



Surrey Heath Borough Council
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Monday, 12 June 2023

To: The Members of the **EXECUTIVE**
(Councillors: David Whitcroft (Chair), Alan Ashbery, Kel Finan-Cooke, Lisa Finan-Cooke, Leanne MacIntyre, Morgan Rise and John Skipper)

Dear Councillor,

A meeting of the **EXECUTIVE** will be held at Surrey Heath House and www.youtube.com/user/SurreyHeathBC on Tuesday, 20 June 2023 at 6.30 pm. The agenda will be set out as below.

Please note that this meeting will be recorded.

Yours sincerely

Damian Roberts

Chief Executive

AGENDA

Pages

Part 1 (Public)

- | | | |
|----|--|-------|
| 1. | Apologies for Absence | - |
| 2. | Minutes | 3 - 6 |
| | To confirm and sign the minutes of the meeting held on 30 May 2023 (copy attached). | |
| 3. | Declarations of Interest | - |
| | Members are invited to declare any interests they may have with respect to matters which are to be considered at this meeting. Members who consider they may have an interest are invited to consult the Monitoring Officer or the Democratic Services Officer prior to the meeting. | |
| 4. | Questions by Members | - |

The Leader and Portfolio Holders to receive and respond to questions from Members on any matter which relates to an Executive function in accordance with Part 4 of the Constitution, Section B Executive Procedure Rules, Paragraph 16.

5.	Complaints Policies	7 - 40
6.	Safeguarding Policy	41 - 92
7.	End of Year Performance Report	93 - 172
8.	Exclusion of Press and Public	173 - 174

**Part 2
(Exempt)**

9.	Procurement	175 - 178
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**Minutes of a Meeting of the Executive
held on 30 May 2023**

+ Cllr David Whitcroft (Chair)

+ Cllr Alan Ashbery	+ Cllr Leanne MacIntyre
+ Cllr Kel Finan-Cooke	+ Cllr Morgan Rise
+ Cllr Lisa Finan-Cooke	+ Cllr John Skipper

+ Present

In Attendance: Cllr Jonny Cope, Cllr Shaun Garrett, Cllr Julie Hoad, Cllr Nirmal Kang, Cllr Sarbie Kang, Cllr Shaun Macdonald, Cllr Lewis Mears, Cllr Jonathan Quin, Cllr Murray Rowlands, Cllr Kevin Thompson, Cllr Josh Thorne, Cllr Victoria Wheeler, Cllr Valerie White and Cllr Richard Wilson

1/E Minutes

The minutes of the meeting held on 18 April 2023 were confirmed and signed by the Chair.

2/E Executive Working Groups 2023/24

The Executive considered a report proposing the establishment of working groups, their terms of reference and the allocation of seats to those working groups. Members were informed that, whilst a number of the existing working groups had been retained, it was proposed to create two new working groups in place of a number it was not intended to re-establish. The numbers and scope of the groups would be kept under review to ensure they focused on the issues that best delivered results for residents. It was also noted that the Improving Places Working Group's Terms of Reference would be updated to include the Economic Development Portfolio Holder as Chair.

Members noted the proposed allocation of councillors to each of the Working Groups that had been circulated, including a request from the Conservative Group Leader to alter its membership of the Improving Places Working Group. Any further outstanding nominations would be agreed by delegated authority in line with the Scheme of Delegation of Functions to Officers.

RESOLVED that

(i) The following Executive Working Groups be established for the Municipal Year 2023/24:

- **Climate Change Working Group;**
- **Engaging Communities Working Group;**
- **Improving Places Working Group;**
- **Local Plan Working Group;**
- **Property Working Group;**

- (ii) the Terms of Reference for each of the Working Groups, as set out at Annex A to the agenda report, as amended, be agreed;
- (iii) the number and allocation of seats on each working group be as set out in the Terms of Reference;
- (iv) the nominations of members to each Working Group by Group Leaders, as previously circulated, as amended, be noted; and
- (v) any remaining vacancies be appointed by the Chief Executive in accordance with the Scheme of Delegation of Functions to Officers at Part 3, Section B of the Council's Constitution.

3/E Appointment of Members to Outside Bodies 2023

The Executive considered a report seeking appointments to outside bodies for the 2023/24 municipal year.

Members were advised that it was proposed to defer any decisions on appointments to a number of positions pending the outcome of the Frimley Green election on 15 June 2023. It was also proposed that appointments to Fair Oaks Airport Consultative Committee and Gordon's Sports Hall Advisory Group would be agreed once further discussions had taken place with the relevant ward councillors. It was further agreed that, although the position was reserved to the relevant portfolio holder, Councillor Shaun Garrett would continue to represent the Council on Collectively Camberley BID Board.

RESOLVED that

- (i) the appointments to outside bodies listed below be agreed;

Organisation	Representatives 2023/24
Blackwater Valley Advisory Committee for Public Transport	Cllr Leanne MacIntyre Cllr Valerie White Vacancy
Blackwater Valley Countryside Partnership	Cllr David Whitcroft
Briars Centre Management Committee	Cllr Shaun Macdonald
Camberley Town Football Club – Observer	Cllr Bob Raikes
Chobham Common Liaison Group	Cllr Pat Tedder Cllr Victoria Wheeler
Citizens Advice Bureau Management Committee	Cllr Liz Noble
Collectively Camberley Business Improvement District Board	Cllr Shaun Garrett
Community Services Partnership Board (one position reserved to the	Cllr Liz Noble

Organisation	Representatives 2023/24
Portfolio Holder)	
Deepcut Village Association	Cllr Morgan Rise
Frimley Community Centre Management Committee	Cllr Alan Ashbery
Frimley Fuel Allotments Charity (4 year appointments) 4 appointments to be made in 2023/24	Cllr Mary Glauert Cllr Rob Lee Cllr Lewis Mears Cllr Murray Rowlands
Frimley Park Hospital Council of Governors	Cllr David O'Mahoney
Heatherside Community Centre Council	Cllr Bob Raikes Cllr John Skipper
Heathrow Community Noise Forum	Cllr Lewis Mears
<i>Henry Smith Charity (4 year appointments) 3 appointments to be made in 2023/24</i>	Cllr Shaun Garrett Cllr Pat Tedder Cllr David Whitcroft
Miss Gomms Trust (4 year appointments) <i>two appointments to be made in 2023/24</i>	Mrs Sarah Jane Croke
Mytchett Community Association General Committee	Cllr Morgan Rise
Parking and Traffic Regulation outside London Adjudication Joint Committee (4 year appointments) <i>One appointment and one substitute appointment to be made in 2023/24</i>	Vacancy Vacancy (sub)
RELATE North East Hants and Borders	Vacancy
Surrey County Playing Fields Association	Cllr Leanne MacIntyre
Surrey Heath Age Concern	Cllr Mary Glauert
Surrey Heath Arts Council	Cllr Louise Ashbery Cllr Murray Rowlands Cllr Josh Thorne Cllr Kel Finan-Cooke (sub)
Surrey Heath Sports Council (4 positions; 1 reserved to Portfolio Holder)	Cllr Jonny Cope Cllr Nirmal Kang Cllr Leanne MacIntyre
Surrey Heath Youth Focus	Cllr Nirmal Kang
Thames Basin Heaths Joint Strategic Partnership Board	Cllr Victoria Wheeler Vacancy (sub)
Voluntary Support North Surrey	Cllr Liz Noble Cllr Mary Glauert (sub)

- (ii) vacancies on the following organisations be held and reviewed following the Frimley Green election on 15 June 2023:
 - a) Basingstoke Canal Joint Management Committee;
 - b) Farnborough Aerodrome Consultative Committee;
 - c) Miss Gomms Trust (one position);
 - d) Parity for Disability;

- (iii) vacancies on the following organisations be held pending further discussions with the relevant ward councillors:
 - a) Fair Oaks Airport Consultative Committee;
 - b) Gordon's Sports Hall Advisory Group;

- (iv) appointments to outside bodies reserved to specified positions, as set out at Annex B, be noted, and

- (v) attendance by the appointed members at meetings of the bodies listed at Annex A and Annex B to the agenda report be regarded as approved duties in accordance with the Members Allowances Scheme.

4/E Surrey Leaders' Group Outside Bodies 2023/24

The Executive considered a report detailing the vacancies for Surrey Leaders' Group Outside Bodies which would be filled in 2023/24. It was reported that Councillor Shaun Garrett and Councillor Leanne MacIntyre had expressed an interest in being nominated to the Mental Health Partnership Board and the Surrey Civilian Military Partnership Board respectively. It was agreed to endorse these appointments.

RESOLVED to endorse the following nominations to Surrey Leaders' Group Outside Bodies:

- a) Mental Health Partnership Board - Councillor Shaun Garrett
- b) Surrey Civilian Military Partnership Board - Councillor Leanne MacIntyre

Chair

Surrey Heath Borough Council
Executive
20 June 2023

Complaints Policies

Portfolio Holder:	Cllr Leanne MacIntyre- Finance & Customer Service
Strategic Director/Head of Service	Bob Watson
Report Author:	Lynn Smith Customer Relations Manager
Key Decision:	No
Date Portfolio Holder signed off the report	21st April 2023
Wards Affected:	All

Summary and purpose

Organisations are judged on how well they respond and learn from managing customer expectations and managing dissatisfaction. Two policies exist that outline Surrey Heath Borough Council's approach to complaint management. The revisions that have taken place have updated the content in respect of changes to job titles and positions. In addition have streamlined and focussed our approach.

Recommendation

The Executive is advised to RESOLVE that:

- (i) The revised Complaints & Compliments policy, as set out at Annex A to this report, be agreed and that it take effect from 1st June 2023 and
- (ii) The revised Unreasonably, Persistent and Vexatious Communication & Complaints (UPVC) Policy & Procedure as set out at Annex B this report, be agreed and that it will take effect from 1st June 2023.

1. Background and Supporting Information

- 1.1 The first Complaints & Compliments policy was initiated in 2011. A revision was undertaken in 2017 and again in 2021. Following consultation with the then Executive Head of Corporate and current Head of Legal Services.
- 1.2 The current Vexatious & Persistent Complaints Policy & Procedure was last amended in 2019 following consultation with CMT and the Freedom of Information Officer of the time.

- 1.3 Following the restructure of the Senior Management Team in 2021, job titles have been updated within both policies.
- 1.4 The revision has given the opportunity to expand the information within the scope of the Complaints & Compliments policy. To bring greater clarity specifically in regard to Freedom of Information, Environmental Information Regulations and GDPR and Data Protection Act.
- 1.5 A 3 stage process has been retained within the revised Complaints & Compliments policy. However greater emphasis has been put onto the impartiality of the complaints review. By the introduction of 'another impartial Strategic Director/Corporate head of Service' undertaking any Stage 3 appeals. Ensuring a most senior officer, wholly unconnected with the service can undertake a fair review of both the issue and responses to date.
- 1.6 Complaints will continue to be utilised as an opportunity to learn and improve services and in this light will continue to be seen as a positive form of feedback. The ability for a complainant to escalate their concerns if they remain dissatisfied will remain. However, a greater emphasis within both policies will be to encourage the provision of new or not previously submitted information at the escalation stage.
- 1.7 Within the revised Unreasonably, Persistent and Vexatious Communication & Complaints (UPVC) Policy & Procedure. A key focus within the revisions undertaken has been to clarify and improve upon the definition of this type of complaint or complainant and the authority levels required to implement the policy.
- 1.8 A more proactive/preventative approach will be taken to address unreasonably, persistent and or vexatious behaviour, by offering complainants alternative options to find a resolution to their concerns, prior to implementing the policy. For example reminding them of their right to discuss the matter with their local councillor. As opposed to implementing the policy and offering the complainant the right of appeal.
- 1.9 Access restrictions will automatically be lifted at the end of the allotted time period, without notification to the complainant.
- 1.10 The revised policies were reviewed by the Joint Staff Consultative Group in March 2023 as part of a consultative process seeking feedback and support for the proposed changes. Feedback from the Consultative Group has been incorporated.

2. Reasons for Recommendation

- 2.1 The revised policies have been subject to a thorough review and are considered to provide a streamlined and more effective process that works for the customer and the Council alike.

3. Proposal and Alternative Options

- 3.1 It is proposed that the revised policies are adopted, with or without any further amendment considered appropriate.

4. Contribution to the Council's Five Year Strategy

- 4.1 The revision of the two policies align with Surrey Heath's aim to be an Effective and Responsive Council due to the positive impact on customer service that the improved policies provide.

5. Resource Implications

- 5.1 There are no negative implications on resource due to the revision of both policies. However, it is envisaged that a more streamlined approach will save time in the management of the process.

6. Section 151 Officer Comments:

- 6.1 There are no financial implications directly arising from this paper. Failure to adhere to the policies could have some financial implications for the Council if the LG&SCO rules against the Council and imposes a financial penalty.

7. Legal and Governance Issues

- 7.1 Approval of Council policies is an Executive function.

8. Monitoring Officer Comments:

- 8.1 No matters arising.

9. Other Considerations and Impacts

Environment and Climate Change

- 9.1 The revision of both the Complaints & Compliments and Vexatious Policies (UPVC) will ensure the robust and quality management of complaints across Surrey Heath Borough Council. There will be no negative impact upon the environment.

Equalities and Human Rights

- 9.2 The way in which complaints and vexatious or persistent complaints or complainants are managed, must have due regard for the Equalities Act 2010 and the Human Rights Act 1998. This would be remain unchanged with the revisions that have been made to both policies.

Risk Management

9.3 No matters arising.

Community Engagement

9.4 No matters arising

Annexes

Complaints & Compliments Policy

Unreasonably, Persistent and Vexatious Communication & Complaints (UPVC) Policy & Procedure.

Background Papers

Existing Vexatious & Persistent Complaints Policy

Vexatious & Persistent Complaints Policy comparison table

Existing Complaints & Compliments Policy

Complaints & Compliments comparison table.



COMPLAINTS AND COMPLIMENTS POLICY



February 2023

Surrey Heath Borough Council
Knoll Road, Camberley GU15 3HD
contactcentre@surreyheath.gov.uk



Document history

Date	Version	Author	Changes made
01/02/2023	1.0	Lynn Smith	Policy updated/refreshed upon introduction of new Portfolio Holder and Strategic Director.

Approvals

Name	Role/Title	Date
Bob Watson	Strategic Director of Finance & Customer Service	01/02/2023
	CMT	07/02/2023 25/04/2023
	Joint Staff Consultative Group	March 2023
	Executive	May 2023



1) Introduction

The purpose of the Complaints and Compliments Policy is to provide an authority wide framework which helps us capture and learn from what we do well and resolve dissatisfaction about a service, officer, contractor, policy or procedure.

2) Scope

This policy applies to all members of staff , (including fixed term, agency staff and volunteers or work experience students), partners and contractors.

This policy does not apply to the merits and judgment of any decision on a planning or licensing application.

Complaints received in reference to Information Rights under the Freedom of Information Act 2000 (FOI) and Environmental Information Regulations 2004 (EIR) will be managed by Information Governance under the FOI complaints process which can be found at <https://www.surreyheath.gov.uk/council/information-governance/freedom-information/foi-complaints-process>

Complaints received in reference to Individuals Rights to personal data held and processed by the Council under the UK GDPR and Data Protection Act 2018 will be managed by Information Governance, under the Councils Individual Rights Procedures which can be found at <https://www.surreyheath.gov.uk/council/information-governance/data-protection>

Information Commissioners Officer (ICO) - If you are not satisfied with the outcome of the Councils handling of your complaint in reference to FOI, EIR or UK GDPR requests, you can apply to the regulatory body, the ICO, for a decision at www.ico.org.uk



Local Government and Social Care (LGSCO) Ombudsman - If your complaint is in relation to Council Services or Adult Social Care. Once you have completed all stages of the Councils complaints process, as detailed in this policy, if you are not satisfied with the Councils response you can make a complaint to the LGSCO for an independent investigation at www.lgo.org.uk

Certain decisions about homeless applications (The Housing Act 1996, Part VII, as amended) and housing register applications (The Housing Act 1996, Part VI, as amended) have legal provisions for an internal review when a resident is unhappy with the initial decision made. In such cases the resident will be advised of their right to review, how to request one and what external support there is for them to challenge the decision. Where an applicant is dissatisfied with a review decision in respect of a homelessness application there is a further right to appeal to the County Court on a point of law. Again, applicants will be advised of this right when issued with the decision.

If a complaint relates to a service that has been provided by a third party. The complaints arrangements of that organisation will take precedence.

3) Policy Statement

Surrey Heath Borough Council is committed to consistent, fair and confidential complaint handling and to resolving complaints in an as timely way as possible. We aim to make it simple and unbureaucratic for people to make a complaint if they are dissatisfied and we will treat all customers making a complaint fairly and equally.

4) Principle and Aims



A priority within the Council's Five Year Strategy, is to strive to become an Effective and Responsive Council, with customer service at the heart of everything we do. Maintaining an open and transparent approach. The aim of the complaints and compliments system is to provide a framework which helps resolve dissatisfaction about a service or lack of service. In addition, to provide an opportunity to learn from the process and recognise what we do well.

5) Definition of a Complaint

A complaint is an expression of dissatisfaction (whether justified or not) by one or more members of the public about the Council's action or lack of action or about the standard of a service. This applies whether the action was taken or the service was provided by the Council itself or a person or body acting on behalf of the Council.

6) Stages

The complaints system is split into stages;

- Stage 1 Review (Informal complaint) - Management response required.
- Stage 2 Senior Review (Formal complaint - undertaken by a Senior Manager.
- Stage 3 Independent Review/Appeal, undertaken by Corporate Management.

It excludes requests for a service or for an explanation of a decision.

To ensure the Council's policies are as accessible as possible to all. A complaint can be made in any of the following ways:



- In person
- By phone
- In writing
- By email contactcentre@surreyheath.gov.uk
- By social media
- By using our online feedback form (Hard copy also available)

7) Stage 1 - Informal Complaints

An informal complaint is an initial approach to the Council outlining dissatisfaction with some aspect of the Council's service or actions that can be resolved informally and quickly during the normal course of business. It is expected that the majority of complaints will be dealt with satisfactorily at this informal stage but complainants will be told how to pursue matters further if they remain dissatisfied. Whereas any officer can investigate an informal complaint, it is expected that any response will be agreed and signed off at Team leader or Service Manager level (member of the wider management team (WMT))

8) Stage 2 - Formal Complaints

The formal complaints procedure applies:

- where a complainant remains dissatisfied with the outcome of an informal complaint, or
- where the complainant alleges improper conduct or maladministration, or
- where the matter is complex or serious enough to be handled by a senior member of staff.



Where the stage 2 complaint has been raised as an appeal/request for review against a stage 1 response. The request should be in writing and specify the reason/grounds for the request.

Where possible, new or additional information, not contained within the initial complaint must be submitted. Ideally, a stage 2 complaint should not be raised just because the complainant does not agree with the decision, but should be because they feel that all the evidence was not presented (and should supply this) or that key facts were not considered (and these should be stated). Or that the responding officer at stage one, has made a material error and this should be highlighted.

Formal complaints must be made by:

- the complainant, or
- someone acting on the complainant's behalf, or
- a member of staff, where the person with a complaint needs help.

All formal complaints will be investigated by a senior member of staff generally the relevant Strategic Director/Corporate Head of Service (i.e. a member of the Council's Senior Management) with overall responsibility for the Service concerned.

Should this be inappropriate because, due to operational reasons, the senior management officer for the service has already been involved in the complaint, then the matter will be referred to another Strategic Director/Corporate head of Service. The complainant will be kept informed of progress in dealing with the stage 2 review.



