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Monday, 1 November 2021

To: The Members of the **Performance and Finance Scrutiny Committee**
(Councillors: Sashi Mylvaganam (Chairman), Valerie White (Vice Chairman),
Graham Alleway, Cliff Betton, Vivienne Chapman, Sarah Jane Croke, Paul Deach,
Sharon Galliford, Edward Hawkins, Darryl Ratiram, Morgan Rise, Graham Tapper and
Victoria Wheeler)

**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 Dan Adams, Peter Barnett, Rodney Bates, Tim FitzGerald,
Josephine Hawkins, David Lewis, Pat Tedder and Kristian Wrenn

Dear Councillor,

A meeting of the **Performance and Finance Scrutiny Committee** will be held at Council Chamber, Surrey Heath House, Knoll Road, Camberley, GU15 3HD on **Wednesday, 10 November 2021 at 7.00 pm**. The agenda will be set out as below.

Please note that this meeting will be recorded.

Yours sincerely

Damian Roberts

Chief Executive

AGENDA

	Pages
1 Apologies for Absence	
2 Minutes of Previous Meeting	3 - 8
To receive, and confirm as being a correct record, the minutes of the meeting of the Performance and Finance Scrutiny Committee held on 8 th September 2021.	
3 Declarations of Interest	

Members are invited to declare any interests they may have with respect

to matters which are to be considered at the meeting. Members who consider that they may have an interest are invited to consult the Monitoring Officer or Democratic Services Officer prior to the meeting.

- | | | |
|-----------|--|------------------|
| 4 | Six Month Performance Report | 9 - 52 |
| | To receive an update on the progress made to date against the targets in the Council's annual plan for the 2021/22 municipal year. | |
| 5 | Treasury Management Update | 53 - 66 |
| | To receive the Treasury Management report for the 2020-21 financial year and the half yearly treasury management update for the 2021-22 financial year. | |
| 6 | Half Year Budget Monitoring Report | To follow |
| | To receive a report providing an update on the financial position of the Council at the mid point of the 2021/22 financial year. | |
| 7 | Portfolio Update: Finance | To follow |
| | To receive an update on key areas of work within the Finance Executive Portfolio over the last twelve months. | |
| 8 | Portfolio Update: Business and Transformation | 67 - 80 |
| | To receive an update on key areas of work within the Business and Transformation Executive Portfolio over the last twelve months. | |
| 9 | Public Realm Task and Finish Group Update | |
| | To receive a verbal update on the progress of the Task and Finish Group's review of the public realm work in Camberley town centre. | |
| 10 | Work Programme | 81 - 84 |
| | To consider the Performance and Finance Scrutiny Committee's work programme for the remainder of the municipal year. | |
| 11 | Date of Next Meeting | |
| | The next scheduled meeting of the Performance and Finance Scrutiny Committee is scheduled to take place on Wednesday 12 th January 2022 at 7pm. | |

Minutes of a Meeting of the Performance and Finance Scrutiny Committee held at Council Chamber, Surrey Heath House, Knoll Road, Camberley, GU15 3HD on 8 September 2021

+ Cllr Sashi Mylvaganam (Chairman)
 + Cllr Valerie White (Vice Chairman)

+ Cllr Graham Alleway	+ Cllr Edward Hawkins
+ Cllr Cliff Betton	+ Cllr Darryl Ratiram
+ Cllr Vivienne Chapman	+ Cllr Morgan Rise
+ Cllr Sarah Jane Croke	+ Cllr Graham Tapper
+ Cllr Paul Deach	+ Cllr Victoria Wheeler
+ Cllr Sharon Galliford	

+ Present

- Apologies for absence presented

Members in Attendance: Cllr Rodney Bates, Cllr David Mansfield, Cllr Alan McClafferty, Cllr Adrian Page and Cllr Robin Perry

Officers Present: Sarah Bainbridge, Senior Organisational Development Advisor
 Gavin Chinniah, Head of Planning
 Adrian Flynn, Chief Accountant
 Louise Livingston, Executive Head: Transformation
 Kate Noviss, Marketing & Communications Manager
 Richard Payne, Executive Head: Corporate
 Gavin Ramtohal, Head of Legal
 Damian Roberts, Chief Executive

10/PF Minutes

RESOLVED that the minutes of the meeting of the Performance and Finance Scrutiny Committee held on 7th July 2021 be approved as a correct record and signed by the Chairman.

11/PF Five year Strategy Update

The Committee received a report providing an update on the work to develop a new Five Year Strategy for Surrey Heath Borough Council.

The Committee was informed that the Strategy's development had been guided by a cross party task and finish group which had, to date, met five times and agreed that the strategy would be focused around the following four overarching priorities:

- Environment
- Health and Quality of Life
- Economy
- Effective and Responsive Council

Following early engagement with key partners, an extensive public consultation programme had been launched in July to gather the views and opinions of residents, visitors businesses and partner groups and organisations on the aspects of the Borough that they loved and valued, what they thought needed to be improved and the issues that they considered to be important factors for the future of the Borough.

The consultation had taken place across a number of different channels including general and targeted promotion on a range of social media platforms, articles in Heathscene, promotion of the survey through the Surrey Heath Youth Council, Meals at Home, residents' associations and neighbourhood watch schemes and the Borough Boards. Officers had also attended public events across the Borough. By the end of the consultation period, on 27th August 2021, a total of 703 full surveys had been completed and a significant amount of feedback had been received via social media and more detailed conversations at focus groups and feedback from local groups.

It was noted that work to analyse all the feedback received was still underway, and emerging headlines had been included in the report. It was reported that the aspects of Surrey Heath that respondents valued had included its green and open spaces and the rural feel of the borough, transport links, local facilities and amenities and the local community. Respondents also felt that Surrey Heath was a safe area. Areas which were considered to need improving had included: roads and traffic levels, public transport, facilities and services, levels of development, town and village centres and shopping facilities.

The draft strategy had been written to reflect not only feedback from members, partners and the public but also those priorities previously agreed by the Council including alleviating poverty and climate change. Efforts had also been made to link targets in the draft Strategy with existing policies and work with key partners and delineate between those aspirations which the Council could facilitate or deliver and those aspirations where the Council could act as a community leader seeking change through lobbying on behalf of residents.

Arising from the subsequent discussion of the draft Strategy the following points were noted for each of the agreed priorities:

Priority: Environment

- Consideration needed to be given to tackling air inequality and pollution across the Borough and not simply focusing on air quality.
- A balance needed to be struck between preserving the green nature of the Borough and ensuring that people's quality of life was not unduly impacted by policies restricting the removal of trees.

Priority: Health and Quality of Life

- Reference needed to be included to both the Clinical Commissioning Groups which covered Surrey Heath.
- Support for older and vulnerable residents needed to be incorporated into the Strategy.
- Housing must be fit for habitation and partners should be held to account where problems arose.
- Affordable housing encompassed more than Registered Social Landlords and reference should be made to the actions that the Council would take to work with developers to deliver affordable housing through the Local Plan and planning process.
- Consideration should be given to the possibility of the Council developing its own affordable housing stock.
- Specifics over the types of affordable housing needed to be given.
- The action "Improve transport accessibility for villages" needed to be clarified.

Priority: Economy

- Our communities were more diverse than just 'towns and villages' and plans to invest in town and village communities should reflect this.
- The section needed to be expanded to take into account both the green economy and how the local economy worked for residents.
- Consideration should be given to how the Council might utilise the green economy in a post pandemic world.
- Reference needed to be made to the number of people who travelled into and out of the Borough each day for work and the impacts that these movements had on all aspects of life including the economy, health and the environment.

The Committee expressed disappointment that the substantive comments provided by many residents in response to the consultation appeared not to have been taken into account in the Strategy's development. It was stressed that the substantive comments were still being analysed and categorised and would be shared with the Task and Finish Group once this work was completed. Details of the substantive responses would also be included in the report that would be taken to the Executive in October.

It was considered that a number of the proposed targets needed to be reworded to ensure that they were specific and achievable and it was suggested that the Task and Finish Group review these. Target implementation years for the priorities would be included in the final strategy.

The Committee was informed that the feedback provided would be combined with any feedback received from the Surrey Heath Partnership at their meeting on the 22nd September 2021 and taken to the Task and Finish Group for discussion on the 29th September 2021. The final draft would be presented to the Executive in October before it was taken to Full Council for adoption.

The Committee commended the officers involved in developing and delivering the comprehensive consultation.

12/PF Complaints Monitoring Report 2020/21

The Committee received a report summarising the outcome of complaints received by the Council at either Stage 2 or Stage 3 of the Council's Corporate Complaints Policy.

During the 2020/21 municipal year, 28 formal complaints had been dealt with at either stage 2 or stage 3 of the Corporate Complaints Procedure (compared to 17 in 2019/20). Of these, 21 had been found to be not justified, four were found to be partly justified and three had been found to be justified. From the seven complaints that were considered to be justified or part justified five related to operational matters and a failure to respond to the resident concerned in a timely manner.

During 2020/21 the Local Government Ombudsman investigated seven complaints relating to Surrey Heath Borough Council of these one was not upheld, three were referred back to the Council for local resolution and three were closed after initial enquiries. The Local Government Ombudsman made no recommendations to the Council in relation to any of the complaints it had investigated.

It was recognised that whilst Covid-19 had impacted on the Council's resources, it was accepted that this should not be a reason for delivering a poor customer experience to residents. The Council's Management Team had committed to a fundamental review and

refocus of customer service including the implementation of revised service standards as well as staff training and development.

In recognition of the fact that planning matters constituted a significant proportion of the complaints received, the Planning Advisory Service had been engaged to holistically review the Council's planning processes with a focus on improving the service that people received. The review would start at the end of October. It was agreed that the Committee would receive an update on the findings of the review.

The Committee noted the report.

13/PF Executive Portfolio Update: Planning and People

The Committee received a report summarising the Council's work during the first six months of the 2021/22 municipal year which were encompassed within the Planning and People Executive Portfolio; a portfolio which covered a number of areas including planning policy and conservation, planning enforcement, development management, building control, drainage and land charges.

It was reported that at the current time, work to develop a new Local Plan was focused on identifying sufficient suitable land to meet both the Government's identified housing need and the five year land supply targets for the Borough and the requirement for additional Gypsy and Traveller sites; the constrained nature of the Borough's landscape with its proximity to amongst other things Sites of Special Scientific Interest, Green Belt and areas of flooding and the lack of Suitable Alternative Green Spaces (SANGs) to mitigate homes developed in the west of the Borough made this particularly challenging.

The Committee was informed that the latest Gypsy and Traveller Accommodation Assessment (2020) showed a significant need for Gypsy and Traveller pitches in the Borough and it was stressed that without a viable Gypsy and Traveller Policy the Local Plan would be found to be unsound at the examination stage. This would in turn leave the Borough vulnerable to unsuitable and unsustainable developments.

The Council's target of 35% of new housing provided in developments of more than 10 units to be affordable had been missed for a number of years. A fact that was attributed to a combination of developers stating that the provision of a high volume of affordable housing made developments unviable and negotiating a reduction in the number of affordable units to be provided and many developments being completed through the Prior Approvals process which did not place a requirement on developers to deliver a proportion of affordable homes.

Developers seeking to reduce the levels of affordable housing in a development were required to provide a viability assessment which was independently checked before any agreements were reached. However the Council was bound by the requirements of the National Planning Policy Framework when assessing requests for a reduction. It was noted that the situation with regard to affordable housing was expected to be exacerbated by the introduction of the Government's First Homes Scheme which would require the first 25% of any new development to be classified as a First Home and offered for sale at a reduced rate.

There had been a significant increase in the numbers of planning applications from homeowners seeking to build extensions submitted for consideration. Consequently, it had proved a challenge for officers to always determine applications within the statutory timescales of with 64% of minor development applications being determined within the 8 week statutory timeframe and 67% of major development applications being determined

with in the 13 week timeframe during the first quarter of 2020/21. It was noted that the threshold for Government intervention in respect of determining planning applications was 50%. To alleviate pressure on the Development Management Team and speed up the determination of planning applications two additional planning officers, who would focus primarily on reducing the backlog of applications and lead on the delivery of major cases, had been appointed on a temporary basis until March 2022.

The Committee noted that over the winter of 2020/21, the flood defences and attention measures put in place by the Council had performed as intended and consequently no reports of flooding had been received that could be attributed to fall within the Council's responsibility. It was clarified that work on Frimley Fuel Allotments had not been completed because, at the current time, it was not considered to be a problem area and consequently resources had been diverted to other areas of the Borough where need was greater.

The Committee commended the achievements of the Council Drainage Section which had very limited resources and questioned the resilience of the service in view of the fact the drainage service was delivered by a single officer.

The Committee noted the update.

14/PF Review of Public Realm Works

The Group received a report setting out the proposed remit of the Task and Finish Group that had been convened to examine the over spend on public realm works in Camberley town centre.

The Group was informed that the Monitoring Officer would be conducting a review of of the circumstances leading to the increased costs of the Public Realm project and this would form part of the Task and Finish Group's final report.

It was requested that any comments on the Task and Finish Group's remit be forwarded to Councillor Mylvaganam in the first instance.

15/PF Work Programme

The Committee received a report setting out the work programme for the Performance and Finance Scrutiny committee for the remainder of the 2021/22 municipal year.

It was agreed that the following item would be added to the work programme:

- Review of Planning Processes

The Committee noted the report.

Chairman

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Mid-Year Performance Report – 2021/22

Summary

This Mid-Year Performance Report summarises the performance of the Council in the first six months of 2021/22 against the corporate objectives, priorities and success measures set out in the Annual Plan.

Portfolio: Leader

Wards Affected: All

Recommendation

The Performance & Finance Scrutiny Committee is requested to NOTE the attached mid-year performance report and make any observations to the Executive.

1. Key Issues

- 1.1 The Annual Plan 2021/22 was agreed by the Executive on 16 March 2020, and set out the key targets, projects and success measures for the year.
- 1.2 The attached report at Annex A summarises the Council's performance and achievements against these targets in the first six months of 2021/22.
- 1.3 Progress against this plan is monitored regularly and reported on a quarterly basis to the Corporate Management Team.
- 1.4 This report will be considered by the Executive at its meeting on 7 December 2021 and the Committee is asked to consider any observations it wishes to make on this report.
- 1.5 The Council adopted its new Five Year Strategy 2022-27 on 27 October 2021, which sets clear objectives and targets under four key themes of **Environment, Health & Quality of Life, Economy and Effective and Responsive Council** – together with targets to influence or lobby on matters that are important to Surrey Heath's residents and borough, but fall outside the control or powers of Surrey Heath Borough Council.
- 1.6 The Annual Plan for 2022/23 will reflect the new Five Year Strategy and ensure the delivery of the objectives within it. A draft plan will be reported to this Committee in January.

2. Resource Implications

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

3. Proposals

- 3.1 The Performance & Finance Scrutiny Committee requested to note the attached mid-year performance report and make any observations to the Executive.

4. Supporting Information

- 4.1 Please see the attached report at Annex A.

5. Corporate Objectives And Key Priorities

- 5.1 This report details progress against the Council's Corporate Objectives and Key Priorities.

