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Friday, 20 November 2015

To: The Members of the **EXECUTIVE**
(Councillors: Moira Gibson (Chairman), Richard Brooks, Mrs Vivienne Chapman,
Colin Dougan, Craig Fennell, Josephine Hawkins and Charlotte Morley)

Dear Councillor,

A meeting of the **EXECUTIVE** will be held at Surrey Heath House on Tuesday, 1 December 2015 at 6.00 pm. The agenda will be set out as below.

Please note that this meeting will be recorded.

Yours sincerely

Karen Whelan

Chief Executive

AGENDA

Pages

Part 1 (Public)

1. Apologies for Absence

2. Minutes

3 - 6

To confirm and sign the minutes of the meeting held on 10 November 2015 (copy attached).

3. Declarations of Interest

Members are invited to declare any interests they may have with respect to matters which are to be considered at this meeting. Members who consider they may have an interest are invited to consult the Monitoring Officer or the Democratic Services Officer prior to the meeting.

4. Questions by Members

The Leader and Portfolio Holders to receive and respond to questions from Members on any matter which relates to an Executive function in

accordance with Part 4 of the Constitution, Section B Executive Procedure Rules, Paragraph 16.

5.	Community Infrastructure Levy	7 - 14
6.	Family Support Service Level Agreement	15 - 18
7.	2015/16 Mid-Year Performance Report	19 - 50
8.	Function and Performance of the Development Management Team	51 - 64

**Minutes of a Meeting of the Executive
held at Surrey Heath House on 10
November 2015**

+ Cllr Moira Gibson (Chairman)

+ Cllr Richard Brooks	+ Cllr Craig Fennell
+ Cllr Mrs Vivienne Chapman	- Cllr Josephine Hawkins
+ Cllr Colin Dougan	+ Cllr Charlotte Morley

+ Present

- Apologies for absence presented

In Attendance: Cllr Chris Pitt

40/E Minutes

The minutes of the meeting held on 29 September 2015 were confirmed and signed by the Chairman.

41/E Surrey Local Strategic Statement

The Executive was informed that the Localism Act and the National Planning Policy Framework (NPPF) required public bodies to undertake Duty to Co-operate on planning issues which crossed administrative boundaries.

On 16 July 2014 Surrey Leaders had agreed to meet as the Surrey Strategic Planning and Infrastructure Board to provide a vehicle for co-operation and joint working between local authorities in Surrey on strategic planning issues. The Terms of Reference of the Board and the Memorandum of Understanding (MoU) on how local authorities would work together to prepare a Local Strategic Statement, which had been considered by Surrey Leaders and Surrey Chief Executives, were noted.

The MoU detailed the type of evidence gathering and technical work that would require joint working and set out an agreed methodology. This included undertaking a Strategic Housing Market Assessment and consideration of constraints such as the Thames Basin Heaths SPA and flooding. It also set out the need for an up to date picture of the Green Belt, which could include future reviews of the Green Belt.

The Executive noted that the advice set out in the NPPF stated that Green Belt boundaries should only be altered in exceptional circumstances. This should be through the preparation or review of a Local Plan and not as a matter arising from a requirement of a Local Strategic Statement. It was therefore considered that, in signing up to the Local Strategic Statement, it should be made clear that any such review in Surrey Heath would be undertaken in line with this advice. An accompanying letter would be sent setting out the Borough's position on this matter.

The preparation of a Local Strategic Statement would be undertaken by the Surrey Planning Officers Association and would set out common priorities on strategic matters that can be used to demonstrate Duty to Co-operate.

RESOLVED

- (i) to agree the Terms of Reference of the Surrey Strategic Planning Infrastructure Board;**
- (ii) that the Leader be authorised to sign the Memorandum of Understanding which sets out how the Surrey Local Authorities will work together towards preparing a Local Strategic Statement for Surrey;**
- (iii) to agree to the preparation of a Surrey Local Strategic Statement subject to the proviso that within Surrey Heath a review of the Green Belt would only be undertaken through a Local Plan review where the need for such a review of Green Belt had been demonstrated; and**
- (iv) that the Executive Head of Regulatory be authorised to work with the Surrey Planning Officers Association on the preparation of a Local Strategic Statement.**

42/E Waste Regulations 2011

The Executive was reminded that the Waste Regulations 2011 required any organisation which collected waste to comply with the waste hierarchy and collect paper, metal, plastic and glass by separate collection, by January 2015, unless it was not necessary to 'facilitate or improve recovery' and it was not technically, environmentally and economically practicable to do so.

It was reported that, as the Waste Regulations were complicated and there was much uncertainty around how to comply with them, a 'Route Map' had been developed to help local authorities assess their compliance; this had been used by the Surrey Waste Partnership (SWP) as a basis for assessing the compliance of each Waste Collection Authority (WCA). The compliance modelling had been carried out by Surrey County Council using data supplied by participating WCAs.

The results of the assessment had indicated that separate collections were not necessary to facilitate high quality recycling of the four key materials. Although they were technically practicable, they were neither economically nor environmentally practicable. The current system delivered by the Council appeared to be operating in accordance with the waste hierarchy. The report did not recommend any changes to the format of the current collection system to ensure compliance with the Waste Regulations.

The assessment had also identified areas where the Council could influence changes in order to reduce the environmental impact of its current system; these would be explored by Surrey County Council, as the Waste Disposal Authority, when a new contract was let in 2018.

RESOLVED to

(i) note that

a. the results of an assessment of the Council's waste collection service indicate that separate collections are not necessary to facilitate high quality recycling of the four key materials;

b. whilst separate collections were technically practicable, they were neither economically nor environmentally practicable; and

(ii) retain the current comingled recycling service.

43/E Surrey Heath Waste Action Plan

At its meeting on 7 April 2015 the Executive had adopted the Joint Municipal Waste Management Strategy Revision 2 (2015) which had been produced by the Surrey Waste Partnership.

The Executive noted the targets which had been selected to measure success of the Strategy. In order to meet these ambitious targets each authority had been asked to produce a Waste Action Plan, which would be regularly monitored by the Surrey Waste Partnership.

It was reported that, at 58%, Surrey Heath remained the best performing authority in Surrey for the proportion of waste recovered, recycled and composted. However, as with most authorities, the recycling rate had started to fall and major interventions would be needed in order to raise recycling rates. A number of factors were considered to have contributed to a fall in rates, including the Environment Agency's ban on the composting of Highway Leaves, a lack of knowledge of what could be recycled, a fall in recycling values, and an increase in bin contamination.

The Executive was advised that the Surrey Heath Waste Action Plan 2015/16 would largely be funded from recycling performance awards the Council had received for 2012/13 and 2013/14 which had totalled £83,266. This sum formed part of a carry forward agreed in July 2015.

RESOLVED that the Surrey Heath Waste Action Plan 2015 to 2020, as attached at Annex A to the agenda report, be approved.

44/E Revised Key Priorities

The Executive was reminded that the 2020 Corporate Strategy was due to be reviewed by March 2016. In line with this, the first area to be revised was the Council's Key Priorities. The project plans which sat under each priority, which would demonstrate how each priority would be delivered, were being developed.

The updated Key Priorities were noted. It was felt that it was important to retain specific reference to improving train and bus services in the Key Priorities. The Executive therefore agreed to include the action point relating to working closely with train and bus providers, which was currently included in Key Priority 2, in the revised Key Priority 1.

RESOLVED to adopt the Council's revised Key Priorities, as set out at Annex A to the agenda report, as amended.

45/E Economic Development Strategy Update

The Executive was reminded that, at its meeting on 11 November 2014, it had agreed the Council's Economic Development Strategy and its actions plans.

Members noted the progress that had been made in the previous 12 months in relation to the action plans, in particular the work that had been carried out with local Business Associations, a Business Advice Clinic for start-up businesses, and the work with Camberley Central Job Club.

RESOLVED to note the Economic Development Strategy update, and request a further update in 2016.

Chairman

Community Infrastructure Levy

The Community Infrastructure Levy (CIL) is a new way in which local authorities can raise funds towards infrastructure from developments in their area. This will, in the majority of cases, replace the existing system of using planning obligations (Section 106 agreements) to secure funds. The money can be used to fund infrastructure that supports development and offsets its effects.

CIL is a non-negotiable charge on development and is calculated as pounds per square metre based on the net level of development proposed.

The Council is now receiving CIL funding and needs to pay money over to the parishes, decide how to use that money and to publish its CIL income and expenditure.

Portfolio: Finance

Date Portfolio Holder signed off report: 28th October 2015

Wards Affected

All

Recommendation

The Executive is advised to RESOLVE

- (i) to note the Community Infrastructure Levy (CIL) monies received;
- (ii) to note that the 15% of CIL funds from parished areas received for the reporting period 1st April - 30th September 2015 has been transferred to those Parish Councils where development has occurred, as required by the legislation;
- (iii) that Ward Councillors for the non-parished areas be asked to submit ideas for projects within their wards following discussion with their communities and that these be reported to the Executive in due course;
- (iv) that the remaining CIL contributions held by the Council be retained for spending to support the Council's Key Priorities; and
- (v) to note that the report of levy income and expenditure, as set out in Annex 1, will be published on 31st December 2015.

1. Resource Implications

- 1.1 CIL includes a contribution toward the cost of administration of the scheme. At this time the monies raised are not covering the cost of administration but are expected to do so over time.

