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Monday, 4 July 2022

To: The Members of the **Performance and Finance Scrutiny Committee**  
(Councillors: Sashi Mylvaganam (Chairman), Valerie White (Vice Chairman),  
Graham Alleway, Stuart Black, Vivienne Chapman, Paul Deach, Sharon Galliford,  
Edward Hawkins, Liz Noble, Darryl Ratiram, Morgan Rise, Victoria Wheeler and  
Helen Whitcroft)

**In accordance with the Substitute Protocol at Part 4 of the Constitution,  
Members who are unable to attend this meeting should give their apologies and  
arrange for one of the appointed substitutes, as listed below, to attend.  
Members should also inform their group leader of the arrangements made.**

Substitutes: Councillors Peter Barnett, Rodney Bates, Cliff Betton, Mark Gordon,  
Josephine Hawkins, David Lewis, Graham Tapper and Pat Tedder

Dear Councillor,

A meeting of the **Performance and Finance Scrutiny Committee** will be held at Council Chamber, Surrey Heath House, Knoll Road, Camberley, GU15 3HD on **Wednesday, 13 July 2022 at 7.00 pm**. The agenda will be set out as below.

Please note that this meeting will be recorded and live streamed on the Council's YouTube channel.

Yours sincerely

Damian Roberts

Chief Executive

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## AGENDA

		Pages
1	<b>Apologies for Absence</b>	
2	<b>Minutes of Previous Meeting</b>	<b>3 - 6</b>

To receive and confirm as being a correct record the minutes of the meeting of the Performance and Finance Scrutiny Committee held on 9<sup>th</sup> March 2022.

- 3 Declarations of Interest**
- Members are invited to declare any interests they may have with respect to matters which are to be considered at the meeting. Members who consider that they may have an interest are invited to consult the Monitoring Officer or Democratic Services Officer prior to the meeting.
- 4 Annual Performance Report 7 - 64**
- To receive and comment on a report summarising the performance of the Council in 2021/22 against the corporate objectives, priorities and success measures set out in the Annual Plan.
- 5 Capital Outturn Report 2021/22 65 - 76**
- To receive a report setting out a high-level view of the capital outturn for 2021/22 and a summary of performance against the 2021/22 capital prudential indicators.
- 6 End of Year Finance and Budget Outturn 77 - 90**
- To receive a report summarising the financial position of the Council at the end of the 2021/22 financial year.
- 7 Revenue Budget Monitoring Report - Quarter 1 (April to June 2022) 91 - 96**
- To receive a report summarising the Council's financial position at the end of the first quarter (April to June 2022) of the 2022/23 financial year.
- 8 Update on the Use of Enforcement Agents in the Collection of Council Tax 97 - 102**
- To receive a report setting out the Council's use of Enforcement Agents as part of the Council Tax arrears recovery process.
- 9 Public Realm Task and Finish Group Update**
- To receive an update on the work of the Public Realm Task and Finish Group.
- 10 Performance & Finance Scrutiny Committee Work Programme 103 - 104**
- To receive and comment on the Committee's proposed work programme for the remainder of the 2022/23 municipal year.
- 11 Date of Next Meeting**
- The next scheduled meeting of the Performance and Finance Scrutiny Committee is scheduled to take place on Wednesday 14<sup>th</sup> September 2022 at 7pm.

**Minutes of a Meeting of the Performance and Finance Scrutiny Committee held at Council Chamber, Surrey Heath House, Knoll Road, Camberley, GU15 3HD on 9 March 2022**

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

- |                         |                         |
|-------------------------|-------------------------|
| + Cllr Graham Alleway   | + Cllr Edward Hawkins   |
| + Cllr Stuart Black     | + Cllr Darryl Ratiram   |
| + Cllr Vivienne Chapman | + Cllr Morgan Rise      |
| + Cllr Sarah Jane Croke | + Cllr Graham Tapper    |
| - Cllr Paul Deach       | + Cllr Victoria Wheeler |
| + Cllr Sharon Galliford |                         |

+ Present

- Apologies for absence presented

Non-Committee Members in Attendance: Cllr Peter Barnett, Cllr Rodney Bates,

Portfolio Holders in Attendance: Cllr Shaun Garrett, Portfolio Holder: Support & Safeguarding  
Cllr Rebecca Jennings-Evans, Portfolio Holder: Places & Strategy  
Cllr Robin Perry, Portfolio Holder: Finance

Officers Present: Jayne Boitout, Community Development Officer  
Clive Jinman, Housing Services Manager  
Louise Livingston, Head of HR, Performance & Communications  
Sue McCubbin, Recreation and business Services Manager  
Damian Roberts, Chief Executive  
Nick Steevens, Strategic Director, Environment & Community  
Bob Watson, Strategic Director: Finance and Customer Services

#### **44/PF Minutes of Previous Meetings**

**RESOLVED** that the minutes of the meetings of the Performance and Finance Scrutiny Committee held on 19<sup>th</sup> January 2022 and 17<sup>th</sup> February 2022 be approved as a correct record and signed by the Chairman.

#### **45/PF Declarations of Interest**

Cllr Garrett declared an interest in respect of the fact that he was a trustee of Surrey Heath Age Concern, a beneficiary of the Council's grant schemes.

Cllr Croke declared an interest in respect of the fact that she was a trustee of Surrey Heath Age Concern, a beneficiary of the Council's grant schemes.

Cllr Jennings-Evans declared an interest in respect of the fact that her daughter was a beneficiary of the Borough's Free Access for County Sportspeople Scheme

#### **46/PF Executive Portfolio Update: Support and Safeguarding**

The Committee received and noted a report summarising the Council's work over the past twelve months which were encompassed by the Support and Safeguarding Portfolio; a portfolio which included work with the voluntary and community sector, the Council's grant

schemes and the Surrey Heath Lottery, community safety, safeguarding, housing and homelessness, disabled facilities grants and family support.

It was confirmed that the closing date for applications to the ward Councillor Grant Fund should be received by midnight on 31<sup>st</sup> March 2022 to be considered as part of the current financial year's funding allocation. Due to the Bisley and West End Ward By-Election on 14<sup>th</sup> April the outcome of any applications received between the date of this meeting and the 14<sup>th</sup> April would not be announced until the 15<sup>th</sup> April 2022. Any funds not spent by the end of the financial year would be returned to the Council's general revenue budget.

The Council's support of the UK Resettlement Scheme, formerly known as the Vulnerable Persons Resettlement Scheme, and the Afghan Refugee Resettlement scheme was noted. It was clarified that the Council's Family Support Team administered the scheme on behalf of both Surrey Heath and Runnymede Councils and to date 10 families had been resettled across both local authority areas. With regard to the recent invasion of the Ukraine by Russia, the Council was waiting for guidance from the Government in respect of accommodating Ukrainian refugees and assistance would be given if possible. It was stressed that the most difficult aspect of the resettlement programme was securing suitable accommodation.

It was agreed that a list of the organisations receiving support through the Surrey Heath Lottery would be circulated.

It was noted that the Hope Hub received funding through a variety of Council schemes and it was agreed that details would be circulated of all the funding received.

The Committee noted the update.

#### **47/PF Executive Portfolio Update: Places and Strategy**

The Committee received and noted a report summarising the Council's work over the past twelve months which were encompassed by the Places and Strategy Portfolio; a portfolio which included recreation and leisure services, greenspaces, contract management, physical activity and health and wellbeing.

The Committee was informed that requirement for personal trainers who wanted to deliver exercise sessions in the Council's parks to hold a Council issued licence had been put in place not only to ensure that trainers held appropriate qualifications and sufficient insurance cover but also so that they contributed towards the cost of maintaining the parks they used. The cost of a licence was not considered to be prohibitive and a sliding scale of fees applied depending on the number of classes being delivered each week and the number of people participating in each class. To increase flexibility and affordability there was also an option for applicants to pay for a licence by direct debit and in stages over the course of the year. At the current time, approximately 20 licences had been issued and the Greenspaces Team monitored use of the parks to ensure that those using them for fitness sessions were licensed.

The delay in refurbishing the Whitmoor Road Play area had been due to the ownership of the land not having been transferred to the Council following the completion of the development. It was confirmed that the work would be undertaken when the transfer of the Title Deeds had been completed and funding of £40,000 had been allocated to the project.

The new Leisure Centre had opened on time and on budget on 1<sup>st</sup> July 2021. Following the relaxation of pandemic restrictions there had been a significant increase in the

demand for all the services offered and membership had increased month on month since the venue opened. In January 2022, 369 memberships had been taken out taking the total number of memberships that month to 4,367 and Places Leisure, the management group, had reported that this level of membership was the highest in their portfolio.

The analysis of the bookings of the grass tennis courts in Watchetts Recreation Ground had found that they were not being booked with any great frequency and it had been decided to repurpose them to form a fenced socialisation and exercise area for dog walkers on a trial basis. Initial feedback on the new facility had been positive and a decision on whether the facility, along with a similar one at Lightwater Country Park, would be retained would be taken at the end of the three month trial.

It was clarified that the refurbishment of the Watchetts Tennis Courts was being completed in phases to enable residents to continue using the facility while work progressed.

The Council's work with the County Council and the Environment Agency to tackle infestations of Japanese Knotweed across the Borough continued.

#### **48/PF Quarter 3 (October to December 2021) Finance Reports**

The Committee considered a report setting out the financial position of the Council at the end of the third quarter (October to December 2021) of the 2021/22 financial year.

It was reported that the Covid-19 pandemic, and the allied Government restrictions, had continued to impact on the Council's finances and the revenue budget was projecting an overspend of £0.893million at the end of the financial year. Areas where significant variance from the agreed budgets lost income from car parking fees, reduced rental income from the Council's investment property portfolio, a loss of income following the suspension of eth garden waste collection service and expenditure on agency staffing to cover vacancies within the finance section.

It was clarified that the Council's contract with Places Leisure to run the new Camberley leisure Centre had been designed such that in the early years the Council paid money to the contractor to help them offset their development costs. As the contract term progressed the amount paid by the Council to the Contractor reduced and the Council started to receive increasing amounts from the Contractor. Initial uncertainties over the ending of the pandemic restrictions and the impacts that these would have on customer levels had resulted in additional funding being put aside in anticipation of a need to support Places Leisure; however once the restrictions had been lifted the take up of memberships and ticket purchases had been much higher than anticipated and Places Leisure had decided that they would not need additional support.

The Committee was informed that £300,000 had been allocated in the 2022/23 budget to cover the cost of rebates to residents who had been subscribers to the garden waste collection service however Joint Waste Solutions was in negotiation with Amey over the payment of compensation for the lack of service.

It was clarified that the budget costs allocated to the Chief Executive stated in the Council Tax leaflet that had been recently published covered the Council's strategic management costs. Whilst costs had increased this reflected in reduced costs in other areas following the restructure of the Council's senior management team as responsibilities had been taken into the central core. It was agreed that this would be clarified on the Council's website.

Following delays in the delivery of the 2021/22 capital programme it would be reviewed to ensure that projects were still viable and that anticipated costs were still within budgeted amounts.

The Committee noted the reports.

#### **49/PF Public Realm Task and Finish Group**

The Committee received a report setting out the findings of a review into the overspend for the public realm works in Camberley Town Centre.

Disappointment was expressed that the Task and Finish Group appointed to oversee the review had not had the opportunity to examine the review's findings before they were published and it was agreed the report's recommendations could not be accepted at the current time.

**RESOLVED** that a meeting of the Task and Finish Group be convened to review the findings before a report is brought back to the Committee for consideration.

#### **50/PF Committee Work Programme**

The Committee received and noted a report setting out its work programme for the 2022/23 municipal year.

It was noted that an extra meeting could be scheduled to enable discussion of the outcomes of the 'Star Chamber' work to scrutinise the budget.

Chairman

**Surrey Heath Borough Council**  
**Performance and Finance Scrutiny Committee**  
**13 July 2022**

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**Annual Performance Report 2021/22**

**Head of Service:** Louise Livingston, Head of HR, Performance and Communications  
**Report Author:** Sarah Bainbridge, Organisational Development Manager  
**Key Decision:** No  
**Wards Affected:** All

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**Summary and purpose**

This End of Year Report summarises the performance of the Council in 2021/22 against the corporate objectives, priorities and success measures set out in the Annual Plan. The Performance and Finance Scrutiny Committee is asked to consider the report and submit any observations to the Executive.

**Recommendation**

The Committee is advised to NOTE the End of Year performance report at Annex A, and the End of Year outturns against the Council's performance indicators at Annex B, and submit any observations to the Executive.

**1. Background and Supporting Information**

- 1.1 The Annual Plan 2021/22 was agreed by the Executive on 16 March 2020, and set out the key targets, projects and success measures/performance indicators for the year.
- 2.1 The attached report at Annex 1 summarises the Council's performance and achievements against the key projects and targets in 2021/22. The report at Annex 2 contains the quarterly outturns for the Council's key performance indicators in 2021/22.
- 3.1 Progress against targets is monitored on a regular basis by the Corporate Management Team.
- 4.1 The table below shows the proportion of targets that were achieved or missed/delayed (excluding those where data is to follow):

	Complete / Achieved & on-going	Part achieved / delayed	On hold / at significant risk
Objectives / projects	74%	23%	3%
	Met target	< 10% off target	> 10% off target
Performance Indicators	62%	19%	19%

5.1 As the Council's Senior Management Structure has changed since the Annual Plan 2021/22 was approved in March 2021, the attached End of Year Reports have been re-ordered to reflect the new structure that has been in place since October 2021 to give clarity over the accountability for the targets.

6.1 The Council adopted its new Five Year Strategy 2022-27 on 27 October 2021, which sets clear objectives and targets under four key themes of **Environment, Health & Quality of Life, Economy and Effective and Responsive Council**. The Annual Plan for 2022/23 reflects the new Five Year Strategy and ensures the delivery of the objectives within it.

7.1 The Executive will review this report at their meeting on 19 July 2022, and the Committee are asked to make comments and observations for the Executive to consider.

## 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

3.1 The Committee is advised to note the End of Year performance report at Annex A, and the End of Year outturns against the Council's performance indicators at Annex B, and submit any observations to the Executive.

## 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 the climate change action plan, and the Environment.

### **Equalities and Human Rights**

- 8.1 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**

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

### **Community Engagement**

- 9.2 The Council's new Five Year Strategy was the subject of a significant public consultation exercise. This attached report also includes a number of other projects that have included public consultation for example playground refurbishments, the Local Plan and the Whole Systems approach to Obesity programme.

