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Date: 3 September 2018

Notice of meeting

Overview and Scrutiny Committee

Date: Tuesday, 11 September 2018

Time: 7.30 pm

Place: Council Chamber, Council Offices, Knowle Green, Staines-upon-Thames

To: Members of the Overview and Scrutiny Committee

Councillors:

S.C. Mooney (Chairman)	A.E. Friday	D. Saliagopoulos
J.G. Kavanagh (Vice-Chairman)	A.L. Griffiths	A. Sapunovas
S. Capes	A.T. Jones	J.R. Sexton
R. Chandler	V.J. Leighton	R.A. Smith-Ainsley
K. Flurry	D. Patel	B.B. Spoor

Spelthorne Borough Council, Council Offices, Knowle Green

Staines-upon-Thames TW18 1XB

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AGENDA

Description	Lead	Timings	Page Number.
<p>1. Apologies</p> <p>To receive any apologies for non-attendance.</p>	Chairman	7.30pm	
<p>2. Minutes</p> <p>To confirm the minutes of the meeting held on 10 July 2018 as a correct record.</p>	Chairman		5 - 6
<p>3. Disclosures of Interest</p> <p>To receive any disclosures of interest from councillors in accordance with the Council's Code of Conduct for members.</p>	Chairman		
<p>4. Call-in of Cabinet decisions</p> <p>No Cabinet decisions have been called in.</p>	Chairman		
<p>5. Cabinet Forward Plan</p> <p>A copy of the latest Forward Plan is attached.</p> <p>If any members of the Committee have any issues they want to raise in relation to the Cabinet Forward Plan, please inform Terry Collier, Deputy Chief Executive, 24 hours in advance of the meeting with reasons for the request.</p>	Chairman		7 - 12
<p>6. Treasury Management Strategy Annual report</p> <p>To note the treasury outturn position for 2017-18 and the financial environment in global markets.</p>	Anna Russell / Cllr Williams	7.35pm	13 - 24
<p>7. Update from Environment Agency on Temporary Flood Defence Schemes</p> <p>To receive an update from the Environment Agency on the latest developments in regards to Temporary Flood Defence Schemes proposed for Spelthorne, following the latest analysis they have carried out for each of the sites.</p>		7.45pm	

Description	Lead	Timings	Page Number.
<p>8. Review of Community Safety</p> <p>To consider the report on a review of Community Safety issues for Spelthorne Borough Council during the period 2017-2018.</p> <p>The Committee will also be pleased to hear from Surrey Police and the Police and Crime Commissioner (PCC) on community safety matters, and A2D on their work with the Spelthorne Safer Stronger Partnership.</p>	Jackie Taylor / Cllr Harvey	8.15pm	25 - 36
<p>9. Corporate Project Management</p> <p>To receive an update on progress with corporate projects across the Council.</p>	Sandy Muirhead/Cllr Boughtflower	9.30pm	37 - 68
<p>10. Work Programme</p> <p>To consider and approve the Committee's draft work programme for the 2018-2019 Municipal year.</p>	Chairman	9.50pm	69 - 72

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**Minutes of the Overview and Scrutiny Committee
10 July 2018**

Present:

Councillor S.C. Mooney (Chairman)
Councillor J.G. Kavanagh (Vice-Chairman)

Councillors:

S. Capes	V.J. Leighton	B.B. Spoor
A.L. Griffiths	J.R. Sexton	
A.T. Jones	R.A. Smith-Ainsley	

In attendance: Councillor J. Boughtflower, Portfolio Holder for Corporate Management and Councillor N. Gething

Apologies: Councillors R. Chandler, A.E. Friday and D. Saliagopoulos

159/18 Minutes

The minutes of the meeting held on 17 May 2018 were approved as a correct record.

160/18 Disclosures of Interest

There were none.

161/18 Call-in of Cabinet decisions

No Cabinet decisions had been called-in for review.

162/18 The Role of Overview and Scrutiny

The Committee considered the background documents including its Terms of Reference and Procedure Rules.

Resolved to note the background documents setting out the role of the Overview and Scrutiny Committee.

163/18 Capital Outturn 2017/18

The Committee received a report on the provisional capital outturn 2017/18 and raised a number of queries on specific items to which written responses will be provided.

Resolved to note the report.

164/18 Revenue Outturn 2017/18

The Committee received a report on the provisional revenue outturn 2017/18.

Resolved to note the report.

165/18 Corporate Project Management Update

The Committee considered the update on Corporate Project Management and raised a number of queries on specific projects to which written responses will be provided.

The Committee requested that future reports contain more detailed summaries of each project, and an improved layout, to help members better understand the issues.

Resolved to note the report.

166/18 Work Programme

The Committee identified topics of interest/concern for possible inclusion in the work programme for 2018-19 including:

- Review of CCTV
- Use of laughing gas canisters
- Leisure Centre consultation process
- Partnership working and enforcement
- Air Quality
- Out of Hours' response
- Waste Services/fly tipping
- Communications
- Impact of County cuts

The Chairman advised that she and the Vice-Chairman would consider all the topics suggested and decide which ones would be most appropriate for inclusion in the Committee's work programme.

Spelthorne Borough Council Cabinet Forward Plan and Key Decisions



This Forward Plan sets out the decisions which the Cabinet expects to take over the forthcoming months, and identifies those which are **Key Decisions**.

A **Key Decision** is a decision to be taken by the Cabinet which is either likely to result in significant expenditure or savings or to have significant effects on those living or working in an area comprising two or more wards in the Borough.

The members of the Cabinet and their areas of responsibility are:

Cllr I.T.E. Harvey	Leader of the Council	Cllr.harvey@spelthorne.gov.uk
Cllr A.C. Harman	Deputy Leader	Cllr.harman@spelthorne.gov.uk
Cllr. M.M. Attewell	Community Wellbeing	Cllr.attewell@spelthorne.gov.uk
Cllr C. Barnard	Planning and Economic Development	Cllr.barnard@spelthorne.gov.uk
Cllr J. Boughtflower	Corporate Management	Cllr.boughtflower@spelthorne.gov.uk
Cllr M.P.C. Francis	Housing	Cllr.francis@spelthorne.gov.uk
Cllr O. Rybinski	Customer Service, Estates and Transport	Cllr.rybinski@spelthorne.gov.uk
Cllr H.R. Williams	Finance	Cllr.williams@spelthorne.gov.uk

Whilst the majority of the Cabinet's business at the meetings listed in this Plan will be open to the public and press, there will inevitably be some business to be considered which contains confidential, commercially sensitive or personal information.

This is formal notice under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that part of any of the Cabinet meetings listed below may be held in private where exempt and / or confidential information is due to be considered.

Representations regarding this should be made to committee.services@spelthorne.gov.uk

Please direct any enquiries about this Plan to the Principal Committee Manager, Gillian Scott, at the Council offices on 01784 444243 or e-mail g.scott@spelthorne.gov.uk

Spelthorne Borough Council

Cabinet Forward Plan and Key Decisions for 26 September 2018 to 31 December 2018

Date of decision and decision maker	Matter for consideration	Key or non-Key Decision	Decision to be taken in Public or Private	Lead Officer/ Cabinet Member
Cabinet 26 Sep 2018	Staines Gigabit Town Project	Key Decision It is likely to result in the Council incurring expenditure above or making savings of up to £164,000	Public	Keith McGroary, Economic Development Manager Portfolio Holder for Planning and Economic Development
Cabinet 26 Sep 2018	Capital Monitoring Q1 April - June	Non-Key Decision	Public	Laurence Woolven, Chief Accountant Portfolio Holder for Finance
Cabinet 26 Sep 2018	Revenue Monitoring Q1 April to June	Non-Key Decision	Public	Laurence Woolven, Chief Accountant Portfolio Holder for Finance
Cabinet 26 Sep 2018	Change to working group appointment	Non-Key Decision	Public	Gillian Scott, Principal Committee Manager Leader of the Council
Cabinet 26 Sep 2018	Knowle Green Estates Ltd - Business Plan To decide on the strategy for the Company	Non-Key Decision	Part public/part private	Michael Graham, Head of Corporate Governance Leader of the Council
Cabinet 26 Sep 2018	West Wing, Knowle Green	Key Decision It is likely to result in the Council incurring expenditure above or making savings of up to £164,000	Private	Nick Cummings, Property and Development Manager Leader of the Council

Date of decision and decision maker	Matter for consideration	Key or non-Key Decision	Decision to be taken in Public or Private	Lead Officer/ Cabinet Member
Cabinet 26 Sep 2018	White House Hostel	Key Decision It is likely to result in the Council incurring expenditure above or making savings of up to £164,000	Private	Nick Cummings, Property and Development Manager Leader of the Council
Cabinet 26 Sep 2018	Harper House	Key Decision It is likely to result in the Council incurring expenditure above or making savings of up to £164,000	Private	Heather Morgan, Group Head - Regeneration and Growth Leader of the Council
Cabinet 26 Sep 2018	Acquisition of Property P	Key Decision It is likely to result in the Council incurring expenditure above or making savings of up to £164,000	Private	Nick Cummings, Property and Development Manager Leader of the Council
Cabinet 26 Sep 2018	Acquisition of Property Q	Key Decision It is likely to result in the Council incurring expenditure above or making savings of up to £164,000	Private	Nick Cummings, Property and Development Manager Leader of the Council
Cabinet 21 Nov 2018 Council 13 Dec 2018	Investment Strategy Report	Non-Key Decision	Public	Terry Collier, Deputy Chief Executive Portfolio Holder for Finance
Cabinet 21 Nov 2018	Public Space Protection Orders	Non-Key Decision	Public	Michael Graham, Head of Corporate Governance Portfolio Holder for Environment and Compliance

Date of decision and decision maker	Matter for consideration	Key or non-Key Decision	Decision to be taken in Public or Private	Lead Officer/ Cabinet Member
Cabinet 21 Nov 2018	Review of Polling Stations	Non-Key Decision	Public	Jayne McEwan, Electoral Services Manager Leader of the Council
Cabinet 21 Nov 2018	Capital Monitoring Q2 July - September	Non-Key Decision	Public	Laurence Woolven, Chief Accountant Portfolio Holder for Finance
Cabinet 21 Nov 2018	Revenue Monitoring Q2 July - September	Non-Key Decision	Public	Laurence Woolven, Chief Accountant Portfolio Holder for Finance
Cabinet 21 Nov 2018 Council 13 Dec 2018	Calendar of Meetings 2019- 2020	Non-Key Decision	Public	Gillian Scott, Principal Committee Manager Leader of the Council
Cabinet 21 Nov 2018	Acquisition of Property R	Key Decision It is likely to result in the Council incurring expenditure above or making savings of up to £164,000	Private	Nick Cummings, Property and Development Manager Leader of the Council
Cabinet 21 Nov 2018	Acquisition of Property S	Key Decision It is likely to result in the Council incurring expenditure above or making savings of up to £164,000	Private	Nick Cummings, Property and Development Manager Leader of the Council
Cabinet 11 Dec 2018	Treasury Management Strategy - half yearly report	Non-Key Decision	Public	Terry Collier, Deputy Chief Executive Portfolio Holder for Finance

Date of decision and decision maker	Matter for consideration	Key or non-Key Decision	Decision to be taken in Public or Private	Lead Officer/ Cabinet Member
Cabinet 11 Dec 2018	Outline Budget 2019/20	Key Decision It is likely to result in the Council incurring expenditure above or making savings of up to £164,000	Public	Laurence Woolven, Chief Accountant Portfolio Holder for Finance

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Overview and Scrutiny Committee

11 September 2018



Title	Treasury Management Annual Report 2017-18		
Purpose of the report	To note		
Report Author	Anna Russell, Deputy Chief Accountant		
Cabinet Member	Councillor Howard Williams	Confidential	No
Corporate Priority	Financial Sustainability		
Recommendations	Overview and Scrutiny Committee is asked to note the treasury outturn position for 2017-18 and the financial environment in global markets.		
Reason for Recommendation	Not applicable		

1. Key issues

Background

- 1.1 The Chartered Institute of Public Finance and Accountancy's Treasury Management Code (the CIPFA TM Code) requires that authorities report on the performance of the treasury management function at least twice a year (mid-year and at year end). This report fulfils the Council's legal obligation to have regard to the CIPFA Code
- 1.2 The Council's Treasury Management Strategy for 2017-18 was approved by Cabinet on 25 January 2017 and then by full Council in February 2017.
- 1.3 This report is an outturn statement of treasury management activities for the financial year 2017-18. The Council has invested and borrowed substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk are therefore central to the Council's treasury management strategy.