2. Key Issues

- 2.1 Section 106 payments are now increasingly being replaced by Community Infrastructure Levy contributions. Unlike some S106 payments, there is no time limit within which CIL has to be spent.
- 2.2 In respect of monies collected to date, Annex 1 lists CIL monies collected from sites by parish and ward in the period 1st April 2015 to 30th September 2015, no monies were collected before this date. It also sets out how the CIL money is apportioned out according to the priorities in the Section 123 List, in particular for SANGs and parishes. For development which is exempt from CIL the Executive agreed a separate funding mechanism in July 2015.
- 2.3 The expenditure of CIL is governed by regulations. Thus payments must be reported half yearly to Executive and payments to parishes must be made half yearly, the Council has no discretion in this. Payment is due on 28th October and six monthly thereafter. The Council is also required to report on levy income and spending on its website on 31st December each year. It is suggested, that at this time Annex 1 be published as that report.
- 2.4 No neighbourhood plans have been adopted and thus no more than 15% of CIL collected within parishes and wards is payable. The payment to parishes, in the absence of a neighbourhood plan, is currently capped at £100 per annum for each existing Council tax dwelling. No parish is expected to have its payments capped in the current financial year. Payments to parishes were as follows.
- a. West End £5012.46
 - b. Windlesham £2221.32
- 2.5 In June 2015, the Executive agreed that as with the parishes 15% of CIL collected would be available to spend for non-parished areas according to local priorities. Whilst, the amount of money available to spend remains low at this time there may be small scale projects within these areas that would benefit.

3. Options

- 3.1 The options for the Executive to agree are:
- (i) To agree that Ward Councillors for the non-parished areas be asked to submit to the CIL Governance Panel ideas for spending CIL generated within their wards.
 - (ii) To not agree that Ward Councillors for the non-parished areas be asked to submit to the CIL Governance Panel ideas for spending CIL generated within their wards.
 - (iii) To agree that that the remaining CIL contributions held by the Council be retained for spending to support key priorities

(iv) To not agree that that the remaining CIL contributions held by the Council be retained for spending to support key priorities.

3.2 3.2 The Executive is asked to agree options (i) and (iii).

4. Proposals

4.1 As agreed by Executive in June 2015, the CIL Governance Panel will comprise the Leader, Portfolio Holder for Finance, the Chief Executive and Section 151 Officer.

4.2 In accordance with the Executive resolution in June 2015, it is suggested that, in due course, Ward Councillors for the non-parished areas, following discussions with local communities, will be asked to submit suggestions for projects in their areas to be funded from CIL. The Infrastructure Delivery Officer will be responsible for contacting Councillors and collating responses. Once the total amount collected in 2015/16 within these areas is known, suggestions will be considered by the CIL Governance Panel which will then report to the Executive.

5. Supporting Information

5.1 The CIL Regulations set out that a charging authority may publish a list of the infrastructure which it intends will benefit from CIL funding (A Regulation 123 list or 123 list). Surrey Heath Borough Council's list is attached as Annex 2.

5.2 Infrastructure funding raised through CIL will, in the main, be directed towards those infrastructure projects or types which are required to mitigate cumulative rather than site specific impacts. Some site specific issues can still be addressed through S106 agreements. A report on PIC and S106 payments will be brought to Executive at the end of the financial year.

5.3 There has been little income received from CIL so far, as the CIL Charging Schedule was only introduced in December 2014. In addition, the levy is only payable on development which creates net additional floor space, where the gross internal area of new build exceeds 100 square metres.

5.4 Most householder planning applications for extensions to their property can often fall within this limit and therefore would not be subject to the CIL charge. In addition, the CIL Regulations permit exemption from paying the charge for people who extend or build their own homes.

5.5 Nor is CIL generally payable on schemes allowed through the 'prior consent' regime.

5.6 However, it is anticipated that CIL income will start to increase in the next coming months. At the time of writing this report, there are 24 current CIL liable applications with planning consent, awaiting

commencement of development start dates. The CIL Regulations require the CIL charge to be paid upon commencement of development and cannot be claimed before this point.

6. Corporate Objectives And Key Priorities

- 6.1 Underpins Objective 1 to make Surrey Heath an even better place where people are happy to live.
- 6.2 Underpins Objective 2 to sustain and promote the local economy so that our people can work and do business across Surrey Heath by promoting improvements to local transport and infrastructure.

7. Policy Framework

- 7.1 The ability to set a CIL charge is set out in the Planning Act 2008 (as amended) and Community Infrastructure Levy Regulations 2010 (as amended). A CIL charging schedule will sit alongside the Local Plan, although it does not form part of the statutory development plan.

8. Legal Issues

- 8.1 The legislation requires that that 15% of CIL funds received are transferred to a Parish Council where development has occurred in that area. Payment commenced on 28th October and six monthly thereafter.

9. Governance Issues

- 9.1 Governance arrangements surrounding the transfer of CIL revenue to Surrey County Council for those projects prioritised by Surrey Heath BC which are to be delivered by the County will need to be agreed at a future date.

10. Sustainability

- 10.1 CIL will enable the Borough Council to direct funding to those projects which it believes best meet the needs of the local community and to support a sustainable community with the Borough.

11. Risk Management

- 11.1 If the housing targets set out in the Council's Core Strategy are not delivered then this would have financial implications in respect of the amount of CIL which would be raised. In addition the prior consent regime takes development outside of CIL, the government is proposing to extend this regime. Thus whilst it is anticipated that CIL will raise 4.5 million pounds to 2018, the emerging changes to legislation may reduce this amount.

Annexes	Annex 1 - List of CIL Income 01/04/2015-30/09/2015
Background Papers	
Author/Contact Details	Steven Appleby - steven.appleby@surreyheath.gov.uk
Head of Service	Jenny Rickard – Executive Head of Regulatory

Consultations, Implications and Issues Addressed

Resources	Required	Consulted
Revenue	✓	<u>21-10-15</u>
Capital		
Human Resources		
Asset Management		
IT		
Other Issues	Required	Consulted
Corporate Objectives & Key Priorities	✓	<u>21-10-15</u>
Policy Framework		
Legal	✓	<u>21-10-15</u>
Governance		
Sustainability		
Risk Management		
Equalities Impact Assessment		
Community Safety		
Human Rights		
Consultation		
P R & Marketing		

Review Date:

Version:

ANNEX 1

Community Infrastructure Levy (CIL) Income received 1st April 2015 – 30th September 2015

Application No	Address	CIL Admin (5%)	Neighbourhood (15%)	SANGS	CIL Main Fund	Status
14/0800	The Ridgewood Centre, Old Bisley Road, Frimley	£10,066.42	£30,199.27 (Heatherside) <i>Neighbourhood Grant to Parish Council's without a Neighbourhood Plan = 15% capped at £100 per dwelling paid to Parish</i>	Providing own SANG	£161,062.81	Completed 01/05/2015
14/1097	1, Commonfields, West End Erection of 2 detached two storey dwellings.	£1,670.82	£5012.46 (West End) <i>Neighbourhood Grant to Parish Council's without a Neighbourhood Plan = 15% capped at £100 per dwelling paid to Parish</i>	£910.00 (Hawley Woods)	£25,823.18	Incomplete – work started CIL DEMAND NOTICE TO BE SENT incl surcharges (£11,342.54 outstanding)
15/0065	2, Cricketers Lane, Windlesham Minor material amendment to (12/0282 Erection of a detached bungalow) to allow for addition of front bay	£23.79	£71.25 (Windlesham) <i>Neighbourhood Grant to Parish Council's without a Neighbourhood Plan = 15% capped at £100 per dwelling</i>	Providing own SANG	£380.00	Completed 12/09/2015

<u>Application No</u>	<u>Address</u>	CIL Admin (5%)	Neighbourhood (15%)	SANGS	CIL Main Fund	Status
	windows, alterations to roof, doors, windows and internal layout.		<i>paid to Parish</i>			
15/0266	4, Chertsey Road, Windlesham Erection of part 2 storey, part s/s side and rear extension, conversion of roofspace to form 1 one bed flat with extension of ground floor retail unit.	£716.90	£2150.07 (Windlesham) <i>Neighbourhood Grant to Parish Council's without a Neighbourhood Plan = 15% capped at £100 per dwelling paid to Parish</i>	£3,700.00 (Station Rd)	£7,771.03	Completed 04/08/2015
TOTALS		£12,477.93	£37,433.05	£4,610.00	£195,037.02	
OVERALL TOTAL - £249,558.00						

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Family Support Service Level Agreement

Summary

The Family Support Service is a joint Runnymede and Surrey Heath Team which has now been established for two years and along with the rest of Surrey has moved into delivering the second phase of the government's Troubled Families initiative. In moving to phase 2 minor changes to the Service Level Agreement with Runnymede are required and approval is sought for this.

Portfolio Regulatory

Date Portfolio Holder signed off report 23 November 2015 (Leader)

Wards Affected All

Recommendation

The Executive is advised to RESOLVE that the Executive Head Regulatory, in consultation with the Portfolio Holder for Regulatory, be authorised to enter into an amended Service Level Agreement with Runnymede Borough Council to take account of potential future liabilities and changes that may arise in the service.

1. Resource Implications

- 1.1 The FSP service is funded by DCLG grant monies that do not fully fund the entirety of the service costs. It remains the case that this function cannot be absorbed within existing resources. Participation in this project does not commit the Council to continuing with the project once the funding is removed.
- 1.2 The funding formula within Phase 2 has altered. For Phase 1 payment by results and the family attachment fee paid out £4,000 for each family successfully worked with. Phase 2 funding is such that there is a £1,000 attachment fee for each family successfully signed up to the programme with a further potential £800 for a successful outcome. However, to offset this reduction in funding officer caseloads have been doubled, thus overall the potential funding stream should remain the same.
- 1.3 Any projected shortfall in the budget for 2015-16 will be covered by monies held in reserves from the initial start-up grant in 2013 of which £158,000 remains.

2. Key Issues

Service Level Agreement

- 2.1 The revised SLA is largely the same as the one agreed in 2013-15 for Phase 1. The main revision ensures that agreement in the event of redundancy is divided equally across the two boroughs.

Performance

- 2.2 The details of the performance of the Team are summarised below.

3. Options

- 3.1 The options for the Executive to agree are:
 - (i) To agree an amended Service level Agreement with Runnymede Borough Council
 - (ii) To not agree an amended Service level Agreement with Runnymede Borough Council

4. Proposals

- 4.1 To agree that a revised Service Level Agreement with Runnymede Borough Council be entered into and that authority be delegated to the Executive Head Regulatory in consultation with the Portfolio Holder for Regulatory to enter into the agreement.