## **Annexes**

Annex 1 – End of Year Performance Report 2021/22

Annex 2 – End of Year Outturn 2021/22 – Performance Indicators

## **Background Papers**

Surrey Heath Borough Council Annual Plan 2021/22

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2021/22

# END OF YEAR REPORT

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# ENVIRONMENT AND COMMUNITY

Ref / Status	Target / Project	Milestone/ Target	Status / End of Year	Update/Comments
ECI BUS1	<b>New Leisure Centre</b> Opening of new centre – Places Leisure Camberley	New centre to open July 2021	Complete	<p><b>New Leisure Centre</b></p> <p>The Places Leisure Camberley opened on 1 July 2021. The centre features a cutting-edge fitness suite, 25 metre 6-lane pool, learner pool with adjustable floor, splash zone, 8 court sports hall, group exercise studios, health suite, a vibrant Clip 'n Climb climbing arena and a Café. A purpose-built adventure play area is also available.</p> <p>In its first month of opening Places Leisure Camberley saw nearly 60,000 visits, this peaked in January 2022 when there was more than 80,000 visits. The monthly average is between 65-70,000 visits.</p> <p>As of March 2022 there were 460 gym memberships and 880 swim only memberships</p>

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KEY:

Green

Completed / achieved & ongoing work

Amber

Delayed/part achieved

Red

On Hold / at significant risk





Ref / Status	Target / Project	Milestone/ Target	Status / End of Year	Update/Comments
EC2 BUS2	<p><b>Playground Refurbishment</b></p> <p>Install new playgrounds within Surrey Heath, following the selection of the design after public consultation and obtaining any necessary planning permission – 2021/22 programme.</p>	<p>Refurbish Orchard Way playground Frimley Road by December 2021 (subject to approval of funding in April – see below)</p>	Complete	<p><b>Playground Refurbishment</b></p> <p>The stunning new playground at Orchard Way in Camberley is now open.</p> <p>The new play area features two multi-play units, a trampoline, face to face springer, a low platform roundabout, and pod, cradle, flat seat and rope end swings</p>
EC2 BUS2	<p><b>Playground Refurbishment</b></p> <p><i>Cont'd</i></p>	<p>Refurbish London Road Recreation Ground by July 2021.</p>	Complete	<p>London Road Recreation Opened – December 2021.</p> <p>The first public consultation on the design was so close (1 vote) that a second consultation took place with local schools to choose the best design. Following this there were then challenges securing installation dates – both of these circumstances led to the delay in the final opening.</p>

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KEY: Green Completed / achieved & ongoing work Amber Delayed/part achieved Red On Hold / at significant risk



Ref / Status	Target / Project	Milestone/ Target	Status / End of Year	Update/Comments
EC2 BUS2	Playground Refurbishment <i>Cont'd</i>	Others to be confirmed subject to approval of Community Infrastructure Levy (review April 2021)	Complete	<ul style="list-style-type: none"> <li>• Old Dean Recreation Ground - Opened July 2020</li> <li>• Loman Road - Opened February 2021</li> <li>• Watchetts Plan - Opened January 2021</li> <li>• Chobham Road Playground - December 2021</li> <li>• Frimley Lodge - New wheelchair swing installation – July 2021</li> </ul> <p>We asked and listened to what the local community wanted to see in their local playground and received a total of 2,305 responses.</p>
EC3 SHBC5	Villages Led by cross party Villages Working Group in 2021/22 Continue the Villages Working Group to look at opportunities and proposals to support villages across the Borough	Villages Working Group to review draft recommendation in February 2021 Report recommendations and project plans to Executive in May 2021 and implement agreed actions.	Part Achieved	<p>Villages Working Group</p> <p>The Villages Working Group met in April 2021 and November 2021 (and then in April 2022) to discuss opportunities and proposals to support the villages throughout the borough (see below for updates on progress)</p>

KEY:

Green

Completed / achieved &amp; ongoing work

Amber

Delayed/part achieved

Red

On Hold / at significant risk





Ref / Status	Target / Project	Milestone/ Target	Status / End of Year	Update/Comments
EC3 SHBC5	Consider proposals for making better community use of 63a The High Street in Bagshot and Windle Valley Day Centre.		Delayed and now Ongoing	<p><b>63A High Street, Bagshot Project</b></p> <p>Refurbishment works for office use designed and tendered. Works expected to commence in August 2022. Designs for housing development prepared for the rear land and planning application to be submitted in July 2022. A pre-application has been completed.</p>
EC3 SHBC5	Look at opportunities to use the Council's community services partnership to improve transport links in villages (including provision of transport strategy).		Delayed	<p><b>Improve Transport Links in Villages</b></p> <p>The last meeting of the villages working group moved the focus of a prospective service from an additional service offer that was based solely within the villages area, to the use of the existing Community Transport service and all the fleet to deliver increased levels of transport to residents and voluntary/community groups in the villages. This is a more cost effective approach to testing demand etc. and the next steps will be to develop targeted promotional materials in a range of formats for this purpose.</p>

KEY: Green Completed / achieved & ongoing work Amber Delayed/part achieved Red On Hold / at significant risk



Ref / Status	Target / Project	Milestone/ Target	Status / End of Year	Update/Comments
EC4 SHBC6	<p><b>Integrated Care Health and Social Care</b></p> <p>Work in partnership within the integrated health and social care agenda, to ensure that the Borough Council is appropriately represented in discussions at all levels. This includes the Surrey Heath Alliance and Frimley Health Integrated Care System, as well as North West Surrey Alliance and Surrey Heartlands Integrated Care System which covers some of the parish areas of the borough and at which representation will be made via the Community Services partnership with Runnymede Borough Council.</p>	<p>By 30th June 2021 To identify a group of Senior officers to work on the preventative priorities of both the Surrey Heath and Wellbeing Board, the Frimley integrated care system and Surrey Heath alliance.</p> <p>To map all workstreams and meetings related to ICS and Alliance Partnerships and agree individual officers to lead individual workstreams.</p> <p>By 30th September 2021</p>	Complete & Work Ongoing	<p><b>Surrey Heath and Wellbeing Board the Frimley Integrated Care System and Surrey Heath Alliance</b></p> <p>The Chief Executive and other officers take a lead role for Surrey Heath in Health partnerships including the Frimley ICS and Surrey Heath Alliance. Partnership priorities for the coming year and opportunities to work better together to support positive health and life outcomes for our residents discussed at a workshop of the Surrey Heath Alliance in March 2022.</p> <p><b>The Whole Systems Approach to Obesity</b></p> <p>Following public consultation and the hosting of an ‘Obesity Summit’ at Camberley Theatre, an action planning workshop was held online with a variety of stakeholders in March 2022 to begin the process of turning good intent into tangible action. The action plan will continue to be developed and pushed forwards in 2022 with support from a fixed-term project officer (funded through COMF) and bids for external funding to support delivery of local actions</p>

KEY:

Green

Completed / achieved &amp; ongoing work

Amber

Delayed/part achieved

Red

On Hold / at significant risk







Ref / Status	Target / Project	Milestone/ Target	Status / End of Year	Update/Comments
	<p>Services delivered directly by the Council or as part of the Community Services Partnership have a major role to play in the preventative agenda, particularly addressing Health Inequalities. An area which has been prioritised by both the Surrey Health and Wellbeing Board and the Frimley ICS “Wellbeing” Framework is Obesity (incl healthy diet) and POST Physical Inactivity.</p>	<p>Through the Health Alliance, explore opportunities to work together with partners to reduce health inequalities and improve Health &amp; Wellbeing including topics such as obesity</p>		
<p>EC5 BUS 4</p>	<p><b>Parking</b> Refresh and review parking strategy for Camberley Town Centre and then the rest of the Borough in light of the impact of Covid-19 and likely change in demand and needs.</p>	<p>Review complete and new financial targets set in time for budget-setting for 2022/23 – October 2021.</p>	<p>Complete</p>	<p><b>Parking</b> Parking Services Review and update of the 2019 Camberley Town Centre Car Park Assessment was updated October 2021. A full parking review of all parking charges was also completed and approved by the Executive in February 2022, which contributed to the completion of this target.</p>

KEY: Green Completed / achieved & ongoing work Amber Delayed/part achieved Red On Hold / at significant risk



Ref / Status	Target / Project	Milestone/ Target	Status / End of Year	Update/Comments
EC6 BUS5	<p><b>Theatre</b></p> <p>Review impact of Covid and future targets and for the theatre. Review future theatre strategy, with a clear commitment to continuing to provide a theatre in Camberley, either on its current site or an improved location</p>	<p>Review complete and new financial targets set in time for budget-setting for 2022/23 – October 2021.</p> <p>Future theatre strategy aim for a project plan by end of March 2022</p>	Complete	<p><b>Theatre</b></p> <p>The theatre enjoyed a number of sold out shows with audiences returning to higher than pre-pandemic levels. (stats compared in Jan and Feb 2019 to Jan and Feb 2022)</p> <p>The main trading period for the Theatre is from September 2021 onwards. The total annual attendance figure of 39,166 represents a strong return to live events from audiences, with big attendance to Jack and the Beanstalk despite Omicron and reintroduction of some measures. The first part of 2022 has been very busy with higher sales than pre-pandemic levels in 2019.</p> <p>There were no positive cases in the cast and crew or cancelled performances during the run.</p> <p>Many community hirers have returned following an extended hiatus due to COVID.</p>
EC7 COM1	<p><b>Community Services Partnership</b></p> <p>The Executive has agreed to operate a Community Services for older and</p>	<p>The proposed targets in 2021/2022 will include:</p> <p>1. By 1st April 2021 to have</p>	Complete	<p><b>Community Services Partnership</b></p> <p>1. Transfer completed on 1st April and Community Services Partnership Board in place</p>

KEY:

Green

Completed / achieved &amp; ongoing work

Amber

Delayed/part achieved

Red

On Hold / at significant risk



Ref / Status	Target / Project	Milestone/ Target	Status / End of Year	Update/Comments
	vulnerable residents in partnership with Runnymede Borough Council. The targets in 2021/2022 and successive years will be to provide a sustainable service, less reliant on grants, and meeting the needs of increasing numbers of older and vulnerable residents in the Borough	completed the successful transfer of Surrey Heath Borough Council Community Services staff to Runnymede Borough Council, without any reduction in service		The Community Services Partnership was successfully implemented on April 1st 2021 and has been fully operational throughout the year. The benefits of sharing resources, particularly the increased flexibility of the staff team has already been recognised and whilst the Covid Pandemic has impacted the way in which some services have been able to be used, all services have been delivered throughout the year. As services recover post pandemic, through the benefit of a greater pool of resources, expertise, flexibility and greater resilience, budgets have been able to be managed in a prudent way, resulting in a one off efficiency saving in 2021/2022 of circa 120k to each partner authority.
EC7 COMI	Community Services Partnership (cont'd)	2 By 1st April 2021 to have set up a Community Services Partnership Board with Political and Senior Officer Membership	Complete & Ongoing	2. A meeting was held in January most recently and a cycle will be agreed from May at the start of the municipal year.

KEY:

Green

Completed / achieved &amp; ongoing work

Amber

Delayed/part achieved

Red

On Hold / at significant risk



Ref / Status	Target / Project	Milestone/ Target	Status / End of Year	Update/Comments
EC7 COMI	Community Services Partnership (cont'd)	3. The two councils will jointly agree an annual plan for the partnership	Delayed	3. A plan for 2022/2023 will be created following the direction identified within the Star Chamber process, together with some known partnership priorities. This will be presented to each Council via the partnership board in July 2022 where the action plan will be agreed.
EC7 COMI	Community Services Partnership (cont'd)	4. By 30th March 2022 to have completed the actions to the milestones set by the Community Services Partnership Board	Complete	4. Completed
EC8 COMI	Air Quality Monitor air quality levels on the A331 (Blackwater Valley Relief Road) following the implementation of the 50 mph speed limit in 2019. Continue to monitor air quality across the Borough	Annual Air Quality Status report to the council	Complete & Ongoing	Air Quality The monitoring of nitrogen dioxide and dust continues annually and the results remain within the Government air quality objectives for these pollutants. The 2021 status report has been accepted by DEFRA and confirms full compliance with local air quality guidelines.

KEY:

Green

Completed / achieved &amp; ongoing work

Amber

Delayed/part achieved

Red

On Hold / at significant risk





Ref / Status	Target / Project	Milestone/ Target	Status / End of Year	Update/Comments
	to ensure levels of pollutants continue to be compliant with national standards. Review our Air Quality Strategy			Annual Air Quality Report considered by Performance and Scrutiny Committee in January 2022
EC9 SHBCI	<p><b>Climate Change</b></p> <p>Surrey Heath Borough Council declared a Climate Change emergency in October 2019; agreed a target of making Surrey Heath Borough Council and its contractors carbon neutral by 2030, or earlier if possible, taking into account both production and consumption emissions; and set up a Working Group to deliver these aspirations.</p>	<p>Update the Council's organisational carbon emissions baseline.</p> <p>By 31st March 2022 to have implemented the following targets to the milestones set in the action plan:</p> <p>Progress delivery of the Surrey Heath Climate Change Action Plan, including implementation of</p>	Ongoing: Work-risks to achieving overall targets	<p><b>Climate Change</b></p> <p>Good progress has been made against the Climate Change Action Plan targets for 2021/22. However, the Council's ability to meet its ambitious long term carbon neutral targets is dependent on future policy decisions, funding availability, partnership working and an achievable carbon reduction strategy for our estates and fleet.</p> <p>Looking forward to the net zero target in 2030</p> <p>Actions relating to the progress of the Climate Change Action Plan are ongoing and are reported to the Climate Change Working Group (see below)</p> <p>Climate Change Action Plan  <a href="https://www.surreyheath.gov.uk/residents/climate-change/climate-change-action-plan">https://www.surreyheath.gov.uk/residents/climate-change/climate-change-action-plan</a></p>

KEY: Green Completed / achieved & ongoing work Amber Delayed/part achieved Red On Hold / at significant risk





Ref / Status	Target / Project	Milestone/ Target	Status / End of Year	Update/Comments
		key actions to include:		
<p>EC9 SHBCI</p>	<p><b>Climate Change (Cont'd)</b></p> <p>In 2020/21 the Council published details of its baseline carbon emissions, both as an organisation and the wider Borough, and produced a Climate Change Action Plan.</p>	<p>a) facilitating climate change awareness training,</p> <p>b) increasing and diversifying communications engagement on climate change</p>	<p>On Track</p>	<p>Key actions achieved in the year include:</p> <p>a) <b>Climate Change Awareness training</b></p> <p>Officers were trained in February and March 2022 to deliver carbon literacy training in-house to colleagues.</p> <p>Next step is to roll out training to wider staff across the Council, with the first session taking place June 2022.</p> <p>b) <b>Increasing and diversifying communications on climate change</b></p> <p>c) <b>Energy Audits for Council</b> operated buildings undertaken to identify recommendations for efficiency improvements. Surrey</p>

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Ref / Status	Target / Project	Milestone/ Target	Status / End of Year	Update/Comments
		c) developing an energy strategy		<p>Heath House and Camberley Theatre energy audits took place in March 2022 and results are awaited.</p> <p>Green Energy Options for electricity are under review, but current market conditions mean uncertainty over tariffs and the cost to the Council.</p>
EC9 SHBCI	Climate Change (cont'd)	d) investigating delivery of electric vehicle charging points	Delayed	<p>d) <b>Electric vehicle charging points</b> in Council owned car parks are in development. A tender process to appoint a “charge-point operator” is out via the KCS Commercial Services framework for a concession contract and expecting responses by late July. Expectation to appoint by Autumn 2022 and proceed with ORCS funding applications for charging points in locations feasible for funding/ business case for any outside of funding or concession. Co-ordination with Surrey County Council is continuing for on-street charging points in Surrey Heath via a Surrey wide concession contract, currently at pre tender stage. Further development of an on-street charging network map will be developed through consultation.</p>

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Ref / Status	Target / Project	Milestone/ Target	Status / End of Year	Update/Comments
EC9 SHBCI	Climate Change (Cont'd)	Develop a framework to monitor delivery of the Action Plan	Complete & Ongoing	e) Update report on the Action Plan taken to Performance & Finance Committee in January and regularly monitored by the Climate Change Working Group.
EC10 REGI	<p><b>Housing</b></p> <p>Consolidating and monitoring key projects which support those most at risk of homelessness:</p> <ul style="list-style-type: none"> <li>Provision of Night Stop 'stopgap' accommodation for homeless people and those at risk of becoming homeless.</li> </ul>	<p>Agree cost of works with PIWG and complete works by June 2021 (subject to being able to access property under Covid restrictions).</p> <p>Review as part of quarterly target of numbers in temporary accommodation.</p> <p>Review available funding in early 2021</p>	Complete	<p><b>Housing</b></p> <p><b>Night Stop 'stop gap' provision:</b></p> <p>The Night Stop, launched as the Emergency Accommodation Service, is up and running and has been completed</p>

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Ref / Status	Target / Project	Milestone/ Target	Status / End of Year	Update/Comments
		and report to the Executive.		
EC11 REG1	<b>New Floating Support Service</b>  (launched October 2020) and Connaught Court accommodation		Complete	<b>The Floating Support contract</b>  The Floating Support service is embedded within the Council's Housing Service and a further 3 year contact has been awarded by Surrey County Council, with a 5.3% uplift in 2022/23.  <b>Connaught Court</b>  Project completed June 2021 and being managed by Housing Services
EC12 REG1	If further Government funding announced in early 2021, consider if capacity exists to <b>deliver a fourth homelessness project</b> and report to the Executive.		Complete	<b>Fourth Homelessness Project</b>  The Council has made a further bid for 3 year Rough Sleeper Initiative funding to continue these projects from 2023 to 2026 - completed

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Ref / Status	Target / Project	Milestone/ Target	Status / End of Year	Update/Comments
ECI3 (REG2)	<b>Developing Social Housing</b> Consider the potential (and implement if approved) to deliver a joint venture to develop social housing.	Report to the Executive on the potential to deliver a joint venture by December 2021. If approved – deliver in accordance with agreed project timescales.		<b>Developing Social Housing</b> We have maintained an active dialogue with Accent Housing to encourage them to increase their investment in housing within the borough. This was dependent on the formation of a partnership with Homes for England. This has now been confirmed and includes significant grant funding. Accent have indicated a target investment programme of £92m in the South East over the next 5 years. They wish to concentrate a significant proportion within Surrey Heath and have identified a number of sites within the borough, where we have encouraged them to commence pre-application processes.
ECI4 COM4	<b>Surrey Environment Partnership (SEP)</b> Deliver in partnership the Surrey Environment Partnership Work Programme for 2021/22 with a view to increasing recycling and minimising waste.	By 31st March 2022 to have completed the actions in the Surrey Environment Partnership Work Programme with the aim of minimising waste; increase recovery, re-use, recycling and composting waste;	Complete & Work Ongoing	<b>Surrey Environment Partnership (SEP)</b> The main focus of the SEP work programme for 2021/22 has been to deliver initiatives that support the three priority areas of waste reduction, food waste recycling and reducing contamination of dry mixed recycling (DMR). Unfortunately, due to HGV driver shortages, COVID restrictions and resourcing issues amongst partners our ability to deliver the programme has been limited in some areas with work delayed or rescoped. Despite this, significant progress has been made including the following key highlights:

