



# **Surrey Heath Borough Council**

## **Performance Monitoring Report End of Year 2015-16**

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## Introduction

The Council has developed the Annual Plan containing a set of key priorities, milestones and local performance indicators at both corporate and local service level which help to drive continued performance improvement in identified areas. The Annual Plan is published on our website.

This Performance Report sets out our performance 2015/16 with explanation of the overall achievements against agreed targets. The following tables summarise the position of the targets at the end of the year.

### Key Priorities in numbers:

Total number of targets = 18

Percentage of targets being met = 89%

Targets on track = 16

Target not started = 0

Targets failing = 1

Targets missed = 1

### Services Milestones in numbers:

Total number of targets = 72

Percentage of targets being met = 80%

Targets completed = 42

Targets on track = 16

Targets not started = 0

Targets failing = 6

Targets missed = 8

### Performance Indicators in numbers:

Total number of targets = 43

Percentage of targets being met = 65%

Targets on track = 28

Targets failing = 8

Targets missed = 7

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## Council Key Priorities

Our key priorities often cover major projects which may take more than one year to deliver. To gauge our progress on these projects each year we seek to assess where a project needs to be at the end of March 2016 by creating annual milestones.

### **To deliver an improved Camberley Town Centre for the benefit of the Borough including:**

- Delivering a viable and sustainable redevelopment of the A30 frontage;
- Working with partners to improve accessibility through improved road network and transport links;
- Delivering the overall Town Centre vision including land east of Knoll Road, station and leisure opportunities.

### **To assist with the improvement of economic growth for Surrey Heath by:**

- Using prudential borrowing opportunity to improve sustainability & growth in Surrey Heath;
- Maximising income returns from our reserves, through effective investment strategies;
- Maximising the potential for appropriate construction-led growth in the Borough;
- Deliver the Economic Development Strategy Action Plans to advance economic prosperity in Surrey Heath.

### **Securing the future of local services in Surrey Heath through a variety of strategies including:**

- Internal service transformation;
- Maximising use and occupation of publicly owned assets;
- Developing a longer term vision for sustainable collaborative working.

**Working with partners and the community to keep Surrey Heath a clean, green and safe place for the continued wellbeing of our Borough**

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## Key Priority 1 – To deliver an improved Camberley Town Centre for the benefit of the Borough.

Priority	End Date	Status	Note
<b>Delivering a viable and sustainable redevelopment of the A30 frontage</b>			
Scope out the master plan for the LRB site and complete final preferred options.	End Oct 2015		The Council reviewed various delivery options on the site and presented these to Executive Members by October 2015. The Council's preferred option of a mixed use development was agreed.
Agree acquisitions strategy for acquiring strategic sites in the town centre.	31 <sup>st</sup> Dec 2015		The Council has actively pursued potential sites with some success. A total of 2 major acquisitions relevant to key strategic development sites have been achieved in 15/16.
Complete land acquisitions for site assembly	31 <sup>st</sup> Mar 2016		As a result of recent vision work and surveys to understand the type of regeneration scheme achievable for Camberley we have agreed a masterplan for 10 potential development projects in the town and are actively pursuing these with different parties.
<b>Improve accessibility to the Town Centre</b>			
Working with partners to improve accessibility to the Town Centre through improved road network and transport links	March 2016		A30 frontage funding and Meadows Gyratory funding totalling £10 million has been secured. The Council is working with SCC to agree the final scheme appraisal. Expected delivery start date on the site is March 2017. Further expressions of interest has been submitted to the LEP for public realm and improvements to Pembroke Broadway totalling £6 million. Final decision on funding expected late 2016.
<b>Delivering the overall Camberley town centre vision including land east of Knoll Road, station and leisure opportunities</b>			
Development of the Camberley Town Centre Vision	March 2016		Approval by Members of the overall strategy for the town centre direction of travel. The final agreement to progress the Ashwood House scheme was approved in April 2016. The scheme for the refurbishment of the Mall was approved by the Planning Applications Committee in May 2016.
Development of land east of Knoll Road	30 June 2016		The land East of Knoll Road site is being discussed with SCC. Decision expected by end July 2016.
Development of leisure opportunities			Work is underway to consider options for the Arena Leisure Centre and interest in developing/refurbishing the centre.