5. Supporting Information

- 5.1 The Family Support Service [FSP] is a nation-wide service funded by the DCLG to work with families that are high cost to the public purse due to a complexity of issues or the number of practitioners/ agencies working with them.
- 5.2 Phase 1 2012-2015 worked with families that had to meet 2 of the 3 eligibility criteria – educational concerns about attendance, criminal or anti-social behaviour concerns and lack of employment. Surrey started this service in April 2013 and Surrey Heath started in September 2013, the last District and Borough in partnership with Runnymede to join the programme.
- 5.3 Surrey met the target of working with 1020 families and became eligible to be an early starter for the Phase 2 services 2015-2020. Surrey Heath & Runnymede is a high performing Partnership, achieving the target set on schedule, despite joining the programme 6 months after the other teams.
- 5.4 Surrey County Council has invited the Runnymede and Surrey Heath Team to help to pilot an expanded early help service working with Woking to cover NW Surrey, which may also need reflecting in the SLA.

6. Corporate Objectives And Key Priorities

6.1 The Family Support Service helps to deliver Corporate Objective 4 to build and encourage communities where people can live happily and healthily and supports Key Priority 4.

Annexes	None
Background Papers	None
Author/Contact Details	Jacqueline Riddles Jacqueline.riddles@surreyheath.gov.uk
Head of Service	Jenny Rickard – Executive Head of Regulatory

Consultations, Implications and Issues Addressed

Resources	Required	Consulted
Revenue	✓	<u>27-10-15</u>
Capital		
Human Resources		
Asset Management		
IT		
Other Issues	Required	Consulted
Corporate Objectives & Key Priorities	✓	<u>27-10-15</u>
Policy Framework		
Legal		<u>27-10-15</u>
Governance		
Sustainability		
Risk Management		
Equalities Impact Assessment		
Community Safety		
Human Rights		
Consultation		
P R & Marketing		

Review Date:

Version:

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2015/16 Mid-Year Performance Report

Summary:

2015/16 Mid-Year Performance Report

Portfolio: Cllr Moira Gibson (Leader)

Consulted: 12 November 2015

Wards Affected: All

Recommendation

The Executive is asked to note the 2015/16 Mid-Year Performance Report and make any comments or suggestions as appropriate.

1. Resource Implications

- 1.1 This report summarises the performance of the Council against corporate key priorities, service milestones and performance indicators for April – September 2015. The full report is set out in Annex A. There are no financial implications arising from this report.
- 1.2 It is recognised that there are too many milestones and performance indicators currently being reported on. Whilst many of the milestones and indicators are very helpful as management information they are not of strategic importance and are not necessarily data that the community would wish to know.
- 1.3 Working closely with Executive Portfolio Holders, Officers will be reviewing the information being reported in the 2016/17 Annual Plan to ensure the milestones and performance indicators are appropriate.

2. Key Issues

- 2.1 Performance targets are set out in the Council's Annual Plan each year. The 2015/16 Annual plan was approved by the Executive in March 2015. At the Executive meeting on 10th November 2015, Members agreed a revised set of key priorities for 2015/16 which have been added to this mid-year performance report.
- 2.2 This Mid-Year Performance report demonstrates the Council's continued commitment to improving the management of its performance to achieve the Council's 2020 Corporate Strategy objectives. This report illustrates the on-going strength and continuously improving performance of the Council against performance indicators, corporate key priorities and service milestones.
- 2.3 This report shows that the authority is still delivering high quality services to the local community. Despite continuing reductions in Government

grant levels the Council continues to deliver a full range of services throughout the year.

Key Priorities

2.4 Achievements against the key priorities in the first half of the year have included:

- Two state of the art parking systems have been introduced in the Camberley multi-storey car parks
- Two significant properties have been purchased in this financial year to support and promote the economic growth and well-being of the borough; namely Ashwood House and St George's Industrial Estate. In addition, further properties are being strategically acquired in the Town Centre as they become available
- Job Centre Plus will move into Surrey Heath House in late 2015
- The Economic Development Strategy actions are being delivered with significant success. A full update on progress was reported to the Executive on 10th November 2015.

In summary, there are 14 projects within the key priorities of the Annual Plan. All 14 are on track for completion in accordance with the project time scales for 2015/16.

Services Milestones

2.5 Achievements against the service milestones in the first half of the year have included:

- Frimley Lodge Live, the outdoor music festival event now in its second year was very successfully delivered in August
- A new Camberley Theatre catering offer was recently launched and received good media interest. A new Autumn/ Winter programme has been released including nationally known names
- Four contractors have accepted an invitation to participate in structured competitive dialogue sessions for the joint waste contract. Initial tenders will be submitted in November 2015. The bidders will be shortlisted for further detailed dialogue sessions before being invited to submit final tenders in April 2016
- The new web customer management system went live on 31st July 2015 on target and under budget. Early indications show that it has been very well received by customers with minimal disruption
- 97% of customers felt the Contact Centre service was good or excellent
- Council Tax collection is well on track to exceed the 98.5% annual target
- A new Sustainable Urban Drainage regime has been introduced.

In summary there are 68 service milestones in the Annual Plan. 4 have been completed. 57 are on track for completion in accordance with the project time scales and 7 are due to start later in the year.

Performance Indicators

2.6 Achievements against the performance indicators in the first half of the year have included:

- The increase in income generated from pitch bookings has exceeded the quarter 2 target of £6,890, by achieving £18,437 total income
- The increase in income generated from theatre lettings and hire has exceeded the quarter 2 target of £17,500 by achieving £18,529 total income
- 100% of noise complaints were resolved within 60 days of receipt
- 91% of all major planning applications were determined within the target time
- 90% of all the non-major planning applications were determined within the target time
- All standard land searches were carried out in 3 working days.

Of the 41 performance indicators in the Plan, 24 met their target, 3 were within reasonable tolerances of their target; 9 did not meet their target and 5 are an annual target. Each indicator that did not meet its target over the first half year has explanatory text to explain the circumstances leading to the result and what the service manager will do to rectify the issue.

2.7 Further information on a number of the highlights of the first half of the year are included below:

Joint Waste Contract

A number of Surrey authorities are coming together to jointly tender their waste contracts to secure a better price. Four contractors have accepted an invitation to participate in structured competitive dialogue sessions. After careful evaluation (50% on price and 50% on quality), the bidders will be shortlisted for further detailed dialogue sessions before being invited to submit final tenders in April 2016.

Windle Valley Wellbeing Centre & Garden Opening

The Wellbeing Centre at the Windle Valley Day Centre in Bagshot officially opened in August 2015. Wellbeing Centres are local hubs of information and support services relating to memory loss, dementia and associated problems. They are open to anyone, whatever their situation, and whether they are concerned about themselves or others, carers or the cared-for.

New Website Launched

Surrey Heath Borough Council's website has been given a major overhaul with a brand new look and feel. It has been re-designed to give users access to a wide-range of online services, faster and easier, and

more accessible when on the go. Residents can make online payments using the website's 24 hour secure internet payments service. Residents and businesses in Surrey Heath can now register to receive their Council Tax and Business Rate bills via email.

Purchase of St George's Industrial Estate

The Council has purchased St George's Industrial Estate on Frimley Road in Camberley. The purchase has been made to support and promote the local economic growth of the borough, as well as provide for more effective use of Pembroke House located on the site.

Business Breakfast

Representatives from over 80 Surrey Heath Businesses sat down to breakfast at Camberley Theatre on 25 September for the bi-annual Business Breakfast meeting. The event enables businesses in the borough to network, exhibit, find out new information and hear from guest speakers.

Camberley Theatre

Camberley Theatre has re-launched the newly refurbished café/bar, decorated with vintage posters from the theatre's history. So far the initial trading indications are positive, the bar saw a 60% increase in bar takings in the first 14 days of trading. Pantomime Sales are up 12% on last year at this point and up 38% on 2013.

Car Parking Strategy

Work to deliver the Borough's parking strategy continues with two 'state of the art' parking systems which have been launched in the last quarter. A new online pre-PAY system has been launched for the Camberley multi-storey car parks. Car park users can now register for an account which allows them to enter and exit the car parks without having to pay at a pay station. A new online service has also been launched called Car Park Spaces Live. This web page updates every 10 minutes to show how many spaces are available in the car parks.

Surrey Heath House Tenants

Job Centre Plus is relocating from their current site in London Road Camberley into the council offices at Surrey Heath House towards the end of 2015. The Council is expected to generate rental income and service charges, as well as reducing its Business Rate charge next year by approximately £250,000 per annum as a result of all the partner organisations now located in Surrey Heath House. Additionally this move to include more statutory agencies in one location through sharing office resources helps safeguard local public services.

3. Options

- 3.1 The Executive has the option to;
- i. Agree the Report in Annex A;
 - ii. Amend the Report in Annex A;
 - iii. Not agree the Report in Annex A.

4. Proposals

- 4.1 It is proposed that the Executive note the Mid-Year Performance Report and make any comments or suggestions as appropriate.

5. Corporate Objectives and Key Priorities

- 5.1 The Mid-Year Performance report sets out all the corporate key priorities, service milestones and performance indicators that meet each of the 2020 Strategy objectives.

Annexes	Annex A – 2015/16 Q2 Performance Report
Background Papers	Annual Plan 2015/16
Author/Contact Details	Sarah Groom, Transformation Team Manager Sarah.groom@surreyheath.gov.uk
Service Manager	Richard Payne, Executive Head of Transformation

Consultations, Implications and Issues Addressed

Resources	Required	Consulted
Revenue	N/A	
Capital	N/A	
Human Resources	N/A	
Asset Management	N/A	
IT	N/A	
Other Issues	Required	Consulted
Corporate Objectives & Key Priorities	✓	2 October 2015
Policy Framework		
Legal		
Governance		
Sustainability		
Risk Management		
Equalities Impact Assessment		
Community Safety		
Human Rights		
Consultation		
P R & Marketing		

Review Date:

Version: 1

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Surrey Heath Borough Council

Performance Monitoring Report April 2015 – September 2015



Introduction

The Council is committed to measuring its performance against challenging targets. To achieve this we have developed the Annual Plan containing a set of key priorities, milestones and local performance indicators at both corporate and local service level which help to drive continued performance improvement in identified areas.

