation
- Post-Covid Customer Service – review of how we deliver front-facing services
- Improve engagement and consultation with residents on and offline to ensure effective consultation with all residents is achieved.
- Improved project and performance management - implement an improved process, toolkit and system for project and performance management across the organisation including relevant training and support for staff.
- Implement a new workforce plan which is fit for purpose to deliver SHBC's future objectives

Progress on all of these projects will be reported regularly to this Committee.

- 3.6 There are also existing on-going relevant processes, including the internal audit plan (which includes both back office services and front-facing customer services), Corporate risk register/risk management group and regular performance reporting via the Council's Annual Plan. A number of statutory services report performance information to Government bodies for review, e.g. Environmental Health & Planning.
- 3.7 It is suggested, that the additional resource provided by the Council's summer internship programme is used to carry out a self-assessment of the Council's performance against the '*Local Government Assessment Tool for Integral Quality Management*' contained in the ISO 18091 Standard – and recommended as the first step for organisations in using the standard - and use this to inform the review of performance management in 2021/22 (which will be reported to a future meeting of this Committee).
- 3.8 Officers consider that there does not currently exist the corporate capacity to implement ISO 9001 fully across additional services or teams. As officers are not aware of any other professional/ membership body that provides the same support to meet the standard as the LABC, so any new teams undertaking the standard would need significantly more internal resource and would require funding to procure external support/training and a company to carry out the accreditation audit.
- 3.9 Officers recommend that at this time the Council focuses on delivering the improvement priorities set out in its Annual Plan for 2021/22 (including the projects listed in paragraph 3.4) and particularly the activities relating to supporting Covid-19 recovery across the Borough – both social and economic.

#### **4. Resource Implications**

- 4.1 The implementation of the ISO 9001 standard for the Building Control service is covered within existing budgets as part of the Council's membership of the LABC. The implementation of the standard in any further areas would likely require funding for external support/training/audit and significant officer time.

#### **5. Proposals**

- 5.1 The Performance and Finance Scrutiny Committee is advised to:
- a) Note the work of the Building Control team to secure accreditation against the ISO 9001 standard and that a further update will be provided to Committee Members outside this meeting;

- b) Note other improvement activities underway and/or planned which align to the quality management principles set out in the ISO 9001 standard described in 3.4 and 3.5.
- c) Note that officers plan to undertake a self-assessment of the Council against the *'Local Government Assessment Tool for Integral Quality Management'* contained in the ISO 18091 Standard and use this to inform the review of performance management in 2021/22 (which will be reported to a future meeting of this Committee).

## 6. Supporting Information

- 6.1 International Standard ISO 18091 - Quality management systems — Guidelines for the application of ISO 9001 in local government.

## 7. Corporate Objectives And Key Priorities

- 7.1 This report makes reference to key projects identified in the Council's Annual Plan 2021/22.

<b>Annexes</b>	None.
<b>Background Papers</b>	International Standard ISO 18091 - Quality management systems — Guidelines for the application of ISO 9001 in local government
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**PERFORMANCE AND FINANCE SCRUTINY PROPOSED WORK PROGRAMME  
2021/22**

**Summary**

**To consider the Performance and Finance Scrutiny Committee’s draft work programme for the 2021/22 Municipal Year**

**Portfolio:** N/A

**Wards Affected:** N/A

**Recommendation**

The Committee is requested to consider the work programme for the coming municipal year and make suggestions as to any other matters they would like to add.

**1 Background**

- 1.1 The Performance and Finance Scrutiny Committee will be reappointed by the Council at its Annual Meeting on 19<sup>th</sup> May 2021.
- 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.
- 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.      Note the work programme attached as Annex A
- ii.     Make suggestions as to any other matters they would like to add to the work programme.

Background Papers:      None

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**Performance and Finance Scrutiny Committee**  
**Proposed Work Programme 2021/22**

**7<sup>th</sup> July 2021**

1. Annual Performance Report
2. End of Year Finance Report
3. Annual Property Portfolio Performance
4. Property Investment Task and Finish Group Final Report
5. Executive Portfolio Updates
6. Committee Work Programme

**8<sup>th</sup> September 2021**

1. Annual Complaints Report
2. Annual Report on Treasury Management
3. Executive Portfolio Updates
4. Committee Work Programme

**10<sup>th</sup> November 2021**

1. Economic Strategy Update
2. Half Year Treasury Management Report
3. Half Year Finance Report
4. Surrey Heath Local Plan Authority Monitoring Report
5. Half Year Performance Report
6. Executive Portfolio Updates
7. Committee Work Programme

**12<sup>th</sup> January 2022**

1. Corporate Risk Register
2. Air Quality Annual Review
3. Draft Annual Plan
4. Property Portfolio Half Yearly Update
7. Executive Portfolio Updates
5. Committee Work Programme

**9<sup>th</sup> March 2022**

1. 3<sup>rd</sup> Quarter Finance Report
2. Executive Portfolio Updates
3. Committee Work Programme

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