External Context – Economic commentary

- 1.4 The financial year 2017-18 was characterised by the push-pull from expectations of tapering of Quantitative Easing (QE) and the potential for increased policy rates in the US and Europe and from geopolitical tensions.
- 1.5 The UK economy showed signs of slowing with latest estimates showing Gross Domestic Product (GDP), helped by an improving global economy, grew by 1.8% in calendar 2017, the same level as in 2016. This was a far better outcome than the majority of forecasts following the EU Referendum in June 2016, but it also reflected the international growth momentum generated by the increasingly buoyant US economy and the re-emergence of the Eurozone economies.

- 1.6 The inflationary impact of rising import prices, a consequence of the fall in sterling associated with the EU referendum result, resulted in year-on-year CPI rising to 3.1% in November before falling back to 2.7% in February 2018. Consumers felt the squeeze as real average earnings growth (i.e. after inflation) turned negative before slowly recovering. The labour market showed resilience as the unemployment rate fell back to 4.3% in January 2018. The inherent weakness in UK business investment was exacerbated by political uncertainty following the surprise General Election in June 2017 and by the lack of clarity on Brexit, the UK and the EU only reaching an agreement in March 2018 on a transition which will now span Q2 2019 to Q4 2020. The Withdrawal Treaty is yet to be ratified by the UK parliament and those of the other 27 EU member states, and new international trading arrangements are yet to be negotiated and agreed.
- 1.7 The Bank of England's Monetary Policy Committee (MPC) increased Bank Rate by 0.25% to 0.50% in November 2017. It was significant in that it was the first rate hike in ten years, although in essence the MPC reversed its August 2016 cut following the referendum result. The February Inflation Report indicated the MPC was keen to return inflation to the 2% target over a more conventional (18-24 month) horizon with 'gradual' and 'limited' policy tightening.
- 1.8 In contrast, economic activity in the Eurozone gained momentum. In June, the European Central Bank (ECB) confirmed end of Quantitative Easing at the end of December 2018 with interest rates to remain on hold through summer 2019. The US economy grew steadily and, with its policy objectives of price stability and maximising employment remaining on track, the Federal Reserve Open Market Committee (FOMC) increased interest rates in December 2017 by 0.25% and again in March, raising the policy rate target range to 1.50% - 1.75%. The Fed is expected to deliver two more increases in 2018 and a further two in 2019. However, the imposition of tariffs on a broadening range of goods initiated by the US, which has led to retaliation by China, could escalate into a deep-rooted trade war having broader economic consequences including inflation rising rapidly, warranting more interest rate hikes.

External Context – Financial markets

- 1.9 The increase in Bank Rate resulted in higher money markets rates: 1-month, 3-month and 12-month LIBID rates averaged 0.32%, 0.39% and 0.69% and at 31st March 2018 were 0.43%, 0.72% and 1.12% respectively.
- 1.10 Gilt yields displayed significant volatility over the twelve-month period with the change in sentiment in the Bank of England's outlook for interest rates. The yield on the 5-year gilts which had fallen to 0.35% in mid-June rose to 1.65% by the end of March. 10-year gilt yields also rose from their lows of 0.93% in June to 1.65% by mid-February before falling back to 1.35% at year-end. Twenty-year gilt yields followed an even more erratic path with lows of 1.62% in June, and highs of 2.03% in February, only to plummet back down to 1.70% by the end of the financial year.
- 1.11 The FTSE 100 had a strong finish to calendar year 2017, reaching yet another record high of 7688, before plummeting below 7000 at the beginning of 2018 in the global equity correction and sell-off.

External Context – Credit background

- 1.12 In the first quarter of the financial year, UK bank credit default swaps (CDS) reached three-year lows on the announcement that the Funding for Lending Scheme, which gave banks access to cheaper funding, was being extended to 2018. For the rest of the year, CDS prices remained broadly flat.
- 1.13 The rules for ring-fencing UK banks were finalised by the Prudential Regulation Authority and banks began the complex implementation process ahead of the statutory deadline of 1st January 2019. As there was some uncertainty surrounding which banking entities the Council would be dealing with once ring-fencing was implemented and what the balance sheets of the ring-fenced and non-ring-fenced entities would look like, in May 2017 Arlingclose advised adjusting downwards the maturity limit for unsecured investments to a maximum of 6 months. The rating agencies had slightly varying views on the creditworthiness of the restructured entities.
- 1.14 Barclays was the first to complete its ring-fenced restructure over the 2018 Easter weekend; wholesale deposits including local authority deposits will henceforth be accepted by Barclays Bank plc (branded Barclays International), which is the non-ring-fenced bank.
- 1.15 **Money Market Fund regulation:** The new EU regulations for Money Market Funds (MMFs) were finally approved and published in July and existing funds will have to be compliant by no later than 21st January 2019. The key features include Low Volatility Net Asset Value (LVNAV) Money Market Funds which will be permitted to maintain a constant dealing NAV, providing they meet strict new criteria and minimum liquidity requirements. MMFs will not be prohibited from having an external fund rating (as had been suggested in draft regulations). Arlingclose expects most of the short-term MMFs it recommends to convert to the LVNAV structure and awaits confirmation from each fund.

External Context – Credit Rating developments

- 1.16 The most significant change was the downgrade by Moody's to the UK sovereign rating in September from Aa1 to Aa2 which resulted in subsequent downgrades to sub-sovereign entities including local authorities.
- 1.17 Changes to credit ratings included Moody's downgrade of Standard Chartered Bank's long-term rating to A1 from Aa3 and the placing of UK banks' long-term ratings on review to reflect the impending ring-fencing of retail activity from investment banking (Barclays, HSBC and RBS were on review for downgrade; Lloyds Bank, Bank of Scotland and National Westminster Bank were placed on review for upgrade).
- 1.18 Standard & Poor's (S&P) revised upwards the outlook of various UK banks and building societies to positive or stable and simultaneously affirmed their long and short-term ratings, reflecting the institutions' resilience, progress in meeting regulatory capital requirements and being better positioned to deal with uncertainties and potential turbulence in the run-up to the UK's exit from the EU in March 2019. The agency upgraded Barclays Bank's long-term rating to A from A- after the bank announced its plans for its entities post ring-fencing.
- 1.19 Fitch revised the outlook on Nationwide Building Society to negative and later downgraded the institution's long-term ratings due to its reducing buffer of junior debt. S&P revised the society's outlook from positive to stable.

- 1.20 S&P downgraded Transport for London to AA- from AA following a deterioration in its financial position.

External Context – Other developments

- 1.21 In February, Arlingclose advised against lending to Northamptonshire County Council (NCC). NCC issued a section 114 notice in the light of severe financial challenge and the risk that it would not be in a position to deliver a balanced budget.
- 1.22 In March, following advice from Arlingclose, the Council removed RBS plc and National Westminster Bank from its counterparty list. This did not reflect any change to the creditworthiness of either bank, but a tightening in Arlingclose's recommended minimum credit rating criteria to A- from BBB+ for FY 2018-19. The current long-term ratings of RBS and NatWest do not meet this minimum criterion, although if following ring-fencing NatWest is upgraded, the bank would be reinstated on the Council's lending list.

Local Authority Regulatory Changes

- 1.23 Revised CIPFA Codes: CIPFA published revised editions of the Treasury Management and Prudential Codes in December 2017. The required changes from the 2011 Code have and are being incorporated into Treasury Management Strategies and monitoring reports.
- 1.24 The 2017 Prudential Code introduces the requirement for a Capital Strategy which provides a high-level overview of the long-term context of capital expenditure and investment decisions and their associated risks and rewards along with an overview of how risk is managed for future financial sustainability. Where this strategy is produced and approved by full Council, the determination of the Treasury Management Strategy can be delegated to a committee. The Code also expands on the process and governance issues of capital expenditure and investment decisions.
- 1.25 The Council aim to produce a Capital Strategy to be reported to Council by October 2018.
- 1.26 In the 2017 Treasury Management Code, the definition of 'investments' has been widened to include financial assets as well as non-financial assets held primarily for financial returns such as investment property. These, along with other investments made for non-treasury management purposes such as loans supporting service outcomes and investments in subsidiaries, must be discussed in the Capital Strategy or Investment Strategy. In accordance with the new Guidance, the officers will produce a Capital Strategy for approval by Council. Additional risks of such investments are to be set out clearly and the impact on financial sustainability is to be identified and reported.
- 1.27 MHCLG Investment Guidance and Minimum Revenue Provision (MRP): In February 2018 the MHCLG (Ministry of Housing, Communities and Local Government) published revised Guidance on Local Government and Investments and Statutory Guidance on Minimum Revenue Provision (MRP).
- 1.28 Changes to the Investment Guidance include a wider definition of investments to include non-financial assets held primarily for generating income return and a new category called "loans" (e.g. temporary transfer of cash to a third party, joint venture, subsidiary or associate). The Guidance introduces the concept of proportionality, proposes additional disclosure for borrowing solely to invest and also specifies additional indicators. Investment strategies must detail the

extent to which service delivery objectives are reliant on investment income and a contingency plan should yields on investments fall.

- 1.29 The definition of prudent MRP has been changed to “put aside revenue over time to cover the CFR”. MRP cannot be a negative charge and can only be zero if the CFR is nil or negative. Guidance on asset lives has been updated, applying to any calculation using asset lives. Any change in MRP policy cannot create an overpayment. The new policy must be applied to the outstanding CFR going forward only.

MiFID II

- 1.30 As a result of the second Markets in Financial Instruments Directive (MiFID II), from 3rd January 2018 local authorities were automatically treated as retail clients but could “opt up” to professional client status, providing certain criteria were met which include having an investment balance of at least £10 million and the person(s) authorised to make investment decisions on behalf of the authority having at least a year’s relevant professional experience. In addition, the regulated financial services firms to whom this directive applies have had to assess that the person(s) have the expertise, experience and knowledge to make investment decisions and understand the risks involved.
- 1.31 The Council has met the conditions to opt up to professional status and has done so in order to maintain its status prior to January 2018. The Council will continue to have access to products including money market funds, pooled funds, treasury bills, bonds, shares and to financial advice.

Local Context

- 1.32 With the purchase of commercial properties generating sustainable income streams starting with the BP international campus site in Sunbury during 2016/17, the Council now has significant levels of long-term fixed-rate borrowing, secured to fund property acquisitions.
- 1.33 The Council’s current strategy when making strategic asset acquisitions is to take advantage of the cheap borrowing rates available and fix at those rates to provide long-term funding certainty, whilst maintaining and supplementing when possible the investment portfolio that has been built up.
- 1.34 On 31 March 2018, the Council had net borrowing of £682m arising from its revenue and capital income and expenditure, an increase on 2017 of £266m. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. The CFR and resources applied are summarised in Table 1 below.

Table 1: Balance Sheet Summary as at 31 March 2018

	Actual 31/03/2017 £m	Movement 2017/18 £m	Actual 31/03/2018 £m
Opening Capital Financing Requirement	0	416	416
Capital investment	422	(149)	273
<i>Less:</i>			
Capital Receipts, Grants & Contributions	(3)	1	(2)
Revenue Contributions	(3)	2	(1)
Repayment of debt (MRP)	0	(5)	(5)
Closing Capital Financing Requirement	416	265	681

- 1.35 Net borrowing has increased due to a rise in the CFR as new capital expenditure was higher than the financing applied including minimum revenue provision (MRP).
- 1.36 The Council's current strategy is to maintain borrowing and investments below their underlying levels, sometimes known as internal borrowing, in order to reduce risk and keep interest costs low. The Council also undertook an alternative funding exercise to assess availability of alternative funders at rates cheaper than the PWLB. The treasury management position as at 31 March 2018 and the change over the period is show in Table 2 below.

