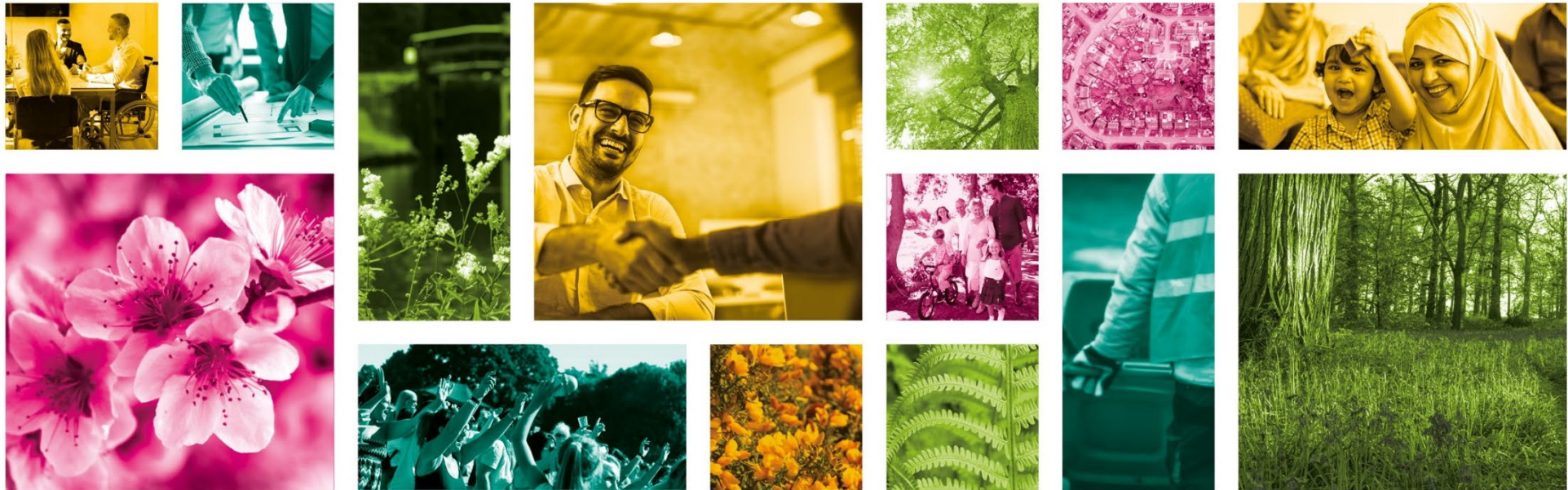




# Delivering Sustainable Positive Change

## ANNUAL PLAN 2026/27



## Introduction

The Annual Plan is the main delivery vehicle for the aims set out in our Council Strategy 2024-28, and sets out key projects, goals and targets that the Council wants to achieve between April 2026 and March 2027. Following a Government White Paper on English Devolution and local government reform published in December 2024, Surrey Heath Borough Council will be replaced by the new West Surrey Council from 1 April 2027. This plan therefore also contains a 'Local Government Reorganisation (LGR)' section including actions to support this transition.

### **Surrey Heath Borough Council Annual Plan 2026/27 - sections**

- Council Strategy Theme: Protect our Environment
- Council Strategy Theme: Promote Healthier and More Inclusive Communities
- Council Strategy Theme: Support a Strong Economy with Homes for All
- Council Strategy Theme: Campaign for Residents
- Council Strategy Theme: Deliver Effective Services with Sustainable Finances
- Actions to Deliver Local Government Reorganisation (LGR)

### **Surrey Heath Borough Council – actions for 2027/28**

Although Surrey Heath Borough Council (SHBC) will be replaced by the a new Unitary Authority from 1 April 2027, there will be some action required in 2027/28 to 'close down' matters relating to SHBC, including submitting performance returns to the Government and public for 2026/27, finalising and auditing of accounts for 2026/27 and statutory reporting requirements such as the Gender Pay Gap and Workforce profile.

Work is underway to identify these tasks and they will be added to this plan during the year.



## PROTECT OUR ENVIRONMENT

Ref	Council Strategy	2026/27 Target/Project	Milestones/ Target	Responsible Officer	Portfolio
I.01	Drive to Net Zero	Continue to implement actions from the Climate Change Action Plan (CCAP) and explore opportunities with new West Surrey Partners in order to align policies and data reporting.	March 2027	Climate Change Manager	Built Environment & Regulation / Environment & Recreation
I.02	Drive to Net Zero	Scope and deliver projects to promote climate change including additional EV Chargers in Council car parks.	March 2027	Climate Change Manager	Built Environment & Regulation / Environment & Recreation
I.03	Maintain Clean Streets & Smart Open Spaces	Participate in joint enforcement initiatives with the Police, Trading Standards, Fire & Rescue as required, focusing on licensing compliance and public safety (e.g. underage sales, taxi vehicle safety, driver compliance and public safety). These will be a partner-led operations and we will foster closer partnership working in the run-up to LGR.	Target of four initiatives by March 2027	Head of Environmental Health & Licensing	Environment & Recreation