9) Stage 3 Appeals

Complainants dissatisfied with the response to their Stage 2 complaint may appeal by requesting the matter be reviewed by a Strategic Director/Corporate Head of Service independent of the service concerned. In exceptional circumstances the Stage 3 process may be dealt with by the Chief Executive.

Where necessary or appropriate, complaints can immediately be escalated to stage 2 or 3 if deemed necessary by the Complaints Team in consultation with the relevant Strategic Director.

Appeals should be in writing and specify the reasons/grounds of appeal.

Where a complaint relates to more than one Service, the response will be coordinated in consultation with the Customer Relations Manager. The Customer Relations manager should clarify the nature of a multiple complaint and if further clarity is needed, contact the complainant to ascertain the nature of each complaint. The complaint will then be sent in its individual components to the relevant service. Coordination will be retained by the Customer Relations Manager.

The senior management officer will provide a written decision, together with the reasons for the decision and any follow-up action required.

A complaint record will be kept of **all** formal complaints, clearly summarising:

- what the complainant feels went wrong
- what, in the complainant's view, should be done to put things right
- the action taken, and
- the complainants response (if any).



Each complaint will receive a unique reference number and will be held on a Complaints Register within the Customer Service team.

10) Summary Timetable for Response

Stage	Responsible Officer	Service Standard for Response. Applicable All Stages
Stage 1	Team leader or Service Manager (WMT)	Full response to be made within ten working days. If this is not possible then holding response to be made by the investigating officer to complainant and complaints admin within each ten-day period until fully resolved.
Stage 2	Strategic Director/Corporate Head of Service. A member of the Council's Senior Management Team (CMT) with overall responsibility for the Service	
Stage 3	Strategic Director/Corporate Head of Service. Independent of the service concerned. In exceptional circumstances the Chief Executive.	

11) Local Government Ombudsman

Complainants, who are still dissatisfied with the way the Council has dealt with their complaint after going through all 3 of the internal stages, can elect to take



the matter to the Local Government and Social Care Ombudsman (LG&SCO) who is independent of the Council. Their address is:

Local Government and Social Care Ombudsman

PO Box 4771

Coventry

CV4 0EH

Phone: 03000 610614

Web: www.lgo.org.uk

12) Confidentiality

The identity of the person making a complaint shall be made known only to those who need to consider/administer the complaint (including third parties where allegations involving them are made by the complainant) and shall not be made public.

13) Rights of Appeal

At the conclusion of each stage of a complaint, complainants shall be told how they can pursue the complaint to the next stage of the process up to an independent review at Stage 3 or external review to the Ombudsman.

14) Putting Things Right

The purpose of the complaints system is to put things right if they have gone wrong. More importantly to learn from any mistakes made and continue to strive to improve service provision going forward.

Where the investigating officer feels that they do not have the authority to agree a particular remedy, the matter should be referred to the appropriate senior officer.



15) Complaints Not Upheld

The Council recognise that most complaints come from people who have a genuine sense of grievance and any communication setting out the reasons for not upholding a complaint shall give a clear, full and sympathetic explanation.

16) Responsibility for the System

The Performance and Finance Scrutiny Committee will receive an annual report that analyses all complaints received by number, subject, outcome and also identify any lessons learned. The Committee also receive and consider the annual report from the Local Government Ombudsman. The Committee will make recommendations as necessary to the Executive.

17) Compliments

Compliments enable us to:

- Recognise that our service is being provided to the customers' satisfaction
- Provide positive feedback to our staff
- Influence our organizational and service development
- Learn and grow from the results of the compliments and complaints process

18) Recording compliments

Any verbal or written compliments will be recorded at the time the compliment is given, or as soon as possible afterwards. If appropriate the member of staff, line manager and Strategic Director will be made aware that a compliment has been received.

The customer will be notified of any action(s) taken/recommendations made in response to the compliment.



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UNREASONABLE, PERSISTENT AND VEXATIOUS COMMUNICATION & COMPLAINTS (UPVC) POLICY & PROCEDURE



February 2023

Surrey Heath Borough Council
Knoll Road, Camberley GU15 3HD
contactcentre@surreyheath.gov.uk



Document history

Date	Version	Author	Changes made
01.02.2023	1	Lynn Smith	Policy updated/refreshed upon introduction of new Portfolio Holder and Strategic Director.

Name	Role/Title	Date
Bob Watson	Strategic Direction Finance & Customer Service	01.02.2023
	CMT	07.02.2023 25.04.2023
	Joint Staff Consultative Group	March 2023
	Executive	May 2023

I. Introduction

I.1 Surrey Heath Borough Council aims to provide high quality services to all of our customers. However, when service delivery falls short of this standard, we will deal with those who have a complaint, honestly and impartially, through the Council's Complaints Procedure.

I.2 Dealing with correspondence or a complaint is generally a straightforward process. The general presumption should be that a complaint is made in good faith. In a small number of cases, people pursue their complaints in a way which



can either impede the investigation of their complaint or can have significant resource issues for the Council. This can happen either while their communication/complaint is being investigated, or once the Council has finished dealing with the matter.

1.3 Definition of unreasonably persistent or vexatious communication or complaints.

The definition of communication is the imparting or exchanging of information by speaking, writing, or using another medium. To successfully convey information or share ideas and feelings.

Unreasonable and unreasonably persistent complaints are those complainants who because of the frequency or nature of their contacts with an authority, hinder the authority's consideration of their or other people's complaints.

A vexatious complaint is one that is pursued, regardless of its merits; solely or primarily to harass, annoy or subdue somebody; something that is unreasonable, without foundation, frivolous, repetitive, burdensome or unwarranted.

1.4 If the complainant is persisting because their complaint[s] have not been considered in full then the Council must address this (normally by invoking the next stage of the complaints procedure).

1.5 However, if the Council has considered the matter fully and has demonstrated this to the complainant, then we need to consider whether the complainant or correspondence is now unreasonable, persistent, or vexatious.



1.6 The decision to declare a complainant vexatious will be taken by the statutory officers of the Council (Head of Paid Service, Monitoring Officer and the Section 151 Officer). Ideally all three will be part of the process, however if necessary only two out of the three can make the decision. This decision will be communicated to the individual by either the Monitoring Officer or Strategic Director Finance and Customer Services explaining what the declaration of vexatious means and the reasons for them being declared vexatious. Where necessary the Executive and Ward Councillors will be notified.

2. Scope

2.1 This policy applies to all members of staff, (including fixed term, agency staff and volunteers or work experience students), partners and contractors, who receive communication or complaints that they consider to be subject to this policy.

2.2 If a complaint relates to a service that has been provided by a third party. The complaints arrangements of that organisation will take precedence.

3. Principle and Aims

3.1 A priority with the Council's Five Year Strategy, is to strive to become an Effective and Responsive Council, with Customer Service at the heart of everything we do. Maintaining an open and transparent approach. Surrey Heath Borough Council is committed to dealing with all communication and complaints equitably, comprehensively and in a timely manner. It does not normally limit the contact which customers have with Council staff and offices.



3.2 The purpose of the Unreasonably Persistent and Vexatious Communication and Complaints Policy and Procedure is to provide the authority with a fully transparent framework which helps the Council to ensure that, unreasonable, persistent, or vexatious communication and or complaints are dealt with fairly and proportionately. These actions can occur either while a complaint or complainant enquiry is being investigated, or once Surrey Heath Borough Council has completed the investigation.

3.3 It sets out clearly for staff and customers what is expected of them, what they can do, and who is responsible for implementing the actions within this Policy and Procedure. This policy aims to identify a clear allocation of responsibility for reporting and dealing with incidences of unreasonable, persistent or vexatious communication, complaints, or behaviour.

4. Policy Statement

4.1 Surrey Heath is committed to dealing with all communication and or complaints fairly and impartially, and to making our services as accessible as possible.

4.2 Unreasonably persistent complainants or vexatious complainants may have justified complaints or grievances but are pursuing them in inappropriate ways. Alternatively, they may be intent on pursuing complaints which appear to have no substance, or which have already been investigated and settled. Their contacts



with the Council may be amicable but still place very heavy demands on staff time, or they may be distressing for any or all officers involved.

4.3 Persistent and or vexatious complainants frequently communicate across multiple officers and departments. Causing duplication, digression and creating opportunity for error. Which in turn gives an opening for further cause for complaint.

4.4 Unreasonably persistent communication is frequently repetitive in nature. Continual phone calls, letters, or emails. Repeatedly changing the substance of the request or enquiry. Demanding responses from senior staff.

4.5 The communication may well be on matters for which the Council does not have responsibility and communication which contains false or misleading information.

4.6 A vexatious complainant is a complainant who is pursuing a complaint which is entirely without merit and is made with the intention of causing inconvenience, harassment or expense to the Council or employees.

5. Actions and Behaviours

5.1 'Unreasonable behaviour' may include one or two isolated incidents, as well as 'Unreasonably persistent behaviour'.

5.2 Persistent communication and/or complaints, may have merit, but, because of the frequency or nature of their contact with the Council, hinder consideration



of their own or other's concerns or complaints, or require a disproportionate level of resources or time to handle the issues raised.

5.3 Below are some of the actions and behaviours of unreasonably persistent communicators/complainants and vexatious complainants which the Council may experience. This policy may be invoked if one or more of the following triggers occur and depending on the individual merit of the case. This list is not exhaustive and one single feature on its own will not necessarily imply that a person or that the persons communication will be considered persistent and/or vexatious.

- Refusing to specify the grounds of a complaint, despite offers of help
- Refusing to co-operate with the council's complaints investigation process
- Making unjustified or groundless complaints about the staff dealing with the issues
- Changing the basis of a complaint as the investigation proceeds and/or denying statements he or she made at an earlier stage
- Introducing trivial or irrelevant new information which the complainant expects to be considered and commented on, or raising large numbers of detailed but unimportant questions and insisting they are all fully answered
- Electronically recording meetings and conversations without the prior knowledge and consent of the other persons involved
- Persistently approaching the Council through different routes about the same issue and pursuing different officers with the same or similar complaint



- Refusing to accept that issues are not within the remit of the complaints procedure despite having been provided with information about the procedure's scope
- Refusing to accept that issues are not within the power of the Council to investigate, change or influence (examples could be the responsibility of another organisation)
- Insisting on the complaint being dealt with in ways which are incompatible with the Council's procedure or with good practice
- Submitting repeat complaints after the complaints process has been completed, essentially about the same issues, with additions/variations which the complainant insists make these 'new' complaints which should be put through the full complaints' procedure
- Submitting falsified documents from themselves or others
- Pursuing correspondence or a complaint on the same issue with various departments across the Council, for example the Chief Executive, an M.P, Councillor and/or the Local Government Ombudsman (at the incorrect juncture)
- Making unnecessarily excessive demands on the time and resources of staff whilst a complaint is being investigated, by for example excessive telephoning or sending emails to numerous council staff, writing lengthy complex letters every few days and expecting immediate responses
- Submitting repeat complaints with minor additions/variations that the complainant insists make these 'new' complaints
- Refusing to accept the decision, repeatedly arguing the point with no new evidence



- Using abusive, offensive, or threatening language, which may include deliberate mis-spelling of offensive words or terms to thinly disguise the intended word

5.4 Some individuals that staff may consider to be in persistent communication, or vexatious or persistent complainants may be behaving as such because of a specific circumstance or difficulty such as a mental health problem.

5.5 Where this is indicated, any concerns that staff may have about a customer's vulnerability must be raised immediately with the Strategic Director or Head of Service in line with any policies relating to this. If the complainant has special needs, an advocate might be helpful to both parties.

6. Being Reasonable

6.1 Raising legitimate queries or criticisms of the Complaints Procedure as it progresses, for example if agreed timescales are not met, should not in itself lead to someone being regarded as a vexatious or being unreasonably persistent.

6.2 Similarly, the fact that a complainant is unhappy with the outcome of a complaint and seeks to challenge it, within the recognised complaints procedure should not necessarily cause him or her to be labelled vexatious or unreasonably persistent.



6.3 The Council will offer the complainant appropriate support, as it would any other customer.

6.4 It may be helpful to both parties if the complainant has an advocate. If the complainant feels that they would like an advocate, the Council must consider offering to help find an independent one. If the complainant has specific needs, the Council will offer relevant support. Specialist bodies such as the Royal National Institute for the Blind and Age Concern can provide help and advice

7. Action Prior to invoking the Policy

7.1 When considering the application of this policy, it is critical that we consider and ensure we understand a complainant's circumstance, how and why they feel as they do and what it is that would resolve the matter for them. We must be sure that we have given them the right opportunity to express their views and opinions and ensure we have listened and given appropriate and proportionate thought and effort to resolving and explaining the position and our actions.

When it is necessary to designate the complainant as behaving unreasonably, consider using the following steps:

- Offer the complainant, a meeting with an officer of appropriate seniority to explore scope for a resolution of the complaint and explain why their current behaviour is seen as unreasonable
- Remind the complainant of their right to discuss the matter with their local Councillor



- Share our policy with the complainant and advise them that restrictive actions may need to be applied if their behaviour continues
- Set up a strategy meeting to agree a cross-service approach appointing a key officer to coordinate the organisation's response
- Help the complainant to find a suitable independent advocate, especially if the complainant has different needs

The Council must ensure that:

- The complaint is being or has been investigated properly and fairly
- Communications with the complainant have been adequate
- The complainant is not now providing any significant new information that might affect our view on the complaint
- The Council has exhausted all possible options to find an alternative solution

7.2 The Council will contact the complainant to:

- Discuss his or her behaviour;
- Explain why this behaviour is causing the Council concern
- Ask him or her to change this behaviour
- Explain about the actions that the Council may take if his or her behaviour does not change.

8. The Decision



8.1 The decision to declare a complainant as being in persistent communication and/or unreasonably persistent and/or vexatious will be an exceptional step, and should be signed-off by one or more of the statutory officers of the Council: Chief Executive (Head of Paid Service), Head of Legal and Democratic Services (Monitoring Officer) and/or the Strategic Director for Finance and Customer Services (Chief Finance Officer/Section 151 Officer) following consultation with all of the officers involved. A full record of the considerations and decisions must be maintained and a register of those declared 'vexatious' updated.

8.2 If a decision is taken to apply restricted access, write to the complainant with a copy of the policy to explain:

- Why we believe their behaviour falls into that category
- Why the decision has been taken
- What action we are taking
- The duration of that action
- What it means for his or her contacts with the organisation
- How long any limits will last.

8.3 The precise nature of the action should be appropriate and proportionate to nature and frequency of the complainant's contacts with the Council at that time.

The following is a list of possible options:

- Placing time limits on telephone conversations and personal contacts.



- Restricting the number of telephone calls that will be taken (for example, one call on one specified morning/afternoon of any week).
- Limiting the complainant to one medium of contact (telephone, letter, email etc.) and/or requiring the complainant to communicate only with one named member of staff
- Requiring any personal contacts to take place in the presence of a witness
- If a meeting is outside of Council property and a member of the public insists on recording the meeting, the officer, can if they wish, terminate the meeting and arrange for it to be within Surrey Heath premises, where the officer can also record the meeting. If the person cannot attend Surrey Heath premises the meeting can be held elsewhere but a colleague should also attend, and the meeting be recorded. The rearranged meeting should be for a mutually acceptable date and time
- Refusing to register and process further complaints about the same matter
- Banning a complainant from one or more Council premises, or by restricting to appointment only
- Where a decision on the complaint has been made, informing the complainant that future correspondence will be read and placed on the file but not acknowledged. A designated officer should be identified who will read future correspondence
- Emails/letters or any other communication method to anyone other than appropriate point of contact will be deleted and not responded to
- Where a complaint is closed and the complainant persists in communicating about the same issue, it may be decided to terminate contact with that complainant.



8.4 When complaints about new issues are made, these should be treated on their merits. You should consider whether any restrictions previously applied are still appropriate and necessary.

8.5 These options are not exhaustive and there may be other factors that will be relevant in deciding what might be appropriate action. For instance, any arrangements for limiting a complainant's contact must take account of the complainant's individual circumstances, bearing in mind such issues as age, disability, gender, race and religion or belief.

8.6 Where the behaviour is so extreme that it threatens the immediate safety and welfare of staff, the Council will consider other options, for example reporting the matter to the police or taking legal action. In such cases, the Council may not give the complainant warning of that action.

9. Procedures

9.1 The decision to temporarily restrict or stop a complainant's access to the Council's offices and officers can only be taken By the Customer Relations Manager or Service Manager in consultation with the appropriate Strategic Director/ Head of Service. Giving clearly documented evidence to support this and outlining how the behaviour needs to change.

9.2 The Service Manager will send a letter to the complainant, outlining the discussion which has taken place with the Strategic Director/ Head of Service



along with a copy of this policy and procedure. The letter will clearly explain to the customer the actions that the Council may take if their behaviour does not change.

9.3 If the behaviour continues, the Service Manager, in consultation with any of the statutory officers will make a decision to make the action more permanent and in accordance with paragraph 8.1. A letter will then be sent to the complainant outlining this decision. All letters will include:

- why we have taken the decision we have
- the right of the complainant to appeal to the Local Government and Social Care Ombudsman about the fact that they have been treated as a vexatious or persistent complainant.

10. Record Keeping

10.1 Detailed records of all contacts with unreasonable persistent and vexatious complainants must be kept. Information should only be shared with staff who need this information to carry out their role at work.

10.2 Personal details about the complainant and about the complaint will be managed and stored appropriately in line with the Data Protection Act and records management principles and procedures.



10.3 When unreasonable complainants make complaints about new issues, these should be treated on their merits and decisions should be taken on whether any restrictions that have been applied before are still appropriate and necessary.

10.4 The decision made, and letters sent will be logged on the Council's complaint system and administered within the Contact Centre.

10.5 The complaints team will keep a record of all customers who have had this policy applied to them. The record will be kept in Box and shared with the appropriate managers whose departments who have contact with the public.

10.6 Adequate records will be kept showing:

- When a decision is taken not to apply the policy when a member of staff asks for this to be done, or
- When a decision is taken to make an exception once it has been applied, or
- When a decision is taken not to put a further complaint from this complainant through the complaint's procedure for any reason and
- When complaints about new issues are made, these should be treated on their merits. Officers should consider whether any restrictions previously applied are still appropriate and necessary.

10.7 Records will be retained for a period of three years in line with the Retentions Policy.



11. Reviewing decisions to restrict access

11.1 Access may be restricted for up to 12 months. Following completion of the restricted access time period, a review will be undertaken by the Statutory officers and Customer Relation Manager. A record will be kept of the review decision. Limits should be lifted, and relationships returned to normal.

11.2 The period may be extended if the complainant has not observed the terms and conditions restricting access. After restrictions are lifted a new period of restrictions could be imposed if the complainant continues to complain or communicate similarly.

11.3 If limits are to continue, the complaint must be advised accordingly and given an explanation of the reasons and it must be stated when the limits will next be reviewed.

12. Link with other policies and procedures

12.1 This policy should be read in association with the Council's policies on Complaints, Health and Safety, Equalities and Policy on the Management of unreasonable and violent customer behaviour.

13. Harassment and bullying

13.1 Persistent and vexatious complainant behaviour may amount to bullying or harassment. All Council workers have the right to be treated with respect and



dignity in the workplace. Behaviour by third parties that bullies, harasses or intimidates Council staff is unacceptable and will not be tolerated. The Council will take all reasonable steps to prevent such behaviour.

