



# Delivering our Five Year Strategy

# ANNUAL PLAN 2023/24

## Q2 UPDATE



# ENVIRONMENT

Ref	Five Year Strategy	2023/24 Target/Project	Milestones/ Target	Responsible Officer	Q2 Review	Status Green, Amber, Red
ENV01a	Enhance and improve access to green spaces – playground improvements (at least one a year)	Playground Improvements: <ul style="list-style-type: none"> <li>• Deanside playground</li> <li>• Lightwater Fitness trail</li> <li>• Skatepark at Crabtree (subject to CIL funding)</li> </ul>	December 2023	Recreation and Leisure Services Manager	A presentation went to the Improving Places Working Group on the 2nd November and was well received. Councillors gave positive comments and feedback for offices to investigate further	On Track
ENV01b	Enhance and improve access to green spaces – playground improvements (at least one a year)	A playground replacement at Whitmoor Road	Autumn 2022	Recreation and Leisure Services Manager	Still delayed. Working on the land transfer from Surrey County Council which we are negotiating with them. We have issued heads of terms for a long lease and are awaiting a response. This will continue to be escalated.	<b>Rolled forward from Annual Plan EoY 2022/23</b>  Delayed – awaiting response from SCC
ENV02	Enhance and improve access to green spaces – biodiversity scheme (at least one a year)	<ul style="list-style-type: none"> <li>• Planting fruit/nut trees and hedgerows to increase foraging and improve biodiversity.</li> <li>• Deliver tree strategy action plan</li> </ul>	March 2024	Recreation and Leisure Services Manager	6000 free trees have been secured from Woodland trust and Treescape with the help and support of the SH Tree Wardens. Tree strategy has been published.	On Track
ENV03a	Enhance and improve access to green space	Byelaws review: Consultation with user groups, public and Secretary of State	December 2023	Recreation and Leisure Services Manager	Plans for consultation are underway.	On Track



<b>ENV03 b</b>	Enhance and improve access to green space	Car park and improvement works at Turf Hill. These works will take place post the pipeline installation work (being done by Esso) that goes through the car park	Spring 2023	Recreation and Leisure Services Manager	Esso were unable to tarmac the car park due to the risk of damage to the plastic water main which is immediately beneath. Fencing is complete. Signage is pending (info board recently approved) and is due to be installed in next few months.	Completed – as far as possible  <b>Rolled forward from Annual Plan EoY 2022/23</b>
<b>ENV04</b>	Strategic Planning	To meet the requirements of a new policy expected from the Government relating to bio-diversity offsetting / net gain. Policy will be reflected within the new Local Plan (see targets below) Joint work being commissioned which will identify capacity for biodiversity offsetting on the Council's and a way to deliver this through the planning process – implement actions as a result.	Dependent on Government timescales	Planning Policy and Conservation Manager	The Government had initially intended to introduce a requirement for biodiversity net gain for major developments in November 2023, but this has been delayed until January 2024.	On Track
<b>ENV05a</b>	Strategic Planning	Delivery of a new Local Plan for Surrey Heath. Regulation 19 publication of the plan. Following this, submit the plan to the Secretary of State. Participate in the examination process leading to adoption. The Government announced proposed changes to the rules governing Local Plans at the end of 2022 that could give Councils much more flexibility in determining the number of new	Timescales to be confirmed through the publication of a new Local Development Scheme – in consultation with Local Plan Working Group before approval by	Planning Policy and Conservation Manager	<b>(Support greenest possible developments</b> on track as part of production of the new Local Plan with publication of the Regulation 19 Local Plan scheduled for November 2023).  Updated Local Development scheme published in March 2023 and publication of Regulation 19	Delayed



		homes that are right for their borough. To take full advantage of these potentially significant changes the Council has decided to delay publication of the next version of the Local Plan.	Executive in March.		Local Plan on track for November 2023	
<b>ENV05b</b>		Work in partnership with Surrey County Council to develop Local Cycling and Walking Infrastructure Investment Plans	Tbc (dependent on SCC)	Planning Policy and Conservation Manager	Work progressing in partnership with SCC to develop LCWIP.	On Track (dependent on SCC)
<b>ENV06</b>	Net Zero Carbon Emissions & resilient to the impacts of Climate Change	Delivery of Climate Change action plan working towards longer-term target of becoming carbon neutral across our estate and operations by 2030. Annual emissions reporting.	Quarterly updates to Climate Change working group	Climate Change Officer	Delivery of CCAP continues. In the first quarter, Tree Strategy was signed off.. Energy efficiency improvements were finished at Knoll Rd car park. £151k of govt funding was successfully applied for to install EV chargers. 4 New Evs were procured to supply the meals at home service. 2nd quarter, Energy Strategy was signed-off at Exec and a paper on accelerating response to climate change was taken to the Climate Change Working Group. Started two bids for funding for building efficiency improvements (total ask of 750K). Completed two reports as detailed under the short-term plan these related to accelerating our net-zero activities and biodiversity improvement.	On Track



<b>ENV07</b>	Net Zero Carbon Emissions & resilient to the impacts of Climate Change	Electric Vehicle (EV) charging points: <ul style="list-style-type: none"> <li>• EV charging points in multi-storey car parks – business case</li> </ul>	September 2023	Climate Change Officer	<b>Install car charging points</b> Installation works started in late July. The installation is being project managed by our contractor (Connected Kerb). Currently waiting on the Distribution network operator to make the electrical connection to our sites, this has caused a delay of several months. Final dates to be confirmed.	Project delivery is likely to slip into December due to delays caused by network operator
<b>ENV08</b>	Net Zero Carbon Emissions & resilient to the impacts of Climate Change	Develop and adopt an Energy Strategy which includes: <ul style="list-style-type: none"> <li>• Reporting our energy use</li> </ul>	Quarterly updates to Climate Change Working Group	Climate Change Officer	Energy strategy signed-off at September Executive.	Complete
<b>ENV08a</b>	Net Zero Carbon Emissions & resilient to the impacts of Climate Change	<ul style="list-style-type: none"> <li>• Ensure that energy is used as efficiently as possible in our own operations and by our contractors, identifying where energy use can be reduced and planning and delivering the necessary work to realise savings</li> <li>• To support residents and business to reduce energy costs</li> <li>• Identify opportunities to install renewable energy generation on council-owned land</li> </ul>		Climate Change Officer	<b>LED LIGHTING</b> – Works have been complete, can report energy use reduction at next Climate Change Working Group. – <b>COMPLETE</b>	Complete
<b>ENV09</b>	Net Zero Carbon Emissions & resilient to the	Engage residents, businesses and staff in promoting climate change initiatives and carbon reduction	June 2023	Climate Change Officer	Training has been trialled and is being rolled out to all staff and Cllrs, starting with Cllrs in October	Partially Delayed