Table 2: Treasury Management Summary

	Balance 31/03/2017 £m	Movement £m	Balance 31/03/2018 £m	Rate 31/03/2018 %
Long-term borrowing	(406)	(245)	(651)	2.45%
Short-term borrowing	(8)	(6)	(14)	0.98%
Total borrowing	(414)	(251)	(665)	
Long-term investments	22	(1)	21	4.90%
Short-term investments	0	1	1	
Cash and cash equivalents	7	(2)	5	0.15%-0.45%
Total investments	29	(2)	27	
Net borrowing	(385)	(253)	(638)	

Note: these figures are from the balance sheet in the Council's draft statement of accounts

- 1.37 Increased borrowing is due to property acquisitions made during 2017-18.

2. Borrowing Activity

- 2.1 At 31 March 2018, the Council held £665m of loans, an increase of £251m from 31 March 2017, including £648m long-term PWLB borrowing as part of its strategy for funding major acquisitions and developments. The 31 March 2018 borrowing position is show in Table 3 below.

Table 3: Borrowing Position

	Balance 31/03/2017 £m	Movement £m	Balance 31/03/2018 £m	Rate 31/03/2018 %	Maturity (weighted av) 31/03/2018 years
Public Works Loan Board	406	242	648	2.45%	49
Local authorities (long-term)	0	3	3	0.74%	4
Local authorities (short-term)	8	6	14	1.12%	<1
Total Borrowing	414	251	665		

- 2.2 At 31 March 2018, the Council had short-term borrowing totalling £14m. This reflected the impact of the Council's cashflow, including costs associated with acquisitions such as VAT which is reimbursed by Government. Short-term funding relating to acquisitions were borrowed from other local authorities due to the short-term nature of the requirement and the affordable rates on offer.

- 2.3 The Council will need to borrow additional funds on both long- and short-term bases for any further acquisition purchases that occur in the future. Work is ongoing with Arlingclose and the portfolio holder to ensure that the cheapest and most appropriate duration and source are secured.
- 2.4 The Council's chief objective when borrowing has been to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required. Flexibility to renegotiate loans should the Council's long-term plans change is a secondary objective.
- 2.5 Affordability and the "cost of carrying" remained important influences on the Council's borrowing strategy alongside the consideration that, for any borrowing undertaken ahead of need, the proceeds would have to be invested in the money markets at rates of interest significantly lower than the cost of borrowing.

Investment Activity to 31 March 2018

- 2.6 The Guidance on Local Government Investments in England gives priority to security and liquidity and the Council's aim is to achieve a yield consistent with these principles. However, the ability to maximise interest returns within these guidelines is paramount to generating sufficient funds to support the Council's revenue budget.
- 2.7 As at 31 March 2018, the Council's investment portfolio was a total of £43.29m, with £2.2m of this in short-term cashflow funds. A breakdown of the investments is given in **Appendix A**.
- 2.8 Given the increasing risk and continued low returns from short-term unsecured bank investments, it is the Council's aim to further diversify into more secure or higher yielding asset classes. The availability of funds for investment is dependent upon the timing of precept payments, receipt of grants and progress on the capital programme.
- 2.9 The pooled fund investments form a key part of the portfolio and a full list of these and their current performance is detailed in **Appendix B**.

Investment Performance Monitoring

- 2.10 Security of capital has remained the Council's main investment objective. This has been maintained by following the Council's counterparty policy as set out in its Treasury Management Strategy Statement for 2017-18.
- 2.11 Table 4 shows the performance of the Council's investments compared to budget.

Table 4: Performance of investments

Investment Income 2017/18	Budget	Actual	Variance from budget
	£'000	£'000	£'000
Pooled Fund - Dividends	(800)	(869)	(69)
Fixed Term Deposits - Interest	(50)	(72)	(22)
Money Market Funds - Dividends	(50)	(74)	(24)
Total Investment Income	(900)	(1,015)	(115)

- 2.12 The Council seeks professional advice from Arlingclose and closely adheres to the advice set out in the Department for Communities and Local

Government (DCLG) guidance. Given Spelthorne's dependency on investment returns to balance the budget, the Council's investment strategy is also kept under constant review and regular quarterly review meetings are held with Arlingclose, the Council's treasury advisors. All investment and borrowing decisions are made in consultation with our advisors.

- 2.13 Counterparty credit quality was assessed and monitored with reference to credit ratings (the Council's minimum long-term counterparty rating for institutions defined as having "high credit quality" is A- across rating agencies Fitch, S&P and Moody's); credit default swap prices, financial statements, information on potential government support and reports in the quality financial press.

3. Financial implications

- 3.1 The financial implications are as set out in this report. The ability to maximise interest returns is paramount to generate sufficient funds to support the General Fund and even a small decline in interest rates can mean a significant reduction in cash returns. Therefore, our aim is to continue to maintain flexibility commensurate with the high level of security and liquidity and minimal risk when making investment decisions.

4. Other considerations

- 4.1 The Council fully complies with best practice as set out in the Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code for Capital Finance in Local Authorities, the Department for Communities and Local Government (DCLG) Guidance on Investments issued in March 2004 and the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Treasury Management in the Public Sector 2009 and Cross Sectional Guidance Notes.
- 4.2 Nothing in the Council's current strategy is intended to preclude or inhibit capital investment in local projects deemed beneficial to the local community and which have been approved by the Council.

5. Timetable for implementation

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

Background papers: There are none

Appendices: Appendices A – B are attached

Appendix A

Details of Investments Held as at 31 March 2018

Investment Type	Initial Investment Amount £m	Yield %	Start Date	Maturity Date
<u>Pooled Investment Funds</u>				
<u>(see Appendix B for details)</u>				
Charteris Elite Equity Income	0.8	4.62	11 May 2012	N/A
Schroders UK Corporate Bond	1.5	4.68	11 May 2012	N/A
Schroders Income Maximiser	1.0	8.77	06 Jul 2012	N/A
Schroders Income Maximiser	1.0	7.13	24 Jul 2015	N/A
Schroders Income Maximiser	1.0	7.57	26 Aug 2016	N/A
M&G Global Dividend	1.0	4.68	27 Jun 2012	N/A
M&G Optimal Income Sterling	1.7	2.85	13 Apr 2015	N/A
M&G Extra Income Fund	2.0	4.49	15 Aug 2016	N/A
Investec Diversified Income	3.0	3.81	25 Aug 2016	N/A
Threadneedle UK Equity Fund	2.0	4.20	08 Sept 2016	N/A
CCLA Property Fund (LAMIT)	1.5	6.12	31 Mar 2013	N/A
CCLA Property Fund (LAMIT)	1.0	5.25	30 Apr 2014	N/A
Total	17.5	4.97		
<u>Fixed Rate Deposits</u>				
Network Housing Group	2.0	3.60	28 Apr 2016	27 Apr 2021
Total	2.00	3.60		
Total - Core Inv. Portfolio	19.5	4.83	Average	
<u>Cash Flow Investments</u>				
BNP Paribas	2.2	0.45		Instant Access
Total	2.2	0.45		
<u>Funding Circle</u>				
Loans to small businesses	0.3	4.81	16 Apr 2015	31 Mar 2019
Total Investments at 31/3/18	22.0	4.70	Overall average	

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Pooled Funds as at 31 March 2018

Fund	Date of Purchase	Initial Investment £	Dividends Received to 31/3/18 £	Dividend Yield %	Capital Gain at 31/3/18 £	Total Return at 31/3/18 £	Total Return (Yield) %
Charteris Elite Income Fund	11/05/12	800,120	36,995	4.62%	-16,995	20,000	2.50%
Schroders UK Corporate Bond	11/05/12	1,500,000	70,251	4.68%	202,817	273,068	18.20%
Schroders Income Maximiser Fund	06/07/12	1,000,000	87,683	8.77%	186,709	274,392	27.44%
Schroders Income Maximiser Fund	24/07/15	1,000,000	71,281	7.13%	-35,281	36,000	3.60%
Schroders Income Maximiser Fund	26/08/16	1,000,000	75,734	7.57%	24,990	100,724	10.07%
M&G Global Dividend	27/06/12	1,000,000	46,788	4.68%	573,613	620,401	62.04%
M&G Optimal Income	13/04/15	1,690,636	48,261	2.85%	69,944	118,205	6.99%
M&G Extra Income Fund Sterling	15/08/16	2,000,000	89,763	4.49%	-52,824	36,939	1.85%
Investec Diversified Income	25/08/16	3,000,000	114,228	3.81%	-91,737	22,491	0.75%
Threadneedle Inv Services - UK Equity	08/09/16	2,000,000	83,951	4.20%	-35,619	48,332	2.42%
CCLA - The LAs Property Fund	31/03/13	1,500,000	91,867	6.12%	495,682	587,549	39.17%
CCLA - The LAs Property Fund	30/04/14	Hy is 1,000,000	52,454	5.25%	139,502	191,956	19.20%
Value at 31/3/2018		17,490,756	869,256	4.97%	1,460,801	2,330,057	13.32%

Pooled Fund Performance to 31 March 2018

The net capital appreciation of these investments as at 31/3/18 is 8.35%. However, capital gains and losses may fluctuate throughout the period the investments are held. In 2017/18, any gains would only have been realised had the funds been sold. Dividends are received at various times during the year, with some paid quarterly and others half yearly. The income yield for 2017-18 as at 31/3/18 is 4.97% for the year.

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Overview and Scrutiny Committee

11 September 2018



Title	Review of Community Safety		
Purpose of the report	To note		
Report Author	Jackie Taylor Group Head Neighbourhood Services		
Cabinet Member	Councillor Ian Harvey	Confidential	No
Corporate Priority	Clean and Safe Environment		
Recommendations	To note the information contained within the report		

1. Key issues

- 1.1 Community Safety involves various organisations working together with local communities to tackle persistent crime and disorder issues that are adversely affecting the quality of life of local people within the borough. From feeling secure in their home to feeling confident while out in the local neighbourhood, community safety is one of the most important issues for residents living in Spelthorne.
- 1.2 It remains a statutory requirement for local authorities to work in partnership to reduce crime and Anti-Social Behaviour (ASB). We achieve this through the Spelthorne Safer Stronger Partnership (SSSP). Responsible partners namely the Local Authority, Fire & Rescue Service, Clinical Commissioning Group, Probation services, Surrey County Council and the Police, work collaboratively in partnership. The SSSP meets on a quarterly basis.
- 1.3 By working together, these organisations have a greater impact on preventing crime & disorder, and develop more effective and sustainable solutions to better protect, support and empower local residents to feel safe and secure.
- 1.4 Over the last few years, Government has introduced a number of national changes that have significantly impacted on the community safety landscape. Some of these changes include the introduction of directly elected Police & Crime Commissioners and the publishing of a range of national strategies and policies linked with domestic abuse, ASB, counter terrorism and crime prevention. All of which have altered the focus of the work delivered by the community safety partners.
- 1.5 Policing & community safety continues to change and the crime and demands on services/resources are different. Online and cyber-crime are increasing and there is an emergence of complex and harmful crimes such as sexual exploitation and human trafficking. While incidents linked with vulnerability

(e.g. mental health problems) are increasing and more victims are confidently reporting issues linked with domestic and sexual abuse.