This Mid Year report presents information in easy to view tables, with accompanying text provided where further explanation is needed or where it adds to the overall understanding of a particular target or set of figures. Over the period of the two quarters, the Council has continued to deliver its services to the local community in a professional and effective manner. This report highlights some of these key achievements.

Key Priorities in numbers:

Total number of targets = 14

Percentage of targets being met = 100%

Targets on track = 14

Target not started = 0

Targets failing = 0

Targets missed = 0

Services Milestones in numbers:

Total number of targets = 68

Percentage of targets being met = 89%

Targets completed = 5

Targets on track = 56

Number not started = 7

Targets failing = 0

Targets missed = 0

Performance Indicators in numbers:

Total number of targets = 43

Percentage of targets being met = 74%

Targets on track = 32

Targets failing = 2

Targets missed = 9



Council Key Priorities

To deliver an improved Camberley Town Centre for the benefit of the Borough including:

- Delivering a viable and sustainable redevelopment of the A30 frontage;
- Working with partners to improve accessibility through improved road network and transport links;
- Delivering the overall Town Centre vision including land east of Knoll Road, station and leisure opportunities.

To assist with the improvement of economic growth for Surrey Heath by:

- Using prudential borrowing opportunity to improve sustainability & growth in Surrey Heath;
- Maximising income returns from our reserves, through effective investment strategies;
- Maximising the potential for appropriate construction-led growth in the Borough;
- Deliver the Economic Development Strategy Action Plans to advance economic prosperity in Surrey Heath.

Securing the future of local services in Surrey Heath through a variety of strategies including:

- Internal service transformation;
- Maximising use and occupation of publicly owned assets;
- Developing a longer term vision for sustainable collaborative working.

Working with partners and the community to keep Surrey Heath a clean, green and safe place for the continued wellbeing of our Borough

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Key Priority 1 – To deliver an improved Camberley Town Centre for the benefit of the Borough.

Priority	End Date	Status	Note
Delivering a viable and sustainable redevelopment of the A30 frontage	March 2016		<ul style="list-style-type: none"> • A scheme for the refurbishment of the Mall to be agreed with the Council • Proposals for redevelopment of part(s) of the LRB site to be agreed by the Council
Working with partners to improve accessibility to the Town Centre through improved road network and transport links	March 2016		<ul style="list-style-type: none"> • The Council is continuing to work with the LEP on the delivery of the previously approved schemes, with agreed resource and timetable in place.
Delivering the overall town centre vision including land east of knoll Road, station and leisure opportunities	March 2016		<ul style="list-style-type: none"> • An overall masterplan for Camberley Town Centre projects will be approved by the Executive. These include a scheme for the delivery of the redevelopment of Ashwood House and a masterplan for the redevelopment of the LEKR site.

Key Priority 2 – To assist with the improvement of economic growth for Surrey Heath.

Priority	End Date	Status	Note
Using prudential borrowing opportunity to improve sustainability & growth in Surrey Heath	31 March 2016		The Council has used prudential borrowing to purchase property to further economic growth in the borough. Further borrowing will be considered as opportunities arise.
Maximising income returns from our reserves, through effective investment strategies	31 March 2016		A meeting with the treasury advisors will take place in the autumn to discuss the strategy for 2016/17 prior to its approval in February 2016.
Maximising the potential for appropriate construction-led growth in the Borough	31 Mar 2016		This ongoing project will ensure that the Council has access to the right skills to enable it to identify appropriate construction projects to secure maximum income potential with all risks and costs identified. A market appraisal of Borough property will be completed by 31 March 2016.
Deliver the Economic Development Strategy Action Plans to advance economic prosperity in Surrey Heath	31 Mar 2016		All actions are being delivered with significant success. A full report is being presented to the Executive in November 2015.

Key Priority 3 – Securing the future of local public services in Surrey Heath through a variety of strategies.

Priority	End Date	Status	Note
Internal service transformation	31 March 2016		Organisational development will be embedded by 31 March 2016. The Council's Workforce Plan will be updated in line with the Councils' revised structure to ensure the Council has the required resources. Service reviews to be re-established.
Maximising use and occupation of publicly owned assets	31 March 2016		This is an ongoing project to review the asset management plan to set aims and objectives that ensure projects are prioritised to achieve the maximum use of key assets. A space utilisation policy will be produced for Surrey Heath House.
Developing a longer term vision for sustainable collaborative working	31 March 2016		A project has commenced to develop a longer term vision for a resilient Council that is more flexible and able to re-allocate resources to its priorities.

Key Priority 4 – Working with partners and the community to keep Surrey Heath a clean, green and safe place for the continued wellbeing of our Borough.

Priority	End Date	Status	Note
To deliver with partners the Sustainable Community Strategy Partnership Action Plan	31 Mar 2016		The three year rolling Action Plan 2015-18 is being delivered and successes have included the joint test purchasing of banned substances for underage young people and the reduction in young people not in employment, education or training.
To deliver with the SHCCG and SCC the Surrey Heath Health and Wellbeing Action Plan	31 Mar 2016		All actions from the plan are being delivered including Borough responsibilities such as piloting a dementia befriending scheme. The Workplace Wellbeing Charter is on track for an award in December 2015. A 'Make it Real' event was held in the Camberley Theatre on 10th September which brought together over 90 delegates providing services to older people in Surrey Heath. At the event 7 joint priorities were agreed which will further help address Health and Wellbeing concerns in the community.
To ensure that the Borough's open spaces are well maintained and sustainably managed for the future	31 Mar 2016		Work started and key elements are in place to seek new income earning opportunities, seek wider funding for revenue and capital deliver, market facilities to increase usage and income, raise awareness of benefits of exercise, increase local volunteering and expand events programme.
To work with partners to procure and deliver a high quality and cost effective waste collection and street cleansing service	30 Sep 2016		This major project is on track to deliver a more effective service at a reduced cost. The OJEU notice was published in May 2015 with a contractor due to be appointed in September 2016.

More people, using a better service at no extra cost

PARKING SERVICES	End Date	Status	Note
Increase car park occupancy levels in line with Town Centre growth	31 Mar 2016		Car Park usage as shown by new parking equipment is slightly ahead of information relating to Town Centre footfall figures.
Enhance user experience through physical improvements and customer service	31 Mar 2016		New out of Town Pay and Display equipment providing live data. Capital funding agreed for further improvements to Main Square Car Park including surfacing Level 5.
Establish an effective and sustainable on-street parking enforcement regime	31 Mar 2016		Enforcement levels on target for the year to date.
CAMBERLEY THEATRE AND MUSEUM	End Date	Status	Note
Regionally recognised and sustainable theatre complex	31 Mar 2016		Frimley Lodge Live very successfully delivered in August. New catering offer prepared for launch in Autumn. New Autumn/ Winter programme released including nationally known names.
Review provision for Heritage Centre/Museum including new location	31 Mar 2016		Further 'Land East of Knoll Road' discussions involving Museum options held. Internal relocation being considered.



GREENSPACE	End Date	Status	Note
Produce a report and SMART Action Plan for CMT regarding the future role of Frimley Lodge Park as the hub for a regional park	31 Mar 2016		Business plan in preparation as part of wider service review. Encouraging results from 3G pitch and opportunity to retender Café in Feb 16 being integrated in to plans.
Deliver three new income generating initiatives across Greenspace within the year	31 Mar 2016		Zippos Circus, New function Room, Frimley Lodge Live, new Café Tender (Feb 16) all delivered or in process.
Review service delivery options for the Service	31 Mar 2016		Review underway, discussion held with Contractors and other potential service delivery partners.
RECREATION	End Date	Status	Note
Achieving progressive improvements year on year to meet higher standards under the recreation industry benchmark accreditation by Quest	31 Mar 2016		Quest (independent benchmark assessment) application for Annual assessment applied for and date awaited.
Provide support for sports clubs to successfully secure external funding to independently enhance facilities and services	31 Mar 2016		Applications supported for Judo Club (agreed at September Executive).

Indicators	Q1/15/16	Q2/15/16	Q3/15/16	Q4/15/16	Target
Increase the income generated from pitch bookings by £6,890 per quarter	12,365.91 [^]	18,437.48 [^]			6,890.50
Average tickets sold for productions promoted in main auditorium of Camberley Theatre	56%	55.0%*			60.0%
Increase the income generated from theatre lettings and hire by £17,500 per quarter	20,051 [^]	18,529 [^]			17,500
Increase the income generated from community events by £1250 per quarter	21,352.70 [^]	6,521.07 [^]			1,250.00
Increase income generated from Theatre café by £13,750 per quarter	10,405 [^]	4,754([^])**			13,750
Reduce the annual subsidy to the Theatre by £93,750	Annual target				93,750
Increase participation in Surrey Youth Games by 5 teams	5 (total of 27 teams)				5

[^] - total income actual figures

Explanations

*Summer months have been steady. Impact of the new marketing team is anticipated to take effect during qtr 3.

**Direction of travel is positive as initial costs are being recovered (Based on a comparison to last year).

Delivering services which help to maintain Surrey Heath as a safe, clean and green community

COMMUNITY SERVICES	End Date	Status	Note
Implement the Personalisation, Prevention and Partnership Plan to agreed milestones	31 Mar 2016		The PPP Plan for 2015/2016 has been approved and funding received. Grass Roots awards to local groups has been funded. A new Community bus has been purchased.
To deliver the dementia befriending pilot in Heatherside and present the outcomes to the Surrey Heath Health and Wellbeing Group	31 Mar 2016		Age UK Surrey commissioned to run this project. Referrals slowly coming in from GP's.
NEIGHBOURHOOD SERVICES	End Date	Status	
Complete the Joint Waste Tender process to the timetable agreed by the Surrey Waste Partnership	31 Mar 2016		Four contractors have accepted an invitation to participate in structured competitive dialogue sessions, which commenced on 9 September 2015. It is expected that initial tenders will be submitted on 2nd November. After careful evaluation - 50% on price and 50% on quality, the bidders will be shortlisted to 2 or 3 for further detailed dialogue sessions before being invited to submit final tenders in April 2016.
Implement the revised Waste Action Plan	31 Mar 2016		The action plan is being submitted for approval by the Executive on 14th November. The actions completed so far include participation in joint waste competitive dialogue; freezing prices of the green waste membership with a view to increasing membership; and active promotion of the textile collection service. The waste team is about to embark on a food waste promotion to increase participation in food waste collection service.