14. Contact information

14.1 For more help or information, the customer service team can be contacted at:

Email: contactcentre@surreyheath.gov.uk

Telephone: 01276 707100

14.2 Contact details for the LGO are as follows:

Website: www.lgo.org.uk

Address:

Local Government and Social Care Ombudsman

PO Box 4771

Coventry

CV4 0EH

15. Equality Assessment

15.1 Vexatious and Persistent Complaints Policy & Procedure.

This policy, procedures and related guidelines has been impact assessed by the Equality Action Group.



Surrey Heath Borough Council

Executive

20 June 2023

Safeguarding Policy

Portfolio Holder:	Councillor Lisa Finan-Cooke, Housing, Safeguarding and Support
Strategic Director	Nick Steevens
Report Author:	Jayne Boitout, Community Safety Officer
Key Decision:	No
Date Portfolio Holder signed off the report	6 June 2023
Wards Affected:	N/A

Summary and purpose

This report provides the Executive with details of amendments to the Safeguarding Policy that Surrey Heath Borough Council has adopted.

The revised Policy was considered by the Joint Staff Consultative Group at its meeting on 2 March 2023 and latterly Employment Committee on the 30th March where the policy was deferred pending further clarification on the governance procedures.

Recommendation

The Executive is advised to RESOLVE that the revised Safeguarding Policy and Procedure, as attached at Annex A to this report, be adopted.

1. Background and Supporting Information

- 1.1 The Council's Safeguarding Policy provides guidance to officers to prevent and reduce the risk of harm to adults and children from abuse and/or other types of exploitation while supporting individuals to maintain control over their lives and enabling them to make informed decisions without coercion. The Policy has been reviewed and considered by the Joint Staff Consultative Group as part of the annual review.
- 1.2 The aims of safeguarding are to:
 - Prevent harm and reduce the risk of abuse or neglect
 - Stop abuse or neglect wherever possible
 - Prevent impairment of development and enable individuals to have the best outcomes

- Safeguard individuals in such a way that supports them in making choices and having control over how they want to live
 - Promote an approach that concentrates on improving life for the individual
 - Raising public awareness so that communities as a whole, alongside professionals, play their part in preventing, identifying and responding to abuse and neglect
 - Provide accessible information and support to help people understand what constitutes abuse and neglect, and how to respond
 - Address what has caused the abuse or neglect
- 1.3 Safeguarding of children and adults at risk are governed by separate Government legislation and separate Surrey County Council safeguarding boards/partnerships. To reflect this governance the policy considers the safeguarding of children and adults at risk independently.
- 1.4 The policy complements and supports the agreed multi-agency procedures set down by the Surrey Safeguarding Children Partnership and Surrey Safeguarding Adults Board.
- 1.5 The key changes within this policy relate to senior staff changes and the increase in safeguarding champions as the first point of contact for any concerns. The Council has also reviewed and updated its training programme for staff.

2. Reasons for Recommendation

- 2.1 To ensure that the Safeguarding Policy is up to date and reflects best practice.

3. Proposal and Alternative Options

- 3.1 It is proposed that the revised Safeguarding Policy is adopted, with or without any further amendments considered appropriate.

4. Contribution to the Council's Five Year Strategy

- 4.1 The adoption of the Safeguarding Policy meets the following Aim and Action:
- Health & Quality of Life – *A Safe Place to Live and Work:- Raise awareness and deliver training to all front-line staff on safeguarding and domestic abuse and the action that can be taken to protect victims.*

5. Section 151 Officer Comments:

- 5.1 There are no additional budgetary implications from this report, and can be contained within existing budgets.

6. Legal and Governance Issues

- 6.1 Amendments to adopted policies are a function of the Executive. Any substantial amendment to the Safeguarding Policy will therefore require consideration by the Executive.

7. Monitoring Officer Comments:

- 7.1 None

8. Resource Implications

- 8.1 There are no additional resource implications arising from the adoption of the revised Policy.

Annexes

Annex A – Safeguarding Policy

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SAFEGUARDING POLICY AND PROCEDURE



June 2023

Surrey Heath Borough Council
Knoll Road, Camberley GU15 3HD
human.resources@surreyheath.gov.uk





Contents

Introduction.....	3
Do you have a concern?.....	4
Safeguarding Children.....	6
Safeguarding Adults at Risk.....	13
The Council's roles and responsibilities in safeguarding children and adults at risk	21
Surrey Heath Safeguarding Champions.....	27
Appendix 1 - Surrey Safeguarding Partnerships	30
Appendix 2 - Legal Framework.....	35
Appendix 3 - Surrey Effective Family Resilience and.....	37
Children's Single Point Of Access (C-Spa).....	37
Appendix 4 - Relevant Policies and Strategies	40





Introduction

Safeguarding is recognised as a key responsibility of local authorities, and is everybody's business; as neighbours, citizens, and community members we need to be alert to neglect and abuse, and be committed to reporting our concerns. It is a basic right that our lives are free from harm, abuse, and neglect and coercion. With the impact of the Pandemic in 2020/21, through isolation, it has never been so important that our policy meets the demands of those it aims to protect.

The policy provides guidance that prevents and reduces the risk of harm to adults and children from abuse and/or other types of exploitation while supporting individuals to maintain control over their lives and enabling them to make informed decisions without coercion.

We outline how this Council will meet its obligations to safeguard children and adults at risk. It applies to staff, agency workers, volunteers and contractors employed by the Council. It is also applicable to Councillors undertaking official duties on behalf of the Council.

The policy complements and supports the agreed multi-agency procedures set down by the Surrey Safeguarding Children Partnership and Surrey Safeguarding Adults Board which is governed by a set of key principles and themes, designed to ensure that people who are at risk experience the process in such a way that it is sensitive to individual circumstances, is person-centred and is outcome-focused.

It is vital for successful safeguarding that the procedures in this policy are understood and applied consistently at an individual, managerial, and organisational level.





The aims of safeguarding are to

- Prevent harm and reduce the risk of abuse or neglect
- Stop abuse or neglect wherever possible
- Prevent impairment of development and enable individuals to have the best outcomes
- Safeguard individuals in such a way that supports them in making choices and having control over how they want to live
- Promote an approach that concentrates on improving life for the individual
- Raising public awareness so that communities as a whole, alongside professionals, play their part in preventing, identifying and responding to abuse and neglect
- Provide accessible information and support to help people understand what constitutes abuse and neglect, and how to respond
- Address what has caused the abuse or neglect.

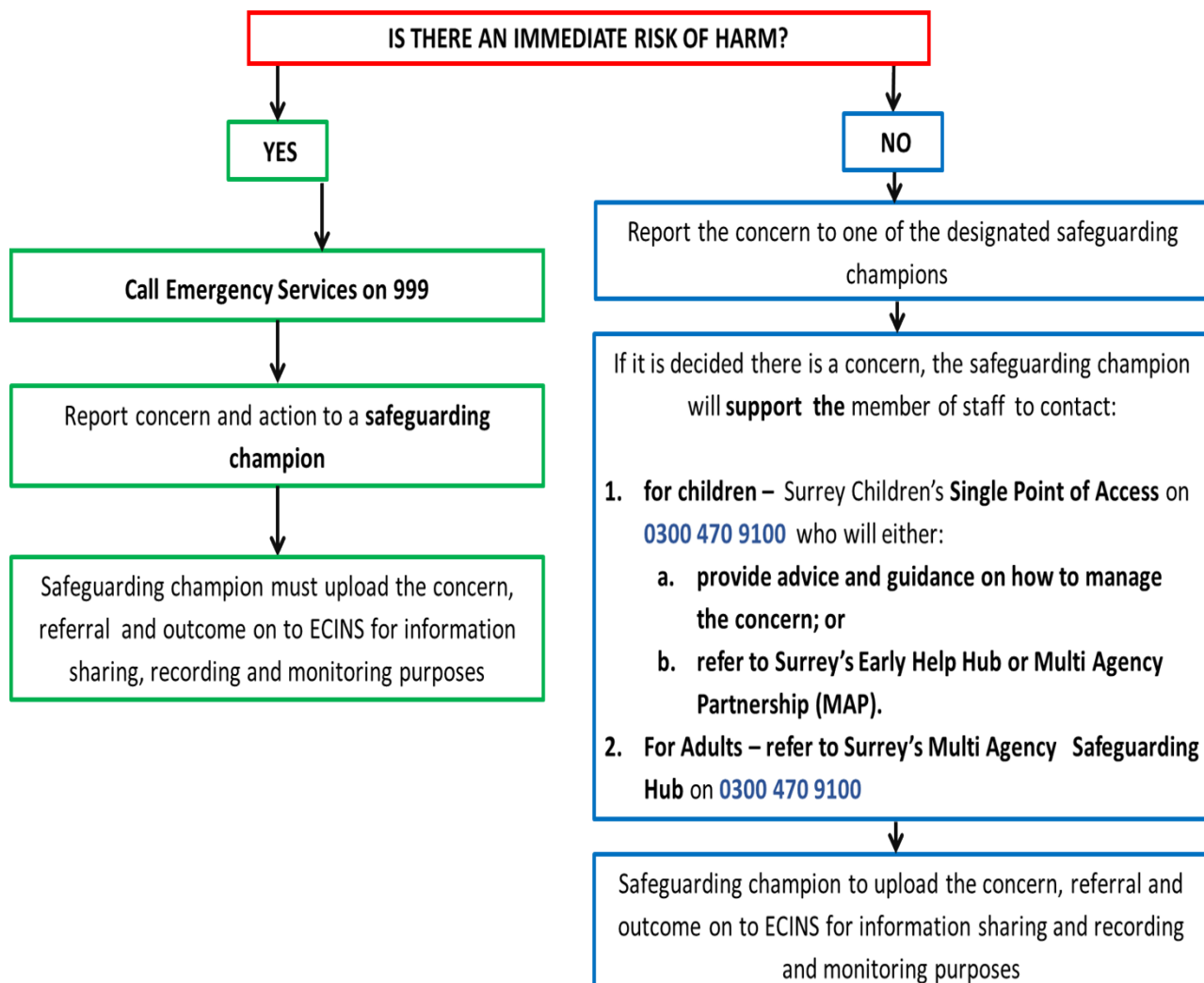
Safeguarding of children and adults at risk are governed by separate Government legislation and separate Surrey County Council safeguarding boards/partnerships.

Therefore the policy will consider the safeguarding of children and adults at risk independently, before addressing where there is overlap between the two safeguarding areas.

Do you have a concern?

This could be a suspicion, an allegation, an observation or a disclosure of abuse or risk of abuse - if YES please follow the flow chart below.





ECINS = (Empowering Communities Inclusion and Neighbourhood Management System) a Community Safety secure data base for safeguarding incidents to be recorded, see your community safety officer if help needed.

Child Sexual Exploitation, Modern Slavery and Prevent referrals should be made to Surrey Police on 101 unless it is an emergency in which case call 999.





Safeguarding Children

Key principles

Effective safeguarding arrangements in every local area must be underpinned by two key principles:

- Safeguarding is everyone's responsibility: for services to be effective each professional and organisation must play its full part.
- A child-centred approach: for services to be effective they must be based on a clear understanding of the needs and views of children.

Safeguarding is everyone's responsibility

This is the founding principle of safeguarding children, it can involve building a picture over time with each partner recording and reporting concerns, even if you think them minor, it could be the key to securing safety for a vulnerable child.

It asserts that everybody has a role to play in protecting children from harm and keeping them safe. Sharing information, can provide the evidence required with is crucial to make the decisions necessary that retain children's safety.

A Child Centred Approach

Effective safeguarding of children can only be achieved by putting children at the centre of the system, and by every individual and agency playing their full part, working together to meet the needs of vulnerable children.

Children have clearly expressed what they want from the safeguarding process:

Vigilance



To have adults notice when things are troubling them.

Understanding and action

To understand what is happening; to be heard and understood; and to have that understanding acted upon.

Stability

To be able to develop an on-going stable relationship of trust with those who support them.

Respect

To be treated with the expectation that they are competent rather than not.

Information and engagement

To be informed about and involved in procedures, decisions, concerns and plans.

Explanation

To be informed of the outcome of assessments and decisions and reasons when their views have not met with a positive response.

Support

To be provided with support in their own right as well as a member of their family.

Advocacy

To be provided with advocacy to assist them in putting forward their views.

Good Practice when working with children





When working with children it is important to follow the good practice as outlined below:


- Adults should not behave in a manner which would lead any reasonable person to question their suitability to work with children, or act as a role model.
- Adults ideally, must not work on their own with children. If a situation occurs when this arises, due to sickness or an emergency, always inform colleagues parents/carers to ensure that someone can be present or nearby or open a door.
- Generally, it is inappropriate to offer lifts to a child or young person however there may be occasions where the child or young person requires transport in an emergency situation or where not to do so may place a child at risk. If circumstances permit, the appropriate adult or line manager should be informed before the lift is provided.
- The event must always be recorded and reported to a senior manager and appropriate adult.
- Physical contact is discouraged and should only take place only when it is absolutely necessary and in a safe and open environment i.e. one easily observed by others.
- Always report any accidents/incidents or situations where a child becomes distressed or angry to a senior colleague.

What to do if a child or third party makes an allegation

If a child or third party makes an allegation or discloses information which raises concern about significant harm, the initial response should be listened to carefully as what the child or third party says to:

- clarify the concerns,



- 
- offer reassurance about how the child will be kept safe; and
 - explain that what they say cannot be kept in confidence, but needs to be recorded, and then discussed urgently with a Council's safeguarding lead, For a report to be referred to SCC Single Point of Access for advice on how to manage the concern.


If the allegation is raised by a child, the child must not be pressed for information, led or cross examined or given false assurances of absolute confidentiality. Such well-intentioned actions could prejudice police investigations, especially in cases of sexual abuse.

If the child can understand the significance and consequences of making a referral to Surrey Children's Single Point of Access, he or she should be asked his or her view by the referring professional. Although the child's view should be considered, it remains the responsibility of the professional to take whatever action is required to ensure the safety of that child and any other children.

Professionals should generally seek to discuss any concerns with the family and where possible, seek their agreement to discuss with one of the Council's safeguarding leads or safeguarding champions and or/if appropriate contact Surrey Children's Single Point of Access for advice and guidance or refer to Surrey Early Help Hub, but there will be some circumstances where professionals should not seek consent if it could:

- place a child at increased risk of significant harm
- place an adult at risk of serious harm
- prejudice the prevention or detection of a serious crime
- lead to unjustified delay in making enquiries about allegations of Significant Harm





Professionals should record in writing, whether they have discussed the concern and or referral with the family. They should also record the reasons if they decide not to inform the family of these matters.

The procedure below is designed to help professionals to understand what to do if they have concerns about a child who has additional needs and what to do if a child has been or is likely to be significantly harmed.

When to raise a concern

It is important that employees raise their concern with one of the Council's safeguarding leads or safeguarding champions if it is believed or suspected that:

- A child is suffering or likely to suffer significant harm or
- A child's health or development may be impaired without the provision of services or
- With the agreement of the person with parental responsibility, a child would be likely to benefit from family support services

If you are concerned about the safety of a child or young person you contact the Surrey Children's Single Point of Access (SPA), which has replaced the MASH service.

Who to contact

Telephone

0300 470 9100

01483 517898 (out of hours hosted by the emergency duty team)

E-mail - csmash@surreycc.gov.uk

Website - <https://www.surreycc.gov.uk/.../contact-childrens-services>



SURREY HEATH BOROUGH COUNCIL
www.surreyheath.gov.uk

Allegations against staff, councillors and/or volunteers

An investigation is required if there is an allegation or concern that any person who works with children, in connection with his or her employment or voluntary activity, has:

- behaved in a way that has harmed a child, or may have harmed a child.
- possibly committed a criminal offence against or related to a child.
- behaved towards a child or children in a way that indicates they are unsuitable to work with children.
- Abuse of position of power e.g. vulnerable adults.


Although some behaviours may not constitute a criminal offence, consideration will need to be given as to whether they may indicate unsuitability to work with children.

These include concerns relating to inappropriate relationships between members of staff and children such as:

- having a sexual relationship with a child under 18 in a position of trust in respect of that child, even if consensual
- 'grooming' i.e. meeting a child under 16 with intent to commit a relevant offence
- other 'grooming' behaviour giving rise to concerns of a broader child protection nature - for example: inappropriate text/email messages or images, gifts, socialising etc.
- possession of indecent photographs/pseudo-photographs of children.

Staff and volunteers





Any allegations or concerns about a member of staff or volunteer should be immediately referred to the HR Manager who should act in accordance with the Council's Safeguarding Policy and relevant HR Policies.

Councillors

Any allegations or concerns about a councillor, should be immediately referred to either the Head of HR, Performance and Communications or the Monitoring Officer.

Note - If the alleged behaviour harmed a child, is a possible criminal offence or the behaviour indicates that they are unsuitable to work with children, the **Local Authority Designated Officer (LADO)** at Surrey County Council must be informed within one working day of the allegation and this is to be co-ordinated via the Council's Human Resources Manager.

The Local Authority Designated Officer is responsible for advising on and monitoring such allegations and can be contacted on 0300 123 1650 (option 3) or LADO@surreycc.gov.uk.

If allegations are made directly to the police and if an organisation removes an individual including, staff, councillor or volunteer from work such as looking after children (or would have, had the person not left first) because the person poses a risk of harm to children, the organisation must make a referral to the Disclosure and Barring Service. It is an offence to fail to make a referral without good reason.





Safeguarding Adults at Risk

Introduction

The Council has a legal duty to work together with other statutory and voluntary agencies to safeguard and promote the welfare of adults at risk and treat them with dignity and respect. At the same time the Council will protect its staff and elected members from the risk of unfounded allegations. We will seek to ensure that any adult at risk receiving services from the Council can access council services in safety without fear of abuse.


This policy is designed to work in conjunction with Surrey Multi-Agency Adult Protection Procedures which is available on Surrey County Council's website:

https://www.surreycc.gov.uk/__data/assets/pdf_file/0005/192038/SCC-ASC-Safeguarding-Policy-and-Procedure-v-1-01-Nov-2020..pdf

The Council will seek to implement its policy on the protection of adults at risk by:

- ensuring that all staff who have regular, direct and unsupervised contact with adults at risk are carefully selected and vetted. Staff and appropriate elected members should complete the necessary DBS (Disclosure and Barring Scheme level to minimise risk. Staff and appropriate elected members will receive basic training, accredited where necessary. All elected members must understand the adult protection process, and training is available via a distance learning package.
- ensuring that all Council contractors who have regular, direct and unsupervised contact with adult at risks have effective policies and procedures in place.



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- ensuring that organisations that apply for grant aid for programmes that include adults at risk (funding or premises) have effective policies and procedures in place.
 - giving all the parties involved and the general public information about what they can expect from the council in relation to protecting and safeguarding adults at risk.
 - ensuring that there is a clear complaint procedure in place that can be used if there are any concerns.
 - sharing information about concerns with appropriate agencies and involving adults at risk and their carers as appropriate.

Who is an adult at risk?

The term adult at risk refers to anyone aged 18 and over who:

- is or may be in need of Community Care Services by reason of mental or other disability, age or illness; and
- is or may be unable to take care of himself or herself, and/or:
- is unable to protect themselves against significant harm or exploitation.

Whether or not a person is vulnerable in these cases will depend upon surrounding circumstances, environment and each case must be judged on its own merits.

Key principles

The Care Act 2014 (See Appendix 2: legal Framework) introduced six principles of safeguarding which are listed below.

Empowerment



Presumption of person-led decision making and informed consent

Prevention

Take action before harm occurs

Proportionality

Take the least intrusive response appropriate to the risk presented

Protection

Provide support and representation for those in the greatest need

Partnership

Local solutions through services working with their communities


Accountability

Ensure there is accountability and transparency in safeguarding practices

In view of the above, the following principles have been adopted by all agencies and professionals working together to protect adults at risk.