	impacts of Climate Change	through a communications strategy (external) and carbon literacy training and climate change champions (internal).			23. Climate change champions will be identified through this process. Lack of capacity has delayed work on communications strategy.	
<b>ENV10</b>	Respond promptly to Environmental and planning enforcement matters	Deliver initiatives to combat fly-tipping through the use of CCTV Joint action event with Police & VOSA in relation to unlicensed waste carriers	10 CCTV deployments in 2023/24 2 multi-agency initiatives to tackle unlicensed waste carriers.	Corporate Enforcement Manager	Officers are engaging with Police to agree dates for multi-agency initiatives. Mid-year performance on CCTV deployments is on target with 5 deployments to date.	On Track
<b>ENV11</b>	Increase Recycling Rates	Joint Waste Solutions / Surrey Environment Partnership SEP) SEP25 – A Partnership Approach to Waste Prevention and Recycling Action the Surrey Heath Delivery Plan 2023/24 (to be agreed at Project Board March 2023) actions, focusing on: Increasing recycling rate Reducing kg waste per household Reducing recycling contamination rate	March 2024	Partnership Director – Joint Waste Solutions	See below.	On Track
<b>ENV11</b>	<p>The implementation of the SHBC delivery plan actions to support the priorities in SEP 2025 has continued in this quarter. The main updates on the key areas of focus include:</p> <ul style="list-style-type: none"> <li>The SHBC communications team have continued to support the delivery of the SEP countywide communications campaigns including the waste reduction incentive scheme called Rethink Waste through the sharing of content across social media channels. As of 1 October, 363 residents in Surrey Heath had signed up to the scheme (3<sup>rd</sup> most in Surrey), who are committing to reduce the amount of waste they produce.</li> <li>Work has continued to plan a project to grow WEEE and battery recycling collections in the borough, which is to be delivered later in 2023-24. Detailed planning is underway to investigate WEEE carrying capacity on street cleaning vehicles and installation of advertising boards on blank refuse collection vehicles.</li> </ul>					



	<ul style="list-style-type: none"> <li>• A review of bring banks in the borough has commenced, and will help determine future provision alongside a project to increase the capture of textiles for recycling, which is currently being planned.</li> <li>• Shared prosperity funding has been secured to replace the old litter bins across the borough with new plaza and dual recycling bins in an effort to reduce litter and increase recycling. The plan for this is being developed for delivery in April 2024.</li> </ul>					
<p><b>ENV12</b></p>	<p>Improve air quality / Air 'inequality'</p>	<p>Awaiting new national air quality standards – Draft Regulations published December 2022 which set national targets for fine particulate matter (PM2.5) to be achieved by 2040. Awaiting publication of the Environmental Improvement Plan which will set out how interim targets and how they are to be achieved.</p>	<p>Awaiting publication of Government timetable</p>	<p>Environmental Health and Licensing Manager</p>	<p>See below.</p>	<p>On Track</p>
<p><b>ENV12</b></p>	<p>Defra have now published the Environmental Improvement Plan and Air Quality Strategy (AQS), which sets out the actions local authorities are expected to take to support national long-term air quality goals being met. The AQS in addition to historic air quality standards, includes a new target for fine particulate matter PM2.5.</p> <p>The AQS is being reviewed to determine the requirements on the Council.</p> <p>The Council was successful in obtaining a Defra Air Quality Grant and a portable air quality monitoring device has been purchased and is being deployed in strategic locations across the Borough to raise awareness about air pollution and associated health effects.</p> <p>The Council has submitted the Annual Air Quality Status Review Report to Defra for approval.</p> <p>The Government’s Air Quality Strategy sets out six national priorities for local authorities to improve local air quality relating to Planning reforms, reducing industrial emissions, reducing domestic burning, raising community awareness of local air quality impacts and how to reduce them and boosting active travel and public transport. While there is no legal requirement for Las to monitor PM2.5, as assessment of compliance with the new target values will be the responsibility of Defra, Las are encouraged to act on local sources of PM2.5 i.e., smoke control/wood burning. To assist in assessing the PM2.5 levels across the Borough, the portable air quality monitor funded continues to be deployed and the resulting data will be processed and reviewed for sharing with residents to raise awareness about air pollution and associated health effects.</p> <p>The Council’s Annual Air Quality Status Review Report has now been approved by Defra and their recommendations and the national Air Quality Strategy priorities are being reviewed and will be reported to P&amp;F Committee in March 2024 and incorporated into our future local air quality planning.</p>					



ENV13		<p>Doman Road Depot – development of business case to consider future use options</p> <ul style="list-style-type: none"> <li>- Complete necessary agreements to proceed</li> <li>- Submit planning application</li> </ul>	March 2024	Strategic Director – Environment & Community	<p>Surrey County Council have confirmed that the proposal for a joint project at Doman Road will go to their internal Infrastructure Board in January 2024 following which it will be considered by the SCC Corporate Programme Panel and then to Cabinet for consideration.</p>	Delayed
ENV14		<p>New statutory duties in 2023/24 around pavement licensing (Levelling Up bill)</p> <p>New licensing regime from September 2023 to support businesses and economy (following temporary changes during Covid).</p> <p>New policy and fee proposals to Licensing Committee for approval.</p>	To be confirmed – aiming for June Licensing Committee depending on timescales of regulations from the Government.	Environmental Health and Licensing Manager	<p>The Levelling Up Bill has not yet been enacted and the relevant provisions under the Business and Planning Act 2020 have now been extended further until 30th September 2024.</p> <p>The Licensing Committee 14/06/23 decided to reinstate the £100 fee for a pavement licence for all businesses except charities and community interest companies who will not be charged, having previously waived the fee for 3 years to support businesses during the Covid-10 pandemic.</p> <p>Await further information on progress of the Levelling Up Bill. No further progress possible in 2023/24</p>	Complete for 23/24





Indicator	Description	Target 2023/24	Q1 2023/24	Q2 2023/24	Q2 2023/24 Comments
Household waste recycled and composted (rolling annual average figure)	Rolling annual average figure, calculated by comparing the amount of waste sent for recycling, reuse and composting against the total waste collected. This figure includes street sweepings.	<b>63%</b> Higher is better	58.9%	<b>To follow</b>	
Residual Waste Per Household (kg)	Rolling 12-month total of the number of kilograms of residual household waste collected per household, using the Defra definition of residual household waste (incl. street cleaning etc.).	<b>324kg</b> Lower is better	306kg	<b>To follow</b>	
Percentage of streets falling below a grade B cleaning standard	The percentage of streets reviewed as part of the regular survey falling below a 'Grade B' standard of litter (Predominately free of litter and refuse apart from some small items)	<b>4%</b> Lower is better	0.17%	<b>0.67%</b>	This score means that of the 300 streets surveyed for the presence of litter during Q2, only 0.67% fell below a Grade B standard. This is well below the quarterly KPI deduction threshold of 4%.
Number of 'missed' bins.	Number of 'missed' residential kerbside collections per 100,000 collections.	<b>80</b> per 100,000 collections	46	<b>To follow</b>	
Dry Mixed Recycling (DMR) Contamination	Measuring the quality of recycling – average percentage of recycling contaminated – reported as a rolling annual average	<b>8%</b> Lower is better	14%	<b>To follow</b>	