Ref	Council Strategy	2026/27 Target/Project	Milestones/ Target	Responsible Officer	Portfolio
I.04	Increase Local Biodiversity	Subject to planning consent, progress the development of a new Suitable Alternative Natural Greenspace (SANG) at St Catherine's.	Subject to planning consent being granted, commence the implementation plan with the procurement to appoint relevant contractors by June to allow works onsite to commence late Summer/Autumn of 2026. The objective is to open the SANG to the public March 2027.	Head of Recreation & Heritage	Environment & Recreation



Ref	Council Strategy	2026/27 Target/Project	Milestones/ Target	Responsible Officer	Portfolio
I.05	Protect and Enhance our Natural Environment	<p>Deliver and implement a project plan for the adoption and ongoing management of Blackdown Road, Mindenhurst playground in Deepcut. This includes the replacement of Blackdown Road playground, adoption of the Sports Hub, MUGAs, pavilion, allotments, cricket pitches, parks and playgrounds.</p> <p>Work with Legal and Planning teams to meet Section 106 agreement. Monitor funding allocations and inflation impacts to address any shortfalls.</p>	September 2026	Head of Recreation & Heritage/ Contracts and Greenspace Manager/Legal/Corporate Property Team	Environment & Recreation
I.06	Protect and Enhance our Natural Environment	<p>Help improve local air quality by implementing the Surrey Heath Local Air Quality Strategy and delivery of the National Air Quality Strategy</p> <p>Continue to deploy the portable air quality monitor around the Borough, using the results to raise awareness.</p>	March 2027	Head of Environmental Health & Licensing	Environment & Recreation



Ref	Council Strategy	2026/27 Target/Project	Milestones/ Target	Responsible Officer	Portfolio
1.07	Reduce Waste & Improve Recycling	<p>Develop a new inter-authority agreement for the joint waste collection services contract, reflecting the new unitary arrangements, with the service starting in June 2027. The agreement will be finalised alongside the contract award in July 2026, following the completion of the re-procurement process, with mobilisation of the new contractor and exit management of the existing contractor taking place from July 2026 to June 2027.</p> <p>Key milestones include:</p> <ul style="list-style-type: none"> <li>• April – May 2026 – Invite final bids, evaluate tenders and select winning bidder</li> <li>• July 2026 – New inter-authority agreement finalised, with contract awarded to the winning bidder</li> <li>• July 2026 – June 2027 – Mobilisation with the new contractor / exit management with the existing contractor</li> <li>• June 2027 – New service goes live</li> </ul>	Milestones (Apr 2026 – Jun 2027). More details can be found in the panel to the left.	Joint Waste Solutions Strategic Director	Environment & Recreation



Ref	Council Strategy	2026/27 Target/Project	Milestones/ Target	Responsible Officer	Portfolio
1.08	Reduce Waste & Improve Recycling	Deliver the 2026–27 annual joint contract programme, focused on improving service efficiency, waste reduction, recycling quality and customer experience through operational improvements, informed resident engagement, effective contract management and collaborative governance.	March 2027	Joint Waste Solutions Strategic Director / Head of Policy, Performance and Communications JWS	Environment & Recreation
1.09	Protect and Enhance our Natural Environment	Deliver a programme of infrastructure projects across the borough for approval, ensuring effective use of existing unrestricted Community Infrastructure Levy (CIL) and Section 106 (S106) funds. Aim is to maximise community benefit, with a particular focus on residents impacted by recent development.	March 2027	Director of Built Environment & Regulation	Built Environment & Regulation/ Environment & Recreation



Ref	Council Strategy	2026/27 Target/Project	Milestones/ Target	Responsible Officer	Portfolio
1.10	Protect and Enhance our Natural Environment	<p>Deliver CIL Funded Projects – recreation grounds and playgrounds</p> <ul style="list-style-type: none"> <li>• Heatherside Recreation Ground - replacement of play equipment and accessibility enhancements;</li> <li>• Frimley Green Recreation Ground - replacement of play equipment and accessibility enhancements;</li> <li>• Camberley Park – replacement of play equipment and clearance of overgrown vegetation;</li> <li>• Blackdown Road/Bellew Road Playground - reconfiguration and new play facilities</li> </ul>	<p>Heatherside, Frimley Green Rec and Camberley Park - Autumn 2026. Blackdown Road is dependent on land transfer – target date tbc</p>	<p>Head of Recreation &amp; Heritage</p>	<p>Environment &amp; Recreation</p>
1.11	Protect and Enhance our Natural Environment	<p>Deliver Resurfacing works at Frimley Lodge Park, subject to planning consent, improving access and enhancing the park for the local and wider community.</p>	<p>December 2026</p>	<p>Regeneration Officer / Director of Housing, Community &amp; Recreation</p>	<p>Environment &amp; Recreation</p>



