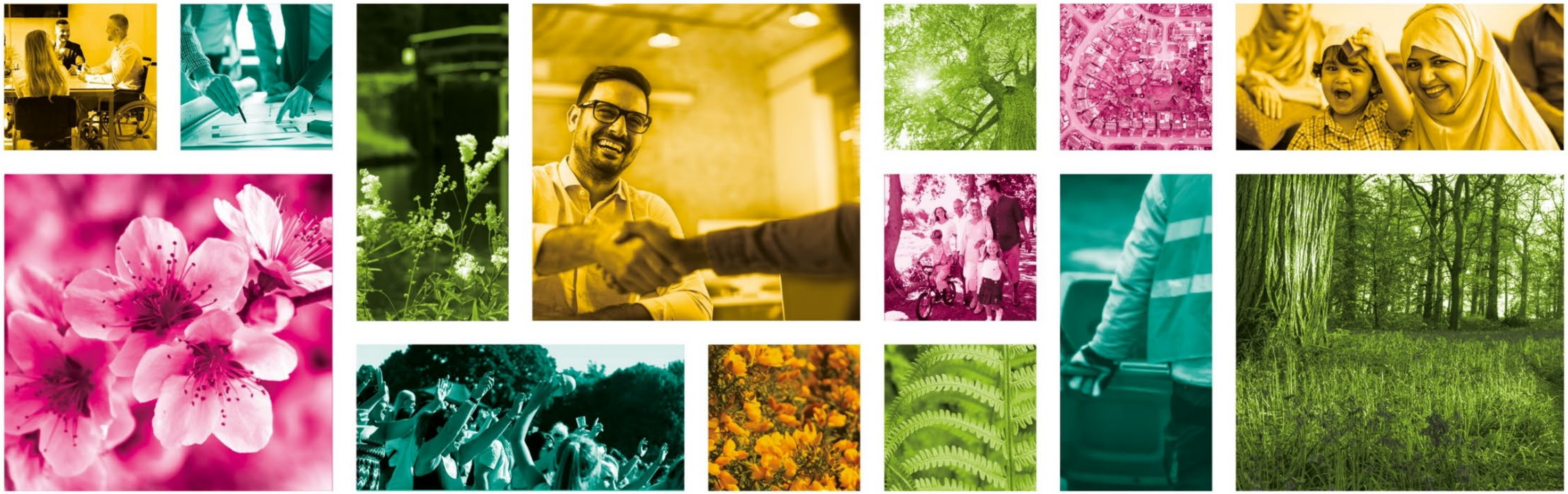
Delivering Sustainable Positive Change

ANNUAL PLAN 2026

End of Year Report



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Ref	Target	Status
1.04	Churchyard Closure, Transfer & Maintenance Arrangements	N/A
1.06	Biodiversity Net Gain (BNG) Delivery & Approval – Windlemere SANG	Deferred: Will not take place
1.07	Blackdown Road (Mindenhurst) Playground Replacement Project Plan	Delayed / On Hold
-	➢ Performance Indicator - *Household waste recycled and composted*	Amber
-	➢ Performance Indicator - *Residual Waste Per Household*	Amber
1.13	Blackdown Road/Bellew Road Playground - reconfiguration and new play facilities.	Delayed
2.08	Theatre Business Plan & Cultural Development	Part-delivered, part-on hold due to LGR
2.09	Frimley Lodge Park & Lightwater Country Park Infrastructure Improvements	Delayed / On Track
-	➢ Performance Indicator - *Participation at Places Leisure Camberley - usage*	Amber
-	➢ Performance Indicator - *Food Premises that are Inspected Within 28 Days of Being Due*	Amber
-	➢ Performance Indicator - *Number of Meals at Home products served in the Year*	Red
-	➢ Performance Indicator - *Number of residents supported by Community Alarms*	Red
3.02	Knoll Road Redevelopment & Corporate Asset Optimisation	Delayed / On Hold
3.06	Start review of Local Plan including new housing requirement.	Delayed / On Hold
3.11	Implementation of Parking Strategy action plan	Delayed

Ref	Target	Status
4.04(c)	Review effectiveness of deployable CCTV and fixed town centre.	Delayed / On Hold
5.13	Member Development Plan Review & Training Programme	Deferred – will not take place
5.14	Ward Names & Polling District Review Completion – Bagshot, Windlesham, Chobham & NC-Valley End	Deferred – will not take place
5.15	County Election Preparation & Electoral Performance Review	N/A
5.17	Building Control Joint Working Opportunities Exploration	Delayed / On Hold
5.19	Planned Maintenance Programme Delivery & Member Reporting	Delayed
5.20	Service Improvement Reviews & Digital Transformation (EH & Corporate Enforcement)	Deferred - will not take place
-	➢ Performance Indicator - *Percentage of advertised staff vacancies that are successfully filled at the first attempt*	Amber

PROTECT OUR ENVIRONMENT

Ref	Council Strategy	2025/26 Target/Project	Milestones/ Target	Responsible Officer	End of Year Update	Status
1.01	Drive to Net Zero	Installation of EV chargers at Main Square Car Park and Theta Building. Also to install EV chargers outside of Knoll Road Car Park (reliant on receiving SCC funding for vehicles and capital bid success).	March 2026	Climate Change Officer	SHBC secured Surrey County Council grant funding and following Executive approval, CMT prioritised Knoll Road Car Park over Main Square; Theta did not progress due to legal issues. The Knoll Road units were installed in March 2026 and became operational following electrical testing in April 2026. EV chargers to be opened to the public in June 2026.	Complete
1.02	Drive to Net Zero	Accelerate the delivery of the Climate Change Action Plan (CCAP) by delivering the following actions identified within accelerating CCAP document.	September 2025	Climate Change Officer	Work to calculate emissions for the 2024/25 financial year was progressed in Q1. The annual accounting was reported to P&F in October 2025 and the project completed in Q3.	Complete

Ref	Council Strategy	2025/26 Target/Project	Milestones/ Target	Responsible Officer	End of Year Update	Status
1.03	Maintain Clean Streets & Smart Open Spaces	Continue to maintain and improve contract performance of grounds maintenance.	March 2026	Head of Recreation and Heritage / Contracts and Greenspace Manager	Options to extend the existing grounds maintenance contract were developed and progressed to the October Executive. Members agreed a 35-month extension, with Legal preparing the Deed of Variation in Q3; this was completed in Q4 and the contract has now been extended for an additional 35 months. Consistency in the management approach to delivering and monitoring this contract continues to see a heightened performance in service delivery resulting in less service calls and improved standards across the contract which is reflected in their Key Performance Indicators results.	Complete
1.04	Maintain Clean Streets & Smart Open Spaces	Subject to confirmation of a churchyard being closed and dates for transfer agreed, maintenance plan identified and costed. Contractor/staffing secured.	Tbc – action will only occur if a churchyard reaches capacity and is deemed 'closed'	Head of Recreation & Heritage / Contracts and Greenspace Manager	This activity was not progressed during 2025/26 as the churchyard was not deemed 'closed' by the Ministry of Justice during the year, and therefore no proposed transfer to the borough was appropriate.	N/A

1.05	Maintain Clean Streets & Smart Open Spaces	Instigate joint enforcement initiatives with Police, Trading Standards, Fire & Rescue focusing on licensing compliance – e.g. underage sales, taxi vehicle safety/ driver compliance and public safety.	Target of 4 initiatives by end of March 2026	Head of Environmental Health and Licensing	A total of 9 joint enforcement initiatives were delivered during the year. 1. May 2025 - test purchase operation for under-age alcohol sales with Police, in retail premises across the borough; 2. May 2025 - visits to 2 licensed premises in the borough with police and drugs detection dog; 3. August 2025 – town licensed premises with Immigration Enforcement Team and police. 4. October 2025 - general licensing compliance checks with Immigration Enforcement Team and police at licensed restaurant; 5. November 2025 - public safety licensing compliance check at club/theatre with Building Control. 6. January 2026 - general licensing compliance checks with Home Office – Frimley; 7. February 2026 -general licensing compliance checks with Home Office – Camberley; 8. March 2026 - general licensing compliance checks with Home Office – Bagshot, Windlesham & Chobham 9. March 2026 - gaming machine permit check with police – Camberley.	Complete

