

**Surrey Heath Borough Council**  
**Executive**  
**13 February 2024**

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**Draft Annual Plan 2024/25**

<b>Portfolio Holder:</b>	Cllr Shaun Macdonald - Leader
<b>Strategic Director/Head of Service</b>	Sally Kipping – Head of HR, Performance & Communications
<b>Report Author:</b>	Sarah Bainbridge – Organisational Development Manager
<b>Key Decision:</b>	Yes
<b>Date Portfolio Holder signed off the report</b>	16 January 2024
<b>Wards Affected:</b>	All

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**Summary and purpose**

This report contains the draft Annual Plan for 2024/25, which sets out the key projects and performance indicator targets for the next financial year. The draft plan was considered by the Performance and Finance Scrutiny Committee on 24 January 2024, and comments from the Committee are set out in this report.

**Recommendation**

The Executive is advised to RESOLVE that the attached Annual Plan for 2024/25 be agreed, subject to the approval of the annual budget 2024/25 at Full Council on 21 February 2024.

**1. Background and Supporting Information**

- 1.1 The Council agrees an Annual Plan each year which sets out the main goals, projects and targets for the coming financial year. The Annual Plan is the main delivery vehicle for ensuring that the ambitions in the Council's overarching strategy are delivered for residents and the borough.
- 1.2 Also on the agenda for this meeting is the new draft Council Strategy 2024 – 2028. The draft Annual Plan at Annexe A is structured to deliver the priorities in the draft Strategy of *Protect our Environment, Promote Healthier and More Inclusive Communities, Support a Strong Economy and Create More Homes, Campaign for Residents and Deliver Effective Services with Sustainable Finances*.

- 1.3 The targets and projects contained within the agreed Annual Plan cascade to team projects and plans and individual staff appraisals. Progress against the targets is monitored regularly by managers and senior officers and is reported at mid-year and year end to the Executive and the Performance and Finance Scrutiny Committee.
- 1.4 The draft Annual Plan 2024/25 is attached at Annex A, which the Executive are asked to approve. The delivery of the plan is contingent on the approval of the Annual Budget 2024/25 at Full Council on 21 February 2024.
- 1.5 A draft of the Annual Plan 2024/25 was considered by the Performance and Finance Scrutiny Committee on 24 January 2024, and the comments from the Committee are set out below, together with the resulting changes to the draft plan at Annex A.

<b>Comment or Question from Performance and Finance Scrutiny Committee – 24 January</b>	<b>Response given or action taken</b>
It was commented that a number of the milestone targets were 'March 2025' – it was asked whether these could be reviewed and staggered.	These targets in the plan have been reviewed, and where possible more detailed descriptions or milestones have been added.
<p>In relation to the targets relating to a Town Centre deep clean and also litter and fly tipping, it was queried how much of a problem existed and what steps were being taken to remedy this. In relation to the Town Centre Officers explained that it had improved, but still impacted on the look and feel of the area, so it was felt a deep clean was needed. Funding needed to be sourced for this, which was why the target was extended to March 2025.</p> <p>In respect of litter, fly tipping and Anti-Social Behaviour, a number of different techniques were used to combat this including deployable CCTV and partnership working events with Police, Housing Associations and other partners. If there was a swift response to issues they were less likely to continue and lead to greater costs in the future.</p>	<ul style="list-style-type: none"> <li>- Reference to funding for the Town Centre Deep Clean programme added to action on p3.</li> <li>- Promoting use of Recycling Centres (CRCs) for disposal of DIY waste added to action on p8</li> <li>- Officers agreed they would include the promotion of the Community Recycling Centres for the disposal of DIY waste.</li> </ul>
The current use of portable particulate air quality monitors was praised. It was queried whether setting a target for Air Quality as part of the plan had been considered.	Officers clarified that Air Quality Standards were set by Central Government and there wasn't a legislative basis for the Council to set a target. However, the Air Quality in the borough was