Ref	Council Strategy	2026/27 Target/Project	Milestones/ Target	Responsible Officer	Portfolio
1.12	Protect and Enhance our Natural Environment	Subject to Executive approval, conclude agreement to facilitate delivery of resurfacing works at Lightwater Country Park – improving accessibility, providing a safe, welcoming and fit for purpose facility for residents and visitors.	May 2026	Head of Recreation & Heritage / Property Asset Manager	Environment & Recreation
1.13	Protect and Enhance our Natural Environment	Deliver replacement of Crabtree Skatepark.	Autumn 2026	Head of Recreation & Heritage	Environment & Recreation
1.14	Protect and Enhance our Natural Environment	<p>CIL Funded Projects – community and infrastructure facilities</p> <p>Improvements to community facilities</p> <ul style="list-style-type: none"> <li>• West End Pavillion (Benner Lane)</li> <li>• Frimley Green Village Hall</li> <li>• Camberley Scout Group</li> </ul> <p>Support Surrey County Council in the delivery of the Local Cycling and Walking Infrastructure Plan (LCWIP) to enable improved cycling and walking routes between Camberley – Frimley.</p>	SHBC’s role is to provide funding – delivery of project rests with applicants – included here to reflect impact of funding	Director of Built Environment & Regulation	Environment & Recreation



Ref	Council Strategy	2026/27 Target/Project	Milestones/ Target	Responsible Officer	Portfolio
1.15	Building Control	Submit all quarterly and annual reportable data to the Building Safety Regulator in accordance with operational standards rules. Maintain compliance to ISO9001 (or equivalent accredited quality management system) ensuring standards are met for quality, consistency, and customer satisfaction.	March 2027	Head of Building Control	Built Environment & Regulation
1.16	Building Control	Resolve complaints relating to compliance with the Building Regulations 2010, in line with the published complaints procedure and timescales.	March 2027	Head of Building Control	Built Environment & Regulation
1.17	Maintain Clean Streets & Smart Open Spaces	Participate in joint initiatives with Partners, for example: <ul style="list-style-type: none"> <li>• Initiatives around environmental crime and anti-social behaviour</li> <li>• Campaigns with Surrey Police and Accent Housing</li> <li>• Keep Britain Tidy Litter Picks</li> <li>• Fly tipping – including promoting use of recycling centre for disposal of DIY waste</li> </ul>	Four initiatives by March 2027	Head of Enforcement & Community Safety	Built Environment & Regulation



## Performance Indicators

Indicator	Description	Target 2025/26	Proposed Target 26/27	Responsible Officer	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.	60% (Higher is better)	<b>59%</b> (Higher is better)	Joint Waste Solutions Strategic Director	Target is Top Quartile SHBC 24/25 = 59.0.% and national top quartile from 2023/24 was more than 49.60%
Percentage of total household waste that is collected separately as food waste	Percentage of total household waste that is collected separately as food waste	n/a	<b>Included in target above</b>	Joint Waste Solutions Strategic Director	This is a new indicator that is being introduced as part of the Local Outcomes Framework.
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.).	324kg (Lower is better)	<b>340kg</b> (Lower is better)	Joint Waste Solutions Strategic Director	Target is Top Quartile SHBC 24/25 = 346.16kg and the national top quartile from 2023/24 was less than 392kg.
Percentage of streets falling below a grade B cleaning standard	The percentage of streets reviewed as part of the regular survey falling below a 'Grade B' standard of litter (Predominately free of litter and refuse apart from some small items)	4% (Lower is better)	<b>4%</b> (lower is better)	Joint Waste Solutions Strategic Director	24/25 result 0.83%



Indicator	Description	Target 2025/26	Proposed Target 26/27	Responsible Officer	Comments
Number of 'missed' bins	Number of 'missed' residential kerbside collections per 100,000 collections.	80 per 100,000 collections	<b>80 per 100,000 collections</b>	Joint Waste Solutions Strategic Director	24/25 result 60 per 100,000 collections
Dry Mixed Recycling (DMR) Contamination (revised definition)	Overall tonnage of DMR loads that are deemed too contaminated with prohibited material to be processed as recycling.	70 tonnes (Lower is better)	<b>70 tonnes</b> (Lower is better)	Joint Waste Solutions Strategic Director	Target based on average data from last three years.
Speed of decision making - 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%	60% (Higher is better)	<b>60%</b> (Higher is better)	Head of Development Management	Government minimum is 60% 24/25 performance 96%
Speed of decision making - 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%	70% (Higher is better)	<b>70%</b> (Higher is better)	Head of Development Management	Government minimum is 70% 24/25 Performance 91%