Ref	Council Strategy	2025/26 Target/Project	Milestones/ Target	Responsible Officer	End of Year Update	Status
1.06	Increase Local Biodiversity	Regulating and enabling Biodiversity Net Gain (BNG) Report to Executive to gain approval for a Council owned 'Biodiversity Gain' site at Windlemere SANG to enable delivery of development BNG in the Borough Facilitation of a BNG scheme which requires developers to offset their approved development through the purchase of BNG units in Surrey Heath green space to meet BNG legislation requirements. Meet the Biodiversity reporting requirements from Environment Act 2021.	March 2026	Co-ordination by Climate Change Officer in co-ordination with Green Spaces, Planning Policy, Development Management	In Q1, a Habitat Management Plan was developed for the site alongside detailed project costings. Officers worked with Finance to assess the site's financial viability and engaged with third parties to explore potential collaboration opportunities. However, the project required an upfront capital investment, which there is currently insufficient budget to support. Following discussion with the Portfolio Holder (PFH) and through the Executive Briefing, the Director of Built Environment and Regulation therefore took the decision not to take this forward until sufficient funding is available. Despite this, the project is regarded as strong and one that the new Authority may wish to progress post-LGR. Further work on the project should not be ruled out. The scheme is considered investment-ready, and officers will look to progress it following LGR, or earlier if suitable funding opportunities arise.	Deferred: Will not take place prior to LGR in April 2027

Ref	Council Strategy	2025/26 Target/Project	Milestones/ Target	Responsible Officer	End of Year Update	Status
1.07	Protect and Enhance our Natural Environment	Project plan for the delivery of the replacements of Blackdown Road Mindenhurst playground	March 2026	Head of Recreation & Heritage / Contracts and Greenspace Manager	Replacements of Blackdown Road playground requires completion of a land transfer from the current landowner to the Council. The transfer has been delayed as there is an outstanding power requirement that the landowner needs to resolve with the developer before any transfer to the Council can take place. There is no known date of when this is likely to happen as it is outside of the Council's control, as such, it cannot be currently determined whether this will have taken place by March 2027 (prior to LGR)	Delayed / On Hold

Ref	Council Strategy	2025/26 Target/Project	Milestones/ Target	Responsible Officer	End of Year Update	Status
1.08	Protect and Enhance our Natural Environment	Draft a Surrey Heath Local Air Quality Strategy detailing how the Council will help improve local air quality and contribute to delivery of the National Air Quality Strategy. In addition to the Council's statutory pollution control and air quality monitoring work, continue to deploy the portable air quality monitor around the Borough, using the results to raise awareness.	January 2026	Head of Environmental Health and Licensing	The draft interim Air Quality Strategy was approved for consultation by the Licensing Committee on 4th February 2026. All Borough Councillors, Senior Management Team, Surrey Air Alliance, and neighbouring authorities have been consulted. The consultation will close on 30th April 2026. The final strategy will be taken to the Licensing Committee for final approval on 17th June 2026. The portable air quality monitor was deployed in four locations, most recently in one location in Camberley town centre. This has predominantly been in response to complaints relating to construction dust.	Complete

Ref	Council Strategy	2025/26 Target/Project	Milestones/ Target	Responsible Officer	End of Year Update	Status
1.09	Reduce Waste & Improve Recycling	Work relating to establishing future national and local funding models designed to incentivise improved performance.	March 2026	Joint Waste Solutions Strategic Director / Head of Policy, Performance and Communications	The Council has now received all of its Extended Producer Responsibility (EPR) funding for 2025–26 from PackUK and Defra. In addition, the council has received a small grant from Defra to support the delivery of non-packaging recycling collections as part of the Simpler Recycling reforms. Under Simpler Recycling, councils as of 31 March 2026 are legally required to provide consistent collections of core recyclable materials, including plastics, metals, glass, and paper/card, from both households and non-domestic premises. Government funding for these requirements is provided through the "new burdens" mechanism for statutory non-packaging elements, while packaging-related costs are funded separately through EPR producer payments. The council has also received local funding from Surrey County Council covering Q1–Q3 of 2025–26 in relation to recycling services delivered, including bring bank tonnages for textiles and other recyclable materials.	On Track

Ref	Council Strategy	2025/26 Target/Project	Milestones/ Target	Responsible Officer	End of Year Update	Status
1.10	Reduce Waste & Improve Recycling	Subject to decision-making processes due to be completed by end March 2025, implement the procurement plan for the joint waste contract following the outcome of the strategic review of the future delivery model for the joint contract. Include decarbonisation of waste operation elements.	July 2026	Joint Waste Solutions Strategic Director / Head of Policy, Performance and Communications	The procurement for the new joint waste collection, recycling and street cleansing contract to replace the existing contract with Amey LG limited when that expires in June 2027 is on schedule. Following the launch of the procurement in August 2025, six bidders were shortlisted, with three progressing to the final stages after an extensive programme of clarifications, site visits and dialogue sessions. Final tenders were submitted in May 2026 and have been evaluated, with a preferred identified. Subject to council and shadow authority approval in July 2026, mobilisation of the new contract will begin in August 2026 ahead of service commencement in June 2027.	All actions have been completed in accordance with the procurement timetable/ plan
1.11	Reduce Waste & Improve Recycling	Deliver an annual work programme that enables reductions in waste, increases the quantity and quality of recycling, and improves the street scene.	March 2026	Joint Waste Solutions Strategic Director / Head of Policy, Performance and Communications	Please see below.	On Track

As part of the wider joint contract improvement programme to reduce waste, increase the quantity and quality of recycling, and enhance the local environment, several initiatives have been successfully delivered in Surrey Heath. Food waste collections have been rolled out to 1,164 flatted properties, expanding recycling opportunities for residents. In addition, as part of the national Simpler Recycling requirements, separate food waste and dry recycling collections have been introduced where required for non-domestic premises across the borough. Collection services have also been improved or introduced at key locations, including flats above shops in Camberley High Street and the Princess Royal Barracks development in Deepcut. A chewing gum removal project was completed in Camberley, supported by Keep Britain Tidy funding, with signage installed to help maintain cleaner streets. Recycling and waste service guides for 2026 have been produced and made available online, while communications campaigns have supported Simpler Recycling changes and promoted correct recycling to residents. These changes included expanding the range of materials accepted in dry recycling collections to include non-black plastic plant pots, squeezy metal tubes (such as tomato purée tubes) and squeezy plastic tubes (such as toothpaste tubes). Further work is underway to reduce contamination in recycling and improve textile recycling.

1.12	Protect and Enhance our Natural Environment	Review of Local Enforcement Plan and Corporate Enforcement Policy – reducing low-level burden regarding Corporate Enforcement	July 2025	Head of Enforcement & Community Safety	The Policy was developed within 2025/26 and subsequently presented to P&F in April 2026, receiving approval at the Executive meeting on 19th May 26. The Policy places greater emphasis on the prioritisation of the enforcement cases based on impact or harm.	Complete

1.13	Protect and Enhance our Natural Environment	Generate options across the borough for a programme of infrastructure projects for approval to effectively spend existing unrestricted CIL & S106 funds to maximise benefit for the community, especially to residents impacted by recent developments.	High level options developed – Sept 25	Director of Built Environment & Regulation	A total of nine projects were approved at the March 2026 Executive meeting following the close of the second Call for CIL projects. This includes pathway improvements at Lightwater Country Park and Camberley Park, a new vehicle to provide inclusive community transport for the Parity for Disability, and Public Realm CCTV in the Camberley Town Centre and Old Dean. The next Call for CIL projects will be carried out in Summer 2026 and reported to the September Executive meeting. A few projects are still being reviewed and will be considered at a later Executive meeting.	Complete
1.13 (a)	Protect and Enhance our Natural Environment	**<u>ANNEX C</u>** **CIL Funded Projects** Recreation Grounds and Playgrounds: **i)** Heatherside Recreation Ground - replacement of play equipment and accessibility enhancements;	Separate project plans/ timescales for each site March 2027	Director of Housing, Community & Recreation	**i)** Consultations have taken place for the refurbishment and the specifications are currently being written. Tenders are likely to be sent out early May.	On Track
1.13 (a)	Protect and Enhance our Natural Environment	**ii)** Frimley Green Recreation Ground - replacement of play equipment and accessibility enhancements;	March 2027	Director of Housing, Community & Recreation	**ii)** Consultations have taken place for the refurbishment and the specifications are currently being written. Tenders are likely to be sent out early May.	On Track