- All adults at risk have a right to be protected and their decisions respected even if that decision involves risk.
- The prime concern at all stages will be the interests and safety of the adult at risk.
- The aim will be to give a professional service to support and minimise the distress of any adult at risk.
- Everyone will be treated sensitively at all stages of the investigation.
- The importance of professionals working in partnership with the adult at risk and others involved will be recognised throughout the process.



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- All services will be provided in a manner that respects the rights, dignity, privacy and beliefs of all the individuals concerned and does not discriminate on the basis of race, culture, religion, language, gender, disability, age or sexual orientation.
 - Adults who have been abused need the same care and sensitivity, whoever the alleged abuser.
 - The responsibility to refer the adult at risk rests with the person who has the concern.
 - All agencies receiving confidential information in the context of an adult at risk investigation will make decisions about sharing this information in appropriate circumstances.
 - Procedures provide a framework to ensure that agencies work together for the protection of the adult at risk. They are not a substitute for professional judgement and sensitivity.
 - Adults at risk have the right to have an independent advocate if they wish, at any stage in the process.

Making Safeguarding Personal

Making Safeguarding Personal (MSP) is a shift in culture and practice in response to what we now know about the effectiveness of safeguarding from the perspective of the person being safeguarded.

The key focus is on developing a real understanding of what adults at risk wish to achieve and agreeing, negotiating and recording their desired outcomes, working out with them (and their representatives or advocates if they lack capacity) how best those outcomes might be realised and then seeing, at the end, the extent to which desired outcomes have been realised.





The Wellbeing Principle

The Care Act 2014 introduces a duty to promote wellbeing when carrying out any care and support functions in respect of a person or responsible adult. This is sometimes referred to as The Wellbeing Principle because wellbeing is put at the heart of care and support.

The wellbeing principle applies in all cases where care and support is being carried out, or decisions are made, or safeguarding is exercised. When safeguarding adults it applies equally to adults with care and support needs and their carers.

Promoting wellbeing means actively seeking improvements at every stage in relation to the individual, and where applicable their carer. It is a shift from providing services to the concept of meeting needs. In promoting wellbeing it should be assumed that individuals are best placed to judge their own wellbeing. Their individual views, beliefs, feelings and wishes are paramount and individuals should be empowered to participate as fully as possible.

What is abuse?

Abuse is a violation of an individual's human and civil rights by any other person or persons or organisation. Abuse may consist of a single act or repeated acts. It may be physical, verbal, psychological, and coercive, it may be an act of neglect or omission to act or it may occur where a vulnerable person is persuaded to enter into a financial or sexual transaction to which he or she has not consented, or cannot consent.

Any act of abuse, repeated or singular, is a violation of the adult at risk's human and civil rights.

Context

Abuse of adults at risk can occur in any setting or any situation and can be a complex area. Abuse may occur in:



Domestic settings: including the adult at risk's own home, or another person's

Institutional settings: including day care, residential care, nursing homes and hospitals

Public settings: including in the street, any public area or social or work environment

Abuse of adults at risk occurs in all cultures, all religions and at all levels of society.

The abuser may be anyone, including a member of the family, friend, neighbour, partner, carer, stranger, care worker, manager, volunteer, another service user or any other person who comes into contact with the adult at risk.

Good Practice when working with Adults at Risk


To help prevent abuse occurring and false allegations arising, the following basic guidelines will help safeguard both the adult at risk and members of staff.

You must:

- treat all service users with dignity and respect
- provide an example of good conduct you wish others to follow
- challenge unacceptable behaviour - e.g. bullying, and report all allegations/suspicions of abuse
- be identifiable and wear a name badge at all times

You must not:



- 
- have unwarranted contact with an adult at risk
 - make any comments, which may have a sexual connotation.

There may be exceptional circumstances where it is necessary to restrain the adult at risk to prevent him or her from damaging himself or herself or others. Only the minimum reasonable force necessary may be used. All incidents of physical restraint must be recorded on an incident form and be submitted to a nominated officer and the Health and Safety Officer.

When to be concerned about possible abuse


It is not the role of the Council to decide if an adult at risk is being abused or not, but it is our job to pass on any concerns:

The actual process for raising a concern and/or making a referral relating to children or adults at risk is set out under - Do you have a safeguarding concern? (see diagram on page 5)

Responding to a person who discloses a concern of abuse

- In an emergency ring 999.
- Do ensure the safety of the individual and others if in immediate danger, and contact the relevant emergency service.
- Do not be judgemental or jump to conclusions.
- Do listen carefully and record accurately..
- Do provide support and information to meet the individual's specific communication needs.
- Do use open questions.
- Do tell them that the individual did a good or right thing in telling you.
- Do tell the individual you are treating the information seriously.
- Do tell them it was not their fault.




- 
- Do ask them what they need to keep themselves safe.
 - Do not make promises you cannot keep.
 - Do not promise to keep secrets.
 - Do seek consent to share the information with your lead for safeguarding; however, lack of consent should not prevent you from reporting your concerns.
 - Do explain that you have a duty to tell your lead for safeguarding.
 - Do not confront the person alleged to have caused the harm as this could place you at risk, or provide an opportunity to destroy evidence, or intimidate the person alleged to have been harmed or any witnesses.
 - Do explain that you will try to take steps to protect them from further abuse or neglect.
 - Do support and reassure the person.
 - Do preserve any forensic or other evidence.

Action after the concern of abuse has been recognised:

To be taken as soon as possible or within 4 hours

- Discuss your concerns with one of the Council's Safeguarding Champions or HR Manager who will support you to manage the concern, record the details and if appropriate make a referral to the Safeguarding Hub.
- Record your concerns and how they came to light, any information given by the person, information about any witnesses, the individual's wishes, actions taken, who was present at the time, dates and times of incident(s).
- Record details of the person alleged to have caused harm.
- Do record any concerns about the person's capacity to make any decisions and the reasons for the concerns.



- 
- Do record whether the person is aware that the concerns have been reported.
 - Do record their perspective.
 - Do record any previous concerns about the person.
 - Do not breach confidentiality for example by telling friends or other work colleagues.
 - Do use Whistleblowing Procedures –if you feel that you will not be believed, taken seriously or believe that your manager or lead for safeguarding may be causing the risks of abuse to the adult or child.

The actual process for raising a concern and/or making a referral relating to children or adults at risk is set out under - Do you have a safeguarding concern? (page 5)

The Council's roles and responsibilities in safeguarding children and adults at risk

The policy has considered children and adults at risk independently as they are the subject of different legislation. However, there are areas where safeguarding children and adults at risk overlap, and these are set out below:

The Council as an Organisation

The Council is committed at senior officer and member level to safeguarding children and adults at risk. The Council recognises its responsibilities under the Care Act 2014, The Children Act 2004, and Working Together to Safeguard Children 2015. Safeguarding is a Council priority and this is clearly demonstrated by:



- representation at the Surrey Safeguarding Adults Board and the completion of standard returns for this board.
- representation at the Surrey Safeguarding Children Partnership and the completion of Section II returns for this board.
- appointment of a Lead Surrey Heath Borough Council Member for Safeguarding Children and Adults at Risk.
- appointment of Safeguarding Champions across the Council to support frontline officers to manage concerns and/or make a referral if appropriate.
- sign up to protocols and policies.

The Council as an Employer

In its role as an employer the Council incorporates safeguarding measures in its recruitment procedure and provides continuous safeguarding training for all employees.


Recruitment Procedures

The Council is committed to safer recruitment. Some new members of staff maybe required to undergo a Disclosure and Barring Service (DBS). Basic disclosures verify identity and show details of all convictions considered to be unspent under the Rehabilitation of Offenders Act 1974 or state that there are no such convictions.

New employees who are taking up a position which involves working closely with children or adults at risk (in a voluntary or paid capacity) will be required to acquire an Enhanced DBS Disclosure. Enhanced DBS Disclosures provide additional detail about unspent and spent convictions, cautions, reprimands, final warnings plus any additional information held by the police.

Training





All employees will be required to undertake safeguarding training and become familiar with the Safeguarding Policy as part of their induction. Training will be provided at three levels:

Level 1: This training is delivered via an e-learning format and designed for all members of staff to give them an awareness of what safeguarding is, forms of abuse, and how to report any concerns they may have.

Level 2: This training is aimed at those employees who have a role that involves direct contact with children and adults at risk.

Level 3: The Lead and deputy lead for safeguarding and Safeguarding Champions, will undertake additional training as organised and recommended by the Surrey Safeguarding Adults Board and Surrey Safeguarding Children Partnership to ensure their knowledge is up to date and is reflected in the Councils policies and procedures.

The Council as a Licensing Authority

The Council is a licensing authority for services such as taxi drivers, public events, alcohol and entertainment, charity collections, gambling, animal licensing, boot fairs, Sunday and street trading and other licences such as fireworks.

The Council needs to ensure that all relevant checks are carried out prior to issuing licences and if a safeguarding concern is raised at any time during the process, the Council's safeguarding policy and procedure must be followed, including the notification of other government or national bodies.

Contracts





Safeguarding is referenced in the general conditions of contract for suppliers. If a supplier breaches the contract, the legal team will follow its processes in addition to following the Council’s Safeguarding Policy for Children and Adults at Risk.

A guide to making a record

As soon as possible on the same day, a written record should be made of what has been seen, been said and any other concerns. It is important to make sure anyone else who saw or heard anything relating to the concern also makes a written report.

All safeguarding concerns and referrals must ideally be recorded on **ECINS** a multi-agency cloud based case management system, but if you cannot access then please use the internal incident report on the next page, and email this to: safeguarding.champions@surreyheath.gov.uk and the information will be transferred on to **ECINS**.

Please make contact with one of the Council’s safeguarding champions, if you are unclear as to the action you need to take:

SECTION 1: Your Details	
Name of person completing form	
Date of form completion	
Time of form completion	
Job title & Department	
Who reported the concern to you (if applicable)?	



State if you observed the concern yourself Include: address, phone number & email. Unless this is a whistle blower in which case refer to them by initials only .	
How do you know the person at risk / your involvement with them	
Your Telephone	
Your Mobile	
Your Email	
SECTION 2: Person at Risk's Details	
Name	
Address	
Date of Birth	
Gender	
Does the person have any language or communication difficulties?	
Does the person have any known Mental Capacity issues?	
Their Telephone	
Their Mobile	
Their Email	
If the person at risk is under 18 (a child) do you have parental consent?	
SECTION 3: Details of your concern	
Date of alleged abuse / neglect (if known)	
<i>Type(s) of suspected abuse (please select)</i>	
Physical	Modern Slavery



Domestic Abuse		Discriminatory	
Sexual		Organisational	
Psychological		Neglect and Acts of omission	
Financial and Material		Self-Neglect	
Witnesses (inc. other staff)			
Any injuries:			
Details of concern (such as what happened to stem your concern, any immediate concern about the persons' safety, is there anyone else who could be at risk)			
Actions or decisions already taken and outcome (e.g. called emergency services, spoken to alleged victim)			

GUIDANCE NOTES: READ CAREFULLY BEFORE COMPLETING THE FORM Complete as much of the form as possible. Include everything you have witnessed/been told. You are not required to decide if the information is relevant.

When this form is submitted it will automatically be emailed to the safeguarding team. If you feel unable to have the report seen by all members of the safeguarding team, if for instance the safeguarding incident relates to them, please send it to an individual safeguarding officer.

For further information or guidance please contact a safeguarding officer. Alternatively contact the Surrey C-SPA for advice.



Surrey Heath Safeguarding Champions

Table	Role	Team	Contact Details
Nick Steevens	Designated Safeguarding Lead	Strategic Director – Environment & Community	Nick.steevens@surreyheath.gov.uk Ext: 7351
Emily Burrill	Safeguarding Champion & Child Sexual Exploitation Lead	Family Support	Emily.burrill@surreyheath.gov.uk Ext: 7684
Jayne Boitout/ Bob Darkens	Safeguarding Champion & PREVENT Lead	Community Safety	Jayne.boitout@surreyheath.gov.uk Ext: 7464 Bob.darkens@surreyheath.gov.uk Ext: 7467
Jill Moody	Safeguarding Champion	Community Services	jill.moody@runnymede.gov.uk Ext: 7659
Clive Jinman	Safeguarding Champion	Housing	Clive.jinman@surreyheath.gov.uk Ext: 7334
Nicky Sherlow	Safeguarding Champion	Environment & Community	Nicola.sherlow@surreyheath.gov.uk Ext: 7597
Tracy Buck	Safeguarding Champion	Corporate Enforcement	Tracy.buck@surreyheath.gov.uk



			Ext: 7461
Alex Middleton	Safeguarding Champion	Audit	Alex.middleton@surreyheath.gov.uk Ext: 7303
Sam Hallam	Safeguarding Champion	Building Control	Samantha.hallam@surreyheath.gov.uk Ext: 7243
Jackie Priestman	Safeguarding Champion	Environmental Services	Jackie.priestman@surreyheath.gov.uk Ext: 7112
Iain Williams	Safeguarding Champion	Planning Services	Iain.williams@surreyheath.gov.uk Ext:7436
Robert Fox	Safeguarding Champion	Revs & Bens	Robert.gox@surreyheath.gov.uk Ext: 7156
Tracy Lyndon	Safeguarding Champion	Contact Centre	Tracy.lyndon@surreyheath.gov.uk Ext: 7461

Information sharing

Information sharing is vital to safeguarding and promoting the welfare of children and adults at risk. A key factor in many cases where children and adults have been harmed has been the failure to record information, to share it, to understand the significance of the information shared and to take appropriate action. Often it is only when information from a number of



sources has been shared that it becomes clear that a child or adult at risk might be suffering harm.

Professionals who have contact with children, families and adults at risk discuss with one of the Council's safeguarding leads or safeguarding champions to consider how to manage the concern and if appropriate share the concern with the Safeguarding Hub, see page 5.

All information sharing should be in line with the agreed set of principles about sharing personal or confidential information in the [Surrey Multi-Agency Information Sharing Protocol \(MAISP\)](#). The MAISP has been developed in partnership with Surrey County Council, all the borough and districts as well as the health services and Surrey Police.

General, non-safeguarding queries or existing open cases for Adults alternatively contact the Surrey Contact Centre.

- Surrey Heath Locality Team:
Phone: 01276 800205
Email: surreyheathlocalityteam@surreycc.gov.uk

General, non-safeguarding queries or existing open cases for Children alternatively contact the Surrey Contact Centre.

- For any general or non-safeguarding concerns in relation to a child please contact Surrey County Council's Children's Services.
Telephone: 0300 123 1620



Appendix I - Surrey Safeguarding Partnerships

In Surrey, the statutory Safeguarding Children Partnership and Safeguarding Adults Partnership are responsible for providing local agencies with guidance and holding agencies to account for their actions.

Representation on Safeguarding Partnerships

The Children Act 2004 and Care Act 2014 together with associated statutory guidance sets out which organisations are required to sit on both boards and comprises all relevant statutory and key voluntary agencies.

The 11 Surrey Borough and District Councils have a single representative nominated by the Surrey Chief Executives Group to represent them on each board. Other borough and district council officers may attend the boards or the various sub groups that deal with the operational arrangements and ensure effective practice throughout the County.

Performance and Quality Assurance


Organisations on the boards are responsible for ensuring that they provide any data that is required by the boards for their respective Performance and Quality Assurance Frameworks. Likewise, they are expected to complete any returns and comply with any audit requirements.

Surrey Safeguarding Children Partnership (SSCP)

The overall role of the SSCP is to coordinate local work to safeguard and promote the welfare of children and to ensure the effectiveness of what the member organisations do individually and together by developing interagency policies and procedures for safeguarding and promoting the welfare of children, including:

- the action to be taken where there are concerns about a child's safety or welfare.



- 
- training of those working with children and/or families or in services affecting the safety and welfare of children.
 - investigation of allegations concerning persons working with children.

It is very important that local safeguarding arrangements are strongly led and promoted at a local level, specifically by:

- a strong lead from local authority members, and the commitment of chief officers in all agencies, in particular the Director of Children's Services and Lead Member for Children's Services at Surrey County Council; and
- effective local coordination and challenge by the Local Safeguarding Children's Partnership.

Borough and District Councils have a crucial role to play in the safeguarding of children in their areas. The Surrey Safeguarding Partnership Procedures Manual specifically refers to the duty of housing authorities to share information that is relevant to safeguarding. They should promote the welfare of children and the duties of leisure services departments and leisure contractors to ensure that their leisure facilities safeguard children. All casual and temporary members of staff must be aware of safeguarding children issues and know how to report concerns.

Section 11 of the Children Act 2004 places duties on a range of organisations and individuals to ensure their functions, and any services that they contract out to others, are discharged having regard to the need to safeguard and promote the welfare of children.

Each Surrey Borough and District Council completes Section 11 forms to be returned to the Surrey Safeguarding Children Partnership by the Lead Safeguarding Officer.

The Surrey Safeguarding Children Partnership has five core objectives to enable it to deliver its responsibilities as set out in Working Together 2015. These are:

- to optimise the effectiveness of arrangements to safeguard and protect children and young people.



- to ensure clear governance arrangements are in place for safeguarding children and young people.
- to oversee Serious Case Reviews (SCRs), Partnership Reviews and Child Death (CDOP) processes and ensure learning and actions are implemented as a result.
- to ensure a safe workforce and that single-agency and multi-agency training is effective and disseminate good practice.
- to raise awareness of the roles and responsibilities of agency and community roles and responsibilities in relation to safeguarding children and young people In addition, the Partnership.
- coordinates what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area.
- ensures the effectiveness of what is done by each such person or body for those purposes

The functions that support these objectives are to:

- develop policies and procedures.
- communicate and raise awareness.
- monitor and evaluate the effectiveness of partners individually and collectively.
- participate in the planning of services.
- undertake reviews of all child deaths and serious case reviews and disseminate the learning.
- commissioning and delivery of multi-agency training.
- evaluate single agency and multi-agency training.

Additional Priorities

In addition to the delivery of core business the SSCP has identified four targeted priorities on which to focus:

- To monitor and challenge the effectiveness of the new Effective Family Resilience Model and to ensure that the voice of children and young people is heard.



- To ensure professionals and the current child protection processes effectively protect those children identified as in need of protection and who are looked after.
- To ensure children and young people at risk of Child Exploitation (CE) are protected.
- To monitor and challenge the effectiveness and impact of the Domestic Abuse Services in reducing the incidences of Domestic Abuse and protecting children and young people from harm.

Surrey Safeguarding Adults Partnership (SSAP)

The Surrey Safeguarding Adults Partnership (SSAP) helps and protects adults in Surrey who have care and support needs and who are experiencing, or are at risk of, abuse or neglect.

Representatives from carers' groups, disability groups and older people's groups are members of the board.

The Partnership ensures the voices of adults at risk, their families and their carers are heard and guarantees there are effective processes in place to prevent and respond to abuse and neglect. The board also raises awareness of the importance of safeguarding through publicity campaigns and has a multi-agency training programme in place to give staff the right skills to safeguard adults.