Indicator	Description	Target 2025/26	Proposed Target 26/27	Responsible Officer	Comments
Quality of decision making - Appeals allowed against the Council's refusal of planning permission	Percentage of appeals allowed against the Council's refusal of planning permission, as a percentage of the total number of planning applications.	10% (Lower is better)	<b>10%</b> (Lower is better)	Head of Development Management	Government minimum is 10% Reporting will include separate results for Major application appeals and Non-Major application appeals. (lower is better)
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.	85% (Higher is better)	<b>85%</b> (Higher is better)	Head of Enforcement & Community Safety	24/25 performance 96%



## PROMOTE HEALTHIER & MORE INCLUSIVE COMMUNITIES

Ref	Council Strategy	2026/27 Target/Project	Milestones/ Target	Responsible Officer	Portfolio
2.01	Facilitate a Flourishing Voluntary Sector	Deliver voluntary sector grant schemes to be agreed by the Council in February 2026 and enable the voluntary sector through wider support including Community Rent Subsidies.	March 2027	Head of Housing, Resettlement & Communities / Head of Recreation & Heritage	Housing and Communities
2.02	Facilitate a Flourishing Voluntary Sector	Continuation of the review of Community and Leisure properties. Ensure leases are fit for purpose, disposal of appropriate properties and existing properties are used for true community benefit. Development of strategy/action plan around community properties and identify opportunities for greater utilisation and positive community impact.	Ensure Property Asset Plan is in place by March 2026	Director of Property & Economic Development	Property & Economic Development
2.03	Support those in Greatest Need	Due to the expected closure of Lawrence Lodge (June 2026) ensure continuity of temporary accommodation by actively exploring options for alternative temporary accommodation. Regular meetings with Accent Housing are in place and will continue.	June 2026	Head of Housing, Resettlement & Communities	Housing and Communities



Ref	Council Strategy	2026/27 Target/Project	Milestones/ Target	Responsible Officer	Portfolio
2.04	Support those in Greatest Need	Continue preparations for and implementation of the new statutory duties under the Renters’ Rights Act including enforcement of new landlord requirements, implementation of the new national private rented property landlord registration scheme and mandatory reporting of local authority enforcement activity. Review current practices and align with new statutory requirements to maximise support for residents in poor-quality accommodation.	Spring/Summer 2026 – phased implementation in accordance with Government road map. Legislation goes live on 1 May 2026 - first phase is new tenancy regime. Second phase (including database of PRS properties) is late 2026. Phase three to be confirmed by Government.	Head of Environmental Health & Licensing/ Head of Housing, Resettlement & Communities	Built Environment & Regulation/ Housing and Communities



## Performance Indicators

Indicator	Description	2025/26 Target	2026/2027 proposed Target	Responsible officer	Comments
People Reached by the Heritage Service	Includes visitors to the Surrey Heath Museum, pupils taking part in sessions delivered in schools, elderly people taking part in reminiscence sessions and other enquires including historical research.	6,500 (Annual Target)	<b>6,500</b> (Annual Target)	Senior Heritage/ Outreach Officer	24/25 performance =7,217.
Participation at Places Leisure Camberley – usage	% quarterly analysis in usage compared to first year of operation – maintain or exceed levels	Trend Analysis comparing to the same quarter in previous years	Maintain or exceed performance from same quarter in previous year	Head of Recreation & Heritage	24/25 Annual total = 891,429 (excluding Coffee Shop visits)
Camberley Theatre	Average attendance per show – % capacity sold	60% (Higher is better)	<b>60%</b> (Higher is better)	Head of Arts & Culture	24/25 Annual Average Attendance All Performances = 72%
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% (Higher is better)	<b>95%</b> (Higher is better)	Head of Environmental Health and Licensing	24/25 performance = 97%



Indicator	Description	2025/26 Target	2026/2027 proposed Target	Responsible officer	Comments
Food Premises that are Inspected Within 28 Days of Being Due	Percentage of higher-risk (i.e. risk category A, B and non-compliant C) food premises inspections due, that were completed within 28 days.	90% (Higher is better)	<b>90%</b> (Higher is better)	Head of Environmental Health and Licensing	24/25 performance = 100%
Environmental Health Nuisance Complaints	The number of noise, smoke, light and odour complaints (domestic & commercial), received during each quarter and the number responded to within five working days each quarter expressed as a percentage.	90% (Higher is better)	<b>90%</b> (Higher is better)	Head of Environmental Health and Licensing	24/25 performance = 99%
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 (Annual Target)	<b>37,000</b> (Annual Target)	Head of Community Services (Runnymede Borough Council)	24/25 performance = 38,719
Number of residents supported by Community Alarms	Number of residents supported by the community alarm service (could include two service users at the same address)	1,100 (Annual Target - ‘snapshot’ at the end of each quarter)	<b>1,100</b> (Annual Target - ‘snapshot’ at the end of each quarter)	Head of Community Services (Runnymede Borough Council)	24/25 End of year performance = 1,006.