## Key Priority 2 – To assist with the improvement of economic growth for Surrey Heath.

Priority	End Date	Status	Note
Using prudential borrowing opportunity to improve sustainability & growth in Surrey Heath	31 March 2016		The Council has purchased 2 key properties in Surrey Heath , using prudential borrowing to bring vacant property back into use in town centre location and to sustain employment opportunities on commercial sites. This has added in 2016/17 £200k to the Council's income after interest costs.
Maximising income returns from our reserves, through effective investment strategies	31 March 2016		The change in investment strategy has meant the Council's income returns are 20% above the average for local authorities advised by Arling close. We will continue with this strategy and keep under review to maximise our returns.
Maximising the potential for appropriate construction-led growth in the Borough	31 Mar 2016		Increase in construction led commercial/domestic property is reflected in the increase in the business rates and council tax base. The gross business rates payable has risen from £39.8m to £41m and the Council tax base has risen by 289 band D equivalent properties
Deliver the Economic Development Strategy Action Plans to advance economic prosperity in Surrey Heath	31 Mar 2016		All actions from the Strategy have been delivered to the set time scales. Successful projects include business advice clinics, inward investment opportunities seized, new Business Associations formed for Deepcut and Frimley and the submission of further bids to the Local Enterprise Partnership (annual update given to Executive in December 2015).

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**Key Priority 3 – Securing the future of local public services in Surrey Heath through a variety of strategies.**

Priority	End Date	Status	Note
Internal service transformation	31 March 2016		<p>A number of service reviews and business change processes have been implemented during 2015/16 to ensure the most efficient and economical approach to service delivery. Some examples include:</p> <p>Collaborations in Procurement/ Home Improvement Agency/ Environmental Health/ Community Services/ Supporting Families. Further income achieved through service provision to other Councils including Payroll and Human Resources. We created Corporate Media &amp; Marketing and Corporate Enforcement teams to ensure an effective use of resource.</p> <p>Channel shift opportunities explored and delivered including an improved website which is mobile and interactive. ICT explored and approved funding for Cloud based functionality which helps improve agile working. Revenues and Benefits improvement for change of circumstances and benefits applications.</p>
Maximising use and occupation of publicly owned assets	31 March 2016		Developing agile working project, Department of Work & Pensions moved in November 2015.
Developing a longer term vision for sustainable collaborative working	31 March 2016		<p>A paper has been prepared looking at all the different partnership opportunities. Arrangements are in place for a Joint Waste Partnership and a partnership has been established with Runnymede for Community Services and Family Support. Proposals are being reviewed for a number of services including building control and environmental health . The next stage will be for business cases to be drawn up for further consideration.</p>

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**Key Priority 4 – Working with partners and the community to keep Surrey Heath a clean, green and safe place for the continued wellbeing of our Borough.**

Priority	End Date	Status	Note
To deliver with partners the Sustainable Community Strategy Partnership Action Plan	31 Mar 2016		The three year rolling Action Plan 2015-18 is being delivered and successes have included the Surrey Heath Faith Forum lunch and workshop and delivery of the annual Young Citizens event for Year 7 School Students each November. The Plan will be refreshed to include new priorities in Summer 2016.
To deliver with the SHCCG and SCC the Surrey Heath Health and Wellbeing Action Plan	31 Mar 2016		Surrey Heath achieved the "Commitment" level of the Workplace Wellbeing Charter on 31st March 2016. Surrey Heath was the second authority in the County to achieve the award. Steps are in place for other partners in Surrey Heath to achieve the award. A stand was set up at the Business Breakfast Awards to promote the Health and Wellbeing charter and there was a lot of interest in rolling the award out to the wider business community. In 2016/2017 we will be rolling the award out to the wider community.
To ensure that the Borough's open spaces are well maintained and sustainably managed for the future	31 Mar 2016		Throughout the year the borough's open spaces have been maintained to a high standard and this, together with improved marketing of our facilities and events, has supported the increase in awareness and participation which in turn allows for improved financial sustainability. This includes a 15 <sup>th</sup> consecutive Green Flag award, a second Frimley Lodge Live music festival even more successful than the first, an improved and more financially beneficial café offer in Frimley Lodge Park.
To work with partners to procure and deliver a high quality and cost effective waste collection and street cleansing service	30 Sep 2016		The project is going well. Three contractors have been selected to take forward to final tender. Further competitive dialogue sessions were arranged for April 2016. Dialogue closed at the end of April 2016 with final tenders submitted in May/June 2016. Award of contract is expected in October 2016 to start in February 2018.

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*More people, using a better service at no extra cost*

<b>PARKING SERVICES</b>	<b>End Date</b>	<b>Status</b>	<b>Note</b>
Increase car park occupancy levels in line with Town Centre growth	31 Mar 2016		Car Park use has remained in line or above Town Centre user stats throughout the year. For the period 1 July 2015 – 31 Dec 2015 Mall Footfall decreased by 1.1%, Main Square car park use increased 4%. Data is collected monthly from the Mall.
Enhance user experience through physical improvements and customer service	31 Mar 2016	✓	Funding approved for physical improvements to level 5 re-surfacing and expansion joints in Main Square Car Park. We have also just introduced a Customer Service Charter. Level 5 work due to start w/c 25 July 2016 for 4 weeks. Customer Charter is due to be published on our website by the end of July 2016.
Establish an effective and sustainable on-street parking enforcement regime	31 Mar 2016		Cost neutral parking service delivered and campaigns around schools and other problem areas successfully undertaken.
<b>CAMBERLEY THEATRE AND MUSEUM</b>	<b>End Date</b>	<b>Status</b>	<b>Note</b>
Regionally recognised and sustainable theatre complex	31 Mar 2016		The theatre has played host to a number of nationally and internationally renowned artists including Brian Conley, Toyah, Jacqui Dankworth, Lee Mead and Paul Daniels. The 2015/16 panto was financially successful and received excellent reviews. The Camberley Theatre continues to be a challenge but despite this overall the net performance of the theatre is just short of the target set out in the business plan agreed 2 years ago.
Review provision for Heritage Centre/Museum including new location	31 Mar 2016		Due to changes in the management structure of the Business service this objective was not completed within the financial year. However options for the future of the museum have been resubmitted and due for consideration in the summer of 2016.