1.13 (a)	Protect and Enhance our Natural Environment	**iii)** Camberley Park – replacement of play equipment and clearance of overgrown vegetation;	March 2027	Director of Housing, Community & Recreation	**iii)** Specifications are currently being written for the refurbishment and the tender is likely to be sent out early May. The vegetation maintenance will be carried out as part of the grounds maintenance contractors routine works in the Autumn and after the bird nesting season.	On Track
1.13 (a)	Protect and Enhance our Natural Environment	**iv)** Blackdown Road/Bellew Road Playground - reconfiguration and new play facilities.	March 2027	Director of Housing, Community & Recreation	**iv)** Refurbishment is still currently on hold as the land has not been transferred over to SHBC.	Delayed
1.13 (a)	Protect and Enhance our Natural Environment	**v)** Frimley Lodge Park – resurfacing works, improved access, enhancing the park for the local and wider community;	March 2027	Director of Housing, Community & Recreation	**v)** Contractors to complete the work are in the process of being procured. Physical works are currently programmed for Autumn/Winter 2026. More specific programme of works will be developed as part of the contract award process.	On Track
1.13 (a)	Protect and Enhance our Natural Environment	**vi)** Lightwater Country Park – resurfacing works, improved accessibility, providing a safe, welcoming and fit for purpose facility for residents and visitors.	March 2027	Director of Housing, Community & Recreation	**vi)** The main resurfacing works for the roadway is complete. However, we are awaiting a response from Natural England in respect of the type of surfacing that can be used for the new pathways.	On Track

1.13 (b)	Protect and Enhance our Natural Environment	**CIL Funded Projects** Improvements to community facilities **i)** West End Pavillion (Benner Lane) **ii)** Frimley Green Village Hall **iii)** Camberley Scout Group	Separate project plans/ timescales for each site	Director of Housing, Community & Recreation	Projects approved and dependent on the successful applicant to deliver. CIL funding bids approved at a number of Executive meetings in 2025/26. Call for CIL Project applications were considered at the November 2025 and March 2026, with a total of 16 bids approved for CIL funding. Other CIL bids were also considered and approved in April, August, September and October 2025. The successful bidders are responsible for the delivery of each project, including the Council in some cases.	Complete
1.13 (c)	Protect and Enhance our Natural Environment	**CIL Funded Projects** Infrastructure Local Cycling and Walking Infrastructure Plan (LCWIP) Improved cycling and walking routes between Camberley – Frimley.	To 2026/27	Director of Housing, Community & Recreation	It was agreed with Surrey County Council that a previous Bid for LCWIP CIL funding of £190,000 was sufficient for the project, and this has subsequently been invoiced by the County to support feasibility work on the project. The Council will continue to engage with Surrey County Council as the project progresses.	On Track

1.13 (d)	Protect and Enhance our Natural Environment	**CIL Funded Projects** Changing Places Facility Installation of an accessible Changing Places toilet facility in Camberley Town Centre for increased accessibility for residents and visitors.	Work to commence November 2025	Director of Housing, Community & Recreation	Following approval for CIL funding at the 16 September Executive meeting, the Changing Places Facility has now been completed, officially opened by The Mayor of Surrey Heath, Councillor Louise Ashbery, on Thursday 18 December 2025. Press release - https://www.surreyheath.gov.uk/news/2025/new-changing-places-facility-opens-camberley-town-centre	Complete

Performance Indicators

Indicator	Description	Responsible Officer	Target 2025/26	Q1	Q2	Q3	Q4	End of Year Totals/ Averages	End of Year 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.	Joint Waste Solutions Strategic Director	**60%** Higher is better	58.3%	57.6%	58.3%	57.8% *(Provisional)*	**57.8%** *(Provisional)* (Average)	*Rolling annual average* This estimate is based on Surrey Environment Partnership (SEP) and WasteDataFlow data. As WasteDataFlow data is currently only available to Q3 2025/26, SEP data has been adjusted to provide an estimated Q4 position and will be updated once validated figures are available. Recycling performance has declined over the past year due to increased residual waste and lower garden waste tonnages, reflecting wider trends across Surrey linked to seasonal and weather-related factors. An increase in residual waste tonnages during the year, combined with growth in household numbers, resulted in this performance target not being achieved.

Indicator	Description	Responsible Officer	Target 2025/26	Q1	Q2	Q3	Q4	End of Year Totals/ Averages	End of Year Comments
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.).	Joint Waste Solutions Strategic Director	**324kg** Lower is better	347.7 kgs	350.5 kgs	352.8 kgs	352.6 kgs *(provisional)*	**352.6 kgs** *(provisional)* (Average)	*Rolling annual figure* This estimate is based on SEP and WasteDataFlow data. As WasteDataFlow data is currently only available to Q3 2025/26, SEP data has been adjusted to provide an estimated Q4 position and will be updated once validated figures are available.
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)	Joint Waste Solutions Strategic Director	**4%** Lower is better	0.5%	0%	1%	1.7%	**0.8%** (Average)	*Quarterly figures* During 2025–26, 300 streets were surveyed each quarter. On average, only 0.8% fell below the Grade B cleanliness standard, significantly better than the KPI threshold of 4%, and therefore the annual target was achieved.

Indicator	Description	Responsible Officer	Target 2025/26	Q1	Q2	Q3	Q4	End of Year Totals/ Averages	End of Year Comments
Number of 'missed' bins.	Number of 'missed' residential kerbside collections per 100,000 collections.	Joint Waste Solutions Strategic Director	**80** Lower is better	47	56	51	36	**48** (Average)	*Quarterly figures* During 2025–26, an average of 48 bins per 100,000 collections were missed in the borough. This was well below the KPI threshold of 80 missed bins per 100,000 collections, meaning the annual target was achieved.

Indicator	Description	Responsible Officer	Target 2025/26	Q1	Q2	Q3	Q4	End of Year Totals/ Averages	End of Year Comments
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.	Joint Waste Solutions Strategic Director	**70 tonnes** Lower is better	0 tonnes	16.5 tonnes	19.9 tonnes	16.7 tonnes	**53.1** tonnes (Total)	*Quarterly figures* Based on provisional SEP and Integrated Waste Data Management System (IWDMS) data, 53.1 tonnes of dry mixed recycling were rejected during the year, remaining well within the annual target of 70 tonnes. These figures are subject to validation by Surrey County Council and may change. Joint Waste Solutions will continue to monitor rejected loads and work with partners to maintain and improve recycling quality.

Indicator	Description	Responsible Officer	Target 2025/26	Q1	Q2	Q3	Q4	End of Year Totals/ Averages	End of Year Comments
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%	Head of Development Management	**60%** Higher is better	100%	100%	100%	100%	**100%**	2025/26 Q1 – 5 /5 Q2 – 3 /3 Q3 – 5 / 5 Q4 – 8 / 8
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%	Head of Development Management	**70%** Higher is better	88%	82%	92%	90%	**88%**	2025/26 Q1 – 164 / 186 Q2 – 116 / 142 Q3 – 153 / 166 Q4 – 108 / 120

Indicator	Description	Responsible Officer	Target 2025/26	Q1	Q2	Q3	Q4	End of Year Totals/ Averages	End of Year Comments
Quality of decision making - APPEALS allowed against the Council’s refusal of planning permission	CHANGE OF DEFINITION - Percentage of appeals allowed against the Council’s refusal of planning permission, as a percentage of the total number of planning applications.	Head of Development Management	**10%** Lower is better	0.6%	2.5%	2.5%	2.3%	**2.3%**	Cumulatively for quarters 1 - 4 this equates to 14 planning application appeals allowed out of 600 planning applications determined. In quarter 4, three planning application appeals were allowed, of which two were householder and one was an allowed informal hearing for the demolition of three buildings (Sui Generis) in the Green Belt, with the erection of two replacement buildings to be used as a flexible Class B8/E use.
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.	Head of Enforcement & Community Safety	**85%** Higher is better	100%	100%	100%	100%	**100%** (Average)	2025/26 Q1 – 44 / 44 Q2 – 64 / 64 Q3 – 38 / 38 Q4 – 101 / 101