Indicator	Description	Target 2023/24	Q1 2023/24	Q2 2023/24	Q2 2023/24 Comments
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%	<b>80%</b> Higher is better	100%	<b>83%</b>	Q1 – 5/5 in time Q2 – 5/6 in time
Processing of 'Non-Major' Application	Percentage calculated the number of minor and 'other' applications processed within timescales (8 weeks) against total received. As per national guidelines, this includes applications where there is an agreement for an extension. Government target is 70%	<b>85%</b> Higher is better	95%	<b>90%</b>	Q1 = 164/173 in time Q2 = Non-Majors (Minors + Others) = 112+45/175 in time
Appeals dismissed against the Council's refusal of planning permission	Percentage of appeals dismissed against the Council's refusal of planning permission.	<b>65%</b> Higher is better	31%	<b>45%</b>	See below.
Appeals Comment: Q1s and Q2 stats are an anomaly compared to the 8 quarters before i.e. 2021/22 and 22/23. We have queried 6 of the recent decisions made with the Planning Inspectorate as we have concerns over the character assessments made and the application of adopted policy.					
Planning Enforcement Breaches – Referrals	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.	<b>85%</b> Higher is better	94%	<b>90%</b>	Q1 – 44/47 in time





# HEALTH AND QUALITY OF LIFE

REF	Five Year Strategy Aim	2023/24 Target/Project	Milestones/ Target	Responsible Officer	Q2 Review	Status: Green, Amber, Red
HQL01	Strong Community Identity	Support and promote a programme of events for all ages across the Borough reflecting the priorities of the five-year strategy and to strengthen community relationships, working with partners such as the BID. King Charles' III Coronation on 6 May	December 2023	Community Development Manager / Communications Manager	Coronation Grant scheme provided £6,000 of funding to coronation events across the borough, including Faith Forum event. Remembrance parade event in planning. UKSPF funded grant scheme for arts, culture and heritage events open until the end of October 2023. Grants of up to £1000 available.	Completed
HQL02	Strong Community Identity	Charity hub proposals to be brought forward, subject to funding being secured.	March 2024	Community Development	This objective has carried over from the previous administration and the new administration are in the process of forming their requirements for Third Sector support and what success looks like. A number of options are currently under discussion. It should be noted that there is no budget for this proposal currently.	In progress
HQL03	Strong Community Identity	Managing any Government Grants (Phase 4 of Household Support Fund) – awaiting confirmation from Government	Dependent on Government Funding	Community Development Manager	Funding being provided by the Government via SCC. Model in place to distribute funding via	Completed



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					CASH who have applications open.	
HQL04	Strong Community Identity	Deliver Community Support Working Group* Annual Plan 23/24 to support communities to mitigate the impact of the cost of living crisis.	By March 2024	Community Development Manager	Cost of living event took place 12 October 2023 in The Square <i>*Community Support Working Group renamed The Engaging Communities Working Group.</i>	Completed
HQL05	Strong Community Identity	Joint projects between theatre and museum to increase footfall Explore intergenerational community projects	Summer 2023	Recreation and Leisure Services Manager	The Cornucopia of Surrey Heath Exhibition (23rd November) is a joint exhibition between the Theatre and Museum; it will celebrate our local talent across stage, screen, music, radio. This will be hosted in both locations.  20th Jan – New Year, New Hobby – brings together Surrey Heaths diverse clubs and societies in one place. Representation from craft, art, history, religious, voluntary groups, sports and fitness and U3A /Adult education groups will be included.	Delayed further work to be completed



REF	Five Year Strategy Aim	2023/24 Target/Project	Milestones/ Target	Responsible Officer	Q2 Review	Status: Green, Amber, Red
HQL06	Improving Health & Well Being	<p>Deliver Year 2 of the Physical Activity Strategy:</p> <p><b>a) Connecting Communities –</b> Engage with at least 5 community champions to deliver projects for underrepresented communities such as refugees, minorities and older people.</p> <p><b>b) Strengthen Connections with Wellbeing–</b> Working closely with health partners to increase the number of referrals to projects by 60% and creating a monitoring and evaluation tool to track referrals.</p> <p><b>c) Active Environment–</b> Champion links between health and Climate Change by delivering a bike recycling scheme, recycling at least 10 bikes for low-income residents and supporting 2 schools to apply for Surrey Healthy Schools Accreditation.</p> <p><b>d) Children and Young People–</b> Enter a team into every activity as part of the Specsavers Surrey</p>	<p>March 2024</p> <p>March 2024</p> <p>March 2024</p> <p>March 2024</p> <p>Summer 2023</p>	Community Development Manager	<p>a) Engaged with community champions from ethnic minority groups to support Surrey Heath Health walks and promote amongst their communities. Also have community champion who is leading Nepalese basketball sessions and women’s only swimming at Places Leisure.</p> <p>b) Started to have conversations with social prescribing team and to track referrals through registration system. Further updates to follow in Q3.</p> <p>c) Men In a Shed no longer project partners so new options for partnership being explored.</p> <p>d) Entered 7 teams out of a possible 9 in the Specsavers Surrey Youth Games. Had 69 young people take part and 18 referrals from organisations working with target young people. Club Dean is now managed by Camberley Youth for Christ and have had 88 unique</p>	On Track



REF	Five Year Strategy Aim	2023/24 Target/Project	Milestones/ Target	Responsible Officer	Q2 Review	Status: Green, Amber, Red
		<p>Youth Games. Lead the delivery of 'Club Dean' and engage with at least 30 young people in the project and support 2 Special Schools with links to funding opportunities for extra-curricular physical activity.</p> <p>e) <b>Making Activity Accessible</b> - Introduce 'Finding Your Feet' programme for residents with poor health and transition the healthy walks scheme from Rambler Walks.</p>			<p>participants attend in 2023. Portesbery School are being supported with active travel and healthy eating (encouraging eating outside of 'safe foods') and Carwarden have had boccia tasters.</p> <p>e) 'Finding Your Feet' still has an average of 15 walkers and there were talks to extend the programme to include a walk for the elderly.</p>	
HQL07	Improving Health & Well Being	<p>Health Weight project</p> <ul style="list-style-type: none"> <li>Using the feedback from Happy Healthy January Grants to identify need within the community</li> <li>SHBC multi department WSATO (Whole Systems Approach to Obesity) meetings to ensure obesity stays on the agenda and within local policy.</li> </ul>	<p>April 2023</p> <p>Summer 2023</p>	Strategic Director of Environment and Community	<p>Health Integration Development Officer now in post (June 2023). In the process of reaching out to all 5 grant recipients and engaging with them in coming weeks and months. Feedback is being collected to identify a need within the community.</p> <p>Engaging with a number of departments regarding WSATO in SHBC, Public Health team at SCC, Frimley ICB, other councils who</p>	Complete and On-going