- 1.6 In setting the current year's priorities, the SSSP used police data and the local crime profile. There was also stakeholder engagement to decide on the following priorities for 2017/18 which were:-
- Anti-Social Behaviour (ASB)
 - Serious & Organised Crime (SOC)
 - Closed Circuit Television (CCTV)
 - Community Engagement
 - Water safety
- 1.7 The community safety partnership has the responsibility to convene a strategic group of all responsible authorities, prepare an assessment of local crime and community safety priorities using information provided by partner agencies and the community, and produce an action plan to meet those priorities. The Community Safety Team at Spelthorne takes responsibility for co-ordinating activities and events and driving performance.
- 1.8 It is important to recognise that the SSSP has statutory obligations, and although not listed as current strategic priorities, there continues to be a great deal of work undertaken to ensure we comply with relevant legislation. For example, as a partnership we have a responsibility to deliver activity linked with preventing violent extremism, commission reviews into domestic-related homicides and deliver actions to help minimise serious and organised crime within the borough. Partnership activity takes place around these themes, as part of our core day-to-day business and will continue to be delivered during 2018/19.
- 1.9 The Anti-social Behaviour, Crime and Policing Act 2014 defines ASB as:
- Conduct that has caused, or is likely to cause, harassment, alarm or distress to any person (i.e. objectively causes fear for one's own safety), or
 - Conduct capable of causing nuisance or annoyance to a person in relation to that persons occupational residential premises, or
 - Conduct capable of causing housing-related nuisance or annoyance to any person
- 1.10 The Spelthorne Neighbourhood policing team consists of 4 police officers and 10 police community support officers. The team are also supported by a large team of omniscient response officers. These police teams work closely with the council's 5 Joint Enforcement Team officers (JET) and 2 Community Safety Officers. Regular meetings take place between all of the team in the form of a joint tasking and co-ordinating meeting, where geographical problems around all areas of ASB are highlighted and actions allocated to deal with emerging and/or historical problems.
- 1.11 In August 2017 Surrey Police carried out a public confidence survey across the County which showed a confidence level of 94%, a 1.6% increase on the last quarter of 2016/17. This increase was higher than the results from both Runnymede & Elmbridge.

2. Current position

ASB - police data

2.1 The following data which has been provided by Surrey Police shows the number of incidents of ASB and Crime reported to Surrey Police for the Borough of Spelthorne.

The data below shows an increase of 106 reported incidents of ASB over the previous 12 months.

Category description	2016-17	2017-18	% change
Abandoned vehicle not stolen or causing obstruction	193	209	8.2
Animal problems	29	24	-17
Fireworks-inappropriate sale/use/possession	36	32	-12
Malicious/nuisance communications	66	73	10.6
Noise	126	112	-12
Littering/Drugs paraphernalia	45	69	53
Nuisance neighbours	143	160	11.8
Rowdy or inconsiderate behaviour	1337	1358	1.5
Street drinking	14	3	-79
Trespass	36	49	36
Vehicle nuisance/inappropriate use	543	585	7.7
Total	2568	2674	4.1

2.2 Whilst annual figures of ASB for 17/18 show a slight increase of 4.1%, there has been a general decline of recorded ASB incidents across the county in the last five years. The figures provided below show a 24% reduction in Surrey between 2013 & 2018.

Year	ASB
2013/14	3507
2014/15	3541
2015/16	3077
2016/17	2568
2017/18	2674

It is recognised that there is no room for complacency and the multi-agency partnership continues to work together to resolve local community issues.

2.3 The detail behind some of the figures in the table at **para 2.1** is given below:-

- Malicious nuisance/communications - a reflection of the use of social media
- Litter – this is mainly due to the proactive and active deployment of the Spelthorne Joint Enforcement Team (JET).
- Nuisance neighbours – which is a common issue, use of the Mediation Service has been used where possible.
- Trespass - the borough has suffered from a number of unauthorised encampments mainly in our parks. This is a county wide issue and we are working to help improve the process to resolve such incidents swiftly.

- Vehicle nuisance - during this period Bridge Street car park in Staines upon Thames became a focal point for car enthusiasts with associated ASB use of vehicles. This was successfully addressed by partner agencies through use of enforcement and physical measures.
- Total anti-social behaviour is up by 4.1% on the previous 12 months and continues to be monitored by the Police Neighbourhood Teams. However the focus of the ASB has been around “Threat, Harm and Risk”, this is to ensure that those that are vulnerable get a priority service in line with the force priorities. These are high-harm offences, hate crimes and domestic abuse and for North Surrey specifically includes domestic burglaries. Work was also carried out relating to “County Lines” drug dealers which has encouraged reporting of ASB in order to evidence closures.

3. Current position

Crime - police data.

- 3.1 The data in the table below shows an increase of 862 reported crimes over the previous 12 months

Crime type	2016-2017	2017-2018	% change
Criminal damage	884	1004	13.6
Domestic burglary	339	522	54
Drug offences	160	200	25
Fraud and forgery	6	13	116.7
Non-domestic burglary	222	123	-44.6
Other criminal offences	177	203	14.7
Other sexual offences	28	34	21.4
Robbery	29	31	6.9
Serious sexual	129*	145*	12.4
Theft (other than vehicle and handling stolen goods)	1305	1441	10.4
Vehicle crime (excluding interference)	512	553	8.0
Vehicle interference and tampering	43	54	25.6
Violence with injury	635	641	0.9
Violence without injury	1883*	2250*	19.5
Total notifiable offences	6352	7214	13.6

*Clarified post meeting

- Violence with injury is up by nearly 1% on the previous 12 months. This is the smallest increase across all crimes mainly because the detection of violent crimes is high.
- Violence without injury is up by 19.5% on the previous 12 months. The steep increase can be related to the fact that this category now includes harassment, public order issues and possession of weapons. Possession of weapons has shown a relatively significant increase for the police force in the last 12 months. This is mainly amongst youths carrying weapons to protect themselves. There is an on-going education programme through the Youth Officers with the schools to tackle this issue.

- Theft and handling stolen goods (not including vehicle theft) is up by 10.4% on the previous 12 months. Despite this increase Surrey Police have the lowest recorded theft per 1000 population. This is currently still seeing an upward trend and Surrey Police officers are working with the Staines-upon-Thames Business Improvement District (BID) team to put an intelligence sharing system in place between the shops and the BID Rangers.
- Criminal damage is up by 13.6% on the previous 12 months. The upward movement in this category is around threats or possession with intent to commit damage. A number of these are crimes from domestic incidents i.e. where a child threatens to smash a parent's property and they are over the age of criminal responsibility.
- Data from across the County shows a marked increase in crime figures that range from an 18.4% increase in Waverley to an 8.6% decrease in Tandridge.

3.2 National figures from the Crime Survey for England & Wales (CSEW)

	Year ending December 2017	To note
Burglary	9% increase in police recorded offences (to 438,971)	Burglary offences are thought to be relatively well reported by the public and relatively well recorded by the police and so the increase in police recorded burglary is likely to reflect a genuine increase.
Computer misuse	28% decrease in offences estimated by the CSEW (to 1,374,000)	Falls in computer misuse crimes were the main driver of the overall decrease in crime estimated by the CSEW.
Fraud	No change in offences estimated by the CSEW (3,241,000)	The CSEW provides the best indication of the overall trend in fraud as it captures the lower-harm cases that are more frequent but less likely to have been reported to the authorities.
Homicide	9% increase in police recorded offences (to 653 – excluding terrorist attacks in London and Manchester and events at Hillsborough in 1989)	The recent trend is affected by exceptional events with multiple homicide victims.
Robbery	33% increase in police recorded offences (to 74,130)	Recording improvements are likely to have contributed to this rise, but the impact is thought to be less pronounced than for other crime types. Therefore, the increase may also reflect an element of a real change in these crimes. The CSEW does not provide a robust measure of short-term trends in robbery as it is a relatively low-volume crime.

Vehicle-related theft	17% increase in offences estimated by the CSEW (to 929,000)	A 16% increase was also seen in vehicle offences recorded by the police (to 452,683), continuing the rising trend seen over the last two years. Vehicle offences are thought to be relatively well reported by the public and well recorded by the police.
Violence	<p>No change in overall violent offences estimated by the CSEW (1,245,000)</p> <p>22% increase in police recorded knife or sharp instrument offences (to 39,598 offences)</p> <p>11% increase in police recorded firearms offences (to 6,604 offences)</p>	The CSEW provides the better measure of trends in overall violent crime, covering the more common but less harmful offences. Police recorded crime provides a better measure of the more harmful but less common violent offences that are not well measured by the survey because of their relatively low volume. These offences are thought to be relatively well recorded by the police.

4. Current Strategic Priorities

As well as reflecting on how the partnership responds to ASB generally and reviewing options and practices to ensure they remain fit for purpose, efforts have been focused elsewhere to target issues that are of concern to our communities. The following section provides a brief overview of the activities the Partnership has been involved in delivering in response to community concerns.

4.1 Combatting Anti-Social Behaviour (ASB) Key Challenges

The Council and its partners continue to receive a high volume of complaints relating to ASB, ranging from nuisance and environmental related issues through to calls concerning behaviour targeted towards specific persons/groups. ASB reports have reduced over the last 5 years but still equate to almost 14% of all incidents recorded by Surrey Police in Spelthorne.

- ASB can affect anyone and negatively influences public confidence
- Tackling youth related ASB continues to be the top concern for local residents followed by rubbish, fly tipping, litter, dog fouling, speeding and/or dangerous driving and unauthorised encampments.
- Despite fewer partnership resources, resident's expectations of how we respond to ASB remains the same, which may lead to an increase in calls for service where no action is taken.
- The number of ASB cases that involve complex needs and vulnerability, which are more difficult to address (e.g. mental health related issues ASB) are increasing.
- There are national and local increases in the number of hate crime incidents with specific community groups known to be targeted, which are significantly underreported.

4.2 **Combatting Anti-Social Behaviour (ASB) and how we respond**

- Work with partners to efficiently tackle the changing nature of ASB in order to effectively meet the demands of local communities
- Be intelligence led and information driven to ensure resources are deployed through tasking and coordination in the right areas at the right time to combat ASB effectively
- Ensure that timely and targeted enforcement action is taken against perpetrators of ASB
- Tackle specific elements of ASB e.g. youth disorder, graffiti-signal crimes etc.
- Work collectively in order to prevent and/or divert ASB and hate crime from occurring in the first place
- Review how we combat ASB within the borough in order to improve our response to ASB complaints
- Review the implementation of ASB legislation locally e.g. the use of Public Space Protection Orders (PSPO)
- Deliver awareness raising campaigns to demonstrate the impact of ASB and hate crime
- Provide support to vulnerable and repeat victims of ASB and hate crime

4.3 **Combatting Anti-Social Behaviour (ASB) 2017/18 Actions**

- Responding to community concerns associated with the anti-social use of vehicles in Sunbury by supporting the implementation of a dispersal order
- Review of the PSPO at Sunbury Cross to address street drinking to ensure that it was fit for purpose
- Utilised Community Protection Warnings (CPW) and Community Protection Notices (CPN) to target individuals who persistently act in an anti-social manner including parents where the children are consistently involved in ASB
- Taken a multi-agency approach to problem solving people and places. Three arrests have been made in response to issues and concerns around the misuse and theft of pedal cycles and mopeds

Moorings

During 2017/18 a total of 37 periods of enforcement were carried out (each period consisting of 3 days). During the same period 51 warning letters were issued to boat masters who had overstayed the 24 hour in 48 hour bye-laws.

- In May 2017 a Community Protection Warning Notice was issued to two boats illegally moored at Staines Bridge. Both boat masters had cordoned off the mooring and had used it to fly-tip rubbish, draw water

from a Council building and use of a chemical toilet in plain view of the public.

- On 12 May 2017 at Staines Magistrates Court Leroy Bryant was convicted of 4 offences in relation to his boat St. George III. The boat had previously sunk at Kings Law. The offences related to abandoning the vessel and failing to deal with the derelict wreck. The Council were awarded £2125 in Compensation and £2001 in Costs.

Unauthorised encampments

During 2017/18 the Council had a total of 18 unauthorised encampments

- 11 were dealt with under the ASB Crime and Policing Act 2014 – SBC issued Community Protection Notices followed by Court Orders to leave the land
- 6 were dealt with under the Criminal Justice and Public Order Act 1994 S.77 – SBC issued a direction to leave land and then obtained a S.78 order from the Court to leave the land
- 1 was dealt with by the Police using powers under S.61 of the Criminal Justice & Public Order Act 1994
- 3 of the unauthorised encampments required the services of Bailiffs to remove at a total cost of £12,615

4.4 Serious & Organised Crime

Organised crime covers a wide range of activities and individuals involved in areas such as Class A drug trafficking, organised immigration crime and fraud. Other threats include counterfeiting, cuckooing, high tech crime, armed robbery and other gun crime, art theft and money laundering.

