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Friday, 22 July 2016

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, 2 August 2016 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 - 10

To confirm and sign the open minutes of the meeting held on 12 July 2016 (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.	Five Year Strategy 2016-2021	11 - 20
6.	Annual Plan 2016/17	21 - 32
7.	End of Year Performance Report 2015/16	33 - 60
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9.	West End Village Design Statement	97 - 106
10.	Response to Runnymede Borough's Issues and Options and Preferred Option Local Plan consultation	107 - 112
11.	Family Support Team Progress in 2015/16	113 - 122
12.	Food Safety Service Plan 2016/17	123 - 148
13.	Exclusion of Press and Public	149 - 150

**Part 2
(Exempt)**

14.	Exempt Minutes	151 - 152
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To confirm and sign the exempt minutes of the meeting held on 12 July 2016 (copy attached).

15. Review of Exempt Items

To review those items or parts thereof which can be released as information available to the public.

**Minutes of a Meeting of the Executive
held at Surrey Heath House on 12 July
2016**

+ 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 Rodney Bates, Cllr Chris Pitt and Cllr Pat Tedder

1/E Minutes

The minutes of the meeting held on 7 June 2016 were confirmed and signed by the Chairman.

2/E Council Finances as at the 31 March 2016

The Finance Portfolio Holder presented a report on the position of the Council's finances as at 31 March 2016. He noted that the report provided the 'first view' as to the outturn and that figures could change as a result of the final accounts processes.

Members noted that the Council had come in under budget, due to a mix of investment in property, better pricing on contracts, reduced staffing costs, including shared work with other authorities, and continued improvement in waste collection and recycling.

Resolved, that the Revenue, Treasury and Capital Position as at 31st March 2016 be noted.

3/E Requests for Carry Forward of Unspent Budget from 2015/16 to 2016/17

The Executive received a report seeking authority to carry forward unspent budget from 2015/16 to 2016/17, in line with financial regulations.

The carry forwards fell into 2 brackets:

- (i) Those arising from underspends; and
- (ii) Those arising government grants, where they have been received to late in the year to be spent.

The carry forwards would result in £303,658 being charged against the general fund reserves in 2016/17.

Resolved, that the budget carry forwards for 2016/17, totalling £303,658, as set out at Annexes A and B to the Executive report, be approved.

4/E Review of the Corporate Capital Programme 2015/16 and Report on Capital Prudential Indicators for 2015/16

The Finance Portfolio Holder reported on the capital outturn for 2015/16 and sought approval for any carry forward of budgets into the 2015/16 Capital Programme. He included a breakdown of the actual performance against the 2015/16 capital prudential indicators.

Members noted the intention to borrow to acquire assets to assist with economic development and regeneration, provided that the assets would generate a return adequate to service any required loans.

Recommended to Council that

- (i) the carry forward budget provision of £1.161 million from 2015/16 into 2016/17 be approved;**
- (ii) the revised 2016/17 Capital Programme of £2.706 million be noted; and**
- (iii) the final capital prudential indicators for 2016/17 be noted.**

5/E Expenditure on Professional Advisors

The Executive received a report detailing expenditure on professional advisors for the Year 2015/16. It was noted that, in common with other smaller Borough Councils, this Authority had to buy in expertise as needed, when the requisite skills were not retained in-house and it was uneconomic to have in-house resources.

Resolved, that expenditure on professional advisors, for the year 2015/16, be noted.

6/E Amendment to the Council's adopted Community Infrastructure Levy Regulation 123 List footnote

The Council's Community Infrastructure Levy (CIL) came into effect in December 2014. The accompanying Regulation 123 list set out the types of Infrastructure which would be funded or part funded through CIL, including shared Suitable Alternative Natural Greenspace (SANG).

The Regulatory Portfolio Holder proposed an amendment to the footnote to the Regulation 123 List to clarify the approach to CIL exempt residential uses so that these types of developments could discharge their requirement under the Habitats Regulations.

Members noted that payment for management and maintenance of SANG could be collected outside of CIL by use of a Unilateral Undertaking, as it did not fall within the definition of infrastructure.

Resolved, that an amendment be made to the Regulation 123 List footnote to ensure CIL exempt residential development can meet the requirements of the Conservation of Habitats and Species Regulations 2010 by contributing to the management and maintenance of SANG.

7/E Council's Response to Guildford Borough Council's Proposed Submission on its Local Plan

The Regulatory Portfolio Holder reminded Members that, following the Executive meeting in September 2014 a letter of objection had been sent on Guildford Borough Council's Draft Borough Local Plan: Strategy and Sites.

Guildford Borough Council had now begun consultation on the Proposed Submission Local Plan Strategy and Sites document. This document had addressed many of the concerns raised in the earlier consultation.

However there was a continuing concern regarding the removal of the Pirbright Barracks and Keogh Barracks from the Green Belt, particularly as there had been no Duty to Co-operate discussions on these sites.

The report appended a proposed consultation response, set out in a letter at Annex 2 to the officer's report, as the Borough's formal representations on the draft Guildford Local Plan.

Members were informed that the consultation on the document had commenced on 6 June and the closing date for comments would be 18 July 2016.

Resolved, that the letter contained in Annex 2 to the Executive report be submitted as Surrey Heath Borough Council's formal representations to the Draft Guildford Borough Local Plan: Strategy and Sites consultation.

8/E Review of the Housing Allocation Policy and Tenancy Strategy

The Executive considered a report containing recommendations for changes to the Housing Allocation Policy and Tenancy Strategy to ensure that they were fit for purpose in meeting housing need in the Borough.

The Regulatory Portfolio Holder emphasised that minor amendments were being proposed to ensure that any points learned in the previous year were incorporated to improve operations. There was no change proposed to the Tenancy Strategy.

The Executive noted concerns that measures taken to target any abuse of processes did not have a knock-on effect on other tenants/residents. It was noted that there was an ability within the policy to exercise discretion and the impact of the changes would be kept constantly under review, with any issues being brought back to the Executive. It was also emphasised that the proposed changes would have no impact on the Council's commitments under the Community Covenant.

Resolved, that

- (i) the changes proposed to the Housing Allocation Policy be adopted with effect from 1st September 2016; and**
- (ii) no changes be made to the Tenancy Strategy and it be subject to continued review on an annual basis in line with best practice.**

9/E Review of progress on the Council's Homelessness Strategy

The Executive considered a report outlining progress on the Council's Homelessness Strategy, the current position in relation to this area of work and seeking endorsement of the work programme proposed for the Housing Service over the next 12 months.

The Regulatory Portfolio Holder acknowledged the increase in rough sleeping in the Borough and noted that a real time survey had already commenced to develop an understanding of how the Council could address this. She also noted Members' concerns that any impacts of welfare reform be under constant review and the need for a policy on harassment and illegal eviction to be developed.

Resolved, that

- (i) progress on the Action Plan in the Homelessness Strategy be noted; and.**
- (ii) the Homelessness Strategy be updated to include the actions proposed in the officer's report.**

10/E Camberley Town Centre Christmas Event

The Business Portfolio Holder presented a report proposing that a Christmas event be held in the Camberley Town Centre, at the London Road Recreation Ground. This would consist of a "real ice" skating rink and associated seasonal market stalls along with signage to connect the event to the key Town Centre access points.

It was proposed that the event be delivered by an independent event company which had been selected following a tender process. They would carry the vast majority of the financial risk.

It was considered that the event would help promote Camberley as a destination of choice for seasonal eating, shopping and recreation, encouraging shoppers and other footfall to the Town Centre.

The proposal was subject to licensing and planning applications and it was noted that there might be a need to install a different power supply to the Pavilion in the Recreation Ground, though this would be cheaper and more environmentally friendly than the alternative of using generators.

Members welcomed the extensive consultation with affected residents and received assurances that discussions were being held with the Highways Authority to limit any negative traffic impacts on shopping.

The Executive noted concerns on the need to ensure that there was no negative impact on Town Centre businesses, particularly in the period of uncertainty following the European Union Referendum. It was emphasised that the Council would focus on providing a successful event, managing accessibility of Camberley Town Centre and ensuring community safety. Environmental Health Officers would monitor noise levels and impact on residents and Town Centre businesses had already expressed an interest in having stalls on the site.

Resolved

- (i) to agree that, subject to successful applications for both Licensing and Planning permission, a winter ice rink and Christmas fair event be held on London Road Recreation Ground in December 2016 to promote the Town Centre, delivered by “Event By Event”;**
- (ii) that a budget of £10,000 be made available from the Town Centre fund to provide any additional Council related costs linked to the event;**
- (iii) that the project delivery be delegated to the Executive Head of Business, in consultation with the Portfolio Holder and local Ward Members; and**
- (iv) that, after the event, a further report be brought back to the Executive recommending a way forward for future events, following review and consultation with residents and local members.**

11/E Wilton Road Car Park

The Business Portfolio Holder reported that, as part of the Surrey Heath Parking Strategy, the management of all car parks was reviewed annually. Following a recent review and customer feedback, he proposed the reduction of the maximum stay on Wilton Road to 5 hours, except for permit holders, with no return for the remainder of the day, except for permit holders. This would provide customers with greater access to this car park and local facilities.

The car park had 80 spaces and 5 disabled bays, but was being used by several commercial businesses for all day parking to support their own business interests, rather than to support local trade or facilities. This often conflicted with short stay visitors who wished to use local facilities and impacted in particular on the Recycling Centre and the Indoor Bowls Club.

The Executive noted Members' concerns on the need to ensure that the proposed changes would have no impact on the St Georges Estate. Councillor Fennell gave assurances that any impacts would be kept under review. He also reminded

Members that the proposed changes would be the subject of a public consultation, which would include businesses on the Estate. Any concerns arising from the consultation would be reported back to the Executive.

Resolved, that the maximum stay on Wilton Road car park be reduced to 5 hours, except for permit holder and no return, except for permit holders for all day.