Indicator	Description	2025/26 Target	2026/2027 proposed Target	Responsible officer	Comments
Handyperson service referrals	Number of referrals to the Handyperson service.	235 (Annual Target)	<b>235</b> (Annual Target)	Head of Community Services (Runnymede Borough Council)	24/25 performance = 260
Number of meals served at Windle Valley Centre	Count of number of meals served at Windle Valley Centre each quarter, as the most reliable proxy indicator of attendance/utilisation given different patterns of attendance.	5,900 (Annual Target) Q1 – 1,400 Q2 – 1,450 Q3 – 1,500 Q4 – 1,550	<b>6,200</b> (Annual Target)	Head of Community Services (Runnymede Borough Council)	-
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>Remove Target (Monitoring only)</b> Lower is better – snapshot at the end of each quarter)	<b>No Target</b> Monitoring only (Lower is better – snapshot at the end of each quarter)	Head of Housing Resettlement & Communities	-



Indicator	Description	2025/26 Target	2026/2027 proposed Target	Responsible officer	Comments
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	No Target (Monitoring Only)	<b>No Target</b> (Monitoring Only)	Head of Housing Resettlement & Communities	-
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)	<b>110</b> (Annual Target)	Head of Housing Resettlement & Communities	24/25 performance = 116
Home Improvement Agency Activity	Average time taken to complete an adaptation from receipt of the referral – based on those completed within each quarter.	90 days (Lower is better - receipt to completion)	<b>90 days</b> (Lower is better - receipt to completion)	Head of Housing Resettlement & Communities	-



Indicator	Description	2025/26 Target	2026/2027 proposed Target	Responsible officer	Comments
Private rental sector enforcement - (linked to PRS enforcement data collection)	Description to be confirmed – this will be a new metric as part of the Government’s Local Outcome Framework and will measure local authority activity in enforcement of standards and tenancy rights in the private rental sector. This metric will be captured as part of the new PRS enforcement data collection.	n/a	Meet the deadline for mandatory reporting to the Government of the Council's private rented sector enforcement activity	Head of Environmental Health & Licensing	-
Benefits Processing – New Claims	Number of days taken to process new housing benefits claims	30 days (Lower is better)	<b>30 days</b> (Lower is better)	Benefits Manager	24/25 performance 22.85 days DWP minimum target 30 days
Benefits processing – Changes	Number of days taken to process changes to benefits	10 days (Lower is better)	<b>10 days</b> (Lower is better)	Benefits Manager	24/25 performance 4.15 days DWP minimum target 10 days



## SUPPORT A STRONG ECONOMY WITH HOMES FOR ALL

Ref	Council Strategy	2026/27 Target/Project	Milestones/ Target	Responsible Officer	Portfolio
3.01	Stimulate Regeneration of Camberley	Continue implementation of Camberley Town Centre Strategic Vision 2032.	Throughout year to March 2027	Director of Property and Economic Development	Property & Economic Development
3.02	Stimulate Regeneration of Camberley	Maintain flexibility for 43-57 Park St, Camberley (includes the former House of Fraser store) to meet future housing need and assume a reactive approach to regeneration potential.	Report on a six monthly basis concerning viability prospects and external funding sources.	Director of Property and Economic Development	Property & Economic Development
3.03	Stimulate Regeneration of Camberley	Progress project to regenerate the London Road block redevelopment in total or phases.  Maximise external funding.	Conclude enabling works contract by June 2026 and refresh appraisal of regeneration options on completion of those works. Progress the conditional sale of the site to a developer.	Director of Property and Economic Development / Director of Law & Governance	Property & Economic Development



Ref	Council Strategy	2026/27 Target/Project	Milestones/ Target	Responsible Officer	Portfolio
3.04	Create consensus driven Local Plan	Following the Local Plan Examination Hearings, subject to inspector’s report, progress Local Plan through final stages, including main modifications consultation, to adoption.	Target date for consultation on main modifications Spring 2026 (subject to feedback from Local Plan Inspector). Target date for adoption Autumn 2026.	Director of Built Environment & Regulation / Head of Planning Policy and Sustainability	Built Environment & Regulation
3.05	Support Vibrant Villages and Local Centres	Continue implementation of Parking Strategy action plan (including new opportunities Develop high-level cost estimates and submit operational and capital funding bids to support ongoing improvements to car parks, including Main Square and Knoll Road. In addition, seek Park Mark accreditation for Knoll Road car park, to enhance safety and quality standards. Evaluation of ANPR	Delivery of capital projects throughout year to March 2027	Head of Enforcement & Community Safety / Head of Parking	Built Environment & Regulation
3.06	Stimulate Regeneration of Camberley	Ensure properties are compliant with the enhanced Minimum Energy Efficiency Standards	Ensure properties are compliant for 1 April 2027	Head of Technical Services	Property & Economic Development