GREENSPACE	End Date	Status	Note
Produce a report and SMART Action Plan for CMT regarding the future role of Frimley Lodge Park as the hub for a regional park	31 Mar 2016		Due to changes in the management structure of the Business service this objective was not completed within the financial year. However this important piece of work, which is very much linked to the progress of the Deepcut development, has been reinstated and will be delivered by the Autumn of 2016.
Deliver three new income generating initiatives across Greenspace within the year	31 Mar 2016		In the last financial year the following were delivered: Circus , the new Frimley Lodge function room and Frimley Lodge Live which combined generated an extra £20k for the year, plus a new Frimley Lodge Café Tender which wasn't fully completed within the financial year but is now trading successfully. Lightwater visitors centre has now been refurbished and is ready to be put out to tender for potential business interests.
Review service delivery options for the Service	31 Mar 2016		Changes made to the working arrangements and use of company vehicles were implemented by March 2016. This included reducing the number of greenspace vehicles from 4 to 2 and making some of the working patterns more efficient and cost effective.
RECREATION	End Date	Status	Note
Achieving progressive improvements year on year to meet higher standards under the recreation industry benchmark accreditation by Quest	31 Mar 2016	✓	Quest Plus (Independent benchmark assessment) Annual assessment took place on 25th and 26th April 2016. The assessment classed the centre as "good".
Provide support for sports clubs to successfully secure external funding to independently enhance facilities and services	31 Mar 2016	✓	Surrey Heath Borough Council has continued to support local clubs with external funding in the opening months of 2016. Quays Wake and Ski club, based at Mytchett lakes, were successful in accessing Sport England 'Sportivate' funding following a letter of support and guidance from the SHBC Community Engagement Officer, as were Farnborough Fins Swimming Club who are based at Kings International College. Council support has also helped the Arena Leisure Centre to secure Satellite Club and Sportivate funding to procure new table tennis equipment with a view to launching a new community club based at the centre. Additionally In 2015/16 Surrey Heath Sports Council supported a number of club members across a variety of sports through their small grant scheme. Contributions were made towards the cost of high-level competition for talented athletes, or towards the cost of qualifications for aspiring coaches within local clubs. Local residents supported by the Sports Council include members of the Team GB Junior Olympic squad, a national Judo age group champion and a coach studying for their UEFA B-license (a qualification recognised across Europe).

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Indicators	Q1/15/16	Q2/15/16	Q3/15/16	Q4/15/16	Target
Increase the income generated from pitch bookings by £6,890 per quarter	12,365.91^	18,437.48^	29,093.00	42,582.86	6,890.50
Average tickets sold for productions promoted in main auditorium of Camberley Theatre	56%	55.0%	53.0%	56.0%*	60.0%
Increase the income generated from theatre lettings and hire by £17,500 per quarter	20,051^	18,529^	19,701	17,571	17,500
Increase the income generated from community events by £1250 per quarter	21,352.70^	6,521.07^	4,610.00	1,455.00	1,250.00
Increase income generated from Theatre café by £13,750 per quarter	10,405^	4,754(^)	9,330(^)	13,592**	13,750
Reduce the annual subsidy to the Theatre by £93,750	+£75,095***				93,750
Increase participation in Surrey Youth Games by 5 teams	5 (total of 27 teams)				5

^ - total income actual figures

### Explanations

\*Some good selling shows (Brain Conley) off-set by the cancellation of Russel Howard

\*\*Figures show quarterly income. Taking bar back in house is now realising benefits.

\*\*\*Subsidy has increased by £75k compared to last year. However looking purely at controllable costs (so excluding depreciation and internal management overheads) the subsidy is actually slightly lower than last year. The loss of significant income from the postponement of two sell-out Russell Howard performances, plus unexpected but necessary repairs to the staging have all had a significant impact. The Camberley Theatre continues to be challenging but despite this overall the net performance of the theatre is just short of that set out in the business plan agreed at Executive 2 years ago.