12/E Frimley Lodge Park Car Park

As indicated at Minute 11/E, the Council had recently completed the annual review of its car parks. The Business Portfolio Holder presented a report proposing that specified parking areas be introduced in Frimley Lodge Park. This would form part of the Council's Off Street Parking Order, with a view to increasing safety and ambulance access, reducing problems caused by congestion and reducing environmental damage caused by irresponsible parking.

Whilst the success of Frimley Lodge Park was welcomed, the Executive recognised that there was a need both to increase parking on site and improve parkers' habits. Traffic flow data was being collected and improvements were planned for the internal roads in the Park.

Noting Members' concerns on consultation, Councillor Fennell reported that the proposed changes would be the subject of consultation which would include Park users. Officers would ensure that the Frimley Green Scouts, Frimley and Mytchett Society and St Michael's Church would be included in that consultation.

Resolved, that

- (i) specified parking areas be introduced at Frimley Lodge Park by including Frimley Lodge Park in the Borough of Surrey Heath Off Street parking order; and**
- (ii) the authority to introduce these changes be delegated to the Executive Head of Business, in consultation with the Business Portfolio Holder.**

13/E Exclusion of Press and Public

In accordance with Section 100(A)(4) of the Local Government Act 1972, the press and public were excluded from the meeting for the following items of business on the ground that they involved the likely disclosure of exempt information as defined in the paragraphs of Part 1 of Schedule 12A of the Act as set out below:

Minute	Paragraph(s)
14/E	3
15/E	3

Note: Minutes 14/E and 15/E are summaries of matters considered in Part II of the agenda, the minutes of which it is considered should remain confidential at the present time.

14/E Lease of Deepcut Village Hall

The Executive considered a report regarding a proposed lease for the Deepcut Community Centre and agreed appropriate actions thereon.

15/E Review of Exempt Items

The Executive reviewed the reports which had been considered at the meeting following the exclusion of members of the press and public, as it involved the likely disclosure of exempt information.

Resolved, that the agenda report and minute remain exempt until the completion of the lease negotiations.

Chairman

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Five Year Strategy 2016-2021

Summary:

To approve the Council's updated Five Year Strategy.

Portfolio: Leader: Cllr Moira Gibson

Date Consulted: 21st July 2016

Wards Affected: All

Recommendation

The Executive is asked to approve the updated Five Year Strategy.

1. Resource Implications

1.1 There are no resource implications arising directly from this report.

2. Current Position

2.1 The Council's current Corporate Strategy was published in 2010 and set out the Council's vision and objectives until 2020. It also included a number of longer term key priorities, in addition to the Council's ongoing service delivery.

2.2 This report introduces an updated Corporate Strategy and recommends it becomes a five year rolling strategy as set out in Annex A. The Five Year Strategy has been refreshed and redesigned with the Key Priorities grouped under 4 themes: Place, Prosperity, Performance and People.

2.3 Any minor amendments to the layout and wording will be made through the life of the Strategy as long as the changes are in the spirit they are intended.

3. Delivery Through the Annual Plan

3.1 The longer term strategic objectives of the Five Year Strategy will be delivered through respective Annual Plans from 2016. The new style Annual Plan (included elsewhere in this agenda) is designed to ensure there are clear links between the Council's longer term objectives and its shorter term deliverables.

3.2 The key priorities can change from year to year as various projects or key stages within projects are delivered. Whilst ongoing service delivery changes less from year to year, so progress can be measured more easily using success measures.

4. Options

4.1 The Executive has the option to:

- i. Approve the Five Year Strategy set out in Annex A;
- ii. Not approve the Five Year Strategy; or
- iii. Suggest amendments to the Five Year Strategy.

5. Proposals

5.1 It is proposed that the Executive approve the updated Five Year Strategy attached at Annex A.

6. Corporate Objectives and Key Priorities

6.1 The Annual Plan sets out the success measures and outputs that will meet the Five Year Strategy vision and objectives.

7. Equalities Impact

7.1 The Five Year Strategy has not been assessed, as each individual project or work area is subject to an equality impact assessment as appropriate.

Annexes	Annex A – Five Year Strategy
Background Papers	None
Author/Contact Details	Sarah Groom - Transformation Team Manager sarah.groom@surreyheath.gov.uk
Service Manager	Louise Livingston - Executive Head of Transformation

CONSULTATIONS, IMPLICATIONS AND ISSUES ADDRESSED

Resources	Required	Consulted
Revenue	✓	✓
Capital	✓	✓
Human Resources	✓	✓
Asset Management	✓	✓
IT	✓	✓

Other Issues	Required	Consulted
Corporate Objectives & Key Priorities	✓	6 January 2016
Policy Framework		
Legal		
Governance		

Other Issues	Required	Consulted
Sustainability		
Risk Management		
Equalities Impact Assessment		
Community Safety		
Human Rights		
Consultation		
P R & Marketing		

Review Date:

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FIVE YEAR STRATEGY 2016-2021



Foreword

Surrey Heath is moving with the times and whilst the next five years will bring its challenges in a fast changing environment there are exciting opportunities too. We are aware of the need to become self-sustaining in terms of our finances, we recognise the requirement to meet the needs of our community in terms of every age range and as technology continues to advance in leaps and bounds Surrey Heath wants to embrace the digital age, making services more accessible.

Surrey Heath is already one of the safest, cleanest and greenest, most prosperous places to live and it is important that we preserve this for future generations. We are committed to securing successful outcomes, whilst rising to the challenges ahead.

We have grouped our approach to these challenges under 4 themes:

Place – continued focus on our vision to make Surrey Heath an even better place to live. Clean, green and safe. Where people enjoy and contribute to a high quality of life and a sustainable future.

Prosperity – to sustain and promote our local economy so people can work and do business across Surrey Heath, promoting an open for business approach that attracts investment and complements our place.

Performance – to deliver effective and efficient services better and faster

People – to build and encourage communities where people can live happily and healthily in an environment that the Community is proud to be part of.

In this strategy we set out the priorities for each of these themes over the coming 5 years which, in turn, will inform our Annual Plans from 2016.

Karen Whelan

Karen Whelan
Chief Executive

Moira Gibson

Councillor Moira Gibson
Leader of the Council



Our Responsibilities

Surrey Heath Borough Council is the local authority responsible for planning policy and controlling building development, collection of Council Tax and Business Rates, the collection of waste and recycling, street cleaning, licensing premises, keeping the public safe from noise, pollution or contaminated land and maintaining our car parks, parks and playgrounds.

Our Council is made up of forty elected members from our sixteen wards. The Chief Executive is the Head of the paid staff and has a team of six Executive Heads and two Heads of Service.

Managing Our Finances

We regularly review our services and processes to ensure that they continue to offer value for money. The Medium Term Financial Strategy is our plan to balance the budget over the next five years and works with our Corporate Strategy and Annual Plan to give a full picture of what we are doing.

The Council's net budget of £11m delivers a huge range of services to local residents and businesses. 65% of the budget is funded through Council Tax with the remainder coming from Business Rates, investment income, reserves and Government Grant.

Annually the Council collects £100m from local residents and businesses and only a fraction of this is retained by Surrey Heath for the services it provides. To put this in perspective Surrey Heath received £4.8m in Business Rates and Revenue Support Grant in 2010/11 – by 2016/17 this was £1.8m and by 2019/20 is forecast to be £0.7m.

Despite the financial challenges the Council has faced it has managed to use our funding wisely by increasing income and internal efficiencies thereby not affecting front line services. This will be an increasing challenge as funding is further reduced over the next 5 years.



Five Year Strategy

Place



Objective

We want to make Surrey Heath an even better place where people are happy to live.

Priorities

- Deliver an improved Camberley Town Centre for the benefit of all residents of the Borough
- Protect, manage, maintain and enhance our parks and public open spaces including the provision of quality leisure facilities
- Encourage sustainable living and construction by promoting high quality building standards
- Manage our waste efficiently cost effectively and sustainably
- Work with key partners to continue to reduce the fear of crime and improve safety for everyone

Prosperity



Objective

We will sustain and promote our local economy so that our people can work and do business across Surrey Heath.

Priorities

- Work with partners to support our urban and rural economy through strategic development planning and economic growth
- Support local businesses by encouraging economic development and improvements to local transport and other infrastructure
- Encourage inward investment by promoting Surrey Heath as a great place to live and work
- Deliver new development within the borough to strengthen the local economy

Performance



Objective

We will deliver effective and efficient services better and faster.

Priorities

- Provide excellent customer service delivery
- Regularly review our services and processes to ensure that they continue to offer value for money
- Strengthen the Council's financial independence by increasing our own income
- Meet our standards through performance monitoring and reporting
- Improve access to services through the use of technology
- Maintain services by working collaboratively with partners in the public, private and voluntary sectors
- Deliver efficient governance arrangements by successfully implementing the outcomes of the Boundary Commission for England's Electoral Review

People



Objective

We will build and encourage communities where people can live happily and healthily.

Priorities

- Use our green space to enhance sporting and leisure opportunities for all
- Support old and vulnerable people to live independently in their own homes
- Work with partners to improve the health and wellbeing of our community by promoting healthy living
- Engage with young people to improve their leisure opportunities and become responsible members of the community
- Tackle housing need within the community

Comments and Feedback

Overall, Surrey Heath is a Great Place, with a Great Community and a Great Future but we can't be complacent and we want to hear from our residents and businesses how we can continue to improve the area. Please tell us about the things you want to see happen.