<b>Comment or Question from Performance and Finance Scrutiny Committee – 24 January</b>	<b>Response given or action taken</b>
	very good, and an item was on the Committee's work programme for March for a more in-depth discussion of this.
It was queried whether bus shelters could be added to the action relating to lobbying for improved transport.	Reference to bus shelters added to relevant action on p26.
The Council Tax collection target was queried.	Officers advised that this was a prudent assessment of the impact of the cost of living crisis on residents' ability to pay.
A question was raised regarding the action relating to feasibility of cycle routes and walking zones and if this was related to the Local Cycling and Walking Infrastructure Plan (LCWIP)	This was confirmed.
It was queried why the housing advice – homelessness prevention indicator did not have a target.	Officers clarified that this measure was a monitoring indicator only, as it did not feel appropriate to set a target and it was very dependent on the economic conditions. -
It was requested that more detail be provided in the milestones for the first action relating to the decarbonising of council buildings.	Milestone detail added to action on p2.
In relation to the target relating to bin replacement, it was suggested that reference be made to contact performance measures and service level agreements.	Further detail added to action on p3
It was queried what form the community networking events focusing on cost of living and community issues could take.	Officers responded that these would be ward-specific tailored to the area, but that the pilot had been a community BBQ in 2023 and positive feedback had been received.
The 98% target for Food Premises inspections was queried.	Officers commented that all food inspections took place, but that the 98% target allowed for flexibility for example due to changeover of businesses, visits needing to be made out of hours or any resourcing issues.
It was noted that the capacity measure relating to the average attendance per show at Camberley Theatre was a new measure for the 2024/25 Annual Plan.	This was confirmed

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A question was raised about having reference to 2023/24 performance outcomes included in the plan.	Officers confirmed that performance for 2023/24 would be reported to P&F Committee in the Summer, and that performance against the targets proposed in the report would be reported to the Committee as part of the mid-year and year-end performance reports.
A question regarding Meals at Home target and whether it could be more ambitious	It was clarified that the target reflected a limited market and also potentially the impact of the current cost of living crisis. The service would continue to be promoted, including through the Homesafe plus scheme in partnership with Frimley Park Hospital.

## **2. Reasons for Recommendation**

- 2.1 The Annual Plan sets out the main goals, projects and targets for the coming financial year. The Annual Plan is the main delivery vehicle for ensuring that the ambitions in the Council’s overarching strategy are delivered for residents and the borough.

## **3. Contribution to the Council’s Five Year Strategy**

- 3.1 The Annual Plan is the main delivery vehicle for the first year of the new draft Council Strategy 2024 – 2028, which is also on this agenda for consideration.

## **4. Resource Implications**

- 4.1 All projects and targets within the Annual Plan need to have the necessary resources (revenue funding, capital funding, staffing, external/grant funding) in place to deliver them. The draft Annual Plan has been prepared alongside the draft budget for 2024/25. Where particular projects and targets are contingent on securing external funding, this is set out in the attached plan.

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

- 5.1 The Corporate Peer Challenge in 2023 identified the need to set a balanced budget over the period of the Council Strategy, and reduce the reliance on the use of reserves to set the annual budget.

## **6. Legal and Governance Issues**

- 6.1 There are no specific legal or governance issues. The agreement of an Annual Plan, with clear targets which can be cascaded down to individual appraisals, forms a key part of the Council's governance framework.

## **7. Monitoring Officer Comments:**

- 7.1 No Monitoring Officer comments arising.

## **8. Other Considerations and Impacts**

### **Environment and Climate Change**

- 8.1 The draft Council Strategy 2024 – 2028 clearly sets out the Council's ambition with regards to protecting and enhancing our environment and Net Zero. The draft Annual Plan contains a number of actions to deliver on these ambitions in 2024/25.

### **Equalities and Human Rights**

- 8.2 The draft Council Strategy 2024-28 clearly sets out the Council's ambition with regards to promoting more inclusive communities and championing greater equity and inclusion. The draft Annual Plan contains a number of actions to deliver on these ambitions in 2024/25.

### **Risk Management**

- 8.3 Individual projects will be appropriately risk assessed and reflected where appropriate in service-level risk registers and monitoring.

### **Community Engagement**

- 8.4 Several of the individual projects listed in the draft Annual Plan involve or are based on public consultation and input such improving playgrounds and the Local Plan. Other actions seek to improve engagement and communication with residents such as the residents panels and an e-newsletter.

### **Annexes**

Annex A – Draft Annual Plan 2024/25

### **Background Papers**

Draft Council Strategy 2024 – 2028 (also on this agenda)