PROMOTE HEALTHIER & MORE INCLUSIVE COMMUNITIES

Ref	Council Strategy	2025/26 Target/Project	Milestones/ Target	Responsible Officer	End of Year Update	Status
2.01	Facilitate a Flourishing Voluntary Sector	Deliver voluntary sector grant schemes agreed by the Council	Delivering at least one grant scheme agreed by the Council.	Head of Recreation & Heritage / Contracts and Greenspace Manager	The 'Join In Scheme' \[NN21.1] was delivered throughout the year, with the full £5,000 allocated to support children in need to access sports memberships. The 'SheLeads' (now 'WeLead') grant saw low initial engagement; eligibility was widened to all genders, resulting in 3 successful applications and £550 of the £2,000 budget spent. The externally funded 'Schools Intervention Programme' was successfully piloted and expanded with matched funding from King's College, now engaging around 20 children per week with positive feedback. Additionally, 11 volunteer walk leaders were trained in Q1 to support community walking initiatives.	Complete

Ref	Council Strategy	2025/26 Target/Project	Milestones/ Target	Responsible Officer	End of Year Update	Status
2.02	Facilitate a Flourishing Voluntary Sector	Continuation of the review of Community and Leisure Properties – ensuring leases are fit for purpose, identifying any surplus properties, disposal of appropriate properties and ensuring 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 2025. Deliver £210,000 of net capital receipts by March 2026	Director of Property & Economic Development	Over the year, Property Asset Plans were completed for all community and leisure assets, and disposal activity progressed as planned. Sales completed in-year exceeded the original £210k target, with further transactions approved and progressed. By year end, 2026/27 business plans were agreed and total net capital receipts of £700k were achieved, significantly exceeding the target.	Complete

Ref	Council Strategy	2025/26 Target/Project	Milestones/ Target	Responsible Officer	End of Year Update	Status
2.03	Champion Greater Equity and Inclusion	Continue to implement The Armed Forces Covenant action plan.	Implement the 2025/26 actions by March 2026	Head of Recreation & Heritage / Community Development Officer	Key events and milestones: • Supported the establishment and ongoing delivery of the Surrey Heath Veterans Hub in partnership with Camberley Royal British Legion, including securing funding for refreshments and expanding sessions to bi-weekly to increase reach. • Represented Surrey Heath Armed Forces at the Annual Armed Forces Covenant Conference and supported ongoing engagement through bi-annual Covenant Working Group meetings. • Established and worked with the Veterans Consultation Group to develop a veterans-specific action plan and plan a targeted information event delivered in Q3. • Worked collaboratively with the RBL and Sandhurst RMA to deliver a Veterans Information Day as part of Armed Forces Week.	On Track

Ref	Council Strategy	2025/26 Target/Project	Milestones/ Target	Responsible Officer	End of Year Update	Status
2.04	Champion Greater Equity and Inclusion	Continue to implement the Achieving Equity Strategy action plan	Implement the 2025/26 actions by March 2026	Director of Transformation	Progress towards implementing the 2025/26 actions by March 2026 is partially complete. While elements of the Achieving Equity Strategy action plan were delivered through integration into the People Strategy Action Plan, not all original actions were implemented. A number of actions were deprioritised or discontinued as part of the organisation's 'gold to silver' transformation approach, resulting in only partial delivery of the initial plan.	Partially Complete

Ref	Council Strategy	2025/26 Target/Project	Milestones/ Target	Responsible Officer	End of Year Update	Status
2.05	Support those in Greatest Need	Continuation of support to resettlement schemes: Deliver opportunities to bring together guests and refugees within the borough for social and practical support and support positive community relationships in the context of increasing national polarisation and conflict Supporting resettlement community accommodation needs by delivering homelessness and housing advice services at Lakeside.	March 2026	Head of Housing, Resettlement & Communities	ESOL classes started in October 2025 and have been successful in getting the English levels of adults to a standard where they can access mainstream ESOL classes in the wider community. ESOL classes being delivered by the service will end on 31st March 2026 but can be reintroduced if required. Twice weekly visits to Lakeside are in place to support with housing and homelessness advice	Complete

Ref	Council Strategy	2025/26 Target/Project	Milestones/ Target	Responsible Officer	End of Year Update	Status
2.06	Support those in Greatest Need	Undertake the necessary project work to deliver a supply of temporary accommodation that meets current and future needs With the loss of Lawrence Lodge identify suitable alternative temporary accommodation working with partners including identifying the most cost-effective revenue and capital option	Action plan to be produced in Quarter 1 2025/26 (by June 2025) setting out workstreams and target date.	Head of Housing, Resettlement & Communities	Accent Housing has confirmed that Lawrence Lodge will remain available for use until June 2026. Surrey Heath Borough Council continues to meet monthly with Accent Housing to explore alternative options and potential sites for future temporary accommodation across the borough.	On Track
2.07	Support those in Greatest Need	Deliver a service response to new duties in the Renters Rights Bill, ensuring policy and practice maximises available powers to support residents in poor quality accommodation	Dependent on timings of legislation - tbc	Head of Environmental Health and Licensing / Head of Housing, Resettlement & Communities	The Act went live May 2026. The Executive Report was presented April 2026 to approve relevant delegations and enforcement policies. Internal working group in place overseeing implementation. Recruitment is underway for required staff to enforce the Act. Internal training to service areas such as the Contact Centre is being carried out. Surrey-wide Landlord forum was delivered in March 2026 to update landlords on changes and the impact to them.	Complete

Ref	Council Strategy	2025/26 Target/Project	Milestones/ Target	Responsible Officer	End of Year Update	Status
2.08	Promote Health & Wellbeing	Develop and deliver a business plan which improves the viability of the theatre and reduces subsidies through increasing demand and working in partnership, fulfilling the objectives set out in the Culture Strategy and facilitating the creation of cultural assemblies.	Achieving a cost-neutral position by March 2027 Track though quarterly budget monitoring	Head of Arts & Culture	Over the year, work progressed to develop and deliver a business plan to improve the theatre's viability and reduce reliance on subsidy. The Cultural Assembly element is currently on hold due to Local Government Reorganisation, as it was originally intended to operate at a Surrey Heath level. Cultural groups across West Surrey are combining so that they become aligned as we start to transition. Work to increase demand and strengthen partnerships continues, with initiatives such as pantomime programming and youth theatre activities underway. Progress has been made towards a more cost-neutral theatre model, with new and developing revenue initiatives including theatre donations, while customer feedback remains very positive. The Business Plan is now in place, although delivery of some elements is paused due to LGR.	Part-delivered, part-on hold due to LGR

Ref	Council Strategy	2025/26 Target/Project	Milestones/ Target	Responsible Officer	End of Year Update	Status
2.09	Promote Health & Wellbeing	Bring forward for approval and execution a minimum viable proposal, to make safe and suitable for sustained public use, the resurfacing of the running surface and main car park to relevant standard, whilst also addressing major drainage and infrastructure issues, Frimley Lodge Park (FLP) initially, followed by Lightwater Country Park (LWCP), once FLP underway.	FLP Executive Approval – May 2025 (infrastructure needed and planning consent) Procurement of FLP works – September 2025 Completion of FLP – March 2026 Confirm project timescales and funding arrangements with partners for LWCP - Sept 2025	Director of Housing, Community & Recreation	Lightwater Country Park resurfacing works are now complete. Frimley Lodge Park resurfacing project on course to be delivered by the end of 2026/7, project delivery delayed as a result of seeking planning consent and further works that then ensued.	Delayed / On Track This will be delivered before LGR takes place

Performance Indicators

Indicator	Description	Responsible Officer	Target 2024/25	Q1	Q2	Q3	Q4	End of Year Total / Averages	End of Year 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.	Senior Heritage/ Outreach Officer	**6,500** Annual Target	2,566	2,902	1,808	1,537	**8,813** (Total)	Above target achieved over the course of the year
Participation at Places Leisure Camberley - usage	% quarterly analysis in usage compared to previous year of operation – maintain levels	Head of Recreation & Heritage	**Trend Analysis** comparing to the same quarter in previous years	+ 9.07%	- 1.6%	- 3.33%	3.60%	**-2.6%** (Average)	Q2 - Q4 throughput figures for 2025/26 are below the figures for the same quarters last year. This is to be expected and usage is due to plateau having enjoyed year on year growth since the centre opened in July 2021

Indicator	Description	Responsible Officer	Target 2024/25	Q1	Q2	Q3	Q4	End of Year Total / Averages	End of Year Comments
Camberley Theatre	Average attendance per show – % capacity sold	Head of Arts & Culture	**60%** Higher is better	73%	68%	73%	81%	**74%** (Average) Professional Shows 78%, Hires 72% Pantomime 72%	Q1: Professional Shows - 72% Hires - 73% Q2: Professional Shows - 76% Hires - 61% Q3: Professional Shows - 79% Pantomime - 72% Hires - 61% Q4: Professional Shows - 85% Hires - 78%
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.	Head of Environmental Health and Licensing	**95%** Higher is better	97.4%	97.1%	97%	97.4%	**97.4%**	*'Snapshot' at end of quarter* 566 out of 582 food businesses achieved a Food Hygiene Rating of 3 or above.