6. Policy Framework

- 6.1 The Annual Plan supports the delivery of the Council's Five Year Strategy; a key element of the Council's Policy Framework.

7. Legal Issues

- 7.1 There are no specific legal issues arising from this report.

8. Governance

- 8.1 Regular monitoring and review of progress against key projects and targets is a key element of corporate governance.

9. Risk Management

- 9.1 Risks are considered on a project by project basis.

10. Equalities Impact

- 10.1 Equalities impact are considered on a project by project basis. A key target in the Annual Plan is focusing on addressing poverty within the Borough.

11. Human Rights

- 11.1 There are no specific human rights implications in this report.

12. Environmental Impact

- 12.1 Environmental impacts are considered on a project by project basis. A key target in the Annual Plan is focusing on addressing Climate Change within the Borough and the Council's operations.

13. Consultation

- 13.1 This report provides an update on the successful consultation to inform the new Five Year Strategy, and how the Council is continuing to develop its approach with other consultations and ensure it is a 'listening' Council.

14. PR And Marketing

- 14.1 There are regular communications across numerous channels on many of the projects and targets included in the plan, including any impact of Covid on services.

Annexes	Annex A – Mid-Year Performance Report – 2020/21
Background Papers	Annual Plan 2021/22
Author/Contact Details	Sarah Bainbridge, Organisational Development Manager sarah.bainbridge@surreyheath.gov.uk
Head of Service	Louise Livingston, Head of HR, Performance & Communications louise.livingston@surreyheath.gov.uk

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Key Projects – Strategic / Cross-Cutting

REF	TARGET / PROJECT	MILESTONES/TARGET	RESPONSIBLE OFFICER	Q2 UPDATE
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">SHBC1 Page 13</p>	<p>Climate Change</p> <p>Surrey Heath Borough Council declared a Climate Change emergency in October 2019; agreed a target of making Surrey Heath Borough Council and its contractors carbon neutral by 2030, or earlier if possible, taking into account both production and consumption emissions; and set up a Working Group to deliver these aspirations. In 2020/21 the Council published details of its baseline carbon emissions, both as an organisation and the wider Borough, and produced a Climate Change Action Plan.</p>	<p>By 31st March 2022 to have implemented the following targets to the milestones set in the action plan</p> <ul style="list-style-type: none"> Progress delivery of the Surrey Heath Climate Change Action Plan, including implementation of key actions to include facilitating climate change awareness training, and increasing and diversifying communications and engagement on climate change, developing an energy strategy and investigating delivery of electric vehicle charging points. Update the Council's organisational carbon emissions baseline. Develop a framework to monitor delivery of the Action Plan. 	<p>Head of Planning</p>	<ul style="list-style-type: none"> Looking forward to the net zero target in 2030, a pathway of combined measures is in development to reduce the Council's direct operations and transport emissions towards net zero. This will rely on investment, the availability of grant funding and the pace of progress in low carbon technology. The Council will seek to reduce carbon emissions as much as possible, however, where it is not possible to reduce emissions completely, options to offset to achieve the 2030 target will be considered. Delivery of SH Climate Change Action Plan - Delivery is on track to meet the Annual Plan targets. Projects are underway under the themes of Energy, Transport, Environment, Behavioural change, Operations and Monitoring. This includes Big Green Week (September 2021), Solar Together Project (ongoing), Queen's Green Canopy tree planting project (Planting phase 1 until April 22, phase 2 October-December 22), and Climate Change Champions Network with SHBC staff (starting November 2021). These projects involve collaboration, with external contractors, the local community, Surrey's Districts and Boroughs and Surrey County Council.

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REF	TARGET / PROJECT	MILESTONES/TARGET	RESPONSIBLE OFFICER	Q2 UPDATE
Page 14				<ul style="list-style-type: none"> <li data-bbox="1503 256 2181 432">■ Climate Change Awareness training - E-Learning Climate Change Course now available. Officers to become trainers in carbon literacy, and should be able to deliver carbon literacy training for SHBC staff from April 2022. <li data-bbox="1503 456 2181 871">■ Developing an Energy Strategy – Consumption data collected to enable ranking of Council buildings. Consumption data is from 2019/20 and 2020/21 and includes half hourly electricity use and gas use for all SHBC owned buildings where responsible for the bills. This data, along with high level feasibility assessments conducted for low carbon heating options in Surrey Heath House and Camberley Theatre will be used to develop the draft Energy Strategy and options for decarbonisation (First draft: March 2022). <li data-bbox="1503 895 2181 1238">■ Increasing communications and engagement for Climate Change – The Great Big Green Week took place 18th – 26th September and was supported by daily posts by Communications Team and a family event in Lightwater with Greenspaces Team. The Sustainable Surrey Heath Webpages have all been updated. Continuing to deliver support for the Sustainable Warmth Fund as next phase of funding is released. <li data-bbox="1503 1262 2181 1337">■ Investigating delivery of electric vehicle charging points – An ‘electric vehicle and

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REF	TARGET / PROJECT	MILESTONES/TARGET	RESPONSIBLE OFFICER	Q2 UPDATE
Page 15				<p>charging' public survey received 560 responses and will guide development of costed options for charging points for specific car-park locations. Continuing to work with Surrey County Council regarding on-street electric vehicle charge points. Limited local infrastructure viewed as highest barrier to EV ownership in survey. Costed options being prepared for consideration by the end of the financial year for installing charging points across SHBC car park network.</p> <ul style="list-style-type: none"> ■ Carbon Emissions baseline – Update of the SHBC carbon baseline to 2019/20 is on track. Data collection has taken place to allow definition of Scope 1 and Scope 2 emissions. This will engage a common methodology with Surrey's Districts and Boroughs. ■ Framework to monitor delivery of the Action Plan – This will involve for each of the Climate Change Actions: <ul style="list-style-type: none"> ○ Definition of Emission Scope (1,2 or 3) ○ Milestones ○ Target Dates ○ RAG status ○ Officer Lead/Head of Service for each action <p>Will be presented to the Performance & Finance Scrutiny Committee in January 2022.</p>

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REF	TARGET / PROJECT	MILESTONES/TARGET	RESPONSIBLE OFFICER	Q2 UPDATE
				<ul style="list-style-type: none"> Resource in place and Action Plan monitored at Climate Change Working Group – Next Climate Change Working Group to take place early November. Update of the Climate Change Action Plan to be reported to the Performance & Finance Scrutiny committee in January 2022.
SHBC2	<p>Poverty</p> <p>Work with partners to support those living in poverty in the Community.</p> <p>Following a Poverty Consultation Event with public and voluntary sector partners in December 2020 an Action Plan has been agreed with a focus on:</p> <ul style="list-style-type: none"> Signposting people to practical help and ensuring the gateway to support is clear Communication plan to encourage people to seek assistance Response to Covid impact and food poverty 	<p>Action plan for the year sets clear milestones and targets.</p> <p>Hold Poverty Summit with all Councillors to share best practice and learning from the Poverty Working Group by the end of May 2021.</p> <p>Hold another Poverty Consultation Event with partners, voluntary and community groups in 9 months (September 2021) to review progress.</p>	Head of HR, Communications, and Performance	<ul style="list-style-type: none"> Poverty Summit with Councillors took place on the 31st March 2021. The Frimley/Frimley Green, Deepcut and Mytchett Community Group formed in June 21, with Cllr Sarah Jane Croke as its Chairman, and Cllr Helen Whitcroft as its Vice Chair. Work will soon start to engage with the Chobham and Windlesham Councillors to enable support where it is most needed in these Wards. Poverty Consultation Event with partners, voluntary and community groups – Set for 24th November 2021.
SHBC3	<p>Camberley Town Centre Regeneration</p> <p>1. Review of the Camberley Town Centre regeneration programme, in light of progress to date and the impact of the pandemic, including:</p>	<p>a) Draft October 2021</p> <p>b) May 2021</p> <p>c) April 2022</p> <p>d) May 2021</p>	Head of Investment & Development	<ul style="list-style-type: none"> a. Procurement for a town centre strategy consultant underway. Completion targeted by end of 2021. b. Town centre strategy consultant appointed and workstream underway.

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REF	TARGET / PROJECT	MILESTONES/TARGET	RESPONSIBLE OFFICER	Q2 UPDATE
Page 17	<ul style="list-style-type: none"> a. In the context of the economic impact of Covid, develop a refreshed strategy for the Town Centre to encompass the London Road Block development b. Utilise the recently completed public realm improvements to the high street delivers a positive contribution to business confidence and footfall (post lock-down/social distancing) and inform future improvement projects c. Complete the public realm works at Arnold Walk and part of Pembroke Broadway to create a more welcoming entrance to the Town Centre from the Train Station. d. As the country comes out of lockdown develop a communications campaign that strongly promotes the 'Unique Selling Points' of Camberley Town Centre e. Review of 'Big Spaces' in the Council's town centre i.e. former BHS and House of Fraser and agree proposals for their future use. f. To adopt a more direct approach to managing the success of The Square including on-shoring the JPUT (Jersey property unity trust) putting in place updated governance arrangements, and agreeing a letting strategy to support a more flexible approach to filling vacant shops. 	<ul style="list-style-type: none"> e) October 2021 f) July 2021 g) July 2021 h) Summer 2021 		<ul style="list-style-type: none"> ■ c. Progress has been slowed by delayed completion of the Berkeley Homes development, Lumina. These works will be progressed once the development is completed in November. The broader issue of town centre linkages to the station are being addressed through the town centre strategy workstream. ■ d. The Council has delivered and supported a number of events that promote the unique nature of Camberley Town Centre including The Freedom of the Borough Parade, Camberley Comedy Festival, Celebrate Camberley and Camberley Car Show. Further promotion of Camberley Town Centre will form part of the Town Centre Strategy workstream. ■ e. Letting of former BHS agreed. Feasibility report for the development and re-purposing of House of Fraser due for completion in October 2021. ■ f. Dissolution of the JPUT completed, updated governance in place. Strategy being prepared which will include letting. ■ g. Procurement process for Phase II of the refurbishment of The Square Shopping Centre has begun with the development of the tender specification. Project still on target for April 22.

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REF	TARGET / PROJECT	MILESTONES/TARGET	RESPONSIBLE OFFICER	Q2 UPDATE
	<p>g. Secure agreement and commence procurement for Phase II of the refurbishment of The Square Shopping Centre, Camberley</p> <p>h. Works completed on the construction of the new Camberley Leisure Centre with an opening to the public taking place in Summer 2021.</p>			<p>■ h. Leisure centre achieved on schedule and under budget.</p>
<p>SHBC4 Page 18</p>	<p>Five Year Strategy Review and update the Council's Five-Year Strategy setting out our ambitions for our communities, Borough and organisation, including consultation with partners, residents, businesses and staff.</p> <p>Agree new Strategy by October 2021 following public consultation.</p>	<p>Consult with partners and the public on draft Strategy May - July 2021 Agreed by the Council in October 2021</p>	<p>Head of HR, Communications, and Performance</p>	<p>■ Public consultation took place over the summer with excellent engagement from residents. Five year strategy adopted by council in October following significant input from and engagement with all Members.</p>

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REF	TARGET / PROJECT	MILESTONES/TARGET	RESPONSIBLE OFFICER	Q2 UPDATE
<p>SHBC5</p> <p>Page 19</p>	<p>Villages</p> <p>Led by cross-party Villages Working Group – in 2021/22:</p> <ul style="list-style-type: none"> Continue the Villages Working Group to look at opportunities and proposals to support villages across the Borough Consider proposals for making better community use of 63a The High Street in Bagshot and Windle Valley Day Centre. Look at opportunities to use the Council’s community services partnership to improve transport links in villages (including provision of transport linked to the wider community transport strategy) 	<p>Villages working group to review draft recommendations in February 2021</p> <p>Report recommendations and project plans to Executive in May 2021 and implement agreed actions.</p>	<p>Executive Head – Business</p>	<ul style="list-style-type: none"> Villages Transport project - A consultation with residents of the parish areas has been undertaken and meetings held with both Chobham and Windlesham Parish Councils. Potential service delivery options or actions that could be taken by the Council being considered. Potential funding can be explored via SCC but will very likely need subsidy and revenue costs. Villages working group have met once this financial year. An updated proposal is coming to the Working Group for approval on 1st November. 63A High Street project – development proposal options have been shared with Bagshot Society for comments and feedback has been received. This is will come back to the Villages Working Group on 1st November for a final recommendation to council in February 2022. Future opportunities and proposals – in the coming municipal year the Villages Working Group will be looking to identify new opportunities linked to the Council’s new Five year strategy to support and invest in villages across the borough.
<p>SHBC6</p>	<p>Integrated Care Health and Social Care</p> <p>Work in partnership within the integrated health and social care agenda, to ensure that the Borough Council is appropriately represented in discussions at all levels. This</p>	<p>By 30th June 2021</p> <ol style="list-style-type: none"> To identify a group of Senior officers to work on the preventative priorities of both the 		<ol style="list-style-type: none"> <i>To identify a group of Senior officers to work on the preventative priorities</i> <ul style="list-style-type: none"> There are already a number of Executive Heads and Senior managers working on the

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REF	TARGET / PROJECT	MILESTONES/TARGET	RESPONSIBLE OFFICER	Q2 UPDATE
Page 20	<p>includes the Surrey Heath Alliance and Frimley Health Integrated Care System, as well as North West Surrey Alliance and Surrey Heartlands Integrated Care System which covers some of the parish areas of the borough and at which representation will be made via the Community Services partnership with Runnymede Borough Council.</p> <p>Services delivered directly by the Council or as part of the Community Services Partnership have a major role to play in the preventative agenda, particularly addressing Health Inequalities. An area which has been prioritised by both the Surrey Health and Wellbeing Board and the Frimley ICS “Wellbeing” Framework is Obesity (incl healthy diet) and Physical Inactivity.</p>	<p>Surrey Health and Wellbeing Board the Frimley integrated care system and Surrey Heath alliance.</p> <p>2. To map all workstreams and meetings related to the ICS and Alliance Partnerships and agree individual officers to lead of individual workstreams.</p> <p>By 30th September 2021</p> <p>3. Through the Health Alliance, explore opportunities to work together with partners to reduce health inequalities and improve Health & Wellbeing including topics such as Obesity.</p>		<p>preventative priorities and working in partnership with the Frimley ICS and the Surrey Heath alliance. This will need to be reviewed when the Strategic Director of Environment and Community is in post.</p> <p><i>2. To map all workstreams and meetings related to the ICS and Alliance Partnerships</i></p> <ul style="list-style-type: none"> ■ The new Frimley Integrated Care System is due to go live this year. The council has been working with the new Chief Executive of the ICS to develop the governance arrangements and the role of the council within it. For the time being, the Chief Executive has been attending meetings of the Surrey Heath Alliance. SHBC are leading on the ‘All Systems Approach to Obesity’ partnership project. <i>3. Through the Health Alliance, explore opportunities to work together with partners</i> ■ The Council works as a key partner within the development of Social Prescribing in Surrey Heath. Community Services has led on the procurement of software on behalf of the local Primary Care Network, to support the further development of Social Prescribing and to provide enhanced reporting of outcomes, to both demonstrate its value and importance to residents and to the integrated health system. ■ The Whole Systems Approach to Obesity project is progressing well. At Phase 1 & 2

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		<p>with diabetes. Improved reported wellbeing</p> <ul style="list-style-type: none"> - CYP: Improved wellbeing – Improved attention and achievement at school - Frimley ICS staff: Improved reported wellbeing and reduced staff absence - Improving rates of obesity including childhood and maternal obesity (obesity in pregnant women) 		
<p>Page 22 SHBC7</p>	<p>Commercial Property Strategy Review and update the Council’s approach to commercial property in light of the likely economic downturn and announcements on new guidance on borrowing from Government. (Linked to delivery of new Medium Term Financial Strategy – see FIN2)</p>	<p>In line with new Medium Term Finance Strategy (MTFS) – agree at Council in October 2021</p> <p>Strategy will aim to set financial target, that also furthers the aims of the Council.</p>	<p>Interim Strategic Director – Finance and Customer Service</p>	<ul style="list-style-type: none"> ■ Medium Term Finance Strategy to be adopted by Council in December. ■ A report on the amendments to the Public Works Loan Board loan rules and their impact on the Council’s investment strategy has been prepared and considered by the Property Investment Working Group in August 2021.