ENVIRONMENTAL HEALTH AND LICENSING	End Date	Status	
Deliver the Health and Wellbeing Actions including the workplace health charter	31 Mar 2016		The project is on track for an informal assessment of compliance level for 30th October 2015. Formal assessment will be carried out in November 2015. The project will then be launched to the wider business community.
To carry out a feasibility study of sharing the delivery of Environmental Health Teams and present a report to Corporate Management Team on its outcomes	31 Mar 2016		The outline business case to have a shared environmental health and licensing service in partnership with Mole Valley and Tandridge District Councils has been agreed in principle. This will now go through the service change decision process in the partner authorities with a view to implementation in April 2016. There will be a strong environmental health presence in each authority but management, administrative and specialist skills will be shared.
To complete the Better Regulation Delivery Office licensing project into the way licensing functions are delivered by Surrey County Council and other Districts and Boroughs with a view to reduce regulatory burden on businesses	31 Mar 2016		A report and a road map has been drafted on how the delivery of licensing services to business can be improved. The aim being to reduce regulatory burden on business yet at the same time maintain an appropriate and proportionate regulatory control over business. The findings of the report have been agreed by the Better Regulation Delivery Office which commissioned it. A joint licensing administration team is being developed and managed through the joint Environmental Health project.

Indicators	Q1/15/16	Q2/15/16	Q3/15/16	Q4/15/16	Target
Increase income generated from customers using the community alarm and meals at home services	22%	29%			20%
Increase number of booked passenger Dial-a-Ride journeys by 5%	9.2%	2.4%*			5%
Increase household waste sent for reuse, recycling and composting	59	60			60
Achieve a 99% success rate for waste collections	99.56%	98.94%**			99%
Increase satisfaction of business with local authority regulation services - (re: licenced premises)	Annual target				85%
Increase the number of food establishments in the area which are broadly compliant with food hygiene law	96%	95%			90%
Resolve 85% of noise complaints within 60 days of receipt	100%	100%			85%
Reduce Council's subsidy to older adult services	Annual target				£20,000

Explanations

*There were 7768 booked journeys in Q2 compared to 7,589 booked journeys in Q2 of 2013/2014. This represents an increase of 2.35%. Although, the figure for Q2 is below the target increase of 5% if the figures for both quarters are taken into consideration the accumulative increase for the year so far is 5.8%

** 451,750 collections as specified out of 456,593 collections in Q2. Combined half year exceeded target.

Enhancing the Council's image as a professional, commercial and innovative organisation

MEDIA AND MARKETING	End Date	Status	Note
Pilot working with media partner(s) to engage /consult with a diverse range of identifiable demographic groups	31 Mar 2016		A web page has been set up on Eagle Radio's web page promoting Surrey Heath. The Media and Marketing Manager is working with eagle radio to further develop the content of this page. This is being run as a trial until the end March 2016, during this period it will be evaluated to see whether contact is being made with a different demographic. Spot light on public services in Mytchett has been changed and will be conducted electronically through Google Hangout or something similar, again a new method which tries to connect with a different demographic in the community.
Produce & deliver a marketing and communications strategy that maintains & develops Camberley's profile locally & regionally	31 Mar 2016		The promotion of Camberley has been an integral part of the council's corporate marketing and communications strategy for a number of years and combines activity and events that we deliver ourselves as well as supporting the activity of our partners, in particular Collectively Camberley. However a stand-alone plan is currently being developed and will be presented in draft form for discussion at CMT on 14/12/15
Implement a new website CMS that delivers savings & supports income generation & channel shift	31 Mar 2016		The new web CMS went live on 31st July 2015 on target and under budget. At present it is too early to assess its impact in relation to income generation and channel shift , however early indications show that it has been very well received by customers with minimal disruption.
Produce a marketing plan that promotes the service provided by key customer facing services which results in an increase in their demand	31 Mar 2016		We now have in place marketing plans/service level agreements with two out of the four customer facing service areas (Community and Business) which have led to tangible increases in demand/income and awareness.

HUMAN RESOURCES	End Date	Status	
Facilitating the Investors in People Gold Award February 2016	31 Mar 2016		Meetings have now taken place with Investors in People and a project plan is now being worked up and material passed to the assessor so that a final date can be set for the assessment.
Develop a People Performance Management strategy reflecting the 2020 Strategy and Annual Plans	31 Mar 2016		A draft report is being finalised and will be shared with CMT by 31st December 2015.
Design a Workforce Plan to support the 2020 Strategy and Annual Plans	31 Mar 2016		The draft report was delivered to CMT, updates are being made in light of the changes to the Councils Key Priorities and will be shared with CMT by 30th November 2015.
Design and implement a competency based framework	31 Mar 2016		This project is continuing to plan, with feedback gathered from each of services ready for further roll out in November 2015.

CONTACT CENTRE	End Date	Status	Note
Redefine and implement the contact centre and post room direction including a review of the associated technology	31 Mar 2016		Live Ops has now been identified as the replacement telephony system for the existing Fluency product. The new system will bring the ability to improve and simplify the current call structure, for the benefit of our residents. In addition, both calls and emails can be automatically delivered to the next available agent, improving efficiency in the centre. The reporting functionality is more advanced with the ability to generate reports far quicker and automate as required, saving a considerable amount of management time.
Ongoing identification and development of appropriate Council services for alternative and or multi-channel operation	31 Mar 2016		The Contact Centre continues to evolve and now undertakes additional administrative duties in the pursuit of increasing resolution at point of entry. Recent additions include work undertaken for Enforcement and shortly Disabled Facility Grants. The Contact Centre will next be launching outbound calling on behalf of the Theatre to bolster use of its facilities by contacting schools and businesses directly, to support an increase in revenue. Initial investigation has been undertaken with a view to alternative options for management of the postal service, timeframes are still being set for this project
Develop a prompt and robust complaints process that facilitates corporate learning and demonstrable improvements to customer service	31 Mar 2016	✓	A revised Complaints Process has now been fully embedded into the Contact Centre, utilising the Centre's CRM system, with quarterly reporting in place to identify trends and enable corporate learning.
DEMOCRATIC SERVICES	End Date	Status	Note
To arrange and conduct the Combined Parliamentary and Local Elections and any referendum in May 2015	31 Mar 2016	✓	The combined Parliamentary, Borough and Parish Elections were all delivered successfully. This level of combined elections and the high turn-out made this achievement exceptional with officers from across the Council supporting the Returning Officer in the delivery.
To embed the workflow module of the Modern Gov. Committee Management System	31 Mar 2016		Agendas and minutes for all Committee meetings are now issued through Modern Gov which has reduced the level of printing and postage. A timetable for the roll-out of the Workflow Module is to be agreed.
To sign up and induct new Members from May 2015	31 Mar 2016	✓	An extensive Members Induction programme was delivered for all new and returning Members during the Summer. There are on-going e-learning modules for Members being rolled out over the second half of the year.
To produce and implement a Member Induction Programme for June/July 2015	31 Mar 2016		

INDICATOR - QUARTERLY	Q1/15/16	Q2/15/16	Q3/15/16	Q4/15/16	Target
Increase income generated through advertising	5,002	6,260			5,138
Maintain the percentage of customers that felt the Contact Centre service was good or excellent	98%	97%			90%
90% of stage 2 and stage 3 complaints responded to within 10 days.	83%	50% *			90%
Increase the percentage of customer enquiries resolved at the first point of contact	85.00%	84.0%**			85.00%
Increase the percentage of customer contact undertaken via a self-service channel	21.00%	18.0%***			44.00%
Reduce the number of paper copies of agendas and minutes produced and posted	100	100			25
Increase the number of eligible electors	Annual target				1

Explanations

*The investigation required regarding a small number of the key complaints, was sufficiently detailed that the 'standard of reply' was not able to be achieved. All possible effort was made to keep the customer informed throughout the process. No key learning factors are appropriate or required. However it should be noted that within complaints overall response times have greatly improved.

**We are continuing to reviewing our services and attempting to bring new services in to the Contact Centre which will allow us to resolve more enquiries at first point of contact.

***The new website was launched on schedule but technical issues in the early stages meant that customers had difficulty in carrying out online transactions which has had a direct impact on this quarter's figure. This problem has now been resolved.