Indicator	Description	Responsible Officer	Target 2024/25	Q1	Q2	Q3	Q4	End of Year Total / Averages	End of Year Comments
Food Premises that are Inspected Within 28 Days of Being Due	Percentage of higher-risk (i.e. risk category A, B and C) food premises inspections due, that were completed within 28 days.	Head of Environmental Health and Licensing	**90%** Higher is better	86%	100%	71.4%	50%	**83.3%** (Average)	Performance impacted by reduced staff capacity. Missed inspections are completed in the following quarter, with contractors used to reduce delays. Q1: 6 / 7 Q2: 8 / 8 Q3: 5 / 7 Q4: 1 / 2
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.	Head of Environmental Health and Licensing	**90%** Higher is better	99.3%	93%	100%	97.8%	**96.88%** (Average)	Q1: 141 / 142 Q2: 146 / 157 Q3: 57 / 57 Q4: 91 / 93

Indicator	Description	Responsible Officer	Target 2024/25	Q1	Q2	Q3	Q4	End of Year Total / Averages	End of Year Comments
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.	Head of Community Services (Runnymede Borough Council)	**37,000** Annual Target	7,446	6,936	7,384	6,945	**28,711** (Total)	Please see below.

This shows meal deliveries within SHBC, including lunchtime meals (mainly two courses) and teatime sandwich packs.
To reflect the current position, the fleet will be reduced by one vehicle in May and in doing so cost will be taken out of the service and the maximum total number of deliveries will decrease. This is part of the savings presented as part of the SHBC Savings & Efficiencies Programme. There will therefore be a planned reduction in overall capacity to reflect current performance.
Since September 2024, there has been a downturn in the number of clients accessing the service. Actions have been implemented to address this, including a marketing campaign with the SHBC Communications & Marketing Team (social media, presentations, leafleting and local promotion). However, demand has not returned to previous levels, and as a result, Members approved a reduction of one vehicle for 2026–27. This will reduce overall delivery capacity and targets in line with current demand.

Indicator	Description	Responsible Officer	Target 2024/25	Q1	Q2	Q3	Q4	End of Year Total / Averages	End of Year Comments
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)	Head of Community Services (Runnymede Borough Council)	**1,100** 'snapshot' at the end of each quarter	980	966	948	945	**945**	*'Snapshot' at end of quarter*

Indicator	Description	Responsible Officer	Target 2024/25	Q1	Q2	Q3	Q4	End of Year Total / Averages	End of Year Comments
Number of referrals to social prescribing service	Number of referrals to Social Prescribing service across whole of Surrey Heath partnership project.	Head of Community Services (Runnymede Borough Council)	**650** Annual Target	372	400	401	357	**1,530** (Total)	There were significant changes to the Social Prescribing team in Q4, resulting in a substantial reduction in available staff capacity. As a result, referrals will need to be carefully managed, as demand is now out of proportion with staffing levels. Plans are being developed to ensure residents continue to receive support, referrers can access the service, and staff workloads remain manageable.

Indicator	Description	Responsible Officer	Target 2024/25	Q1	Q2	Q3	Q4	End of Year Total / Averages	End of Year Comments
Handyperson service referrals	Number of referrals to the Handyperson service.	Head of Community Services (Runnymede Borough Council)	**235** Annual Target	65	71	48	119	**303** (Total)	The service is currently exceeding the expectations for number of referrals in Surrey Heath. This service is delivered by Woking Borough Council.
Homesafe plus	Number of new Homesafe Plus referrals received	Head of Community Services (Runnymede Borough Council)	**100** Annual Target	38	40	70	106	**254** (Total)	There has been a large incremental rise in the number of referrals over Q3 and Q4 this Year. This marks a significant rise in community team use, likely reflecting earlier promotion, structural changes in ASC, longer waiting lists, and increased focus on preventing hospital admissions and supporting residents at home.

Indicator	Description	Responsible Officer	Target 2024/25	Q1	Q2	Q3	Q4	End of Year Total / Averages	End of Year Comments
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.	Head of Community Services (Runnymede Borough Council)	**5,900** (Annual Target) Q1 – 1,400 Q2 – 1,450 Q3 – 1,500 Q4 – 1,550	1,924	1,867	1,476	1,916	**7,183** (Total)	Windle Valley Centre continues to perform well against the target and previous years. Although numbers can be limited/affected by the number of Community Transport vehicles available as many residents rely on the community transport service to get to Bagshot.

Indicator	Description	Responsible Officer	Target 2024/25	Q1	Q2	Q3	Q4	End of Year Total / Averages	End of Year Comments
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.	Head of Housing, Resettlement & Communities	**No Target** Monitoring only (Lower is better – snapshot at the end of each quarter)	46	48	39	39	**172** (Total)	*'Snapshot' at the end of the quarter* Q1: 39 in registered provider TA / 7 in B&B Q2: 40 in registered provider TA 8 in B&B; 5 of which have dependent children Q3: 39 in registered provider TA 0 in B&B Q4: 37 in registered provider TA 2 in B&B - both single adults

Indicator	Description	Responsible Officer	Target 2024/25	Q1	Q2	Q3	Q4	End of Year Total / Averages	End of Year 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	Head of Housing, Resettlement & Communities	**No Target** Monitoring Only	14	55	26	16	**111** (Total)	N/A
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.	Head of Housing, Resettlement & Communities	**80** Annual Target Higher is better	29	27	30	10	**96** (Total)	N/A

Indicator	Description	Responsible Officer	Target 2024/25	Q1	Q2	Q3	Q4	End of Year Total / Averages	End of Year Comments
Home Improvement Agency Activity	Average time taken to complete an adaptation from receipt of the referral – based on those completed within each quarter.	Head of Housing, Resettlement & Communities	**90 days** receipt to completion Lower is better	52 days	N/A	98 days	85 days	**78 Days** (Average)	Q2 – No new works completed as works were still ongoing. Works are reliant on external contractors availability, works going to plan without unexpected delays and availability of supplies. The age of several properties where works are carried out often have asbestos which can lead to an increase in time required to complete works as specialist contractors are required to remove the asbestos safely.

Indicator	Description	Responsible Officer	Target 2024/25	Q1	Q2	Q3	Q4	End of Year Total / Averages	End of Year Comments
Benefits Processing – New	a) Number of days taken to process new housing benefits claims	Benefits Manager	**30 days** Lower is better DWP Target 30 days	22.6 days	21.7 days	23.5 days	29.1 days	**24.22 Days** (Average)	Whilst Q4 is within target, the dip in performance followed reduced staffing levels. Planned operational cover was limited due to involvement in the LGR. A temporary Benefits Assessment Officer has been recruited to address capacity.
Benefits processing – Changes	b) Number of days taken to process changes to benefits	Benefits Manager	**10 days** Lower is better	4.1 days	4.6 days	5.6 days	2.3 days	**4.1 Days** (Average)	N/A

SUPPORT A STRONG ECONOMY WITH HOMES FOR ALL

Ref	Council Strategy	2025/26 Target/Project	Milestones/ Target	Responsible Officer	End of Year Update	Status
3.01	Stimulate Regeneration of Camberley	Continue implementation of Camberley Town Centre Strategic Vision 2032.	Throughout year to March 2026	Director of Property & Economic Development	• London Road Block – Asbestos removal and demolition of part of London Rd Block is complete. Marketing of the site to developers began in September 2025. • 43-47 Park Street – On Track • Pembroke Broadway – Complete • Arnold Walk – Complete • The Square – Phase 1 & 2 roof works have alleviated leaks into the pedestrian areas and 11 new lettings delivered in 2025/26. • Cambridge Walk - – Works were This was completed on programme and on budget. One of the two units has opened - Complete	Complete