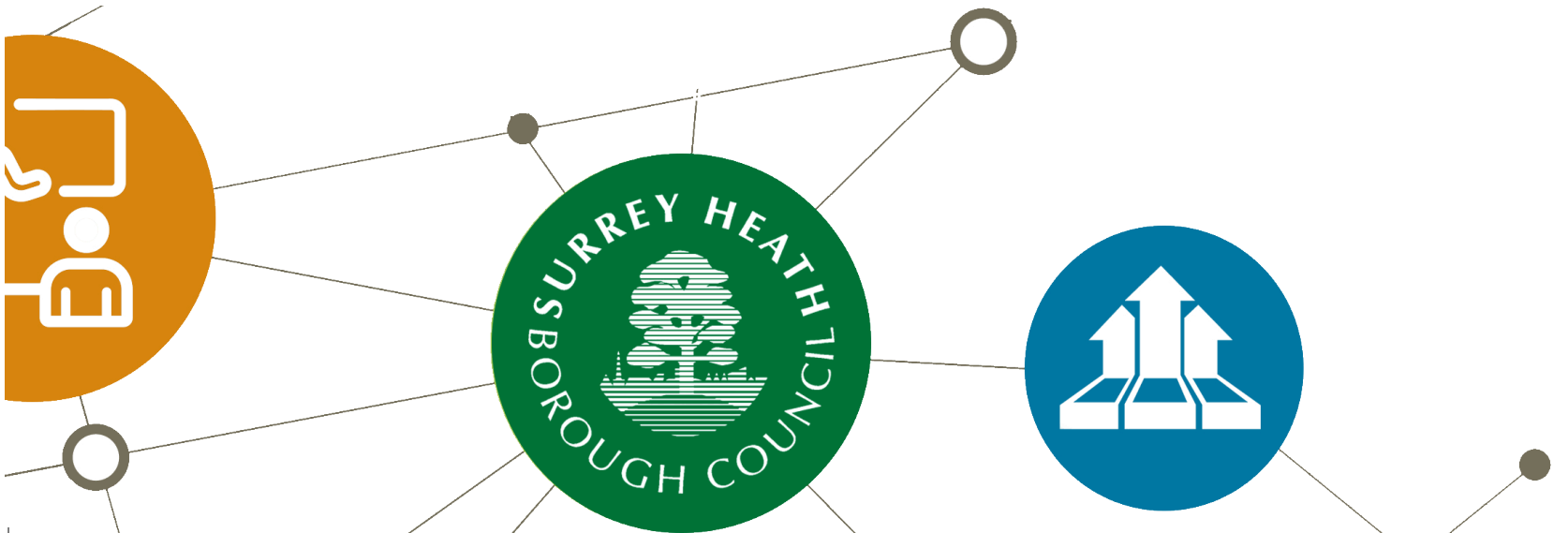
- You can email our Customer Contact centre at enquiries@surreyheath.gov.uk
- You can drop written comments off at our main office
Surrey Heath House, Knoll Road, Camberley, Surrey GU15 3HD
- You can telephone our Customer Contact Centre on **01276 707100**
- You can speak to your local Councillor who will be able to pass your comments back if you wish. Contact details for your Councillor can be found on our website www.surreyheath.gov.uk
- Stay in touch with us via **Twitter** and **Facebook**



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Annual Plan 2016/17

Summary:

To approve the Council's Annual Plan for 1 April 2016 to 31 March 2017.

Portfolio: Leader: Cllr Moira Gibson

Date Consulted: 21st July 2016

Wards Affected: All

Recommendation

The Executive is asked to approve the Annual Plan for 2016/17.

1. Resource Implications

1.1 There are no resource implications arising directly from this report.

2. Current Position

2.1 The Five Strategy (included elsewhere on this agenda) sets out the Council's vision and objectives for the next five years. It also includes a number of longer term key priorities in addition to the Council's ongoing service delivery.

2.2 This report introduces an updated Annual Plan for the Council for 2016/17 as set out in Annex A. Any minor amendments to the layout and wording will be made as long as they are in the spirit they are intended.

2.3 The Annual Plan includes an overview of the vision and objectives from the Five Strategy and states the outputs and success measures that will be delivered in 16/17 for each of the Council's key priorities under the new headings of Place, Prosperity, Performance and People. The Annual Plan therefore demonstrates the Council's commitment to achieving the Five Year Strategy.

3. Performance Reporting

3.1 Progress against the Annual Plan is presented in a mid-year and end of year performance report. These reports are presented to the Executive and Performance and Finance Scrutiny Committee every six months. Monitoring of the Annual Plan in this way ensures accountability and allows the Council to illustrate the on-going strength and continuously improving performance of the Council, against the pre-set performance indicators and targets.

3.2 The style of the Annual Plan has evolved over recent years as Officers strive to find the most effective and useful format for the public and Members to use. The current style is designed to ensure the links are made between the

Council's longer term objectives, into the deliverables that are effective within a yearly time scale.

- 3.3 The key priorities can change from year to year as various projects or key stages within projects are delivered. Whilst ongoing service delivery changes less from year to year, so progress can be measured more easily using performance indicators. The Council's key projects are managed through an internal Performance Management Board.

4. Options

- 4.1 The Executive has the option to;
- i. Approve the Plan set out in Annex;
 - ii. Approve the Plan with amendments or
 - iii. Not approve the Plan.

5. Proposals

- 5.1 It is proposed that the Executive approve the 2016/17 Annual Plan attached as Annex A.

6. Corporate Objectives and Key Priorities

- 6.1 The Annual Plan sets out the success measures and outputs that will meet the Five Year Strategy vision and objectives.

7. Equalities Impact

- 7.1 The Plan itself has not been assessed, as each individual project or work area is subject to an equality impact assessment as appropriate.

8. Risk Management

- 8.1 It is recognised that a number of the projects for 16/17 may require specialist resource risk assessments will be completed and costings for the resource will be built into the individual business cases.

Annexes	Annex A – Annual Plan 2016/17
Background Papers	Five Year Strategy
Author/Contact Details	Sarah Groom - Transformation Team Manager Sarah.groom@surreyheath.gov.uk
Service Manager	Louise Livingston, Executive Head of Transformation

CONSULTATIONS, IMPLICATIONS AND ISSUES ADDRESSED

Resources	Required	Consulted
Revenue	✓	✓
Capital	✓	✓
Human Resources	✓	✓
Asset Management	✓	✓
IT	✓	✓

Other Issues	Required	Consulted
Corporate Objectives & Key Priorities	✓	6 January 2016
Policy Framework		
Legal		
Governance		
Sustainability		
Risk Management		
Equalities Impact Assessment		
Community Safety		
Human Rights		
Consultation		
P R & Marketing		

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ANNUAL PLAN

2016/17



Foreword

We are here to make Surrey Heath an even better place to live, work and play. We aim to work with our public and private partners and the community to deliver our new Annual Plan.

It's important to maintain our place as clean, green and safe and continue our development of Camberley Town Centre. We will look to support local businesses and invest in regeneration and growth throughout the Borough. We aim to continue to perform well by looking at innovative ways of doing things, making better use of our buildings and providing even better value for money. Close engagement with our community is of paramount importance to ensure we are providing services that meet the changing demands of our population, including the most vulnerable residents.

We look forward to working with you throughout this journey.



Karen Whelan
Chief Executive



Councillor Moira Gibson
Leader of the Council



Place

Objective

To make Surrey Heath an even better place to live

Priorities

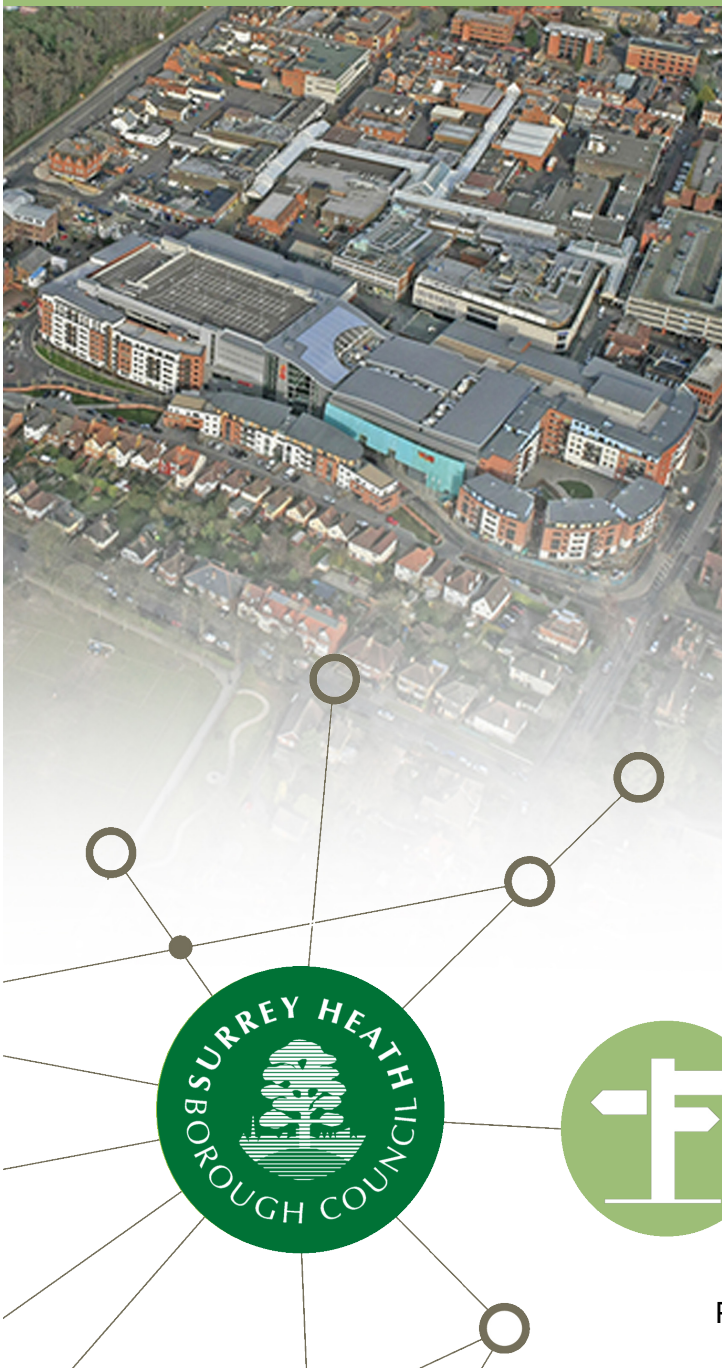
- To deliver an improved Camberley town centre with better accessibility
- To improve waste and recycling
- To ensure the boroughs open spaces are well maintained and sustainably managed