KEY:

Green

Completed / achieved &amp; ongoing work

Amber

Delayed/part achieved

Red

On Hold / at significant risk





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		and reduce fly tipping.		<p>Interventions to reduce the contamination of dry mixed recycling bins have been delivered at over 5,000 flatted properties in Surrey. Available observation data from the works suggest an estimated 91 tonnes of DMR a year could be redirected from the residual stream. Further interventions are being planned for this summer.</p> <p>We'll be shortly rolling out food waste recycling collections to thousands of flats in Surrey without a service with this expected to start from June 2022.</p> <p>An overarching year long countywide campaign to encourage and motivate residents to reduce, reuse and recycle more of their waste has just finished and will be evaluated shortly.</p> <p>A report on what happened to Surrey's waste in 2020/21 was published recently to reassure residents about what happens to their recycling and waste.</p> <p>SEP has responded to several key consultations published by Defra throughout the year on emerging policy including their landmark Resources and Waste Strategy which will fundamentally change how waste services are funded and delivered by local authorities. In response to this, SEP is developing a partnership approach to</p>

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				<p>waste prevention and recycling in Surrey for the next three years (SEP 2025). This will look to align with emerging government policy and targets, and begin to respond to decarbonisation by planning changes to our vehicle fleets to use alternative fuels. The plan is to have this approach approved by the partnership this autumn.</p> <p>The SEP work programme for 2022/23 has been developed and approved. This is a continuation of the ongoing measures above plus new initiatives that will continue to address priority areas.</p>

KEY:  Completed / achieved & ongoing work  Delayed/part achieved  On Hold / at significant risk



## PARTERSHIPS – JWS

Ref/Status	Target/Project	Milestone/Target	Status / End of Year	Update/Comments
EC15 COM5	<p><b>Joint Waste Solutions:</b></p> <p>By 31st March 2022 to have continued to work with our waste contractor to provide a high-quality waste service. The actions will include:</p> <ol style="list-style-type: none"> <li>Working with our waste contractor to implement the contract improvement plan to milestones agreed by the Joint Contract Services Committee.</li> <li>To work with the Surrey Environment Partnership and the waste contractor to achieve continuous improvement in</li> </ol>	<p>Projects in 2021/2022 to include:</p> <ul style="list-style-type: none"> <li>Improved customer journey and complaints handling within the Amey Call centre.</li> <li>Continuous KPI improvements.</li> <li>Improvement in IT</li> <li>Implement the Carbon Trust Amey Fleet Model recommendations and replace diesel- and petrol-powered vehicles, plant and</li> </ul>	Majority Achieved	<p><b>Joint Waste Solutions</b></p> <p>The coronavirus pandemic and HGV driver shortages have meant that a significant amount of resource within JWS has been focused on service recovery and communicating the impacts on service to residents. This has meant that opportunities for service improvements have been limited, and some activities have had to be delayed or re-scoped. Despite these issues, a considerable amount of work has been delivered in 2020-21. The key highlights include:</p> <ul style="list-style-type: none"> <li>A new IT system (Whitespace) has been implemented with all resident forms now on the JWS website which is a major milestone for getting better data to use in our work.</li> <li>Training on how to recognise the contamination of DMR and how to help reduce it has been delivered to the Surrey Heath crew in early 2021, which resulted in a significant reduction in rejected loads of recycling and will now be rolled out to other areas of Surrey.</li> <li>A trial funded by the SEP work programme on targeting letters to houses where DMR contamination is a problem</li> </ul>

KEY:

Green

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Delayed/part achieved

Red

On Hold / at significant risk








	<p>waste collection and street cleansing.</p>	<p>equipment with zero/low carbon alternatives (e.g. electric, hybrids, bio fuels.)</p> <p>Projects in 2021/2022 to include:</p> <ul style="list-style-type: none"> <li>- Litter bin review JWS are currently working with the Surrey Heath GIS team to create a 'waste layer' on the GIS system. Review feedback from Councillors about local requirements.</li> <li>- Improvements to waste and recycling services at communal developments - Funding available through the Surrey</li> </ul>		<p>has been completed in the joint contract area. Analysis is being conducted and will be used to see where else this scheme could be rolled out.</p> <ul style="list-style-type: none"> <li>• New contracts are in place for textiles (Green World Recycling) and for WEEE (Biffa Transform).</li> <li>• Managing agents have been engaged on delivering improvements to recycling services with a guidance document being developed that clearly sets out their responsibilities.</li> <li>• A Joint Contract work programme for 2022/23 has been developed and approved. This will see ongoing measures above continue plus new initiatives that will continue to address the priorities for the joint contract area.</li> </ul> <p><b>Garden Waste</b></p> <p>Garden Waste collections were suspended due to the national HGV shortage followed by a reduced service consisting of a monthly collection. Subscribers were updated whilst the service was being reinstated. Fortnightly garden waste collections restarted Monday 2 May</p>
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KEY: Green Completed / achieved & ongoing work Amber Delayed/part achieved Red On Hold / at significant risk





		<p>Environment Partnership will cover expanding and improving the food waste collection service, as well as improving Dry Mixed Recycling.</p> <ul style="list-style-type: none"><li>– Assisted collection review - To ensure efficiency in the service and improve service to the residents</li></ul>		
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KEY:  Green Completed / achieved & ongoing work  Amber Delayed/part achieved  Red On Hold / at significant risk



# LEGAL AND DEMOCRATIC SERVICES

Ref/Status	Target/Project	Milestone/Target	Status / End of Year	Update/Comments
LDI CORI	<p>Prepare for and Conduct of the Police and Crime Commissioner Election</p> <p>Surrey County Council Elections and Local By-Elections in May 2021.</p> <p>Manage the Impact of Covid and associated restrictions on the safe running of the election.</p>	6-8 May 2021	Complete	<p><b>Police and Crime Commissioner Elections</b> held successfully May 2021. Three bi-elections also held on the same day.</p> <p>Bi-elections also took place in October 2021, November 2021 and April 2022.</p>

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# FINANCE & CUSTOMER SERVICES

Ref / Status	Target / Project	Milestone/ Target	Status / End of Year	Update/Comments
FCSI COR2	<p><b>Post-Covid Customer Service</b></p> <p>Review of how we deliver front-facing services and implement recommendations</p>	<p>Review by September 2021</p> <p>Complete implementation by March 2022</p>	Complete	<p><b>Post-Covid Customer Service</b></p> <p>Since April 2021, the contact centre has been operating Meet &amp; Greet from 9:00 to 13:00 each day.</p> <p>Appointments can be made for Face-to-Face enquiries for Revs &amp; Bens, Generic Enquiries within those hours.</p> <p>Customers can also be seen without an appointment.</p> <p>There has been a great reduction in the customers visiting the Contact Centre, mainly, dropping off documents for Revs &amp; Bens, Housing information, Taxi Licensing enquiries, Environmental enquiries, Planning Histories and Pension Stamping.</p> <p>Most of these interactions can be resolved at Meet &amp; Greet.</p> <p>Customer service support in person available throughout working day if required in an emergency and appointments in the afternoon are also available.</p>
FCS2 COR3	<p><b>Review of Post-Room Function / cash &amp; credit card</b></p>	<p>Review by September 2021</p>	Complete	<p><b>Review of Post-Room Function / cash &amp; credit card kiosk in Surrey Heath House reception</b></p>

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KEY:

Green

Completed / achieved & ongoing work

Amber

Delayed/part achieved

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On Hold / at significant risk



Ref / Status	Target / Project	Milestone/ Target	Status / End of Year	Update/Comments
	<p><b>kiosk in Surrey Heath House reception</b></p> <p>How does the Council handle incoming/outgoing mail and receive cash/cheques.</p>	Complete implementation by March 2022		<p>Main Reception and Post Room Review took place in September 2021, and no changes were recommended at this time.</p> <p>The Post Room continue to receive and process through the Council's payment system a reduced number of cash &amp; cheques through the kiosk.</p> <p>Cheques are also received through Royal Mail and processed. Mail is received and collected daily by Royal Mail; the post room continue to frank all outgoing mail.</p>
<p><b>FCS3</b> FIN1</p>	<p><b>Treasury Strategy</b></p> <p>Review and refresh the Council's Treasury strategy to ensure that returns from treasury investments are borrowing costs are optimised.</p>	Treasury updated twice yearly in June and December and the strategy agreed in February (for the following year)	Complete	<p><b>Treasury Management Strategy 2022/23 agreed at Council in February 2022.</b></p> <p>This went to the Executive in February 2022.</p>
<p><b>FCS4</b> FIN2</p>	<p><b>Medium Term Financial Strategy (MTFS)</b></p> <p>Review and refresh the Medium Term Financial</p>	Align with the preparation of the new Five Year Strategy. To be agreed by the	Complete	<p><b>Medium Term Financial Strategy (MTFS) 2022/23 to 2025/26</b> agreed at Council February 2022 and aligns with the 5 Year Strategy priorities.</p>

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	Strategy. Set a sustainable and robust budget.	Council October 2021.		
FCS5 FIN3	<b>Post-Covid Budget Impacts</b> Analyse and modelling the impact of major reductions in income, and carry out budget setting for 22/23, aiming to minimise the impact on services and use of reserves.	Budget agreed February 2022	Complete	Impact of Covid incorporated into preparation of Medium Term Financial Strategy and budget setting for 2022/23
FCS6 FIN4	<b>Seeking to adopt a 'local procurement' approach to Council spending</b>	Local Procurement Paper to Executive by June 2021	Delayed	<b>'Local procurement' approach to Council spending</b> Following the appointment of the new Director of Finance & Customer Services (December 2021) and Procurement Officer (January 2022), the Council is producing its Procurement Strategy during the 2022/23 year which will include objectives around 'fair trade' and local suppliers for goods and services for contracts that it tenders.
FCS7 FIN4	<b>Review of Purchasing and Procurement</b>	During 2021/22 the Council will	Delayed	<b>Review of Purchasing and Procurement</b>

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	<p>Ensure best value for money (link in with local procurement work TRAI)</p> <p>The Council will also update its purchasing and procurement guidance to reflect post-Brexit Government directives and legislation</p>	<p>consolidate its various purchasing and procurement resources and expertise to achieve improvements in:</p> <ul style="list-style-type: none"> <li>• Value for Money</li> <li>• Transparency of our procurement processes for local businesses</li> <li>• Accountability and achievement of savings in the costs of goods and services purchased</li> <li>• Sustainability</li> </ul>		<ul style="list-style-type: none"> <li>• The Procurement Officer started January 2022 and has worked on the following:</li> <li>• Started a review of the Contracts register to update information and currently worked through 22 contracts; this will help in better future planning to ensure procurements are conducted on time</li> <li>• Started the process of updating the intranet by removing outdated information relating to the EU, and ensuring accurate information is available to those who need the resource</li> <li>• Overseen a greater use of frameworks to speed up and achieve value for money on procurements of the 7 procurements currently ongoing 5 are planned to go through a framework.</li> <li>• The next step and focus now are finalising the work on the contracts register as we want to have a detailed understanding of all procurements that are due for renewal in the upcoming 12 months, and for critical procurements such as IT systems for example to have a 24</li> </ul>

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				<p>month view so that there is enough time for effective decision making.</p> <ul style="list-style-type: none"> <li>Develop and adopt new strategy for the Council by March 2023.</li> </ul>
FCS8 FIN5	To review and update the Council Tax Support Scheme Arrangements.	Review ready to come into effect from 1 April 2022.	Complete	<p><b>Review and update the Council Tax Support Scheme Arrangements</b></p> <p>Revised income banded Working Age Local Council Tax Support Scheme introduced from 1 April 2022, with a one year transitional protect element to limit impact on those current claimants with a greater than £5 per week impact.) The new scheme followed a review by the Community Support Working Group and public consultation.</p>
FCS9 FIN6	<p><b>Council Tax, Business Rates and entitlement to Council Tax Support and Housing Benefit</b></p> <p>Support all residents and business post-Covid with payment of Council Tax,</p>	<p>On-going</p> <p>Measure take up of grants</p>	Complete	<p><b>Council Tax, Business Rates and entitlement to Council Tax Support and Housing Benefit</b></p> <p>Normal recovery practice was re-instated from 1 April 2021 and monthly Liability Order court hearings have been happening. Claims to Housing Benefit and Local Council Tax Support Scheme continued to be processed in a timely manner as did Test and Trace isolation support payments.</p>

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	Business Rates and entitlement to Council Tax Support and Housing Benefit. Administer 'Additional Restrictions Grant funding' to businesses up to 31 March 2022.			All business support grants linked to Business Rate liability were paid, scheme closed 30 June 2021. ARG (Additional Restrictions Grant Funding) of £2,578,990 was spent releasing an additional £806,000 of funding which has been received from the Government. This was spent by 31 March 2022.
FCS10 SHBC7	<b>Commercial Property Strategy</b> Review and update the Council's approach to commercial property in light of the likely economic downturn and announcements on new guidance on borrowing from Government. (Linked to delivery of new Medium Term Financial Strategy – see FIN2)	In line with new Medium Term Finance Strategy (MTFS) – agree at Council in October 2021  Strategy will aim to set financial target, that also furthers the aims of the Council.- - Complete	Complete	<b>Commercial Property Strategy</b> We have continued to measure the returns from the commercial property portfolio against the councils holding costs.  Medium Term Finance Strategy was approved by Council in February and this included a minimum revenue provision for debt repayment in accordance with the CIPFA Prudential Code and latest government guidelines

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FCS11 SHBC8	<p><b>Local Plan</b></p> <p>Continue to develop a new Local Plan to guide development in the Borough and address Housing need. Consult with the public, businesses and partners on the draft local plan.</p>	<p>Consultation on a Draft Plan and Draft Sustainability Appraisal/Strategic Environmental Assessment October – November 2021</p> <p>Aiming to submit Plan to the Secretary of State in October 2022</p>	On Target for Adoption timetable	<p><b>Local Plan</b></p> <p>Consultation on the draft Local Plan including survey online and in person consultation events drop in Q and A's and public exhibitions is taking place March to May 2022.</p> <p>Adoption of plan by December 2023.</p>

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## HR, COMMUNICATIONS AND PERFORMANCE

Ref / Status	Target / Project	Milestone/ Target	Status / End of Year	Update/Comments
HRCPI SHBC2	<p><b>Poverty</b></p> <p>Work with partners to support those living in poverty in the Community.</p> <p>Following a Poverty Consultation Event with public and voluntary sector partners in December 2020 an Action Plan has been agreed with a focus on:</p> <ul style="list-style-type: none"> <li>• Signposting people to practical help and ensuring the gateway to support is clear</li> <li>• Communication plan to encourage people to seek assistance</li> </ul>	<p>Action plan for the year sets clear milestones and targets.</p> <p>Hold Poverty Summit with all Councillors to share best practice and learning from the Poverty Working Group by the end of May 2021.</p>	Achieved & work ongoing	<p><b>Poverty Summit</b></p> <p>Poverty Summit with Councillors took place on the 31st March 2021. The Frimley/Frimley Green, Deepcut and Mytchett Community Group formed in June 21, with Cllr Sarah Jane Croke as its Chairman, and Cllr Helen Whitcroft as its Vice Chair, and this group will now operate independently to feed-in to the wider CSWG.</p> <p>The officer support has progressed with Initial meetings and discussions underway with Chobham and Windlesham in identifying local community representatives to identify how best to bridge the local gaps.</p> <p>£15,000 Grant paid to the Camberley Besom and £5,000 Grant paid to the Woking During the period from November 21-31st March 2022 just under £200,000 was distributed via 2,068 grants locally by Citizens Advice Surrey Heath from the Government Household Support fund from which other local projects have been initiated and supported such as the Community Larder project with St Martins Church in Camberley, and a second location is in progress together with a</p>



Ref / Status	Target / Project	Milestone/ Target	Status / End of Year	Update/Comments
	<ul style="list-style-type: none"> <li>Response to Covid impact and food poverty</li> </ul>			Foodbank to retain the food parcel service to vulnerable families being impacted through increased food costs.
HRCPI SHBC2	Poverty	Hold another Poverty Consultation Event with partners, voluntary and community groups in 9 months (September 2021) to review progress.	Achieved & work ongoing	<p><b>Poverty</b></p> <p>Over 20 partners contributed to a lively discussion relating to the situation and discussed the existing local support network which works well, however it was agreed that a review was required to ensure that the communications of the services relating to foodbanks, and support via local charities such as Citizens Advice/ Frontline was easy to access and understand. The communications plan was reviewed in relation to promoting the availability and access of the Household Support Fund, and this will continue to be reviewed by the Community Support Working Group.</p>
HRCP2 SHBC4	<p><b>Five Year Strategy</b></p> <p>Review and update the Council's Five-Year Strategy setting out our ambitions for our communities, Borough and organisation, including consultation with</p>	<p>Consult with partners and the public on draft Strategy May - July 2021</p> <p>Agreed by the Council in October 2021</p>	Complete	<p><b>Five Year Strategy</b></p> <p>Public consultation, informed by initial discussions with partners, took place over the summer with excellent levels of engagement from residents. The new Five Year Strategy 2022 – 2027 was adopted by the Council in October 2021 following significant input from and engagement with all Members. The key themes of the Strategy are Environment, Health &amp; Quality of Life, Economy and Effective &amp; Responsive Council.</p>