## Performance Indicators

Indicator	Description	2025/26 Target	Proposed Target 2026/27	Responsible Officer	Comments
The number of people Parking	CHANGE OF DEFINITION 'Parking events' compared to the same quarter the previous year in Council-operated car parks across the Borough.	n/a	Maintain performance against same quarter previous year	Head of Parking	-
Number of people assisted by The Workshop	Number of individuals engaged by The Workshop and the % assisted into employment or education.	<b>140</b> individuals engaged  <b>35%</b> into employment or education	<b>140</b> individuals engaged  <b>40%</b> into employment or education	Director of Property & Economic Development	-



## CAMPAIGN FOR RESIDENTS

Ref	Council Strategy	2026/27 Target/Project	Milestones/Target	Responsible Officer	Portfolio
4.01	Keep the Borough Safe and Secure	Implement improvements to public realm CCTV and embed new contract arrangements for CCTV with Safer Runnymede and out-of-hours service.	New contract live from February 2026. Quarterly review with new providers	Head of Enforcement & Community Safety	Built Environment & Regulation
4.02	Keep the Borough Safe and Secure	Review effectiveness of deployable CCTV and fixed town centre.	Quarter 2 review (by September 2026)	Head of Enforcement & Community Safety	Built Environment & Regulation
4.03	Champion Local Community Causes	Progress any outcomes agreed as a result of the Community Governance Review (CGR) following the next consultation and Council decision in February 2026.	Targets dependent on outcome of current consultation (January 2026) and subsequent decision by Council in February	Head of Democratic & Electoral Services	Leader
4.04	Champion Local Community Causes	Continue to work with Frimley Park Hospital to support and call for a transparent and community-focused approach to the rebuild of Frimley Park Hospital	Throughout 2026/27	Chief Executive	Leader



## DELIVER EFFECTIVE SERVICES WITH SUSTAINABLE FINANCES

Ref	Council Strategy	2026/27 Target/Project	Milestones/ Target	Responsible Officer	Portfolio
5.01	Make the Council's Budget Sustainable	Seek to secure grant funding for museum project work and apply for four grants during the year. Review opportunities to minimise costs and achieve efficiencies in the delivery of the Museum and Heritage services and explore joint working with partners and opportunities to align cultural strategies ahead of Local Government Reorganisation.	March 2027	Senior Heritage/ Outreach Officer/ Director of Housing, Community & Recreation	Environment & Recreation
5.02	Ensure Strong Governance Process	Conduct the Chobham Neighbourhood Plan referendum	May 2026	Head of Democratic & Electoral Services	Built Environment & Regulation
5.03	Make the Council's Budget Sustainable	Deliver the financial targets in the business plans in the property portfolio	Quarterly budget monitoring and reporting	Property Asset Manager	Property & Economic Development
5.04	Make the Council's Budget Sustainable	Review and update the Council's Debt Recovery Policy. Develop and implement streamlined procedure for debt recovery across the Council.	May 2026	Director of Finance/Director of Law & Governance	Performance & Finance
5.05	Optimise use of Council Property Assets	Explore options for transferring community assets in parished areas e.g. benches, bus shelters and larger property assets.	Quarter 2	Director of Housing, Community & Recreation	Environment & Recreation



Ref	Council Strategy	2026/27 Target/Project	Milestones/ Target	Responsible Officer	Portfolio
5.06	Optimise use of Council Property Assets	Explore how the Council can ensure the preservation of community assets in unparished areas post-LGR implementation, e.g. community centres. Produce Quarter 1 report setting out timetable for any potential implementation.	Q1 Report  End of Financial Year	Director of Housing, Community & Recreation	Environment & Recreation
5.07	Ensure Strong Governance Processes	Continue with Transformation programme for the theatre and drive towards a cost-neutral position.	March 2027	Head of Arts & Culture	Environment & Recreation
5.08	Make the Council's Budget Sustainable	Monitor financial performance against the Council's Medium Term Financial Strategy (MTFS) as agreed in February and deliver the annual budget in line with MTFS objectives. This will include regular monitoring, planning, and year-end processes, with the aim of achieving a positive financial position and demonstrating improvement against the revised MTFS. Track the delivery of the Transformation programme savings.	March 2027	Head of Finance	Performance & Finance
5.09	Make the Council's Budget Sustainable	Progress towards achieving assurance for the Council's final accounts by reducing the number of high-risk external audit recommendations.	Reduced number of recommendations in the Audit Findings report published in January 2027	Head of Finance	Performance & Finance