In 2016/17 we will:

- Work with partners to progress regeneration plans for the London Road frontage
- Continue to buy property to regenerate the town centre
- Deliver improved car parking - including a business plan for a proposed car park on the A30
- Secure a partner to develop housing at Ashwood House
- Support the Business Improvement District to promote the town centre
- Implement a permanent night time closure of the High Street
- Promote the town centre through a series of events, notably Christmas 2016 Festival On Ice
- Provide higher quality services by taking on responsibility for maintaining verges and roundabouts across the Borough
- Reduce household waste and maintaining recycling rates above 63%

In 2015/16 we:

- Purchased Ashwood House for regeneration
- Upgraded lifts and facilities in Main Square Car Park
- Submitted a Bid to the Local Enterprise Partnership to improve local transport
- Supported the renewal of the Camberley Business Improvement District
- Supported the proposal for refurbishment of The Mall
- Identified options for the redevelopment of the London Road frontage
- Increased recycling and recovery rate to 63%, the highest in Surrey
- Inspected 100% of food businesses with 98% being good or above
- Maintained our high street cleansing standard



Prosperity

Objective

To sustain and promote our local economy so that people can work and do business across Surrey Heath

Priorities

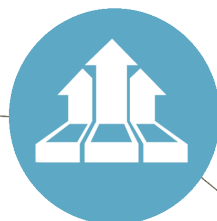
- To maximise returns on our investments and deliver construction led growth across the borough
- To support economic development through the delivery of the Economic Development Strategy Action Plans

In 2016/17 we will:

- Buy property for regeneration and investment
- Review our investments; ensuring maximum return and minimal risk
- Support housing and business property development
- Work with the Government to identify publicly owned land for redevelopment
- Host the Surrey Heath Business awards to showcase businesses in the borough
- Promote Surrey Heath as a business relocation opportunity
- Deliver applications to the Local Enterprise Partnership for funding to support the local economy

In 2015/16 we:

- Purchased properties to support regeneration and maintain employment opportunities within the borough
- Broadened our investment strategy to Increase returns
- Increased Council Tax and Business Rates income by encouraging new development
- Supported local businesses through business advice clinics and assisted business associations in Yorktown/Watchmoor, Frimley and Deepcut
- Delivered the Surrey Heath Business Awards
- Supported housing development by acquiring land in the borough for use as suitable alternative natural green space
- Worked with Surrey County Council to enhance broadband coverage in the borough



Performance

Objective

To deliver effective and efficient services better and faster

Priorities

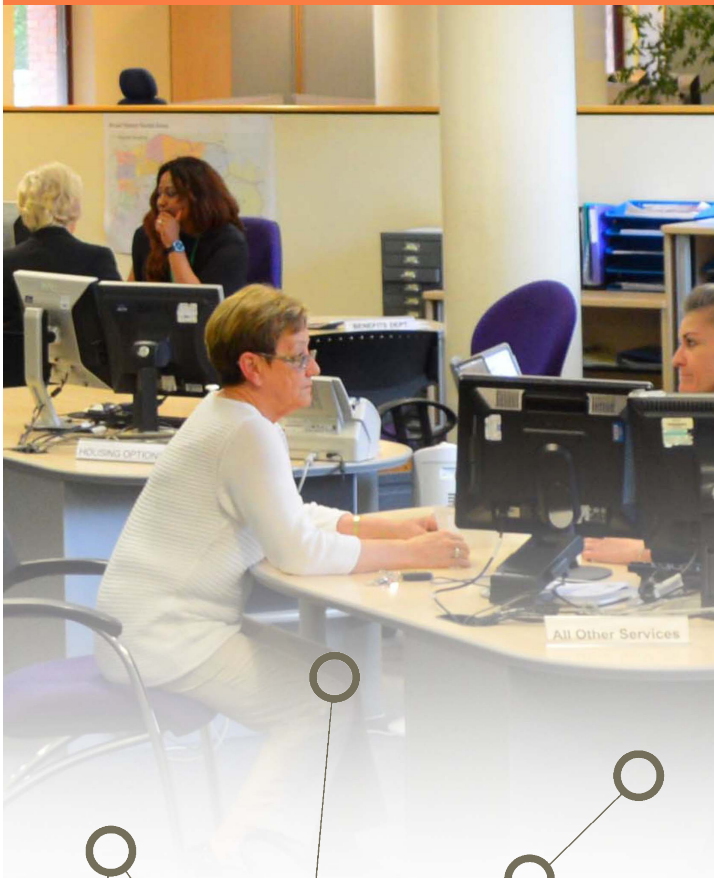
- To change the way we work
- To maximise use of the buildings we own
- To increase partnership working

In 2016/17 we will:

- Review services to deliver value for those living and working in Surrey Heath
- Work in partnership with other authorities and the public and private sectors to deliver increased benefits to businesses and residents
- Use space in Surrey Heath House more efficiently; promote agile working for staff to increase the number of tenants and provide residents with a one stop shop for public services
- Appoint a contractor for joint waste collection service and shared contract management team
- Deliver a plan for management of the Arena Leisure Centre
- Work with other boroughs to reduce fraud
- Identify commercial opportunities to increase income and support the Council's future sustainability

In 2015/16 we:

- Invested in technology to make services flexible and efficient
- Launched a new website, enabling residents to access services easily
- Worked with three Councils to deliver a joint waste collection contract
- Reduced costs and increased resilience of older peoples services through partnership with Runnymede Borough Council
- Rented space in Surrey Heath House to the Department of Work and Pensions
- Renewed leases on properties the council owns
- Achieved one of the highest council tax and business rates collection rates in the country
- Achieved Gold in the "Investors in People" employer recognition scheme
- Achieved the commitment level of the Workplace Wellbeing Charter



People

Objective

To build and encourage communities where people can live happily and healthily

Priorities

- To work with partners and the community to keep Surrey Heath a clean, green and safe place
- To work with Partners to deliver the Sustainable Community Strategy Action Plan
- To deliver the Surrey Heath Health and Wellbeing Action Plan with the Surrey Heath Clinical Commissioning Group and Surrey County Council



In 2016/17 we will:

- Maintain a range of services to help vulnerable people live independently in their homes and reduce the numbers living in isolation
- Continue to work with partners to introduce dementia friendly communities
- Develop a wider range of housing options to meet housing need
- Increase success for homelessness prevention; maintain low levels of homelessness cases and B&B use
- Open the visitor centre in Lightwater Country Park to provide space for school groups and a café
- Expand the range of activities on offer in our parks
- Develop a programme for the refurbishment of play areas across the borough
- Continue to deliver high quality community events such as Frimley Lodge Live, Camberley International Festival and Outdoor Theatre.
- Support the Olympics with events around the borough
- Work with sports clubs to increase sports participation
- Extend the Workplace Wellbeing Charter to businesses across the borough

In 2015/16 we:

- Supported the Surrey Heath faith forum to increase interfaith dialogue and understanding
- Delivered a young citizens event for year 7 students
- Participated in the dementia partnership; providing training, opening a wellbeing centre and delivering a dementia befriending pilot
- Promoted health messages to residents
- Achieved a 20% increase in customers using community alarms and meals at home services
- Appointed a new café operator in Frimley Lodge Park
- Promoted the new artificial turf football pitch at Frimley Lodge Park
- Held a number of community events in our parks
- Held special exhibitions in the museum to mark WWI
- Supported Surrey Heath Sports Council award grants to clubs across the borough
- Refurbished Camberley park play area

Additional Success Measures

In addition to the various projects outlined in the plan we will measure success by these indicators which focus on matters of particular interest to residents.

Place

- Percentage of Household waste sent for Recycling, Reuse and composting
- Percentage of streets falling below a grade B cleaning standard
- Occupancy of Camberley town centre car parks
- Percentage of food premises achieving 3 stars or above

Prosperity

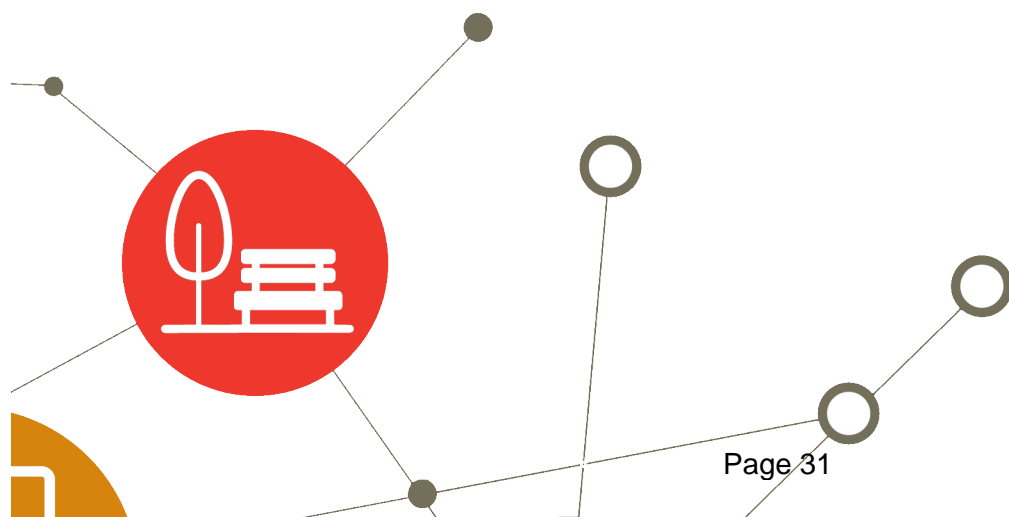
- Increase in Council Tax Base
- Increase in business Rates base
- Percentage of minor planning applications determined within 8 weeks
- Percentage of major planning applications determined within 13 weeks

Performance

- Time taken to process benefit claims
- Percentage of complaints responded to within target
- Collection rate for Council Tax
- Collections rate for Business Rates
- Percentage of transactions that take place on line
- Customer satisfaction rating of good/excellent to exceed 90%.