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	partners, residents, businesses and staff.  Agree new Strategy by October 2021 following public consultation.			
HRCP3 BUS3	<b>Physical Activity Strategy</b> To agree a Physical Activity Strategy with the goal of creating an environment where all residents, regardless of background or circumstances, can participate in physical activity.  Reflect updated Sports England and Active Surrey Strategies expected early 2021	First Draft of Strategy for consultation with Members and partners / community groups by September 2021.  Take to Council for Approval by end of March 2022.	Complete	<b>Physical Activity Strategy</b>  Following a three phase consultation process and analysis of research, Surrey Heath's new Physical Activity Strategy "Moving Forward" was approved and adopted by members in January 2022.
HRCP4 COR5	<b>Introduce New Corporate Document Templates for all Council literature</b>	Fully complete by March 2022	Complete	<b>Introduce New Corporate Document Templates for all Council literature</b>

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				<p>Word, PowerPoint and Excel templates with training, guidance and accessibility instructions launched in March 2022.</p> <p>ICT and departmental teams are currently working their way through a vast number (several hundred) of letter templates stored within different applications across the Council.</p>
HRCP5 COR6	<p><b>Improve Engagement and Consultation with Residents</b></p> <p>on and offline to ensure effective consultation with all residents is achieved.</p> <p>Deliver public consultation to support creation of new Five Year Strategy (see HRCP2)</p>	<p>Agreement a framework for best practice and report progress to Executive by September 2021 and March 2022.</p> <p>Five Year Strategy - Consult with partners and the public on draft Strategy May - July 202</p>	Part Achieved	<p><b>Improve Engagement and Consultation with Residents</b></p> <p>Huge progress made through the 5 year strategy consultation which achieved high levels of engagement and response, and an increase in different engagement channels including digital workshops, Instagram, nextdoor and whatsapp.</p> <p>Training via consultation institute undertaken to inform best practise</p> <p>Lessons learnt from Five Year strategy consultation are informing subsequent consultations and results are being reviewed as each consultation progresses to check results so adaptations can be made. Continuing to ensure SHBC is a 'listening' Council.</p> <p>Other significant consultations included:</p> <ul style="list-style-type: none"> <li>Physical Activity Strategy – targeted focus groups followed by an online consultation in Sept/October 2021</li> </ul>

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On Hold / at significant risk



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				<ul style="list-style-type: none"> <li>• Consultation to inform the draft local plan which launched in March 2022 and included exhibitions, drop-in events, online webinars, surveys and dedicated consultation portal.</li> <li>• Camberley Town Centre Strategy – including workshops with partners, residents webinar and online survey</li> <li>• Electric vehicle charging points online survey</li> </ul> <p>Have not taken a formal framework to Council but do now brief all Members on the approach being suggested for large scale consultations for feedback/suggestions/agreements.</p>
HRCP6 COR7	<p>Deliver Communications Support for Covid Recovery</p> <p>work and vaccination programme in conjunction with LRF and Health Partners</p>	Ongoing	Complete	<p>Deliver Communications Support for Covid Recovery</p> <p>Partner meetings and briefings continue on an informal basis. Attendance to all relevant update meetings and presentations continues. Vaccinations comms support for our partners continues.</p>
HRCP7	<p>Agile and Remote Working</p> <p>Implement new ways of working and the ICT Digital strategy to:</p>	Implement Agile Working Policy from April 2021	Achieved & work ongoing	<p>Agile and Remote Working</p> <p>Work completed to prepare for an upgrade at the end of May 2022 which will make a 'virtual desktop' available to more</p>

KEY:

Green

Completed / achieved &amp; ongoing work

Amber

Delayed/part achieved

Red

On Hold / at significant risk



Ref / Status	Target / Project	Milestone/ Target	Status / End of Year	Update/Comments
	<ul style="list-style-type: none"> <li>• Improve customer services and efficiency</li> <li>• Improve resilience – e.g. through moving systems to the Cloud</li> <li>• Improving staff flexibility and engagement</li> </ul>			<p>teams across the Council and greatly improve agile working functionality</p> <p>Revenues and Benefits system has now moved to the cloud and customers have access through a new portal.</p> <p>Intune laptop rollout is continuing with 182 machines now distributed with a schedule in place to rollout the remainder.</p> <p>Improvements to staff engagement will be made through an updated intranet platform that will implemented in May 2022</p> <p>Office accommodation moves have been completed which means Surrey Police have now been able to expand.</p>
HRCP7	Make the best use of our building assets	Consolidating space within Surrey Heath House	Complete & Ongoing	Agile working policy was updated in September 2021 with new work patterns introduced.
HRCP8 TRA4	<p>Improved Project and Performance Management</p> <p>Implement an improved process, toolkit and system for project and performance management across the organisation including</p>	Updated project process, documentation and staff training in place by March 2022.	Part Achieved	<p>Improved Project and Performance</p> <p>The Annual Plan for 2022/23 was agreed by the Executive in March 2022 – following input from the Performance &amp; Finance Scrutiny Committee and contains projects and targets to deliver on the first year of the Five-Year Strategy goals.</p>

KEY:

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	relevant training and support for staff.			The implementation of an improved project management approach has begun, with staff training and a focus on the town centre and property projects and capital projects. Further work to develop this across the Council to take place in 2022/23.
HRCP9 TRA5	<p><b>Review of Community Grants &amp; Support to community to Support Post-Covid Recovery</b></p> <p>Following a report to the Executive in February 2021, deliver:</p> <p>The Council's Community Grants Scheme in 2021/22 with a simplified application process and emergency Food Poverty Grant scheme until end the end March 2022</p>	<p>Target to maximise update of our Community Grants</p> <p>Review of the Council's range of Community Grant schemes to ensure local needs and priorities continue to be met beyond the pandemic be carried out by November 2021.</p>	Complete	<p><b>Review of Community Grants &amp; Support to community to Support Post-Covid Recovery</b></p> <p>Review of Community Grants completed and discussed at the Executive in January 2022, including agreeing grants to be awarded for 2022/23 and the use of the national containment outbreak management fund (COMF)</p> <p>The Council's Emergency Food Poverty Grant Scheme remained open until 31st March 2022</p>
HRCP10 TRA8	<p><b>Identity and action</b> opportunities to develop Partnership Working and</p>	Community Services Partnership from 1 April 2021	Complete	<p><b>Identity and action opportunities to develop Partnership Working and collaboration with Neighbouring Authorities.</b></p>

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	collaboration with Neighbouring Authorities. (For example, Community Services Partnership with Runnymede)	Review of other opportunities On-going		A new Building Control partnership was agreed and started on 1st April 2022. Community Services Partnership completed
HRCPI1 COR4	Review website structure/online customer experience including search facilities and self-service options and implement improvement programme	December 2021	Complete	Review website structure/online customer experience Audit completed. Navigation amended, out of date pages removed, search function expanded for better return of results, accessibility continually under review for improvement due to regulations. Capital funds agreed in February 2022 for a new website as the existing website is being de-supported so further improvement for customers will be achieved via the new site to be launched in 2022/23.
HRCPI2 TRA7	Implement a New Workforce Plan which is fit for purpose to deliver SHBC's future objectives	December 21	Complete	Implement a New Workforce Plan Senior Management restructure was agreed by council in July 2021. Phased introduction of new structure from October 2021. Recruitment for two new strategic director posts completed and started in December 2021 and January 2022. The agreed savings target has been met.

KEY:

Green

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Amber


Delayed/part achieved

Red

On Hold / at significant risk





KEY:  Completed / achieved & ongoing work

 Delayed/part achieved

 On Hold / at significant risk





# INVESTMENT & DEVELOPMENT

Ref / Status	Target / Project	Milestone/ Target	Status / End of Year	Update/Comments
IDI SHBC3	<p><b>Camberley Town Centre Regeneration</b></p> <p>I. Review of the Camberley Town Centre regeneration programme, in light of progress to date and the impact of the pandemic, including:</p> <p>a) In the context of the economic impact of Covid, develop a refreshed strategy for the Town Centre to encompass the London Road Block development</p>	a) Draft October 2021	Delayed	<p>a) <b>Camberley Town Centre Regeneration</b></p> <p>Town Centre Strategy updated, produced and being reviewed by Council. . Development of the strategy was supported by extensive engagement (525 responses).</p>

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KEY:

Green

Completed / achieved & ongoing work

Amber

Delayed/part achieved

Red

On Hold / at significant risk



Ref / Status	Target / Project	Milestone/ Target	Status / End of Year	Update/Comments
IDI SHBC3	<p><b>Camberley Town Centre Regeneration (cont'd)</b></p> <p>b) Utilise the recently completed public realm improvements to the high street delivers a positive contribution to business confidence and footfall (post lock-down/social distancing) and inform future improvement projects</p>	b) May 2021	Delayed	<p><b>b) Camberley Town Centre Regeneration</b></p> <p>Updated Town Centre strategy including phased proposals for future regeneration projects.</p> <p>Town Strategy includes a detailed masterplan which identifies the options for the towns regeneration programme over the coming 10 years</p>
IDI SHBC3	<p><b>Camberley Town Centre Regeneration (cont'd)</b></p> <p>c) Complete the public realm works at Arnold Walk and part of Pembroke Broadway to create a more welcoming entrance to the Town Centre from the Train Station.</p>	c) April 2022	Delayed	<p><b>c) Camberley Town Centre Regeneration</b></p> <p>Works not yet undertaken. The Town Centre Strategy sets out detailed opportunities for both public realm improvements in the town and including the station area.</p> <p>The strategy also includes guidance on how the town could develop its retail centre as means to respond to covid impact.</p>

KEY:

Green

Completed / achieved &amp; ongoing work

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Red

On Hold / at significant risk



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IDI SHBC3	<p><b>Camberley Town Centre Regeneration (cont'd)</b></p> <p>d) As the country comes out of lockdown develop a communications campaign that strongly promotes the 'Unique Selling Points' of Camberley Town Centre</p>	d) May 2021	On Track	<p><b>d) Camberley Town Centre Regeneration</b></p> <p>The Council has delivered and supported a number of events that promote the unique nature of Camberley Town Centre including The Freedom of the Borough Parade, Camberley Comedy Festival, Celebrate Camberley and Camberley Car Show. Further promotion of Camberley Town Centre will form part of the Town Centre Strategy workstream</p>
IDI SHBC3	<p><b>Camberley Town Centre Regeneration (cont'd)</b></p> <p>e) Review of 'Big Spaces' in the Council's town centre i.e. former BHS and House of Fraser and agree proposals for their future use.</p>	e) October 2021	Complete	<p><b>e) Camberley Town Centre Regeneration</b></p> <p>Terms have been agreed to let and reinvigorate use of the former BHS and Halfords units with new experience occupiers planned.</p> <p>Feasibility options for the repurposing of the House of Fraser building have been prepared and reported to the Council.</p>
IDI SHBC3	<p><b>Camberley Town Centre Regeneration (cont'd)</b></p>	f) July 2021	Complete	<p><b>f) Camberley Town Centre Regeneration</b></p> <p>Complete and in place – April 2021</p>

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	f) To adopt a more direct approach to managing the success of The Square including on-shoring the JPUT (Jersey property unity trust) putting in place updated governance arrangements, and agreeing a letting strategy to support a more flexible approach to filling vacant shops.			
IDI SHBC3	<b>Camberley Town Centre Regeneration (cont'd)</b> g) Secure agreement and commence procurement for Phase II of the refurbishment of The Square Shopping Centre, Camberley	g) July 2021	Deferred	g) <b>Camberley Town Centre Regeneration</b> Pending Council budgeting review
IDI SHBC3	<b>Camberley Town Centre Regeneration (cont'd)</b>	h) Summer 2021	Complete	h) <b>Camberley Town Centre Regeneration</b> Leisure centre achieved on schedule and under budget

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	h) Works completed on the construction of the new Camberley Leisure Centre with an opening to the public taking place in Summer 2021			
ID2 I&D1	<p><b>Corporate Property</b></p> <ul style="list-style-type: none"> <li>• Maximise income from five commercial owned properties</li> <li>• Let vacant spaces</li> <li>• Maximising benefit of our assets, for example Surrey Heath House and community sites</li> </ul>	Income target to be set as part of budget in February 2021	Complete	<p><b>Corporate Property</b></p> <p>Fortnightly meetings take place to review the progress of lettings of vacant commercial space (including The Square) with 11 units under offer, 2 vacant and 3 not in a lettable condition.</p> <p>1) significant improvement in reduced vacant spaces</p> <p>2) part of Surrey Heath House let.</p>
ID3 I&D2	<p><b>Corporate Property – Maintenance</b></p> <p>Deliver planned maintenance programme for 2021/22 (part</p>	March 2022	Complete	<p><b>Corporate Property – Maintenance</b></p> <p>Rider Levett Bucknall appointed to undertake an Asset Register plus Planned Preventative Maintenance Programme (PPMP) of a good proportion of our assets both commercial and leisure. Full</p>

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	of five year work programme) on time and in budget for our assets, buildings and estate across all service			reports now completed and PPMP circulated to Leisure and Investment & Development works being reviewed and where appropriate costed.
ID4 TRAI	<b>Economic Development</b> Supporting Post-Covid Economic Recovery in the Borough, including: Advertising and distributing business grants	Spend 100% of grant pot by 31st March 2022(and if don't review scheme)	Complete	<b>Economic Development</b> SHBC was awarded £196,000 in a final round of Additional Restrictions Grants from The Government in January 2022. The final round was published in February and final grants paid out, as per the guidance by the 31st March 2022. SHBC providing over 1,000 discretionary grants over the Pandemic.  96.3% of the grant allocation was spent, with around 97% of applicants being successful (the remainder either with unresolvable issues during the due diligence process or were outside the borough).
ID5 TRAI	<b>Setting up a 'Youth Hub'</b>	Youth Hub – set up by end April 2021	Complete	<b>The Youth Hub</b> Opened on the 28th of June 2021.  Since June 2021 the Youth Hub has supported 180 young people from within the Borough, providing 428 appointments across this time. A total of 31 young people were supported onto Kickstart roles, 21 into full time work, 7 into apprenticeships and 17 have returned to education. All young people are offered

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				a service tailored to their needs and are sign posted to support to one of the many partners supporting the project. Funding is still being confirmed for year 2.
ID6 TRA1	Skills work alongside partners	Skills Work – describe schemes in place	Complete	<p><b>Skills Work</b></p> <p>A further 15 people were supported in the second Start up academy run by the Surrey Chambers. 10 people also supported through our 1:2:1 mentorship programme with Enterprise South. 12 referrals have been made across the year to The Growth hub.</p>
ID7 TRA2	<p><b>Economic Development</b></p> <p>Working with property partners to avoid empty retail spaces and support local small business, for example using temporary ‘meanwhile’ lets to local artisans.</p>	Have a scheme in place by end June 2021	Achieved and Ongoing	<p><b>Economic Development</b></p> <p>‘Meanwhile’ lets approach in place during the year. Meanwhile projects within the Square delivered this year are</p> <ul style="list-style-type: none"> <li>• Squish – Supported by the Welcome Back Fund</li> <li>• Pop Up Shop – on-going initiative, current tenant Designer Exchange. This project, funded in part through COMF allowed for the purchase of a movable temporary wall that can be used in various units within the Square to allow for smaller retailers to take on larger vacant properties for a short period of time</li> </ul>

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				<ul style="list-style-type: none"> <li>Willow and Nutmeg – a retailer who has moved from online to trial bricks and mortar store</li> <li>The Workshop – Youth Employment project funded by DWP</li> <li>Secret Stage School – Trial alternative use for a retail unit, now successful and starting to pay turnover rent.</li> <li>Rock Box – Trial of a space closer to the town centre giving confidence to the retailer to hopefully take on a more permanent unit within the town centre</li> <li>Be Independent competition likely to run again this year to offer a unit free for 6 months.</li> </ul> <p>Formal approach to the use of meanwhile rents to be determined and agreed later in 2022.</p>
ID8 TRA3	<p>Promoting the Borough</p> <p>Have in place inward investment promotional literature and content based on local data and case studies and use to promote Surrey Heath through the year.</p> <p>Relaunch 'Open for Business' strapline</p>	Regular reporting on number of businesses contacted and rate of successful outcomes achieved	Delayed	<p>Promoting the Borough</p> <p>Due to limited resourcing due to Covid and the distribution of business grants the development of this has been delayed and will be delivered by Autumn 2022</p> <p>The re-launch of 'Open For Business' has happened with the Economic Development team restarting their proactive meetings with local businesses towards the end of the year. The team is now meeting around 4 businesses per week either in response to an enquiry or the team directly contacting the business.</p>