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*Delivering services which help to maintain Surrey Heath as a safe, clean and green community*

COMMUNITY SERVICES	End Date	Status	Note
Implement the Personalisation, Prevention and Partnership Plan to agreed milestones	31 Mar 2016	✓	All PPP projects completed or on track for completion next year. Examples include: Connecting charitable, voluntary and faith groups in the community providing services to older people; promoting health campaigns; providing advice and practical support to older people to keep warm in the winter; to help fund the Saturday club for older people and their carers; to deliver the dementia befriending project; providing financial support to the Exercise Referral Programme; Capital funding towards the provision of a community bus; and a financial contribution to wards the cost of a replacement van for the handyperson service.
To deliver the dementia befriending pilot in Heatherside and present the outcomes to the Surrey Heath Health and Wellbeing Group	31 Mar 2016		The aim of the project is to provide short term support to people over the age of 75 years who are: 1. frail 2. At risk of falls 3. Isolated 4. Experiencing symptoms of memory loss The project is funded until Oct 2016 and then will be evaluated by the SHCCG
NEIGHBOURHOOD SERVICES	End Date	Status	
Complete the Joint Waste Tender process to the timetable agreed by the Surrey Waste Partnership	31 Mar 2016		The project is going well. As a result of the ISDS evaluation three contractors have been selected to take forward to final tender. Feedback has been given to all bidders on their initial tenders and further competitive dialogue sessions were arranged for April 2016. Dialogue closed at the end of April 2016 with final tenders submitted in May/June 2016. Award of contract is expected in October 2016 with mobilisation in Surrey Heath in February 2018.

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NEIGHBOURHOOD SERVICES	End Date	Status	
Implement the revised Waste Action Plan	31 Mar 2016	✓	The 2016 targets in the waste action plan has been completed. A temporary member of staff was appointed on a fixed term contract to help implement the project. The post is funded from a recycling performance award and is at no cost to the Council. The 2014/2015 recycling figures have been published which places Surrey Heath as the 4th best performer in the Country. The main challenges ahead is that the MRF Regulations require a much higher quality than previously was required. A much greater focus is required to work with residents and the contractor to reduce contamination. The subsidy for the garden waste club has resulted in an increase in income of £19,000.
ENVIRONMENTAL HEALTH AND LICENSING	End Date	Status	
Deliver the Health and Wellbeing Actions including the workplace health charter	31 Mar 2016	✓	Surrey Heath achieved the "Commitment" level of the Workplace Wellbeing Charter on 31st March 2016. Surrey Heath is the second authority in the County to achieve the award. Steps are in place for other partners in Surrey Heath to achieve the award. A stand was set up at the Business Breakfast Awards to promote the Health and Wellbeing charter and there was a lot of interest in rolling the award out to the wider business community.
To carry out a feasibility study of sharing the delivery of Environmental Health Teams and present a report to Corporate Management Team on its outcomes	31 Mar 2016	✓	The feasibility of a shared EH service covering Surrey Heath, Mole valley and Tandridge has been considered. The distance between Surrey Heath and Mole Valley and Tandridge in the east of the County was felt to be too greater a challenge to make the partnership viable. A shared EH service has the potential to be of great value to the Council. The Ex Head - Community is currently exploring partnership opportunities with Woking, which may make it easier to establish cross border working.
To complete the Better Regulation Delivery Office licensing project into the way licensing functions are delivered by Surrey County Council and other Districts and Boroughs with a view to reduce regulatory burden on businesses	31 Mar 2016	✓	Report submitted to BRDO with outcomes from the project. This included a "road map" to assist Surrey Licensing authorities in improving their service to business. In Surrey Heath the improvements included; improved web site ; link to government web site and forms; front line support from contact centre; more regular knowledge test dates; and multi – agency inspections.

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Indicators	Q1/15/16	Q2/15/16	Q3/15/16	Q4/15/16	Target
Increase income generated from customers using the community alarm and meals at home services	22%	29%	20%	16%*	20%
Increase number of booked passenger Dial-a-Ride journeys by 5%	9.2%	2.4%	-8%	15%	5%
Increase household waste sent for reuse, recycling and composting	59	60	58	60	60
Achieve a 99% success rate for waste collections	99.56%	98.94%	99.84%	98.62%**	99%
Increase satisfaction of business with local authority regulation services - (re: licenced premises)	81.3%				85%
Increase the number of food establishments in the area which are broadly compliant with food hygiene law	96%	95%	95%	97%	90%
Resolve 85% of noise complaints within 60 days of receipt	100%	100%	100%	100%	85%
Reduce Council's subsidy to older adult services	20,874				£20,000

### Explanations

\* There was a slight fall in customers in Q4. However, the proportional increase in number of helpline and meals at home customers for the full year increased by 21.75%. This meets the target of 20% and represents an additional 189 residents helped by our services to maintain their independence in their homes. The greatest increase has been with our community alarm service.