“Cuckooing” is the term used to describe the practice where professional drug dealers take over the property of a vulnerable person and use it as a place from which to run their drugs business. The drug dealers will target those who are vulnerable, potentially as a result of substance abuse, mental health issues, or loneliness, and befriend them or promise them drugs in exchange for being able to use their property.

4.5 Serious & Organised Crime 2017/18 Actions

Working alongside our partners there have been:-

- 4 partial house closures under ASB legislation to deal with Cuckooing
- 1 Criminal Behaviour Order served on a youth
- 1 Injunction
- A joint site visit with police, planning officers and JET officers was undertaken to investigate reports of modern slavery.

- Investigated £63,000 of Scrap Metal offences. Ashley Brooks of Ashdale Close, Stanwell was convicted at Guildford Magistrates Court on 17 July 2017 on 5 charges and ordered to pay £10,373. Mr Brooks later appealed and appeared at Guildford Crown Court on 21 February 2018. His conviction was upheld and his appeal was dismissed. The Judge did vary his sentence and reduced the order to pay to £6400.

4.6 **CCTV**

Closed Circuit Television (**CCTV**) is a system where the circuit in which the video is transmitted is closed and all the elements (camera, display monitors, recording devices) are directly connected. Our current CCTV on street monitoring systems are outdated. Capital funding was made available by Spelthorne and we have now procured a new wireless system (currently being installed) which will continue to be monitored from the CCTV control room based in Runnymede.

4.7 **CCTV 2017/18 Actions**

- We have awarded a new contract for the delivery of wireless CCTV cameras and connectivity. The camera replacement programme and connection is underway with the project expected to be complete in September/October 2018. This new system will assist with the detection and investigation of crime and disorder. CCTV signage will be reviewed as and when new cameras are installed.
- In 2018 SBC purchased 2 deployable CCTV cameras to assist with obtaining evidence around ASB. Both cameras have to date provided evidence in cases of fly tipping and youth disorder.
- Working with SCC the community safety team have identified a number of key location lamp columns (hotspots) where the deployable CCTV cameras could be located. These lamp columns in key locations have been adapted to enable us to quickly place a deployable camera as and when needed.
- A review of all CCTV camera locations has been undertaken to ensure that we comply with the Information Commissioners Office guidelines and GDPR Regulations. A report of this review has been published on the Council's website.
<https://www.spelthorne.gov.uk/media/18349/CCTV-Annual-Report-2017-18/pdf>

4.8 **Community Engagement**

We promote the concept of community based action to inhibit and remedy the causes and consequences of criminal, intimidatory and other related anti-social behaviour. Its purpose is to secure sustainable reductions in crime and the fear of crime in local communities.

4.9 **Community Engagement 2017/18 Actions**

- Worked with the voluntary and community sector to increase our knowledge and understanding of the issues that directly affect the most vulnerable in our community.
- Supported activities in the borough to improve community cohesion.

- Proactively assist with the “Prevent Programme” aimed at helping to prevent people from being drawn into terrorism through awareness raising around extremism. A Spelthorne resident was responsible for the attempted bombing at Parsons Green tube station, and was subject of a Channel Panel meeting under the Prevent Strategy. This process was run by Surrey County Council and is currently under review to ensure all learning points are identified and shared across all agencies.
- Continue to seek resources from the Police & Crime Commissioners Community Safety Fund to fund work within secondary schools in a priority area of the district highlighting the exploitation of young people by ‘County Lines’ gangs.
- Continue to review the Council’s web pages to ensure that residents are given clear guidance on who to contact for community safety issues, information and support.
- Delivered training to all 5 rotas at the Surrey Police contact centre to help improve customer service. The training resulted in agreed responses by the police to key issues such as noise nuisance, parking and ASB for callers using the 101 service.
- Proactively engaged with local communities to build relationships and provide advice, education and guidance.
- Delivery of the 2 week Junior Citizen event to over a thousand children from Spelthorne’s primary schools. At the event the children receive vital advice from teams at Spelthorne as well as St Johns Ambulance, Surrey Fire & Rescue, Surrey Police and the RNLI.
- Delivery of an ‘older persons’ afternoon briefing at the Salvation Army church and community centre. Those present were given advice on matters related to community safety, including topics such as frauds and scams. Over 60 older residents attended and we received much positive feedback. Further events are planned for later in 2018 and also 2019.
- Two Partnership Action Days (PAD) were delivered, the first focused on road safety, speeding, use of mobile phones and waste enforcement. The second integrated with ASB week and involved visits to vulnerable victims, patrols of local hotspots and public information stalls within the Two Rivers shopping complex.
- A multi-agency response to vehicle related ASB at Bridge Street car park, resulting in physical improvements being introduced, joint letters being sent to registered owners of offending vehicles and police visits to residential properties.
- Assisted the police in delivering the Police Panel meetings giving residents the opportunity to ask questions on local issues affecting them.

4.10 **Water safety**

A tri-borough agreement with Elmbridge & Runnymede boroughs has been developed along the River Thames on a water safety project named “Respect the Water”. Fourteen enhanced water safety signs are being installed along

the banks of the river along with throw-lines. The lines are stored in locked cabinets with access being achieved via the Surrey Fire & Rescue control room in case of need. Surrey County Council have provided financial support for this project.

4.11 **Spelthorne Safer Stronger Partnership (SSSP)**

The partnership works towards a rolling three year plan (2017-2020) with the following priorities:-

To reduce

- Crime – residential burglary, harm caused through misuse of drugs & alcohol, serious organised crime and violent & acquisitive crime
- Anti-Social Behaviour
- Re-offending
- The threat of Terrorism
- The threat of Child Sexual Exploitation and Cyber related crime

To improve

- Engagement with the public to help our communities become stronger
- Water safety in areas of the borough bounded by the River Thames

The SSSP meets quarterly and monitors delivery against the priorities of the two tactical partnership forums of Joint Enforcement Team (JET) the Tasking & Co-ordinating Group (JET/TCG) and the Community Incident Action Group (CIAG).

4.12 **Joint Enforcement Team (JET) tasking & coordinating group**

Since April 2018 this group has worked on interventions at 38 locations on the borough across a wide range of community issues.

These mainly involve low level ASB (noise/youth disorder/parking issues/anti-social use of vehicles/planning breaches). To date 12 (32%) of these issues have been closed due to noted improvements in the area which is characterised by a cessation of reported issues.

4.13 **Community Incident Action Group (CIAG)**

Since April 2018 this group has monitored 13 adults, two families and three juveniles. These individuals have been of concern due to their disruptive impact within their local community and/or their vulnerability as victims of anti-social behaviour/criminal behaviour.

Interventions include:-

- 8 Criminal Behaviour Orders (Includes 3 converted ASB Orders)
- 1 Civil Injunction
- 4 Partial Closure Orders of premises (to prevent criminal “cuckooing”)

5. Financial implications

- 5.1 The SSSP receives a grant from the Police & Crime Commission which is used to fund small community projects within the borough.

5.2 There are no additional financial implications as the Community Safety team and JET officers are funded by Spelthorne Borough Council.

Background papers: There are none

Appendices: SSSP plan 2018-2021 (this is in process of being updated and the final version will follow when it has been signed off by the SSSP Board at its meeting on 6 September)

Overview and Scrutiny Committee

11 September 2018



Title	Corporate Project Management Report		
Purpose of the report	To note		
Report Author	Sandy Muirhead Group Head Commissioning and Transformation		
Cabinet Member	Councillor John Boughtflower	Confidential	No
Corporate Priority	Financial Sustainability		
Recommendations	To note the report		
Reason for Recommendation	To allow Members to be updated on progress of projects and their outcomes across the Council		

1. Key issues

- 1.1 This report highlights the work of the Council on projects.
- 1.2 The Corporate Project Dashboard attached (Appendix 1) tracks progress of projects and work streams to fall in line with the Groups in place since May 2016 (Commissioning and Transformation / Community Well Being / Neighbourhood Services / Regeneration and Growth / Finance and Customer Relations), with the inclusion of those projects falling under a Corporate and/or 'miscellaneous' heading.
- 1.3 The council's focus continues on property acquisitions and housing projects, with the property acquisition portfolio being managed, controlled and reported through the 'Development and Investment Group' and the 'Investment and Property Group' – with the property project names, and high-level information being captured as part of the "Corporate Project Register" and "Corporate Project Dashboard" documents.
- 1.4 Moving forward the Group and Deputy Group Head Commissioning and Transformation (CTG) will continue to meet with all Group Heads to obtain their views on current and future needs in relation to projects and procurement.

With the appointment of the Procurement and Contracts Manager there has been greater support available on this aspect of projects. CTG will also focus on performance to ensure that all aspects of project work are captured to enable the Council to clearly demonstrate its achievements.

- 1.5 Projects also need to ensure they continue to take account of the General Data Protection Regulations (GDPR), Equality and Diversity impacts and where appropriate Privacy Impact Assessments, so as to comply with the necessary Governmental legislations.
- 1.6 The corporate project officers continue to meet and discuss individual projects in more detail particularly those with a red or amber status. Highlight reports continue to be produced on a regular basis by the majority of managers.

2. Corporate Projects

- 2.1 The projects being delivered across the Council continue to move Spelthorne forward on various areas to support delivery of the corporate priorities.
- 2.2 The project documentation is currently being modified to ensure projects at initiation have a clear business case and highlight procurement, legal, ICT and GDPR requirements that will need supporting during the course of the project. This will assist with workload planning where projects cross several different services.

3. Financial implications

- 3.1 Projects should not be initiated unless there is a clear business case and funding stream in place. These should be indicated at the project planning stage and it is hoped there will be continuing support given for all the initial business case documentation to be completed thus allowing projects to be effectively reported on and monitored.

4. Resource implications

- 4.1 As with the financial needs, resources must be given equal attention, with the appropriate departments and services being considered so that the appropriate and necessary skills can be made available so as to meet delivery deadlines.
- 4.2 Given the current structure, and working practices, of the Authority, prioritisation of workloads shall prove crucial so as to engage key members of the delivery Team at the times conducive to meeting deadlines and fulfilling expectations.
- 4.3 Where resource availability is proving to be a risk with potential to threaten the agreed delivery date, then escalation for support must be considered.

5. Other considerations

- 5.1 Projects will need to address equality and diversity issues together with those of sustainability, financial, social and environmental.
- 5.2 The introduction, and regular sitting, of the Project Steering Group (PSG) shall seek to further support each project by way of adherence to the current SBC project principles, recommended practices and processes. All of these shall serve to ensure that projects are managed in a manner conducive with focus to effective, efficient and controlled delivery. Risks and issues shall continue to alert the PSG of where additional consideration and support shall become necessary to review and address project priorities with those of corporate direction and needs.

6. Timetable for implementation

- 6.1 Project governance shall now also seek the consideration and direction of the PSG and continue to be reported to MAT, Cabinet Briefing and Overview and Scrutiny every quarter.
- 6.2 The corporate project team will continue to meet and discuss individual projects in more detail particularly those with a red or amber status. Highlight reports underpin the project report hierarchy and will continue to be produced monthly by project managers.
- 6.3 It is envisaged that as the Groups provide greater support for this corporate requirement that the content and timing of the data input shall become more efficient thereby ensuring that the overall process, and its own requirements shall provide enhanced benefits.
- 6.4 It is appreciated that the current sourcing mechanisms (Highlight Reports) for obtaining Dashboard information from the Groups/Project Managers is 'cumbersome' at best, which in many ways may influence the manner/time in which providers respond, so this, with the direction and support of the Project Steering Group, is being reviewed and amended so as to work in greater partnership internally.
- 6.5 The PSG recognise that the revised design of the Corporate Project Dashboard still needs to be improved upon so as to present the project status information in a truly focussed format. This issue is being addressed by the Project Team and it is envisaged that a revised and more effective layout of the required information shall be implemented in the near.