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# Covid 19 Response

Ref / Status	Target / Project	Milestone/ Target	Status / End of Year	Update/Comments
<p>Page 57</p> <p>COVI9 SHBC9</p>	<p><b>Covid-19 Response and Recovery Work</b></p> <p>The Council is working with partners to respond one of the biggest pandemics the world has experienced in 100 -years. It is also facing the biggest economic crisis in history. A major incident was declared in Surrey on 19th March 2020 and since then the Council has been actively working with partners and the community to respond to the incident to support the NHS and save lives. It is expected that the Council will remain in this response phase until at</p>	<p>The actions in 2021/2022 will include:</p> <p>I. To work with Surrey Local Resilience Forum (SLRF) partners to respond to the current pandemic in line with priorities agreed by the Strategic Coordinating Group. This includes but not limited to:</p>	<p>Complete</p>	<p><b>Covid-19 Response and Recovery Work</b></p> <p>The Council continued to attend meetings of the LRF to coordinate the Council's response to Covid.</p>

KEY:

Green

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On Hold / at significant risk





	<p>least June 2021 and then move to Recovery</p> <p>Include a review of the impact of the Covid-19 Pandemic on Surrey Heath Borough, including the impact on the town centre, empty retail spaces, housing capacity, car parking standards and a 'unique selling point' for the town centre</p>			
		<p>a) Support the delivery of the Covid 19 vaccination programme</p>	<p>Complete</p>	<p>a) The Council has supported the vaccination programme in a number of ways; including informing through our communications team; promoting messaging and dispelling misinformation in the community through the Covid champion scheme; taking calls through our contact centre and providing free transport for vulnerable people to the vaccination centres. More recently the Council has set up "pop up" vaccination centres in the town centre</p>
		<p>b) Providing welfare support to vulnerable and Clinically Extremely</p>	<p>Complete</p>	<p>b) Preparations were made to support CEV residents requiring to shield but this was not been necessary.</p>

KEY: Green Completed / achieved & ongoing work Amber Delayed/part achieved Red On Hold / at significant risk





		Vulnerable residents required to shield.		
		c. Provide support to businesses required to close due to Covid restrictions.	Complete	c) Guidance was given to businesses through the Covid Marshalls and the Economic Development Team and Environmental Health team are still continuing to support businesses with advice and support in relation to Covid Risk Assessments.
		d. To enforce Covid restrictions	Complete	d) In 2021-22 Environmental Health responded to 139 service requests from the public/businesses regarding Covid-19 and investigated 2 outbreaks in conjunction with UKHSA. 120 face to face Covid-19 contact tracing visits were carried out by officers including out of hours.
	2. By 1st June 2021 to have established an internal Recovery Coordinating Group.		Complete	2. <b>Recovery Co-ordinating Group</b> A Recovery Incident Management Team was set up in March 2021 and has since been disbanded. Can be reconvened if required.

KEY: Green Completed / achieved & ongoing work Amber Delayed/part achieved Red On Hold / at significant risk



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## SUCCESS MEASURES 2021/2022

	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
	Indicator	Description	Target 2021/22	2020/21 Q1	2021/22 Q1	2021/22 Comments Q1	2020/21 Q2	2021/22 Q2	2021/22 Comments Q2	2020/21 Q3	2021/22 Q3	2021/22 Comments Q3	2020/21 Q4	2021/22 Q4	2021/22 Comments Q4	Annual Total	End of Year Comments
2	(New) The number of people PARKING ('parking events') compared to pre-Covid numbers in 2019/20.	NEW - Parking – measuring impact of Covid	70%	n/a	132,655	Visitors 2019 - Q1, 190,234 2020 - Q1 Free Parking, No data available 2021 - 132,655	n/a	85%		n/a	80.48%	Visitors 2019 - 224,698 customers 2021 - 180,845 customers	n/a	89.80%	Customers 2019 - 205,883 2021 184,974		
3	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 enquiries including historical research.	6,500	0	801	37 x enquiries (15 research enquiries on the collection or local history) 150 x school children 90 x care home resident 390 x visitors (only open for half of this quarter) 134 x reached via outreach event. In addition, we have reached 956 website page views.	500	1,926	Busy Free French Forces exhibition, holiday events, 2 x Supporter Group trips to heritage sites and joining forces with the Square for children's workshops. Return to normal figures pre-pandemic - Q2 2020 = 500.	808	1,293	232 schools 142 events 40 enquiries	22	1,612	Customers Visitors - 1,207 Outreach -405	5,632	Annual Total of Web hits - 37,039
4	Reduction in the Percentage of INACTIVE Surrey Heath RESIDENTS	A reduction in the % of 'inactive' (taking part in less than 30 minutes physical activity a week) Surrey Heath residents according to Sport England's Active Lives survey. Sports England's Active Lives Survey is sent to randomly selected households with the results published twice a year in April and October for the covering a rolling years' worth of data.	23%	20.30%	21%	change +0.7% a 0.7% increase from the previous year but given the pandemic this actually quite a positive result	20.30%	21%	Based on latest Active Lives survey data released 30th April 2021 covering period Nov 2019-2020	18.70%	22%	Based on activity levels May 20 - May 21	21.00%	21%	Based on activity levels November 20 - November 21	21%	A lower percentage result is better. End of year result last published result available.
5	People Attending Events at CAMBERLEY THEATRE	The number of people attending theatre and community events at Camberley Theatre.	55,000	0	1,965	Covid-related	80	4,760	The theatre reopened for full capacity performances in line with government guidance on 19 July. The summer period is ordinarily quiet for Theatre's when most are 'dark' for maintenance and while audiences prefer to be outdoors or on holiday.	1,214	19,545	0	12,896		39,166	End of Year result	
6	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%	96.40%	97.3%		96.96%	96.60%		95.95%	97.40%	96.60%	98.10%			98.10%	Snapshot at year end.
7	Environmental Health COMPLAINTS	NEW! Percentage of noise complaints that were closed during each quarter and number that were within 90 days	80%	75.00%	85%	45 closed out of 53 received	87%	86%	84 closed out of 98 received	88%	84%	32 closed out of 38 received	94%	92.5%	38 closed out of 40 received.	86%	229 cases out of which 198 were closed giving a percentage rounded down to 86%
8	Number of JOURNEYS BOOKED by community bus in a year	Number of journeys BOOKED for community bus in a year. Completed journeys also monitored. Always a number of cancellations, often due to illness.	24,000	5,246	1,109	Covid-related	4,849	3,070		1,158	2,388	857	2,189	A recovery plan for transport is required in 2022/2023 across the partnership that will outline the focus for our transport service going forward. Alternative considerations such as rationalising of the fleet across the partnership etc. has been discussed as part of Star Chamber process, if recovery is not to the levels required	8,756	End of Year Total  The reason for the reduction is primarily down to the impact of the pandemic where services were not used and many of those who used them previously needs have changed. Groups have not operated or returned post pandemic etc. whilst limited attendance at Windle Valley Centre, the return of the Saturday Club only in May 2022 etc. all impact numbers travelling.	
9	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.	37,000	16,622	12,100	including tea packs	16,363	11,215		14,235	10,121	14,126	9,496	Solid performance throughout the year. Q4 figures impacted by spike in number of people in hospital over long term (12 at end of March) and service users who died during the quarter.	42,932	End of Year Total	
10	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)	1100	1,111	1,101	increased from 1000 - previous quarter (Q4)	1,111	1,104		1,115	1,086	1,000	1,042	Number of connections is consistent, reduction is generally down to two person households reducing to one person, or leaving the service to be replaced with single occupancy.	1,042	End of Year Total	
11																	

## SUCCESS MEASURES 2021/2022

	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
2	Indicator	Description	Target 2021/22	2020/21 Q1	2021/22 Q1	2021/22 Comments Q1	2020/21 Q2	2021/22 Q2	2021/22 Comments Q2	2020/21 Q3	2021/22 Q3	2021/22 Comments Q3	2020/21 Q4	2021/22 Q4	2021/22 Comments Q4	Annual Total	End of Year Comments
12	Number of referrals to SOCIAL PRESCRIBING service	Number of referrals to Social Prescribing service across whole of Surrey Heath partnership project.	900	38	149	Covid-related	119	138		120	212		107	222		721	End of Year Total
13	HANDYPERSON service referrals	Number of referrals to the newly introduced Handyperson service.	235	44	45	Covid-related	38	61		56	53		37	52		211	Total
14	Percentage of COMPLAINTS Responded to Within Target	Percentage of 'formal' complaints (stage 2-3) responded to within target 2 days to acknowledge and 10 days to reply)	90%	100.00%	67%	Unfortunately two complaints exceeded the service standard, due to the complexity of the required response. Six stage 2 - 3 complaints received.	100.00%	75%	Eight stage 2 - 3 complaints received, two exceeded the service standard.	100.00%	100%	Five stage 2 - 3 complaints received, all responded to within the service standard.	90.00%	86%	Unfortunately one complaint exceeded the service standard. The customer was kept informed by way of holding responses. As only 7 formal complaints were received throughout this period this has impacted greatly on the percentage achieved within the results submitted.	81%	Average
15	CUSTOMER SATISFACTION RATING of Good/Excellent to Exceed 90%.	Customer satisfaction rating of good/excellent to exceed 90%	95%	100.00%	100%		100.00%	100%		100.00%	100%		100.00%	100%		100%	Average
16	COUNCIL TAX Collected	Percentage calculated, as a cumulative year-to-date figure, from the total council tax payments received compared to the total amounts payable in that year	98.75%	28.26%	29.72%		55.74%	57.49%		85.60%	84.44%		98.70%	98.35%		98.35%	End of Year result. Challenging year for Council Tax collection in the current economic climate. The team also continue to focus on collecting arrears from previous years.
17	Non-Domestic (BUSINESS) RATES Collected	Percentage calculated, as a cumulative year-to-date figure, from the total business rates payments received compared to the total amounts payable in that year	98.75%	28.10%	29.59%		53.60%	54.96%		84.70%	79.49%		99.80%	99.69%		99.69%	End of Year result
18	BENEFITS Processing - NEW	a) Number of days taken to process new housing benefits claims	a) 20 days (new claims)	25.30	14.6 days		20.10	22.5	88 new HB claims processed since 1 April 2021	23.60	17.3		21.90	20.9	Q4's figure was delayed due to one individual claim that has somewhat skewed the statistic. It was the result of the application being delayed due to the state retirement pension implementation issues that the DWP are having.	19.2	Average for the year
19	BENEFITS processing - CHANGES	b) Number of days taken to process changes to benefits	b) 7 days (changes)	4.90	2.7 days		2.40	3.6	2133 changes processed for HB claims since 1 April 2021	2.40	4.1		2.30	1.9		2.6	Average for the year
20	INVOICES PAID On Time	Percentage of invoices paid on time.	97%	97.78%	99.01%		98.06%	97.36%		98.24%	97.98%		97.92%	97.24%		97.86%	End of Year result
21	Household waste RECYCLED and COMPOSTED	Cumulative year-to-date figure, calculated by comparing the amount of waste sent for recycling, reuse and composting against the total waste collected. This figure includes street sweepings.	61%	64.20%	60.70%		62.10%	60.40%		61.50%	59.20%		61.00%		To follow - Q4 data being audited		To follow - Q4 data being audited
22	Percentage of streets falling below a GRADE B CLEANING STANDARD 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%	0.60%	1%		0.67%	0.50%		0.67%	0.50%		1.17%	0.67%	Please note that on a quarterly basis, transects of 50m (each side of the road) are performed to assess the level of litter on 300 roads across Surrey Heath. Whilst the figure is slightly higher compared to the previous quarter (due to the impact of Storm Eunice), we are pleased to say this is once again well within the 4% target.	0.67%	Average
23	Number of 'MISSED' BINS.	NEW! Number of 'missed' residential kerbside collections per 100,000 collections. Monitored as part of contract performance.	80	48	38.7	new figures submitted by Sarah Beck on 11/01/2022 - changed from 23	36	42	No data yet available due to IT outage earlier in the year and HGV driver shortage issues impacting garden waste collections - validation process has been delayed. (Sarah Beck)	35	34.5		40		To follow - Q4 data being audited		To follow - Q4 data being audited

## SUCCESS MEASURES 2021/2022

	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
2	Indicator	Description	Target 2021/22	2020/21 Q1	2021/22 Q1	2021/22 Comments Q1	2020/21 Q2	2021/22 Q2	2021/22 Comments Q2	2020/21 Q3	2021/22 Q3	2021/22 Comments Q3	2020/21 Q4	2021/22 Q4	2021/22 Comments Q4	Annual Total	End of Year Comments
24	Processing of 'MAJOR' Applications	Percentage calculated as the number of major applications processed within timescales (13 weeks) against total received. As per national guidelines, this includes applications where there is an agreement for an extension.  Government target is 60%	72%	50.00%	100%	Q1 = 2/2;	57.00%	100%	Q2 = 3/3	100.00%	100%	Q3 = 1/1	67.00%	100%	Q4 = 3/3	100%	Average Total for financial year 9, 100%,
25	Processing of 'NON-MAJOR' Applications	Percentage calculated the number of <b>minor and other</b> 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%	78.00%	85%	Q1 Minor - 20/35 Q1 Other - 149/166 = 169/201	73.00%	81%	Q2 Minor - 22/31 Q2 Other - 151.182 = 173/213	84.76%	82%	Minors = 21/29 = 72% Others = 127/152 = 84%  (Minor+Others - 148/181=82%)	84.00%	76%	MINOR = 10/15; OTHER = 110/142; COMBINED = 120/157	81%	Average
26	APPEALS dismissed against the Council's refusal of planning permission	Percentage of appeals dismissed against the Council's refusal of planning permission.	65%	50.00%	75%	2 allowed, 6 dismissed = 75% (Nb.Excluded one appeal decision which was part allowed/part dismissed)	0.00%	100%		50.00%	73%	8 of 11	54.00%	63%	Q4 appeals = 5/8 = 63%	78%	Average
27	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	67	30	(a further 10 people who would otherwise be rough sleeping are accommodated under discretionary powers in the pods jointly provided with Surrey County Council and in bed and breakfast)	32	37	Over half of all households in B&B are now single person households with limited move on options	31	25	The number of households in TA for Q3 dropped due to large development of new build social housing that we allocated a large number of people to. This allowed people to move on from TA.	36	34	Q4 is higher as we were required to accommodate non-priority people again due to the Omicron variant. This led to an increase in discretionary placements.	34	Snapshot at year end.
28	Housing advice – HOMELESSNESS prevented	A count of the number of households who approached the Council as homeless or threatened with homelessness within 56 days who had their homelessness prevented (i.e. were able to remain in their current home) or relived (i.e. were found a move to an alternative home) by the work of the Council's Housing Solutions Team	30 (quarterly target)	10	12	Covid-related	26	24	The prevention figures for Q2 and Q3 are improved as they are connected to the large development of new build social we had available to allocate to. We were also able to refer people to our accommodation project Connaught Court in these quarters which helped prevent homelessness.	10	27	See Q2's comments	10	12	Q4 dops off due to Omicron.	75	End of Year result. This indicator provides 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.
29	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)	22	18		27	39		29	39		19	39		135	Total across year.
30	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%	88.00%	No data available	Still awaiting data reports to be set up by SCC - likely to be in place for next quarter	92.00%	95%		85.00%	87%			90%		94%	Average
31	REFUGEE RESETTLEMENT	Number of families resettled under the UK resettlement scheme.	3 families	N/A	5	Total resettled families is now 5 in SH	N/A	5		N/A	5		N/A	5		5	

## SUCCESS MEASURES 2021/2022

	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
2	Indicator	Description	Target 2021/22	2020/21 Q1	2021/22 Q1	2021/22 Comments Q1	2020/21 Q2	2021/22 Q2	2021/22 Comments Q2	2020/21 Q3	2021/22 Q3	2021/22 Comments Q3	2020/21 Q4	2021/22 Q4	2021/22 Comments Q4	Annual Total	End of Year Comments
32	<b>Planning Enforcement Breaches - REFERRALS</b>	Percentage of planning enforcement referrals where the initial action (e.g. a site visit) takes place within the target timescales set out in the Local Enforcement Plan.  Current target timescales: High Priority – 2 working days Medium Priority – 10 working days Low priority – 21 working days	<b>75%</b>	69.00%	<b>91%</b>	Number of referrals received = 55 Initial action within set time scales = 50	94.00%	<b>92%</b>		75.00%	<b>89%</b>		95.00%	<b>89%</b>		<b>91%</b>	Average



**Surrey Heath Borough Council**  
**Performance and Finance Scrutiny Committee**  
**13 July 2022**

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**Capital Outturn and Prudential Indicators for 2021/22**

<b>Portfolio Holder:</b>	Councillor Robin Perry- Finance
<b>Strategic Director/Head of Service</b>	Bob Watson, Strategic Director of Finance & Customer Services
<b>Report Author:</b>	Tony McGuinness, Interim Accountant
<b>Date Portfolio Holder signed off the report</b>	1 July 2022
<b>Wards Affected:</b>	All

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**Summary and purpose**

To provide the Committee with a high-level view of the capital outturn for 2021/22 and to note the request for Executive to approve the reprofiling of capital budgets to the remaining years of the programme and report on the actual performance against the 2021/22 capital prudential indicators.