The SSAP has three core duties:

- to publish a strategic plan that sets out how it will meet its main objective and what the members will do to achieve this
- to publish an annual report detailing what the SSAP has done during the year to achieve its main objective and implement its strategic plan
- to conduct any safeguarding adults reviews in accordance with the Care Act 2014

The functions that support its objectives and duties are to:

- develop a framework of multi-agency policies , protocols and procedures



- require member agencies to provide assurance on their safeguarding activities
- quality assure the safeguarding of member agencies
- implement a multi-agency Competency Framework and training programme
- undertaking Safeguarding Adults Reviews and learning lessons from them
- learn lessons from other reviews including Domestic Homicide Reviews
- undertake activities to raise awareness of safeguarding and to support the prevention of abuse and neglect



Appendix 2 - Legal Framework

This Safeguarding policy is underpinned by a range of legislation including, but not limited to:

The Children Acts 1989 and 2004

The Children Act 1989 and Children Act 2004 along with the statutory guidance, Working Together to Safeguard Children 2015 provide the current framework for safeguarding children.

This legislation places an overarching responsibility on Surrey County Council, as the lead authority for children, for safeguarding and promoting the welfare of all children in their area, but makes clear that other agencies also have a role to play.

Section 11 of the Children Act 2004 places a statutory duty on various agencies, including districts and borough councils, to make arrangements to ensure that their functions are discharged taking account of the need to safeguard and promote the welfare of children. This includes any services or function they contract out.

This Act led to the establishment of the Surrey Safeguarding Children Partnership and required Surrey County Council to secure the co-operation of partners in setting up arrangements to improve the well-being of children in Surrey.

Working Together to Safeguard Children

This replaced the Area Child Protection Committee and sets out how organisations and individuals should work together to achieve this using the key principles: Safeguarding is everyone's responsibility: for services to be effective each professional and organisation should play their full part.

The approach must be child-centred: in order to be effective, there needs to be a clear understanding of the needs of the child.

Guidance: [Working together to safeguard children](#): A guide to inter-agency working to safeguard and promote the welfare of children

The Care Act 2014



The Care Act 2014 sets out the legal framework for how local authorities and other statutory agencies, including district and borough councils, should protect adults with care and support needs who are at risk of abuse or neglect. It consolidates existing law and puts similar arrangements in place to those safeguarding children.

The Act required Surrey County Council, as the lead authority for vulnerable adults, to establish a Safeguarding Adults Board to bring together the key local partners to focus on safeguarding strategy and practice. The Act also places a duty on Surrey County Council to carry out safeguarding enquiries where it is suspected that someone is suffering or at risk of abuse or neglect conducting Safeguarding Adults Reviews (SARs) where there is a cause for concern about a particular case, to learn lessons for the future.

All these initiatives are designed to ensure greater multi-agency collaboration as a means of transforming adult social care.

This guidance is updated from time to time; therefore the most up to date guidance will apply in relation to the operation of this policy.



Appendix 3 - Surrey Effective Family Resilience and Children's Single Point Of Access (C-Spa)

The Surrey Effective Support Windscreen

In
May
2019



Surrey Safeguarding Board launched the new The Early Help approach ‘**Effective Family Resilience**’ and the Social Work practice model ‘**Family Safeguarding**’.

Within this four levels of need have been identified: ‘**Universal, Early Help, Targeted Help, and Specialist.**’

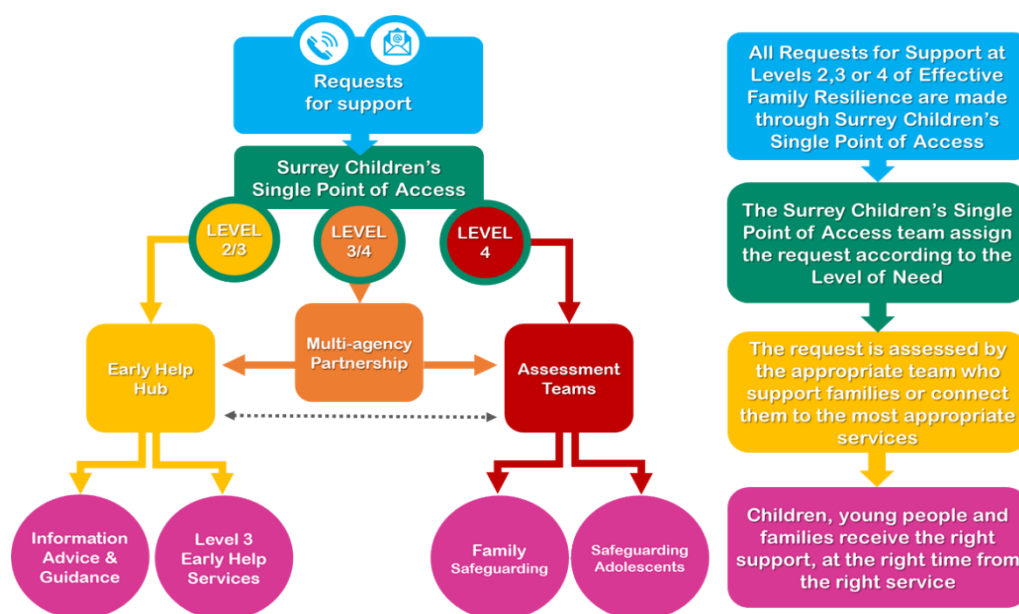
The purpose of this new model is to provide a consistent approach to safeguarding across **all organisations**; including voluntary and charitable organisations who come into contact with and support children and their families. Focusing on the need to work together in an open way with the child and their



family to gain their confidence, identify strengths and needs, to find practical and achievable solutions, and to provide the right amount of information, advice

Children's Single Point of Access (C-SPA)

The Children's Single Point of Access is the umbrella term used to describe the front door to Surrey County Council services for children. Parents, carers and practitioners can phone in to access support, information and advice for families and those who work with children in Surrey.



Your contact will be answered by the Children's Request for Support Team. They may be able to answer your query directly, or when a response is required from a specific team they will send the service request to the appropriate team to respond to you.



Requests for support up to Level 3 of Effective Family Resilience will be directed to the Early Help Hub. Families meeting the threshold for Level 4 of Effective Family Resilience will be sent straight to the Quadrant Assessment Teams (Children's Social Care).

If you are concerned about the safety of a child or young person you contact the Surrey Children's Single Point of Access (SPA), which has replaced the MASH service.

Who to contact

Telephone

0300 470 9100

01483 517898 (out of hours hosted by the emergency duty team)

E-mail - csmash@surreycc.gov.uk

Website - <https://www.surreycc.gov.uk/.../contact-childrens-services>



Appendix 4 - Relevant Policies and Strategies

Surrey Heath Borough Council 'PREVENT' Policy

The underpinning aim of the 'PREVENT' Policy is to determine how the Council works with organisations and the community to prevent extremism' and stop people becoming terrorists or supporting terrorism. It aims to identify individuals at risk of radicalisation and being drawn into extremist activity. The Surrey Health and Wellbeing Board has overall governance of the PREVENT agenda across for Surrey with a Multi-Agency Prevent Partnership Group established to review trends and developments as well as provide a 'quality assurance' overview around PREVENT delivery across Surrey.

Domestic Abuse

Domestic abuse can be any incident of threatening behaviour, violence or abuse between adults who are, or have been, intimate partners, family members or members of the same household regardless of gender or sexuality. Domestic abuse is not limited to violent abuse; it can be physical, psychological, sexual, emotional or financial. Children's health and wellbeing can be seriously affected by living in households where there is any form of domestic abuse. The county-wide Domestic Abuse Management Board has overall responsibility for the development and implementation of the Surrey Domestic Abuse Strategy. More information including contacts for agencies that can offer support and practical advice can be found on the [Surrey Against Domestic Abuse website](#).

Equality Assessment

Surrey Heath Borough Council recognises the right of every adult and child to a life that is free from harm, abuse, and neglect.

The Council promotes adoption of a standard approach to implementation of safeguarding policy and procedure, with equal consideration to all vulnerable groups.



The new Policy, procedures and related guidelines has been Impact Assessed by the Equality Action Group and adopted by this Council in April 2021.

Child Sexual Exploitation

Child Sexual Exploitation (CSE) is the sexual abuse of a child or young person aged under 18 by an adult who involves them in inappropriate sexual activities either with themselves or another person. The activity often takes place in exchange for money, alcohol, drugs, food, accommodation or presents. Online grooming is a type of CSE that impacts both boys and girls across Surrey. This area of work is led by specialist police officers working closely with partners such as local Councils, social services, youth services, housing providers and the voluntary sector.

More information can be found on [Surrey Police's website](#).

Missing Persons Protocol

This is in place to ensure that there is a coordinated response from agencies when a vulnerable adult goes missing. This includes Surrey Police, Surrey & Borders Partnership Trust, and Surrey Care Association, Surrey County Council Adult social Care Services and Surrey Care providers and associated agencies. It provides guidelines to all parties as to what actions should be taken when a person receiving care goes missing. More information can be found on the Surrey Safeguarding Adults Board website.

People in a Position of Trust Protocol

The Care Act 2014 requires that Safeguarding Adults Boards should establish and agree a framework and process for any organisation to respond to allegation against anyone who works (in either a paid or unpaid capacity) with adults with care and support needs. The framework and process in the context is referred to as the Protocol. The Protocol applies to all partner agencies of Surrey Safeguarding Adults Board (SSAB) and organisations commissioned to provide



services by them, so they respond appropriately to allegations against people who, whether an employee, volunteer or student, paid or unpaid, works with or cares for adults with care and support needs. These individuals are known as People in a Position of Trust (PiPoT). SSAB also requires partner agencies and the service providers they commission to identify a designated PiPoT lead or contact to oversee the delivery of responsibilities in their organisation.

Protocol for responding to concerns about a Person in a Position of Trust (PiPoT)

Surrey Heath Borough Council

The PiPoT Leads

Nick Steevens – Strategic Director – Environment and Community

Family Support Safeguarding Procedure

The Family Support department at the Surrey Heath Borough Council follow the national guidelines for those that work with children. Please follow the corresponding link for these guidelines.

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/779401/Working_Together_to_Safeguard-Children.pdf

Safeguarding against FGM

FGM is not an issue that can be decided on by personal preference – it is an illegal, extremely harmful practice and a form of child abuse and violence against women and girls.



It must always be remembered that fears of being branded 'racist' or 'discriminatory' must never weaken the protection that professionals are obliged to provide to protect vulnerable girls and women.

As FGM is a form of child abuse, professionals have a statutory obligation under national safeguarding protocols (e.g. Working Together to Safeguard Children 2015) to protect girls and women at risk of FGM. Since October 2015 registered professionals in health, social care and teaching also have a statutory duty (known as the Mandatory Reporting duty) to report cases of FGM to the police non-emergency number 101 in cases where a girl under 18 either discloses that she has had FGM or the professional observes physical signs of FGM.

For further guidance the NSPCC FGM Helpline Organisations is available on 0800 028 3550. This helpline can support both professionals or family members concerned that a child is at risk of, or has had, FGM.



Child Sexual Exploitation, Modern Slavery, Prevent and FGM (Female Genital Mutilation) referrals should be made to Surrey Police on 101 unless it is an emergency in which case call 999

****NB who should complete a referral to the Home Office is to be confirmed.***

Crimestoppers anonymously	0800 555 111
Childline	0800 1111

General, non-safeguarding queries or existing open cases for adults or young adults

For any general or non-safeguarding concerns in relation to an adult (including young adults) please contact Surrey County Council's Contact Centre:

Telephone: 0300 200 1005

Minicom: 020 8541 9698

Fax: 020 8541 9575

Email: contactcentre@surreycc.gov.uk

SMS: 07527 182861

For any general or non-safeguarding concerns in relation to a child or young adult) please contact Surrey County Council's Contact Centre:

Telephone: 0300 200 1006

Modern Day Slavery

FOR THE CORRECT FORMS TO REFER AN INDIVIDUAL FOR ASSESSMENT AND SUPPORT PLEASE VISIT:

<https://www.gov.uk/government/publications/human-trafficking-victims-referral-and-assessment-forms>

and **call** Modern Day Slavery Helpline: 0800 0121 7000



Additional government guidance including training resources can be located on the following weblink:<https://www.gov.uk/government/publications/modern-slavery-training-resource-page/modern-slavery-training-resource-page>. This contains videos, e-learning, and leaflets.

National Response Mechanism:

<https://www.gov.uk/government/publications/human-trafficking-victims-referral-and-assessment-forms/guidance-on-the-national-referral-mechanism-for-potential-adult-victims-of-modern-slavery-england-and-wales>

Statutory Duties for local authorities:

<https://static1.squarespace.com/static/599abfb4e6f2e19ff048494f/t/5b164dab1ae6cfbba8d27c22/1528188339535/LVG+Local+Authorities+Modern+Slavery+Protocol+%28adults%29+-+Statutory+Duties....pdf>

Hate Crime Policy

1. This policy sets out our approach to dealing with Hate Crime.
2. We recognise that individuals and groups may face overlapping forms of prejudice.

Hate Crime can be defined as any crime that is motivated by hostility on the grounds of someone's actual or perceived characteristics.

This can include equality characteristics such as:

- Age.
- Disability.
- Race.
- Sex, sexual orientation, gender identity.
- Marriage and civil partnership.
- Pregnancy and maternity.
- Religion or belief.



3. Hate Crime can take many forms including (but not limited to): physical violence, threats of violence, offensive graffiti or other written material, online abuse, and abusive or insulting words or behaviour.
4. So what can we do? Reporting is a crucial part of eradicating hate, it may seem small and insignificant act, but it can have an impact on attitudes towards Hate Crime and strategies to prevent it.
Anyone can report, and you don't have to be certain about whether it is Hate Crime, by reporting you are being an **up-stander** rather than a bystander, playing your part in not accepting hate.
5. How to report it?
 - Direct Reporting to the Police using the 101 number
 - Phone Stop Hate UK on 0808 138 1625
 - Report it on www.stophateuk.org
 - Download the reporting App in Surrey, by going to the app store or google play searching for 'stop hate uk' and click 'stop hate uk surrey' and then install.

Highlighted Area: 2021/22

The issue of antisemitism in our communities has received considerable publicity, and as a result in 1994 the Community Security Trust (CST), was set-up as a charity to protect British Jews from antisemitism and related threats. CST is recognised by the Police and Government as a unique model of best practice, and is in London, Manchester, and Leeds.

CST provides security advice and training for Jewish communal organisations, schools, and synagogues.

National Trends in 2019 show that 18% of religiously motivated hatred is targeted at Jewish people, which is an increase of 6% from 2018 and that per capita, Jewish people are most likely to report experiencing hatred.

It is with this in mind that this Council has adopted the non-legally binding working definition from the International Holocaust Remembrance Alliance (IHRA) as



below to demonstrate that we understand the concerns and are willing to take action in response to make it clear that anti-Semitic behaviour will not be tolerated.

“Antisemitism is a certain perception of Jews, which may be expressed as hatred toward Jews. Rhetorical and physical manifestations of antisemitism are directed toward Jewish or non-Jewish individuals and/or their property, toward Jewish community institutions and religious facilities.”

For further information on the Community Security Trust: <https://cst.org.uk/> and International Holocaust Remembrance Alliance (IHRA) www.holocaustremembrance.com
<https://www.holocaustremembrance.com/working-definition-antisemitism>



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Surrey Heath Borough Council
Executive
20 June 2023

End of Year Performance Report

Portfolio Holder:	Councillor David Whitcroft - Leader
Strategic Director/Head of Service	Sally Kipping
Report Author:	Sarah Bainbridge – Organisational Development Manager
Key Decision:	no
Date Portfolio Holder signed off the report	6 June 2023
Wards Affected:	All

Summary and purpose

This End of Year Report summarises the performance of the Council in 2022/23 against the corporate objectives, priorities and success measures set out in the Annual Plan. The Executive is asked to consider the report. This report will also be considered by the Performance and Finance Scrutiny Committee at their meeting on 12 July.

Recommendation

The Executive is advised to NOTE and comment on the End of Year performance report at Annex A.

1. Background and Supporting Information

- 1.1 The Annual Plan 2022/23 was agreed by the Executive on 15 March 2022, and set out the key targets, projects and success measures/performance indicators for the year.
- 1.2 The attached report at Annex A summarises the Council's performance and achievements against the key projects, targets and indicators in 2022/23.
- 1.3 Progress against targets is monitored on a regular basis by senior management.
- 1.4 The table below shows the proportion of targets that were achieved or are in progress/off target:

	Complete / Achieved & on-going	In progress but not yet fully complete*	Not delivered
Objectives / projects	79%	19%	2%
	Met target	< 10% off target	> 10% off target
Performance Indicators**	78%	15%	7%

* Includes three projects where the delay is due to circumstances outside the control of the Council

** Excluding where end of year data is still to follow

1.5 In 2021, the Council undertook its largest ever engagement exercise with the public and key partners to understand resident's priorities for the borough and the Council. As a result, the Council developed and adopted its Five Year Strategy 2022-27 on 27 October 2021, which sets clear objectives and targets under four key themes of **Environment, Health & Quality of Life, Economy and Effective and Responsive Council**. The Annual Plan ensures the delivery of the objectives within it.

1.6 This report is also being considered by the Performance and Finance Scrutiny Committee at their meeting on 12 July.

2. Reasons for Recommendation

2.1 To ensure robust and transparent scrutiny of the Council's progress against key projects and targets in delivering services for its residents.

3. Proposal and Alternative Options

3.1 The Executive is advised to NOTE and comment the End of Year performance report at Annex A.

4. Contribution to the Council's Five Year Strategy

4.1 The Council's Annual Plans set out each year key milestones, projects and targets for the delivery of the Council's Five Year Strategy objectives for its residents and the borough.

5. Resource Implications

5.1 There are no resource implications arising from this report

6. Section 151 Officer Comments:

6.1 There are no additional budgetary implications from this report.

7. Legal and Governance Issues

7.1 Regular monitoring and review of progress against key projects and targets is a key element of corporate governance. There are no legal implications arising from this report.

8. Monitoring Officer Comments:

8.1 No comments from the Monitoring Officer.

9. Other Considerations and Impacts

Environment and Climate Change

9.1 The attached report includes progress against targets relating to Climate Change, particularly the Council's Carbon reduction target and climate change action plan, and the Environment.

Equalities and Human Rights

9.2 Equalities impact are considered on a project by project basis. The attached report includes progress against targets specifically aimed at reducing inequality for example health inequalities and poverty.

Risk Management

9.3 Risks are considered on a project by project basis.

Community Engagement

9.4 The Council's Five Year Strategy, which drives the targets in the Annual Plan, was the result of a significant public consultation exercise. This attached report also includes a number of other projects that relate to community engagement including the Council's consultation framework, playground refurbishments and the Local Plan.