People

- Number of users of the Arena Leisure centre
- Number of sports pitch bookings
- Number of journeys by community bus in a year
- Number of meals on wheels served in the year



Comments and Feedback

We always welcome comments, suggestions and feedback (critical or otherwise) on our plans and the way we write our documents and communicate them.

- You can email our Customer Contact centre at enquiries@surreyheath.gov.uk
- You can drop written comments off at our main office
Surrey Heath House, Knoll Road, Camberley, Surrey GU15 3HD
- You can telephone our Customer Contact Centre on **01276 707100**
- You can speak to your local Councillor who will be able to pass your comments back if you wish. Contact details for your Councillor can be found on our website www.surreyheath.gov.uk
- Stay in touch with us via Twitter and Facebook



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End of Year Performance Report 2015/16

Summary:

To report on the Council's Performance for 2015/16.

Portfolio: Transformation (Cllr Colin Dougan)

Date Signed Off: 21 July 2016

Wards Affected: All

Recommendation

The Executive is asked to note the Council's Performance for 2015/16.

1. Resource Implications

- 1.1 There are no direct resource implications arising from this report. This report summarises the performance of the Council against the 2015/16 Annual Plan. The 2015/16 Annual Plan was approved by the Executive in March 2015. It included the four corporate key priorities, service milestones and performance indicators to be met during the past financial year.

2. Key Issues

- 2.1 Performance targets for the year are set out in the Council's Annual Plan each year. This "End of Year Performance" report for 2015/16 demonstrates a continued commitment to improving the management of performance to achieve the Council's 2020 Corporate Strategy objectives. All services have contributed to the content which is collated using performance management software and compiled by the Transformation Team.
- 2.2 The report is attached as Annex A and illustrates the achievements of the Council against corporate key priorities, service milestones and performance indicators.
- 2.3 Some of the successes against the Council four corporate key priorities this year have been:
- Further steps have been taken to regenerate Camberley Town Centre including approval to progress the Ashwood House scheme;
 - The change in investment strategy has meant the Council's income returns are 20% above the average for local authorities advised by Arling Close;
 - The Council acquired two investment properties in the year which are generating rental income in excess of the borrowing. The Council

continues to look to acquire further properties where this is based on a sound business case.

- The Council achieved the “Gold” level of the Investors in People Award on 14 March 2016;
- The Council achieved the "Commitment" level of the Workplace Wellbeing Charter on 31st March 2016, the first in Surrey;
- A number of service reviews and business change processes have been implemented during 2015/16 to ensure the most efficient and economical approach to service delivery;
- Competitive dialogue sessions were completed for the Joint Waste Contract. It is expected that final tenders are submitted in May/June 2016. Award of the contract is expected in October 2016 with mobilisation in Surrey Heath in February 2018.

2.4 Particular service milestone highlights of the year have included:

- The new website is fully embedded and we have sold the content of our new site to another Surrey Authority, generating income to be used to further enhance the site;
- All actions from the Economic Development Strategy have been delivered to the set time scales. Successful projects include business advice clinics, inward investment opportunities seized, new Business Associations formed for Deepcut and Frimley and the submission of further bids to the Local Enterprise Partnership (annual update given to Executive in December 2015);
- The new Community Infrastructure Levy regime was implemented and in its first year has delivered £284,439 of net income to the Council for infrastructure;
- A new competency framework has been designed and piloted and will be used in the Appraisal process for 16/17 as planned;
- Parking Services has introduced a new customer service charter;
- The new Sustainable Urban Drainage regime was implemented;
- Development Management enforcement procedures were reviewed;
- Electronic Billing for revenues and benefits clients was implemented during the year to make the service more efficient. More claims are now being processed off site which means that peaks and troughs can be managed better. Joint working with other Councils has commenced in order to reduce costs;
- For the fourth year running, Surrey Heath has achieved a Gold Award for address data from GeoPlace. The Local Land and Property Gazetteer or LLPG, is an invaluable resource and is the single source for address data at Surrey Heath. This data is currently used in planning, revenues, elections, and many more.

2.5 Performance indicators continue to illustrate improvements in service delivery with some of the highlights being:

- 100% of major planning applications were determined within target times;
- 98% of customers felt that the Contact Centre Service was good or excellent;

- The Council has the fourth highest dry recycling rate in the Country;
- 100% of noise complaints were resolved within 60 days of receipt;
- 97% of food establishments are broadly compliant with food hygiene law;
- 99.3% of Council Tax was collected;
- 99% of land searches were carried out within 3 working days.

2.6 Whilst there have been notable successes, a number of challenges have been experienced that have slowed or delayed delivery. With regards to the Council's number one corporate key priority of Camberley Town Centre, which continues to make progress where the Council has had control but where the Council has been reliant on third parties, it is taking longer than planned. The feasibility study into the future options for Camberley library are subject to third party decisions not yet made by partners.

2.7 In an environment of constant change and fiscal pressures, the authority is working hard to deliver the best services possible for local residents. To ensure our standards are not compromised a culture of continuous improvement is required.

3. Options

3.1 The Executive is asked to note the Report in Annex A.

4. Proposals

4.1 It is proposed that the Executive note the 2015/16 End of Year Performance Report and make any comments or suggestions as appropriate. The Performance and Finance Scrutiny Committee will also receive this report on 28 September 2016.

5. Corporate Objectives and Key Priorities

5.1 The Report in Annex A covers the delivery of every Council objective and key priority in detail.

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

CONSULTATIONS, IMPLICATIONS AND ISSUES ADDRESSED

Resources	Required	Consulted
Revenue	N/A	

Resources	Required	Consulted
Capital	N/A	
Human Resources	N/A	
Asset Management	N/A	
IT	N/A	
Other Issues	Required	Consulted
Corporate Objectives & Key Priorities	✓	5 May 2016
Policy Framework		
Legal		
Governance		
Sustainability		
Risk Management		
Equalities Impact Assessment		
Community Safety		
Human Rights		
Consultation		
P R & Marketing		

Review Date:

Version: 1

Surrey Heath Borough Council

Performance Monitoring Report End of Year 2015-16



Introduction

The Council has 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. The Annual Plan is published on our website.

This Performance Report sets out our performance 2015/16 with explanation of the overall achievements against agreed targets. The following tables summarise the position of the targets at the end of the year.

Key Priorities in numbers:

Total number of targets = 18

Percentage of targets being met = 89%

Targets on track = 16

Target not started = 0

Targets failing = 1

Targets missed = 1

Services Milestones in numbers:

Total number of targets = 72

Percentage of targets being met = 80%

Targets completed = 42

Targets on track = 16

Targets not started = 0

Targets failing = 6

Targets missed = 8

Performance Indicators in numbers:

Total number of targets = 43

Percentage of targets being met = 65%

Targets on track = 28

Targets failing = 8

Targets missed = 7

Council Key Priorities

Our key priorities often cover major projects which may take more than one year to deliver. To gauge our progress on these projects each year we seek to assess where a project needs to be at the end of March 2016 by creating annual milestones.

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			
Scope out the master plan for the LRB site and complete final preferred options.	End Oct 2015	Green	The Council reviewed various delivery options on the site and presented these to Executive Members by October 2015. The Council's preferred option of a mixed use development was agreed.
Agree acquisitions strategy for acquiring strategic sites in the town centre.	31 st Dec 2015	Green	The Council has actively pursued potential sites with some success. A total of 2 major acquisitions relevant to key strategic development sites have been achieved in 15/16.
Complete land acquisitions for site assembly	31 st Mar 2016	Red	As a result of recent vision work and surveys to understand the type of regeneration scheme achievable for Camberley we have agreed a masterplan for 10 potential development projects in the town and are actively pursuing these with different parties.
Improve accessibility to the Town Centre			
Working with partners to improve accessibility to the Town Centre through improved road network and transport links	March 2016	Green	A30 frontage funding and Meadows Gyratory funding totalling £10 million has been secured. The Council is working with SCC to agree the final scheme appraisal. Expected delivery start date on the site is March 2017. Further expressions of interest has been submitted to the LEP for public realm and improvements to Pembroke Broadway totalling £6 million. Final decision on funding expected late 2016.
Delivering the overall Camberley town centre vision including land east of Knoll Road, station and leisure opportunities			
Development of the Camberley Town Centre Vision	March 2016	Green	Approval by Members of the overall strategy for the town centre direction of travel. The final agreement to progress the Ashwood House scheme was approved in April 2016. The scheme for the refurbishment of the Mall was approved by the Planning Applications Committee in May 2016.
Development of land east of Knoll Road	30 June 2016	Yellow	The land East of Knoll Road site is being discussed with SCC. Decision expected by end July 2016.
Development of leisure opportunities		Green	Work is underway to consider options for the Arena Leisure Centre and interest in developing/refurbishing the centre.