REF	Five Year Strategy Aim	2023/24 Target/Project	Milestones/ Target	Responsible Officer	Q2 Review	Status: Green, Amber, Red
					adopted WSA approach to obesity and community groups to explore how we can build a whole system approach. A Borough-wide approach will be formulated and a Healthy Lifestyle Strategy launched in the New Year.	
HQL08	Improving Health & Well Being	Delivering work to improve Tennis and Netball courts in conjunction with Lawn and Tennis Assoc.	September 2023	Recreation and Leisure Services Manager	The Lawn Tennis Association funded the refurbishment of the Tennis courts. They are upgraded and open for use. Netball courts were going to be an overlaid on the courts at Watchetts, with no objection from the Lawn Tennis Association, however was subject to installation of flood lights. Floodlight costs were prohibitive in allowing this element of the project to proceed.	Completed
HQL09	Improving Health & Well Being	Managing and monitoring performance of leisure centre. Particularly encouraging participation for vulnerable and/or those experiencing deprivation. Working with colleagues from Frimley Integrated Care System (ICS)	October 2023	Recreation and Leisure Services Manager/ Community Development Manager	<ul style="list-style-type: none"> <li>50% membership discount for those living with a disability introduced at the centre</li> <li>In the process of working with the ICS to introduce a Junior GP Referral scheme for young people referred by their GP for excess weight</li> </ul>	Complete and On-going





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					<ul style="list-style-type: none"> <li>Supported Surrey Heath Age Concern to fund an 'Agility' class to increase resilience and avoid falls. Sessions have peaked with approximately 15 attendees</li> <li>Private swimming sessions and lessons were available at a subsidised rate .</li> <li>Sport in Mind badminton sessions set up for people living with mild and moderate mental health conditions. Sessions nearly at capacity and looking at securing additional session</li> <li>Military discounts were in place for serving and veteran military servicepeople .</li> </ul>	
HQL10	A safe place to live and work	Upgrading CCTV infrastructure – delivering re-deployable CCTV. Business case to be developed in 23/24 (following current pilot of mobile cameras and assessment of impact)	September 2023	Corporate Enforcement Manager	<p><b>Upgrading CCTV infrastructure:</b> The creation of a CCTV management group; this forum incorporates representatives from each area of business that uses CCTV in the protection of SHBC assets and in the safeguarding of staff and public.</p>	



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					<p><b>Redeployable CCTV:</b> SHBC has purchased 6 solar powered cameras that are able to be deployed in any environment regardless of the need for a power source, they have been deployed to 4 separate sites that had been prone to fly tipping and since their purchase and each site has had 100% reduction in incidents of fly tipping.</p> <p><b>Public realm CCTV:</b> SHBC have 30 cameras monitoring Camberley town centre and the Old Dean, a scoping exercise is in progress to consider whether the current set up is providing value for money with a number of options being explored.</p>	On Track
HQL11	A safe place to live and work	<ul style="list-style-type: none"> <li>Partnership working initiatives (Community Safety, Corporate Enforcement, Environmental Health, Parking Services, Accent &amp; Police) to combat ASB in the borough (overlap with</li> </ul>	Deliver a minimum of 6 joint initiatives with Partners	Corporate Enforcement Manager / Environmental Health & licensing Manager	<p>EH &amp; Licensing undertook the following joint working enforcement initiatives:</p> <p>21 June 2023 – roadside enforcement with Police – taxi driver/vehicle licensing compliance checks</p>	On Track



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		<p>parking in relation to delivery mopeds)</p> <ul style="list-style-type: none"> <li>Night-time economy- joint working enforcement initiatives with Police &amp; licensing to be increased resources permitting</li> <li>Taxi vehicle safety checks – multi- agency initiatives with DVSA/Police</li> </ul>			<p>26 June 2023 – joint enforcement visits to licensed retail premises with Trading Standards and Police following up intelligence on underage sales of alcohol &amp; vapes and counterfeit products EH &amp; Licensing undertook the following joint working enforcement initiative</p> <p>22nd September 2023 – roadside enforcement with the Police on taxi driver/vehicle licensing compliance</p>	
<b>HQL12</b>	Housing & Homelessness	Maximising use of Emergency Accommodation Scheme (Night Stop) and Connaught Court	Operating on average at beyond 80% capacity.	Housing Services Manager	Whilst vacancies remain at Connaught Court uptake at this property and the EAS has increased Hope Hub continue to look at other models of delivery to ensure the EAS is used to it's potential.	On Track
<b>HQL13</b>	Housing & Homelessness	Delivering funded projects that aim to eradicate homelessness and help individuals who find themselves at risk of homelessness	Deliver at least two projects during 2023/24	Housing Services Manager	Between July and September, the Council will be reviewing its statutory Homelessness Strategy which will identify priority projects over the next 5 years	On Track



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HQLI4	Housing & Homelessness	Participation in the Local Authority Housing Fund capital grant scheme to support the delivery of seven homes to help address local housing and homelessness pressures.	Delivery of 7 homes under the fund during 2023/24	Family Support Team Manager	We are working with registered housing provider Mount Green HA. 5 properties are now under offer and proceeding to purchase subject to conveyancing. Ongoing update meetings are being carried out by SH and MGHA to monitor progress	On Track
HQLI5	Safeguard and Support	Complete an independent review of aids and adaptations services – deliver findings of the review	September 2023	Housing Services Manager	The Self-Assessment and Improvement Plan has been completed based on the National Body for Disabled Facilities Grants and Home Improvement Agencies in England (Foundations). The Action Plan RAG ratings, the provision of target dates and completion of those actions will commence in November	Review complete – actions being prioritised for delivery
HQLI6	Safeguard and Support	Meeting needs of expanded resettlement programmes (now three) and respond to any new programmes Manage impact of interim accommodation arrangements for Homes4Ukraine project	Secure and maintain sufficient homes in the private rented and host families to meet demand	Family Support Manager	The service is on track to manage housing demands across all 3 programmes. Homes 4 Ukraine guests are being supported to identify and move into private rentals and where appropriate, are being rematched with second stage sponsors to prevent homelessness.	On Track



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HQLI7	Safeguard and Support	Deliver group parenting programmes to reach more vulnerable residents	Commence by June 2023	Family Support Manager	The service has co-delivered a parenting programme with Surrey Heath Family Centre in October 2023. Further planning is underway for therapy-based group work with children in the education setting to support their emotional wellbeing.	On Track
HQLI8	Safeguard and Support	Increase uptake of community services – balancing need to raise fees / minimising impact on vulnerable residents and focusing on recruitment challenges. Increase how we work with partner organisations/sectors from across the Surrey Heath Alliance.	Increase average service take-up by a minimum of 10% by March 2024	Corporate Head of Community Services – Runnymede BC (Shared partnership manager)	Discussions have been held with Communications teams at SHBC and RBC regarding a marketing plan for Community Services. Consideration has been given approx. 21 independent marketing plans however, following the recently successful joint promotion of the new Meals at Home fleet, Communications colleagues have a preference to working jointly to share responsibility for on marketing plan, limiting resource impact within each team. A meeting will be set up with both Communication teams to start the development of a shared marketing plan.	On Track