**Recommendation**

The Committee is advised to RESOLVE that

- (i) Actual capital expenditure for 2021/22 of **£4.490 million** against a budget of **£14.024 million** be noted;
- (ii) Executive will be requested to approve the budget provision of **£8.492 million** be reprofiled from 2021/22 into 2022/23, as previously identified in the budget report in February to Council, and included in Annex 1, be noted;
- (iii) The additional reprofiling of **£0.732 million** further identified at year-end (31 March 2022) and also included in Annex 1 be noted.
- (iv) The additional expenditure of **£35,000** for urgent health and safety remedial works at the Camberley Theatre and included in Annex 1 be noted – this is funded from a revenue contribution in 2021/22. This combined with items (ii) and (iii) totals **£9.259 million** to be reprofiled into 2022/23.
- (v) the revised 2022/23 Capital Programme of **£10.360 million** comprising the **£1.101 million** of new budget agreed at the Council meeting in February 2022 plus **£9.259 million** of previously agreed budget reprofiled into 2022/23, be noted;
- (vi) The final capital prudential indicators for 2021/22 be noted.
- (vii) The Committee make any comments and/or recommendations to Executive when they consider this report at their meeting to be held on 19 July 2022.

## **1. Background and Supporting Information**

- 1.1 This capital report allows Members to gain a more detailed understanding of the spend associated with the various projects included within the 2021/22 capital programme
- 1.2 The actual spend to the 31 March 2022 is £4.490 million which is 32% of the total programme of £14.024 million; this represents a net underspend of £0.310 million and reprofiling of £9.224 million. The detailed expenditure compared to budget by individual scheme is detailed in Annex 1.
- 1.3 The forecast for year end expenditure at period 9 (31 December 2021) was £5.035 million. Following best value and practice across most of local government, the reduced outturn position is due to services reviewing the delivery of projects in the current economic climate of high inflation, increased material and labour costs around the construction sector in particular. This led to many projects being put on hold whilst their viability was re-assessed; the budgets have been reprofiled accordingly and these will be reviewed during the current financial year. As a result, directorates have made a number of requests for budgets to be rephased from 2021-22 to 2022-23, these are detailed in Annex 2.
- 1.4 The prudential indicators for the financial year 2021/22 compared to 2020/21 are detailed in Annex 3. The actual capital financing requirement (CFR) is the same as the budget at **£174 million**. The ratio of financing costs to net revenue stream is higher than anticipated due to lower levels of investment income being received in 2021/22.

## **2. Reasons for Recommendation**

- 2.1 Part of strong financial management is that the revenue and capital budgets are reviewed regularly especially at the end of the financial year and reported to Performance and Finance Scrutiny Committee and the Executive for review and discussion.

## **3. Proposal and Alternative Options**

- 3.1 The Committee is asked to note the report on the 21/22 capital budget for the period 1 April 2021 to 31 March 2022. The Committee should also note that if the rephasing of budgets is not approved, then it means that the previously agreed capital programme will not be delivered.
- 3.2 The Committee is invited to make any comments and/or recommendations to the Executive when they consider this report at their meeting to be held on 19 July 2022; alternatively the Committee need not make any comments and/or recommendations.

## **4. Contribution to the Council's Five Year Strategy**

- 4.1 The budgets agreed at Council are aligned to and supports the approved five year strategy.

## **5. Resource Implications**

5.1 The resource implications are detailed in this report

## **6. Section 151 Officer Comments:**

6.1 Capital budgets are agreed and set for the project/programme and are not always limited to a single financial accounting year. Rephrasing and reprofiling of previously agreed budget is not uncommon in many councils.

6.2 Any project that has been delayed will need to have a full review of its original business case, its cost projection and overall viability before it is commenced.

6.3 Building on the original budget papers in February, the capital programme has been scaled back to allow rephased projects to be completed.

## **7. Legal and Governance Issues**

7.1 The Strategic Director of Finance and Customer Services will monitor performance against the Council's budget on an on-going basis and will advise upon the Council's overall financial position.

## **8. Monitoring Officer Comments:**

8.1 No further comments from the Council's Monitoring Officer.

## **9. Other Considerations and Impacts**

### **Environment and Climate Change**

9.1 Details of these are in the individual service areas the budgets support

### **Equalities and Human Rights**

9.2 Details of these are in the individual service areas the budgets support

### **Risk Management**

9.3 Regular financial monitoring of the revenue budget enables risks and budgetary pressures to be highlighted and addressed at an early stage so that mitigating actions can be taken

### **Community Engagement**

9.4 Where necessary engagement will be taken through individual service the budgets support

**Background Papers:** None

### **Annexes:**

Annex 1: Capital Programme for 2021/22

Annex 2: List of budgets to be rephased into 2022/23

Annex 3: Prudential indicators

**CAPITAL PROGRAMME 2021/22**

	B/Fwd from 2020/21	Approved Bids 2021.22	Total 2021/22 Programme	Current Spend & Commitments	Funds Available	Year end Forecast at p9	Proposed Re- Phasing into 2022/23	Initial Budget 2022/23	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
<b><u>Investment &amp; Development</u></b>									
1	0	754	754	432	322	432	322		
2	0	1,460	1,460	49	1,412	48	1,412		
3	0	90	90	34	56	50			
4	2,343	0	2,343	0	2,343	0	2,343		
5	3,128	630	3,758	157	3,600	157	3,600		
6	81	0	81	63	18	85	0		
7	300	-300	0	0	0	0	0		
8								55	
9	49	0	49	49	0	51	0		
10	25	0	25	0	25	0	25		
	<b>Sub Total</b>	5,926	2,634	8,560	785	7,776	823	7,703	55
<b><u>HR Performance and Communications</u></b>									
11	10	-10	0	0	0	0	0		
12	0	25	25	0	25	25	0		
13	0	13	13	13	0	13	0		
14	0	100	100	100	0	100	0		
15								11	
16	0	91	91	0	91	0	91		
	<b>Sub Total</b>	10	219	229	116	138	91	11	

	B/Fwd from 2020/21	Approved Bids 2021.22	Total 2021/22 Programme	Current Spend & Commitments	Funds Available	Year end Forecast at p9	Proposed Re- Phasing into 2022/23	Initial Budget 2022/23
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b><u>Environment and Community</u></b>								
17	42	0	42	0	42	0	0	
18	0	105	105	0	105	0	105	
19	120	75	195	214	-19	214	0	
20								74
21								110
22								41
23	6	0	6	4	2	0	0	
24	19	0	19	0	19	10	19	
25	54	0	54	0	54	54	54	
26	7	0	7	0	6	7	6	
27	20	50	70	70	0	70	0	
28	0	28	28	28	0	28	0	
29	77	0	77	77	0	77	0	
30	25	0	25	0	25	0	25	
31	134	0	134	0	134	0	134	
32	0	7	7	4	3	4	0	
33	0	45	45	0	45	0	45	
34	2,219	0	2,219	1,932	287	1932	0	
35	166	0	166	8	158	74	158	
36	0	70	70	70	0	70	0	
37							35	
38	40	0	40	42	-2	42	40	
39	0	127	127	0	127	0	127	
40	755	780	1,535	871	665	1220	665	780

	B/Fwd from 2020/21	Approved Bids 2021.22	Total 2021/22 Programme	Current Spend & Commitments	Funds Available	Year end Forecast at p9	Proposed Re- Phasing into 2022/23	Initial Budget 2022/23
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
41 Openspace Works	2	0	2	0	2	0	0	
42 Drainage Works	60	0	60	7	53	7	53	
43 128 London Rd (Connaught Court)	50	0	50	91	-41	91	0	
44 151 Gordon Avenue (Night Stop)	0	152	152	174	-23	174	0	
<b>Sub Total</b>	<b>3,797</b>	<b>1,439</b>	<b>5,235</b>	<b>3,593</b>	<b>1,642</b>	<b>4,074</b>	<b>1,465</b>	<b>1,005</b>
<b>Finance and Customer Services</b>								
45 Civica Cash Management Module								30
<b>Sub Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30</b>
<b>GRAND TOTAL OF ALL SCHEMES</b>	<b>9,732</b>	<b>4,292</b>	<b>14,024</b>	<b>4,490</b>	<b>9,535</b>	<b>5,035</b>	<b>9,259</b>	<b>1,101</b>

**Annex 2**

Capital Scheme	Rephasing identified at Feb 22 Council	Year-end rephasing	Additional scheme	Purpose	Reason for carry forward
	£000	£000	£000		
Public Realm Works	322			This will improve access into the town centre and provide opportunities for public realm improvements for Camberley Town Centre set out in the Council's adopted Camberley Town Centre Area Action Plan	Complete except for a small retention The Public realm project is now finished and there will be a final invoice in August following issue of the Defects Certificate
Cambridge Square Refurbishment	1,412			Refurbishment of Cambridge Square	The project has been paused pending viability review
Investment Property Acquisition	2,343			To acquire property in accordance with the property acquisition strategy.	Where properties are offered which meet requirements outlined in strategy, acquisition will be considered.
London Rd Block	3,600			To redevelopment and regenerate the London Road area of Camberley town centre.	The original project plans have been put aside and new plans/Idea's are been produced Project placed on hold Jan 22
Boiler Hudson House	25			Scheme to install a boiler in warehouse which is currently been marketed	Work started In April 2022 and was completed in May 2022. A purchase order has been raised for £19,750 plus VAT

Capital Scheme	Rephasing identified at Feb 22 Council	Year-end rephasing	Additional scheme	Purpose	Reason for carry forward
	£000	£000	£000		
Door access	91			The current door access system is obsolete and is running on 20 year old + technology	The work has been delayed the reason for this is that the Council could move out of Surrey Heath House and we don't to make an unnecessary purchase. However due to the security of the building and the age of the current equipment a scaled back replacement is being explored with providers.
Frimley lodge car park capacity increase		105		Frimley Lodge Park is a busy park, the infrastructure of the park no longer capable to meet the ever-increasing demand	This capital project has been pulled as the requested value was way below the expected build cost. I believe we have £105k in the budget but the works are likely to cost in the region of £300-400k following analysis with drainage specialists and contractors.



Capital Scheme	Rephasing identified at Feb 22 Council	Year-end rephasing	Additional scheme	Purpose	Reason for carry forward
	£000	£000	£000		
Deanside DR Woods Play Area		19		Works to the play area at Deanside woods	Original work on hold - New proposal for site to increase the existing woodland into a large SANG that serves Camberley. New management plan being developed to deliver improvement works. Awaiting quotation (£4k). Woodland Improvement scheme agreed for these woods that will be commencing shortly (no cost to SHBC)
Mytchett Skate Park		60		Improvements at the skate park	Works have commenced on site
Whitmoor Rd	25			Works to replace the playground	Land Transfer agreed. Financial contribution agreed with County. still waiting for the County Council to finalise the agreement and the transfer take place , this budget will need to be carried forward into 2022/23 to be added to the transfer value so we can afford to replace the whole playground.

Capital Scheme	Rephasing identified at Feb 22 Council	Year-end rephasing	Additional scheme	Purpose	Reason for carry forward
	£000	£000	£000		
Watchetts Recreation Ground Tennis & Netball	134			Improvement to sports facilities	External funding has been agreed, in principal, for a borough wide tennis facility with the LTA. This will take the form of match funding and the work is expected to start in the first quarter of 2022/23. This work will include the purchase and installation of floodlights and surface marking for netball
Camberley Bowls Club	45			Refurbishment of Bowls Club as a result of the renewal of the lease	Expected to be finished in December 2022. There will be an additional cost of c £10k equating to a total project cost of £55k
Green Spaces - Increased Security Measures		158		To install increased security measures at a number of open spaces sites within the Borough.	Greenspace are currently obtaining quotations for the three final sites on the red list.
Health and safety works for the Camberley theatre			35	Necessary health and safety works	£24k has been committed in first 3 months of 2022-23, works in progress
Travellers' Sites - Contribution	127			To improve the facilities for the travelling community in the district	Work is progressing. However, SCC are awaiting a planning decision on the sites and SHBC contribution is expected to be made in 2022/23.

Capital Scheme	Rephasing identified at Feb 22 Council	Year-end rephasing	Additional scheme	Purpose	Reason for carry forward
	£000	£000	£000		
Community Bus		40		To support elderly and vulnerable people to live independently in their homes	Whilst there isn't an intention to routinely replace a vehicle in 2022/2023, which would mean that the capital spend could be deferred to 2023/2024, it has been agreed by the Chief Executive that this amount of money can be used to potentially pursue match funding opportunities for electric vehicles, with the County Council. Work on this is ongoing but as a result for the time being at least will need to stay in the budget for 2022/2023.
Renovation Grants	315	350		Provision of adaptations and improvement to the homes of vulnerable residents	The grant awarded in 2021/22 has not all be allocated partially due to Covid and this has been carried forward to 2022/23
Drainage works	53			To provide funding for drainage works and flood alleviation	The progress of works has been delayed resulting in expenditure in 2022/23
<b>Total</b>	<b>8,492</b>	<b>732</b>	<b>35</b>	<b>Grand total to rephase</b>	<b>9,259</b>

**Annex 3**

	<b>2020/21 Actual</b>	<b>2021/22 Original Budget</b>	<b>2021/22 Actual</b>	
Capital Expenditure	£24.162 million	£14.024 million	£4.49 million	The Council's capital expenditure was impacted by the pandemic and other factors as detailed in the report.
Capital Financing Requirement as at 31 <sup>st</sup> March	£176 million	£174 million	£174 million	The Council's underlying need to borrow is called the Capital Financing Requirement (CFR). This figure is a measure of the Council's debt position.
Ratio of Financing Costs to Net Revenue Stream	30.66%	19.24%	23.96%	This is an indicator of affordability and is the ratio of the Council's General Fund capital financing costs to its net revenue budget in percentage terms.
Operational Boundary	£230 million	£230 million	£230 million	The operational boundary is based on the Authority's estimate of most likely (i.e. prudent but not worst case) scenario for external debt.
Authorised Limit	£235 million	£235 million	£235 million	The authorised limit is the affordable borrowing limit determined in compliance with the Local Government Act 2003. It is the maximum amount of debt that the Authority can legally owe.

**Surrey Heath Borough Council**  
**Performance and Finance Scrutiny Committee**  
**13 July 2022**

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**End of Year Finance report and Budget Carry Forwards**

**Portfolio Holder:** Councillor Robin Perry- Finance  
**Strategic Director:** Bob Watson, Strategic Director of Finance & Customer Services.  
**Report Author:** Bob Watson Strategic Director of Finance & Customer Services  
**Date Portfolio Holder signed off the report** 1 July 2022  
**Wards Affected:** All

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**Summary and purpose**

To provide the Committee with a high-level view of the revenue outturn for 2021/22 and to detail the requests for revenue budget carry forwards from 2021/22 to 2022/23.

**Recommendations**

The Committee is advised to RESOLVE that

- (i) they note the spend against the approved revenue budget for the period 1 April 2021 to 31 March 2022.
- (ii) they note the requests for carry forward of revenue budgets amounting to **£283,489** from financial year 2021/22 to the financial year 2022/23.
- (iii) they make any comments and recommendations the Executive who will consider this report at their meeting on 19 July 2022.

**1. Background and Supporting Information**

- 1.1 This is the report detailing the position on expenditure compared to the approved revenue budget as at 31 March 2022.
- 1.2 At the end of the financial year (as at 31 March 2022) the Council's services are reporting an overspend position of **£0.453 million**. It should be noted that this outturn for the end of the financial year was predicted at £1.600 million overspend at Quarter 2 and £0.893 million at Quarter 3.
- 1.3 The Covid-19 pandemic heavily influenced the Council's finances during this financial year, either through increasing expenditure in some areas or lower than budgeted returns being received in some of the major income producing services, such as car parking and property rents. Following decisive action by the Council and its administration in response to the mid-year reported forecast of outturn, the position has improved and this trend continues to develop as the enhanced financial management that has been introduced within the Council and with a general upturn in economic conditions not just within the Surrey Heath borough but nationally across the country.