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 purchased 2 key properties in Surrey Heath , using prudential borrowing to bring vacant property back into use in town centre location and to sustain employment opportunities on commercial sites. This has added in 2016/17 £200k to the Council's income after interest costs.
Maximising income returns from our reserves, through effective investment strategies	31 March 2016		The change in investment strategy has meant the Council's income returns are 20% above the average for local authorities advised by Arling close. We will continue with this strategy and keep under review to maximise our returns.
Maximising the potential for appropriate construction-led growth in the Borough	31 Mar 2016		Increase in construction led commercial/domestic property is reflected in the increase in the business rates and council tax base. The gross business rates payable has risen from £39.8m to £41m and the Council tax base has risen by 289 band D equivalent properties
Deliver the Economic Development Strategy Action Plans to advance economic prosperity in Surrey Heath	31 Mar 2016		All actions from the Strategy have been delivered to the set time scales. Successful projects include business advice clinics, inward investment opportunities seized, new Business Associations formed for Deepcut and Frimley and the submission of further bids to the Local Enterprise Partnership (annual update given to Executive in December 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		<p>A number of service reviews and business change processes have been implemented during 2015/16 to ensure the most efficient and economical approach to service delivery. Some examples include:</p> <p>Collaborations in Procurement/ Home Improvement Agency/ Environmental Health/ Community Services/ Supporting Families. Further income achieved through service provision to other Councils including Payroll and Human Resources. We created Corporate Media & Marketing and Corporate Enforcement teams to ensure an effective use of resource.</p> <p>Channel shift opportunities explored and delivered including an improved website which is mobile and interactive. ICT explored and approved funding for Cloud based functionality which helps improve agile working. Revenues and Benefits improvement for change of circumstances and benefits applications.</p>
Maximising use and occupation of publicly owned assets	31 March 2016		<p>Developing agile working project, Department of Work & Pensions moved in November 2015.</p>
Developing a longer term vision for sustainable collaborative working	31 March 2016		<p>A paper has been prepared looking at all the different partnership opportunities. Arrangements are in place for a Joint Waste Partnership and a partnership has been established with Runnymede for Community Services and Family Support. Proposals are being reviewed for a number of services including building control and environmental health . The next stage will be for business cases to be drawn up for further consideration.</p>

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 Surrey Heath Faith Forum lunch and workshop and delivery of the annual Young Citizens event for Year 7 School Students each November. The Plan will be refreshed to include new priorities in Summer 2016.
To deliver with the SHCCG and SCC the Surrey Heath Health and Wellbeing Action Plan	31 Mar 2016		Surrey Heath achieved the "Commitment" level of the Workplace Wellbeing Charter on 31st March 2016. Surrey Heath was the second authority in the County to achieve the award. Steps are in place for other partners in Surrey Heath to achieve the award. A stand was set up at the Business Breakfast Awards to promote the Health and Wellbeing charter and there was a lot of interest in rolling the award out to the wider business community. In 2016/2017 we will be rolling the award out to the wider community.
To ensure that the Borough's open spaces are well maintained and sustainably managed for the future	31 Mar 2016		Throughout the year the borough's open spaces have been maintained to a high standard and this, together with improved marketing of our facilities and events, has supported the increase in awareness and participation which in turn allows for improved financial sustainability. This includes a 15 th consecutive Green Flag award, a second Frimley Lodge Live music festival even more successful than the first, an improved and more financially beneficial café offer in Frimley Lodge Park.
To work with partners to procure and deliver a high quality and cost effective waste collection and street cleansing service	30 Sep 2016		The project is going well. Three contractors have been selected to take forward to final tender. Further competitive dialogue sessions were arranged for April 2016. Dialogue closed at the end of April 2016 with final tenders submitted in May/June 2016. Award of contract is expected in October 2016 to start in February 2018.

More people, using a better service at no extra cost

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PARKING SERVICES			
	End Date	Status	Note
Increase car park occupancy levels in line with Town Centre growth	31 Mar 2016		Car Park use has remained in line or above Town Centre user stats throughout the year. For the period 1 July 2015 – 31 Dec 2015 Mall Footfall decreased by 1.1%, Main Square car park use increased 4%. Data is collected monthly from the Mall.
Enhance user experience through physical improvements and customer service	31 Mar 2016	✓	Funding approved for physical improvements to level 5 re-surfacing and expansion joints in Main Square Car Park. We have also just introduced a Customer Service Charter. Level 5 work due to start w/c 25 July 2016 for 4 weeks. Customer Charter is due to be published on our website by the end of July 2016.
Establish an effective and sustainable on-street parking enforcement regime	31 Mar 2016		Cost neutral parking service delivered and campaigns around schools and other problem areas successfully undertaken.
CAMBERLEY THEATRE AND MUSEUM			
	End Date	Status	Note
Regionally recognised and sustainable theatre complex	31 Mar 2016		The theatre has played host to a number of nationally and internationally renowned artists including Brian Conley, Toyah, Jacqui Dankworth, Lee Mead and Paul Daniels. The 2015/16 panto was financially successful and received excellent reviews. The Camberley Theatre continues to be a challenge but despite this overall the net performance of the theatre is just short of the target set out in the business plan agreed 2 years ago.
Review provision for Heritage Centre/Museum including new location	31 Mar 2016		Due to changes in the management structure of the Business service this objective was not completed within the financial year. However options for the future of the museum have been resubmitted and due for consideration in the summer of 2016.



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		Due to changes in the management structure of the Business service this objective was not completed within the financial year. However this important piece of work, which is very much linked to the progress of the Deepcut development, has been reinstated and will be delivered by the Autumn of 2016.
Deliver three new income generating initiatives across Greenspace within the year	31 Mar 2016		In the last financial year the following were delivered: Circus , the new Frimley Lodge function room and Frimley Lodge Live which combined generated an extra £20k for the year, plus a new Frimley Lodge Café Tender which wasn't fully completed within the financial year but is now trading successfully. Lightwater visitors centre has now been refurbished and is ready to be put out to tender for potential business interests.
Review service delivery options for the Service	31 Mar 2016		Changes made to the working arrangements and use of company vehicles were implemented by March 2016. This included reducing the number of greenspace vehicles from 4 to 2 and making some of the working patterns more efficient and cost effective.
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 Plus (Independent benchmark assessment) Annual assessment took place on 25th and 26th April 2016. The assessment classed the centre as "good".
Provide support for sports clubs to successfully secure external funding to independently enhance facilities and services	31 Mar 2016	✓	Surrey Heath Borough Council has continued to support local clubs with external funding in the opening months of 2016. Quays Wake and Ski club, based at Mytchett lakes, were successful in accessing Sport England 'Sportivate' funding following a letter of support and guidance from the SHBC Community Engagement Officer, as were Farnborough Fins Swimming Club who are based at Kings International College. Council support has also helped the Arena Leisure Centre to secure Satellite Club and Sportivate funding to procure new table tennis equipment with a view to launching a new community club based at the centre. Additionally In 2015/16 Surrey Heath Sports Council supported a number of club members across a variety of sports through their small grant scheme. Contributions were made towards the cost of high-level competition for talented athletes, or towards the cost of qualifications for aspiring coaches within local clubs. Local residents supported by the Sports Council include members of the Team GB Junior Olympic squad, a national Judo age group champion and a coach studying for their UEFA B-license (a qualification recognised across Europe).

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 [^]	29,093.00	42,582.86	6,890.50
Average tickets sold for productions promoted in main auditorium of Camberley Theatre	56%	55.0%	53.0%	56.0%*	60.0%
Increase the income generated from theatre lettings and hire by £17,500 per quarter	20,051 [^]	18,529 [^]	19,701	17,571	17,500
Increase the income generated from community events by £1250 per quarter	21,352.70 [^]	6,521.07 [^]	4,610.00	1,455.00	1,250.00
Increase income generated from Theatre café by £13,750 per quarter	10,405 [^]	4,754([^])	9,330([^])	13,592**	13,750
Reduce the annual subsidy to the Theatre by £93,750	+£75,095***				93,750
Increase participation in Surrey Youth Games by 5 teams	5 (total of 27 teams)				5

[^] - total income actual figures

Explanations

*Some good selling shows (Brain Conley) off-set by the cancellation of Russel Howard

**Figures show quarterly income. Taking bar back in house is now realising benefits.

***Subsidy has increased by £75k compared to last year. However looking purely at controllable costs (so excluding depreciation and internal management overheads) the subsidy is actually slightly lower than last year. The loss of significant income from the postponement of two sell-out Russell Howard performances, plus unexpected but necessary repairs to the staging have all had a significant impact. The Camberley Theatre continues to be challenging but despite this overall the net performance of the theatre is just short of that set out in the business plan agreed at Executive 2 years ago.

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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	✓	All PPP projects completed or on track for completion next year. Examples include: Connecting charitable, voluntary and faith groups in the community providing services to older people; promoting health campaigns; providing advice and practical support to older people to keep warm in the winter; to help fund the Saturday club for older people and their carers; to deliver the dementia befriending project; providing financial support to the Exercise Referral Programme; Capital funding towards the provision of a community bus; and a financial contribution towards the cost of a replacement van for the handyperson service.
To deliver the dementia befriending pilot in Heatherside and present the outcomes to the Surrey Heath Health and Wellbeing Group	31 Mar 2016		The aim of the project is to provide short term support to people over the age of 75 years who are: <ol style="list-style-type: none"> 1. frail 2. At risk of falls 3. Isolated 4. Experiencing symptoms of memory loss The project is funded until Oct 2016 and then will be evaluated by the SHCCG
NEIGHBOURHOOD SERVICES	End Date	Status	
Complete the Joint Waste Tender process to the timetable agreed by the Surrey Waste Partnership	31 Mar 2016		The project is going well. As a result of the ISDS evaluation three contractors have been selected to take forward to final tender. Feedback has been given to all bidders on their initial tenders and further competitive dialogue sessions were arranged for April 2016. Dialogue closed at the end of April 2016 with final tenders submitted in May/June 2016. Award of contract is expected in October 2016 with mobilisation in Surrey Heath in February 2018.