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SHBC8	<p>Local Plan</p> <p>Continue to develop a new Local Plan to guide development in the Borough and address Housing need. Consult with the public, businesses and partners on the draft local plan.</p>	<p>Consultation on a Draft Plan and Draft Sustainability Appraisal/Strategic Environmental Assessment October – November 2021</p> <p>Aiming to submit Plan to the Secretary of State in October 2022.</p>	<p>Head of Planning/Planning Policy & Conservation Manager</p>	<ul style="list-style-type: none"> ■ Development of the Draft Local Plan is progressing through Local Plan Working Group. Challenges in identifying sufficient land for development have impacted on the time schedule. Consultation on the Draft Local Plan and Sustainability Appraisal is delayed until early 2022. ■ Adoption of plan by December 2023.

Covid-19 Response and Recovery Work

The Council is working with partners to respond one of the biggest pandemics the world has experienced in 100 -years. It is also facing the biggest economic crisis in history. A major incident was declared in Surrey on 19th March 2020 and since then the Council has been actively working with partners and the community to respond to the incident to support the NHS and save lives. It is expected that the Council will remain in this response phase until at least June 2021 and then move to Recovery

Include a review of the impact of the Covid-19 Pandemic on Surrey Heath Borough, including the impact on the town centre, empty retail spaces, housing capacity, car parking standards and a 'unique selling point' for the town centre

The actions in 2021/2022 will include:

1. To work with Surrey Local Resilience Forum (SLRF) partners to respond to the current pandemic in line with priorities agreed by the Strategic Coordinating Group. This includes but not limited to:
 - a. Support the delivery of the Covid 19 vaccination programme.
 - b. Providing welfare support to vulnerable and Clinically Extremely Vulnerable residents required to shield.
 - c. Provide support to businesses required to close due to Covid restrictions.
 - d. To enforce Covid restrictions.

2. By 1st June 2021 to have established an internal Recovery Coordinating Group. The Recovery

1. Covid-19 Response and Recovery Work

- The Council continued to attend meetings of the LRF to coordinate the Council's response to Covid.
 - a) The Council has supported the vaccination programme in a number of ways; including informing through our communications team; promoting messaging and dispelling misinformation in the community through the Covid champion scheme; taking calls through our contact centre and providing free transport for vulnerable people to the vaccination centres. More recently the Council has set up "pop up" vaccination centres in the town centre.
 - b) Preparations were made to support CEV residents requiring to shield but this was not been necessary.
 - c) Guidance was given to businesses through the Covid Marshalls and the Economic Development Team.
 - d) Since 1st April 2021 the Environmental Health team have investigated 125 complaints and investigated two outbreaks. The team also play an active role in face to face contact tracing visits where contacts have not responded to the track and trace team

2. Recovery Co-ordinating Group

- A Recovery Incident Management Team was set up in March and has since been disbanded. Can be reconvened if required.

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Page 25		<p>theme leads will include and not be limited to:</p> <ul style="list-style-type: none"> a. Poverty – work with partners to support those living in poverty in the Community. (SHBC2) b. Parking – review impact of Covid-19 and future needs/strategy (BUS6) c. Theatre – Review impact of Covid and future targets and for the theatre. (BUS7) d. Post-Covid Customer Service (COR2) e. Deliver communications support for Covid Recovery work and vaccination programme (COR7) f. Support all residents and business post Covid with payment of Council Tax, Business Rates and entitlement to Council Tax Support and Housing Benefit. (COR9) g. Post-Covid budget impacts (FIN3) h. Economic Development – supporting post Covid economic recovery in the Borough (TRA1) i. Review of Community Grants & support to Community to support post-Covid Recovery (TRA5) j. Agile and remote working (TRA6) 		
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BUSINESS

REF	TARGET / PROJECT	MILESTONES/TARGETS	RESPONSIBLE OFFICER	Q2 UPDATE
BUS1	New Leisure Centre Opening of new centre – Places Leisure Camberley	New centre to open July 2021.	Executive Head – Business / Recreation & Business Manager	<ul style="list-style-type: none"> ■ Opened on time on 1 July and under-budget by £300k
BUS2	Playground Refurbishment Install new playgrounds within Surrey Heath, following the selection of the design after public consultation and obtaining any necessary planning permission - 2021/22 programme	<p>Refurbish Orchard Way playground, Frimley Road by December 2021 (subject to approval of funding in April – see below)</p> <p>Refurbish London Road Recreation Ground by July 2021.</p> <p>Others to be confirmed subject to approval of Community Infrastructure Levy (review April 2021)</p>	Recreation & Business Manager	<ul style="list-style-type: none"> ■ Old Dean Recreation Ground - Opened July 2020 ■ Watchetts Plan - Work on the new playground started mid-November 2020 and is now complete – Opened January 2021. ■ Loman Road - Work started January 2021 and is now complete – Opened February 2021. ■ Orchard Way Playground – work will start 1st late November and will be complete for December 2021. ■ Chobham Road Playground – Pre-site viewing 6th October and should be completed by December 2021. ■ London Road Recreation Ground - Went out to consultation again as the votes were so close in the first round which caused a delay. The purchase order has now been placed. Waiting on a start date and should be complete for December 2021.

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BUS3	<p>Physical Activity Strategy</p> <p>To agree a Physical Activity Strategy with the goal of creating an environment where all residents, regardless of background or circumstances, can participate in physical activity.</p> <p>Reflect updated Sports England and Active Surrey Strategies expected early 2021.</p>	<p>First Draft of Strategy for consultation with Members and partners / community groups by September 2021.</p> <p>Take to Council for Approval by end of March 2022.</p>	Commercial & Community Development Manager	<ul style="list-style-type: none"> ■ Focus groups completed with underrepresented groups in Summer 2021. ■ Wider public consultation was rescheduled until Council's five-year strategy consultation was completed, and closed on 10 October. ■ Report due to come to Executive in December 2021. On track to approve strategy within timescales.
BUS4	<p>Parking</p> <p>Refresh and review parking strategy for Camberley Town Centre and then the rest of the Borough in light of the impact of Covid-19 and likely change in demand and needs.</p>	<p>Review complete and new financial targets set in time for budget-setting for 2022/23 – October 2021.</p>	Executive Head - Business / Parking Services Manager	<ul style="list-style-type: none"> ■ Parking strategy is being developed and will contribute to the Council's 2022/23 budget.
BUS5	<p>Theatre</p> <p>Review impact of Covid and future targets and for the theatre. Review future theatre strategy, with a clear commitment to continuing to provide a theatre in Camberley, either on its current site or an improved location.</p>	<p>Review complete and new financial targets set in time for budget-setting for 2022/23 – October 2021. Future theatre strategy aim for a project plan by end of March 2022.</p>	Executive Head – Business / Venue Manager – Camberley Theatre	<ul style="list-style-type: none"> ■ A report on the Theatre was submitted to CMT in October. The theatre has utilised technology for a better customer experience in a post-Covid world. It is exploring opportunities for development and expansion such as changing the style of certain events and implementing an improved location for the Theatre site. ■ People attending events at Camberley Theatre increased from 1,965 in Q1 to 4,760 in Q2. ■ Preparations for the Pantomime are taking place.

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COMMUNITY

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REF	TARGET / PROJECT	PROPOSED TARGET 2021/22	RESPONSIBLE OFFICER	Q2 UPDATE
COM1	<p>Community Services Partnership</p> <p>The Executive has agreed to operate a Community Services for older and vulnerable in partnership with Runnymede Borough Council. The targets in 2021/2022 and successive years will be to provide a sustainable service, less reliant on grants, and meeting the needs of increasing numbers of older and vulnerable residents in the Borough.</p>	<p>The proposed targets in 2021/2022 will include:</p> <ol style="list-style-type: none"> 1. By 1st April 2021 to have completed the successful transfer of Surrey Heath Borough Council Community Services staff to Runnymede Borough Council, without any reduction in service. 2. By 1st April 2021 to have set up a Community Services Partnership Board with Political and Senior Officer Membership. 3. The two councils will jointly agree an annual plan for the partnership 4. By 30th March 2022 to have completed the actions to the milestones set by the Community Services Partnership Board. 	Corporate Head of Community Services – Runnymede Borough Council	<ul style="list-style-type: none"> ■ Complete – transfer completed on 1st April and Community Services Partnership Board in place. ■ The first meeting of the Community Services Partnership Board was successfully held in August 2021. A forward plan of meetings has been set from October 2021.
COM3	<p>Air Quality</p> <p>Monitor air quality levels on the A331 (Blackwater Valley Relief Road) following the implementation of the 50 mph</p>	By 31 st March 2022 to have completed the Annual Air Quality Monitoring of the Borough and to have submitted the Annual Air Quality Status report to the council.	Environmental Health & Licensing Manager	<ul style="list-style-type: none"> ■ The monitoring of nitrogen dioxide and dust continues annually and the results remain within the Government air quality objectives for these pollutants. The 2021 status report has been submitted to DEFRA and confirmation of acceptance of the findings is currently awaited.

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	<p>speed limit in 2019. Continue to monitor air quality across the Borough to ensure levels of pollutants continue to be compliant with national standards. Review our Air Quality Strategy.</p>			
<p>Page 29 COM4</p>	<p>Surrey Environment Partnership (SEP) Deliver in partnership the Surrey Environment Partnership Work Programme for 2021/22 with a view to increasing recycling and minimising waste.</p>	<p>By 31st March 2022 to have completed the actions in the Surrey Environment Partnership Work Programme with the aim of minimising waste; increase recovery, re-use, recycling and composting waste; and reduce fly tipping.</p>	<p>Managing Director – Joint Waste Solutions</p>	<p>■ The SEP programme of work for 2021-22 focuses on the following key objectives:</p> <ol style="list-style-type: none"> 1. Develop and deliver initiatives that support the three priority areas of waste reduction, food waste recycling and reducing contamination of dry mixed recycling. 2. Educating residents and their children to take action to reduce, reuse and recycle quality material, 3. Establishing an intelligence platform to inform decision making, 4. Develop a new joint waste strategy for the county, 5. Support partner authorities to reduce fly-tipping, 6. Keep partners informed and protect and build the reputation of SEP, 7. Manage SEP effectively and respond to crisis/issues rapidly. <p>Recruitment for a new Partnership Director was completed and the new Director in post in October 2021.</p>

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				<ul style="list-style-type: none"> <li data-bbox="1491 248 2190 491">■ The national HGV driver shortage issue caused some disruption to collection services so resources were focused on service operations which has impacted our ability to address our main priority areas. Despite this, work is underway to improve waste collection and recycling at blocks of flats. <li data-bbox="1491 539 2190 751">■ The 'Watch Your Waste' campaign was launched in May to encourage residents to reduce, reuse and recycle more of their waste. A programme of activity to reduce contamination in Surrey Heath saw lorry loads rejected for recycling fall from 5 in January 2021 to 1 in May 2021. <li data-bbox="1491 767 2190 979">■ The Enforcement Group brings all Surrey authorities and key partners like the Environment Agency and Surrey Police together to reduce fly-tipping. SEP has also joined a lobbying effort to the Sentencing Council to consider tougher legal sentences for fly-tipping offenders.
COM5	<p>Joint Waste Solutions:</p> <p>By 31st March 2022 to have continued to work with our waste contractor to provide a high-quality waste service. The actions will include:</p> <ol style="list-style-type: none"> <li data-bbox="248 1278 658 1345">1. Working with our waste contractor to implement the 	<p>Projects in 2021/2022 to include:</p> <ol style="list-style-type: none"> <li data-bbox="703 1062 1227 1161">a. Improved customer journey and complaints handling within the Amey Call centre. <li data-bbox="703 1177 1227 1214">b. Continuous KPI improvements. <li data-bbox="703 1230 1227 1267">c. Improvement in IT <li data-bbox="703 1283 1227 1345">d. Implement the Carbon Trust Amey Fleet Model recommendations and 	<p>Managing Director – Joint Waste Solutions</p>	<ul style="list-style-type: none"> <li data-bbox="1491 1031 2190 1345">■ The Joint Contract Work Programme for 2021/22 was finalised and presented to the Joint Waste Services Committee on 1 July 2021. The objectives of the programme are to: <ol style="list-style-type: none"> <li data-bbox="1547 1174 2190 1211">1. Improve the customer experience. <li data-bbox="1547 1227 2190 1264">2. Improve service efficiency and cost effectiveness. <li data-bbox="1547 1279 2190 1342">3. Deliver operational improvements that enable reductions in waste and increase recycling.