Ref	Council Strategy	2026/27 Target/Project	Milestones/ Target	Responsible Officer	Portfolio
5.10	Make the Council's Budget Sustainable	Monitor and assess the impact of upcoming changes to Non-Domestic Rates (NDR) and Council Tax. These changes are expected to make collection more challenging.	Monitor impact of changes on recovery rates from April 2026 onwards	Revenues Manager	Performance & Finance
5.11	Make Services More Accessible	Use of digital grant monies to improve customer interface with planning.	Grant monies spent within time frame	Head of Development Management / Director of Built Environment & Regulation	Built Environment & Regulation
5.12	Optimise use of Council Property Assets	Generate capital receipts by selling already identified surplus land	Deliver [ <i>£TBC closer to start of budget year</i> ] of net capital receipts by March 2027.	Director of Law & Governance / Director of Property & Economic Development	Property & Economic Development



Ref	Council Strategy	2026/27 Target/Project	Milestones/ Target	Responsible Officer	Portfolio
5.13	Optimise use of Council Property Assets	Progress conversations around the benefits of transferring community property to parish councils alongside Local Government Reorganisation (LGR). Consider in light of decisions made following the Community Governance Review and agree next steps.	September 2026	Director of Housing, Community & Recreation /Director of Law & Governance/ Director of Property & Economic Development	Environment & Regulation
5.14	Make the Council's Budget Sustainable	Deliver a programme of transformation projects and savings across the Council to reduce the budget deficit within the term of the MTFS. Work with finance team to track delivery of overall savings target, monitor risks to delivery and identifying ways to offset any savings that will not be achieved. Priority workstreams: Organisational Design Council and Community Property Discretionary Services	Delivery throughout year – monthly reports on progress to Executive Briefing	Chief Executive / Director of Transformation / Head of OD	Housing & Communities
5.15	Develop a High-Performing Organisation	Renew and maintain Public Services Network Certification to ensure systems are protected and up-to-date	Current compliance ends November 2026	Heads of IT	Housing & Communities
5.16	Ensure Strong Governance Processes	Review any publication of drafts and/or final versions of the Local Government Outcomes Framework and communicate to ensure that this informs planning approach for 2027/28	Tbc depending on Government timetable	Head of OD	Performance & Finance



Ref	Council Strategy	2026/27 Target/Project	Milestones/ Target	Responsible Officer	Portfolio
5.17	Ensure Strong Governance Processes	<p>Significant changes in employment law will come into force as a result of the new Employments Right Act, starting in April 2026 and any statutory changes will be updated in policy, training and guidance as appropriate. This will require a comprehensive review and update of relevant HR policies and procedures, particularly those impacting payroll and employment practices.</p> <p>Review and revise HR policies and processes</p> <p>Assess any training needs for staff and managers</p> <p>Ensure payroll and background systems are aligned with new requirements</p> <p>Explore the development of a streamlined process for implementing legislative changes</p>	Up to vesting day and beyond	HR Manager	Housing & Communities
5.18	Ensure Strong Governance Processes	Embed new Internal Audit Partnership and ongoing contract management	New partnership in place from January 2026 – regular contract management throughout year	Director of Law & Governance	Leader



Ref	Council Strategy	2026/27 Target/Project	Milestones/ Target	Responsible Officer	Portfolio
5.19	Ensure Strong Governance Processes	<p>Review deliverability of Annual Plan targets at mid-year in light of Transformation, LGR and implementation resources, and the Community Governance Review.</p> <p>Report any necessary changes as part of the mid-year report to Performance &amp; Finance Scrutiny Committee and the Executive.</p>	<p>Review at the end of Q1 in July 2026</p> <p>Mid-Year Report November 2026</p>	Head of OD	Leader



## Performance Indicators

Indicator	Description	Target 2025/26	Proposed Target 2026/27	Responsible Officer	Comments
Customer Enquiries Resolutions	Percentage of customer enquiries into the contact centre that are resolved at the first point of contact.	70% (Higher is better)	<b>70%</b> (Higher is better)	Head of Customer Services	Low complexity / high volume contacts now tend to be managed by self-service forms. This indicator relates to remaining low volume/high complexity contacts.
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	98.5% (Higher is better)	<b>98.5%</b> (Higher is better – year-end target reported cumulatively through year)	Revenues Manager	24/25 performance 99.49% Target is top quartile ≥ 98.03%
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	98.5% (Higher is better)	<b>98.5%</b> (Higher is better – year-end target reported cumulatively through year)	Revenues Manager	24/25 performance 95.43% Target is in 2nd quartile ≥ 98.38