\*\* the Q4 success rate fell due to an increased number of missed bins around the Christmas and new year period. However, this still represented 455,058 collections as specified, out of 461,436 scheduled collections. Actions have been taken with the contractor to bring performance back on track.

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*Enhancing the Council's image as a professional, commercial and innovative organisation*

MEDIA AND MARKETING	End Date	Status	Note
Pilot working with media partner(s) to engage /consult with a diverse range of identifiable demographic groups	31 Mar 2016	✓	6 month pilot agreed with Eagle Radio to promote SHBC content, investigate new consultation techniques and media training. Media training has taken place for selected Members and Officers; further interviews with Executive Members including the Community Portfolio Holder have been conducted and aired. SHBC podcast's available via Eagle Community Hub. Full review of pilot is pending.
Produce & deliver a marketing and communications strategy that maintains & develops Camberley's profile locally & regionally	31 Mar 2016		As the Council's number 1 priority Camberley Town Centre continues to remain an integral part of the council's corporate marketing and communications activity. Regular news stories and events are shared and promoted across social media channels . We work closely with our partners and key stakeholders across the town centre, most notably Collectively Camberley, Standard Life and Capital & Regional.
Implement a new website CMS that delivers savings & supports income generation & channel shift	31 Mar 2016	✓	The new website is fully embedded. We have sold the design and structure of our new site to another Surrey Authority, generating income to be used to further enhance the site. Ongoing licensing fee's saved and revenue generated.
Produce a marketing plan that promotes the service provided by key customer facing services which results in an increase in their demand	31 Mar 2016	✓	The Marketing Plans for 15/16 for service areas have been successfully completed. Particular area's promoted were Windle Valley and Meals at Home; Pantomime – securing sponsorship and higher ticket sales on a reduced marketing budget; Frimley Lodge Live – 2015 was the most successful yet for ticket sales; launching and promoting the new 3G pitch at Frimley Lodge Park.

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CONTACT CENTRE	End Date	Status	Note
Redefine and implement the contact centre and post room direction including a review of the associated technology	31 Mar 2016	✓	New telephony was successfully introduced in February 2016, automating some of the reporting capability and introducing additional features including 'position in queue' and 'call backs' option at peak times. The telephony architecture has been reviewed to support the move towards a 'Golden Number'.
Ongoing identification and development of appropriate Council services for alternative and or multi-channel operation	31 Mar 2016	✓	A review of how incoming and outgoing post is handled was undertaken with meetings and site visits made to external suppliers. This is being further considered in 2016/17 and is subject to a business case being prepared. Data has been gathered on cheque usage. Proposal under review to actively canvass to reduce this payment channel, further investigative work required. Two new channels developed, for implementation in May to improve the customer experience over the telephone. Position in queue and call back options. Google documents being developed to facilitate sharing live information between the Theatre and Contact Centre in support of the new outbound calls.
Develop a prompt and robust complaints process that facilitates corporate learning and demonstrable improvements to customer service	31 Mar 2016	✓	A comprehensive procedure for dealing with complaints has been introduced and reports monthly to the Performance Monitoring Group. Areas of concern are the discussed at Corporate Management Team. In one particular service area it was evident that complaints were not able to be responded to within target. Working with the Executive Head, this has been addressed over the recent months.
DEMOCRATIC SERVICES	End Date	Status	Note
To arrange and conduct the Combined Parliamentary and Local Elections and any referendum in May 2015	31 Mar 2016	✓	Very successful combined elections were delivered. This was a very big challenge for the Elections team with extra staff brought in from across the Council to ensure its success. This has built in greater resilience and flexibility for future elections and referendums
To embed the workflow module of the Modern Gov. Committee Management System	31 Mar 2016		The value of the workflow module is being evaluated. This may be included as a milestone for 2016/17.
To sign up and induct new Members from May 2015	31 Mar 2016	✓	All Local Councillors returned following the 2015 elections sworn in and underwent a comprehensive Member induction programme. This was particularly important given the large number of Councillors elected for the first time.
To produce and implement a Member Induction Programme for June/July 2015	31 Mar 2016	✓	A comprehensive member induction programme was successfully delivered including a Departmental Fair, Borough Tour, statutory Code of Conduct and Standards training as well as Planning, Licensing and a Finance Seminar. An Economic Development Growth Workshop was also held which was facilitated by the Local Government Association

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INDICATOR - QUARTERLY	Q1/15/16	Q2/15/16	Q3/15/16	Q4/15/16	Target
Increase the amount of income generated through advertising to £20,550	£18,178				£20,550
Maintain the percentage of customers that felt the Contact Centre service was good or excellent	98%	97%	97%	94%	90%
90% of stage 2 and stage 3 complaints responded to within 10 days.	83%	50%	60%	83%*	90%
Increase the percentage of customer enquiries resolved at the first point of contact	85.00%	84.0%	85.00%	83%**	85.00%
Increase the percentage of customer contact undertaken via a self-service channel	21.00%	18.0%	25%	26%***	44.00%
Reduce the number of paper copies of agendas and minutes produced and posted	100	100	100	100	25
Increase the number of eligible electors	65,457				1

### Explanations

\*Out of the 12 stage 2 & 3 complaints received in the last quarter, two failed to meet the standard. A monthly review of complaints is now raised at the Performance Management Group and areas of concern are brought to the attention of the relevant Executive Head.