Ref	Council Strategy	2025/26 Target/Project	Milestones/ Target	Responsible Officer	End of Year Update	Status
3.02	Stimulate Regeneration of Camberley	Progress projects to redevelop Land East of Knoll Road site, all supported by maximising external funding. Maximise commercial opportunities from Surrey Heath House and the Ian Goodchild centre, reducing the Council's footprint where cost effective to do so.	Present progress updates every 2 months so that members are informed of strategic options.	Head of Regeneration	The project to redevelop land East of Knoll Road is not being actively pursued pending LGR implementation and decision on where SHBC will relocate to as a part of West Surrey Council. Once the decision is made the site will be prepared for marketing and disposal for housing. In the meantime, available space in Surrey Heath House continues to be marketed for short term occupation.	Delayed / On Hold
3.03	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 stimulate the regeneration of Camberley Town Centre. Maximise external funding.	Report on a quarterly basis concerning viability prospects and external funding sources.	Director of Property & Economic Development	Status continues to be reported to the Property and Economic Working Group. Application for funding to the Economic Growth Fund was unsuccessful. Significant investment required to get the building re-occupied and council finances do not allow for bridging the gap to viability within the remaining life time of Surrey Heath Borough Council.	On Track

Ref	Council Strategy	2025/26 Target/Project	Milestones/ Target	Responsible Officer	End of Year Update	Status
3.04	Stimulate Regeneration of Camberley	Progress project to regenerate the London Road block redevelopment in total or phases. Maximise external funding.	Place building contract for enabling works, by June 2025 and refresh appraisal of regeneration options on completion of those works.	Director of Property & Economic Development	Works completed on budget and ahead of programme in May 2026.	Complete
3.05	Create consensus driven Local Plan	Progress the local plan through examination process including hearings.	Hearings expected June 2025	Director of Built Environment & Regulation / Head of Planning Policy and Conservation	Local Plan Examination Hearings completed in December 2025 and officers are drafting Main Modifications under the direction of the Local Plan Inspector. Subject to feedback from the Local Plan Inspector consultation on the Main Modifications is expected to take place in late Spring 2026.	Complete
3.06	Create consensus driven Local Plan	Start review of Local Plan including new housing requirement.	Start in summer 2025 (dependent on publication of Government guidance on new Plan Making system – expected summer 2025)	Head of Planning Policy and Conservation	New regulations and guidance recently published that sets requirements. Notice of commencement published in June 2026, starting the process. The work required to meet statutory requirements is scheduled for completion during 2026/27 and is expected to be delivered within this timeframe.	Delayed / expected to be delivered prior to LGR

Ref	Council Strategy	2025/26 Target/Project	Milestones/ Target	Responsible Officer	End of Year Update	Status
3.07	Create consensus driven Local Plan	Preparation for production of Spatial Development Strategies	TBC pending further devolution discussions	Head of Planning Policy and Conservation	Preparatory work continued including initial discussions held at officer level to identify key issues for the production of a Spatial Development Strategy but any substantive work on hold pending the release of Government guidance on the geography of the Spatial Development Strategy.	On Track Confident that work will be carried out but this will carry into West Surrey and is led by Surrey County Council at this time.

Ref	Council Strategy	2025/26 Target/Project	Milestones/ Target	Responsible Officer	End of Year Update	Status
3.08	Support vibrant villages and local centres	To deliver a comprehensive business engagement plan to drive business retention, growth, and inward investment in the Borough	To meet with over 100 businesses and provide them with meaningful business support, facilitation and signposting services. 50 by Q2, 100 by Q4	Director of Property & Economic Development / Head of Regeneration	Across the first three quarters, delivery of the business engagement plan included a programme of 70+ business breakfasts, rural business visits and responsive business support. Officers also supported the launch of the Surrey-wide start-up scheme, providing free support to new businesses, and led on a Surrey County Council procurement to deliver broader business support across the county. In Q3, additional business breakfasts were delivered, business briefings issued and a new council website page launched to provide clear, accessible business information. Service was scaled back due to lower staffing levels following staff choosing to leave and not being replaced. This was 'On track' until the service was stopped at the end of Q3. 9 months were completed successfully.	Complete

Ref	Council Strategy	2025/26 Target/Project	Milestones/ Target	Responsible Officer	End of Year Update	Status
3.09	Support vibrant villages and local centres	To lead a programme of improvements to enhance the villages and more rural areas whilst supporting businesses located in these areas. Q1-Frimley Road /Frimley High Street Q2-Frimley Green, Windlesham, Lightwater Q3-Review previous progress on Bagshot and Chobham	Meet with Surrey County Council each quarter to progress initiatives. Contact public and private sector organisations to serve and chase progress.	Director of Property & Economic Development	The team visited several rural locations and conducted an analysis of required improvements. Business visits also took place and feedback received on what support they could benefit from. All works listed were completed with associated actions being delivered. Actions delivered or closed. Work programme ceased at end of Q3 as staff left and decision made not to replace them as part of the Council's Transformation Programme. This was on track until the service was stopped at the end of Q3. 9 months were completed successfully.	Complete

Ref	Council Strategy	2025/26 Target/Project	Milestones/ Target	Responsible Officer	End of Year Update	Status
3.10	Support vibrant villages and local centres	To support individuals to upskill and enter employment or education whilst supporting businesses to meet their recruitment requirements.	Subject to receiving funding from the Department for Work and Pensions, the Workshop will support 140 individuals to enhance their skills and abilities to secure employment within the area with a target of 35% of these entering employment as a direct result of the support provided. Update reports provided each quarter.	Director of Property & Economic Development	The Workshop continued to support residents to upskill and progress into employment or education, whilst also supporting local businesses to meet recruitment needs. Delivery remained on track through Q1to Q4. - Engagement with customers –146 v target of140 - Engagement with businesses - 49/40 - Participants into work - 57/49 46% of those engaged secured employment	Complete

Ref	Council Strategy	2025/26 Target/Project	Milestones/ Target	Responsible Officer	End of Year Update	Status
3.11	Support Vibrant Villages and Local Centres	Continue implementation of Parking Strategy action plan (including new opportunities)	Throughout year – March 2026	Head of Parking	Implementation of the Parking Strategy action plan progressed during the year. Park Mark and Park Access accreditation were achieved at Main Square and Park Access accreditation was also secured for Knoll Road. Work continues on the Parking Strategy action plan to progress a number of identified improvements in partnership with the Property team, including developing costs for larger schemes. By Q3, the lift project had reached consultancy stage and the Invitation to Tender for the fire doors project had been published.	Delayed This will continue to be implemented for the remainder of 2026/27.

Performance Indicators

Indicator	Description	Responsible Officer	Target 2025/26	Q1	Q2	Q3	Q4	End of Year Totals/ Averages	End of Year Comments
The number of people Parking	'Parking events' compared to 2019/20 as a baseline in Council-operated car parks across the Borough	Head of Parking	**90%** Higher is better	90.7%	92.8%	99.3%	98.3%	**99%**	2019/20 Q1: 276,395 Q2: 295,052 2025/26 Q1: 250,777 Q2: 273,795 Q3: 286,333 Q4: 249,235

Parking activity across the borough has fluctuated over the year, influenced by a blend of changing customer trends, evolving shopping habits, and wider economic pressures. Despite this variability, overall parking events remained steady, closing the fiscal year with only a -1% reduction. This is a positive outcome when set against the national backdrop, where recent UK data indicates town and city centre footfall has fallen by 1.5% to 2% year-on-year. In that context, the borough's parking performance demonstrates relative resilience and continued customer engagement with local facilities. Based on this information our end of year total / averages is 99%

Indicator	Description	Responsible Officer	Target 2025/26	Q1	Q2	Q3	Q4	End of Year Totals/ Averages	End of Year Comments
Number of people assisted by The Workshop	Individuals engaged by The Workshop and; Percentage (%) assisted into employment or education.	Economic Development	**140** individuals engaged **35%** into employment or education	41 Individuals engaged 39% Assisted into employment	39 Individuals engaged 61.5% Assisted into employment	40 Individuals engaged 35% Assisted into employment	26 Individuals engaged 38.5% Assisted into employment	**146** Individuals engaged **46%** Assisted into employment	**% Assisted into Employment 2025/26** The Workshop exceeded its annual target for 2024/25, engaging 146 individuals against a target of 140. Positive progression outcomes were maintained throughout the year, with approximately 46% of participants moving into employment or education.