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HQL19	Safeguard and Support	Complete review of Community Transport service and deliver outcomes, ensuring the service meets the needs of residents in all areas of the borough and supporting the work of key health partners where possible.	August 2023 – Review completed and recommendations presented to Members for approval March 2024 – implementation of recommendations (where appropriate) completed	Corporate Head of Community Services – Runnymede BC (Shared partnership manager)	Work has commenced on possible alternative solutions within the Community Transport offer. Currently alternative models and levels of performance elsewhere in the country are being researched, having held initial conversations with SCC and Mole Valley District Council regarding their Demand Responsive Transport Pilot.	On Track
HQL20	Safeguard and Support	Commence refresh of Community Alarm service, transferring from analogue to digital technologies and commence delivery of Cascade technology in support of health and care partners.	May 2023 – review of budget requirements for digitalisation of service, identification of budget required and presented Members for approval June 2023 – Launch of delivery of Cascade	Corporate Head of Community Services – Runnymede BC (Shared Partnership Manager)	See below.	In Progress



REF	Five Year Strategy Aim	2023/24 Target/Project	Milestones/ Target	Responsible Officer	Q2 Review	Status: Green, Amber, Red
			September 2023 – Completion of procurement exercise for new equipment provider March 2024 – End of year 1 of refresh programme (to be continued in 2024/25)			
<b>HQL21</b>	Officers continue to work to ensure a smooth and cost-effective transition from analogue to digital technology. External funding is being identified to support the purchase of new technology to reduce the costs to Surrey Heath. The roll out of Cascade has not taken place as despite attempts to progress this element, there has been little support to do so by SCC. Efforts to engage SCC on this TEC will continue, however in the meantime we are keeping abreast of what would be the requirements of the Council in installing this equipment, to ensure it is viable against resources and represents value for money for the Council.					
<b>HQL21</b>	Safeguard and Support	Meals at Home: a) Complete review of Meals at Home service to identify future service delivery model	a) Approval of business case – August 2023	Corporate Head of Community Services – Runnymede BC (Shared Partnership Manager)		On Track
	a) Campaign to promote support for older people has been launched jointly between SHBC and RBC Communications teams. Communications colleagues will continue to work jointly to share responsibility for on marketing plan, limiting resource impact within each team.					



REF	Five Year Strategy Aim	2023/24 Target/Project	Milestones/ Target	Responsible Officer	Q2 Review	Status: Green, Amber, Red
HQL21	Safeguard and Support	b) Approval of the business case regarding the introduction of electric vehicles into the Surrey Heath fleet, as part of the future delivery model	b) September 2023	Corporate Head of Community Services – Runnymede BC (Shared Partnership Manager)	4 EV vehicles have been introduced to deliver Meals at Home.	Complete
HQL21	Safeguard and Support	c) Implement the first year outcomes of the above review	c) Target March 2024	Corporate Head of Community Services – Runnymede BC (Shared partnership manager)	Service delivery model has been implemented as approved by the Community Services Working Group. These were a change to the previous proposal to reduce the number of vehicles over both boroughs and instead resulted in the transition to electric vehicles. Officers have noted a need to increase Meals at Home clients (as stated above) and are working with the Communications & Marketing team to implement an Autumn/Winter Meals at Home marketing push.	Completed
HQL22	Safeguard and Support	Progressing local plan policy to support delivery of affordable housing through Local Plan examination. To be monitored via annual monitoring report (can include % target in future).	Timescales to be confirmed through the publication of a new – Local Development Scheme in	Planning Policy and Conservation Manager	Updated Local Development scheme published in March 2023 and publication of Regulation 19 Local Plan including update Affordable Housing Policy on track for November 2023	Delayed





REF	Five Year Strategy Aim	2023/24 Target/Project	Milestones/ Target	Responsible Officer	Q2 Review	Status: Green, Amber, Red
		The Government announced proposed changes to the rules governing Local Plans at the end of 2022 that could give Councils much more flexibility in determining the number of new homes that are right for their borough. To take full advantage of these potentially significant changes the Council has decided to delay publication of the next version of the Local Plan.	consultation with Local Plan Working Group before approval by Executive in March. Regulation 19 Publication timetabled for November 2023			
HQL23	Safeguard and Support	<p>Equalities and Diversity:</p> <ul style="list-style-type: none"> <li>- Review of Equality Policy, using latest data available (census) on our communities and residents within the Borough.</li> <li>- Increase the Council's promotion and celebration of diverse communities within the borough, for example a range of religious and cultural festivals</li> </ul>	December 2023	Community Development Manager	<p>Diversity calendar developed in partnership with Comms in order to promote and celebrate communities</p> <p>Review of equality policy underway – focus groups have taken place involving diverse groups and the strategy is currently being re-written with the aim of going to the Community Engagement Working Group in December and the Executive in January.</p>	On Track
HQL24	Safeguard and Support	To work in partnership with health and care partners in both Surrey Heath, and in North West Surrey, to identify opportunities for the	July 2022	Corporate Head of Community Services (Runnymede	Work is underway with health & care partners to embed HomeSafe Plus into the discharge pathways for individuals leaving	<b>Rolled forward from Annual Plan EoY 2022/23</b>



REF	Five Year Strategy Aim	2023/24 Target/Project	Milestones/ Target	Responsible Officer	Q2 Review	Status: Green, Amber, Red
		Council to support prevention of hospital admissions and to assist in the facilitation of hospital discharge – subject to securing partnership funding where necessary.		Borough Council) Shared Partnership Manager	hospital to ensure they are supported through assistance and adaptations to allow them to live safely in their own homes. There is a gradual increase in the number of referrals received. New promotional materials to share with staff at the hospital have been produced.	Ongoing
HQL24	Respond promptly to enforcement matters	Carry out a public consultation over summer 2023 assessing if there is still a need for a Public Space Protection Order (PSPo) – current order expires October 2023.	Summer 2023	Corporate Enforcement Manager	The consultation took place over summer 2023 and the Executive agreed in September to extend the Public Protection Order until 2026.	Complete
HQL25	Safeguard and Support	Dementia Friendly Council – explore options to support those with dementia.	March 2024	Community Development Manager / Strategic Director – Environment & Community	<ul style="list-style-type: none"> <li>• Work underway to produce a website area targeted on support for older people. Marketing campaign underway including press releases and publicity material approved by portfolio holder</li> <li>• Investigating a Dementia Alliance</li> <li>• Engaging locally with the Alzheimer’s Society.</li> </ul>	On Track



Indicator	Description	Target 2023/24	Q1 2023/24	Q2 2023/24	Q2 2023/24 Comments
People Reached by the Heritage Service	Includes visitors to the Surrey Heath Museum, pupils taking part in sessions delivered in schools, elderly people taking part in reminiscence sessions and other enquires including historical research.	<b>6,500</b> Annual Target	1,862	<b>1,923</b>	The museum has reached out to 1923 in the second quarter (1757 visitors and 166 outreach) of 2023. For the same period last year we reached out to 1685 people, therefore a 4% increase. 39,419 Facebook hits.
Participation at the Leisure centre – usage	Quarterly analysis in useage compared to first year of operation – maintain levels	<b>Trend Analysis</b> compare with same quarter 2022/23  Quarter on Quarter	217,800	<b>219,689</b>	
People Attending Events at Camberley Theatre	The number of people attending theatre and community events at Camberley Theatre.	<b>55,000</b> Annual Target	9,293	<b>9,461</b>	Ticketed footfall 8,261 Craft Fair – 300 (free entry) Attendees of events for hirers (not ticketed) – 27 approx.. 900  Total: 9,461  Average attendance for our ticketed shows was 229
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.	<b>95%</b> Higher is better	98.7%	<b>98.7%</b>	