Annexes

Annex A – End of Year Performance Report 2022/23

Background Papers

Surrey Heath Borough Council Annual Plan 2022/23

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Delivering our Five Year Strategy

ANNUAL PLAN 2023/24

End of Year Report

Page 97



ENVIRONMENT

Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
ENV01-A (i)	Enhance and improve access to green spaces – playground improvements (at least one a year)	Deliver: <ul style="list-style-type: none"> A skate park replacement at Mytchett Recreation Ground 	By July 2022	Recreation and Leisure Services Manager	Work complete, skate part opened July 2022.	Complete
ENV01-A (ii)	Enhance and improve access to green spaces – playground improvements (at least one a year)	A fitness trail at Frimley Lodge	Summer 2022	Recreation and Leisure Services Manager	Complete – the new fitness trail opened April 2023.	Complete



Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
ENV01-A (iii)	Enhance and improve access to green spaces – playground improvements (at least one a year)	A fitness trail at Lightwater Country Park (subject to funding being secured)	Summer 2022	Recreation and Leisure Services Manager	<p>This project will be delivered using funds from the UK Shared Prosperity Fund (UKSPF).</p> <p>In order to deliver the best trail possible, it was agreed to reschedule the work programme until next year when additional funding will be available.</p>	Rescheduled to 23/24 year in order to maximise funding
ENV01-A (iv)	Enhance and improve access to green spaces – playground improvements at least one a year)	A playground replacement at Whitmoor Road	Autumn 2022	Recreation and Leisure Services Manager	<p>This project timetable was amended due to on-going negotiations with Surrey County Council (SCC) to try and secure this site into SHBC ownership. Delays were the result of the response from SCC. Potential future challenges over site access.</p> <p>Potential solution identified – proposal to be considered at a future Executive meeting is for a</p>	Rescheduled



Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
					long lease by SHBC on the site which will enable the release of funds to maintain and improve the playground to continue use by local families.	
ENV01-A (v)	Enhance and improve access to green spaces – playground improvements (at least one a year)	Playground improvement at Bentley Copse	Spring 2022	Recreation and Leisure Services Manager	Improvement completed March 2023. Timetable impacted because additional funding had to be approved to replace the whole playground.	Complete
ENV01-B	Enhance and improve access to green spaces – playground improvements	Introduce a way of measuring satisfaction and feedback with new facilities (as well as designing new playgrounds through consultation with local communities)		Recreation and Leisure Services Manager	Significant community engagement is integral to the delivery of new playgrounds. Completion surveys are sought at the opening of new facilities. Consultations on designs are completed on larger schemes or	In place and on-going



Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
	(at least one a year)				with the local school to determine the best design that 'kids' would like to see.	
ENV02 (i)	Enhance and improve access to green spaces – biodiversity scheme (at least one a year)	Re-wilding project at Heatherside Estate.	Start Spring 2022	Recreation and Leisure Services Manager	Works complete. Mapping updated so that contractors adhere to what has been agreed at the various locations.	Complete
ENV02 (ii)	Enhance and improve access to green spaces – biodiversity scheme (at least one a year)	Wildlife hedge planting at Frimley Recreation Ground and Mytchett Recreation Ground.	Spring 2022 (Frimley) & Autumn 2022 (Mytchett)	Recreation and Leisure Services Manager	This was planted in conjunction with Tree wardens and volunteers. Due to inclement weather some of the hedging needed replanting which was also completed during the year.	Complete



Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
ENV02 (iii)	Enhance and improve access to green spaces – biodiversity scheme (at least one a year)	Wildlife habitat creation at various locations post tree survey works.	Throughout year	Recreation and Leisure Services Manager	Habitat piles were created however some of these have been removed or damaged (by unknown people) so whilst this action was completed, at some locations they may need review and replacement as appropriate.	Complete
ENV02 (iv)	Enhance and improve access to green spaces – biodiversity scheme (at least one a year)	Woodland improvement works at Diamond Ridge	Spring 2022	Recreation and Leisure Services Manager	Initial phase completed.	Complete
ENV02 (v)	Enhance and improve access to green spaces –	Woodland improvement works at Frimley Green Recreation ground.	Spring & Autumn 2022	Recreation and Leisure Services Manager	Initial works completed.	Initial phase complete



Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
	biodiversity scheme (at least one a year)				Further works will be carried out in the Autumn – these cannot take place until after the bird nesting season.	
ENV02 (vi)	Enhance and improve access to green spaces – biodiversity scheme (at least one a year)	Tree recycling scheme (Christmas and tree survey work) at various locations post tree survey works.	January 2023	Recreation and Leisure Services Manager	3,401 trees were donated by residents.	Complete
ENV03 (i)	Enhance and improve access to green space	Car park and improvement works at Turf Hill. These works will take place post the pipeline installation work (being done by Esso) that goes through the car park.	Spring 2023	Recreation and Leisure Services Manager	Due to an underground plastic water main, permission by the water authority was not granted to proceed for any of the possible surfaces investigated by the Council.	Unable to be completed



Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
					No works can progress until the replacement of the water main, which is not currently timetabled.	
ENV03 (ii)	Enhance and improve access to green space	Site protection works – complete consultation/works for all RED category sites.	Complete by Summer 2022	Recreation and Leisure Services Manager	All sites have been completed	Complete
ENV03 (iii)	Enhance and improve access to green space	Byelaws review - all sites.	March 2023	Recreation and Leisure Services Manager	Initial review works complete. Action for 2023/24 will be community engagement programme and final adoption.	Initial review complete
ENV04	Enhance and improve access to green space	Review and implement a Borough-wide Tree Strategy (following notice of motion at Council December 2021)	March 2023	Recreation and Leisure Services Manager	Agreed at the Executive in April 2023.	Complete



Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
ENV05	Strategic Planning	Public consultation on the draft Surrey Heath Local Plan policies in order to adopt in 2023 an ambitious new Local Plan for the whole borough.	Publish draft Local Plan first quarter 2022/23 (April – June 2022)	Planning Policy and Conservation Manager	The Draft Surrey Heath Local Plan Preferred Options Consultation (Regulation 18) took place March – May 2022. During the year the Government announced changes to rules governing Local Plans that could give Councils more flexibility in determining the number of new homes that are right for the borough. In order to take advantage of the potentially significant changes the Council decided to reprogramme the publication of the next version of the plan. This is now scheduled for November 2023 – January 2024.	Rescheduled



Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
ENV06 (i)	Net Zero Carbon Emissions & resilient to the impacts of Climate Change	Report full organisational emission baseline for 2019/20.	By January 2023	Strategic Director – Environment & Community	The first year where full data is available (2022/23) has been calculated and used as a baseline. Scope 1, 2 & 3 emissions have been calculated for 2022/23 and presented to the Climate Change Working Group.	Complete
ENV07	Improve the air quality of the borough	Develop Energy Strategy to include pathways/options for emissions reduction (Delivery of future projects will require additional grant funding/capital).	Progress through Climate Change Working Group and publish copy on website by March 2023	Strategic Director – Environment & Community	Energy strategy has been developed and has been discussed at the Climate Change Working Group. Will be brought to a future meeting of the Executive.	Complete
ENV08	Net Zero Carbon Emissions &	Promote access to national grant funding in the borough to support	Throughout 2022/3, relating to	Strategic Director – Environment & Community	Delivery continues in partnership with Surrey County Council for energy efficiency grant funding.	Complete



Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
	resilient to the impacts of Climate Change	energy efficiency improvements in households and businesses; including LAD (Green homes grant – ‘Local Authority Delivery’), HUG (‘Home Upgrade Grant’) and LoCASE (‘Low Carbon Across the South and East’).	partnership work with Surrey County Council		Work programmes are delivered by Action Surrey who have installed 71 energy efficiency measures in 41 homes at a total cost of £298,120.38, saving 56 tonnes of CO2 a year. LoCASE continues to be communicated to local businesses to access energy efficiency improvements until its funding ends in 2023.	
ENV09	Net Zero Carbon Emissions & resilient to the impacts of Climate Change	Work in partnership with Surrey County Council to develop Local Cycling and Walking Infrastructure Investment Plans (LCWIP) to identify priority routes for investment and	March 2023 dependent on Surrey County Council timeframe	Strategic Director – Environment & Community	This action is underway. LCWIP progressing in partnership with SCC. We have recently held an inception meeting to start the LCWIP process. There will be a series of consultations and Member engagement over the	Timescale led by SCC



Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
		improvement within the borough. Provide support to facilitate specific route proposals by Surrey County Council through to delivery where appropriate.			next 6 months. In view of this, the timescale for completion is likely to be Summer 2023.	
ENV10 (i)	Enhance and improve access to green spaces across the whole borough.	Public consultation on a green infrastructure policy, as part of consultation on the Draft Surrey Heath Local Plan, in first quarter of 2022/23	Publish Draft Local Plan first quarter 2022/23	Strategic Director – Environment & Community Planning & Conservation Manager	Public consultation on a green infrastructure policy delivered in first quarter of 2022/23. We have also commissioned a Surrey Heath Nature Recovery and Green Infrastructure Strategy which will form the basis of the biodiversity net gain strategy for the Borough and feed directly into the green infrastructure work.	Complete



Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
ENV10 (ii)	Enhance and improve access to green spaces across the whole borough	Implementation of the Queen's Queen Canopy project, including a tree/hedge planting initiative in celebration of the Queen's Platinum Jubilee in 2022.	Planting by June 2022	Strategic Director – Environment & Community	In total 5,140 trees were planted April 2022 – March 2023. Over 2000 trees were planted for the Queens Green Canopy between October 2021 and May 2022, and more trees were planted between October 2022 and May 2023. Losses due to the summer drought were also replaced.	Complete
ENV10 (iii)	Enhance and improve access to green spaces across the whole borough.	Develop a biodiversity net gain strategy in response to the Environment Bill by December 2022	Produce strategy by December 2022	Strategic Director – Environment & Community Planning & Conservation Manager	The Government has delayed progress on delivery of the Environment Bill and biodiversity net gain. The Council responded to a Government consultation in March. Pending this, work is underway to identify 'biodiversity net gain sites' which should be complete	Delayed due to Government timetable



Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
					by the end of June feed into a broader strategy on nature recovery and green infrastructure.	
ENV I I (i)	Net Zero Carbon Emissions & resilient to the impacts of Climate Change	Monitor and promote grant funding streams on Sustainable Surrey Heath webpages and social media.	Update through 2022/23	Strategic Director – Environment & Community	Surrey Heath webpages and social media kept up to date with available grant funding such as LAD grants for energy efficiency and information on LoCASE. Website pages have recently been updated to reflect new grant funding opportunities.	Complete and on-going
ENV I I (ii)	Net Zero Carbon Emissions & resilient to the impacts of Climate Change	Plan and deliver a sustainable event in Summer 2022 (pending Covid precautions).	Summer 2022	Strategic Director – Environment & Community	The event did not take place due to the departure of the Climate Change Officer (post filled December 2022).	Did not take place



Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
ENV12 (i)	Net Zero Carbon Emissions & resilient to the impacts of Climate Change	Continue to install LED lighting in Council assets.	Delivery to continue in 2022/23	Strategic Director – Environment & Community	LED lighting continue to replace fluorescent. Wider scale business case for full transition planned by end of year to support energy efficiency in buildings linked to energy audit. The majority of the lights in Surrey Heath House are now LED, including the lights in the Police Lock Rooms (bunker). LED bulbs are due to be installed in Committee Rooms in May 2023.	Achieved and on-going
ENV12 (ii)	Net Zero Carbon Emissions & resilient to the impacts of Climate Change	Prioritise delivery of carbon literacy training for Surrey Heath Staff.	Draft training delivery plan with rollout thereafter through 2022/23	Strategic Director – Environment & Community	An pilot Carbon literacy training session took place in June 2022. After review it was agreed that this approach would be more than is required/appropriate for most staff. We are working with other Districts and Boroughs to	Pilot complete - agreed change of approach for next steps



Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
					implement a wider Climate Change training module which will be accessible via the Surrey Learn Partnership.	
ENV13 (i)	Net Zero Carbon Emissions & resilient to the impacts of Climate Change	Partner with Surrey County Council (SCC) to share and support future development of a Surrey wide coordinated scheme for group buying household Solar.	New scheme expected by March 2023 depending on SCC timescale.	Climate Change Officer	Surrey County Council has launched Solar Together to offer Surrey residents the chance to buy solar panels for their homes through a group-buying scheme. The scheme is promoted on Surrey Heath's website. A second round of this scheme is soon to kick-off in May 23.	Complete
ENV13 (ii)	Net Zero Carbon Emissions & resilient to the impacts of Climate Change	Public consultation on the Draft Surrey Heath Local Plan policies to support climate change mitigation and adaptation in the first quarter of 2022/23	Publish Draft Local Plan first quarter 2022/23	Planning Policy & Conservation Manager	Draft Regulation 18 Local Plan published for public consultation in March 2022. This is in accordance with our Local Development Scheme timetable. Extensive and successful consultation engagement	Complete



Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
					undertaken during March, April and May 2022.	
ENV14	Respond promptly to Environmental and planning enforcement matters	<p>Deliver three joint days with Surrey Police of planned activities to include scrap metal, anti-social behaviour and fly tipping.</p> <p>Work with police to check waste carrier licenses.</p>	March 2023	Corporate Enforcement Manager	<p>Two Anti-Social Behaviour days took place on 22nd July with Surrey Police and Accent.</p> <p>A further day took place on 20 October with Surrey Police and Accent, including Facebook promotion.</p> <p>On 2nd March 2023, a joint operation involving officers from Corporate Enforcement, Environmental Health and Surrey Police undertook mobile patrols focusing on waste carriers and scrap metal dealers.</p>	Complete





Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
	Increase recycling rates	Joint Waste Solutions: Deliver the Joint Waste Contract Area work programme 2022/23 as approved by the Joint Waste Services Collection Committee in March 2022. Deliver the Surrey Environment Partnership work programme objectives for 2022/23 which focus on the priorities of waste reduction, food waste recycling and reducing contamination of dry mixed recycling.	March 2023	Joint Waste Solutions Partnership Director	See below.	



ENV15

Key achievements and outputs realised from the delivery of the 2022-23 work programmes that are relevant to Surrey Heath.

Surrey Environment Partnership (SEP) work programme

- The SEP 2025 approach document, which sets out the direction for waste prevention and recycling in Surrey for the next three years was signed off by the partnership at the SEP Members Group in November 2022, and was approved by Surrey Heath Borough Council Executive in January 2023. Individual delivery action plans for 2023-24 have also been developed for each of Surrey's councils, which have been designed to address the key priorities in SEP 2025 and improve local performance further. The delivery of these began in April 2023.
- The introduction of a food waste recycling service was delivered to about 2,700 flats in Surrey Heath in November 2022 helping to ensure more food waste is diverted from the residual waste stream and captured for recycling.
- Key trials were delivered from late summer 2022 to see what improvements can be made to reduce contamination of dry mixed recycling bins in Surrey Heath, providing valuable insight on what future interventions can be used to address this situation, and therefore improve the quality of recycling.
- Service guides and calendars for 2023 were successfully delivered to all households in Surrey Heath by November 2022 helping to ensure that residents place recycling and waste in the right bin.
- An overarching yearlong countywide campaign called Own Your Impact was delivered to encourage and motivate residents to reduce, reuse and recycle more of their waste especially food. The campaign has been amplified in Surrey Heath throughout to upweight messaging.
- Initial designs and a business case have been produced for the redevelopment of Doman Rd depot. Work will continue on this in the summer of 2023 once the relevant business case has been produced by Surrey County Council, as to ensure the project costings for both parties are in alignment.

Joint contract work programme



- Phase one of a new project to improve and upgrade the litter bin service in Surrey Heath got underway from March 2023. This first phase involved QR code stickers being applied to all plastic and metal litter bins within the borough to allow for easier reporting of full bins, and a trial of Surrey Heath's first 'on the go' recycling litter bins in Camberley town centre. Further phases of the project will involve reviewing locations of bins in the borough, seeking funding for replacing older wooden litter bins which are no longer fit for purpose and adding unique reference codes to the QR stickers to allow for even simpler resident reporting.
- The team have been liaising with developers and agents over the last year to commence collections at new developments as they are occupied in Surrey Heath. The team have overseen the delivery and start of collections at Mindenhurst (Deepcut), Woodside Grove and Waterers Way (both Bagshot) and Waters Edge (Mytchett).
- The refresh of the JWS website was completed in March 2023. It has been made more accessible and will therefore improve the customer experience.
- We have worked alongside Amey to look at how data will be used to improve invoicing and key performance indicators. Irregularities in the invoicing process and how this can be addressed have been discussed, and work continues to move this forward.
- The issuing of garden waste renewal emails and letters to residents in Surrey Heath including historic outstanding accounts dating back to January 2021 has been completed. A campaign to promote the garden waste subscription service in Surrey Heath to increase sign ups is due to take place over the summer of 2023.
- A review of the complaints process has been completed with the recommendations to improve the customer experience to be introduced during 2023-24.

New work programmes for 2023-24 for SEP and the joint contract have been developed and approved via their respective governance processes in March 2023. The SEP work programme will continue to focus on key partnership priorities such as reducing residual waste especially food and increasing recycling in the county. Whereas the joint contract work programme will ensure that the contract continues to be managed safely and effectively, and that improvements continue to be made to deliver a better customer experience.



Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
ENV16	Improve air quality / Air 'inequality'	Profile options for Electric Vehicles / alternate fuels for each vehicle under Council ownership and business case developed for transitioning vehicles (subject to budget/funding).	By December 2022 and reported to Climate Change Working Group	Strategic Director – Environment & Community	Options for electric vehicle replacement for existing ICE (Internal Combustion Engine) fleet underway and continue to be reviewed including options for community services fleet. Meals at home have sourced three electric vehicles. Replacement of existing fleet with alternative fuel vehicles is being considered at end of lease terms or end of serviceable life. Biodiesel is also being considered in-life as a means of reducing fossil fuel usage.	Ongoing
ENV17	Improve air quality / Air 'inequality'	Appoint provider for installation and maintenance of electric vehicle charging points in Council owned car parks (Installation dependent on On-Street Residential	By March 2023	Strategic Director – Environment & Community	Executive report in October 2022 gained approval for a concession contract for the installation of 7kw electric vehicle charging points in Council car parks. The business case for the installation of solar arrays, power banks and EV charging in	Installation timetable being finalised



Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
		Chargepoint Scheme - ORCS funding).			multi-storey car parks is also in progress. We have secured £151K in government funding for the project. The timetable is currently being finalised, however we would expect installation to start in July at the latest.	
ENV18		Develop a business case for the construction of a permanent, replacement building to bulk recycling materials at the Council's Depot at Doman Road. Subject to the findings of the business case, gain financial approval for the project.	Autumn 2022	Strategic Director – Environment & Community	Initial concept designs to redevelop the Doman Rd depot have been produced by Eunomia. These have been peer reviewed to ensure the site layout is robust with a second phase of designs now being prepared by Eunomia. The business case for the redevelopment of the Doman Road depot will be revised based on further dialogue with Surrey County Council.	Complete





Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green



Indicator	Description	Target 2022/23	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Comments / End of Year Results
Household waste recycled and composted (rolling annual average figure)	Rolling annual average figure, calculated by comparing the amount of waste sent for recycling, reuse and composting against the total waste collected. This figure includes street sweepings.	63% <i>(Higher is better)</i>	61.57%	57.50%	60.10%	To follow	Always reported a quarter in arrears.
Residual Waste Per Household (kg)	Rolling 12-month total of the number of kilograms of residual household waste collected per household, using the Defra definition of residual household waste (incl. street cleaning etc.).	360kg <i>(lower is better)</i>	311.83 kg	309kg	308kg	To follow	Always reported a quarter in arrears
Percentage of streets falling below a grade B cleaning standard	The percentage of streets reviewed as part of the regular survey falling below a 'Grade B' standard of litter (Predominately free of litter and refuse apart from some small items)	4% <i>(lower is better)</i>	0.17%	0.17%	0.50%	0.17%	Annual Figure 0.25% Of the 1200 streets in the year surveyed for the presence of litter only 0.25% fell below a Grade B standard.