\*\*The nature of the work undertaken within the Centre is changing. Additional administrative tasks are undertaken on behalf of Service Areas, which may be negatively impacting upon the resolution levels achieved. Refresher training sessions maintained. Full analysis underway to identify any change in call type affecting resolution rates and when the peaks in activity occur.

\*\*\* The target originally set was based on a formula that was not accurate and therefore set a too ambitious expectation. This indicator is being reviewed for 2016/17

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## Finance

## Executive Head - Kelvin Menon

*Supporting the Council's development and growth by expertly managing the Council's finances*

FINANCE	End Date	Status	Note
Work with the council's treasury advisors to increase returns on the Council's investments	31 Mar 2016	✓	Treasury returns from new investments have exceeded bank investment returns even after taking account of capital changes. Treasury advisors have advised that no changes should be made to the strategy at the moment and that fund investments should be considered as longer term investments to even out market volatility
Directly invest in property where this can deliver a financial return	31 Mar 2016	✓	The council acquired 2 properties in the year which are generating rental income in excess of the borrowing and also have development potential. The council is looking to acquire further properties where this is based on a sound business case. These investments so far have contributed around £200k additional income to the 2016/17 budget
Reduce the level of debts by moving to more payments in advance or by direct debit	31 Mar 2016	✓	Parking permit holders offered DD for the first time this year and 30 have taken this up. All recurrent payments now given the option of DD payment. 2nd payment date for council tax introduced this year which has will also increased DD take up. Sundry debts have fallen by 25% over the year on a like for like basis.
Work with services to ensure that over 50% of sundry debtors invoices are raised on the Civica system	31 Mar 2016	✓	Excluding benefits which are raised on the Northgate system over 95% of debtor invoices are raised on Civica
REVENUES AND BENEFITS	End Date	Status	Note
Work to ensure that the transition of benefits to universal credit goes smoothly	31 Mar 2016	✓	Only new clean claimants have transferred to universal credit. The Council has agreed a service agreement with DWP and put in place staff to support this. However the level of demand has been very low
Work to reduce the cost of the service over the year through new ways of working and demand management	31 Mar 2016	✓	E Billing implemented in year and 1,334 have so far signed up. This will make the service more efficient. More claims are now being processed off site which means that peaks and troughs can be managed better.
Increase council tax and business rates by working with planning to deliver new development to empty properties	31 Mar 2016	✓	The council tax base has increased during the year through not only new building but also through single persons discount reviews and pursuing new business property owners. This has resulted in the gross collectible business rates increasing by £1.2m and the Council Tax base by 290 properties

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FRAUD AND INVESTIGATIONS	End Date	Status	Note
To work with other Councils on the implementation of the counter fraud fund bid to provide a resilient central point for co-ordinating detection, investigative and prevention resources within B&Ds and SCC	31 Mar 2016		Inter authority work started on joint fraud initiatives. The team has worked closely with other services on environmental crime such as fly tipping, dog fouling and littering.
Implement the transfer to the Single Fraud Investigation Service	31 Mar 2016	✓	Benefit Fraud investigation was transferred to to DWP during the year

Indicators	Q1/15/16	Q2/15/16	Q3/15/16	Q4/15/16	Target
Increase the percentage return on treasury investments	1.5%	1.4%	1.26%	1.16%	1.0%
Increase the number of aged Housing Benefit debts under active management	71.4%	80.9%	82%	82.2%	71.0%
Increase the percentage of Council Tax collected	29.87%	57.94%	86.02%	99.3%	98.5%
Increase the percentage of Business Rates collected	27.29%	45.28%	78.98%*	99.1%	98.5%
Minimise the variation in expenditure budget	-1%	-2%	0	0	0.0%
Improve time taken to process Housing Benefit new claims and change events (days)	7	8	12	6	15
Time taken to process Housing Benefit new claims and change events (days) – annual	8				15
Improve time taken to process Council Tax Support new claims and change events (days)	6	8	10	7	15
Improve time taken to process Council Tax Support new claims and change events (days) – annual figure	7				15
Implement internal audit recommendations made since April 2014	95%	95%	95%	95%	90%

#### Explanations

\*Does not include cash from 24 December 2015 to 03 January 2016. Collection is back on track at 0.75% below this point last year.