- 1.4 The Directorate composition was reviewed and revised during the year. The budgets have therefore been re-allocated to the new structure and are shown below, along with the outturn net expenditure:

	Budget 2021/22 £	Final Actual 2021/22 £	Final Variance 2021/22 £
Chief Executive	161,934	123,243	38,691
Environment and Community	8,632,979	7,751,535	881,444
Finance and Customer Services	2,760,082	3,422,901	(662,819)
Planning	1,142,278	861,203	281,075
HR Performance and Communications	4,079,589	3,347,502	732,087
Investment & Development	(3,104,455)	(1,199,377)	(1,905,078)
Legal and Democratic Services	1,203,678	1,022,491	181,187
Total	14,876,085	15,329,497	(453,412)

*NB: a positive value in the variance column represents a favourable variance and a negative value is adverse.*

- 1.5 The budget shown above is classed as the working budget for the year. This is derived from taking the budget approved at the Budget Council in February 2021 and adjusting for any in year movements such as agreed carry-forwards from the previous financial year and any approved supplementary estimates as shown below:

Budget agreed at Feb 21 Council	£14,069,625
Carry forward and in-year adjustments	£806,460
Final Working budget for 2021/22	£14,876,085

- 1.6 A review of any actual net expenditure against budget which has generated an individual variance greater than £50,000 at the end of the year is shown in the attached Annex 1
- 1.7 Due to Covid-19 and other factors, directorates have made a number of requests for budgets to be carried forward from 2021-22 to 2022-23, these are detailed in Annex 2.

## 2. Reasons for Recommendation

- 2.1 Part of strong financial management is that the revenue and capital budgets are reviewed regularly and reported to Performance and Finance Scrutiny Committee and the Executive for review and discussion.

## 3. Proposal and Alternative Options

- 3.1 As this is a statement of outturn position, there is no decision to be taken and the Committee is asked to note the report on the outturn of the 21/22 Revenue Budget for the period 1 April 2021 to 31 March 2022, and if required make comment and/or recommendations to be considered by the Executive at their meeting on 19 July 2022. Alternatively, the Committee can just note the report and make no comments or recommendations.

#### **4. Contribution to the Council's Five Year Strategy**

- 4.1 The budgets agreed at Council are aligned to and support the approved five year strategy.

#### **5. Resource Implications**

- 5.1 The resource implications are detailed in this report

#### **6. Section 151 Officer Comments:**

- 6.1 There is a large amount of credit due to Council Officers in turning around the large deficit forecast at Quarter 2 to arrive at the final outturn position. This position, although showing an unfavourable variance is manageable within the Council's reserves.
- 6.2 The budget set at February 2022 budget Council, is, in the opinion of the Council's Chief Financial Officer (CFO), based on a more realistic expectation of income levels reflecting the current economic conditions. This should therefore reduce some of the in-year budget pressures and the level of outturn forecast variances through the current financial year.
- 6.3 Carry forwards are proposed to ensure the Council is able to spend previously awarded external funding (rather than return the funds unspent) or budgets previously approved to allow the completion of projects that would otherwise be unfunded in the current financial year. In accordance with financial regulations, any carry-forward of budgets just because they were not spent in-year is not permitted.

#### **7. Legal and Governance Issues**

- 7.1 The Strategic Director of Finance and Customer Services will monitor performance against the Council's budget on an on-going basis and will advise upon the Council's overall financial position.

#### **8. Monitoring Officer Comments:**

- 8.1 The Monitoring Officer has no further comment.

#### **9. Other Considerations and Impacts**

##### **Environment and Climate Change**

- 9.1 Details of these are in the individual service areas the budgets support

##### **Equalities and Human Rights**

- 9.2 Details of these are in the individual service areas the budgets support

##### **Risk Management**

- 9.3 Regular financial monitoring of the revenue budget enables risks and budgetary pressures to be highlighted and addressed at an early stage so that mitigating actions can be taken.

- 9.4 The general cost of living pressures and the inflation rates currently prevalent in the country will impact on future budgets and will need to be managed in future budget setting processes.

### **Community Engagement**

- 9.5 Where necessary engagement will be taken through individual service the budgets support

### **Background Papers: None**

#### **Annexes:**

Annex 1: Review of variances by directorate (individual variances in excess of £50,000)

Annex 2: Requests to carry forward budget to the current (2022/23) financial year



**Service variances over £50,000**

**Chief Executive**

<b>Function</b>	<b>Variance £000</b>	<b>Notes</b>
		No variances over £50,000

## Environment and Community

Function	Variance £000	Notes
Car Parks	(376)	Car Park and season ticket revenue not achieved due to continuation of the pandemic with more people working from home and fewer and shoppers
Climate Change Action Plan	50	The Climate Change Officer was appointed mid-way through the year and due to the nature of budgeted works will require additional time to establish delivery and subsequent expenditure. A budget carry forward of £50k has been requested to take account of the above for salaries, consultancy & general services
Homelessness	594	Grants of £499k were received in-year which were not included in the budget combined with an underspend on budgeted grants. These will be carried forward as allocated expenditure against homelessness initiatives in accordance with government guidance
Housing Inspections	53	Employee cost savings of £49k.
Food Safety	55	Unbudgeted Covid grant for 21/22 of received
Recycling	124	£99k favourable variance on budget received due to share of gate fee savings from Surrey County Council for disposal of waste and interest on capital
Contract Management Overhead - SHBC share	51	Joint Waste Services Contract management fees for the Amey contract were underspent due to salary savings
Waste management contract	(51)	Agreed budget included an estimated 1% inflationary uplift. Indexation resulted in 2.64% inflationary uplift increasing the contract cost.
Garden Waste service	120	Reduction in garden waste service costs due to service disruption. Reduction in income target factored in to 22/23 budget to account for customer rebates.
Places Leisure Camberley	(174)	During the budget setting process for 2021/22, the management fee and costs for Places For People Leisure Management Ltd fees were omitted creating an in-year budget pressure, which has in part been offset by savings in New Leisure facility project of £43k. The budgets for the management fee costs and income have been included in the budget for 2022/23.

## Finance and customer services

Function	Variance £000	Notes
Corp Management & Policy	(378)	The Council set a vacancy margin in the budget which is held in this cost centre, however this margin is achieved through salary underspends across the Council.
Compensation Pension Payments	(431)	Unbudgeted one-off costs for the cost of pension payments for pension strain of staff leaving and notification of pension costs by SCC after budget set.
COVID19	102	Balance of grant received in year.
Additional staff recruitment	250	This is a budget line for additional staff agreed at budget setting - this has now been absorbed into the correct service budgets.
Cost Of Coll C Tax	(196)	Mainly due to due to expenditure on IT equipment and software for the revenues service which was unbudgeted in the budget setting process, but was required in-year. Partially off-set by grants in the cost centre below.
Cost of Collection NNDR	161	Section 31 government grant was received in excess of budget for the 'new burdens' around business rate relief and payment of support grants during the pandemic
Pension Holding Account	(100)	Rising pension costs in year due to late notification from Pension Fund.
Accountancy	(145)	Use of interim staff (agency) to support the finance function; this has been partially offset by staff vacancies that have not been filled. Posts are now being filled with permanent staff where possible.
Contact Centre	67	In-year vacant posts have resulted in an underspend - overall establishment will be reduced following the Star Chamber review.

## Planning

<b>Function</b>	<b>Variance £000</b>	<b>Notes</b>
Surrey Heath Local Plan	140	The undertaking of a number of evidence base studies has been deferred from the 2021-22 financial year to 2022-23 because the evidence is required to be informed by the outcome of the Draft Local Plan Regulation 18 consultation – this budget has been carried forward to allow the completion of the local plan.
Planning applications	68	There was an overspend that was related to the cost of consultants which was more than offset by additional income from pre-apps on major developments. In reality, this pre-app income is supposed to be used to fund additional costs of determining these applications.

**HR Performance and Communications**

<b>Function</b>	<b>Variance £000</b>	<b>Notes</b>
Revenue grants	145	This money is unspent community fund grant monies; the fund for this scheme was originally set aside over 20 years ago. This means year-on-year the fund reduces however the balance remains available and has been transferred to 22/23 budgets for community groups and charities to continue to apply for.
Information Technology	62	In response to the Council's reported overspend at the mid-year point the ICT team responded by reducing its projected spend on ICT equipment.
Human Resource and Development	184	This is as a result of changes to the HR & OD team which has come about through natural wastage and the changes to the team could be bought about due to the introduction of a new HR system which has automated a number of processes and procedures.
ICT	267	As a result of restructuring the ICT team there was a saving in salaries. Some of this money (approx. £50k) has been repurposed to improve resilience in the community safety and community development team and the remainder has been given up as savings.

## Investment and development

Function	Variance £000	Notes
Economic Development	82	Lower than planned costs on grants paid and more contributions earned than originally budgeted
Strategic Property Development	181	Variance due to lower than planned consultancy costs relating to SHBC strategic development in investment property
Town Centre Investment	(785)	Budget was set at a time when the property was in the JPUT and the Council was not in direct management control. During the early part of the year the JPUT was dissolved. The budget setting proved to be overly optimistic : (1) JPUT dividends were lower than estimated, (2) the covid impact on rents and trading continued to have an adverse impact during the year.
Investment Management	(144)	Lower than planned rental income as we signed leases later on in the year and new rates reflective of changing market + interim staffing costs for 10 months in the year.
Vulcan Ind Estate	(111)	Lower than planned rental income as we signed leases later on in the year and new rates reflective of changing market, repairs and maintenance activities prioritised in the year
Trade City	(81)	Lower than planned rental income as we signed leases later on in the year and new rates reflective of changing market
Ashwood House	45	Favourable variances due to lower maintenance costs as we had fewer preventative maintenance priorities in the year, low spend of consultancy budgets offset from rental income budget pressures
Theta	(285)	Lower than planned rental income as letting of vacant space took place later than assumed.
Albany Park	(285)	Lower than planned rental income and pressures from business rates on voids
Public Offices	98	Savings from annual business rates post adjustment

**Legal and Democratic Services**

<b>Function</b>	<b>Variance £000</b>	<b>Notes</b>
Legal services	132	Reduction in employee expenses due to vacant posts and extra income from legal work for other Councils (Elmbridge BC)

**Budget carry forward requests**

	<b>Service</b>	<b>Description</b>	<b>Amount</b>	<b>Comments</b>
1	Environment and Community	Churches	£15,000	We were committed to spending the money and the works were carried out on our behalf however staff changes meant we have not reimbursed the PCCs for this activity.
2	Planning	Surrey Heath Local Plan	£135,000	The undertaking of a number of evidence base studies has been deferred from the 2021-22 financial year to 2022-23 because the evidence is required to be informed by the outcome of the Draft Local Plan Regulation 18 consultation.
3	Planning	Local Plan grant income	£43,346	The delay in spending this grant funding is because Neighbourhood Plan Forums (comprising members of local communities) have not significantly progressed their Neighbourhood Plans and therefore the funding is required to be carried forward into the next financial year to contribute towards the costs of the Council's future Neighbourhood Planning responsibilities.
4	HR Performance and Communications	Leisure Support & Development	£20,029	<p>Whole Systems Approach to Obesity funding was received on 14<sup>th</sup> March 2022 so the funding was not able to be spent in 2021/22 and is budgeted for spend in 2022/23.</p> <p>The Bike Project has been partly spent (amount received was £5,700) and the remaining spend will be in 2022/23. This will be on a combination of storage as part of a 'Men in a Shed' facility and adult cycling lessons.</p> <p>Old Dean Youth Club Project has not been spent for two years due to the redevelopment of the Arena Leisure Centre. The project was due to restart in the Old Dean Youth Centre but officers and councillors have been negotiating with Surrey County Council to gain access to the facility.</p> <p>The Eikon Charity who were the organisation that delivered youth work in the SLA have since stepped away so conversations are taking place to instruct Surrey Clubs for Young People to take their place. Local councillors are supporting this progress.</p> <p>Move More Feel Better has been spent throughout 2021/22 and the final cohort of participants will be taking part in the programme in June/July 2022.</p>



	<b>Service</b>	<b>Description</b>	<b>Amount</b>	<b>Comments</b>
				Diabetic Walks has been partly spent in 2021/22 but the remainder of the funding will be spent as the scheme continues in 2022 and onwards.
5	HR, Performance and Communications	Kickstart Programme	£2,329	Underspend of grant – to be transferred from corporate training to Kickstart cost centre.
6	HR, Performance and Communications	Kickstart Programme	£600	Funding was used for Kick start employees – to also cover training costs for 2 employees
7	Investment & Development	Economic Development	£64,185	The commitment was to spend the remainder of this fund over 3 financial years, 2022/23 is the final year and will support both shop front grants and targeted business support projects
8	Legal and Democratic Services	Solicitor training	£3,000	Higher rights of audience needed to be agreed through star chamber process plus litigation solicitor did not have capacity to undertake the qualification.
	<b>Total</b>		<b>£283,489</b>	

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**Surrey Heath Borough Council**  
**Performance and Finance Scrutiny Committee**  
**13 July 2022**

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**Revenue Budget 2022/23**  
**Monitoring Report – Quarter 1**

**Portfolio Holder:** Councillor Robin Perry - Finance  
**Strategic Director:** Bob Watson, Strategic Director of Finance & Customer Services  
**Report Author:** Nilufa Begum, Corporate Finance Accountant  
**Date Portfolio Holder signed off:** 1 July 2022  
**Wards Affected:** All

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**Summary and purpose**

To provide the Committee with a high-level view as to the budget and financial performance for the first quarter of 2022/23 – accounting period ending 30 June 2022.

**Recommendation**

The Committee is advised to RESOLVE that they:

- (i) note the spend against the approved revenue budget for the period 1 April to 30 June 2022 and the end of year predicted forecast of full year outturn.
- (ii) make as necessary any comments and recommendations from this Committee to the Council's Executive at their meeting on Tuesday 19 July 2022.
- (iii) note the request for up to **£13,226** supplementary estimate (full year effect) to provide a recruitment incentive for the investment asset manager in the Investment and Development service; this will be offset by an increase in income and will therefore not impact the Council's overall balanced budget, nor require a drawdown from general fund balances.

**1. Background and Supporting Information**

- 1.1 This is the first quarterly monitoring report against the 2022/23 approved revenue budget as at the 30 June 2022 (end of Quarter 1).
- 1.2 At the end of the first quarter the Council's services are reporting **on-budget spend position of £15.071 million** in their forecasts of outturn for the end of the current financial year.
- 1.3 The high level summary by service is below:

<u>Service</u>	<b>Full Year Budget</b>	<b>Profiled budget Q1</b>	<b>Actual at P1 - P3</b>	<b>Year-end Forecast</b>	<b>Forecast Variance</b>
	£000	£000	£000	£000	£000
Chief Executive	236	59	22	236	0
Environment and Community	7,954	1989	1,079	7,954	0
Finance and Customer Services	1,891	473	1,488	1891	0
HR, Planning & Communication	3,738	934	513	3,738	0
Investment and Development	-4,890	-1,222	-1,662	-4,890	0
Legal and Democratic Services	1,186	296	188	1,186	0
Planning	1,280	320	135	1,280	0
<b>Net cost of services</b>	<b>11,395</b>	<b>2,849</b>	<b>1,764</b>	<b>11,395</b>	<b>0</b>
Corporate Budget	3,676	919		3,676	0
<b>Overall Position</b>	<b>15,071</b>	<b>3,768</b>	<b>1,764</b>	<b>15,071</b>	<b>0</b>

1.4 Please note that the above table is presented in the new structure that was agreed in 2021. The new structure was used for the 2022/23 budget plan and the Medium Term Financial Strategy 2022/23-2025/26 set at Council on 23 February 2022.

1.5 In addition, the table includes corporate budget, which consists of the anticipated efficiencies from the star-chamber process, repayment of debt (MRP), capital charges and corporate inflation which needs to be allocated out.

1.6 Carry forward budget of **£283.5k** from 2021/22 has been included in the 2022/23 budgets.

1.7 The budget figures in the table represent the **working budget** for the year. This may vary from the budget set at Council due to in-year changes. These are reconciled below:

<b>Budget set at February Council</b>	£14,788m
<u>Agreed movements</u>	
Carry forward budgets from 2021/22 ( <i>subject to agreement at July Executive</i> )	£0.283m
<b>Working budget</b>	£15,071m

1.8 Service commentaries. The services are predicting an outturn position as highlighted below, with explanations of major variances (over £25k)::

Chief Executive  
Currently predicting outturn on budget – please note that there still some corporate management costs to be applied. £0

Environment and Community  
Currently predicting outturn on budget £0

Finance and Customer Service  
Currently predicting outturn on budget. Accountancy service presenting agency pressures, partially be offset by vacancies. £0

HR, Performance and Communications

Predicting an overspend due to the increase in the cost of licences for the Council's file storage and sharing software. This is a cost pressure and is not as a result of demand for more licences, but a change in the unit price by the supplier following the expiry of the original contract. The Council's ICT service has worked hard to bring this cost down and it is now as low as can be negotiated. The service has however agreed to report as on-budget above as it is planned to try and manage this in year, but this is an early indication of a potential pressure.