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	<p>contract improvement plan to milestones agreed by the Joint Contract Services Committee.</p> <p>2. To work with the Surrey Environment Partnership and the waste contractor to achieve continuous improvement in waste collection and street cleansing.</p>	<p>replace diesel- and petrol-powered vehicles, plant and equipment with zero/low carbon alternatives (e.g. electric, hybrids, bio fuels).</p> <p>Projects in 2021/2022 to include:</p> <ul style="list-style-type: none"> a. Litter bin review - JWS are currently working with the Surrey Heath GIS team to create a 'waste layer' on the GIS system. Review feedback from Councillors about local requirements. b. Improvements to waste and recycling services at communal developments - Funding available through the Surrey Environment Partnership will cover expanding and improving the food waste collection service, as well as improving Dry Mixed Recycling. c. Assisted collection review - To ensure efficiency in the service and improve service to the residents. d. Rejected load investigation process - Will ensure that all rejected loads are subject to an agreed set of investigative actions and to understand the cause and resolution. 		<ul style="list-style-type: none"> 4. Ensure residents are informed about their collection service. 5. Inspire and encourage residents to reduce, reuse and recycle quality material. 6. Ensure the contract is operating safely and contingency plans are in place. 7. Support the joint contract authorities' carbon reduction plans. 8. Ensure activities are delivered with appropriate governance and oversight. <ul style="list-style-type: none"> ■ Updates on the Amey improvement plan are reported regularly to the Joint Waste Collection Services Committee. Progress has been made on introducing a new IT system, reducing recycling contamination (particularly in Surrey Heath) and limited community engagement events such as litter picks have taken place. ■ Lorry loads rejected for recycling in Surrey Heath fell from 5 in January 2021 to 1 in May 2021. Further work around crew training and improving process reducing contamination currently on hold due to HGV driver shortage shifting priority to operational issues. ■ A 2019/20 baseline for greenhouse gas emissions from waste management has now been established. Amey are looking into trailing low carbon fuel. ■ Mapping of litter bins has been undertaken

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CORPORATE

REF	TARGET / PROJECT	MILESTONES / TARGET DATE	RESPONSIBLE OFFICER	Q2 UPDATE
COR1	<p>Prepare for and Conduct of the Police and Crime Commissioner Election, Surrey County Council Elections and Local By-Elections in May 2021.</p> <p>Manage the Impact of Covid and associated restrictions on the safe running of the election.</p>	6-8 May 2021	Democratic Services Manager	<p>■ Elections delivered successfully and safely.</p>
COR2	<p>Post-Covid Customer Service</p> <p>Review of how we deliver front-facing services and implement recommendations.</p>	<p>Review by September 2021</p> <p>Complete implementation by March 2022</p>	Customer Relations Manager	<p>■ The Contact Centre's opening hours have changed from 8:30am-5:00pm to 9:00am-1:00pm. Data has been collated on the number of visitors and purpose of visit to the Contact Centre. Appointments are encouraged although customers can also be seen face-to-face if needed. At present there is not a business need to change current set up.</p>
COR3	<p>Review of Post-Room Function / cash & credit card kiosk in Surrey Heath House reception – how does the Council handle incoming/outgoing mail and receive cash/cheques.</p>	<p>Review by September 2021</p> <p>Complete implementation by March 2022</p>	Customer Relations Manager	<p>■ New machinery (franking machine/folding machine) have been purchased and are in place in the Post Room due to current machinery's warranty ending. Savings have been made due to new machinery costing less than warranty renewal. Outsourcing of post - due to new working practices within the council offices current analysis shows there is no business case for outsourcing post - but is being kept under review.</p>

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COR4	Review website structure/online customer experience including search facilities and self-service options and implement improvement programme.	December 2021	Communications and Engagement Manager	<p>■ Status: On track - Summary:</p> <ul style="list-style-type: none"> ▪ Audit of structure has taken place and updated navigation is being mapped across to the website, before the December deadline. Work being undertaken in stages to ensure disruption for our users is kept to a minimum. As well as reviewing the structure, part of this process has involved checking information on the website is relevant and up to date. This will reduce the number of pages and documents on the Council's website which will improve the customer experience by ensuring information is relevant and concise. ▪ The search function has been reconfigured to include a wider variety of content. This has made search results more accurate/relevant and will significantly improve the customer experience by helping them find the information they are looking for more quickly and efficiently. This function will continue to be monitored and developed. ▪ Visuals (font, colours, images) of website will be changed to be consistent with other SHBC branded materials. ▪ The Drupal platform that the website uses will need to be upgraded in 2022 as the platform becomes de-supported. ▪ Self Service facility improvements include accessibility improvements to self-service



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				forms, and a new self-serve system in the process of being implemented for Revenues & Benefits.
COR5	Introduce New Corporate Document Templates for all Council literature.	Fully complete by March 2022	Communications and Engagement Manager	<ul style="list-style-type: none"> New designs (in word and powerpoint) have been tested and templates to ensure consistency and compliance with accessibility regulations can now be created following approval. Staff have been briefed for the upcoming changes – templates will be launched as soon as they are ready. Training and guidelines need to be created.
COR6	<p>Improve Engagement and Consultation with Residents on and offline to ensure effective consultation with all residents is achieved.</p> <p>Deliver public consultation to support creation of new Five Year Strategy (see SHBC4)</p>	<p>Agreement a framework for best practice and report progress to Executive by September 2021 and March 2022.</p> <p>Five Year Strategy - Consult with partners and the public on draft Strategy May - July 2021</p>	Communications and Engagement Manager	<ul style="list-style-type: none"> Status: On track - Summary: <ul style="list-style-type: none"> Huge progress made through the 5 year strategy consultation which achieved high levels of engagement and response, and an increase in different engagement channels including digital workshops, Instagram, nextdoor and whatsapp. Training via consultation institute undertaken to inform best practise Lessons learnt from Five Year strategy consultation are informing subsequent consultations and results are being reviewed as each consultation progresses to check results so adaptations can be made. Continuing to ensure SHBC is a 'listening' Council.

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REF	TARGET / PROJECT	MILESTONES / TARGET DATE	RESPONSIBLE OFFICER	Q2 UPDATE
COR7	Deliver Communications Support for Covid Recovery work and vaccination programme in conjunction with LRF and Health Partners.	On-going	Communications and Engagement Manager	 On track – Partner meetings and briefings continue on an informal basis. Attendance to all relevant update meetings and presentations continues. Vaccinations and considerate behaviour toward others continue to be key areas of focus but may change as winter pressures/new waves arise.

FINANCE

REF	TARGET / PROJECT	MILESTONES / TARGET DATE	RESPONSIBLE OFFICER	Q2 UPDATE
FIN1	Treasury Strategy Review and refresh the Council's Treasury strategy to ensure that returns from treasury investments are borrowing costs are optimised.	Treasury updated twice yearly in June and December and the strategy agreed in February (for the following year)	Chief Accountant	 Treasury Strategy - updated and refreshed for budget setting in February 2022 as planned. A treasury management outturn report will be prepared for November 2021 Executive. Six-month review going to December Executive.
FIN2	Medium Term Financial Strategy (MTFS) Review and refresh the Medium Term Financial Strategy. Set a sustainable and robust budget.	Align with the preparation of the new Five Year Strategy. To be agreed by the Council October 2021.	Interim Strategic Director – Finance and Customer Service	 Medium Term Financial Strategy (MTFS) Work underway to produce the MTFS for December Council to reflect the five year strategy.

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REF	TARGET / PROJECT	MILESTONES / TARGET DATE	RESPONSIBLE OFFICER	Q2 UPDATE
FIN3	<p>Post-Covid Budget Impacts</p> <p>Analyse and modelling the impact of major reductions in income, and carry out budget setting for 22/23, aiming to minimise the impact on services and use of reserves.</p>	Budget agreed February 2022	Interim Strategic Director – Finance and Customer Service	<p>■ Post-Covid Budget Impacts - this will be picked up as part of the budget setting process from Oct onwards and in the work to deliver the MTFS.</p>
FIN4	<p>Review of Purchasing and Procurement</p> <p>Ensure best value for money (link in with local procurement work TRA1)</p> <p>The Council will also update its purchasing and procurement guidance to reflect post-Brexit Government directives and legislation.</p>	<p>During 2021/22 the Council will consolidate its various purchasing and procurement resources and expertise to achieve improvements in:</p> <ul style="list-style-type: none"> • Value for Money • Transparency of our procurement processes for local businesses • Accountability and achievement of savings in the costs of goods and services purchased • Sustainability • Use of framework agreements 	Interim Strategic Director – Finance and Customer Service	<p>■ Focus in the first part of the year was to strengthen the councils approach to regeneration and property maintenance including use of frameworks. This has enabled the council to speed up delivery and ensure that the council follows the most effective procurement route. The new strategic director responsible for procurement is due to start January 2022. Procurement Officer post is currently being recruited to.</p>
FIN5	To review and update the Council Tax Support Scheme Arrangements.	Review ready to come into effect from 1 April 2022.	Revenues & Benefits Manager	<p>■ A report went before the Community Support Working Group on 9 September 2021 setting out two draft Local Council Tax Support Scheme (LCTSS) models. The Working Group have asked for some amendments and a revised LCTSS model. These have been costed and a revised report went back on 18 October. These proposed amendments included replacing the current scheme for Working Age claimants with a</p>

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				5-banded scheme whereby each band has differing Council Tax reductions. This will go to Executive in November for approval to be implemented from April 2022.
FIN6	Support all residents and business post-Covid with payment of Council Tax, Business Rates and entitlement to Council Tax Support and Housing Benefit. Administer 'Additional Restrictions Grant funding' to businesses up to 31 March 2022.	On-going Measure take up of grants	Revenues & Benefits Manager	<ul style="list-style-type: none"> ■ Normal recovery practice has been re-instated from 1 April 2021 and monthly Liability Order court hearings have been happening. Claims to Housing Benefit and Local Council Tax Support Scheme continue to be processed in a timely manner as do Test and Trace isolation support payments. ■ All business support grants linked to Business Rate liability have been paid, scheme closed 30 June 2021. ARG (Additional Restrictions Grant Funding) of £2,578,990 has been spent releasing an additional £806,000 of funding which has been received from the Government. We are on target to spend this by 31 March 2022.

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INVESTMENT & DEVELOPMENT

REF	TARGET / PROJECT	MILESTONES / TARGET DATE	RESPONSIBLE OFFICER	Q2 UPDATE
I&D1	<p>Corporate Property:</p> <ul style="list-style-type: none"> • Maximise income from five commercial owned properties • Let vacant spaces 	Income target to be set as part of budget in February 2021	Interim Estates Manager	<ul style="list-style-type: none"> ■ Fortnightly monitoring and action planning regarding vacant spaces underway. This is also reported to the councils property and investment working group. Significant progress has been made to let vacant space within the councils

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	<ul style="list-style-type: none"> Maximising benefit of our assets, for example Surrey Heath House and community sites 			property estate and this will continue to be monitored closely over the months ahead.
I&D2	<p>Corporate Property – Maintenance</p> <p>Deliver planned maintenance programme for 2021/22 (part of five year work programme) on time and in budget for our assets, buildings and estate across all service.</p>	March 2022	Interim Estates Manager	<p>■ Rider Levett Bucknall appointed to undertake an Asset Register plus planned Preventative Maintenance Programme of a good proportion of our assets both commercial and leisure. Work completed and awaiting full reports on each asset due starting 1 October 2021.</p>

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REGULATORY

REF	TARGET / PROJECT	MILESTONES/TARGETS	RESPONSIBLE OFFICER	Q2 UPDATE
REG1	<p>Housing</p> <p>Consolidating and monitoring key projects which support those most at risk of homelessness:</p> <ul style="list-style-type: none"> Provision of Night Stop 'stopgap' accommodation for homeless people and 	Agree cost of works with PIWG and complete works by June 2021 (subject to being able to access property under Covid restrictions).	Housing Services Manager	<p>■ Night Stop 'stop gap' provision: - the Council has jointly commissioned with Surrey County Council Public Health Team the siting of 12 accommodation 'pods' in Deepcut on SCC land. Six of the pods are available to Public Heath for people needing to self-isolate and six to SHBC for single homeless households. On-site support is available during the day, provided by Transform Housing and Support, and there is a security presence overnight. The scheme is fully</p>

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REF	TARGET / PROJECT	MILESTONES/TARGETS	RESPONSIBLE OFFICER	Q2 UPDATE
	<p>those at risk of becoming homeless.</p> <ul style="list-style-type: none"> - New Floating Support Service (launched October 2020) and Connaught Court accommodation - If further Government funding announced in early 2021, consider if capacity exists to deliver a fourth homelessness project and report to the Executive. 	<p>Review as part of quarterly target of numbers in temporary accommodation.</p> <p>Review available funding in early 2021 and report to the Executive.</p>		<p>funded by Rough Sleeper Initiative funding from MHCLG with no Borough top up required.</p> <ul style="list-style-type: none"> ■ The Floating Support contract - has now been up and running since October 2020 with positive feedback from residents who have been supported. ■ Connaught Court - currently at 60% occupancy with new residents being identified. Although open for a short time there has already been successful 'move on' to other accommodation. ■ The Council has been successful for a further round of Rough Sleeper Initiative funding 2021/22 to deliver a Housing First project and employ a Single Homeless Floating Support Officer. Housing First will be delivered in partnership with Accent and Transform Housing and support. By providing a chronically homeless person with a home first, it becomes a foundation on which the other needs can be addressed, and the process of recovery can begin. This turns the traditional model of housing on its head, where previously it was expected that a person with multiple needs would go through supported housing before being deemed 'ready' to move on to their permanent home. To give these projects some resilience additional MHCLG revenue grant funding held in reserves for homelessness work has been identified to run both projects over three years, subject to success in meeting defined outcomes.

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REF	TARGET / PROJECT	MILESTONES/TARGETS	RESPONSIBLE OFFICER	Q2 UPDATE
REG2	<p>Developing Social Housing</p> <p>Consider the potential (and implement if approved) to deliver a joint venture to develop social housing.</p>	<p>Report to the Executive on the potential to deliver a joint venture by December 2021. If approved – deliver in accordance with agreed project timescales.</p>		<ul style="list-style-type: none"> ■ We have maintained an active dialogue with Accent Housing to encourage them to increase their investment in housing within the borough. This was dependent on the formation of a partnership with Homes for England. This has now been confirmed and includes significant grant funding. Accent have indicated a target investment programme of £92m in the South East over the next 5 years. They wish to concentrate a significant proportion within Surrey Heath and have identified a number of sites within the borough, where we have encouraged them to commence pre-application processes.

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TRANSFORMATION

REF	TARGET / PROJECT	TARGET/MILESTONES	RESPONSIBLE OFFICER	Q2 UPDATE
TRA1	<p>Economic Development – Supporting Post-Covid Economic Recovery in the Borough, including:</p> <ul style="list-style-type: none"> - Advertising and distributing business grants - Setting up a ‘Youth Hub’ - Skills work alongside partners - Seeking to adopt a ‘local procurement’ approach to Council spending - Promoting ‘Additional Restrictions Grant’ to businesses 	<p>Spend 100% of grant pot by 31st March 2022(and if don’t review scheme)</p> <p>Youth Hub – set up by end April 2021</p> <p>Skills Work – describe schemes in place</p> <p>Local Procurement Paper to Executive by June 2021</p> <p>Additional Restrictions Grant in place until March 2022.</p>	Economic Development Manager	<ul style="list-style-type: none"> ■ Received grant of £808,000 in August. Final round of grants is being processed and any remaining budget will be used for business support. ■ The Youth Hub opened on the 28th of June, and in the three months to the end of September has received 36 referrals from DWP, and 30 self-referrals. From this 6 have found permanent jobs, 13 have accessed Kickstart opportunities, 2 apprenticeships and 2 work experience placements. The Hub also works with partners such as FedCap, Camberley Job Club, Lauren Teaches, Speed You Up, and various local business providing talks and insight into work and entrepreneurialism. We will be applying for more funding for 2022/3. ■ Skills Work - Surrey Chambers is commencing with its second Start Up Academy in September after supporting 16 delegates open businesses in the last 6 months from the first round. It will use the remaining budget from grants. In negotiation with various operators to deliver more programmes. ■ Approach to local procurement will be taken forward once the new Strategic Director is in post in early 2022. ■ Additional Restrictions Grant – now have the grant. We are also investigating the option of

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REF	TARGET / PROJECT	TARGET/MILESTONES	RESPONSIBLE OFFICER	Q2 UPDATE
				using some of the funding for business support solutions.
TRA2	<p>Economic Development Working with property partners to avoid empty retail spaces and support local small business, for example using temporary 'meanwhile' lets to local artisans.</p>	Have a scheme in place by end June 2021	Economic Development Manager	<ul style="list-style-type: none"> Economic Development actively works on inward investment opportunities as well as working directly with the Square management team in offering opportunities to independents. Willow & Nutmeg, The Designer Exchange and Conquest Consultancy as examples. The 'Be Independent' campaign has been delayed due to lack of units to support the scheme. Will get 5 more independents in the next 3 months.
TRA3	<p>Promoting the Borough Have in place inward investment promotional literature and content based on local data and case studies and use to promote Surrey Heath through the year. Relaunch 'Open for Business' strapline.</p>	Regular reporting on number of businesses contacted and rate of successful outcomes achieved.	Economic Development Manager	<ul style="list-style-type: none"> New programme of business consultation events being drawn up for approval starting 2022. Focus has been on supporting businesses with grant payments and funding applications. Inward investment literature will be developed as part of economic strategy update
TRA4	<p>Improved Project and Performance Management Implement an improved process, toolkit and system</p>	Quarterly project reporting in April, July, October and January.	Organisational Development Manager	<ul style="list-style-type: none"> Four programme boards held July 2021 as first part of work to improve project management. Further work to continue refining process, reporting and training for officers.