Indicator	Description	Target 2025/26	Proposed Target 2026/27	Responsible Officer	Comments
Invoices Paid on Time	Percentage of invoices paid on time.	90% (Higher is better)	<b>98%</b> (Higher is better)	Head of Finance	98% of undisputed invoices to be paid on time. 97.04% performance in 2024/25
Staff turnover	Percentage staff turnover in a rolling year. (Includes all leavers)	Track National Average	<b>No Target</b> Monitoring indicator only	Human Resources Manager	-



## Actions to deliver Local Government Reorganisation (LGR)

Ref	2026/27 Target/Project	Milestones/Target	Responsible Officer	Portfolio
6.01	Engage and participate with the LGR Implementation Team and partner authorities for transition to West Surrey. This includes reviewing website access, aligning procurement where possible, Microsoft tenants and other major platforms.	Vesting day and beyond	Chief Executive / Director of Transformation	Leader
6.02	Support LGR Communications Develop and deliver clear, consistent internal and external communications around LGR Support residents and staff through change and uncertainty including increased all staff briefings and newsletters	Increase external and internal understanding of the LGR information hub and upcoming elections Feb-May Support the delivery of a countywide newsletter and sign-ups 2026. In calibration with council colleagues develop West Surrey brand and digital channels 2026-2027	Head of Communications & Engagement	Leader
6.03	Work with the appointed Returning Officer in Runnymede to carry out elections for the Shadow West Surrey Council elections - to be held in May 2026.	May 2026	Head of Democratic Services	Leader



Ref	2026/27 Target/Project	Milestones/Target	Responsible Officer	Portfolio
6.04	Conduct a review of the Council’s approach to charity governance, appointments to external bodies and external organisations supported by the Council, aligning our approach with other authorities as appropriate As part of this process, appoint representatives on Citizens Advice and collaborate with partners and LGR Implementation Team to plan for the transition of appointments to outside bodies and charities.	September 2026	Head of Democratic Services / Director of Law & Governance	Leader
6.05	Prepare for TUPE and associated consultations, review the use of casual and agency workers, update job descriptions, and maintain clear ongoing communication with staff throughout the process.	TUPE consultation – likely to start mid 2027 up until vesting day Clear communication – ongoing until vesting day Job descriptions – review progress in Jan 26 Start review of casual and agency workers in Jan 26	HR Manager	Housing & Communities



Ref	2026/27 Target/Project	Milestones/Target	Responsible Officer	Portfolio
6.06	Collaborate with the Implementation Team and partners to ensure that Surrey Heath’s specific platforms are safe and legal on Vesting Day and still function on Day 2. Contribute as needed to the implementation plan giving professional and technical advice, particularly in the areas of connectivity, cyber risk and security relating to Surrey Heath platforms.	Up to vesting day and beyond	Heads of IT / Head of Communications & Engagement	Housing & Communities / Leader
6.07	Prioritise the People Strategy to support staff and service delivery up to vesting day with a commitment to develop staff for their future careers Retention – develop a clear retention strategy to keep our talent and maximise performance Wellbeing – support staff during organisation change Performance – develop staff for future careers	Ongoing up until vesting day Review plan and actions quarterly	Director of Transformation / HR Manager	Housing & Communities
6.08	Manage an internal programme to prepare for Local Government Reorganisation (LGR), ensuring timely responses to information and resourcing requests from the Implementation Team.	Throughout year to March 2027	Director of Transformation / Head of OD	Leader
6.09	Review opportunities to align procurement work and contracts with partner authorities within West Surrey in the run up to vesting day	Throughout year to March 2027	Procurement & Contracts Manager	Performance & Finance



Ref	2026/27 Target/Project	Milestones/Target	Responsible Officer	Portfolio
6.10	Work closely with the Implementation Team, Shadow Authorities and other partner authorities within West to agree and set the budget for the new West Surrey Authority.	By February 2027	Director of Finance	Performance & Finance
6.11	JWS will work closely with partner authorities to ensure waste and recycling services are safe and legally compliant by vesting day in April 2027.	March 2027 – Services confirmed safe and legally compliant for unitary vesting day on 1 April 2027	Joint Waste Solutions Strategic Director	Environment & Recreation



## SHBC Actions for 2027/28

Ref	2026/27 Target/Project	Milestones/Target	Responsible Officer	Portfolio
7.01	<p>Work with managers across SHBC to identify all actions required in 2027/28 to 'close down' matters relating to SHBC, including submitting performance returns to the Government and public for 2026/27, finalising and auditing of accounts for 2026/27 and statutory reporting requirements such as the Gender Pay Gap and Workforce profile.</p> <p>Once identified, update Annual Plan with the requirements.</p>	Incorporate into 2026/27 Annual Plan at mid-year review – October 2026	Director of Transformation with CMT	Leader