Indicator	Description	Target 2023/24	Q1 2023/24	Q2 2023/24	Q2 2023/24 Comments
Food Premises that are Inspected Within 28 Days of Being Due	Percentage of high-risk (i.e., risk category A, B and non-compliant C) food premises inspections due, that were completed within 28 days.	<b>98%</b> Higher is better	100%	<b>100%</b>	36/36 inspections.
Environmental Health Nuisance Complaints	The number of noise, bonfire and light complaints (domestic & commercial), received during each quarter and the number responded to within five working days each quarter expressed as a percentage.	<b>90%</b> Higher is better	100%	<b>95%</b>	99/ 104 complaints (Please note that 33 odour complaints from Thames Water Sewage Works were also responded to by EH in this quarter).
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.	<b>37,000</b> Annual Target	9,483	<b>9,533</b>	<b>2023/24</b> Running Total = 19,016  <b>2022/23 comparison</b> Q1 – 9,801 Q2 – 11,219 Q3 – 10,506 Q4 – 8,995
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)	<b>1,100</b> Annual Target - ‘snapshot’ at the end of each quarter	1,010	<b>1,035</b>	
Number of referrals to social prescribing service	Number of referrals to Social Prescribing service across whole of Surrey Heath partnership project.	<b>650</b> Annual Target	401	<b>422</b>	<b>2023/24</b> Running Total = 823 Exceeding target
Handyperson service referrals	Number of referrals to the Handyperson service.	<b>235</b> Annual Target	56	<b>72</b>	<b>2022/23 comparison</b> Q1 – 56 Q2 – 75



Indicator	Description	Target 2023/24	Q1 2023/24	Q2 2023/24	Q2 2023/24 Comments
					Q3 – 62 Q4 - 52
Benefits Processing – New	a) Number of days taken to process new housing benefits claims	<b>20 days</b> Lower is better	21.8	<b>21.8</b>	See below.
21.8 days is in the upper quartile for HB performance nationally. The DWP stated regarding 2022/23 outturn, “For speed of processing, your LA’s processing times have been in a healthy range (latest publication, your LA was 2 days above the national average for new claims).” The target of 20 days is a stretching one with current resource levels. The HB section now mainly deals with the more complicated claims from working age vulnerable residents placed in short term homeless prevention hostels or long term supported accommodation. The work required to ensure the information required by statutory regulation is provided by either the claimant’s family or their support provider can be challenging at times, in fact at most times. The year-to-date statistics for Benefits new claim processing stands at 21.7 days and changes at 3.2 days.					
Benefits processing – Changes	b) Number of days taken to process changes to benefits	<b>5 days</b> Lower is better	3.1	<b>3.4</b>	
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.	<b>35</b> Lower is better (Target based on snapshot at the end of each quarter)	24	<b>31</b>	31 households as at 30 September 2023  This is made up of a mixture of people owed a housing duty and those still being investigated.
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	<b>No Target Monitoring indicator only</b>	14	<b>15</b>	2023/24 Running total = 29 A target is not set for this indicator as the demand is as a result of the current economic situation
Home Improvement Agency Activity	The number of adaptations and improvements made to homes of older and	<b>80</b>	46	<b>48</b>	<b>2023/24</b>



Indicator	Description	Target 2023/24	Q1 2023/24	Q2 2023/24	Q2 2023/24 Comments
	vulnerable residents to promote their independence, and keep them safe and well in the community.	Annual Target			Running Total = 94  Exceeding target due to post-pandemic demand and greater promotion. Finite funds available per year.
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.	<b>75%</b> Higher is better	96%	<b>93%</b>	



# ECONOMY

REF	Five Year Strategy Aim	2023/24 Target/Project	Milestones/target	Responsible Officer	Q2 Review	Status Green, Amber, Red
<b>ECON01</b>	Invest in our urban and rural areas	Continue to work with social housing providers to identify potential sites for affordable housing in the borough and facilitate the viability of developments where possible.	March 2024	Head of Investment & Development	Ongoing	On Track
<b>ECON02</b>	Invest in our urban and rural areas.	London Road Development – actions during 2023/24 <ul style="list-style-type: none"> <li>• Work towards securing vacant possession of development site</li> <li>• Appoint a development partner</li> <li>• Develop a detailed master plan for the site</li> </ul>	March 2024	Head of Investment & Development	Comprehensive procurement process for a developer completed, however fully compliant proposals proving difficult to achieve. Discussions are ongoing. Market conditions are a factor. Prudent site assembly work continues.	Ongoing
<b>ECON03</b>	Invest in our urban and rural areas.	Review and advance opportunities to improve the condition and appearance of the 45-51 Park Street building (House of Fraser) to increase income.	March 2024	Head of Investment & Development	RIBA stage 2 design work completed and pre-letting conversations ongoing. Paper to be submitted to October 2023 executive. Executive paper delayed whilst alternative options worked up reflecting market conditions and optimum use of capital. Milestone target on track.	On Track



REF	Five Year Strategy Aim	2023/24 Target/Project	Milestones/target	Responsible Officer	Q2 Review	Status Green, Amber, Red
ECON04	Invest in our urban and rural areas.	Develop a business case for the future use of the Land East of Knoll Road, including the Surrey Heath House Council Offices.	March 2024	Head of Investment & Development	Work is ongoing	On Track
ECON05	Deliver a new Local Plan for Surrey Heath	Continue to address the challenge and explore opportunities for of the provision of SANGs (Suitable Alternative Natural Green Space) to enable housing development.	Timescales to be confirmed through the publication of a new – Local Development Scheme in consultation with Local Plan Working Group before approval by Executive in March.	Planning Policy and Conservation Manager	SANG acquisition opportunities explored as set out in exempt reports to Executive.	On Track
ECON06	Pro-business approach / Support our businesses / Attract more inward investment into the borough as a whole	Work with BID to deliver a high quality programme of events in Camberley Town Centre.	Additional events by March 2024 (subject to approval by Executive)	Head of Investment & Development	This action is ongoing. So far this year we have seen a number of successful town centre events including; Children’s Business Fair, Summer Safari, Car Show and many smaller pop-up events. As we move into Q3, the focus will be on the Christmas period. The BID will be hosting a ‘Christmas Cracker’ event, this is a different format to the traditional Christmas Light’s Switch On. As part of this	On Track