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REF	TARGET / PROJECT	TARGET/MILESTONES	RESPONSIBLE OFFICER	Q2 UPDATE
	for project and performance management across the organisation including relevant training and support for staff.	Updated project process, documentation and staff training in place by March 2022.		<ul style="list-style-type: none"> Performance Management review scheduled for second half of year following approval of Five Year Strategy (which contains clear objectives and deliverables for the coming years)
TRA5	<p>Review of Community Grants & Support to community to Support Post-Covid Recovery</p> <p>Following a report to the Executive in February 2021, deliver:</p> <ul style="list-style-type: none"> The Council's Community Grants Scheme in 2021/22 with a simplified application process and emergency Food Poverty Grant scheme until end the end March 2022 Local Councillor Grants in place until March 2022. 	<p>Target to maximise update of our Community Grants</p> <p>Review of the Council's range of Community Grant schemes to ensure local needs and priorities continue to be met beyond the pandemic be carried out by November 2021.</p>	Community Partnerships Officer	<ul style="list-style-type: none"> All Community Grant Schemes are to be reviewed by the Executive in December 2021, following review and poverty consultation event on 24 November; this will lead to simplified processes being introduced. The Council's Emergency Food Poverty Grant Scheme will remain open until 31st March 2022. Local Councillor Grants will be included within the overall review of community grants to be considered in December by the Executive, with present indications that the scheme will continue beyond this time frame.
TRA6	<p>Agile and Remote Working</p> <p>Implement new ways of working and the ICT Digital strategy to:</p>	<p>Implement Agile Working Policy from April 2021</p> <p>Consolidating space within Surrey Heath House</p>	ICT Managers / HR Manager	<ul style="list-style-type: none"> Windows Virtual Desktop project – this is a key part of enabling full agile working and has been delayed due to technology challenges. Potential solution identified which will incorporate a major upgrade to the iDox system and servers which is also required.

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REF	TARGET / PROJECT	TARGET/MILESTONES	RESPONSIBLE OFFICER	Q2 UPDATE
	<ul style="list-style-type: none"> - Improve customer services and efficiency - Improve resilience – e.g. through moving systems to the Cloud - Improving staff flexibility and engagement - Make the best use of our building assets 			<ul style="list-style-type: none"> ■ Intune laptop roll out to support agile and flexible working- Lead in times in the Dell supply chain have eased and now reduced to 4 weeks and there is adequate supply of laptops ■ Revenues and Benefits System – Work still underway with providers move all parts of system to the cloud by November. ■ Review of staff agile working policy completed October 21 and approve at Employment Committee.
TRA7	Implement a New Workforce Plan which is fit for purpose to deliver SHBC's future objectives	December 21	Chief Executive	<ul style="list-style-type: none"> ■ Senior Management restructure was agreed by council in July. Recruitment for two new strategic director posts completed. Phased introduction of new structure from October. The agreed savings target has been met.
TRA8	Identify and action opportunities to develop Partnership Working and collaboration with Neighbouring Authorities. (For example, Community Services Partnership with Runnymede)	Community Services Partnership from 1 April 2021 Review of other opportunities On-going	Head of HR, Communications, and Performance	<ul style="list-style-type: none"> ■ Community Services Partnership completed ■ Discussions are underway with Runnymede and Woking councils about opportunities for closer collaboration to build on existing shared arrangements including waste collection, community services, family support, and car parking.

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KEY PERFORMANCE MEASURES 2021/22						
INDICATOR	DESCRIPTION	INFO	PROPOSED TARGET 2021/22	2021/22 Q1 STATUS	2021/22 Q2 STATUS	Q2 COMMENTS
(New) The number of people Parking ('parking events') compared to pre-Covid numbers in 2019/20.	NEW - Parking – measuring impact of Covid		70%	132,655	85%	
People Reached by the Heritage Service	Includes visitors to the Surrey Heath Museum, pupils taking part in sessions delivered in schools, elderly people taking part in reminiscence sessions and other enquires including historical research.	1408 visitors to the museum, 381 children's event attendees and 60 school children reached, 77 enquiries (41 historical research). 1926	6500 (annual target)	801	1,926	Busy Free French Forces exhibition, holiday events, 2 x Supporter Group trips to heritage sites and joining forces with the Square for children's workshops. Return to normal figures pre-pandemic - Q2 2020 = 500.
Reduction in the Percentage of Inactive Surrey Heath Residents	A reduction in the % of 'inactive' (taking part in less than 30 minutes physical activity a week) Surrey Heath residents according to Sport England's Active Lives survey.	Sports England's Active Lives Survey is sent to randomly selected households with the results published twice a year in April and October for the covering a rolling years' worth of data.	23%	21%	21.00%	Based on latest Active Lives survey data released 30th April 2021 covering period Nov 2019-2020
People Attending Events at Camberley Theatre	The number of people attending theatre and		55,000 (annual target)	1,965	4,760	The theatre reopened for full capacity performances in line with government

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KEY PERFORMANCE MEASURES 2021/22

INDICATOR	DESCRIPTION	INFO	PROPOSED TARGET 2021/22	2021/22 Q1 STATUS	2021/22 Q2 STATUS	Q2 COMMENTS
	community events at Camberley Theatre.					guidance on 19 July. The summer period is ordinarily quiet for Theatre's when most are 'dark' for maintenance and while audiences prefer to be outdoors or on holiday. Pantomime taking place in December.
Food Businesses with a 'Food Hygiene Rating' of 3 or Over	Percentage of establishments with a rating of 3 (generally satisfactory) or better under the Food Hygiene Rating Scheme.		95%	97.30%	96.60%	
Environmental Health complaints	NEW! Percentage of noise complaints that were closed during each quarter and number that were within 90 days	Numbers of complaints will also be reported.	80%	85%	86%	There were 98 complaints received of which 84 have been resolved.
Number of journeys booked by community bus in a year	Number of journeys BOOKED for community bus in a year.	Completed journeys also monitored and reported. Always a number of cancellations, often due to illness.	24,000 (annual target)	1,109	3,070	
Number of Meals at Home products served in the Year	Number of "meals at home" products served in the year including both lunch and tea.	Increase in target to reflect positive trend in performance	37,000 (annual target)	12,100	11,214	

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KEY PERFORMANCE MEASURES 2021/22

INDICATOR	DESCRIPTION	INFO	PROPOSED TARGET 2021/22	2021/22 Q1 STATUS	2021/22 Q2 STATUS	Q2 COMMENTS
Number of residents supported by Community Alarms	Number of residents supported by the community alarm service (could include two service users at the same address)	Number of referrals will also be reported to reflect the turnover in service users.	1,100	1,101	1,104	
Number of referrals to social prescribing service	Number of referrals to Social Prescribing service across whole of Surrey Heath partnership project.	Annual	900 (annual target)	149	138	
Handyperson service referrals	Number of referrals to the newly introduced Handyperson service.	Annual	235 (annual target)	45	61	
Percentage of Complaints Responded to Within Target	Percentage of 'formal' complaints (stage 2-3) responded to within target 2 days to acknowledge and 10 days to reply)		90%	80%	100.00%	
Customer Satisfaction Rating of Good/Excellent to Exceed 90%.	Customer satisfaction rating of good/excellent to exceed 90%		95%	100%	100.00%	
Council Tax Collected	Percentage calculated, as a cumulative year-to-date figure, from the total council tax payments received compared to the total amounts payable in that year		98.75%	29.72%	57.49%	2020 Q2 status = 55.74%, 2020 Q4 status = 98.70%
Non-Domestic (Business) Rates Collected	Percentage calculated, as a cumulative year-to-date figure, from the total business	2018/19 result was 99.6% which was	98.75%	29.59%	54.96%%	2020 Q2 status = 53.60% 2020 Q4 status = 99.80%

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KEY PERFORMANCE MEASURES 2021/22						
INDICATOR	DESCRIPTION	INFO	PROPOSED TARGET 2021/22	2021/22 Q1 STATUS	2021/22 Q2 STATUS	Q2 COMMENTS
	rates payments received compared to the total amounts payable in that year	joint 11th highest result nationally.				
Benefits Processing - New	a) Number of days taken to process new housing benefits claims		a) 20 days (new claims)	14.6 days	19.00	88 new HB claims processed since 1 April 2021
Benefits processing - Changes	b) Number of days taken to process changes to benefits		b) 7 days (changes)	2.5 days	3.00	2133 changes processed for HB claims since 1 April 2021
Invoices Paid On Time	Percentage of invoices paid on time.		97%	99.01%	97.36%	
Household waste recycled and composted	Cumulative year-to-date figure, calculated by comparing the amount of waste sent for recycling, reuse and composting against the total waste collected. This figure includes street sweepings.	A small reduction in target to give a more realistic – but still stretching – target. The national 2018/19 figures have recently been published by Defra - the national average result was 45.1%. Surrey Heath's confirmed figure for 2018/19 was 61.9% which was the 5th highest nationally.	62%	60.70%	Waste data not yet available	
Residual Waste Per Household (kg)	Rolling 12-month total of the number of kilograms of residual household waste collected per household,	Quarter 4 2018/19 result for Surrey Heath BC was 314kg per	Tbc	322kg	Waste data not yet available	

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KEY PERFORMANCE MEASURES 2021/22						
INDICATOR	DESCRIPTION	INFO	PROPOSED TARGET 2021/22	2021/22 Q1 STATUS	2021/22 Q2 STATUS	Q2 COMMENTS
	using the Defra definition of residual household waste (incl. street cleaning etc.).	household – the lowest in Surrey.				
Percentage of streets falling below a grade B cleaning standard	The percentage of streets reviewed as part of the regular survey falling below a 'Grade B' standard of litter (Predominately free of litter and refuse apart from some small items)		4%	1%	Waste data not yet available	
Number of 'missed' bins.	NEW! Number of 'missed' residential kerbside collections per 100,000 collections.	New indicator, monitored as part of contract performance.	80	23	Waste data not yet available	
Processing of 'Major' Applications	Percentage calculated as the number of major applications processed within timescales (13 weeks) against total received. As per national guidelines, this includes applications where there is an agreement for an extension	Government target is 60%	72%	100%	100.00%	
Processing of 'Non-Major' Applications	Percentage calculated the number of minor and 'other' applications processed within timescales (8 weeks) against total received. As per national guidelines, this includes applications where there is	Government target is 70%	84%	85%	81.00%	

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KEY PERFORMANCE MEASURES 2021/22						
INDICATOR	DESCRIPTION	INFO	PROPOSED TARGET 2021/22	2021/22 Q1 STATUS	2021/22 Q2 STATUS	Q2 COMMENTS
	an agreement for an extension					
Appeals dismissed against the Council's refusal of planning permission	Percentage of appeals dismissed against the Council's refusal of planning permission.		65%	75%	100.00%	
Number of households living in temporary accommodation = (SPOG - Number of households living in temporary accommodation on the last day of the quarter.)	Number of all households in temporary accommodation at the end of the quarter. These are only the households who are accommodated following an acceptance of a homelessness duty. Other households may be placed in temporary accommodation without us accepting a duty but by using our prevention powers.		30	30	37	Over half of all households in B&B are now single person households with limited move on options
Housing advice – homelessness prevented	A count of the number of households who approached the Council as homeless or threatened with homelessness within 56 days who had their homelessness prevented (i.e. were able to remain in their current home) or relived (i.e. were found a move to an alternative home) by the work of the Council's Housing Solutions Team	quarterly	30 (quarterly target)	12	24	

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KEY PERFORMANCE MEASURES 2021/22

INDICATOR	DESCRIPTION	INFO	PROPOSED TARGET 2021/22	2021/22 Q1 STATUS	2021/22 Q2 STATUS	Q2 COMMENTS
Home Improvement Agency Activity	The number of homes adapted or improved for older and vulnerable residents to promote their independence and keep them safe and well in the community.		80 (annual target)	18	39	Annual target
Family Support Feedback	Proportion of children and young people (and/or parent carers) who feedback that they have made positive progress in relation to identified outcomes.		70%	Data not available	95.00%	
Refugee resettlement	Number of families resettled under the UK resettlement scheme.		3 families	5	5 families	
Planning Enforcement Breaches - Referrals	Percentage of planning enforcement referrals where the initial action (e.g. a site visit) takes place within the target timescales set out in the Local Enforcement Plan.	"Current target timescales:	75%	91%	92.00%	

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Treasury Management Mid-Year Report for 2021/22

SUMMARY

This Report advises members of the Treasury Management Service performance for 2021/22 as at 30th September 2021 and illustrates the compliance to-date with the Treasury Management Indicators for 2021/22.

PORTFOLIO	Finance
WARDS AFFECTED	All

RECOMMENDATION

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

1. EXECUTIVE SUMMARY

- 1.1 This report sets out the performance of the Council's investments and borrowing for the first six months of the year. It is also intended to demonstrate that the Council is complying with the Treasury Management Indicators set by Full Council as part of the Treasury Management Strategy.
- 1.2 The Council is complying with all the Treasury Management Indicators set for 2021/22 as at the 30th September 2021.

2. RESOURCE IMPLICATIONS

- 2.1 None directly as a result of this paper, but the investment income and borrowing costs do impact the revenue budget.

3. KEY ISSUES

Background

- 3.1 The Chartered Institute of Public Finance and Accountancy's Treasury Management Code (CIPFA's TM Code) requires that authorities report on the performance of the treasury management function at least twice yearly (mid-year and at year end).

- 3.2 The Council's Treasury Management Strategy for 2021/22 was approved by Executive on 16th February 2021.
- 3.3 The 2017 Prudential Code includes a requirement for local authorities to provide a Capital Strategy, a summary document approved by full Council covering capital expenditure and financing, treasury management and non-treasury investments. The Council's Capital Strategy, complying with CIPFA's requirement, was approved by Full Council on 26th February 2021.
- 3.4 Through investment, the Council is potentially exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The Council is also exposed to increases in revenue costs on its borrowing due to changes in interest rates. The Council seeks to moderate this impact by following the advice of its treasury advisers. This report covers treasury and borrowing activity and the associated monitoring and control of risk.