Indicator	Description	Target 2022/23	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Comments / End of Year Results
							The majority of streets surveyed were considered cleaner than a grade B standard.
Number of 'missed' bins.	Number of 'missed' residential kerbside collections per 100,000 collections.	80 per 100,000 collections	59	307	46	38	Quarter in arrears. Q2 is high due to the industrial action that happened in August 2022
Dry Mixed Recycling (DMR) Contamination	Measuring the quality of recycling: average percentage of recycling contaminated; reported as a rolling annual average	8% (lower is better)	9.37%	7%	8%	To follow	Quarter in arrears. Q1 submitted. Traditionally we see lower DMR tonnages in Q1 and Q2 as such the contamination rate tends to be higher. This follows a trend we have seen in recent years.
Processing of 'Major' Applications	Percentage calculated as the number of major applications	80% (Higher is better)	86%	100%	100%	80%	Annual Result 89%



Indicator	Description	Target 2022/23	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Comments / End of Year Results
	processed within timescales (13 weeks) against total received. As per national guidelines, this includes applications where there is an agreement for an extension. Government target is 60%						
Processing of 'Non-Major' Application	Percentage calculated the number of minor and 'other' applications processed within timescales (8 weeks) against total received. As per national guidelines, this includes applications where there is an agreement for an extension. Government target is 70%	84% <i>(Higher is better)</i>	84%	88%	92%	89%	Annual Result 90%
Appeals dismissed against the Council's refusal of planning permission	Percentage of appeals dismissed against the Council's refusal of planning permission.	65% <i>(Higher is better)</i>	92%	80%	60%	64%	Annual Result 72%
Planning Enforcement Breaches: Referrals	Percentage of planning enforcement referrals where the initial action (e.g. a site visit)	80% <i>(Higher is better)</i>	88%	90%	95%	95%	Annual Result 92%





Indicator	Description	Target 2022/23	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Comments / End of Year Results
	takes place within the target timescales set out in the Local Enforcement Plan.						



Health & Quality of Life

Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
HQL01	Strong Community Identity	Support and deliver a programme of events for all ages across the Borough reflecting the priorities of the 5 year strategy and to strengthen community relationships. An example of an event for 2022/23 is the Queen's Jubilee in June 2022.	March 2023	Communications Manager	Events the Council supported or organised included; Surrey Heath Show, Surrey Youth Games, Beacon Lighting for the Jubilee, Jubilee Community Picnic, Camberley Comedy Festival. Also, flag raising for Armed Forces Day. The Council supported charities and community groups by promoting events (helping to strengthen local relationships) by promoting events across the Borough via our Summer of Fun campaign.	Complete
HQL02	Strong Community Identity	Define what a Council event is and review the 2020 and pre-Covid programmes with	March 2023	Communication Manager Recreation &	Due to this being the jubilee year the number of public events held in the parks exceeded the 20% target.	Complete



Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
		recommendations to repeat or change activities. Increase the number of events delivered by 20% with clear objectives for each event.		Leisure Services Manager		
HQL03	Strong Community Identity	Hold Community Support seminar with partners in October 2022 with a focus on housing and homelessness The Community Support Working Group will work to address poverty in the participating wards of Old Dean, St Michaels, Watchetts, Frimley, Frimley Green, Deepcut & Mytchett, Chobham and any additional wards that come forward.	October 2022	Community Development Manager	Consultation event with partners took place in November 2022 to inform the shared annual action plan. Further session took place in February 2023 to consolidate the work. Community Support Working Group met throughout the year	Complete
HQL04	Strong Community Identity	Respond and start to assess 'community trigger' (need definition) anti-social	From April 2022	Corporate Enforcement Manager	All trigger complaints are dealt with in 5 Working days, and members received a presentation at the SHP	Complete



Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
		behaviour complaints with 5 working days. Send updated information about responding to anti-social behaviour to Councillors annually.			meeting in February 2022. Information has been distributed to all Councillors.	
HQL05 (i)	Improving Health & Wellbeing	To deliver our Physical Activity Strategy Action Plan: To support clubs and communities to 'Recover and Reinvent' from the pandemic through funding applications, guidance and support, and deliver a rebranded physical activity awards as outlined in the Physical Activity Strategy. To 'Connect Communities' by delivering a detailed engagement programme with at least 5 community groups, identifying at least 2 new	Outlined in Physical Activity Strategy Action Plan	Senior Community Development Officer	Created and shared a club update email with funding advice and a 'Club Conversation survey' asking local clubs and community groups for subjects where support is needed. Did not rebrand Surrey Heath Sports Awards but created and renewed award names to be more inclusive. Successfully created new ethnic minority women's only badminton, walks and spinning classes, and funded 4 more organisations for local delivery through the 'Together Fund'.	Complete



Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
		champions from underrepresented communities who can promote physical activity and engaging at least 2 refugee families in local activity programmes, as outlined in the Physical Activity Strategy.				
HQL05(ii)	Improving Health & Wellbeing	To 'Make Activity Accessible' by supporting at least one new modified sport/activity that better suits people with reduced levels of mobility e.g., Walking Netball, working with partners to audit local walk routes and creating an accessible walks webpage, and promote new "Low-cost ways to be active", as outlined in the Physical Activity Strategy.	Outlined in Physical Activity Strategy Action Plan	Senior Community Development Officer	Low-Cost Ways to be Active page launched and Walking Tennis on hold while tennis courts are redeveloped. Accessible parks have been audited and new 'Finding Your Feet' programme launched in partnership with the Frimley ICS for people living with long-term health conditions. Seated exercise continuing at Places Leisure with 10+ attending as well as a new session at Camberley Library.	Complete



Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
HQL05 (iii)	Improving Health & Wellbeing	To 'strengthen connections with health and wellbeing' partners, using their knowledge to identify gaps in local provision and delivering at least one new initiative to address that gap, by increasing the number of referral partners by 60% and by working closer with social prescribers to easily track referrals to physical activity projects, as outlined in the Physical Activity Strategy.	Outlined in Physical Activity Strategy Action Plan	Senior Community Development Officer	<p>Frimley CCG invited to Places Leisure Camberley wellbeing meetings and set up regular meetings with social prescribers. Exploring ways to track number of physical activity referrals.</p> <p>The Council is part of wider information networks involving both Frimley and Surrey Heartlands ICS to access different partnership opportunities including green social prescribing (supporting people to access local green spaces to improve mental health).</p> <p>Club Dean launched on the Old Dean with 100+ young people engaged, NHS material including smoking cessation, sexual health and living with ADHD signposted.</p>	Part Achieved



Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
HQL05 (iv)	Improving Health & Wellbeing	To create 'Active Environments' for local residents by supporting at least 2 Surrey Heath Schools to sign up to School Travel Plans, delivering Phase 2 of the Watchetts & St Michael's bike recycling project and hosting a recreational bike event that encourages people to use their bikes for short journeys, as outlined in the Physical Activity Strategy.	Outlined in Physical Activity Strategy Action Plan	Senior Community Development Officer	Surrey Heath Borough Council representative now sits on the Surrey Healthy Schools advisory group which accredits school health and travel plans. Worked with Ravenscote, Connaught, Portesbery and Cordwalles schools to implement active travel measures. The Bike project is currently searching for project facilities to partner with but successfully delivered 'Bike Revival' events in September, December and April for bike servicing and tagging.	Complete
HQL05 (v)	Improving Health & Wellbeing	Support positive early experiences of physical activity for 'Children and Young People' by entering a team into every activity as part of the revamped Surrey Youth Games programme,	Outlined in Physical Activity Strategy Action Plan	Senior Community Development Officer	Entered teams into 7 out of 9 events at Specsavers Surrey Youth Games. Friday Night Project has been relaunched as 'Club Dean' and has engaged over 100 young people in 10 weeks of delivery, providing a safe place to socialise and be active. Both	Majority Complete



Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
		relaunching the 'Friday Night Project' (or similar) giving young people a safe place to be active in the evenings, and supporting special schools to implement at least 2 new opportunities for students, as outlined in the Physical Activity Strategy.			Carwarden House and Portesbery Schools have been supported with sports leaderships links with local secondary schools, dance and performing arts opportunities and funding advice.	
HQL06	Improving Health & Well Being	To work with partners to implement year 1 objectives from Surrey Heath Healthy Weight Action Plan	To be agreed following a second partnership obesity workshop in February 2022	Senior Community Development Officer	Engaged with 5 community groups to apply for 'Happy Healthy January'- a grant scheme supporting healthy eating events aimed at those most in need. Awaiting evaluation for projects. Groups engaged include breast feeding organisations, free men's breakfast groups, disability charity, homelessness and youth support.	Complete



Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
HQL07	Improving Health & Well Being	<p>We will promote a rich programme of cultural and community events across the Borough.</p> <p>Focus on delivering activities at not just Council-owned parks but also cricket grounds, sports areas, etc. Discuss with the Villages Working Group how to work with partners to deliver shows in villages.</p>	August 2022	Venue and Operations Manager	Following a discussion at the Villages Working Group in Spring 22 delivered a family theatre show to Bagshot Playing Fields, Frimley Lodge Park and Windlesham Field of Remembrance in August 22.	Complete
HQL08	A safe place to live and work	<p>Deliver four Serious Organised Crime Joint Action Groups (SOCJAGs) with the Police and Partner groups each year (to meet Five Year Strategy target of 20)</p> <p>Continue to hold Community Harm And Risk</p>	March 2023	Corporate Enforcement Manager	Trialling re-deployable CCTV to feed into a potential business case / capital bid for the 2024/25 budget.	Complete



Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
		<p>Management meetings (CHARM) and Surrey Heath Partnership meetings to work effectively with public and voluntary partners to keep the borough a safe place to live and support vulnerable residents.</p> <p>Explore opportunities for collaboration with other Local Authorities on CCTV.</p>				
HQL09	A safe place to live and work	<p>Review safeguarding training across the organisation to maintain the target of all staff having completed safeguarding awareness training within the last three years.</p> <p>Roll out domestic abuse training to all front-line staff</p>	December 2022	Organisational Development Manager	<p>Safeguarding e-learning certification for all staff launched July 2022, over 98% compliance at year end.</p> <p>More in-depth Safeguarding and Domestic Abuse training commissioned via an external provider and launched in November 2022, with further sessions in January, February and March 2023.</p>	Complete



Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
		and agree an appropriate refresher period.			Aiming to launch as part of the Surrey Learn Partnership programme Summer 2023 so colleagues from other Local Authorities can benefit from the approach.	
HQL10	Housing & Homelessness	Delivering partnerships that aims to eradicate homelessness across the whole Borough. (Reliant on external funding) Homelessness forum/summit by October 2022 - Joint with community support working group	April 2022: following successful bid for Rough Sleeper Initiative Funding set up three-year programmes for Housing First and Floating Housing Support, and recruit to Rough	Housing Services Manager	Project group formed with partners to deliver Housing First. First tenant moved into Housing Led property (NB Housing led is the local branding for the Housing First programme). Joint event with the Community Support Working Group / CASH held November 2022., Rough Sleeper Initiative (RSI) funding announced – the SHBC bid has successfully secured a three-year funding settlement of £286,617 to	Complete



Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
			Sleeper Co-Ordinator role. By October 2022 hold a local homelessness forum/summit		deliver the homelessness projects in the annual plan.	
HQL11	Housing & Homelessness	(With the overall Five-Year Strategy aim to build at least 49 homes through a joint venture to support people receiving housing benefit or being paid minimum wages): Identify sites with potential and progress discussions with appropriate Joint Venture partners, with a focus on commencing the build.	March 23	Head of Investment and Development	The Local Authority Housing Fund (LAHF) has been developed by the Department for Levelling Up, Housing and Communities (DLUHC) with 7 properties to be delivered in Surrey Heath by October 2023. The Council is working in partnership with Mount Green on the selection and purchase of these properties.	Underway



Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
HQLI2	Housing & Homelessness	Undertake feasibility work to investigate options to identify and allocate more sites for Gypsy and Travellers in the Draft Surrey Heath Local Plan by December 2022	December 2022	Planning Policy and Conservation Manager	Further feasibility work undertaken to investigate options to identify and allocate more sites for Gypsies and Travellers and Travelling Showpeople. Sites included in the consultation on the Draft Surrey Heath Local Plan: Preferred Options (2019 – 2038) Additional Site Allocations for Gypsy and Travellers and Travelling Showpeople Regulation 18 which was undertaken in August and September 2022. Further work is ongoing.	Complete
HQLI3	Safeguard and Support	To work in partnership with health and care partners in both Surrey Heath, and in North West Surrey, to identify opportunities for the Council to support prevention of hospital admissions and to assist in	July 2022	Corporate Head of Community Services (Runnymede Borough Council)	In quarter 3, a proposal for a Health Integration post was submitted to the Local Joint Commissioning Group in Frimley CCG. This was approved and as a result SHBC are leading the recruitment of this post. The post will work across a number of workstreams, across multiple	Ongoing





Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
		the facilitation of hospital discharge – subject to securing partnership funding where necessary		Shared Partnership Manager	<p>areas of the Council, however one of the priority projects is the integration of the hospital discharge service into FPH.</p> <p>In addition a further attempt to recruit the project development post (Homesafe Plus), funded by NW Surrey Health Alliance is in progress. . This role will lead on the development of the offer to support discharge, integrating additional/new services and extension of the process to other health and care teams, including community based teams.</p> <p>Post re-advertised May 2023 following the first recruitment exercise in Q4 2023/24.</p>	



Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
HQL14	Safeguard and Support	<p>Undertake an independent review of our aids and adaptation service, funded with Better Care Fund grant and authorised by the Local Joint Commissioning Group (jointly chaired by SHCCG and SCC ASC).</p> <p>The review is to look at improving joint working with health, social care, and housing to ensure effective delivery of services that keep residents independent in the community, reduce hospital admissions and, where they do occur, support timely discharge and re-ablement.</p>	Review to be completed by March 2023	Housing Services & Family Support Manager	<p>The Housing Service is going through a wider restructure to ensure that the right resources are available for delivering frontline services across Disabled Facilities Grants, homelessness services and private sector housing standards. Following this restructure an Occupational Therapist (OT) post will be advertised (Target Jun/July 2023)</p> <p>The review of DFG delivery was delayed until the restructure was complete. The project has been scoped using a national best practice model and work has started on the initial data collection. The report will be completed, with an action plan, by September 2023.</p>	Commenced



Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
HQL15	Safeguard and support	Through the Council's Family Support programme work together with families and children with complex needs or in crisis to help them get back on their feet, offering the right help at the right time to prevent things escalating. Over 5 years will support a minimum of 100 families in crisis.	70 families supported by March 2023	Family Support Team Manager	20 families supported in Q1, 81 families in Q2 and 88 in Q3. 106 children were supported in Q4. Exceeded target	Complete and exceeded
HQL16	Safeguard and support	Schedule regular meetings with the Business Improvement District (BID) to maintain good relationships and deliver best outcomes for local businesses.	Quarterly meetings Apr 2022 Jul 2022 Sep 2022 Jan 2023	Revenues and Benefits Manager	The Director of Finance & Customer Services, Chief Executive and Director of Community & Environment meet regularly with BID colleagues to discuss the BID levy and activities and joint events in Camberley Town Centre. Supplementary estimate of £5000 added to capital programme	Complete



Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
					(following call in by Performance & Scrutiny Committee).	
HQLI7	Safeguard and support	Review the impact of the first 6 months of the Local Council Tax Support Scheme on residents, and capacity within the team and report to the Community Support Working Group.	Report to Community Support Working Group in October 2022	Revenues and Benefits Manager	Review completed and reported to the Community Support Working Group in February 2023.	Complete
HQLI8	Safeguard and Support	Continue to support families resettled in Surrey Heath to have the resources to thrive in the community and respond to any further requests from the Government to assist in humanitarian programmes appropriately when considering local resources.	May 2022 – all Afghani families moved on from temporary accommodation and being supported in the community.	Family Support Team Manager	All Afghani families are now living in long term Private Rental	Complete



Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
HQL19	Improving Health & Well Being	Following work with Parish Councils, and a public consultation, submit an external funding bid and proposals to carry out a pilot providing Council-run transport from the six outlying villages and other key locations. Subject to the proposals securing Government funding, use this pilot to understand demand and make proposals for future service. If external funding is not successfully secured, consider alternative options that may be possible within existing resources.	Summer 2022	Corporate Head of Community Services (Runnymede Borough Council) - Shared Service Partnership Manager	<p>The review of Community Transport was started in December 2022, with staff engaging with partners and researching alternative service delivery models that may be more suitable to the Surrey Heath borough geography and needs of the community in 2023.</p> <p>Early-stage review work has been undertaken, particularly looking at a different model of delivery (Demand Responsive Transport). The following steps have been undertaken:</p> <ul style="list-style-type: none"> A visit has been undertaken to Mole Valley District Council, where they are piloting a DRT service. 	Commenced





Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
					<ul style="list-style-type: none">• Meetings have been held with SCC re DRT services and potential partnership approach.• An initial demonstration of DRT software has been received and a further demonstration/meeting arranged.• A meeting has been held with SCC re potential match funding available for ULEV vehicles.• Discussions with Comms teams have been held re engagement on transport need with residents. This will be discussed further with new portfolio holders• Information gathering on other Community Transport	





Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
					operations/delivery models – successes/learning etc.	



Indicator	Description	Target 2022/23	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Comments
People Reached by the Heritage Service	Includes visitors to the Surrey Heath Museum, pupils taking part in sessions delivered in schools, elderly people taking part in reminiscence sessions and other enquires including historical research. .	6,500 <i>(Annual Target)</i>	2,224	1,507	1,954	1,569	End of Year 7,254
Reduction in the Percentage of Surrey Heath Residents who say they do less than 30 minutes physical activity a week	A reduction in the % of 'inactive' (taking part in less than 30 minutes physical activity a week) Surrey Heath residents according to Sport England's Active Lives survey. Sports England's Active Lives Survey is sent to randomly selected households with the results published twice a year in April and October for the covering a rolling years' worth of data.	23% <i>(Lower is better)</i>	21.30%	-	-	-	21.30% Sports England's Active Lives Survey is now only published once per year.



Indicator	Description	Target 2022/23	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Comments
Participation at the Leisure centre - usage	NEW PROPOSED INDICATOR % quarterly analysis in usage compared to previous quarter	Trend Analysis (Quarter on Quarter)	193,755 (baseline figure Q1)	201,978	176,739	203,855	End of Year 776,327
People Attending Events at Camberley Theatre	The number of people attending theatre and community events at Camberley Theatre.	55,000 (Annual Target)	14,923	5,304	20,546	9,244	End of Year 48,027*

*Note – although the number of ticket sales over the year did not meet the overall target, footfall increased by 22.6% compared to 2021/22 and average attendance for 2022/23 was 182 compared to 55 in 2021/22. 2022/23 resulted in the lowest ever subsidy from SHBC. Also Beauty and the Beast was the highest grossing pantomime ever with a margin of over £57k.

Indicator	Description	Target 2022/23	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Comments
Food Businesses with a 'Food Hygiene Rating' of 3 or Over	Percentage of establishments with a rating of 3 (generally satisfactory) or better under the Food Hygiene Rating Scheme.	95%	98.3%	98.5%	99%	98.8%	End of Year snapshot 98.8%



Indicator	Description	Target 2022/23	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Comments
Food Premises that are Inspected Within 28 Days of Being Due	Percentage of inspections due each quarter that were carried out within 28 days of the due date	100%	90.3%	96%	98%	94.38%	End of Year 95.28%
Environmental Health Nuisance Complaints	The number of noise, bonfire (domestic & commercial), and light complaints received during each quarter and the number closed each quarter expressed as a percentage	80%	98%	91%	100%	100%	End of Year 96%
Number of Meals at Home products served in the Year	Number of “meals at home” products served in the year including both lunch and tea.	40,000 (Annual target)	9,801	11,219	10,506	8,995	Annual Figure 40,521 Impact on service through number of service users leaving during winter months, due to entering hospital, having deceased etc. Similarly to alarm



Indicator	Description	Target 2022/23	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Comments
							service, small number of departures from service due to finance.
Number of residents supported by Community Alarms	Number of residents supported by the community alarm service (could include two service users at the same address)	1,100 (Target based on a 'snapshot' at the end of each quarter)	1,176	1,100	1,012	1,026	End of Year Snapshot 1,026 Growth in Q4 despite the loss of 60 service users in this quarter. For info reason for leaving service was 38 deceased, 18 entered care, 1 moved out of area and 3 removed due to cost.