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# Regulatory

Executive Head – Jenny Rickard

*Working together for better homes, lives, communities and places*

PLANNING POLICY AND TECHNICAL SUPPORT	End Date	Status	Note
Update the Local Development Strategy	31 Mar 2016		Project not started. Awaiting agreement to review Local Plan.
Commence a review for a Surrey Heath Local Plan for Executive approval	30 Jan 2016		Project not started. Awaiting agreement to commence review of Local Plan.
Complete the guidance for the Public Realm	31 Mar 2016	✓	Guidance was adopted at Executive in April 2015.
Facilitate the delivery by Surrey County Council of improvements to the Meadows Gyratory using Local Enterprise Partnership (LEP) money	31 Mar 2016		Funding was agreed by Enterprise M3 and a joint SCC/SHBC highways engineer has been appointed for this and other joint projects. Now awaiting commencement of work by SCC in early 2017
Review CIL regime implementation	31 Mar 2016	✓	Successfully implemented and now reported to Executive 6 monthly.
DEVELOPMENT MANAGEMENT AND DRAINAGE	End Date	Status	Note
Produce a 5 year drainage strategy for the Borough	31 Mar 2016		Work commenced.
Introduce the Sustainable Urban Drainage regime	31 Mar 2016	✓	Changes to responsibilities were agreed and have been successfully implemented through joint work with SCC.
Review enforcement procedures	30 Sep 2015	✓	Review completed and action plan now underway.
Review the need for and setting up of a Design Advice Panel	31 Mar 2016		Review completed. A Design Panel was approved by the Executive on 7 <sup>th</sup> June 2016 Executive.
Work to ensure effective community engagement in future planning applications for PRB Deepcut	31 Mar 2016		No significant planning applications were received in 2015/16 . Work is now underway in advance of anticipated significant planning applications in early 2017.
Ensure effective working in future planning applications for London Road Block in Camberley Town Centre	31 Mar 2016	✓	Application for Mall refurbishment was approved by the Planning Committee in May 2016

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<b>FAMILY SUPPORT</b>	<b>End Date</b>	<b>Status</b>	<b>Note</b>
Implement 2015-2020 Family Support Programme for Runnymede/Surrey Heath with review to SLA	31 Mar 2016	✓	SLA with Runnymede Borough Council to agree work for Ph2 has been completed and team is now engaged in Ph2 work.
Agree annual targets, new criteria and governance with SCC	31 Mar 2016	✓	Agreed and now working to new targets.
<b>HOUSING</b>	<b>End Date</b>	<b>Status</b>	<b>Note</b>
Continue delivery of projects and actions in Homelessness Strategy and Private Sector Renewal Strategy	31 Mar 2016		Executive report was approved by the Executive on 12 <sup>th</sup> July 2016
Review Tenancy Strategy	31 Mar 2016		Executive report was approved by the Executive on 12 <sup>th</sup> July 2016
To adopt a Healthy Homes Strategy	31 Mar 2016		Work on this was suspended during review of Environmental Health Service.
To work with Community Services to review the Disabled Facility Grant function and service delivery	31 Mar 2016		Work was delayed on this item due to a review of the Environmental Health Service. The review has now been completed, staff consulted and staff move service as from 1 <sup>st</sup> August 2016.

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Indicators	Q1/15/16	Q2/15/16	Q3/15/16	Q4/15/16	Target
Improve the percentage of major planning applications determined within target times	100%	91%	100%	100%	60%
Improve the percentage of non-major planning applications determined within target times	77%	90%	87%	76%	70%
Reduce number of households living in temporary accommodation	49	54	50	48*	30
Increase the net additional homes provided by 48 per quarter	4	67	13	234	48^
Achieve the targets set for the number of families worked within the family support programme	75%	61.5%	60%	65%	75%
Reduce the average length of stay in bed and breakfast accommodation (weeks)	0	6	5	8**	0
All standard land searches carried out in 3 working days	100%	100%	100%	99%*	100%

^ - annual target is 191

### Explanations

\*A lack of new affordable housing delivery and pressure in the private rented market make it difficult to move homeless families on from temporary accommodation (*same as Q3 comment*). Performance against this criteria remains the same as last year for these reasons. Overall numbers in B&B are significantly lower than in previous years due to targeted work around social lettings. As a result the Borough has avoided the significant financial pressures that B&B is now imposing on many other Surrey authorities. Those families now being housed in B&B are often difficult to find suitable accommodation for and as a result are difficult to move on.

\*\*Small numbers in B&B so one household it was difficult to move on has raised the average length of stay reported this quarter.

\*\*\* A small number of very large searches were received and it was not possible to complete these within 3 working days.