£50k  
adverse

Investment and Development

Currently predicting outturn on budget

£0

Legal and Democratic Services

Currently predicting outturn on budget.

£0

Planning

Currently predicting outturn on budget. Development Management dealing with planning applications will have a pressure due to engagement of additional support to clear the current workload – however, this will be offset by PPA income which is due from the developers.

£0

1.9 Supplementary Estimate. There is a vacant asset manager post within the Investment and Development service. There have been three unsuccessful recruitment attempts to date. As such it has been decided to offer the role out to recruitment again, but with recruitment incentives attached to the base salary. The cost of this will be up to **£13,226** which includes any on-costs. This supplementary estimate will be funded by additional income from the service, and as such will be cost-neutral to the Council's net budgets. Executive will be asked to approve this supplementary estimate in accordance with the Council's financial regulations.

1.10 Star Chamber process. Executive on 16 June 2022 received and reviewed a report on the Star Chamber review of services. At the meeting they agreed to accept a number of the proposals in the report. These are summarised below:

Star Chamber agreed efficiencies (all figures in £ 000)

	2022/23	2023/24	2024/25	2025/26	Total
MTFS target	475	425	300	150	1,350
Star chamber	647.5	482.5	34	5	1,169

1.11 The budget adjustments from the agreed efficiencies will be made in the next quarter and reflecting in that period's monitoring report. Additionally the report will highlight any areas where the efficiencies are not on target to be delivered in year.

**2. Reasons for Recommendation**

2.1 It is imperative for strong financial management that the revenue budgets are reviewed regularly and reported on a quarterly basis to Performance and Finance Scrutiny Committee and the Executive.

### **3. Proposal and Alternative Options**

- 3.1 The Committee is asked to note the report on the 22/23 Revenue Budget for the period 1 April to 30 June 2022 and make any comments and recommendations to the Executive for consideration at their meeting to be held on 19 July 2022.
- 3.2 Alternatively, the Committee may just note the report and make no further recommendations or comments.

### **4. Contribution to the Council's Five Year Strategy**

- 4.1 The budgets agreed at Council are aligned to and support the approved five-year strategy.

### **5. Resource Implications**

- 5.1 The budget monitoring is related back to the original budgets set at Council in February 2021.

### **6. Section 151 Officer Comments:**

- 6.1 Whilst the Council is predicting an overspend at year end, it is considered that no remedial action needs to be taken in terms of supplementary budget estimate requests at this point in time. If these budget pressures continue as the Council progresses through the financial year, then additional budget will be requested in accordance with the Council's financial regulations.
- 6.2 The Star Chamber process has proved very successful in delivering on the budget reviews and has nearly achieved the MTFS target. This will be developed further during the next MTFS and budget plan to be presented to Council in February 2023.

### **7. Legal and Governance Issues**

- 7.1 The revenue budget is monitored monthly and reported to CMT, Executive and Performance and Finance Scrutiny Committee quarterly.

### **8. Monitoring Officer Comments:**

- 8.1 The Committee's terms of reference includes the function to monitor, review and to report to the Leader/ Executive in relation to the performance of the Council's services.

### **9. Other Considerations and Impacts**

#### **Environment and Climate Change**

- 9.1 Details of these are in the individual service areas that the budgets support

#### **Equalities and Human Rights**

- 9.2 Details of these are in the individual service areas that the budgets support

### **Risk Management**

- 9.3 Inadequate budget monitoring represents a reputational and financial risk to the Council.
- 9.4 Regular financial monitoring enables risks and budgetary pressures to be highlighted and addressed at an early stage so that mitigating actions can be taken.
- 9.5 There are currently inflation pressures developing nationally which will provide a challenge to future budgets. This will be considered in future reports and in the revision of the MTFS.

### **Community Engagement**

- 9.6 Where necessary engagement will be taken through individual service areas the budgets support

**Background Papers:** None

**Annexes:** None

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**Surrey Heath Borough Council**  
**Performance and Finance Scrutiny Committee**  
**13 July 2022**

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**Update on the use of Enforcement Agents for collection of  
arrears in Council Tax**

**Portfolio Holder:** Cllr Robin Perry – Finance  
**Strategic Director:** Bob Watson, Strategic Director Finance and Customer Service  
**Report Author:** Robert Fox – Revenues and Benefits Manager  
**Date Portfolio Holder signed off the report** 01 July 2022  
**Wards Affected:** All

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### Summary and purpose

To inform members of the usage of Enforcement Agents (EA) in the collection of Council Tax arrears. This report was requested at the Performance and Finance Scrutiny Committee meeting held on 9 March 2022.

### Recommendation

The Committee is advised

- i) To note the Council's proactive approach and positive track record in collecting unpaid Council Tax and recovering arrears
- ii) to identify any further improvements to the Council's approach that should be explored

## 1. Background and Supporting Information

- 1.1. Surrey Heath Borough Council, as a Billing Authority, is expected to collect the council tax due from the 37,947 domestic properties in the Borough. The current net collectible debit in 2022/23 is **£86.804 million**. The tax collected is in respect of the precepts set by Surrey Heath Borough Council, Surrey County Council, Surrey Police and Crime Commissioner and the Parish Councils or the Special Expenses for Frimley and Camberley and payments are made to the major preceptors over the course of the financial year.
- 1.2. Surrey Heath Borough Council follows the provisions of the relevant legislation for the collection of council tax.
- 1.3. The initial stage of the collection process is to issue a bill detailing the monthly instalments due. At the start of the financial year monthly instalment plans are available for either 10 month or 12 month plans. For new accounts opened during the year the number of instalments is the number of whole months remaining in the financial year less one.

- 1.4. Where a council tax payer fails to make a payment of an instalment that is due in accordance with the details shown on the demand notice the following stages of the recovery process then occur:
- A SMS (text message) is sent reminding the liable party their payment is overdue.
  - A reminder is sent giving the liable party 14 days to bring the payments up to date.
  - If no payment is made then the whole balance outstanding for the remainder of the year becomes due.
  - If the account is brought up to date and then a subsequent instalment is not paid a second reminder is sent, again requesting that the payments on the account is brought up to date; once again if no payment is made then the whole balance for the year becomes due.
  - A 'Final Notice' is issued if a council tax payer defaults on their instalments due for a third time. At this point the right to pay be instalments is lost.
  - If after the issue of any of the above three recovery notices the payments on the account are not brought up to date, than a Summons is issued.
  - The issue of a summons incurs the cost of £80.50. Of this, £80.00 relates to costs incurred by Surrey Heath Borough Council in respect of the cost of the work done to this point. The £0.50 is the charge made by the Magistrates Court for each summons.
  - At the Liability Court hearing, in the Magistrates Court, Surrey Heath Borough Council will request that the Liability Order be granted and the costs approved.
  - Once the Liability Order has been granted a 7-day letter is issued requesting the council tax payer makes an arrangement to pay and that not doing so will result in appropriate recovery action being taken.
  - The recovery powers granted by the Liability Order are not used if the council tax payer makes and keeps to an acceptable payment plan that will be agreed between the revenues service and the tax-payer.
- 1.7 At every stage in the process the Council would prefer to work with residents to come up with a solution. The Revenues Team works with Surrey Heath Citizens Advice and Frontline Debt Service to ensure those residents struggling to meet household expenditure, not just council tax, receive help, support and advice about the sources of funding available, such as the Household Support Fund.
- 1.8 The Revenues team seek to, and do, make appropriate payment arrangements in the vast majority of cases. Unfortunately, in some cases, it is only when the Council initiates a recovery process that the tax-payer starts a payment plan or debt management discussion.
- 1.9 At all stages of recovery, the revenues service will ensure that any appropriate discount, exemption or Local Council Tax Support has been applied for and awarded. The team will also seek to help the resident with identifying other benefits they may be entitled to and also to find the most appropriate way to pay the outstanding balance to make the process easier fore the resident.
- 1.10 If, however, no payment plan is made, or if it is not adhered to or there has been no contact from the Council Tax payer there are a number of options available to the Council to enforce the Liability Order.

- 1.11. The Liability Order powers are:
- Obtain information about the liable parties financial circumstances to enable the best course of recovery action to be assessed and assess the ability to pay.
  - Make an attachment of earnings order.
  - Apply to the Department for Work and Pensions for a deduction from Universal Credit, Income support, Jobseeker's Allowance, Employment Support Allowance or Pension Credit.
  - Use of Enforcement Agents to take control of goods
  - Apply a charging order against the dwelling in respect of which the debtor's liability arose.
  - Apply for a bankruptcy order.
- 1.12. The use of Enforcement Agents is strictly regulated and they have to abide by an industry Code of Conduct. For Council Tax (unlike Income Tax) an Enforcement Agent cannot force their way in to a home to seize property, nor can they visit between 9pm and 6am. They can seize property outside the home, for example a car. Enforcement Agents have access to check DVLA records and finance plans and would not seize a vehicle if it was owned by anyone other than the debtor or is subject to a finance plan.
- 1.13. The main contribution of Enforcement Agents is as a last resort to enable residents to engage in the process and get help, rather than continue to ignore the issue, and allow their debts to continue to mount up with potentially devastating consequences.
- 1.14. Where Enforcement Agent action to seize goods has been unsuccessful because there are no or insufficient goods the local authority may seek committal. Imprisonment is a coercive measure designed to extract payment from a debtor. It is not a punishment for the failure to pay nor is it imposed as a deterrent. To date, the Council has not taken this step.
- 1.15. In this year, 2022/23, Surrey Heath Borough Council has issued:-
- 38,132 – Annual Bills
  - 120 – SMS reminders
  - 2,601 – 1<sup>st</sup> reminders
  - 292 2<sup>nd</sup> reminders
  - 5 – final notices
  - 1,153 – summons
  - 81 – liability Orders granted (from 154 summons issued)
- 1.16. These figures illustrate that a large proportion of residents who have missed a payment rectify the situation before the Council actually goes to court.
- 1.17. As at 31 March 2022 there was £3,324,762.59 outstanding in council tax for the period 1 April 1993 to 31 March 2022 (a period of 29 years). Over the same period the collectable debit is £1,328,744,827, which gives a collection rate of 99.7%.
- 1.18. The Revenues team are in discussion with a telephony company who have worked successfully with Middlesbrough Council to “stop the knock”. The software they provide will make calls to debtors about to be referred to the next stage of enforcement and giving them the option to “press ‘1’” and be connected to discuss payment options directly with one of the revenues team - not a chatbot or third party, but SHBC revenues staff.

- 1.19. This software, whilst still being investigated looks to offer, an additional recovery stage in assisting debtors to make affordable payment arrangements prior to any further enforcement action.

## **2. Reasons for Recommendation**

- 2.1. To ensure that the Council complies with its duty that any council tax due is continued to be collected
- 2.2. To ensure Surrey Heath Borough Council has the funds available to pay the major preceptors and to provide its own services.
- 2.3. To continue to support residents who have difficulty paying by the early intervention of debt issues.
- 2.4. To maintain top quartile in year collection rates and our reputation as an efficient collector of local taxation.

## **3. Proposal and Alternative Options**

- 3.1. If the use of Enforcement Agents in the collection of unpaid Council Tax was discontinued recovery of unpaid council tax would rely on the other methods of recovery allowed once a Liability Order has been granted.
- 3.2. A Liability Order allows any of the following methods to be used in addition to the use of Enforcement Agents:
  - Make an attachment of earnings order
  - Make an attachment order to an elected members allowances
  - Apply to the Department for Work and Pensions for a deduction from Universal Credit, Income support, Jobseeker's Allowance, Employment Support Allowance or Pension Credit
  - Apply a charging order against the dwelling in respect of which the debtor's liability arose
  - Apply for a bankruptcy order.
- 3.3. The Liability Order gives SHBC the power to obtain information from the debtor about their financial circumstances that allows SHBC to assess the course of recovery action to be taken.
- 3.4. If the debtor does not provide the requested financial information and we do not hold any information to allow an informed decision to be made (i.e. the debtor is in receipt of Local Council Tax Support) we would under the current procedure pass the debt to the Enforcement Agent, after first sending 7 day warning letter to the debtor.
- 3.5. The debtor does not have to supply the financial information, unless the information is requested in writing. Once supplied the debtor does not have to report any change in their circumstances, unless requested in writing by SHBC.
- 3.6. If the debtor fails to provide the requested information, in the absence of being able to refer the debt to the Enforcement Agents, we have the powers to find the non-responder guilty of a criminal offence. The Magistrates Court can fine the debtor up to £a maximum of £500.

- 3.7. If the debtor knowingly or recklessly supplies information they know to be false they could be found guilty of a criminal offence by the Magistrates Court and fined up to a maximum of £1000.
- 3.8. The additional work needed to write to debtors to request financial information, monitor the return and check the validity of the information will need to be resourced as there is no capacity within the current staffing levels to absorb this work.
- 3.9. There is also the additional work to refer to the Magistrates Court to be found guilty of the criminal offence of either non-response or recklessly providing false information.
- 3.10. Non-payment of council tax is not a criminal offence, even if committal to prison is used this is a civil process.
- 3.11. This would be an additional demand on Magistrates Court time.
- 3.12. Should a debtor continue to refuse to supply truthful information regarding their financial circumstances remedies for recovery are limited, if Enforcement Agents are not to be used.
- 3.13. Bankruptcy relies of the debt being in excess of £5000.
- 3.14. Attachment of earnings cannot be used as we would not know the employment details
- 3.15. Attachment to benefits could not be used if details of benefits being paid were not known
- 3.16. For a property owner a Charging Order could be applied for in the debt is in excess of £1000.
- 3.17. Committal to prison cannot be used as the commencement of this action relies on an attempt to recover the debt by use of Enforcement Agents to seize goods has been unsuccessful.

#### **4. Contribution to the Council's Five Year Strategy**

- 4.1. Effective and efficient collection of Council tax will allow the Council to continue to deliver services to residents in accordance with the five-year strategy.

#### **5. Resource Implications**

- 5.1. Non recovery of council tax results in less money being available to fund vital public services across the County

#### **6. Section 151 Officer Comments:**

- 6.1. Since 2016 the revenue support from central government has reduced to zero. This means the Council is increasingly reliant on local taxation to fund its services (both statutory and non-statutory). Each 1% of uncollected council tax costs SCC, Surrey Police and SHBC £83,000.

## **7. Legal and Governance Issues**

- 7.1. The Council has a statutory duty to collect Council tax under section 18 of The Council Tax (Administration and Enforcement) Regulations 1992. Section 45 of the Regulations allows the Council to appoint enforcement agents to enforce liability to pay by taking control of goods in accordance with the procedure set out in Schedule 12 of the Tribunals, Courts and Enforcement Act 2007.
- 7.2. Guidance published by the Ministry of Housing, Communities and Local Government in August 2021 (*Council tax collection: best practice guidance for local authorities*) confirms at section 7 “*Effective use of enforcement agents can also be an important way of recovering council tax debt where the authority is satisfied that there are no other appropriate mechanisms for recovering that debt.*”

## **8. Monitoring Officer Comments:**

- 8.1. To ensure robust governance, in terms of complying with the statutory duty to collect Council tax, the Council is strongly advised to maintain all legal options to recover Council tax including the option to instruct enforcement agents. The Council should have due regard to the guidance referred to in section 7.2 when considering instructing enforcement agents.

## **9. Other Considerations and Impacts**

### **Environment and Climate Change**

- 9.1. None

### **Equalities and Human Rights**

- 9.2. The Council applies its processes in accordance with the various Equalities acts.

### **Risk Management**

- 9.3. Failure to collect council tax exposes the Council to both financial and reputational risk.

### **Community Engagement**

- 9.4. Often the failure to pay council tax is the first red flag to debt issues for individuals. The Council’s revenues team will help all residents with debt support through its own processes and working in conjunction with partner organisations (eg: CASH).

**Background Papers:** None

**Annexes:** None

**Performance and Finance Scrutiny Committee**  
**Work Programme 2022/23**

*September 2022*

1. Annual Complaints Monitoring Report
2. Surrey Heath Local Plan Authority Monitoring Report
3. Executive Portfolio Update: Planning & Control
4. Executive Portfolio Update: Economic Development

*November 2022*

1. Report on Treasury Management
2. Half Year Finance Report
3. Half Year Performance Report
4. Executive Portfolio Update: Finance & Customer Service

*January 2023*

1. Corporate Risk Register
2. Air Quality Annual Review
3. Draft Annual Plan
4. Executive Portfolio Update: Environment & Health

*March 2023*

1. 3<sup>rd</sup> Quarter Finance Report
2. Executive Portfolio Update: Housing, Support & Safeguarding
3. Executive Portfolio Update: Leisure, Culture & Community

*July 2023*

1. Annual Performance Report
2. End of Year Revenue Report
3. End of Year Capital Report and Prudential Indicators
4. Quarter 1 Finance Report

Dates to be confirmed:

Update on the review of planning processes

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