Background papers:

Appendices:

Appendix 1: Corporate Project Dashboard

Appendix 2: Corporate Project Dashboard – Project Detail

Appendix 3: Corporate Project Register

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Project Name (by Categorisation)	Status (RAG)	Project Sponsor	Project Manager	Group	Start Date	End Date	Original Approved Budget	Budget Variance < % >	Timeline (12 months commencing Jul '18)												Current General Health
									A	S	O	N	D	J	F	M	A	M	J	J	

Priority Flagship

Project Lima	Green	MAT	Siraj Choudhury	Corporate		Mar '19		< >												★★★★★
Knowle Green Estates Ltd.	Green	Terry Collier	Michael Graham		Apr '18	Feb '19														
Churchill Hall Redevelopment	Green	Heather Morgan	Richard Mortimer	Regen. & Growth	Jan '17	Oct '18	Confidential	Confidential												★★★★★
Bugle Returns Redevelopment	Green	Heather Morgan	Richard Mortimer	Regen. & Growth	Jan '17	Jan '19	Confidential	Confidential												★★★★★
Ceaser Court Redevelopment (Ph 1 by Nov'19)	Green	Heather Morgan	Richard Mortimer	Regen. & Growth	Jul '17		Confidential	Confidential												★★★★★
White House Redevelopment	Green	Heather Morgan	Richard Mortimer	Regen. & Growth	Sep '17		Confidential	Confidential												★★★★★
Ashford Multi-Storey Carpark	Amber	Heather Morgan	Richard Mortimer	Regen. & Growth	May '18		Confidential	Confidential												★★★★★
Thameside House	Green	Heather Morgan	Richard Mortimer	Regen. & Growth	Apr '18		Confidential	Confidential												★★★★★
Leisure Centre	Green	Lee O'Neil	Richard Mortimer	Regen. & Growth			Confidential	Confidential												★★★★★

Flagship

SSSSA	Red	Keith McGroary	Runnymede	Regen. & Growth	Mar '16	Nov '18	£350,000	5% >												★
Root and Branch Review	Green	MAT	Sandy Muirhead	Comm. & Trans.	May '18	Jun '19														★★★★

High

GDPR Compliance	Amber		Clare Williams	Comm. & Trans.	Jan '17	May '19	Nil													★★
EDMRS	Amber		Dawn George	Comm. & Trans.	Jun '15	Dec '18	£150,000													★★★
Agile Working (now part of Project Lima)	Green		Siraj Choudhury	Comm. & Trans.			£27,000													★★★★★
Search Moves	Amber	Karen Sinclair	Jayne Brownlow	Comm. Wellbeing		Jun '18														★★★★★
Civica Housing Module	Amber	Deborah Ashman	Jayne Brownlow	Comm. Wellbeing	Oct '15	Oct '18	£25,000													★★★
Rent Management System	Red	Sandy Muirhead	Michael Pegado	Comm. Wellbeing	Oct '15	Oct '18	Nil													★★★
Staines Market Tender	Green	Jackie Taylor	Francesca Lunn	N'Hood Services	Jun '18	Nov '18	TBA													★★★★★
Incubator	Red	Keith McGroary	Ruth Lambert	Regen. & Growth	Apr '18	Apr '19	£150,000													★★★★
Web Upgrade	Green	Roy Tilbury	Dawn Morrison	Communications		Dec '18														★★★
CallSecure	Red	Laurence Woolven	Jodie Hawkes	Customer Relations		Aug '18														★★★
Every Ward at Its Best	Green	Corporate	Michael Graham	Corporate	Feb '18	Feb '19	£25,000													★★★★★

Medium

Replacement Room Booking System	Green	Roy Tilbury	Daniel Dredge	Customer Relations	Feb '18	Aug '18														★★★★★
Replacement of Mitel/Liquid Voice Phone Systems	Green	Roy Tilbury	Daniel Dredge	Customer Relations		Jan '19														★★★
PeopleSafe	Green	Corporate	Stuart Mann	Corporate	Mar '17	Aug '18	£76,000													★★★★★
Civica Upgrade	Amber	Roy Tilbury	Daniel Dredge	Customer Relations																★★★

Service

VDI - Virtual Desktop Infrastructure	Green	Sandy Muirhead	Alistair Corkish	ICT		Dec '18														★★★★★
Network Refresh	Green	Sandy Muirhead	Alistair Corkish	ICT		Dec '18														★★★★★
Exchange to MS 2016 Solution	Green	Alistair Corkish	Chris Layte	ICT		Apr '19														★★★★★
Office 365	Green		Alistair Corkish	ICT		2020														★★★★★
DR Test	Green	Alistair Corkish	Jak Chauhan	ICT		Nov '18														★★★★★
SQL Upgrade	Green	Alistair Corkish	Sarah George	ICT		Apr '19														★★★★★
Mailing for Main Billing	Green	Roy Tilbury	Daniel Dredge	Customer Relations	Jun '18	Dec '18														★★★★★
Enforcement Agents	Green	Roy Tilbury	Roy Tilbury	Customer Relations	Nov '18	Apr '19														★★★★★
Multi-use Bins in Parks	Green	Jackie Taylor	James Weedon	N'Hood Services	May '18	On-going	TBA													★★★★★
Refurbishment of Shepperton Lock Facilities	Green	Jackie Taylor	Sabena Sims	N'Hood Services	Jun '18	Oct '18														★★★★★
Enterprise (IDOX)	Green	Esmé Spinks	Gillian Richardson	Regen. & Growth	Dec '17	Nov '18	£20,000													★★★★★

Recently Completed:

PSN RE-accreditation	Green		Alistair Corkish	Comm. & Trans.	Jan '18	May '18														★★★★★
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Notes:

The 'Current General Health' (column Z) provides an overview on the the project's status (as determined by MAT), in terms of progress, risks and issues. Additional supporting dialogue (covering Risks and Issues, etc.) shall be provided on an additional sheet covering the various projects.

Those projects shaded 'blue' have not responded to information requests for a status update, and therefore the information in the above table is from their submission in July 2018.

31/08/18

T:\TeamCommittee\Overview and Scrutiny Committee\agenda\2018\20180911\Agenda items\Project Management\02) Appendix 1 - Corporate Dashboard Aug 2018 v0.6

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Corporate Project Dashboard

August 2018

Portfolio of Projects:

Priority Flagship	Flagship	High	Medium	Service
Project Lima	SSSSA	GDPR Compliance	Replacement Room Booking System	VDI – Virtual Desktop Infrastructure
Confidential: Churchill Hall Redev.	Root and Branch Review	EDMS	Replacement of Mitel/Liquid Voice Phone Systems	Network Refresh
Confidential: Bugle Returns Redev.		Agile Working	PeopleSafe	Exchange to MS 2016 Solution
Confidential: Ceaser Court Redev. Ph. 1		Search Moves	Civica Upgrade	Office 365
Confidential: White House Redev.		Civica/Locata LG2 Housing Module		DR Test
Confidential: Waterfront Redev.		Rent Accounting System		SQL Upgrade
Confidential: AMSCP		Staines Market Tender		Mailing for Main Billing
Leisure Centre		Incubator		Enforcement Agents
		Web Upgrade		Multi-use Bins in Parks
		Call Secure		Shepperton Lock
		Every Ward at Its Best		Enterprise (iDOX)

Project: Project Lima

Category: Priority Flagship

RAG Status: GREEN

- **Benefits Identified and Anticipated Delivery to Target:**

Project Lima has focussed staff minds on consolidating and reducing storage materials. Greater focus on back-scanning and forward-scanning. Desk layout planning has encouraged the use of some hot-desking (going forward) to accommodate growth. The “development potential” benefit of vacating the West and North wings is being worked on by the Asset Team.
- **Progress Against Milestones:**

Preparation of the Phase 1 site areas was on target for 20 July.
Phase 1 is underway and the building contractors are on track to complete by 31 August as planned.
Preparation of the Phase 2 site area is underway with a crucial weekend transfer arranged for 1 and 2 September
- **Identified Risks and Issues:**

Risks:

 - 1) Building contractor delay in works
 - 2) Unexpected issue arising from building works
 - 3) Failure or problems with new technology (Virtual Desktop Infrastructure)
 - 4) Lack of Project Team (Projects, ICT, Facilities) capacity
 - 5) Poor engagement / lack of co-operation from staff

Issues:
- **Budget Management:**

As expected, there have been a few variations to the building works plans and various issues which have arisen.
There are some additional works (e.g. in relation to the new windows) which will add to the overall cost.
The Project Team will be reducing spend on other elements of the project e.g. furniture and looking to absorb any additional works costs within the building works contingency amount.
- **Stakeholder Engagement:**

Meetings have been undertaken with representatives and managers of all teams plus UNISON.
Presentations have been made at staff meetings plus drop-in sessions.
Reception and Meeting Space working groups to meet again.
Ongoing feedback inbox and post-box.
Ongoing engagement with external tenants at KG.
- **Resources:**

Facilities Team now has improved capacity to assist with office moves (apprentice recruited).
Casual labour will be used.
ICT managing VDI rollout, ICT moves plus data and power requirements.
- **Anticipated Completion Date:**

1 March 2019

Project: Project Lima (cont'd:)

- **Comments:**

Friday, 31 August 2018

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Phase 1 is currently on track. There is no indication that Phase 2, 3 and 4 will be delayed. The project end date is still 1 March 2019.

CONFIDENTIAL

Project: Churchill Hall Redevelopment

Category: Priority Flagship

RAG Status: GREEN

- **Benefits Identified and Anticipated Delivery to Target:**
3 no. 2 bedroom houses for affordable rented accommodation which will bring in an on-going income stream whilst also providing housing for Borough residents
- **Progress Against Milestones:**
Construction commenced on the 5 February 2018 with a target construction time of 35 weeks. The 10 day programme delay has now been reduced to 4 days.
- **Identified Risks and Issues:**
CONFIDENTIAL
Risks:
Issues:
- **Budget Management:**
CONFIDENTIAL
- **Stakeholder Engagement:**
Regular and on-going information sharing with:-
 - Management team
 - Councillors
 - Residents
 - Contractor Team
- **Resources:**
Healthy availability of both internal and external personnel
- **Anticipated Completion Date:**
October 2018
- **Comments:**
Reported directly to Development Investment Group on a two weekly basis

CONFIDENTIAL

Project: Bugle Returns Redevelopment

Category: Priority Flagship

RAG Status: GREEN

- **Benefits Identified and Anticipated Delivery to Target:**
8 private rented apartments which will bring in an on-going income stream to be used for affordable housing purposes elsewhere in the Borough.
- **Progress Against Milestones:**
Construction commenced on the 31 January 2018 with a target construction time of 48 weeks.
On programme
- **Identified Risks and Issues:**
CONFIDENTIAL
Risks:
Issues:
- **Budget Management:**
CONFIDENTIAL
- **Stakeholder Engagement:**
Regular and on-going information sharing with:-
 - Management team
 - Councillors
 - Residents
 - Contractor Team
- **Resources:**
Healthy availability of both internal and external personnel
- **Anticipated Completion Date:**
January 2019
- **Comments:**
Reported directly to Development Investment Group on a two weekly basis

CONFIDENTIAL

Project: Ceaser Court (formerly 'Benwell House') Redevelopment

Category: Priority Flagship

RAG Status: GREEN

- **Benefits Identified and Anticipated Delivery to Target:**
55 residential units to bring in an on-going income stream whilst providing much needed housing in the Borough.
- **Progress Against Milestones:**
Planning permission was granted on the 25 July for a roof top extension which will provide an additional 24 apartments. This has now increased the number of apartments in Phase 1 to 55.
- **Identified Risks and Issues:**
CONFIDENTIAL
Risks:
Issues:
- **Budget Management:**
CONFIDENTIAL
- **Stakeholder Engagement:**
Regular and on-going information sharing with:-
 - Management team
 - Councillors
 - Residents
 - Contractor Team
- **Resources:**
Healthy availability of both internal and external personnel
- **Anticipated Completion Date:**
CONFIDENTIAL
- **Comments:**
Reported directly to Development Investment Group on a two weekly basis