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Supporting the Council's development and growth by expertly managing the Council's finances

FINANCE	End Date	Status	Note
Work with the council's treasury advisors to increase returns on the Council's investments	31 Mar 2016		Advisors recommend that there is no need to change current strategy. Money market and pooled funds achieving income returns of 1.8% which is more than bank investments.
Directly invest in property where this can deliver a financial return	31 Mar 2016		Two significant properties purchased in this financial year for investment and regeneration. In addition further properties being strategically acquired in town centre as they become available.
Reduce the level of debts by moving to more payments in advance or by direct debit	31 Mar 2016		All helpline and parking permits are now on DD. Looking at similar system for meals on wheels.
Work with services to ensure that over 50% of sundry debtors invoices are raised on the Civica system	31 Mar 2016		Over 50% of sundry debtors invoices were raised by the Transactions group for Qtr 2.
REVENUES AND BENEFITS	End Date	Status	Note
Work to ensure that the transition of benefits to universal credit goes smoothly	31 Mar 2016		Further discussions being held with Dept. Work and Pensions about transition. All fraud cases have now been transferred. Initially only new single person claims will be on Universal Credit meaning that the vast majority will remain for the moment.
Work to reduce the cost of the service over the year through new ways of working and demand management	31 Mar 2016		As staff leave increased use of flexible off site processing to react to peaks and troughs in demand.
Increase council tax and business rates by working with planning to deliver new development to empty properties	31 Mar 2016		Council Tax empty home review was completed by 5 October 2015 (central government deadline). Business Rate agreement entered into and work underway to identify properties where rateable values needs to be revised upwards.
FRAUD AND INVESTIGATIONS	End Date	Status	Note
To work with other Councils on the implementation of the counter fraud fund bid to provide a resilient central point for co-ordinating detection, investigative and prevention resources within B&Ds and SCC	31 Mar 2016		Inter authority work started on joint fraud initiatives.
Implement the transfer to the Single Fraud Investigation Service	31 Mar 2016		All outstanding cases transferred to Dep Work and Pensions

Indicators	Q1/15/16	Q2/15/16	Q3/15/16	Q4/15/16	Target
Increase the percentage return on treasury investments	1.5%	1.4%			1.0%
Increase the number of aged Housing Benefit debts under active management	71.4%	80.9			71.0%
Increase the percentage of Council Tax collected	29.87%	57.94%			98.5%
Increase the percentage of Business Rates collected	27.29%	45.28%*			98.5%
Minimise the variation in expenditure budget	-1%	-2%			0.0%
Improve time taken to process Housing Benefit new claims and change events (days)	7	8			15
Time taken to process Housing Benefit new claims and change events (days) – annual	Annual target				15
Improve time taken to process Council Tax Support new claims and change events (days)	6	8			15
Improve time taken to process Council Tax Support new claims and change events (days) – annual figure	Annual target				15
Implement internal audit recommendations made since April 2014	95%	95%			90%

Explanations

*As in quarter one, the % shown above is all year debt and debit set against all years cash. The debit has increased from the opening liability by £335k this month. In addition one organisation owes £1.05m 2015/16, which was paid in accordance with the instalments last year. Current year collection rate is circa 62%. All large NNDR arrears are actively chasing in respect of all years. It is fully expected that the in year collection will meet the target and for previous years arrears to have been reduced by the end of this financial year.

Working together for better homes, lives, communities and places

PLANNING POLICY AND TECHNICAL SUPPORT	End Date	Status	Note
Update the Local Development Strategy	31 Mar 2016		Awaiting agreement to way forward with local Plan review .
Commence a review for a Surrey Heath Local Plan for Executive approval	30 Jan 2016		Approach to review to be agreed.
Complete the guidance for the Public Realm	31 Mar 2016		Awaiting further information on Local Growth Fund 3 from LEP.
Facilitate the delivery by Surrey County Council of improvements to the Meadows Gyrotory using Local Enterprise Partnership (LEP) money	31 Mar 2016		Start date for works now confirmed as Spring 2017.
Review CIL regime implementation	31 Mar 2016	✓	Agreed by Executive in July to undertake a CiL review if required. Change to 123 list to include 'Permitted Development' developments in respect of Suitable Alternative Natural Greenspace.
DEVELOPMENT MANAGEMENT AND DRAINAGE	End Date	Status	Note
Produce a 5 year drainage strategy for the Borough	31 Mar 2016		To be commenced in December 2015.
Introduce the Sustainable Urban Drainage regime	31 Mar 2016	✓	
Review enforcement procedures	30 Sep 2015		Consultant appointed to undertake external Peer review of internal processes and resources.
Review the need for and setting up of a Design Advice Panel	31 Mar 2016		Meeting arranged with SE Design Panel Advisory Service to understand what is involved in this process.
Work to ensure effective community engagement in future planning apps for PRB Deepcut	31 Mar 2016		Work is ongoing to assist with community workshops and newsletters.
Ensure effective working in future planning applications for London Road Block in Camberley Town Centre	31 Mar 2016		First meeting held on Mall refurbishment and arranging follow up meetings.

FAMILY SUPPORT	End Date	Status	Note
Implement 2015-2020 Family Support Programme for Runnymede/Surrey Heath with review to SLA	31 Mar 2016		Work commenced July 2015.
Agree annual targets, new criteria and governance with SCC	31 Mar 2016		Work commenced July 2015.
HOUSING	End Date	Status	Note
Continue delivery of projects and actions in Homelessness Strategy and Private Sector Renewal Strategy	31 Mar 2016		Started 1/4/15, end date 30/3/16. Successfully passed Standard Diagnostic Peer Review allowing us to aim for Bronze status on the 'Standard for Homelessness Provision' by 30/3/16
Review Tenancy Strategy	31 Mar 2016		Anticipated start date: 1/11/15. Executive report January 2016. End date 31/1/16.
To adopt a Healthy Homes Strategy	31 Mar 2016		Not started. Grants did not pass to Housing Services in April 2015 as anticipated. No anticipated start date whilst work on a joint service is being undertaken
To work with Community Services to review the Disabled Facility Grant function and service delivery	31 Mar 2016		Not started. Grants did not pass to Housing Services in April 2015 as anticipated. No anticipated start date whilst work on a joint service is being undertaken.

Indicators	Q1/15/16	Q2/15/16	Q3/15/16	Q4/15/16	Target
Improve the percentage of major planning applications determined within target times	100%	91%			60%
Improve the percentage of non-major planning applications determined within target times	77%	90%			70%
Reduce number of households living in temporary accommodation	49	54*			30
Increase the net additional homes provided by 48 per quarter	4	67			48^
Achieve the targets set for the number of families worked within the family support programme	75%	61.5%**			75%
Reduce the average length of stay in bed and breakfast accommodation (weeks)	0	6***			0
All standard land searches carried out in 3 working days	100%	100%			100%

^ - annual target is 191

Explanations

*The Housing Options Team work hard to avoid the use of temporary accommodation. The lack of supply of new affordable housing and increasing difficulty in accessing private sector tenancies, mean it is difficult to move households on to a settled home.

**The team is currently recruiting new staff and expects to catch up on performance over the rest of the year

***The aim is to not have any families in B&B longer than 6 weeks but there are sometimes a small number.

The Council Team planning ahead to generate our future

TRANSFORMATION	End Date	Status	Note
Review the 2020 Corporate Strategy	31 Mar 2016		Key Priorities revised and agreed by Executive in November 2015. New style and content for a 2025 Strategy being drafted for March 2016 Executive approval.
To facilitate the delivery of the change management programme and support key corporate projects	31 Mar 2016		The new Performance Management Group is meeting regularly and producing exception reports to Corporate Management Team for consideration.
Deliver the Economic Development Strategy actions for the year and Open for Business support	31 Mar 2016		All actions are being delivered with significant success. The business advice clinics have been sold out. The Yorktown/Watchmoor Business Association is actively seeking improvements for connectivity for the parks. A new business association has been developed in Deepcut and the Frimley Business Association goes from strength to strength. Update report to be presented to Executive in November 2015.
Work with Surrey County Council and the Local Enterprise Partnership to deliver the sustainable transport revenue schemes for local business	31 Mar 2016		The programme is being successfully rolled out with one to one travel advice being offered to numerous local business employees and a travel advice road show was held at Yorktown.
INFORMATION TECHNOLOGY	End Date	Status	Note
To deliver the Information & Communication Technology Project Plan	31 Mar 2016		All projects are on track.
Support the Business Improvement Team to scope and implement efficiency improvements to reduce resource dependant tasks	31 Mar 2016		Migration of Info@work to Onbase is under development and the Bids model should be ready to go live in November, closely followed by Council Tax and NNDR. Benefits needs further process mapping. Environmental Health and Licensing partnership with Mole Valley and Tandridge is being driven forward.
Support services who identify partnership/joint working possibilities by investigating software/hardware solutions to support the project	31 Mar 2016		Telephony order placed at both Guildford and Surrey Heath. Exploring option to install backup SIP trunks for a reciprocal backup arrangement for telephony. Environmental Services partnership ongoing still in an exploratory phase. Epsom about to place order for Drupal website.
Implement a cloud based telephony solution to improve disaster recovery and enable shared service possibilities	31 Mar 2016		Solution and Supplier selected. Negotiating final contract.

CORPORATE PROPERTY	End Date	Status	Note
Scope out and agree a joint working agreement with a neighbouring borough	31 Mar 2016		Proposal being developed by external adviser on behalf of a number of authorities. Solace is gathering data from authorities.
Pursue opportunities for strategic property acquisition and investments	31 Mar 2016		Opportunities being actively pursued where appropriate.
To continue to negotiate leases of community facilities	31 Mar 2016		Various community leases reported to Executive and a number due to be brought forward.
To set up a company for delivery of appropriate development within the Borough	31 Mar 2016		Options being explored and further external advice sought.

Indicators	Q1/15/16	Q2/15/16	Q3/15/16	Q4/15/16	Target
Maintain the cost of ICT Licences at no more than inflationary increases	5%	10%*			2.8%
FOI/EIR requests to be answered by information already in the public domain	14.6%	6%**			15%
Generate £25,000 additional income from effective management of the Council's assets	***	***			6,250
Maintain the market share of Building Control	66%	72%****			80%

Explanations

* Microsoft Enterprise Agreement - PSA12 3 year Government licensing deal expired and the new deal has resulted in a 55% increase for Microsoft licensing. All Government bodies have been affected by this. We have tried to absorb some of the cost by making savings in other areas

** The number of requests which could be covered by information available elsewhere was 11 out of 184. After reviewing the requests, none of the responses could be deemed possible to add to the internet.

*** Income is £28,000 for the first half year which doesn't yet include the DWP as this will be reported into the next quarter's figures.

**** Although the market share figure has not been achieved, the income target has been exceeded. Year to date income shows a surplus of £31,000 against profiled income budget.

Status colours explained



On track



Failing to reach target



Not Started



Completed



At risk of not meeting target

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Function and Performance of the Development Management Team

Summary

As an information item providing an overview of function and performance of the Development Management service for the period April 2014 - September 2015.

Portfolio: Regulatory

Date Portfolio Holder signed off report 26th October 2015

Wards Affected - all

Recommendation

The Executive is advised to resolve to NOTE the attached report to the Planning Applications Committee.