Local Context

- 3.5 At 31 March 2021, the Council's underlying need to borrow for capital purposes as measured by the Capital Financing Requirement (CFR) was £214m (2019/20 - £196m), an increase of £18m from 2019/20. The Council must not borrow in excess of its CFR requirement and indeed at the 30th September total borrowing was £175m.

4. TREASURY PERFORMANCE

Borrowing Activity to 30th September 2021

- 4.1 At 30 September 2021 the Council held £175m of borrowing, (an decrease of £5m on 31/3/2021) as part of its strategy for funding previous and current year's capital programmes.

The borrowing position is shown in the table below:

Borrowing Position - 30.09.2021

	31.03.21	Movement	30.09.21	30.09.21
	Balance	£m	Balance	Weighted average rate
	£m		£m	%
Public Works Loan Board	78	0	78	2.43%
Local authorities (long-term)	-	-	-	-
Local authorities (short-term)	102	(5.00)	97	0.05%
Total Borrowing	180.00	(5.00)	175	0.74%

- 4.2 At 30th September 2021, the Council had an upper operational limit of borrowing of £230m.

4.3 The Council's chief objective when borrowing continues to be striking an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required, with flexibility to renegotiate loans should the Council's long-term plans change being a secondary objective. With short term rates remaining much lower than long term rates, on the advice of its treasury advisers, the Council considered it to be more cost effective in the near term to borrow short term loans instead.

4.4 In order to reduce risk the Council entered into £50million of forward starting loans during 2017/18 with forward starting dates. In 2020/21 a loan of £25million with a fixed interest rate of 2.853% was advanced to the Council and a further £25m will be advanced in 2021/22 with a fixed interest rate of 2.908% was advanced. Both loans will be repayable over 40 years.

Investment Activity to 30th September 2021

4.5 The Council held invested funds, representing income received in advance of expenditure plus balances and reserves held. During the half year, the Council's average investment balance was £24.5 million.

4.5 The Council's investment position at the half year is shown in the table below.

Investment Activity Summary at 30 September 2021

Investment Counterparty	Balance on 01/04/21	Investments Made	Maturities/ Investments Sold	Balance on 30/09/21	Average Income Rate to 30th September
	£000s	£000s	£000s	£000s	%
Government					
- UK Central Government Short Term	12,802	185,499	(184,007)	14,294	0.01%
- Other Local Authorities Short Term	0	0	0	0	0.00%
Banks, Building Societies & Other Organisations					
- Short Term	2,800	34,249	(33,856)	3,201	0.02%
AAA-rated Money Market Funds					
- Short Term Cash Equivalents	4,700	6,631	(3,724)	7,600	0.20%
- Long Term	2,091	100	0	2,191	4.20%
Total Investments	22,394	226,479	(221,587)	27,286	0.42%

In the light of the pandemic crisis and the likelihood of unexpected calls on cash flow, the Authority kept more cash available at very short notice than is normal.

Liquid cash was diversified over several counterparties and/or Money Market Funds to manage both credit and liquidity risks.

- 4.6 Both the CIPFA Code and government guidance require the Council to invest its funds prudently, and to have regard to the security and liquidity of its treasury investments before seeking the optimum rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.
- 4.7 The Council maintained its investment of £2m in the CCLA Property Fund whilst the remainder of investments were invested in money market funds. Since 30th September 2020, this £2m longer term investment over the past 12 months has generated a total return of 15.22% (capital return of 10.82% and an income return of 4.40%). Since investing into the CCLA Property Fund back in 2014, the Fund has generated a total return of 44.68% (capital return of 11.87% and an income return of 32.82%).
- 4.7 Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Council's investment objectives are regularly reviewed. Strategic fund investments are made in the knowledge that capital values will move both up and down on months, quarters and even years; but with the confidence that over a three- to five-year period total returns will exceed cash interest rates. In light of their performance the Council's investment in these funds has been maintained.
- 4.8 In 2021/22 the Authority expects to receive significantly lower income from its cash and short-dated money market investments and from its externally managed funds than it did in 2020/21 and earlier years. Dividends and income paid will ultimately depend on many factors including but not limited to the duration of COVID-19 and the extent of its economic impact, the fund's sectoral asset allocation, securities held/bought/sold and, in the case of equities, the enforced or voluntary dividend cuts or deferral.
- 4.9 Annex A lists the Council's investments as at the 30th September 2021.

Credit Risk

- 4.10 The table below shows counterparty credit quality as measured by credit ratings.

Date	Value Weighted Average – Credit Risk Score	Value Weighted Average – Credit Rating	Time Weighted Average – Credit Risk Score	Time Weighted Average – Credit Rating
31/03/2021	4.04	AA-	4.04	AA-

31/09/2021	4.12	AA-	3.71	AA-
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The value weighted average and time weighted average credit ratings increased to 3.95 at 30.09.2021 compared to 4.07 at 31.03.2021. This AA- rating at 30.09.21 is still above the Council's target of A.

Scoring:

-Value weighted average reflects the credit quality of investments according to the size of the deposit

-Time weighted average reflects the credit quality of investments according to the maturity of the deposit

-AAA = highest credit quality = 1

-B- = lowest credit quality = 16

-Aim = A- or higher credit rating, with a score of 7 or lower, to reflect current investment approach with main focus on security

Budgeted Income and Outturn

- 4.11 The average cash balance was £24.5m during the half year. The Council's best performing investment was its £2m of externally managed pooled (property) fund.
- 4.12 The balance of the Council's investments were kept in short-term money markets.
- 4.13 The Council's investment income for the first six months was £52k compared to an annual budgeted figure of £140k. The estimated return at year end is £115k which will show a shortfall of £25k due to currently low interest rates as per Annex D of this report (Outlook for the remainder of 2021/22).

Compliance with Treasury Management Indicators

- 4.14 The Council confirms compliance with its Treasury Management Indicators in the period to 30th September 2021. These were set in February 2021. Details of these indicators are shown in Annexes B and C.

Economic Review and Outlook for the remainder of the year

- 4.15 The Council's advisers Arlingclose have provided an Economic Review of the year so far and an outlook for Quarters 3 and 4. This is included in Annex D.

5 PROPOSALS

- 5.1 It is proposed that the Performance and Finance Scrutiny Committee note and comment on the report.

6 CORPORATE OBJECTIVES AND KEY PRIORITIES

- 6.1 The Treasury Management processes support the Council's objective of 'Delivering services efficiently, effectively and economically' through the Council's new 5 year strategy.

7 POLICY FRAMEWORK

7.1 The Council fully complies with the requirements of the CIPFA Code of Practice on Treasury Management. The current relevant criteria and constraints incorporated into the Treasury Management Policy Statement are:

- New borrowing is to be contained within the limits approved by the Council, in accordance with the CIPFA Prudential Code for Capital Finance in Local Authorities, and the Council's prudential indicators.
- Investments to be made in accordance with the MHCLG guidance on Local Council Investments, on the basis of credit ratings agencies and as detailed in the Treasury Management Policy statement and approved schedules and practices.
- Sufficient funds to be available to meet the Council's estimated outgoings for any day.
- Investment objectives are to maximise the return to the Council balanced against the risks to protect reserves.

8 LEGAL ISSUES

8.1 The report demonstrates that the Council is complying with the Prudential Framework.

9 RISK MANAGEMENT

9.1 Weak returns on investments could lead to a reduction in income generated to support the revenue budget.

9.2 The limits in this report in respect to counterparties and investments are the overall limits for agreement by Council. However from time to time these may be tightened temporarily by the Strategic Director for Finance and Customer Service in consultation with the Portfolio Holder for Finance to reflect increased uncertainty and increase in perceived risk in financial institutions and the economy. This will usually be at the cost of lower returns.

9.3 The Council has taken and acted on advice from its advisers in relation to increasing returns albeit at increased risk and its borrowing strategy. There are risks that interest rates can change and that any investment is not guaranteed.

9.4 The investments ratings provided by credit ratings agencies are only a guide and do not give 100% security. There is always a risk that an institution may be unable to repay its loans whatever the credit rating. However this can be mitigated by spreading investments amongst a number of institutions.

10 OFFICER COMMENTS

10.1 None other than within the report.

ANNEXES	Annex A – Investments as at 30th September 2021 Annex B – Treasury Management Performance Indicators
BACKGROUND PAPERS	CIPFA code on Treasury Management
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CONSULTATIONS, IMPLICATIONS AND ISSUES ADDRESSED

	Required	Consulted	Date
Resources			
Revenue	✓		
Capital			
Other Issues			
Corporate Objectives & Key Priorities	✓		
Policy Framework			

INVESTMENTS as at 30th September 2021

	£
Debt Management Office	14,294,000
Other Local Authorities Short Term	0
Total Government	<u>14,294,000</u>
Money Market Fund - Aberdeen Standard	3,000,000
Money Market Fund – CCLA	700,000
Money Market Fund – Federated	3,000,000
Money Market Fund - Legal and General	900,000
Total Money Market Funds	<u>7,600,000</u>
CCLA Property Fund	<u>2,192,156</u>
Total Longer Term Investments	<u>2,192,156</u>
NatWest Bank Accounts	3,200,458
Total Invested	<u><u>27,286,614</u></u>

Treasury Management Indicators as at the 30th September 2021

The Council measures and manages its exposures to treasury management risks using the following indicators.

Debt Limits: Since the operational boundary is a management tool for in-year monitoring it is not significant if the operational boundary is breached on occasions due to variations in cash flow, and this is not counted as a compliance failure.

	30.09.21 Actual £m	2021/22 Operational Boundary £m	2021/22 Authorised Limit £m	Complied? Yes/No
Borrowing	175	230	235	Yes

Maturity Structure of Borrowing: This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of fixed rate borrowing will be:

	Upper	Lower	Actual	30.09.20 £000s
Not over 1 year	100%	0%	69%	117.64
Over 1 but not over 2 years	100%	0%	1%	1.09
Over 2 but not over 5 years	100%	0%	2%	3.30
Over 5 but not over 10 years	100%	0%	3%	5.60
Over 10 but not over 15 years	100%	0%	4%	7.25
Over 15 but not over 20 years	100%	0%	3%	5.23
Over 20 but not over 30 years	100%	0%	3%	5.43
Over 25 but not over 30 years	100%	0%	2%	3.18
Over 30 but not over 40 years	100%	0%	6%	10.80
Over 40 years	100%	0%	6%	10.94
Total			100%	170.45

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

Principal Sums Invested for Periods Longer than a year: The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the total principal sum invested to final maturities beyond the period end will be:

	2021/22	2022/23	2023/24
Limit on principal invested beyond year end	£2.5m	£2.5m	£2.5m
Actual	£2.0m		

Security: The Council has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average [credit rating] or [credit score] of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment.

	Target	Actual 30/09/2021
Portfolio average credit rating	A	AA-

Liquidity: The Council has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling three month period, without additional borrowing.

	Target	Actual 30/09/2021
Total cash available within 3 months	£5m	£9m

Interest Rate Exposures:

This indicator is set to control the Council's exposure to interest rate risk. The Council has set the limit on one-year revenue impact of a 1% rise in interest rates at £1m. The Council complied with this indicator as the interest payable for the half year was £860k. The Council has sufficient reserves in an Interest Equalisation Reserve to mitigate the impact of an interest rate rise for 2021/22.

Additional Compliance Information

The Council reports that all treasury management activities undertaken during complied fully with the CIPFA Code of Practice and the Council's approved Treasury Management Strategy. Compliance with specific investment limits is demonstrated in the table below:

Investment Limits

	2021/22 Limit	30.09.21 Actual	Complied
Any single organisation, except the UK Government	£3m each	0	Yes
UK Central Government	Unlimited	£14.294m	Yes
UK Local Authorities	£3m each	0	Yes
Any group of organisations under the same ownership	£3.5m per group	£3.2m	Yes
Any group of pooled funds under the same management	£5m per manager	£2.2m	Yes
Negotiable instruments held in a broker's nominee account	£10m per broker	0	Yes
Limit per non-UK country	£2m per country	0	Yes
Registered providers	£5m in total	0	Yes
Unsecured investments with building societies	£5m in total	0	Yes
Loans to unrated corporates	£2m in total	0	Yes
Money Market Funds	£10m in total	£7.6m	Yes

Economic Review provided by the Council's Treasury Advisors, Arlingclose

Economic background: The economic recovery from coronavirus pandemic continued to dominate the first half of the financial year. By the end of the period over 48 million people in the UK had received their first dose of a COVID-19 vaccine and almost 45 million their second dose.

The Bank of England (BoE) held Bank Rate at 0.1% throughout the period and maintained its Quantitative Easing programme at £895 billion, unchanged since the November 2020 meeting. In its September 2021 policy announcement, the BoE noted it now expected the UK economy to grow at a slower pace than was predicted in August, as the pace of the global recovery had shown signs of slowing and there were concerns inflationary pressures may be more persistent. Within the announcement, Bank expectations for GDP growth for the third (calendar) quarter were revised down to 2.1% (from 2.9%), in part reflecting tighter supply conditions. The path of CPI inflation is now expected to rise slightly above 4% in the last three months of 2021, due to higher energy prices and core goods inflation. While the Monetary Policy Committee meeting ended with policy rates unchanged, the tone was more hawkish.

Government initiatives continued to support the economy over the quarter but came to an end on 30th September 2021, with businesses required to either take back the 1.6 million workers on the furlough scheme or make them redundant.

The latest labour market data showed that in the three months to July 2021 the unemployment rate fell to 4.6%. The employment rate increased, and economic activity rates decreased, suggesting an improving labour market picture. Latest data showed growth in average total pay (including bonuses) and regular pay (excluding bonuses) among employees was 8.3% and 6.3% respectively over the period. However, part of the robust growth figures is due to a base effect from a decline in average pay in the spring of last year associated with the furlough scheme.

Annual CPI inflation rose to 3.2% in August, exceeding expectations for 2.9%, with the largest upward contribution coming from restaurants and hotels. The Bank of England now expects inflation to exceed 4% by the end of the calendar year owing largely to developments in energy and goods prices. The Office of National Statistics' (ONS') preferred measure of CPIH which includes owner-occupied housing was 3.0% year/year, marginally higher than expectations for 2.7%.

The easing of restrictions boosted activity in the second quarter of calendar year, helping push GDP up by 5.5% q/q (final estimate vs 4.8% q/q initial estimate). Household consumption was the largest contributor. Within the sector breakdown production contributed 1.0% q/q, construction 3.8% q/q and services 6.5% q/q, taking all of these close to their pre-pandemic levels.

The US economy grew by 6.3% in Q1 2021 (Jan-Mar) and then by an even stronger 6.6% in Q2 as the recovery continued. The Federal Reserve maintained its main interest

rate at between 0% and 0.25% over the period but in its most recent meeting made suggestion that monetary policy may start to be tightened soon.

The European Central Bank maintained its base rate at 0%, deposit rate at -0.5%, and asset purchase scheme at €1.85 trillion.