CONFIDENTIAL

Project: White House Redevelopment

Category: Priority Flagship

RAG Status: GREEN

- **Benefits Identified and Anticipated Delivery to Target:**
Phase 1 28 unit block for affordable rented accommodation which will provide housing for Borough residents whilst also bringing in an income stream
- **Progress Against Milestones:**
The design fees budget for Phase 1 (28 unit block of affordable Housing) was agreed at Cabinet on the 18 July.
- **Identified Risks and Issues:**
CONFIDENTIAL
Risks:
Issues:
- **Budget Management:**
CONFIDENTIAL
- **Stakeholder Engagement:**
Regular and on-going information sharing with:-
 - Management team
 - Councillors
 - Residents
 - Design Team
 - Construction Team
 - Management Operator (Phase 2)
- **Resources:**
Healthy availability of both internal and external personnel
- **Anticipated Completion Date:**
CONFIDENTIAL
- **Comments:**
Reported directly to Development Investment Group on a two weekly basis

CONFIDENTIAL

Project: Waterfront Redevelopment

Category: Priority Flagship

RAG Status: GREEN

- **Benefits Identified and Anticipated Delivery to Target:**
Regeneration of Staines-upon-Thames.
- **Progress Against Milestones:**
Feasibility works are ongoing to establish the appropriate densities and mix of uses.
- **Identified Risks and Issues:**
CONFIDENTIAL
Risks:
Issues:
- **Budget Management:**
CONFIDENTIAL
- **Stakeholder Engagement:**
Regular and on-going information sharing with:-
 - Management team
 - Councillors
 - Residents
 - Design Team
 - Construction Team
 - Hotel operator
- **Resources:**
Healthy availability of both internal and external personnel
- **Anticipated Completion Date:**
CONFIDENTIAL
- **Comments:**
Reported directly to Development Investment Group on a two weekly basis

CONFIDENTIAL

Project: Ashford Multi-Storey Car Park

Category: Priority Flagship

RAG Status: AMBER

- **Benefits Identified and Anticipated Delivery to Target:**
In the stages of early feasibility
- **Progress Against Milestones:**
Project currently on hold awaiting the outcome of the parking studies and enforcement period.
Surveys to form the basis of the parking study took place on the 28 and 30 June.
- **Identified Risks and Issues:**
CONFIDENTIAL
Risks:
Issues:
- **Budget Management:**
CONFIDENTIAL
- **Stakeholder Engagement:**
Regular and on-going information sharing with:-
 - Management team
 - Councillors
 - Residents
 - Design Team
 - Construction Team
- **Resources:**
Healthy availability of both internal and external personnel
- **Anticipated Completion Date:**
CONFIDENTIAL
- **Comments:**
Reported directly to Development Investment Group on a two weekly basis

CONFIDENTIAL

Project: Thameside House

Category: Priority Flagship

RAG Status: GREEN

- **Benefits Identified and Anticipated Delivery to Target:**
A predominantly residential scheme with a mix of affordable and privately rented apartments. Other uses to be determined. This will provide an on-going income stream along with providing a substantial amount of much needed housing.
- **Progress Against Milestones:**
The property was acquired on the 9 May 2018. A design team budget has been approved and the professional team is being procured
- **Identified Risks and Issues:**
CONFIDENTIAL
Risks:
Issues:
- **Budget Management:**
CONFIDENTIAL
- **Stakeholder Engagement:**
Regular and on-going information sharing with:-
 - Management team
 - Councillors
 - Residents
 - Design Team
 - Construction Team
- **Resources:**
Healthy availability of both internal and external personnel
- **Anticipated Completion Date:**
CONFIDENTIAL
- **Comments:**
Reported directly to Development Investment Group on a two weekly basis

Project: Supporting Spelthorne Secondary Shopping Areas

Category: Flagship

RAG Status: RED

- **Benefits Identified and Anticipated Delivery to Target:**

As per the original application, the improvements will enhance the appearance of the locations making it a more desirable location for a business; it will also make the shopping experience for local residents more attractive and help strengthen the viability of local shopping parades against the competition of shopping in the towns.

The project is expected to be delivered in this financial year (2018/19).

- **Progress Against Milestones:**

Edinburgh Drive is completed.

Groveley Road has had the S278 licence issued and work is due to commence in the next 4 weeks.

Woodlands parade S278 licence issued 2nd August.

Clare Road is also close to having the S278 licence issued.

Given that the tender process was completed in December 2016, the length of time SCC have taken to issue the S278 licence needed to authorise the work is quite astonishing.

Identified Risks and Issues:

Risks:

Issues:

The main risk/issue to this project related to the drawn out process of ensuring the work is carried out, given that it is getting close to 2 years since the project started (applications for licences took place in October 2016) that risk occurred but the project is still being delivered. The delay has caused a 5% increase in the quotes for the three remaining shopping parades as costs due to the protracted delay and rising costs.

Given that only one S278 licence remains outstanding, no threats or risks are now perceived to be present.

Current issue relating to the 5% (£9,000 approx.) increase in costs for work on the remaining three parades.

- **Budget Management:**

There has been a 5% increase in the quotes for the remaining 3 parades which is in the region of £9k. Negotiations are ongoing with our legal team and SCC around payment of that cost.

- **Stakeholder Engagement:**

All Councillors and shopkeepers have been directly notified of forthcoming work at Groveley Road and an update has been placed on the SBC website for the wider general public.

The same methodology will be applied when dates are known for work to commence.

- **Resources:**

No issues.

- **Anticipated Completion Date:**

The project was funded in July 2016 and is anticipated to be completed by December 2018

- **Comments:**

Project: Supporting Spelthorne Secondary Shopping Areas (cont'd):

Friday, 31 August 2018

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Given that the project was due to be delivered in 2017, this suggests that a red flag is appropriate, however, given that the licences are so close to completion now which means that work can start, I am minded to give an amber flag. Once the S278 licence is granted, it takes a further 6 weeks for a Road Works licence to be granted and then 2 to 4 weeks for

each site to be completed. Completion for the whole project is realistically expected in this financial year.

The delay in this project is due to SCC taking an extraordinary amount of time to process S278 applications. Given that this issue is so close to being resolved, there are no obvious issues to be addressed.

Project: Root and Branch Review

Category: Flagship

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
- **Progress Against Milestones:**
 - Phase 1: Team Reviews – Revised completion date September 2018
 - Phase 2: Customer Services, Independent Living implementation plans – August 2018
 - Phase 2: Detailed Discovery – December 2018
- **Identified Risks and Issues:**
 - Risks:
Resource – in particular ICT personnel.
 - Issues:
- **Budget Management:**

Projects coming out of root and branch will need to be costed and put together as growth items.
- **Stakeholder Engagement:**

Regular and on-going meetings with:-

 - Staff
 - Councillors
 - Management Team and Group Heads
- **Resources:**
 - Delivery:
Loss of business analyst and workload – recruiting temporary root and branch officer plus recruiting business analyst for ICT – lack of resource impacts on delivery timeline.
 - Post-delivery / Implementation:
Once have implementation plans likely to involve ICT solutions – availability of resource likely to be a significant risk.
- **Anticipated Completion Date:**

June 2019
- **Comments:**

Project: GDPR Compliance

Category: High

RAG Status: AMBER

- **Benefits Identified and Anticipated Delivery to Target:**
Compliance with data protection legislation and ultimately better use of the Council's information assets.
- **Progress Against Milestones:**
Staff awareness has increased as shown by the growth in requests for guidance made to the IG Officer. Progress against milestones has slowed since the departure of the interim resource.
- **Identified Risks and Issues:**
Risks:
Non-compliance with data protection legislation. Personal information could be processed inappropriately resulting in breaches of the DP legislation, Information Commissioner fines and reputational damage.
Loss of public confidence.
No budget allocated to this project.
Issues:
Lack of focus on Information Governance (IG) across the Council over previous years.
Resources are tight within service lines which makes it difficult for many to take on the extra work required to improve IG.
Increased risk from 25 May 2018 when GDPR became enforceable. GDPR is recognised as a step up from the Data Protection Act (1998) even for organisations who are working at the best practices.
- **Budget Management:**
There was no budget allocated originally. However funding was made available for the interim resource's wages and further funding has been made available for the data protection administrator's salary.
- **Stakeholder Engagement:**
Stakeholders - both staff and members of the public are showing increased awareness of data protection and their rights under GDPR as evidenced by the increase in the questions asked by both groups.
- **Resources:**
All departments/staff who process personal data are involved. There are numerous flows of personal data into and out of the council across many services. Demonstrating compliance with the GDPR is only one of its manually intensive requirements which has a significant impact on all departments. Some services have moved staff from other tasks in order to concentrate on data protection.
- **Anticipated Completion Date:**
It is difficult to anticipate a completion date. A data protection compliance plan for services with target dates was agreed by MAT on 7 August 2018 and will shortly be communicated to all services.
- **Comments:**
A fulltime (9 month contract) data protection administrator has been recruited and is due to start shortly.

Friday, 31 August 2018

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Project: EDMS

Category: High

RAG Status: AMBER

- **Benefits Identified and Anticipated Delivery to Target:**
- **Progress Against Milestones:**
- **Identified Risks and Issues:**

Risks:

Issues:

- **Budget Management:**
- **Stakeholder Engagement:**
- **Resources:**
- **Anticipated Completion Date:**
- **Comments:**

Review of longer term scanning strategy is now taking place.

A report is to go forward to MAT in Sept. '18 so as to determine future requirements.

Project: Agile Working

Category: High

RAG Status: AMBER

- **Benefits Identified and Anticipated Delivery to Target:**
- **Progress Against Milestones:**
- **Identified Risks and Issues:**
 - Risks:
 - Issues:
- **Budget Management:**
- **Stakeholder Engagement:**
- **Resources:**
- **Anticipated Completion Date:**
- **Comments:**

Delivery of the Agile Working concepts have now been incorporated as part of Project Lima.

Project: Search Moves Partnership & Update Allocations Policy

Category: High

RAG Status: GREEN

- **Benefits Identified and Anticipated Delivery to Target:**
New policy complies with case law and is legally robust.
Changes to LSVT ensure a legal basis for increased supply of former Airways Housing Units
Daily bidding is a more responsive service for customers and intended to help RPs have a quicker void turnaround time and therefore reduce lost income.
- **Progress Against Milestones:**
Allocations policy implemented on schedule in April.
Daily bidding under choice based letting scheme has been successfully happening since Autumn 17
LSVT changes have been agreed in principle with A2D and with legal to finalise.
Search Moves divestment from Elmbridge is now with legal
- **Identified Risks and Issues:**
Risks:
Issues:
Existing RP tenants now have to apply directly to SBC housing register. It was anticipated this would mean 300 new applications at short notice. It has been raised by Officers that this has given rise to verbal complaints from tenants who feel they are now disadvantaged because they are applying from scratch and previous time waiting has not been taken into consideration.
- **Budget Management:**
On budget.
- **Stakeholder Engagement:**
No comment.
- **Resources:**
No comment.
- **Anticipated Completion Date:**
June 2018 was original date
- **Comments:**
Most tasks have been completed but because the final sign-offs are still with Legal then the timescale has slipped. This has been attributed to late contributions and engagement from Elmbridge with regard to Search Moves.

Project: CIVICA / Locata Housing Module LG2

Category: High

RAG Status: GREEN

- **Benefits Identified and Anticipated Delivery to Target:**
Rent assure scheme is high profile and carries significant financial commitments.
New module will enable better financial monitoring and ease of billing customers.
- **Progress Against Milestones:**
New system for Rent Assure Scheme has been built.
New system for homelessness has been built.
Letter templates are in progress and on schedule.
- **Identified Risks and Issues:**
Risks:
New system needs testing. This was not possible until the server migration was successfully completed on 21 July 2018.
Issues:
Concern that with changes in ICT staff then original process mapping may not have been completed. However, they kept to timescale and it was achieved.
- **Budget Management:**
No Comment.
- **Stakeholder Engagement:**
No Comment.
- **Resources:**
Resource commitment required for system testing and training.
- **Anticipated Completion Date:**
October / November 2018.
- **Comments:**
No Comment.

