



Service Board Meeting Monday 4th August 2021 – Corporate Services Quarter One

1. Performance against Corporate Plan

	Service Priority	Link to corporate plan	Expected Outcomes	Update on 28 July 2021
1	Delivery of the council's response to Covid-19 pandemic	<p>Ensure that the Council meets its statutory obligations under the Civil Contingencies Act.</p> <p>Support for our town and village centres</p> <p>Support the local economy</p> <p>Support our residents</p>	<p>Policy and payment of Business Rates Grants</p> <p>Corporate Impact Assessment</p> <p>Action plans arising from these</p> <p>Administration of Test and Trace Isolation payments</p> <p>Submission of grant funding applications</p> <p>Hardship payments to council taxpayers</p> <p>Effective communications to assist in duty to warn and inform.</p> <p>Deliver Revitalise Hart.</p>	<p>The Council as paid out c.£26m of Business Rates Grants across 9 schemes since the onset of Covid. In 2021-22 the Council has paid out extended restrictions grant and main restart grants. All schemes must have payments completed by the 31st of July. Any discretionary funding can then be used towards Business Recovery to be spent by 31st March 2022.</p> <p>The Council has been administering test and trace payments since December 2020. Hardship payments are administered by Community Services. Revitalise Hart for Corporate Services was around remote working capabilities which have been largely delivered. We continue to have additional temporary resource in communities until November 2021 funded by the Covid Outbreak Management Fund which enables us to provide our duties around warn and inform.</p>

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2	New Ways of Working – Policy Support	Updating HR policies to reflect new ways of working	Remote working policy Travel and Expenses Policy Car Allowance policy Flexible working policy	The Joint Chief Executive has drafted an agile working policy which picks up the remote working policy and flexible working policy. The Car Allowance policy and travel and expenses policy will be reviewed in Q2 as part of the review of savings and MTFS.
3	Produce updated Medium Term Financial Strategy for Cabinet, predicated on the priorities within the Corporate Plan and reflecting current understanding of local government finance	Ensuring our Medium- Term Financial Strategy is focused on strategic priorities. Stable Financial Sustainability.	The Council's financial resources and commitments are aligned with its strategic priorities	The updated Medium Term Financial Strategy will be presented as follows: O&S August Cabinet September O&S October Cabinet November O&S December Cabinet January The strategy will also be updated to contain a 10-year outlook in addition to the current 3 -5-year outlook. A Cabinet working group is in place to review strategic priorities.
4	Implementation and regular review of the Commercialisation Strategy	Maximising income opportunities, and identifying new opportunities for income generation	Investment in commercial property (£10m indicative budget in capital programme) Develop further stream of commercial property options.	The Commercial Strategy was updated, reviewed, and approved in July 2021. An additional purchase of investment property circa £12m was undertaken in June 2021. We continue to work with agents to find additional opportunities.
5	Continue to work with local commercial agents in renting out spare office space	Maximising Council income through effective asset management and collection activities	Refurbish and let out third floor	A survey by Hurst Warne has been commissioned and due to the amount of investment required in the building and the saturation of office space in Fleet itself it is not cost effective to rent out that space. Instead, all tenants and officers have been moved out of the 3 rd floor so that no further costs are incurred. The Citizens Advice Bureau are considering a move of office which enable the premises at Yateley to be rented out. Leases are also to

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				be reviewed and renegotiated with all existing tenants where required.
6	Manage changes within the 5 Councils Partnership arrangement	Continuing to work closely with partners to deliver joint services	Services within the contract are aligned to the requirements of the Council and delivered in the most effective way feasible	In April 2021, Exchequer Services moved from Capita to be internally delivered by the Council. The remaining services delivered by Capita for Corporate Services are revenues and benefits, financial system support and IT.
7	Implement the provision of Committee Services software	To realise our ambitions to deliver more for less	The Council makes full use of technology to improve the way it delivers Committee Services	Modern.Gov has been implemented for Member use. In addition, all historic reports and declarations of interest are accessible through Modern.Gov. Audit Committee in July 2021 was the first Committee to use Modern.Gov from end to end for the report writing as well as publication as a test Committee. There are improvements to be made to the report writing template before this is rolled out across other Committees.
8	Review and replacement of the telephony system	To realise our ambitions to deliver more for less	The Council controls its overhead costs for direct dial telephony whilst expanding the flexibility for staff via a non-desk-based solution	The authority is using the Mitel VOIP system. We are outstanding Capita to resolve firewall issues so that the home working soft phone system can be installed – Due June 2021 but Capita were unable to resolve firewall issues so deferred to October 2021.
9	Delivery of Edenbrook apartments project	Maximising income opportunities, and identifying new opportunities for income generation	The Council delivers the project on time and within budget to maximise the investment potential	Edenbrook apartments successfully delivered.