Indicator	Description	Target 2022/23	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Comments
Number of referrals to social prescribing service	Number of referrals to Social Prescribing service across whole of Surrey Heath partnership project.	650 (Annual target)	222	248	329	449	Annual Figure 1,248
Handyperson service referrals	Number of referrals to the Handyperson service.	235 (Annual target)	56	75	62	52	Annual Figure 254
Benefits Processing – New	a) Number of days taken to process new housing benefits claims	20 days	25.30 (A number of complex supported accommodation cases have affected the processing days.)	25.8	20.3	19.10	Annual Figure 22.10 days
Benefits processing - Changes	b) Number of days taken to process changes to benefits	10 days	3 days	2.7 days	3.7 days	2.4 days	Annual Figure 2.7 days



Indicator	Description	Target 2022/23	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Comments
Number of households living in temporary accommodation	Number of all households in temporary accommodation at the end of the quarter. These are only the households who are accommodated following an acceptance of a homelessness duty. Other households may be placed in temporary accommodation without us accepting a duty but by using our prevention powers.	30 <i>(Target based on a 'snapshot' at the end of each quarter)</i>	39	38	35	26	End of Year snapshot 26
Housing advice – homelessness prevented	A count of the number of households who approached the Council as homeless or threatened with homelessness within 56 days who had their		22	20	27	25	Annual Figure 94 This indicator provides



Indicator	Description	Target 2022/23	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Comments
	homelessness prevented (i.e. were able to remain in their current home) or relived (i.e. were found a move to an alternative home) by the work of the Council's Housing Solutions Team						management information about the work of the Housing Team. The number of people presenting as homeless/threatened with homelessness is linked to wider economic conditions, so this indicator is not given a Red/Amber/Green rating.
Home Improvement Agency Activity	The number of homes adapted or improved for older and vulnerable residents to promote their independence and keep them safe and well in the community.	80 (Annual target)	28	33	33	32	Annual Figure 126



Indicator	Description	Target 2022/23	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Comments
Family Support Feedback	Proportion of children and young people (and/or parent carers) who feedback that they have made positive progress in relation to identified outcomes.	70%	94%	90%	82%	87%	Annual Figure 88.5%



ECONOMY

Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
ECON01	Invest in our urban and rural areas	<p>Undertake consultation with borough parishes to identify and establish five sites and development needs across the borough.</p> <p>Establish and progress the Council's long-term strategy for the House of Fraser building.</p> <p>Establish and progress the Council's long term strategy for the former Allders site</p> <p>Secure planning consent for housing development at 63a High St, Bagshot</p>	March 23	Head of Investment and Development	<p>A feasibility study on the House of Fraser block has been completed.</p> <p>This evaluated three alternative options for enhancing and intensifying the use of the property repurposing and the recommended was endorsed by the Property Investment Working Group in August. A report was considered by the Executive seeking approval to progress to the next design stage in January 2023.</p> <p>Planning consent was granted for the construction of a house at the</p>	Complete



Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
					rear of 63a High Street, Bagshot in April. The upper parts of the building have been refurbished and fully let. Feasibilities undertaken on 5 sites across the borough.	
ECON02	Invest in our urban and rural areas	Update the London Road Block feasibility and options as Covid recovery progresses.	October 2022	Head of Investment and Development	The London Road Block procurement strategy has been agreed and the process for invitation of proposals from prospective development partners commenced in January 2023 with a view to receiving proposals, including feasibility assessment, mid 2023.	Complete
ECON03	Invest in our urban and rural areas /	Publish a Draft Infrastructure Delivery Plan in the first quarter of 2022/23.	Publish first quarter 2022/23	Planning Policy and Conservation Manager	Draft Infrastructure Delivery Plan published in March 2022 as part of consultation on the Regulation	Part Complete



Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
	Deliver a new Local Plan for Surrey Heath	Undertake a whole plan viability assessment by December 2022 Public consultation on Draft Surrey Heath Local Plan policies, including site allocations, to support the delivery of new homes to address local housing needs	Publish assessment by December 2022 Publish Draft Local Plan first quarter 2022/23		18 Draft Local Plan consultation from March 2022 to May 2022. Consultants appointed to undertake a Whole Plan Viability Assessment and this is in progress.	
ECON04	Deliver a new Local Plan for Surrey Heath	Publish a SANG (Suitable Alternative Natural Green Space) topic paper to set out options for SANG provision to enable development for new homes.	Publish topic paper in first quarter of 2022/23	Planning Policy and Conservation Manager	A SANG topic paper published in March 2022 to set out options for SANG provision to support the development of new homes.	Complete
ECON05	Pro-business approach / Support our businesses /	Complete Town Centre strategy. Undertake borough engagement.	March 23	Head of Investment and Development	A strategy for Camberley town centre has been prepared and shared with Members. A number of the short term actions have been progressed, in	Complete



Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
	Attract more inward investment into the borough as a whole	Establish phasing plan and approach for early quick wins.			particular, the use of meanwhile uses, and encouraging independent retailers, which have contributed to occupancy rates well ahead of national averages and 52% of town centres stores being independently operated. The medium term objectives have been progressed in line with the objectives.	
ECON06 (i)	Pro-business approach	Create and action a 'meanwhile strategy' for town centre units. Promote the opportunity.	June 2022 Post June 2022	Economic Development Manager	There are a number of examples of 'meanwhile' uses that have/are taking place within The Square including Squish pop-up children's' theatre, a vaccination centre and other independent sellers. The 'meanwhile strategy' has been produced and agreed. Actions within this strategy are now being delivered.	Complete



Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
ECON06(i)	Pro-business approach	Create a State of the Borough brochure to promote the borough opportunities	July 2022	Economic Development Manager	Aspects of this action have been complete in line with the Economic Development Strategy. Work continues to promote opportunities within the borough to businesses and individuals.	Complete and ongoing
ECON06 (iii)	Pro-business approach	Establish a Surrey Heath Independent Network	June 2022	Economic Development Manager	Surrey Independent Business Network “indies” launched on the 12th of September 2022.	Complete
ECON07	Pro-business approach	Create and roll out pro-business guidance to all departments within Surrey Heath Borough Council	September 2022	Economic Development Manager	Recommendation coming forward to Senior Management to create of a Surrey Heath Borough Council Economy Community of Practice with a single approach to supporting businesses, to ensure a more joined up approach.	Underway



Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
ECON08	Pro-business approach / Support our businesses / Attract more inward investment into the borough as a whole	<p>Increase the amount of Council procurement spent locally:</p> <p>Benchmark current amount of procurement spent locally.</p> <p>Review and agree new procurement strategy maximising local procurement where possible and getting the most cost-effective outcome for the Council and residents.</p> <p>Ensure transparency information published is up to date (e.g. end dates of current contracts) to make available to local businesses</p>	March 2023	Procurement Officer / Strategic Director – Finance & Customer Services	<p>A review of local business procurement will be carried out and presented in the middle of the year to gain a clearer picture of Council spending and this will be an ongoing exercise as detailed in the Procurement Strategy</p> <p>The initial draft strategy has been completed and is now being updated to strengthen references to climate change and contract management.</p> <p>Council contract database (Airtable) has been revamped, and contracts dated accurately. A quarterly update of live contracts is now provided.</p> <p>Work largely complete improve internal procurement and contract register forms.</p>	In progress



Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
ECON09	Help young people into employment	Continue to deliver the Youth Hub with Department for Work and Pensions ('DWP'). Investigate further needs of the community and identify projects which can support further employment (subject to securing funding through DWP).	July 2022	Economic Development Manager	The Youth Hub secured funding for a second year to support young people into work. Due to the declining numbers of young people out of work, the project may need to revert to a community hub part way through the year to accommodate a wider age group range. Discussions are on-going with DWP about this.	Complete (review and delivery in progress)
ECON10	Pro-business approach	Deliver a Business engagement strategy to incorporate the statutory business consultation on budget	April 2023	Economic Development Manager	Strategy drafted and brought forward for approval as part of the budget-setting process for 2023/24.	Complete
ECON11	Pro-business approach	Deliver a robust economic development strategy supporting economic recovery and sustainable	Consult on new Strategy April / May 2022.	Economic Development Manager	New economic development strategy has been produced following consultation with businesses and other	Complete



Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
		<p>growth in the borough and taking into account the 2022 Levelling Up White Paper.</p> <p>Align actions with the Climate Change Strategy and Action Plan.</p>	Launch new Strategy June / July 2022.		stakeholders in the borough and approved by Executive - March 2023.	

Indicator	Description	Target 2022/23	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Comments
The number of people Parking	'Parking events' compared to pre-Covid numbers in 2019/20.	90%	92.30%	89.10%	99.2%	89%	Annual figure to follow



EFFECTIVE & RESPONSIVE COUNCIL

Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
ERC01	To listen and engage with our communities	<ul style="list-style-type: none"> i. Agree a best-in-class framework for all consultations delivered by the Council and ensure officers have access to the tools and training required. ii. Agree when consultation or engagement with the public/businesses should take place and which policies are considered key. iii. Review best practice in consultation with external providers and other public bodies and make 	<ul style="list-style-type: none"> i. December 2022 ii. From April 2022 iii. September 2022 Ongoing 	Communications Manager	<p>A formal framework has been prepared which incorporates the learning and best practice from recent consultations and external training and launched to staff. The Council's approach to public consultation builds on the success and lessons from the extensive consultation carried out in Summer 2021 to inform the Council's Five-Year Strategy. A major consultation in 2022/23 has been the Draft Local Plan regulation 18 consultation from 14 March to 9 May, which included an online and paper survey, exhibitions, drop-in events and virtual public</p>	Complete



Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
		<p>recommendations for a future approach.</p> <p>Ensure plain English is used in Council documents and when communicating with residents.</p>			<p>sessions. A further consultation on Site Allocations for Gypsy and Travellers and Travelling Show People site allocations took place 8 August to 19 September and also featured an online presentation and in-person drop-in sessions.</p> <p>Other consultations have included an online Business Consultation in April, a consultation on the new Mytchett Skatepark and, most recently, public engagement sessions to shape the delivery of the Council's new website.</p>	
ERC02(i)	To deliver customer friendly and	Agree the current opening hours of the Council, and regularly review to ensure an accessible service.	October 2022	Customer Relations Manager	Opening hours maintained at 9am to 1pm Monday to Friday. Meet and Greet service maintained from 9am to 5pm Monday to	Complete



Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
	responsive services				<p>Thursday and 9am to 4.30pm Friday. This also enables us to manage customer enquiries received during the afternoon, should they occur.</p> <p>Customer footfall continues to be monitored daily. To date, customer satisfaction remains high, and the current opening hours are working well for both the customer and the business.</p>	
ERC02(ii)	To deliver customer friendly and responsive services	Investigate the possibility of service reviews in some departments, dependent on resources, to improve customer processes and service.	March 2023	Customer Relations Manager	<p>No plans for formal service reviews, but on-going work to identify opportunities to improve processes and customer experience by bringing these into the contact centre, including</p> <ul style="list-style-type: none"> • Parking Fine challenges 	Complete



Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
					<ul style="list-style-type: none"> ID card administration carried out within the Contact Centre on behalf of Elections. <p>New queue management system implemented at Main Reception. Work now underway to build improved reporting facility.</p>	
ERC02(iii)	To deliver customer friendly and responsive services	Implement customer service objectives in all staff appraisals	July 2022	Organisational Development Manager	Meetings/workshops undertaken with WMT & CMT members regarding appraisals and customer service objectives and request for customer service objectives included in appraisal template.	Complete
ERC02(iv)	To deliver customer friendly and responsive services	Refresh the Council's values and behaviours to ensure a strong emphasis on customer service which is ingrained into the culture of the organisation.	May 2022	Organisational Development Manager	New Values and Behaviours launched May 2022 following engagement with staff, staff representatives, managers and senior management. Integral in appraisals and the new intranet,	Complete



Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
					Warbler. Forms the basis of the new Staff Awards which launched in October 2022, and ran again in January 2023 and April 2023.	
ERC03	To deliver customer friendly and responsive services	Consider partnership working when first implementing a service. Look at partnerships outside of Surrey for procurement purposes. Consider skill shortages in certain departments and look at opportunities for sharing information and learning across Councils.	March 2023	Head of HR, Performance, and Communications	Pilot building control partnership in place with Runnymede Borough Council to improve service and increase resilience. Continue to review opportunities as they arise.	Complete - Approach in place
ERC04	To deliver customer friendly and	Implement the actions from the 2021 Planning Advisory Service (PAS) review of the	December 2022	Development Manager	Second team leader started at the end of May as per the PAS recommendation to have two	Complete





Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
	responsive services	Development Management Service.			<p>teams, so that line management could be shared.</p> <p>PAS recommended a Validations Team and resource agreement for the Technical Support team to undertake planning application validations was secured - Training undertaken and the team are piloting the validation of householder planning applications.</p> <p>PAS recommended taking on a planner or support staff at trainee level. This has been done with the recruitment of a graduate planner.</p> <p>PAS recommended establishing a routine whereby ward Councillors could be updated on the progress of significant schemes. Officers now meet with</p>	



Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
					ward Councillors to do this. Regular planning training sessions have also been held with Councillors. Following the success of the implementation of the recommendations, a new 'Fast Track' planning application services is being piloted.	
ERC05	Work towards financial autonomy and fully sustainable services	Following the approval of the Council's new Medium Term Finance Strategy (MTFS) in February 2022, carry out a rolling annual update of the Strategy alongside the annual budget every year, to reflect the priorities in the Five Year Strategy. Ensure agreed savings targets in Strategy and the annual	Review to Council in February 2023	Strategic Director – Finance & Customer Services	During Q1, the Council carried out its 'Star Chamber' process and has achieved the required cost reduction targets for both 2022/23 and 2023/24. The revision of the MTFS began in Q3 and was agreed by Council in February 2023. A reconciliation of establishment data has taken place.	Complete



Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
		budget are achieved through regular budget management.			The budget process for 2023/24 , started earlier and was aligned with the setting of the Annual Plan. Preparations for another Star Chamber process are underway to start in May 2023.	
ERC06	Work towards financial autonomy and fully sustainable services	Identify opportunities to bring down costs and/or increase income through the annual Revenue and Capital Bid process.	October 2022	Chief Accountant and Wider Management Team	There has been some progress via the star chamber sessions that took place at the beginning of the Quarter. Picked up through the Annual Budget process and planning sessions which took place with Portfolio Holders October/November 2022.	Complete
ERC07	Continue to deliver Digital	Upgrade the Council's website, making it easier to access a wider range of Council services on-line.	November 2022	Communications Manager	Consultation took place with residents, Councillors and staff to ensure the new website provides	Complete



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	Transformation				<p>the best customer experience possible.</p> <p>Phase I of this work completed mid July 2022 with the migration of all of our websites away from Plan Alpha to a new hosting environment managed by Annertech.</p> <p>All website content has been reviewed for the new website with focus on accessibility and ease of navigation. New website went live on 6 June and will continue to be worked on and improved.</p>	
ERC08	Continue to deliver Digital Transformation	Implement Citizens Access packages for Revenues, Benefits and Landlords to enable our residents, businesses and landlords to manage their council tax and	CLL (Landlord portal): to go live April 2022	Revenues and Benefits Manager / ICT Manager	Citizens Access Revenues is up and running however Citizens Access Landlord and Benefits are currently reprofiled to 2023/24 as there are some implementation	Rephased to 2023/24



Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
		business rates accounts online.	CAB (Benefits): to go live May 2022		issues identified during the set-up phase that are being resolved	
ERC09	Continue to deliver Digital Transformation	Continue to search for opportunities to refurbish and re-use our old PC stock and deliver them to charitable causes. Specifically, we will aim to deliver 15 PCs to the Youth Hub for re-distribution.	December 2022	ICT Managers	66 PCs given to various organisations including charities, Potters (asylum seekers), Ukraine families and Ukrainian refugees for schoolwork. 13 Chromebooks given to Kings College for special needs students and also a charity. Have also been in discussions with the Salvation Army with a view of donating some equipment to them along with some of the organisations we've been working with.	Complete





Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
ERC10	Making the Council a more agile and responsive organisation	Ensure Uniform software (supporting a number of key frontline services) is upgraded to be supported by laptops for all users. Ensure all PC users are migrated onto laptops.	May 2022	ICT Managers	<p>ICT have now issued 248 Intune managed laptops.</p> <p>Laptop roll out is nearing completion for the few remaining teams within the Council without them. Laptop roll out has been completed in the Revenues and Benefits team and has been deployed alongside Azure Virtual Desktop for remote access for the team. Laptops have also been deployed to the Post Room where required. ICT have met with the Theatre to confirm laptop requirements and will shortly be placing the order for these.</p> <p>The Uniform software has been upgraded and access is available</p>	Complete



Reference Number	Five Year Strategy	2023/24 Target Project	Milestones/ Target	Responsible Officer	End of Year Review	Status Red Amber Green
					via Azure Virtual Desktop to support laptop access.	
ERC 11	Making the Council a more agile and responsive organisation	Increased income in 2022/23 and better partnership working through increased space in Surrey Heath House for the Police.	From April 2022	Head of HR, Performance, and Communications	A number of partners are already located in Surrey Heath House including the Police, Health, Runnymede Borough Council (SHBC Community Services), DWP and CASH. A programme of office moves and clear out has taken place to improve the environment and create a more effective working space.	Complete

Indicator	Description	Target 2022/23	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Comments/End of Year Totals
Percentage of Complaints	Percentage of 'formal' complaints (stage 2-3)	90%	75%	80%	89%	100%	Annual Figure 90%



Indicator	Description	Target 2022/23	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Comments/End of Year Totals
Responded to Within Target	responded to within target 2 days to acknowledge and 10 days to reply)						
Customer Satisfaction Rating of Good/Excellent to Exceed 90%	Contact centre and wider organization. Customer satisfaction rating of good/excellent to exceed 90%	90%	100%	100%	100%	100%	Annual Figure 100%
Council Tax Collected	% calculated, as a cumulative year-to-date figure, from the total council tax payments received compared to the total amounts payable in that year	Q1 29.7% Q2 59.4% Q3 84.15% Q4 99%	29.50% £26.6m collected	57.60% £50.12m collected	85.26% £74.1m collected	98.60%	End of Year 98.60%
Non-Domestic (Business) Rates Collected	% calculated, as a cumulative year-to-date figure, from the total business rates payments received compared to the total amounts payable in that year	Q1 29.7% Q2 59.4% Q3 84.15% Q4 99%	31.29% £10.6m collected	57.55% £19.03m collected	83.18% £27.0m collected	99.90%	End of Year 99.90%
Invoices Paid On Time	Percentage of invoices paid on time.	97%	98.6%	98.99%	99.45%	97.85%	Annual Figure 98.69%



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Exclusion of Press And Public

Recommendation

The Executive is advised to RESOLVE that, under Regulation 4 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the public be excluded from the meeting for the following items of business on the ground that they involve the likely disclosure of exempt information as defined in the paragraphs of Part 1 of Schedule 12A of the Act, as set out below:

<u>Item</u>	<u>Paragraph(s)</u>
9	3 (Information relating to the financial or business affairs of any particular person (including the authority holding that information)).

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By virtue of
Regulation 21(1)(A) of the Local Authorities (Executive
Arrangements) (Access to Information) (England)
Regulations 2000.

Document is Restricted

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