Project: Rent Accounting and B&B (Finance)

Category: High

RAG Status: RED

- **Benefits Identified and Anticipated Delivery to Target:**
Reduction in manual tasks with the introduction/implementation of 'automated' processes. The need to have the Integra and Crystal Reports tested in the Customer environment has been delayed, as some new processes need to be tested with others dependent upon resource (across the areas) being available to write, develop and test the new processes (*e.g.* Credit Control Letters in Crystal reports).
- **Progress Against Milestones:**
Milestones have 'slipped' within the last month due to process preparation and testing as mentioned above.
- **Identified Risks and Issues:**
Risks:
 - 1) Resource availability
 - 2) Training is not accepted and/or behind schedule (due operational needs)Issues:
Loss of key (experienced) personnel before the 'Go-live' date.
- **Budget Management:**
No budget.
- **Stakeholder Engagement:**
Regular meeting with Project Delivery Team and 'resource owners' are now taking place with a view to understanding the service line demands alongside the project delivery expectations.
- **Resources:**
Resource availability and prioritisation of tasks have been escalated for support and direction.
- **Anticipated Completion Date:**
Early October 2018.
- **Comments:**
The delivery of this work stream was/is anticipated to 'dovetail' with the delivery of the Civica/Locata LG2 Module so as to deliver savings by way of the improvement to internal processes, and data/record management.
Resources across the services areas has proven difficult, and even more so, now that we are approaching the 'Go-Live' date.
Availability of resource has suffered due to illness, workload prioritisation and now the loss of key Staff leaving the Authority.
Senior Management are now assisting in the understanding and management of the resource requirement, in efforts to achieve the current 'Go-Live' date.

Project: Heathrow Launch Pad (Incubator)

Category: High

RAG Status: RED

- **Benefits Identified and Anticipated Delivery to Target:**

This project will provide below market rate desk space for start-up businesses plus a comprehensive programme of business support. Planned partnerships with SETSquared and Royal Holloway's Creative Hub bid should bring new innovative tech entrepreneurs into the borough. The project will also provide wider support for the local business community. Anticipated project completion date of April 2019 looks likely to be achieved with the recently identified new proposed location above Marianne's Community Café in Staines.

- **Progress Against Milestones:**

The initial milestones have been missed due to 3 changes of location for this project. Final costings are being completed in the light of information about the operating costs of locating in Marianne's Café. Office fit out should be completed by April 2019. Business support partners are in place. Workshops and support programme will be launched once the new venue is definitely confirmed.

- **Identified Risks and Issues:**

Risks:

- 1) The main risk to this project has been the changes of location which threatened to lose the scheme momentum. However, partners have been maintained and use of the space has been agreed in principal with Surrey Disabled People's Partnership.
- 2) Another potential risk will be negotiating the legal agreement to use the space in a mutually agreeable manner and ensuring a swift turnaround of the legal agreements to allow the space to be operational before April 2019.

Issues:

- **Budget Management:**

Budget of £150K has been ring-fenced to cover initial life of the project from the business rate retention pilot. This has been modified from original projections to fit the new venue.

- **Stakeholder Engagement:**

Stakeholders have been kept up to date and once a draft legal agreement has been received a more formal update will be circulated.

- **Resources:**

All resources have been identified and no issues are anticipated. The website is already live (although hidden) and will be updated with the new location to allow marketing to commence.

- **Anticipated Completion Date:**

Target completion date of April 2019. This project has been live since October 2017.

- **Comments:**

Once the legal agreement for use of the space has been agreed the other aspects of the project will be able to get underway. The fact there have been 4 locations proposed for this project has impacted on progress to date, but assuming occupancy of this new space is confirmed the project will be successfully completed.

Project: Refurbishment of Shepperton Lock

Category: Service

RAG Status: GREEN

- **Benefits Identified and Anticipated Delivery to Target:**
- **Progress Against Milestones:**
- **Identified Risks and Issues:**
 - Risks:
 - Issues:
- **Budget Management:**

Total agreed original project budget:	£60,000
Actual 'Spend to Date':	£ 4,745
- **Stakeholder Engagement:**

- **Resources:**

- **Anticipated Completion Date:**

October 2018
- **Comments:**

Project: VDI

Category: Service

RAG Status: GREEN

- **Benefits Identified and Anticipated Delivery to Target:**
- **Progress Against Milestones:**
To date, with the additional influences of the 'Project Lima' delivery schedule, the VDI roll-out has achieved a 60% completion figure.
- **Identified Risks and Issues:**
Risks:
Issues:
Reticence of Staff to embrace the concept due to the perception of technology
- **Budget Management:**
On track.
- **Stakeholder Engagement:**
The roll-out to each individual service line has been thorough and methodical so as to ensure that all their systems continue to work in the VDI 'environment'.
- **Resources:**
- **Anticipated Completion Date:**
January 2019.
- **Comments:**

Project: SQL Upgrade

Category: Service

RAG Status: GREEN

- **Benefits Identified and Anticipated Delivery to Target:**
SQL2008 R2 is to have support withdrawn by Microsoft at the end of 2018.
A number of software suppliers have yet to confirm which version of SQL they will support after Microsoft withdraw their support of the product.
- **Progress Against Milestones:**
- **Identified Risks and Issues:**
Risks:
Issues:
- **Budget Management:**
- **Stakeholder Engagement:**
- **Resources:**
- **Anticipated Completion Date:**
April 2019
- **Comments:**

Project: Office 365 Upgrade



Category: Service

RAG Status: GREEN

- **Benefits Identified and Anticipated Delivery to Target:**
The current Microsoft product is being replaced with the Office 365 product.
As Office 365 is a hosted product, the training programme, along with the actual roll-out, shall prove to be 'significant'.
- **Progress Against Milestones:**
- **Identified Risks and Issues:**
Risks:
Issues:
- **Budget Management:**
- **Stakeholder Engagement:**
- **Resources:**
- **Anticipated Completion Date:**
2020
- **Comments:**

What is a project – How do you decide?

Each new piece of work should be considered on its own merits as, often the definition of what is and what is not a project is not clear cut. The table below can be used as a guideline.

A project is..... 	A project is not..... 
Significant legislative changes, including new policies as appropriate e.g. Allocations policy, CTB changes, Community Infrastructure Levy	A policy review/rewrite e.g. Gambling Policy, Recovery Policy
Software upgrade or new installation e.g. Automated Number Plate Recognition, Locata Housing software, I-Trent, CRM	Monitoring & reviews e.g. Capital & revenue monitoring reports, corporate risk management. review of fees and charges
Construction or refurbishment of buildings e.g. Staines Town redevelopment, Knowle Green, Ashford multi storey car park	Write offs e.g. Council Tax, Housing Benefits, Sundry debts
Introducing a new function/service e.g. CRM, agile working, food waste	Lease & contract reviews e.g. SLM, Village Halls, Christmas lights
A substantial change to business as usual e.g. Older Persons Review, Customer Service Review	Business as usual e.g. Leisure play schemes, Santa sprint, CBL, Grant administration
Procurement e.g. Staines Market, Hybrid mail, Steria	Strategy e.g. Active life style Strategy, Tenancy Strategy, Play pitch Strategy
Tender for new business e.g. Website project, Bailiff services	Reports & Newsletters e.g. Press release, Borough Bulletin, Close of accounts
Office Moves e.g. Knowle Green	Corporate & Service plans These may contain projects
Asset related initiatives e.g. APC, Laleham Park, Manor Park, Esso site, Moorings	HR e.g. Recruitment, appraisals, equality monitoring

For further advice, please contact any member of the Corporate Project Team.

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Overview and Scrutiny Committee Work Programme 2018-2019

Date of Meeting	ISSUE	Lead Officer	Objectives
11 September 2018	1. Minutes	Chairman	To agree the minutes of the previous meeting.
	2. Update on temporary flood defences	Environment Agency	To receive an update from the Environment Agency
	3. Review of Community Safety	Jackie Taylor / Cllr Harvey	To review community safety matters for the period 2017/18 and note the enforcement work of partner agencies. Representatives from Surrey Police and A2Dominion will be present to respond to questions.
	4. Treasury Management Annual Report	Anna Russell / Cllr Williams	To note the outturn report on Treasury Management for 2017/18
	5. Project Management update	Sandy Muirhead/Cllr Boughtflower	To receive an update on the status of current Council projects.
	6. Work Programme and Cabinet Forward Plan	Chairman / Terry Collier	To note the proposed work programme and consider issues of interest for the future work programme from the Forward Plan.

Overview and Scrutiny Committee Work Programme 2018-2019

Date of Meeting	ISSUE	Lead Officer	Objectives
20 November 2018	1. Minutes	Chairman	To agree the minutes of the previous meeting.
	2. Houses in Multiple Occupation – Article 4 direction	Esme Spinks / Cllr Barnard	To consider a report on the use of Article 4 Directions to manage conversions to Houses in Multiple Occupation.
	3. Heathrow and southern light railway	Heather Morgan / Cllr Harvey	To consider Heathrow Airport Ltd’s preferred masterplan option and Spelthorne’s bid for a southern light railway from Staines-upon-Thames to Heathrow Airport.
	4. Air quality	Tracey Willmott-French / Cllr Harvey	To consider the current impact of air quality on health in the Borough and the potential future impact from the Eco Park and Heathrow airport. Representatives from the Eco Park will be present to respond to questions.
	5. Budget Issues – 2018/19 – 2019/20	Terry Collier / Cllr Williams	To consider the issues for the Budget 2018/19 to 2019/20.
	6. Capital Monitoring Report Q2	Laurence Woolven / Cllr Williams	To receive and note the current Capital spend position.
	7. Revenue Monitoring Report Q2	Laurence Woolven / Cllr Williams	To receive and note the current Revenue spend position.
	8. Work Programme and Cabinet Forward Plan	Chairman / Terry Collier	To note the proposed work programme and consider issues of interest for the future work programme from the Forward Plan.

Overview and Scrutiny Committee Work Programme 2018-2019

Date of Meeting	ISSUE	Lead Officer	Objectives
15 January 2019	1. Minutes	Chairman	To agree the minutes of the previous meeting.
	2. Capital Monitoring Report and projected outturn	Laurence Woolven / Cllr Williams	To receive and note the current Capital spend position.
	3. Revenue Monitoring Report and projected outturn	Laurence Woolven / Cllr Williams	To receive and note the current Revenue spend position.
	4. Treasury Management half-yearly report	Laurence Woolven / Cllr Williams	To note the Treasury Management situation.
	5. Project Management update	Sandy Muirhead/Cllr Boughtflower	To receive an update on the status of current Council projects.
	6. Housing Options	Deborah Ashman/Karen Sinclair/Cllr Francis	To review the Housing choices for applicants joining the Housing Register.
	7. Fly Tipping	Jackie Taylor/Cllr Harvey	To review the impact of changes to Surrey County Council's waste services on fly tipping in the Borough
	8. Recycling and Waste collections	Jackie Taylor/Cllr Harvey	To consider satisfaction rates for the Council's waste services
	9. Work Programme and Cabinet Forward Plan	Chairman / Terry Collier	To note the proposed work programme and consider issues of interest for the future work programme from the Forward Plan.

Overview and Scrutiny Committee Work Programme 2018-2019

Date of Meeting	ISSUE	Lead Officer	Objectives
19 March 2019	1. Minutes	Chairman	To agree the minutes of the previous meeting.
	2. Review of parking in Ashford	Lee O'Neil / Cllr Harvey	To consider the outcomes from the survey undertaken into the parking situation in Ashford.
	3. Capital and Revenue Monitoring Q3	Laurence Woolven / Cllr Williams	To note the current Capital and Revenue spend to January 2019.
	4. Work Programme and Cabinet Forward Plan	Chairman / Terry Collier	To note the proposed work programme and consider issues of interest for the future work programme from the Forward Plan.

To be scheduled:

First round Leisure Centre consultation lessons learned – once proposed date for second round consultation is known