NEIGHBOURHOOD SERVICES	End Date	Status	
Implement the revised Waste Action Plan	31 Mar 2016	✓	The 2016 targets in the waste action plan has been completed. A temporary member of staff was appointed on a fixed term contract to help implement the project. The post is funded from a recycling performance award and is at no cost to the Council. The 2014/2015 recycling figures have been published which places Surrey Heath as the 4th best performer in the Country. The main challenges ahead is that the MRF Regulations require a much higher quality than previously was required. A much greater focus is required to work with residents and the contractor to reduce contamination. The subsidy for the garden waste club has resulted in an increase in income of £19,000.
ENVIRONMENTAL HEALTH AND LICENSING	End Date	Status	
Deliver the Health and Wellbeing Actions including the workplace health charter	31 Mar 2016	✓	Surrey Heath achieved the "Commitment" level of the Workplace Wellbeing Charter on 31st March 2016. Surrey Heath is the second authority in the County to achieve the award. Steps are in place for other partners in Surrey Heath to achieve the award. A stand was set up at the Business Breakfast Awards to promote the Health and Wellbeing charter and there was a lot of interest in rolling the award out 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 feasibility of a shared EH service covering Surrey Heath, Mole valley and Tandridge has been considered. The distance between Surrey Heath and Mole Valley and Tandridge in the east of the County was felt to be too greater a challenge to make the partnership viable. A shared EH service has the potential to be of great value to the Council. The Ex Head - Community is currently exploring partnership opportunities with Woking, which may make it easier to establish cross border working.
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	✓	Report submitted to BRDO with outcomes from the project. This included a "road map" to assist Surrey Licensing authorities in improving their service to business. In Surrey Heath the improvements included; improved web site ; link to government web site and forms; front line support from contact centre; more regular knowledge test dates; and multi – agency inspections.

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%	16%*	20%
Increase number of booked passenger Dial-a-Ride journeys by 5%	9.2%	2.4%	-8%	15%	5%
Increase household waste sent for reuse, recycling and composting	59	60	58	60	60
Achieve a 99% success rate for waste collections	99.56%	98.94%	99.84%	98.62%**	99%
Increase satisfaction of business with local authority regulation services - (re: licenced premises)	81.3%				85%
Increase the number of food establishments in the area which are broadly compliant with food hygiene law	96%	95%	95%	97%	90%
Resolve 85% of noise complaints within 60 days of receipt	100%	100%	100%	100%	85%
Reduce Council's subsidy to older adult services	20,874				£20,000

Explanations

* There was a slight fall in customers in Q4. However, the proportional increase in number of helpline and meals at home customers for the full year increased by 21.75%. This meets the target of 20% and represents an additional 189 residents helped by our services to maintain their independence in their homes. The greatest increase has been with our community alarm service.

** the Q4 success rate fell due to an increased number of missed bins around the Christmas and new year period. However, this still represented 455,058 collections as specified, out of 461,436 scheduled collections. Actions have been taken with the contractor to bring performance back on track.

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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	✓	6 month pilot agreed with Eagle Radio to promote SHBC content, investigate new consultation techniques and media training. Media training has taken place for selected Members and Officers; further interviews with Executive Members including the Community Portfolio Holder have been conducted and aired. SHBC podcast's available via Eagle Community Hub. Full review of pilot is pending.
Produce & deliver a marketing and communications strategy that maintains & develops Camberley's profile locally & regionally	31 Mar 2016		As the Council's number 1 priority Camberley Town Centre continues to remain an integral part of the council's corporate marketing and communications activity. Regular news stories and events are shared and promoted across social media channels . We work closely with our partners and key stakeholders across the town centre, most notably Collectively Camberley, Standard Life and Capital & Regional.
Implement a new website CMS that delivers savings & supports income generation & channel shift	31 Mar 2016	✓	The new website is fully embedded. We have sold the design and structure of our new site to another Surrey Authority, generating income to be used to further enhance the site. Ongoing licensing fee's saved and revenue generated.
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	✓	The Marketing Plans for 15/16 for service areas have been successfully completed. Particular area's promoted were Windle Valley and Meals at Home; Pantomime – securing sponsorship and higher ticket sales on a reduced marketing budget; Frimley Lodge Live – 2015 was the most successful yet for ticket sales; launching and promoting the new 3G pitch at Frimley Lodge Park.

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	✓	New telephony was successfully introduced in February 2016, automating some of the reporting capability and introducing additional features including 'position in queue' and 'call backs' option at peak times. The telephony architecture has been reviewed to support the move towards a 'Golden Number'.
Ongoing identification and development of appropriate Council services for alternative and or multi-channel operation	31 Mar 2016	✓	A review of how incoming and outgoing post is handled was undertaken with meetings and site visits made to external suppliers. This is being further considered in 2016/17 and is subject to a business case being prepared. Data has been gathered on cheque usage. Proposal under review to actively canvass to reduce this payment channel, further investigative work required. Two new channels developed, for implementation in May to improve the customer experience over the telephone. Position in queue and call back options. Google documents being developed to facilitate sharing live information between the Theatre and Contact Centre in support of the new outbound calls.
Develop a prompt and robust complaints process that facilitates corporate learning and demonstrable improvements to customer service	31 Mar 2016	✓	A comprehensive procedure for dealing with complaints has been introduced and reports monthly to the Performance Monitoring Group. Areas of concern are the discussed at Corporate Management Team. In one particular service area it was evident that complaints were not able to be responded to within target. Working with the Executive Head, this has been addressed over the recent months.
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	✓	Very successful combined elections were delivered. This was a very big challenge for the Elections team with extra staff brought in from across the Council to ensure its success. This has built in greater resilience and flexibility for future elections and referendums
To embed the workflow module of the Modern Gov. Committee Management System	31 Mar 2016		The value of the workflow module is being evaluated. This may be included as a milestone for 2016/17.
To sign up and induct new Members from May 2015	31 Mar 2016	✓	All Local Councillors returned following the 2015 elections sworn in and underwent a comprehensive Member induction programme. This was particularly important given the large number of Councillors elected for the first time.
To produce and implement a Member Induction Programme for June/July 2015	31 Mar 2016	✓	A comprehensive member induction programme was successfully delivered including a Departmental Fair, Borough Tour, statutory Code of Conduct and Standards training as well as Planning, Licensing and a Finance Seminar. An Economic Development Growth Workshop was also held which was facilitated by the Local Government Association

INDICATOR - QUARTERLY	Q1/15/16	Q2/15/16	Q3/15/16	Q4/15/16	Target
Increase the amount of income generated through advertising to £20,550	£18,178				£20,550
Maintain the percentage of customers that felt the Contact Centre service was good or excellent	98%	97%	97%	94%	90%
90% of stage 2 and stage 3 complaints responded to within 10 days.	83%	50%	60%	83%*	90%
Increase the percentage of customer enquiries resolved at the first point of contact	85.00%	84.0%	85.00%	83%**	85.00%
Increase the percentage of customer contact undertaken via a self-service channel	21.00%	18.0%	25%	26%***	44.00%
Reduce the number of paper copies of agendas and minutes produced and posted	100	100	100	100	25
Increase the number of eligible electors	65,457				1

Explanations

*Out of the 12 stage 2 & 3 complaints received in the last quarter, two failed to meet the standard. A monthly review of complaints is now raised at the Performance Management Group and areas of concern are brought to the attention of the relevant Executive Head.

**The nature of the work undertaken within the Centre is changing. Additional administrative tasks are undertaken on behalf of Service Areas, which may be negatively impacting upon the resolution levels achieved. Refresher training sessions maintained. Full analysis underway to identify any change in call type affecting resolution rates and when the peaks in activity occur.

*** The target originally set was based on a formula that was not accurate and therefore set a too ambitious expectation. This indicator is being reviewed for 2016/17

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	✓	Treasury returns from new investments have exceeded bank investment returns even after taking account of capital changes. Treasury advisors have advised that no changes should be made to the strategy at the moment and that fund investments should be considered as longer term investments to even out market volatility
Directly invest in property where this can deliver a financial return	31 Mar 2016	✓	The council acquired 2 properties in the year which are generating rental income in excess of the borrowing and also have development potential. The council is looking to acquire further properties where this is based on a sound business case. These investments so far have contributed around £200k additional income to the 2016/17 budget
Reduce the level of debts by moving to more payments in advance or by direct debit	31 Mar 2016	✓	Parking permit holders offered DD for the first time this year and 30 have taken this up. All recurrent payments now given the option of DD payment. 2nd payment date for council tax introduced this year which has will also increased DD take up. Sundry debts have fallen by 25% over the year on a like for like basis.
Work with services to ensure that over 50% of sundry debtors invoices are raised on the Civica system	31 Mar 2016	✓	Excluding benefits which are raised on the Northgate system over 95% of debtor invoices are raised on Civica
REVENUES AND BENEFITS	End Date	Status	Note
Work to ensure that the transition of benefits to universal credit goes smoothly	31 Mar 2016	✓	Only new clean claimants have transferred to universal credit. The Council has agreed a service agreement with DWP and put in place staff to support this. However the level of demand has been very low
Work to reduce the cost of the service over the year through new ways of working and demand management	31 Mar 2016	✓	E Billing implemented in year and 1,334 have so far signed up. This will make the service more efficient. More claims are now being processed off site which means that peaks and troughs can be managed better.
Increase council tax and business rates by working with planning to deliver new development to empty properties	31 Mar 2016	✓	The council tax base has increased during the year through not only new building but also through single persons discount reviews and pursuing new business property owners. This has resulted in the gross collectible business rates increasing by £1.2m and the Council Tax base by 290 properties



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. The team has worked closely with other services on environmental crime such as fly tipping, dog fouling and littering.
Implement the transfer to the Single Fraud Investigation Service	31 Mar 2016	✓	Benefit Fraud investigation was transferred to to DWP during the year

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%	1.26%	1.16%	1.0%
Increase the number of aged Housing Benefit debts under active management	71.4%	80.9%	82%	82.2%	71.0%
Increase the percentage of Council Tax collected	29.87%	57.94%	86.02%	99.3%	98.5%
Increase the percentage of Business Rates collected	27.29%	45.28%	78.98%*	99.1%	98.5%
Minimise the variation in expenditure budget	-1%	-2%	0	0	0.0%
Improve time taken to process Housing Benefit new claims and change events (days)	7	8	12	6	15
Time taken to process Housing Benefit new claims and change events (days) – annual	8				15
Improve time taken to process Council Tax Support new claims and change events (days)	6	8	10	7	15
Improve time taken to process Council Tax Support new claims and change events (days) – annual figure	7				15
Implement internal audit recommendations made since April 2014	95%	95%	95%	95%	90%

Explanations

*Does not include cash from 24 December 2015 to 03 January 2016. Collection is back on track at 0.75% below this point last year.