REF	Five Year Strategy Aim	2023/24 Target/Project	Milestones/target	Responsible Officer	Q2 Review	Status Green, Amber, Red
					event, a second Children's Business Fair will be taking place, with over 40 young individuals already applying.	
<b>ECON07</b>	Investment in Infrastructure	Review the Council's CIL scheme (subject to updated Government Legislation)	Within three month of pending legislation due in 2023/24	Head of Planning Services / Development Management Manager	No changes to CIL Scheme.	Legislation awaited
<b>ECON08</b>	Pro-business approach / Support our businesses / Attract more inward investment into the borough	Deliver the Council's Economic Development Strategy 2023-2026	Draft due to be finalised February 2023. Identify actions which can be achieved in 2023/24 by June 2023.	Economic Development Manager	We continue to make good progress delivering the Economic Development Strategy. The focus for Q3 progress / commence delivery on reviewing the support needed for the more rural areas of the Borough. The team continue to work with partners to deliver programmes of activity where it makes most sense.	On Track
<b>ECON09</b>	Pro-business approach	Increase amount of procurement spent locally – implementation of procurement strategy.	March 2024	Procurement Officer	As new below threshold Procurement exercises arise this will be communicated to departments to take local tenders into consideration when preparing to go out to tender.	On Track



REF	Five Year Strategy Aim	2023/24 Target/Project	Milestones/target	Responsible Officer	Q2 Review	Status Green, Amber, Red
<b>ECONI0</b>	Help young people into employment	Seek alternative funding sources / sponsorship to continue to support young people into employment through The Workshop after the current funding arrangements expire in June/July 2023.	July 2023	Economic Development Manager	Funding is now in place until March 2024. We continue to explore an extension until March 2025.	On Track
<b>ECONI1</b>		UK Shared Prosperity Fund – year 2  Prepare a plan to utilise the proposed 2023/24 funding from the UKSPF.	September 2023	Economic Development Manager	Year 2 UKSPF projects are progressing well. Year 3 projects have received ‘in principle’ agreement from Executive. Projects are now being developed for full approval in December 2023.	Complete and Ongoing
<b>ECONI2</b>		ANPR procurement – new car park control system tender/procurement to be completed within the year for installation in 2024/25. Regular biennial review of parking fees, charges and policy to be completed – changes in place from April 2024 (approval by February 2024)	February 2024	Parking Services Manager	Site visits carried out on the two suppliers that have reached this stage of the tender process. The visits entailed seeing the supplier’s equipment in situ and speaking to their customers regarding their experience. 02/10/23 additional clarity questions were sent to both suppliers.	On Track



REF	Five Year Strategy Aim	2023/24 Target/Project	Milestones/target	Responsible Officer	Q2 Review	Status Green, Amber, Red
ECONI3		<p>Take actions to promote Fairtrade following a Council Motion, throughout the Borough. Next steps to be agreed following a report to the Executive and then Full Council in April 2023 and may include:</p> <ul style="list-style-type: none"> <li>- The Council's procurement processes</li> <li>- Engagement with the community</li> <li>- Engagement with businesses</li> </ul>	March 2024	Economic Development Manager	<p>Following the passing of a motion by Full Council in April 2022 on the adoption of Fairtrade status, the Council considered a report detailing further context on the implementation of the resolution.</p> <p>The report detailed that, following a discussion at joint meeting between the Strategic Director for Finance and Customer Service and the proposer of the original motion, the option to continue in the broad spirit of the motion but in a way which did not incur significant additional cost to the Council was being recommended to Full Council. The other considered options included to continue to seek Fairtrade Status in accordance with the motion at a one-off cost of £21,500 and an additional ongoing annual cost of up to £15,000; or to reject the original motion.</p>	On Track



REF	Five Year Strategy Aim	2023/24 Target/Project	Milestones/target	Responsible Officer	Q2 Review	Status Green, Amber, Red
					It was RESOLVED that the broad spirit of the motion passed in April 2022 be continued but in a way which did not incur significant additional cost to the Council.	

Indicator	Description	Target 2023/24	Q1 result 2023/24	Q2 Result 2023/24	Comments
The number of people Parking	'Parking events' compared to pre-Covid numbers in 2019/20.	<b>90%</b> Higher is better	92.5%	<b>94%</b>	



# EFFECTIVE AND RESPONSIVE COUNCIL

REF	Five Year Strategy Aim	2023/24 Target/Project	Milestones/ Target	Responsible Officer	Q2 Review	Status Green, Amber, Red
ERC01	To listen and engage with our communities.	Implement Voter ID arrangements for the first time for the Borough Elections May 2023. Implement a comprehensive communications campaign to raise awareness with local electors. Increase staffing capacity to support the timely processing of new voter authority certificates.	4 May 2023	Head of Legal & Democratic Services / Democratic Services Manager	Completed successfully for the May 2023 elections.	Complete
ERC02	Making the Council a more agile and responsive organisation	Implement improved ICT solutions for Members following the elections in May 2023. Implement an effective programme of induction for new Members including training, virtual tour of the Borough, market place of services and a buddying system with officers.	May/June 2023	Head of Legal & Democratic Services / Democratic Services Manager	Laptops have been rolled out to all Councillors. Members' training programme is on track and the Member Fayre held at the welcome day event was well received.	Complete
ERC03	To listen and engage with our communities.	Consultations – use consultation framework and best practice. Consultations during the year to include new Byelaws, engagement on regeneration schemes, Local Plan regulation 19 and review of the Public Space protection order.	March 2024	Communications Manager	Consultation framework delivered and revised petitions and resident panels process agreed at Council in October 2023.	Complete
ERC04	To deliver customer friendly	Business hub – Admin support for services from Contact Centre and	March 2024	Customer Relations Manager	The Contact Centre now undertake the following activities:	On Track



REF	Five Year Strategy Aim	2023/24 Target/Project	Milestones/ Target	Responsible Officer	Q2 Review	Status Green, Amber, Red
	and responsive services	Post Room – expanding opportunity to other services.			<p>Management of Licensing knowledge test process and administration.</p> <p>Dog exercise ‘slots’ (Watchetts Park) bookings and payments.</p> <p>Candidate ID checks undertaken at Main Reception on behalf of HR.</p> <p>Safeguarding referrals to County through in house Champion.</p> <p>Face to face Inductions completed for new starters.</p> <p>Collation of additional information to facilitate a stage 3 complaints response.</p>	
<b>ERC05</b>	To deliver customer friendly and responsive services	Improve customer service experience and customer journey. New CRM system – should allow for greater monitoring of customer journey into the back office and allow managers to monitor the effectiveness of their teams. Gain customer feedback through a survey and other methods e.g. focus groups to improve customer experience and journey. (subject to budget approval).	December 2023	Customer Relations Manager / ICT Managers	<p>To improve the customer service experience a customer services strategy is being worked on to identify what residents and officers need from the new CRM and the future improvements needed to the customer journey.</p> <p>The original requirements were driven by the need to replace the Drupal 7 Platform however the platform will now be maintained until the end of 2024, giving the Council time to review its customer services strategy as</p>	Rescheduled – see comment