CAMPAIGN FOR RESIDENTS

Ref	Council Strategy	2025/26 Target/Project	Milestones/Target	Responsible Officer	End of Year Update	Status
4.01	Champion Local Community Causes/ Build Strong Local Partnerships	Enabling a new Frimley Park Hospital in the Borough. Enabling – supporting NHS to deliver in terms of the future use of existing site and supporting transitional arrangements.	Ensure quarterly contact with CEO or Chair of Frimley Park Hospital Trust	Chief Executive	Regular meetings have taken place between Surrey Heath Borough Council and the Chief Executive and Deputy Chief Executive of Frimley Health NHS Foundation Trust to discuss their vision for a new hospital as part of the New Hospitals Programme. Meetings took place in June 2025, July and September 2025, with ongoing dialogue continuing and a further meeting held in November 2025. A virtual meeting between the Chief Executives was also held in March 2026.	On Track

Ref	Council Strategy	2025/26 Target/Project	Milestones/Target	Responsible Officer	End of Year Update	Status
4.02	Build Strong Local Partnerships	Work with health and voluntary partners to target the issue of healthy weight (a 'whole systems approach') to help reduce the number of people in Surrey Heath by delivering the actions in the shared action plan. Make best use of Health Integration funding from the Better Care Fund to deliver improved outcomes.	Deliver 25/26 actions in plan by March 2026	Director of Housing, Community & Recreation	The Whole Systems Approach to Healthy Weight action plan was completed and approved by the Resident Services & Communities Working Group. Performance targets have continued to be met and are monitored through a Service Level Agreement with the funding partner. All actions within the plan for the period up to March 2026 have been met however the plan spans a longer period so further actions are planned moving forward.	Complete

Ref	Council Strategy	2025/26 Target/Project	Milestones/Target	Responsible Officer	End of Year Update	Status
4.03	Build Strong Local Partnerships	Maximise grant funding opportunities for the Council and the delivery of services. Including applications to organisations such as: — DWP — NHS — Surrey County Council — Private sector partners such as South Western Rail Government funding opportunities — Keep Britain Tidy and other opportunities to improve public spaces — Better Care Fund – Health Integration Work	Keep opportunities under review throughout the year	Director of Property & Economic Development	Grant funding opportunities were continuously reviewed throughout the year. In Quarter 1, seven applications were submitted to the Economic Growth Fund and positive discussions took place with Heritage England which are progressing. Bid made in Quarter 3 for Brownfield Land Release Fund Grant unsuccessful but well placed for future bidding rounds. The ‘Forging a Future, by not Forgetting the Past’ funding application was unsuccessful; however, the Heritage Lottery Fund (HLF) identified Surrey Heath Museum as an organisation they would like to support. Start Up Surrey programme has been delivered including workshops for businesses held in Camberley.	Complete

Ref	Council Strategy	2025/26 Target/Project	Milestones/Target	Responsible Officer	End of Year Update	Status
4.04	(A) Keep the Borough Safe and Secure	a) Implement improvements to public realm CCTV.	a) March 2026	Head of Enforcement & Community Safety	New Public Realm CCTV arrangement with Safer Runnymede commenced on 11th February 2026. Improvements to the infrastructure are underway, which includes the decommissioning of excess cameras.	Complete
4.04	(B) Keep the Borough Safe and Secure	b) Complete CCTV improvements in car parks.	b) June 2025	Head of Enforcement & Community Safety	Completed on 11th February 2026	Complete
4.04	(C) Keep the Borough Safe and Secure	c) Review effectiveness of deployable CCTV and fixed town centre.	c) Initial review complete October 2025	Head of Enforcement & Community Safety	Options for the rationalisation and improvement of fixed town centre CCTV have been considered and are currently being costed with the support of Safer Runnymede.	Delayed / On Hold Will be delivered in 2026/27

DELIVER EFFECTIVE SERVICES WITH SUSTAINABLE FINANCES

Ref	Council Strategy	2025/26 Target/Project	Milestones/ Target	Responsible Officer	End of Year Update	Status
5.01	Balance the Council's Budget	Deliver the Council's Medium Term Financial Strategy (MTFS) as agreed in February 2025.	March 2026	Director of Finance (Section 151 Officer) / Corporate Accountancy Manager	The Council achieved an underspend versus approved budget, resulting in less draw down from reserves in year.	Complete

Ref	Council Strategy	2025/26 Target/Project	Milestones/ Target	Responsible Officer	End of Year Update	Status
5.02	Balance the Council's Budget	Deliver a portfolio of key transformation projects across the Council to reduce the budget deficit within the term of the MTFS , bringing business cases to the Executive for approval. Priority workstreams: - Organisational Design - Council and Community Property - Discretionary Services Explore options for external review to assist in identifying further opportunities and priorities for Transformation and savings.	March 2026 Target savings by end of year financial year on each workstream - set out within MTFS. June 2025	Chief Executive / Head of Organisational Development	Savings that are at risk have been identified, and new offset projects have been agreed - if delivered, the list of offsets brings the overall delivery risk within the £300k contingency agreed as part of the original target. Risks and Offsets are being monitored regularly and will be reported to Executive Briefing and CMT on a monthly basis. These have been incorporated in the 2026/27 budget went to P&F in January 2026 and Executive in February 2026. Fortnightly meetings take place between the Programme Office (OD team) and finance to co-ordinate and cross-check information. External peer review and support provided through the Local Government Association (LGA).	Complete - Monitoring of savings and risks on-going

Ref	Council Strategy	2025/26 Target/Project	Milestones/ Target	Responsible Officer	End of Year Update	Status
5.03	Develop a High-performing Organisation	Outline the prioritisation of the themes set out in the Council Strategy to reflect the Council's budget position and the future reorganisation of local government (LGR) under the Devolution White Paper. Review deliverability of Annual Plan targets at mid-year in light of Transformation, financial position and LGR.	May 2025 Sept 2025	Chief Executive / Director of Transformation / Head of Organisational Development	The prioritisation of the Council Strategy themes took place with Portfolio Holders and SMT in May 2025. The Mid-Year report went to P&F in November 2025 and Executive in December 2025 and included specifically a review of the deliverability of targets and reporting which targets would no longer take place or were deferred due to Transformation or LGR. The draft Annual Plan 2026/27 went to P&F in January 2026 and to Executive for approval in February 2026.	Complete

Ref	Council Strategy	2025/26 Target/Project	Milestones/ Target	Responsible Officer	End of Year Update	Status
5.04	Campaign for Residents	Prepare level report for Council setting out the process, timelines and resources required, as well as a proposed structure and delegation of duties for community consultation, for the potential borough- wide coverage of Town/Parish/Area Councils to reflect the Devolution White Paper and incorporating any further Government guidance, whilst ensuring community engagement at a local level. Subject to Council agreement, update the Annual Plan with actions arising.	September 2025, or within 3 months of guidance publication date (whichever is earlier)	Head of Democratic & Electoral Services / Chief Executive	The decision as to whether to conduct a borough-wide Community Governance Review (CGR) was agreed by the Council on 16th July 2025 and the public consultation was launched July 2025. The first stage of the consultation opened in August and closed September 2025 and the next stage of the consultation was considered at the Council meeting in October 2025 with the draft recommendation agreed at Council in February 2026 with no new parishes created in the current un-parished areas, but amendments to the existing Windlesham Parish agreed to create Windlesham Village Council and Bagshot and Lightwater Parish Council.	Complete

Ref	Council Strategy	2025/26 Target/Project	Milestones/ Target	Responsible Officer	End of Year Update	Status
5.05	Balance the Council's Budget	Review and update Financial Regulations within the constitution	by July 2025 Council meeting	Director of Finance (Section 151 Officer) / Corporate Accountancy Manager	This went to committee and was approved by Council on 16th April 2025	Complete
5.06	Balance the Council's Budget	Financial Training for Councillors and Officers	December 2025	Director of Finance (Section 151 Officer) / Corporate Accountancy Manager	The base training was provided as part of the budget briefing, and the wider finance training will be available post-election for West Surrey Council	Complete
5.07	Develop a High-performing Organisation	Deliver the 25/26 Action Plan of the People Strategy, which focuses on: - Attraction / Recruitment / Retention - Performance - Workforce Resilience	March 2026 Report progress to the Employment Committee	HR Manager	All actions set out in the annual plan relating to the People Strategy 2025/26 have been completed.	Complete
5.08	Balance the Council's Budget	Review of administrative delivery across the Council.	To be scoped	Director of Transformation	Savings were identified and project to achieve them have been implemented.	Complete