Financial markets: Monetary and fiscal stimulus together with rising economic growth and the ongoing vaccine rollout programmes continued to support equity markets over most of the period, albeit with a bumpy ride towards the end. The Dow Jones hit another record high while the UK-focused FTSE 250 index continued making gains over pre-pandemic levels. The more internationally focused FTSE 100 saw more modest gains over the period and remains below its pre-crisis peak.

Inflation worries continued during the period. Declines in bond yields in the first quarter of the financial year suggested bond markets were expecting any general price increases to be less severe, or more transitory, that was previously thought. However, an increase in gas prices in the UK and EU, supply shortages and a dearth of HGV and lorry drivers with companies willing to pay more to secure their services, has caused problems for a range of industries and, in some instance, lead to higher prices.

The 5-year UK benchmark gilt yield began the financial year at 0.36% before declining to 0.33% by the end of June 2021 and then climbing to 0.64% on 30th September. Over the same period the 10-year gilt yield fell from 0.80% to 0.71% before rising to 1.03% and the 20-year yield declined from 1.31% to 1.21% and then increased to 1.37%. The Sterling Overnight Rate (SONIA) averaged 0.05% over the quarter.

Outlook for the remainder of 2021/22

	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24
Official Bank Rate													
Upside risk	0.00	0.15	0.00	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25
Arlingclose Central Case	0.10	0.10	0.25	0.25	0.25	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Downside risk	0.00	0.00	0.15	0.15	0.15	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40

Arlingclose expects Bank Rate to rise in Q2 2022. We believe this is driven as much by the Bank of England’s desire to move from emergency levels as by fears of inflationary pressure.

Investors have priced in multiple rises in Bank Rate to 1% by 2024. While Arlingclose believes Bank Rate will rise, it is by a lesser extent than expected by markets.

The global economy continues to recover from the pandemic but has entered a more challenging phase. The resurgence of demand has led to the expected rise in inflationary pressure, but disrupted factors of supply are amplifying the effects, increasing the likelihood of lower growth rates ahead. This is particularly apparent in the UK due to the impact of Brexit.

While Q2 UK GDP expanded more quickly than initially thought, the ‘pingdemic’ and more latterly supply disruption will leave Q3 GDP broadly stagnant. The outlook also appears weaker. Household spending, the driver of the recovery to date, is under pressure from a combination of retail energy price rises, the end of government support

programmes and soon, tax rises. Government spending, the other driver of recovery, will slow considerably as the economy is taken off life support.

Inflation rose to 3.2% in August. A combination of factors will drive this to over 4% in the near term. While the transitory factors affecting inflation, including the low base effect of 2020, are expected to unwind over time, the MPC has recently communicated fears that these transitory factors will feed longer-term inflation expectations that require tighter monetary policy to control. This has driven interest rate expectations substantially higher.

The supply imbalances are apparent in the labour market. While wage growth is currently elevated due to compositional and base factors, stories abound of higher wages for certain sectors, driving inflation expectations. It is uncertain whether a broad-based increase in wages is possible given the pressures on businesses.

Government bond yields increased sharply following the September FOMC and MPC minutes, in which both central banks communicated a lower tolerance for higher inflation than previously thought. The MPC in particular has doubled down on these signals in spite of softer economic data. Bond investors expect higher near-term interest rates but are also clearly uncertain about central bank policy.

The MPC appears to be playing both sides, but has made clear its intentions to tighten policy, possibly driven by a desire to move away from emergency levels. While the economic outlook will be challenging, the signals from policymakers suggest Bank Rate will rise unless data indicates a more severe slowdown.

Business & Transformation Portfolio Update

Summary

To consider a progress report on the Business & Finance Portfolio

Portfolio: Business & Transformation

Wards Affected: All

Recommendation

The Performance and Finance Scrutiny Committee is requested to consider and comment on the update on work areas contained within the Business & Transformation Portfolio.

1. Key Issues

- 1.1 The Business & Transformation Portfolio comprises the following service areas: Camberley Theatre, Car Parking, Communications & Engagement, Corporate Property, Data Protection & Freedom of Information, Economic Development, Heritage Services, ICT & Digital.
- 1.2 This report provides a further update since the last report which was presented in November 2020. This report therefore covers the last 12 months. A summary of the key issues arising for each of these areas is set out below.

2. Camberley Theatre

- 2.1 The Theatre reopened for full capacity shows from 19 July. Since then we have welcomed sell out shows from Russell Brand, Michael McIntyre, Jonathan Pie and John Lydon.
- 2.2 The Creative Minds Academy have recommenced their in-person classes and groups such as U3A have resumed their regular bookings. Children's Birthday Parties and other functions like Christenings as well as conferencing hires have also recommenced with confidence slowly starting to return to the sector.
- 2.3 The Theatre has had its own Flexible Booking Policy in place since the start of the pandemic. This allows customers to exchange tickets for another show or get a credit which lasts for 12 months. This is in place until the end of November and we're looking at replacing with Ticket Protection Insurance which customers can chose to pay a small fee for. The policy has had a positive impact in giving customers the confidence to return to indoor venues. Not all venues are being this accommodating and understanding.
- 2.4 Following last years postponement, Jack and the Beanstalk will run from 10-31 December. Ticket sales are currently strong and we are approximately £5,000 under compared to this time with Robin Hood. The show is now cast and rehearsals start at

the end of November. The principle cast will be turning the Christmas Lights on in Camberley on 20th November. Invite to the launch of the pantomime on Monday 13th December will follow to Cllrs shortly. Due to ongoing uncertainty with COVID-19 and vaccination of under 16s, we have decided not to have a juvenile cast in this year's production. We made this decision before auditioning the children to avoid disappointing them further. Other venues locally (including those who have already cast juveniles) are considering not having them also.

- 2.5 Between May – July, the Theatre opened a pop up kids theatre in The SQ shopping centre. This was well received, brought footfall to the town and made good use of an empty retail unit (Topshop opposite Sainsbury's). Following successful funding, Squish reopened in September and will run until December offering free classes, workshops and performances and will now be open 7 days a week. Feedback and sales have been really positive. This has been a great project between the Theatre with the support of Surrey Heath Museum and The Square.
- 2.6 The frontage refurbishment began in August and is progressing well. The contractors should be finished later this autumn/winter ready to unveil our new look at Pantomime season. The Theatre has remained fully open during these times and with the exception of a little noise, hasn't impacted us day to day.
- 2.7 Sales and use of the Bar app are increasing and this is proving a popular choice for customers in a post-COVID world. We are expanding our digital communications with the introduction of a software called CrowdEngage which links with our ticketing system. This will send customers a text message on the day of their booking with a link to their tickets, FAQs, map and the ability to order and pay for drinks through their phone. This will be especially useful for customers who have held on to tickets for shows that have been rescheduled many times during the pandemic and will raise additional income as evidence shows spend per head increases if customers can avoid queuing!
- 2.8 The IGC remains full of tenants and they are now back working in the office following the pandemic.
- 2.9 The Camberley Comedy Festival return on 18 September to a sold out audience of 280 at London Road Rec. This was our first event for nearly 2 years and was very well received with national coverage from The Guardian and strong audience feedback. Further discussion around this and other theatre events such as Frimley Lodge Live are ongoing.
- 2.10 The Theatre ran a 3 day Theatre in the Park event in August visiting Lightwater, Chobham and Frimley Lodge Park. Due to COVID, the show at Lightwater had to be cancelled by the events at Chobham and Frimley were excellent and we'll look to replicate this format again in 2022 and bring another selection of family shows to outdoor settings.
- 2.11 The Theatre are working with Cllr Sarah Jayne Croke on hosting the Mayor's Ball in March 2022.
- 2.12 We are currently working with DWP and Sarah Bainbridge in HR to recruit using the Kickstarter scheme to get 2 young people back into work. One will join the Front of House team and one in the Tech team. We hope both roles will be in place by the end of the year.

3. Car Parking

- 3.1 Parking Services continues to be managed by the Parking Services Manager who has a dual role and also manages the on-street enforcement on behalf of Woking Borough Council.
- 3.2 The Car Parks Team of 4.5 FTE staff manage Camberley's two multi-story car parks and the six pay and display car parks across the borough and other free car parks across the borough. The multi-story car parks are operated via a ticketless Automated Number Plate Recognition system (ANPR). This system reads the car number plate on entry and when the customer is ready to leave they enter their registration number into the pay machine.
- 3.3 The pandemic has had a significant impact on parking income in 2020/21 and 2021/22. In 2020/21 the council received £1,080,688 from the Government's Sales, Fees, and Charges reimbursement scheme. This scheme has been extended to cover Q1 of 2021/22 after which it stops. Estimated income is currently down by approximately 35%. Some of this loss should be recoverable under the extended Government's Sales, Fees, and Charges reimbursement scheme.
- 3.4 On 14 September 2020 regular parking tariffs were reinstated in the Camberley multistorey car park, with 2 hours free parking at Knoll Road and a new Parking Subsidy Permit was introduced for low paid workers. The 2 hours free parking is to be reviewed later this year.
- 3.5 Parking tariffs were not reviewed last year during the pandemic and have not been increased since 2014 in the multi-storey car parks and 2009 in the pay and display car parks.
- 3.6 A review of the parking need throughout Surrey Heath is being undertaken taking in to account the effect of the changing demand for parking due to the lockdowns, changing consumer behaviour and changing commuter behaviour. Commuter parking has reduced significantly following the opening up of the economy with a lot of staff working from home for the major employers in Camberley. Day to day customers are returning more quickly, but their numbers are down approximately 16% when compared to 2019.

4. Communications & Engagement

- 4.1 The Communications and Engagement team is responsible for all marketing and communication content and customer service across multiple customer facing channels for the Council and Camberley Theatre. Key objectives are to manage the brand and reputation of the Council, engage and consult with residents and businesses, promote the Borough and support revenue generation.
- 4.2 The team is led by a manager with 10.3 permanent FTE staff plus a Kickstarter for six months for document accessibility work (not all staff and activities are included in this report as currently work under the Wellbeing, Engagement and Events Manager is the responsibility of another Portfolio Holder).
- 4.3 Highlights for 2021 include:
 - Engagement and responses for the Five Year Strategy Consultation

- Use of Instagram advertising to reach younger demographic (FYS, vaccine comms, consultations) with promising initial results
- Public acknowledgement and praise from SOCITM's Chief Finance and Operations Manager for our website accessibility work
- Professional acclaim by independent authors and industry leading professionals for our 'Human Comms' series during covid

Consultations

- 4.4 In addition to the Five Year strategy in the last few months we have consulted on new playground designs across the Borough, Community Transport in the Villages, Enhanced Site Protection at various greenspace locations, Electric Vehicle Survey and Healthy Choices including food and diet and physical activity.

Social Media

- 4.5 Social media continues to offer effective channels to develop SHBC brand, inform residents and manage our reputation. Results on campaigns from social media are shared with Members.
- 4.6 We set up a public services profile on NextDoor in Oct 2020 which allows targeted messaging to more than 12k confirmed residents of Surrey Heath and reaching a different audience to other channels. We've also introduced use of Instagram advertising to reach a younger demographic.
- 4.7 As detailed in regular updates shared with Members, a number of campaigns helping to promote Surrey Heath and share information with residents and businesses have been delivered including; Climate Change Action Plan including Sustainable Surrey Heath hub developed on website and associated promotion, local elections, election of a new Mayor, the Census, Surrey Heath Sports Awards, Walking for health, Community fund grants, Revenue grant awards, SH Lottery, Afghan families relocated, death of Prince Philip, 'Unsure of where to turn - we can help' messaging and the opening of 'The Workshop'.

Public Relations

- 4.8 At end of September SHBC had issued 100 press releases/news announcements in 2021 so far (11% up on previous year at the same stage) averaging 11 per month. In addition the team managed between 6 and 7 media enquiries per month on average (in line with previous year) from print and online news outlets, TV, radio and trade publications.
- 4.9 Heathscene, the Council's magazine is distributed three times a year (March, July and November) across the Borough. It continues to be an excellent, cost effective way to reach those in the community who are not online. Editorial space is sold to partner organisations (Surrey Heath CCG and Surrey County Council) and other advertisers. An increase in print and distribution costs means Heathscene costs 23p per copy to produce. (up from 21p in 2020).

Website

- 4.10 The most popular pages on the website continue to be our homepage, Planning and Recycling and Waste. Pages that have increased popularity are the Contact Us and Pay It Online pages.
- 4.11 The new Climate Change section of the website set up in March 2021 has had over 3500 recorded page views so far.

- 4.12 The team has managed more than 2,600 web support requests and have just been joined by a Website Accessibility Kickstarter employed via the governments Kickstart scheme. The scheme helps young people who are at risk of long-term unemployment into work.

Camberley Town Centre

- 4.13 Our objective is to showcase Camberley to commercial and local audiences in order to attract and retain current businesses and customers. Camberley Project Updates: Ribbon cutting event at Places Leisure Camberley together with launch day PR, monthly updates on High Street, Knoll Walk and Princess Way improvement works and regular contact with affected businesses.
- 4.14 We continue to explore new channels and opportunities to engage with different audiences and encourage footfall across age and geographical demographics.
- 4.15 We're supporting the town centre engagement project being led by Stephen Wilkinson.

Events

- 4.16 As events have returned the team has supported operationally and with the promotion of a number of events including; Freedom of the Borough, Celebrate Camberley, Camberley Car Show, Fly the Flag, Pride Flag raising, 999 Flag Raising, SCC Elections and SHBC Annual Council and Mayor Making.
- 4.17 In September 2021 we organised the second Camberley Comedy Festival, following the launch of the event in 2019. The 280 tickets sold out and business sponsorship was secured. As well as featuring in The Guardian's Autumn Cultural Highlights evening footfall data shows a significant increase from the previous weekend to the town centre for that evening.

	11/09/2021	18/09/2021	
21:00	1725	1643	
22:00	1054	1435	+ 381
23:00	766	1400	+634

5. Corporate Property

- 5.1 Corporate property acts as a support function to the Investment and Development team and for some functions to the Council as a whole. A summary of responsibilities are as follows:
- Overseeing the day to day management of certain operational buildings including rent, service charge, vacancies, building works, statutory compliance, etc
 - Supporting I & D on investment acquisitions & the management of the investment properties (4 industrial estate & 1 office property)
 - Lease event & Landlord & Tenant advice on Community assets
 - Facilities management
 - Building surveying & statutory compliance
 - Managing individual retail and office premises owned by the Council within the borough including all lease events.

- 5.2 Management and live updating of Covid 19 Risk Assessments for various operational buildings has been a key activity during this period. These are live documents and updates are required due to changes in government guidelines. This activity, including adjustments to operational arrangements has been successful.
- 5.3 Management of lease events of the various leases with our tenants in Surrey Heath House has continued.
- 5.4 There has been a significant improvement in the regularity and quality of financial and commercial performance reporting on the Council's investment portfolio to the PIWG.
- 5.5 The Council's property asset valuations have been completed for accounting purposes.
- 5.6 Due to start preparing the income and expenditure budgets for the Corporate Land Management Code 190 in conjunction with the finance team as well as the ongoing weekly review of the current 2021/22 budget.
- 5.7 Continuing to work with Legal, I & D, HR & Performance & Communications and Environment & Community in support of the operational portfolio.
- 5.8 Completion of asset register and planned Preventative maintenance schedule. This is an essential planning tool for the Council's various assets to enable continued activities and compliance.
- 5.9 Inspection, certification and management of ongoing M&E activities has continued. An audit report has identified a number of outstanding requirements and these have been completed.
- 5.10 Connaught Court maintenance contracts have been set up.
- 5.11 Support undertaken on theatre frontage, 63a High Street Bagshot and Allers planned demolition projects.