REF	Five Year Strategy Aim	2023/24 Target/Project	Milestones/ Target	Responsible Officer	Q2 Review	Status Green, Amber, Red
					whole and make a better overall product for residents.	
<b>ERC06</b>	To deliver customer friendly and responsive services	Following a Local Government Association Peer Review of the Council in Summer 2023 – work with services and the peers to identify actions needed to improve	Autumn 2023	Head of HR, Performance & Communications /Organisational Development Manager	Challenge took place and full report published October 2023. Actions underway and action plan will be agreed and published November 2023. Peer team will return for a ‘check in’ visit to review progress in April 2024.	Complete
<b>ERC07</b>	Work towards financial autonomy and fully sustainable services	Continue to assess investment opportunities for regeneration and employment within Surrey Heath Borough Council. Deliver business plans for the Council’s investment property portfolio, including The Square (£x target). Deliver an updated retail delivery plan.	March 2024	Head of Investment & Development	To monthly Property and Regeneration Working Group. Business plans being delivered and financial progress reported in quarterly financial updates. Retail Delivery Plan presented to Town Centre Working Group in H1 2023 and being delivered.	On Track
<b>ERC08</b>	Work towards financial autonomy and fully sustainable services	Review of Medium Term Financial Strategy (Feb 2024) – modelling the impacts of inflation and the cost-of-living increases. Regular review of Fees and Charges throughout the year Upskill staff in financial management	December 2023	Strategic Director Finance & Customer Services	Move towards a sustainable budget. Severe resourcing issues within the Accountancy team. On track for now, budget setting started in September.	On Track (but note comment)
<b>ERC09</b>	Work towards financial autonomy and fully	Agree commercial strategy	December 2023	Strategic Director Finance & Customer Services	Work is underway to identify the key components of a commercial strategy and the focus that is	Delayed but underway



REF	Five Year Strategy Aim	2023/24 Target/Project	Milestones/ Target	Responsible Officer	Q2 Review	Status Green, Amber, Red
	sustainable services				likely to bring the greatest benefit.	
<b>ERC10</b>	Work towards financial autonomy and fully sustainable services	Implement procurement strategy including contract management.  Upskill staff in procurement.	Summer 2023	Strategic Director Finance and Customer Services and Procurement Officer	The new Procurement Strategy has now received approval. An instruction material for staff on how to record new procurements and contracts is being prepared by Procurement and will be distributed to staff by end of August. Training being developed, but currently there is only a single resource in the Procurement Team.	On Track
<b>ERC11</b>	Work towards financial autonomy and fully sustainable services	Partnership working – move towards formalising the partnership with Runnymede Borough Council Building Control service.	May 2023	Strategic Director Finance and Customer Services and Head of Planning	Process is underway, aiming to have a formal arrangement by 1 April 2024.	Rescheduled
<b>ERC12</b>	Continue to deliver Digital Transformation	Upgrade Camberley Theatre website (subject to capital bid)	November 2023	Theatre Manager	Procurement ongoing, website design process to begin following final decision.	In Progress
<b>ERC13</b>	Continue to deliver Digital Transformation	Identify options to continue to increase digital communication with residents (e.g. the development of an	Summer 2023	Communications Manager	External website – complete	Complete





REF	Five Year Strategy Aim	2023/24 Target/Project	Milestones/ Target	Responsible Officer	Q2 Review	Status Green, Amber, Red
		e-news letter and further transformation across social media).				
<b>ERC14a</b>	Continue to deliver Digital Transformation	Citizens Access – increase uptake with Council Tax payers. Roll out with Businesses and Benefit Claims	Businesses – by May 2023 Benefit claims – August 2023	Strategic Director Finance and Customer Services & Revenues & Benefit Manager	Citizens Access Benefits, Citizens Access discretionary applications, Citizens Access Landlords and online business access all went live 1 September 2023.	Complete
<b>ERC14b</b>	Continue to deliver Digital Transformation	Upgrade to Council’s Cash management and reconciliation system to bring improvements to payment experience for customers (capital bid pending)	March 2024	ICT Managers / Chief Accountant	Underway	On Track
<b>ERC15</b>	Making the Council a more agile and responsive organisation	<ul style="list-style-type: none"> <li>- Agile working – continuing move of systems to cloud, laptop rollout, better use of physical office space:</li> <li>- Reduce server room potential to reduce size of server room – consolidation / decommissioning – all contribute to better use of Surrey Heath House space and potential for income generation. Reduce power usage.</li> </ul>	March 2024	ICT Managers	The laptop rollout is finished with the Theatre being the last area to be completed; a legacy piece of storage was decommissioned which has cleared one of the server racks, and we have reduced the number of physical servers associated with the Virtual environment in our server room from 3 to 2.	Completed
<b>ERC16</b>	Making the Council a more agile and	Implement Workforce for the Future programme – projects to improve recruitment, retention and staff	March 2024	Head of HR, Performance & Communications /	Workforce for the Future Programme content has been refreshed following staff survey	Completed



REF	Five Year Strategy Aim	2023/24 Target/Project	Milestones/ Target	Responsible Officer	Q2 Review	Status Green, Amber, Red
	responsive organisation	engagement within the wider cost-of-living context. Focus on learning and development. Deliver the Council's apprenticeship, graduate trainee and internship programmes.  Agree a new People Strategy – Workforce for the Future	October 2023	HR Manager / OD Manager	and action plan. People Strategy agreed October 2023 by Employment Committee which outlines recruitment, retention and engagement plan. Summer intern programme in completed. Graduate Trainee recruited. Apprentices are in post.	
<b>ERC17</b>	Making the Council a more agile and responsive organisation	Review and update the Council's Discretionary Business Rate Relief Policy	October 2023	Revenues & Benefit Manager	The Council's Discretionary Business Rate Relief Policy was reviewed and agreed.	Completed

Indicator	Description	Target 2023/24	Q1 Result 2023/24	Q2 Result 2023/24	Comments
Percentage of 'formal' Complaints Responded to Within Target	Percentage of 'formal' complaints responded to within target (2 days to acknowledge and 10 days to reply)	<b>90%</b> Higher is better	100%	<b>100%</b>	<b>Q2:</b> 11 in total at stage 2 & 3 Stage 2 = 8 Stage 3 = 3 2 are ongoing complaints but still within time.
Customer Satisfaction with Contact Centre –	Customer satisfaction rating of good/excellent to exceed 90%	<b>90%</b> Higher is better	100%	<b>100%</b>	



Indicator	Description	Target 2023/24	Q1 Result 2023/24	Q2 Result 2023/24	Comments
Rating of Good/Excellent to Exceed 90%					
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	<b>98.5%</b> Year-end target – measured cumulatively through the year	29.41%	<b>56.94%</b>	<b>10 month collection period 2022/23 comparisons (cumulative through year)</b> Q1 – 29.5% Q2 – 57.60% Q3 – 85.26% Q4 – 98.60%
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	<b>98.5%</b> Year-end target – measured cumulatively through the year	32.61%	<b>59.03%</b>	<b>10 month collection period 2022/23 comparisons (cumulative through year)</b> Q1 – 31.29% Q2 – 57.55% Q3 – 83.18% Q4 – 99.90%
Supplier Invoices Paid On Time	Percentage of supplier invoices paid on time.	<b>97%</b> Higher is better	98.20%	<b>98.76%</b>	