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# Transformation

Executive Head – Louise Livingston

*The Council Team planning ahead to generate our future*

TRANSFORMATION	End Date	Status	Note
Review the 2020 Corporate Strategy	31 Mar 2016		The revised strategy and annual plan is drafted but will be slightly delayed from the previous time scales. This will be completed by 31 <sup>st</sup> August 2016.
To facilitate the delivery of the change management programme and support key corporate projects	31 Mar 2016	✓	A number of service reviews and business change processes have been implemented during 2015/16 to ensure the most efficient and economical approach to service delivery. Some examples include: Collaborations in Procurement/ Home Improvement Agency/ Environmental Health/ Community Services/ Supporting Families. Further income achieved through service provision to other Councils including Payroll and Human Resources. We created Corporate Media & Marketing and Corporate Enforcement teams to ensure an effective use of resource. Channel shift opportunities explored and delivered including an improved website which is mobile and interactive. ICT explored and approved funding for Cloud based functionality which helps improve agile working. Revenues and Benefits improvement for change of circumstances and benefits applications.
Deliver the Economic Development Strategy actions for the year and Open for Business support	31 Mar 2016	✓	All actions from the Strategy have been delivered to the set time scales. Successful projects include business advise clinics, inward investment opportunities seized, new Business Associations formed for Deepcut and Frimley and the submission of further bids to the Local Enterprise Partnership (annual update given to Executive in December 2015).
Work with Surrey County Council and the Local Enterprise Partnership to deliver the sustainable transport revenue schemes for local business	31 Mar 2016	✓	A number of schemes have been implemented to improve the local sustainable transport offer including new cycle racks and bike parking in Camberley town centre and Frimley High Street. A new cycling task group has been formed and a cycling event has taken place in Lightwater and surrounding villages.

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HUMAN RESOURCES	End Date	Status	
Facilitating the Investors in People Gold Award February 2016	31 Mar 2016	✓	IIP Gold Accreditation was achieved as planned with 96% of all indicators achieved.
Develop a People Performance Management strategy reflecting the 2020 Strategy and Annual Plans	31 Mar 2016	✓	People Strategy updated and reviewed as part of the IIP assessment
Design a Workforce Plan to support the 2020 Strategy and Annual Plans	31 Mar 2016		First draft was completed and will continue to be developed in line with the Transformation Programme. This document was shared with the Peer Review Team.
Design and implement a competency based framework	31 Mar 2016	✓	The competency framework has been designed and piloted and will be used in the Appraisal process for 16/17 as planned.

INFORMATION TECHNOLOGY	End Date	Status	Note
To deliver the Information & Communication Technology Project Plan	31 Mar 2016		All projects are on track with the exception of the info@work migration which is delayed by 1 month.  Major changes required to support PSN were completed by 31/3/16 causing some impact in other areas. All systems now working correctly
Support the Business Improvement Team to scope and implement efficiency improvements to reduce resource dependant tasks	31 Mar 2016		Delays in go live of Info@work due to annual bill volumes affecting Onbase printing. Issues now resolved and hope to go live early May for Revenues.  About to sign contract with Arcus for new cloud system to support Planning, Building Control, Environmental Health and Licencing. This will be a major project for efficiency review in 2016/17
Support services who identify partnership/joint working possibilities by investigating software/hardware solutions to support the project.	31 Mar 2016		ICT working with Community Services, Waste & recycling, building control and the post room to look for software solutions to assist with partnership working.
Implement a cloud based telephony solution to improve disaster recovery and enable shared service possibilities	31 Mar 2016	✓	New telephone system went live in February for both Revenues and Benefits and the Contact Centre.

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CORPORATE PROPERTY	End Date	Status	Note
Scope out and agree a joint working agreement with a neighbouring borough	31 Mar 2016	✓	A scoping report has been prepared by SOLACE on behalf of the West Surrey authorities. Recommendations received in Feb 2016 are being considered.
Pursue opportunities for strategic property acquisition and investments	31 Mar 2016	✓	Opportunities continue to be pursued in and around the Borough. 2 major acquisitions and a number of smaller ones have been completed in 15/16.
To continue to negotiate leases of community facilities	31 Mar 2016	✓	A number of Lease terms have been agreed this year including Frimley Cricket Club. These were reported to the Executive.
To set up a company for delivery of appropriate development within the Borough	31 Mar 2016		External professional advisers have set out options for Members and these are being considered.

Indicators	Q1/15/16	Q2/15/16	Q3/15/16	Q4/15/16	Target
Maintain the cost of ICT Licences at no more than inflationary increases	5%	10%	0%	0%	2.8%
FOI/EIR requests to be answered by information already in the public domain	14.6%	6%	21%	14.3%*	15%
Generate £25,000 additional income from effective management of the Council's assets	6250	6250	6,250	6250	25000
Maintain the market share of Building Control	66%	72%	69%	72%**	80%

### Explanations

\*This period covers January - March 2016. The number of requests which could be answered from the website was 28 out of a possible 196 requests during this period.

\*\*The market share percentage may not have reach the target, however, the income generated has exceeded the budgeted profile. SHBC Building Control service has the second best performance in Surrey.

### Status colours explained



On track



Failing to reach target



Not Started



Completed



At risk of not meeting target

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