Ref	Council Strategy	2025/26 Target/Project	Milestones/ Target	Responsible Officer	End of Year Update	Status
5.09	Develop a High-performing Organisation	Embed electronic communication with residents for example, the regular e-newsletter delivered throughout year.	Aim for 2,000 new subscribers to e-newsletter between April 2025 and March 2026.	Head of Communications & Engagement	Over 2025/26, the e-subscriber base grew from 3,000 to 4,168 by Q4, an overall increase of 1,168 new subscribers during the year. Number of subscribers: Q1 - 3,000 Q2 - 3,454 Q3 – 3,936 Q4 – 4,168 There were an additional 238 subscribers to date taking the total to 4,406 subscribers.	Complete
5.10	Optimise use of Council Property / Develop a High-performing Organisation	Wi-Fi capital bid implementation – replacing legacy Wi-Fi system in Surrey Heath House to continue to provide a secure and reliable system.	Survey, project plan and procurement complete by March 2026	Head of IT - Network & Security / Head of IT - Network & Security	All of the replacement access points have arrived and have all been installed and are now live.	Complete
5.11	Deliver sustainable finances	Delivering the business plans on the revenue-generating properties.	Reviews across the year	Property Asset Manager	Business plan on track overall for the portfolio. The industrial portfolio continues to outperform retail. When measured against the budget.	On Track

Ref	Council Strategy	2025/26 Target/Project	Milestones/ Target	Responsible Officer	End of Year Update	Status
5.12	Deliver sustainable finances	Complete evaluation for sale of industrial/office portfolio and/or retail portfolio or both, including overheads	July 2025	Director of Property & Economic Development	Evaluation for 2026/27 completed and reviewed with Property and Economic Development Working Group.	Complete
5.13	Develop a High-performing Organisation	Review the Member Development Plan to seek feedback on existing training, gather information on existing skills, deliver cyclical training and consider new and emerging training needs.	Throughout year – March 2026	Head of Democratic & Electoral Services	This has been re-prioritised due to LGR and other additional areas of work introduced. Although some training has been provided to Members in response to identified needs such as: -Chairman's training -X2 Town and Country Planning Training sessions -Budget briefing -Audit Committee Training/Seminar by Grant Thornton	Deferred – will not take place
5.14	Ensure Strong Governance Processes	Complete the consultation review of ward names for Bagshot, Windlesham & Chobham wards and the Polling District and Place review of NC-Valley end (as agreed at Council Dec 2024)	September 2025	Head of Democratic & Electoral Services	Agreed by the Council in December 2025 to not proceed with this consultation due to LGR.	Deferred – will not take place

Ref	Council Strategy	2025/26 Target/Project	Milestones/ Target	Responsible Officer	End of Year Update	Status
5.15	Ensure Strong Governance Processes	Commence preparations for the County Election on 1 May 2025. Review of electoral performance in accordance with EC guidance.	May 2025	Head of Democratic & Electoral Services	May 2025 elections postponed by Government. Election Performance Standards will be monitored in May 2026.	N/A
5.16	Ensure Strong Governance Processes	Land registry migration – The migration of our Local Land Charges Register to HM Land Registry will involve preparing and cleansing data for migration. The Council will continue to be responsible for maintaining the register but customers will obtain their search results from HMLR directly.	Current anticipated timescales September 2025 (these are set by HM Land Registry). Revised migration completion date is Feb 2026	Technical Support and Land Charges Team Leaders	Data cleansing was completed and this went live on 24th April 2026. The migration project is now complete.	Complete

Ref	Council Strategy	2025/26 Target/Project	Milestones/ Target	Responsible Officer	End of Year Update	Status
5.17	Develop a High-performing Organisation	Explore Building Control joint working possibilities and opportunities	Explore all opportunities as they arise	Director of Built Environment & Regulation / Head of Building Control	Due to LGR implementation to form West Surrey, this is now on hold.	Delayed / On Hold Will not take place before LGR.
5.18	Make Services More Accessible	Use of grant monies to improve customer interface with planning.	Grant monies spent within timeframe	Director of Built Environment & Regulation	Joint working across IT and Planning has led to good progress being made with publishing data in line with the grant funding. Most notably, listed building data is now published. TPOs and Article 4 directions are the only remaining, and Article 4 is due to be published in Q2 of 2026/27. TPO data requires detailed work and assessments, and this will therefore carry through to 2026/27.	On Track

Ref	Council Strategy	2025/26 Target/Project	Milestones/ Target	Responsible Officer	End of Year Update	Status
5.19	Optimise use of Council Property	Continuation of preparation and implementation of planned maintenance schedules and share outputs with Members.	Procure Term Maintenance Contractor (Autumn 2025)	Technical Services Managers	Work to consolidate maintenance requirement across the estate has been completed and Exec approval has been obtained to delegate approval to the Head of Property and Economic Development to enter into a contract. . Finalisation of tender documents has been delayed by LGR requirements and also changes to procurement requirements. This has now been resolved and work is recommencing with the aim of issuing documents to tender by end of July 2026.	Delayed

Ref	Council Strategy	2025/26 Target/Project	Milestones/ Target	Responsible Officer	End of Year Update	Status
5.20	Develop a High-performing Organisation	As part of the drive to transform council services and deliver efficiencies, conduct two in-depth service improvement reviews using Service Review Toolkit Finish and implement EH and Corporate Enforcement Review use of ICT programmes as part of each review to improve effectiveness, customer experience and efficiency.	EH Review by October 2025 Corporate Enforcement by March 2026	Head of Organisational Development	This action will not take place (we reported this as part of the Mid-Year report to Members) due to the focus on Transformation and LGR taking precedence - this would be a duplication of work/effort that would be confusing for the teams involved, and the OD team (or other corporate resources) do not have the capacity to undertake this work.	Deferred – will not take place

Performance Indicators

Indicator	Description	Responsible Officer	Target 2025/26	Q1	Q2	Q3	Q4	End of Year Total/ Average	End of Year Comments
Customer Enquiries Resolutions	Percentage of customer enquiries into the contact centre that are resolved at the first point of contact.	Head of Customer Services	**70%** Higher is better	83%	80%	82%	83%	**83%** Average	April - 83% May - 82% Jun - 83% Jul - 79% Aug - 79% Sep - 78% Jan - 84% Feb - 83% Mar - 83%
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	Revenues Manager	**98.5%** Higher is better	29.88% (cumulative year to date figure)	57.49% (cumulative year to date figure)	84.5% (cumulative year to date figure)	99.08% Provisional (cumulative year to date figure)	**99.08%**	<u>2024/25</u> Q1 – 29.38% Q2 – 57.10% Q3 – 84.65% Q4 – 99.49%

Indicator	Description	Responsible Officer	Target 2025/26	Q1	Q2	Q3	Q4	End of Year Total/ Average	End of Year Comments
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	Revenues Manager	**98.5%** Higher is better	30.94% (cumulative year to date figure)	56.64% (cumulative year to date figure)	82.14% (cumulative year to date figure)	98.84% Provisional (cumulative year to date figure)	**98.84%**	2024/25 Q1 – 30.69% Q2 – 57.31% Q3 – 83.01% Q4 – 95.43%
Invoices Paid on Time	Percentage of invoices paid on time.	Transactional Accountancy & Systems Manager	**90%** Higher is better	97.88%	97.90%	98.77%	98.26%	**98%**	2024/25 Q1 – 97.80% Q2 – 97.80% Q3 – 95.50% Q4 – 98.26%

Indicator	Description	Responsible Officer	Target 2025/26	Q1	Q2	Q3	Q4	End of Year Total/ Average	End of Year Comments
Staff turnover	Percentage staff turnover in a rolling year. (Includes all leavers)	Human Resources Manager	Track National Average	15.44%	14.74%	14.07%	10.85%	**10.85%**	Current figures for Local Government collected by the LGA indicate national turnover rates between 12% and 28% depending on the occupation (adult social care is the high end of the scale) Most recent comparator rates in Surrey *(source: SCC)* for Boroughs and Districts show the Surrey average is 12.3% (2024/5 figures)
Effective recruitment	Percentage of advertised staff vacancies that are successfully filled at the first attempt	Human Resources Manager	**80%** Higher is better	67%	67%	80%	29%	**65%**	N/A

Indicator	Description	Responsible Officer	Target 2025/26	Q1	Q2	Q3	Q4	End of Year Total/ Average	End of Year Comments
Staff training and qualifications	Number of professional qualifications achieved by staff, funded by the Council	Head of Organisational Development	**4** Higher is better	1	2	1	0	**4**	N/A
ICT support	% of ICT service request tickets that meet SLA resolution time	ICT Managers	**80%** Higher is better	83%	83%	86%	83%	**84%**	N/A