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10	Implementation of Housing Company	Maximising income opportunities, and identifying new opportunities for income generation	Business Plan approved, Company set up, run first full financial year	Housing Business Plan approved, and Company set up. All apartments except one are let and shortly to be occupied.
11	Review of expansion opportunities for Edenbrook Leisure Centre including the potential for Adventure Golf	Maximising income opportunities, and identifying new opportunities for income generation	The Council ensures the facilities offered to the public remain relevant and aligned with demands, whilst also delivering additional revenue in return	We are currently discussing the overall Leisure contract with Everyone Active to ensure that we move to a positive management fee as a matter of urgency.
12	Achievement of accreditation of both Bronze Armed Forces Covenant and the Armed Forces Employer Recognition Scheme	Continuing to work closely with partners to deliver joint services	Become member of the AFERS and gain bronze stage in the Armed Forces Covenant	The Council is meeting the standard for the Bronze Armed Forces Covenant and needs to submit evidence in January 2022. Human Resources are working on the Armed Forces Employer Recognition Scheme for implementation on the same date.
13	Upgrade the network and improve wifi access across the Council	An efficient and effective Council	Provide end user with more capacity and quicker speeds	Procurement complete, outstanding configuration of firewall, purchase orders raised. Weekends in August / September booked to complete.
14	Create data map for Hart, consider data maturity and define data strategy	An efficient and effective Council	To transform decision making and how we deliver services	This has a completion date of 31 December but has not yet been started, being carried out alongside implementation of new website.

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15	Draft and consult on Communication and engagement strategy incorporating Hart News	An efficient and effective Council	To provide principles and direction around corporate communication, social media, and change programme	On track to be delivered December 2021
16	Website accessibility review and accreditation	An efficient and effective Council	Resolve technical and content issues	Delivered June 2021
17	Deliver Elections	An efficient and effective Council	Smooth, efficient, safe, and legal election	2021 Elections delivered, Lessons Learnt process currently being undertaken.
18	Create change programme including culture and behaviours	An efficient and effective Council	Staff survey. Create action plan	December 2021 – Not yet started
19	Garden Community	Healthy Communities and People	Progress the exploration of the opportunity	Project in Progress, Next Opportunity Board taking place in September.
20	Update current website	An efficient and effective Council	To provide quality information and services to residents	A report will be coming to September O&S and October Cabinet to document and report progress from the working group and request for funds to be released from the earmarked reserve specifically put aside for the development of the website. A new intranet will be launched in October 2021. The new website needs to be live by November 2022 as the platform from this date will no longer be supported.

2. Service risk register

A detailed service risk assessment has been completed and is reviewed at a minimum quarterly. This helps inform the Hart District Council Corporate Risk Register which is reported to Overview & Scrutiny Committee on a quarterly basis. Mitigated risks that have a score of 9 or above are included below.

Description	Impact	Source of Risk	Likelihood	Impact		Existing Controls	Effectiveness	Current Assessment Likelihood	Current Assessment Impact		Actions
Data Management. The council still holds data that is either no longer required or inaccurate.	GDPR Risk	Resource to manage data effectively	4 - Likely	3 - Major	12	All data should be saved on SharePoint in system. Other drives are being deleted at the end of October, so all data will have been reviewed and deleted by then (or transferred to SharePoint if still accurate)	Limited	3 - Possible	3 - Major	9	All data to be saved in SharePoint
Medium Term Financial Plan and Budgeting - unable to deliver a balanced budget	Section 114 Notice	Lack of certainty around future finance	4- Likely	4 - Critical	16	General Fund Balance. Budget monitoring. MTFS - upcoming revision of the Commercialisation Strategy, continued engagement with LGA, DCN and Government around long-term funding.	Limited	3 - Possible	3 - Major	9	Regular refresh of MTFS. Officer and Member workshops and training. Decisions made.

3. Performance indicators and targets 2020/21

Corporate Services is currently in transition across a number of the support services including HR, IT, Finance, Revenues and Benefits. Many of the performance indicators will change as a result and those where data is available, are reported through the 5 Councils governance structure. Those shown below reflect the key indicators currently available.

KPI	Description	Annual Target	Q1 Performance
IA01	Percentage of Audit Plan completed during the year	100%	33%
IA04	% of High Risk Audit Recommendations Implemented by Department	100%	50%
CS01	Quality of Customer Service Call Handling - % score from monitoring sample	90%	96.3%
F1	Implementation of savings schemes targets to meet MTFS requirements	90%	-
CS02a	% of telephone calls answered by Contact Centre in 30 seconds	70%	73.6%
RB05	Percentage of Non-domestic Rates Collected	98%	85.54%
RB06	% of Council Tax collected	98%	96.93%*
IT05	% uptime of key systems	99%	-
IT06	% uptime of Hart DC website	98%	100%

*end of March 21

4. Quarter One 2020/21 Key Challenges and Achievements

- Publication of draft Financial Statements
- Delivery of £26m Business Grants
- Purchase of Centenary House
- In-sourcing of Exchequer services
- Delivery of May elections
- Project Initiation of new website
- Leisure Centre contract and Ceiling of Swimming pool
- Delivery of Edenbrook apartments
- Set up of the Housing Company
- Approval of new debtors' policy
- Office 365 Tenancy Backup procured and implemented
- Modern.Gov rolled out further

5. Looking forward to Quarter Two: Key Deliverables

- External Audit commencing the financial statements audit on 2nd August 2021
- Update of MTFS – August O&S, September Cabinet – Need approval and roadmap for balanced budget
- October – Rebuild budgets line by line with Budget Holders for 2021/22
- Corporate Services Restructure next steps
- Update of Financial Regulations and other key policies
- Installation of new infrastructure for WIFI and resolution of Capita Firewall issues
- Review of Council Tax Localisation policy