1. Resource Implications

- 1.1 There are no additional resource implications arising beyond those already allowed for within the agreed 2015/16 budget.

2. Key Issues

- 2.1 The report provides an update to Members on the following issues for the period from 1st April 2014 – 30th September 2015:

- Staff Turnover & Recruitment
- Major Applications Received
- Application Performance (against national statutory indicators)
- Appeal Performance
- Policy and process changes
- Enforcement, tree and drainage work

- 2.2 In addition, the report provides an overview of the objectives for the coming year.

3. Options

- 3.1 The Executive is asked to note the report.

4. Proposals

- 4.1 The report attached as Annex 1 sets out the current performance of the Development Management Team and shows that despite ongoing recruitment and retention issues, the team is managing to maintain its performance. Indeed, the team continues to perform above both local and national performance targets for speed of decision making.

- 4.2 The report identifies a number of areas in which changes and improvements have been made to the service, in particular the moves towards paperless systems, the introduction of the Community Infrastructure Levy and the Sustainable Urban Drainage regime.
- 4.3 The report identifies areas which the service is reviewing in the next 12 months to ascertain whether further improvements can be made, these are:
- Review of enforcement service;
 - Further improvements to electronic working;
 - Investigation of on-line training resources;
 - Design Panel (i.e. the NPPF recommends that a local planning authority has local design review arrangements in place for major projects);
 - Review of Drainage service, including a 5 year strategy; and,
 - Recruitment and retention initiatives for planning staff.

5. Supporting Information

- 5.1 These initiatives form part of a wider Service Plan for the department which is an internal document only which sets out the direction of travel and objectives for the next three years (2014 -2016). This will be reviewed in 2016/17.
- 5.2 This will be an annual report to Executive in future.

6. Corporate Objectives And Key Priorities

- 6.1 Underpins Corporate Objective 1 by helping to make Surrey heath an even better place where people are happy to live. Underpins Objective 2 in helping to sustain the local economy. Underpins Objective 3 to build and encourage communities where people can live happily and healthily. Underpins Corporate Objective 4 by seeking to deliver the service better, faster and cheaper.

7. Officer Comments

- 7.1 The improvements identified in paragraph 4.3 above include reference to a Design Panel and Recruitment and Retention initiatives.
- 7.2 There is a view amongst officers and members that the Borough Council needs to do more to improve the quality of design of new development coming forward in the Borough.
- 7.3 Initial meetings have been held with Design South East (DSE) an independent group of architects and planners, who support a number of authorities across the South East on design matters. The Chairman of the Planning Applications Committee and the Portfolio holder for Regulatory with officers have held an initial meeting with DSE to

understand what support that group might be able to offer. Officers are now arranging to meet other authorities already supported by DSE to understand how a design panel might work in practice.

- 7.4 Recruitment and retention initiatives can cover a wide range of actions. Particular issues being looked at are how training can support personal development and thus encourage officers to stay and be a factor in promoting Surrey Heath as an attractive place in job adverts. The issue of career grades is also being explored. The team has taken on trainees that will be supported to achieve a recognised professional qualification and thus 'grow its own' planning staff. Work is underway across Surrey to compare salaries and grades for planning roles.

Annexes	Annex 1 - Report to Planning Applications Committee on 13 th October 2015
Background Papers	None
Author/Contact Details	Jonathan Partington – Development Manager Jonathan.partington@surreyheath.gov.uk
Head of Service	Jenny Rickard – Executive Head of Regulatory

Consultations, Implications and Issues Addressed

Resources	Required	Consulted
Revenue	✓	<u>21-10-15</u>
Capital		
Human Resources	✓	<u>21-10-15</u>
Asset Management		
IT		
Other Issues	Required	Consulted
Corporate Objectives & Key Priorities	✓	<u>21-10-15</u>
Policy Framework		
Legal	✓	<u>21-10-15</u>
Governance		
Sustainability		
Risk Management		
Equalities Impact Assessment		
Community Safety		
Human Rights		
Consultation		
P R & Marketing		

Review Date:

Version:

ANNEX 1

Monitoring Report

Portfolio:	Regulatory
Ward(s) Affected:	All Wards

Purpose: As an information item providing an overview of function and performance of the Development Management service for the period April 2014 - September 2015

Recommendation

The Planning Applications Committee is advised to NOTE the contents of this report to the Executive.

1. Key Issues

- 1.1. This report will provide an update to Members on the following for the period from 1st April 2014 – 30th September 2015:
- Staff Turnover & Recruitment
 - Major Applications Received
 - Application Performance (against national statutory indicators)
 - Appeal Performance
 - Policy and process changes
 - Enforcement, tree and drainage work
- 1.2. In addition, this report will provide an overview of the objectives for the coming year.

2. Staff Turnover & Recruitment

- 2.1 Maintaining staffing levels is currently the biggest challenge facing the service. With a full complement of staff the Development Management service has the following composition:

1 x Development Manager
1 x Team Leader
2 x Senior Planning Officers
2 x Planning Officers Career Graded
2 x Planning Assistants Career Graded
1 x Senior Enforcement Officer
1 x Infrastructure Delivery Officer
1 x Tree Officer
1 x Drainage Engineer

Total 12

2.2 This level of staffing is correct for the number of planning applications being dealt with by the service.

2.3 There has, however, been a significant turnover in staff in the 18 month review period. The following table summarises this turnover showing that the service has only had a full complement of staff for 7 months of this period. Within this period the service has lost some of its most experienced planning officers. In total, 6 members of staff (or 50% of the service) have left the authority in a 12 month period. Sadly, one of the trainee planning officers is now leaving as she feels that planning is not a career she wishes to pursue. The reason for staff leaving was primarily to further their career or personal circumstances:

<i>Month:</i>	<i>Departing staff:</i>	<i>Reason for leaving:</i>	<i>New staff:</i>	<i>Vacancies :</i>
April 14 – September 14	None	N/A	N/A	0
October 14	1 x Senior Planning Officer	Promotion opportunity	None	1
December 14	1 x Senior Planning Officer	Family reasons to work closer to home	None (Internal promotion December)	2
January 15	1 x Planning Assistant 1 x Infrastructure Delivery Officer	Relocation to London for personal reasons Left for more money	None	4
April 15	None	N/A	1 x Senior Planning Officer 1 x Infrastructure Delivery Officer	2
May 15	None	N/A	2 x Planning Assistants	0
July 15	1 x Senior Planning Officer	Relocation north for personal reasons	None (Internal promotion August)	1
September 15	1 x Planning Officer	Opportunity to experience working for another authority	None	2

- 2.4 Recruiting staff to replace the vacancies has proved to be extremely difficult, with market demand for planning staff outstripping supply. All Surrey authorities have struggled to fill posts, especially at a more experienced/ senior level. This has meant that authorities have had to become more inventive in staff retention, for example, by offering career graded posts and by internal promotions.
- 2.5 The service is exploring ways of tackling this recruitment issue. For example, the service has taken on two trainee officers, however this has a resource impact as they are currently attending a 2 year university course one day a week and require more management/mentoring support than other staff. In addition, the service has taken on agency staff but even here it has proved difficult to find suitable staff. The demand for such staff has further increased hourly rates in an already costly market. The original contract planner recruited withdrew the day before they were due to start and further interviews are now underway.
- 2.6 The lack of available staff is reflected in the decline of applicants for jobs. When the service advertised for a Planning Assistant in November 2013 there were 33 applicants and 6 candidates interviewed. This year there were only 7 applicants for the equivalent post (which actually now offers more benefits due to being career graded). On average, we now have less than 3 applicants per post and on three occasions we have had to re-advertise a post due to lack of applicants.
- 2.7 As a consequence of the above, there is greater pressure on the most experienced members of staff, including the Team Leader, who deals with the more complicated applications to take on a higher caseload than normal. The Development Manager has also had to take on application caseload. The consequences of this have been an impact on the quality of customer service, particular on the major applications, and difficulty in progressing service improvements.

3. Major Applications Received

- 3.1 In the past 18 months, at the same time as difficulties with staff retention and recruitment, the number of major applications received has steadily increased. In particular, this has included larger housing developments. This situation reflects the general upturn in development activity as the economy improves. Recent key applications of note include the following:
- 3.2 Determined
- Pembroke House, The Broadway (92 bed care home) 13/0962
 - Land at Bisley Office Furniture (100 + dwellings) 14/0249 & 15/0035

- Krooner Park and Crabtree Park (football pitches) 14/0373 & 14/0893
- Kingsclear Nursing Home (90 bed care home) 14/0562
- 12 Streets Heath (60 bed care home) 14/0869
- The Ridgewood Centre, Old Bisley Road (100 dwellings) 14/0800
- Former BOC site (R&D circa 13,000 sq m, Green Belt departure) 15/0067
- Whitehall Farm, Kings Ride (64 bed care home) 15/0106
- Orchard Cottage, Shepherds Lane (65 bed care home) 15/0272
- Camberley Police Station (35 dwellings) 15/0175
- Little Heath Nursery, Little Heath Road (35 affordable dwellings) 14/0925

3.3 Non-determination appeals

- Land south of 24-46 Kings Road & 6-9 Rose Meadow (84 dwellings) 14/0532
- Land north of Beldam Bridge Road (85 dwellings) 14/0594

3.4 Pending decisions

- Land northeast Malthouse Farm (95 dwellings) 15/0445
- Heathpark Wood, Heathpark Drove (140 dwellings) 15/0590

4. Applications Performance

4.1 Ensuring high performance with major applications is vitally important given that the government now penalises poor performing authorities and can impose special measures. This can include, for example, the loss of a planning application fee income and for the Secretary of State to becoming the determining authority. In July 2015 the government issued revised performance criteria. The government assesses the speed of decisions in the following way:

- Threshold of 50% (amended from 30%) or fewer of major applications determined within the statutory determination period (typically 13 weeks) or within an extended period agreed in writing between the applicant and planning authority

4.2 Each assessment period is over a 2 year period and should be published this autumn (for the period April 2012 – March 2014). However, in September 2013 when the results were last published (for the period April 2010-March 2012) Surrey Heath was identified as the top 25% of authorities in England and Wales for speed of determining major applications (87.9%) and was the top performer in Surrey.