6. Data Protection & Freedom of Information

	2019	2020	2021 (to date)
Total FOI/EIR's received	1211	666	440
Responded to within timeframe	95%	91%	94%
Total SAR / Individual Rights received	33	40	43
Responded to within timeframe	84%	97%	98%

Information Commissioner Office (ICO) contact 2021	
Reason	Total

FOI/EIR complaints	2
Data Protection Breaches	5

- 6.1 During COVID 19 we saw a decline in FOI requests being received by the Council and are yet to see a return to pre-pandemic numbers. Councils have 20 working days in which to respond to FOI and EIR requests, due to the additional workload on staff during the pandemic the number of requested not responded to within this deadline did increase and required additional chasing resulting in an increase in administration by the FOI office.
- 6.2 FOI's have increased in complexity taking longer to source information or apply relevant exemptions where it was not appropriate to release the information.
- 6.3 Of the 440 FOI requests responded to so far this year 12 have gone through to Internal Review, this is where the requestor was not satisfied with the response provided to the original request. All Internal Reviews have been completed and closed.
- 6.4 Examples of FOI requests by subject area is;
- Planning application/permission internal correspondence
 - Business rates data
 - Council spend
 - Air quality / energy efficiency
 - COVID Grants
 - Fixed penalty notice data
 - Recovery of unpaid council tax
 - Council tax & disability reductions
- 6.5 There has been an increase year on year of Data Protection Individual Rights Requests, so far in 2021 43 requests have been received. Individual Rights requests include; Subject Access (SAR) which is the right to copies of all data held, right to rectification, right to erasure and the right to restrict processing.
- 6.6 There have been 20 Data Breaches reported so far in 2021, of which 5 have been reported by the Council to the Information Commissioners Office (ICO) due to the potential of an adverse effect to the data subject. The ICO have completed their investigation on all 5 breaches and are satisfied with the Councils handling of the breaches and confirmed that no further actions will be taken by them.
- 6.7 Main themes for data breaches include:
- Personal information inappropriately or accidentally shared outside of the Council
 - Inappropriate management of confidential information by staff member
 - Personal information uploaded to website in error
- 6.8 For each breach a full investigation took place in accordance with the Councils Data Protections Breaches Policy ensuring where possible the breach was mitigated and lessons were learnt.
- 6.9 A review of the Information Security Policy, Data Protection Breaches Policy, Records Management Policy and Email Guidance has been undertaken in line with Data Protection legislation.

6.10 Mandatory refresher Information Security e-learning has been issued to all staff with over 95% of staff completing.

6.11 A review of local departmental Information Asset and Records Retention schedules has been undertaken. This will help ensure the Councils compliance under FOI, EIR, Data Protection, Information Rights and Local Government Transparency Code.

6.12 The Data Security and Protection Toolkit which all organisation that have access to healthcare data must use to provide assurance that they are practising good data security and that personal information is handled correctly has been complete and the Council have met all standards applicable to Local Authorities.

7. Economic Development

7.1 State of the Borough

	2020	2021	Change
Population	89,300	89,200	-200
Business (Units)	5,265	5,220	-45
Jobs	56,000	55,000	-1000
Skilled Workforce	57.2%	59.2%	+2%
Gross Weekly Pay	£739.4	£727	-£12

Nomis 2021

In general, Surrey Heath has seen a small contraction in its Economy during 2021, which was to be expected during a Global Pandemic.

7.1 Key work areas over the last 12 months

- Additional Restrictions Grants took up 90% of the teams time over the period between November 2020 and October 2021. 700 businesses have directly benefitted from the £3,387,401 across 5 different funding windows, with a small surplus of £20,000 to deliver business support measures identified from a small survey of business in early 2021 requesting what they need to recover from the Pandemic which will be delivered early 2022.
- Fresh Guidance was developed each of the 5 funding windows in line with the needs of the local economy at the time, and supported businesses staying open, paying rent, buying stock and enabling growth.
- With both the ARG and Discretionary Grants schemes over £4 million has reached the Boroughs businesses outside that of the Business Rates grants schemes. All of which provided necessary support to the Boroughs businesses.
- Kevin Cantlon Shop Front Improvements Scheme supported 2 businesses this year
- In response to the increase in unemployment in the Borough and the huge impact this had on young people, Economic Development has worked with the Department of Work and Pensions to create a Youth Hub in the Borough supporting 18-24 year old gain support in finding training, and employment through various avenues, through the Kickstart Scheme, apprenticeships and Trainee ships and providing valuable work experience placements to those who missed out during their final years at school. In the first 3 months of the programme 66 young people have registered with the scheme, and 21 of those have gained employment. The Workshop works alongside local Partners including the Camberley Job Club who are providing CV writing support and Interview workshops, and businesses and business leaders holding seminars

and workshops to provide young people with as much access to opportunities as possible. The Workshop also hosts interview days for local employers.

- The Pop-Up Business School supported 120 people across the 2 Boroughs, SHBC partnered with Guildford Borough Council to deliver this, therefore a broader number of people could access the programme
- The Start Up Academy, 20 people were supported in the first year of this project with the second cadre of people starting in September 2021
- Enterprise South 1-2-1 Support – This is a 2 year programme and in year one has mentored 5 people through the scheme, additional advertising and marketing will be undertaken in year 2 to ensure more people gain the benefits of this scheme
- Surrey Heath is working closely with The Surrey Chambers of Commerce Chamber Customs team to ensure that information on the changes and requirements necessary to Import and Export is advertised widely with significant changes coming into force in January 2022.
- Welcome Back Fund Has so far supported both the Freedom of The Borough Event and the extension of Squish in The Square. Economic Development is working with other organisation to ensure more events and opportunities are explored between now and March where the whole Borough benefits from this package of support.

7.2 In the next 12 months

- There will be an updated series of engagements events throughout the Borough to connect with businesses and ensure the work of economic development is supporting them and delivering against the needs of the business community coming out of a global pandemic.
- The new Economic Development Strategy will be delivered along with a yearly action plan which will be consulted on yearly. Along side this a state of the Borough report will be published to provide key data on the Borough and act as a prospectus for incoming businesses to the Borough. All of these will be delivered in the first quarter of 2022 with the strategy running for 4 years up to 2025.
- Work will continue to support those effected through the decline in the economy, providing business support measures where needed, and with the aim of extending the Youth Hub services to include a wider age group if a new funding agreement can be reached with DWP partners.
- Open for business will continue with Economic Development working on an account management basis with our key employers in the Borough as well as supporting small businesses and the self employed.

8. Heritage Services

- 8.1 The Museum attracted in the region of 1500 visitors during the last quarter. These figures continue to increase month on month giving the team confidence that former and new patrons are returning to enjoy the Museum and its services post lockdown.
- 8.2 During the summer months was an exhibition about the Free French Forces which generated not only local interest but also contact with the French Embassy. The exhibition resulted in the formation of partnerships with local schools in delivering Free French workshops to students in schools.
- 8.3 Since moving into the Town Centre the Museum has worked closely with The Square in helping to support them with exhibitions, for example, running information sessions and more recently during the school holidays with pre-historic mammal workshops.

They also work with Squish and the Camberley Theatre team delivering their toddler sessions.

- 8.4 Education and research enquiries are increasing with the team seeing many more requests for research enquiries, over 50 in the last quarter, along with approaches from TV companies for local heritage and requests for the use of the Poulter Brother collection.

9. ICT & Digital

- 9.1 The Artifax venue booking system has been migrated from a server on-premise to Artifax's hosting services to access to this system for the theatre is now cloud based.
- 9.2 Canon Uniflow print services are now migrated to cloud hosting so printing on the copiers at Surrey Heath House is now available to all laptop users without needing to connect to an internal SHBC network.
- 9.3 A new broadcasting system for the council chamber featuring larger screens, unified audio, additional assisted listening systems and wireless presentation facilities has been tendered for, installed, and fully commissioned. This system provides for much improved professional Council meeting broadcasts, with clearer audio, broadcast quality cameras and informative overlays of speaker names and titles.
- 9.4 Laptop deployment continues with over 100 members of staff operating from Dell laptops
- 9.5 Legal Services have gone live with their cloud hosted Iken case management system and the team now operate via laptops with no need to connect to Surrey Heath House local network. This represents another area where we have added to the Council's agile working agenda and reduced reliance on Surrey Heath House.
- 9.6 The iTrent HR and Payroll system has been procured and implemented, providing full cloud services to deliver payroll and manage HR. The old on-premise Frontier payroll server is scheduled to be switched off and removed at the end of October. Once Frontier is switched off, Human Resources team will operate from 100% cloud-based services.
- 9.7 Over 100 e-forms on our website have been made compliant with the Web Content Accessibility Guidelines through working with local consultants Invotra. The result of this work means that these e-forms on our website are more accessible and easier to use for customers with visual or motor impairments.
- 9.8 Additional Internet of Things capabilities are now available at Surrey Heath House and a new LoRaWAN IoT network antenna has been installed on the roof of Surrey Heath House. Currently we are running temperature and humidity sensors monitoring our server room. These sensors connect wirelessly to the LoRaWAN network. LoRaWAN is an abbreviation for Long Range Wide Area Network which is a form of low power network designed to connect sensors to the internet.
- 9.9 The replacement network switch capital project is now complete and the internal SHBC network has been operating off the new switches and redesigned network for several months.

- 9.10 We will be working with Civica to implement the switch from the on-premise Ikon Bank Reconciliation system to their cloud based Cash Management Module. Once complete the whole of finance will be completely cloud based in their operations.
- 9.11 Testing and implementation of Azure Virtual Desktop is progressing. This service is required to enable us to deliver the Uniform application to all staff who use its various modules. The Uniform service is hosted on our internal network and to enable us to move development control, licensing, environmental health etc to laptops we need to deliver the application to their devices 'virtually'. Due to the complexity of the Uniform system, the volume of servers and encrypted external network connections to services such as NLIS (National Land Information Service) and the Planning Portal, we are having to proceed along a different tack to bring Virtual Desktop into production use. In conjunction with a major Uniform upgrade, we shall be migrating the location of the 9 servers which operate the platform from our Proact infrastructure partners into the Microsoft Azure platform. In addition to consolidating our services in Azure, this move will enable us to complete the Azure Virtual Desktop project and deliver Uniform over virtual cloud services for staff.
- 9.12 Our application support team have been assisting the corporate enforcement team to bring the Uniform system up to standard so they can begin delivering performance reports and management information to Councillors.
- 9.13 Xmap cloud GIS service continues to be developed. All Joint Waste Solutions staff are now sharing the platform (and contributing to licensing costs). The capital project to deliver 360 degree street level imagery has been completed and provides up to date imagery across every street in the borough. This is now used heavily by departments such as development control. Geosphere (the company behind Xmap) have also completed two very high-resolution air surveys for us for Camberley and Chobham areas. This data is available in Xmap for all staff. Additionally, very detailed 3D models have been built from this data for Camberley and Chobham and we are discussing making this data available to staff via installed software on laptops.
- 9.14 Phase 1 discovery work for the intranet replacement has been completed. This involved facilitated interviews and workshops with a variety of stakeholders across the Council and a questionnaire which was circulated to all staff to give them an opportunity to shape requirements for the new intranet.
- 9.15 The old Direct Access system (laptop users used to be able to connect directly to the SHBC internal Windows network) has now been fully decommissioned. Our strategy for laptop deployment is that users should be able to access cloud based corporate applications so the requirement for end users to access software on our traditional network has radically diminished. Only staff who need access to Uniform or the Xpress electoral system require network access now and those staff will shortly be moving to the Azure Virtual Desktop system which is cloud based.
- 9.16 We are continuing to ensure that desktop PCs which we are removing as part of our laptop roll out are refurbished and reused in the community. Recently we have supplied PC equipment to re-housed families from Afghanistan.

Upcoming Work

- 9.17 Icon bank reconciliation will be decommissioned for the transactions team and replaced with Civica Cash Management module which is wholly cloud hosted and an integral part of Civica Financials Live. Once complete, finance team operations will

be 100% cloud based. Laptop deployment to staff in the finance team has already begun.

- 9.18 We have conducted an audit of our Cisco Meraki corporate WiFi network to resolve some issues with weak signals in parts of the office. We suspect the metal partition walls used in some areas of the office are causing localised signal problems. We are awaiting the full report on this work.
- 9.19 As part of a managed upgrade program, the Uniform system is due to be upgraded. As described above we shall also be updating the underlying servers that Uniform operates on and shall be moving the location of the servers to Microsoft's Azure cloud platform.
- 9.20 Anite Information at Work, the document system used by revenues and benefits team will be migrated to Northgate cloud hosting in November. The main Northgate revenues system is already cloud hosted and this work will complete the move of revenues and benefits systems from on-premise to cloud hosting with all the benefits that brings.
- 9.21 Windows 11 - ICT undertaking a pilot
- 9.22 From a digital development perspective, we have already begun work to assist the planning policy team to deliver enhanced consultation capabilities around the Local Plan delivery which is a key corporate objective.
- 9.23 Due to competing priorities such as delivery of the new broadcasting system to the chamber, which was not part of this years work program, work on the door access system replacement for Surrey Heath House has not begun the project will need to be re-scheduled.
- 9.24 Capital bids have been submitted for the 2022/23 budgetary year to deliver high resolution 3D models and air survey material for all the villages in the borough and also to deliver the People Analytics Platform which is the new management information dashboard system for the iTrent HR and Payroll platform.

Annexes	None
Background Papers	None
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PERFORMANCE AND FINANCE SCRUTINY WORK PROGRAMME 2021/22

Summary

To consider the Performance and Finance Scrutiny Committee’s 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 rest of this 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 was appointed by the Council at its Annual Meeting on 19th 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
Work Programme 2021/22

12th January 2022

1. Corporate Risk Register
2. Air Quality Annual Review
3. Climate Change Working Group Update
4. Local Plan Local Authority Monitoring Report
5. Draft Annual Plan
6. Executive Portfolio Update: Environment & Health
7. Committee Work Programme

9th March 2022

1. 3rd Quarter Finance Report
2. Executive Portfolio Update: Support & Safeguarding
3. Executive Portfolio Update: Places & Strategy
4. Committee Work Programme

To be confirmed: Update on the review of planning processes

2022/23 Municipal Year

July 2022

1. Annual Performance Report
2. End of Year Finance Report
3. Committee Work Programme

September 2022

1. Annual Complaints Monitoring Report
2. Committee Work Programme

November 2022

1. Report on Treasury Management
2. Half Year Finance Report
3. Surrey Heath Local Plan Authority Monitoring Report
4. Half Year Performance Report

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