4.3 The following table shows the performance of the Authority quarter by quarter for the review period April 2014 – September 2015, for those planning applications monitored by the government:

	Q1 2014	Q2 2014	Q3 2014	Q4 14/15	Q1 2015	Q2 2015	Average
Majors (Target 60%)	86%	100%	75%	100%	100%	91%	92%
Minors (Target 65%)	74%	61%	59%	70%	73%	83%	70%
Others (Target 80%)	86%	88%	78%	77%	78%	92%	83%

- 4.4 This table shows that on average the service is meeting all targets and for major applications and performing significantly above the target. By way of comparison, for April 2012 – March 2014 the major performance averaged 82%. Thus, despite staffing difficulties the service has actually improved its major application performance in the past 18 months. Extension of time agreements have partially assisted, also enabling the service to proactively work with applicants (and in some instances to make significant amendments to their submission). The changes to the constitution and delegation powers that were introduced in February 2015 have further assisted.
- 4.5 For those planning applications monitored by the government, numbers received have remained relatively consistent with earlier years. For the year April 2012 – March 2013 the service received 856 planning applications; 951 applications for April 2013 – March 2014; and, 898 applications for April 2014 – March 2015. For the first quarter of April 2015 – March 2016 the service received 245 applications. Since April 2012 the average number of applications received per quarter is therefore approximately 227.
- 4.6 Similarly, in respect of determined applications for April 2012 – March 2013 the service issued 747 decision notices; 858 for April 2013 – March 2014; and, 834 for April 2014 – March 2015. For the first quarter of April 2015 – March 2016 the service issued 226 decision notices. Since April 2012 the average number of decision notices issued per quarter is therefore 205.
- 4.7 However, the above figures do not reflect the actual workload being handled by the service. In the course of 2014 a total of 1220 planning applications were decided or 'closed'. This larger total number includes those applications that the government does not monitor such as non-material amendments, established use certificates, any withdrawn applications (some of which may get to committee before being withdrawn and thus involve considerable work) and invalid applications. Analysis of the figure for 2015 is not yet available.

5. Appeal Performance

5.1 The following table shows the appeal success of the Authority quarter by quarter for the review period April 2014 – September 2015:

	Q12014	Q2 2014	Q32014	Q4 14/15	Q1 2015	Q2 2015
Appeals Determined	7	5	10	7	6	6
Appeals Allowed	71%	0%	50%	14%	50%	0%

5.2 Surrey Heath is a small authority, with a relatively limited number of appeals, and so it only takes one or two appeals to be allowed in a quarter to significantly affect the performance. Of the 41 appeals determined the following 14 appeals (34%) were allowed:

- 14/0654 - Advert appeal (Roundabout junction at A325/Frimley Road/Frimley High Street, A325/Frimley Road, Surrey GU16 7AD);
- 14/0667 - Advert appeal (Roundabout Junction, A331 Frimley Business Park/Junction 4 of the M3 Slip Road, A331, Frimley, Surrey GU16 7SR);
- 14/0973 - Erection of 4 dwellings (21-25 Tekels Park, Camberley, Surrey GU15 2LE);
- 13/0789* - Two additional flats with dormers (Former Fox Garage site, 331 Guildford Road, Bisley, GU24 9BE);
- 14/0162 - Green Belt householder extension (Meadow Croft, New Road, Windlesham, Surrey, GU20 6BJ);
- 14/0024 & 13/0573 - 2 appeals one for a Lawful Development Certificate and one for changing 2 dwellings into 1 (1 & 2 Laburnum Villas, Pennypot Lane, Chobham, Woking GU24 8DJ);
- 14/0615 - Green Belt householder extension (Besholme, Gracious Pond Road, Chobham, Woking, Surrey, GU24 8HL);
- 13/0146* - 87 flats (Land at 371 London Road and 8-15 Frimley Road, Camberley, Surrey GU15 3BA);
- 13/0626* - Hours of operation (Former BAE Systems Site, Lyon Way, Frimley, Camberley GU16 7ER);

- 12/0117* - Change of use of existing grazing land to public informal open space (Land off Snows Ride, Windlesham, Surrey); and,
- 13/0214 - New dwelling in Green Belt (1 The Avenue, Chobham, Surrey GU24 8RU)
- 12/0812* - Change of use to retail (103 Mytchett Road, Mytchett, Surrey GU16 6ES)
- 13/0771 - Advert appeal (Unit 12, Nelson Way, Camberley, GU15 3DH).

5.3 Of these 14 allowed appeals, 6 of these were reported to Planning Applications Committee. Of the 6 determined by Committee, 5 of them were Member overturns (denoted by *).

6. Service delivery changes

- 6.1 Within the review period there have been a number of significant changes to how the service is delivered, which has further impacted on officer workloads.
- 6.2 Firstly, in November 2014 the service took the first major step moving towards a paperless office. Officers no longer receive working files with paper plans but these are all viewed electronically. To assist with this, officers now have dual screens and measuring software. For officers this was a significant sea-change and took time to adjust to these new working practices. However, this working practice is not only more efficient but is saving the service money. Further work is currently being undertaken to further integrate this electronic working with the document management systems.
- 6.3 Secondly, significant improvements were made to the legibility and usability of the planning webpages. This work was undertaken to bring the pages up to date and also to improve the service provided for the public. This work was carried out in advance of the Council moving to a new web layout but had the benefit of being aligned with this.
- 6.4 Thirdly, the Community Infrastructure Levy (CIL) was adopted in July 2014 and took effect from the 1 December 2014. The responsibility for implementing this change fell to the service. This involved a significant amount of work ensuring that all the correct procedures were in place. This included working alongside the ICT department and Technical Support, software changes, staff and councillor training. After 6 months of operation, a review of internal procedures is underway to see if changes are required.
- 6.5 Fourthly, in April 2015 the government changed the sustainable drainage requirements for major developments introducing the Lead

Local Flood Authority (Surrey County Council) as a statutory consultee. Whereas as previously drainage requirements could be conditioned and dealt with at a later stage, drainage requirements now need to be frontloaded and dealt with at the time of the application. This has had a significant impact on officers determining major applications and has been the principal reason for having to seek extension of time agreements.

7. Enforcement, Tree and Drainage work

- 7.1 The service has one full time: Enforcement Officer, Tree Officer and Drainage Officer respectively; and, as a result there is very little resilience in the event that one of these officers is away.

Enforcement

- 7.2 The NPPF is clear that enforcement is a discretionary service and so with a limited resource we have to prioritise cases which cause the most serious breach. Whilst, the Local Enforcement Plan introduced in August 2014 sets a priority based system for responding to complaints this cannot legislate for all scenarios, particularly when there is a continued expectation of the service to take action, despite its limited resource.
- 7.3 There have been a number of high profile enforcement cases during the review period. This has included, for example, the continued action against the unauthorised dwelling at Hook Meadow which included officers visiting the High Court in autumn 2014; and, the change of use of the dwelling at 103 Arethusa Way which involved a significant amount of officer resource and is currently subject to an enforcement appeal. Further major cases are currently under investigation.
- 7.4 In the last 18 months 272 cases have been logged for enforcement investigation. However, there is a backlog of some 50 cases awaiting entry onto Acolaid (the planning applications software). Work is underway with the Contact Centre to put in place a system for improved call logging, online forms for the public and for the Contact Centre to undertake case entry onto Acolaid rather than the Enforcement Officer.
- 7.5 The Council has an adopted enforcement strategy which prioritises casework. However, complainants expect all cases to be dealt with and this is not possible with the current resource, which has led to customer dissatisfaction.
- 7.6 The Council does not have a dedicated compliance officer and this work is also currently undertaken by the Enforcement Officer. Work on compliance checking will increase as recent major planning permissions such as FC Brown at Bisley and next year PRB Deepcut, begin construction.

- 7.7 The processes, procedures and resources of the Enforcement Service are currently being reviewed.

Trees

- 7.8 For the review period April 2014 – September 2015 the service received a total of 585 new applications for works to protected trees. This equates to an average of approximately 32 new applications per month. In addition, the Tree Officer also assessed tree surveys submitted with planning applications, provided advice to planning officers with discharging planning conditions and provided informal advice. It is estimated that the Tree Officer has had a degree of involvement with some 50% of planning applications received.

Drainage

- 7.9 The work undertaken by the Drainage Officer to improve Surrey Heath's flood resilience continues, for example in Chobham, with grants being secured from the Environment Agency. There is, however, greater pressure on the Drainage Officer with the introduction of SUDs and the Lead Local Flood Authority (LLFA) regime and this inevitably will impact on future ability to undertake flood mitigation work in the Borough.
- 7.10 Since 1st April 2015, 15 planning applications involving SUDs have been received, that is major schemes where drainage has to be considered before the application can be approved. In virtually every case incorrect information has been submitted requiring revisions to the scheme (frequently more than one) and meetings with the developer to resolve problems, thus delaying decision making. In addition there is still a requirement to discharge drainage conditions and some 40 planning applications have required this since April 2015. A review of the impact of these changes on the drainage function will be undertaken in due course.

8. Objectives for coming year

- 8.1 In order to improve performance a number of initiatives are being considered for the coming year, these include the following:
- Review of enforcement service;
 - Further improvements to electronic working;
 - investigation of on-line training resources;
 - Design Panel (i.e. the NPPF recommends that a local planning authority has local design review arrangements in place for major projects);
 - Review of Drainage service, including a 5 year strategy; and,
 - Recruitment and retention initiatives for planning staff.
- 8.2 These initiatives form part of a wider Service Plan for the department which is an internal document only which sets out the direction of travel

and objectives for the next three years (2014 -2016). This will be reviewed in 2016/17.

- 8.3 It is also proposed that there will be Member training held this autumn and early next year. This will include training from the County Highways Authority.

Annexes	None
Background Papers	None
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