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PLANNING POLICY AND TECHNICAL SUPPORT	End Date	Status	Note
Update the Local Development Strategy	31 Mar 2016		Project not started. Awaiting agreement to review Local Plan.
Commence a review for a Surrey Heath Local Plan for Executive approval	30 Jan 2016		Project not started. Awaiting agreement to commence review of Local Plan.
Complete the guidance for the Public Realm	31 Mar 2016	✓	Guidance was adopted at Executive in April 2015.
Facilitate the delivery by Surrey County Council of improvements to the Meadows Gyratory using Local Enterprise Partnership (LEP) money	31 Mar 2016		Funding was agreed by Enterprise M3 and a joint SCC/SHBC highways engineer has been appointed for this and other joint projects. Now awaiting commencement of work by SCC in early 2017
Review CIL regime implementation	31 Mar 2016	✓	Successfully implemented and now reported to Executive 6 monthly.
DEVELOPMENT MANAGEMENT AND DRAINAGE	End Date	Status	Note
Produce a 5 year drainage strategy for the Borough	31 Mar 2016		Work commenced.
Introduce the Sustainable Urban Drainage regime	31 Mar 2016	✓	Changes to responsibilities were agreed and have been successfully implemented through joint work with SCC.
Review enforcement procedures	30 Sep 2015	✓	Review completed and action plan now underway.
Review the need for and setting up of a Design Advice Panel	31 Mar 2016		Review completed. A Design Panel was approved by the Executive on 7 th June 2016 Executive.
Work to ensure effective community engagement in future planning applications for PRB Deepcut	31 Mar 2016		No significant planning applications were received in 2015/16 . Work is now underway in advance of anticipated significant planning applications in early 2017.
Ensure effective working in future planning applications for London Road Block in Camberley Town Centre	31 Mar 2016	✓	Application for Mall refurbishment was approved by the Planning Committee in May 2016

FAMILY SUPPORT	End Date	Status	Note
Implement 2015-2020 Family Support Programme for Runnymede/Surrey Heath with review to SLA	31 Mar 2016	✓	SLA with Runnymede Borough Council to agree work for Ph2 has been completed and team is now engaged in Ph2 work.
Agree annual targets, new criteria and governance with SCC	31 Mar 2016	✓	Agreed and now working to new targets.
HOUSING	End Date	Status	Note
Continue delivery of projects and actions in Homelessness Strategy and Private Sector Renewal Strategy	31 Mar 2016		Executive report was approved by the Executive on 12 th July 2016
Review Tenancy Strategy	31 Mar 2016		Executive report was approved by the Executive on 12 th July 2016
To adopt a Healthy Homes Strategy	31 Mar 2016		Work on this was suspended during review of Environmental Health Service.
To work with Community Services to review the Disabled Facility Grant function and service delivery	31 Mar 2016		Work was delayed on this item due to a review of the Environmental Health Service. The review has now been completed, staff consulted and staff move service as from 1 st August 2016.

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%	100%	100%	60%
Improve the percentage of non-major planning applications determined within target times	77%	90%	87%	76%	70%
Reduce number of households living in temporary accommodation	49	54	50	48*	30
Increase the net additional homes provided by 48 per quarter	4	67	13	234	48^
Achieve the targets set for the number of families worked within the family support programme	75%	61.5%	60%	65%	75%
Reduce the average length of stay in bed and breakfast accommodation (weeks)	0	6	5	8**	0
All standard land searches carried out in 3 working days	100%	100%	100%	99%*	100%

^ - annual target is 191

Explanations

*A lack of new affordable housing delivery and pressure in the private rented market make it difficult to move homeless families on from temporary accommodation (*same as Q3 comment*). Performance against this criteria remains the same as last year for these reasons. Overall numbers in B&B are significantly lower than in previous years due to targeted work around social lettings. As a result the Borough has avoided the significant financial pressures that B&B is now imposing on many other Surrey authorities. Those families now being housed in B&B are often difficult to find suitable accommodation for and as a result are difficult to move on.

**Small numbers in B&B so one household it was difficult to move on has raised the average length of stay reported this quarter.

*** A small number of very large searches were received and it was not possible to complete these within 3 working days.

The Council Team planning ahead to generate our future

TRANSFORMATION	End Date	Status	Note
Review the 2020 Corporate Strategy	31 Mar 2016		The revised strategy and annual plan is drafted but will be slightly delayed from the previous time scales. This will be completed by 31 st August 2016.
To facilitate the delivery of the change management programme and support key corporate projects	31 Mar 2016	✓	A number of service reviews and business change processes have been implemented during 2015/16 to ensure the most efficient and economical approach to service delivery. Some examples include: Collaborations in Procurement/ Home Improvement Agency/ Environmental Health/ Community Services/ Supporting Families. Further income achieved through service provision to other Councils including Payroll and Human Resources. We created Corporate Media & Marketing and Corporate Enforcement teams to ensure an effective use of resource. Channel shift opportunities explored and delivered including an improved website which is mobile and interactive. ICT explored and approved funding for Cloud based functionality which helps improve agile working. Revenues and Benefits improvement for change of circumstances and benefits applications.
Deliver the Economic Development Strategy actions for the year and Open for Business support	31 Mar 2016	✓	All actions from the Strategy have been delivered to the set time scales. Successful projects include business advise clinics, inward investment opportunities seized, new Business Associations formed for Deepcut and Frimley and the submission of further bids to the Local Enterprise Partnership (annual update given to Executive in December 2015).
Work with Surrey County Council and the Local Enterprise Partnership to deliver the sustainable transport revenue schemes for local business	31 Mar 2016	✓	A number of schemes have been implemented to improve the local sustainable transport offer including new cycle racks and bike parking in Camberley town centre and Frimley High Street. A new cycling task group has been formed and a cycling event has taken place in Lightwater and surrounding villages.

HUMAN RESOURCES	End Date	Status	
Facilitating the Investors in People Gold Award February 2016	31 Mar 2016	✓	IIP Gold Accreditation was achieved as planned with 96% of all indicators achieved.
Develop a People Performance Management strategy reflecting the 2020 Strategy and Annual Plans	31 Mar 2016	✓	People Strategy updated and reviewed as part of the IIP assessment
Design a Workforce Plan to support the 2020 Strategy and Annual Plans	31 Mar 2016		First draft was completed and will continue to be developed in line with the Transformation Programme. This document was shared with the Peer Review Team.
Design and implement a competency based framework	31 Mar 2016	✓	The competency framework has been designed and piloted and will be used in the Appraisal process for 16/17 as planned.

INFORMATION TECHNOLOGY	End Date	Status	Note
To deliver the Information & Communication Technology Project Plan	31 Mar 2016		All projects are on track with the exception of the info@work migration which is delayed by 1 month. Major changes required to support PSN were completed by 31/3/16 causing some impact in other areas. All systems now working correctly
Support the Business Improvement Team to scope and implement efficiency improvements to reduce resource dependant tasks	31 Mar 2016		Delays in go live of Info@work due to annual bill volumes affecting Onbase printing. Issues now resolved and hope to go live early May for Revenues. About to sign contract with Arcus for new cloud system to support Planning, Building Control, Environmental Health and Licencing. This will be a major project for efficiency review in 2016/17
Support services who identify partnership/joint working possibilities by investigating software/hardware solutions to support the project.	31 Mar 2016		ICT working with Community Services, Waste & recycling, building control and the post room to look for software solutions to assist with partnership working.
Implement a cloud based telephony solution to improve disaster recovery and enable shared service possibilities	31 Mar 2016	✓	New telephone system went live in February for both Revenues and Benefits and the Contact Centre.

CORPORATE PROPERTY	End Date	Status	Note
Scope out and agree a joint working agreement with a neighbouring borough	31 Mar 2016	✓	A scoping report has been prepared by SOLACE on behalf of the West Surrey authorities. Recommendations received in Feb 2016 are being considered.
Pursue opportunities for strategic property acquisition and investments	31 Mar 2016	✓	Opportunities continue to be pursued in and around the Borough. 2 major acquisitions and a number of smaller ones have been completed in 15/16.
To continue to negotiate leases of community facilities	31 Mar 2016	✓	A number of Lease terms have been agreed this year including Frimley Cricket Club. These were reported to the Executive.
To set up a company for delivery of appropriate development within the Borough	31 Mar 2016		External professional advisers have set out options for Members and these are being considered.

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%	0%	0%	2.8%
FOI/EIR requests to be answered by information already in the public domain	14.6%	6%	21%	14.3%*	15%
Generate £25,000 additional income from effective management of the Council's assets	6250	6250	6,250	6250	25000
Maintain the market share of Building Control	66%	72%	69%	72%**	80%

Explanations

*This period covers January - March 2016. The number of requests which could be answered from the website was 28 out of a possible 196 requests during this period.

**The market share percentage may not have reach the target, however, the income generated has exceeded the budgeted profile. SHBC Building Control service has the second best performance in Surrey.

Status colours explained



On track



Failing to reach target



Not Started



Completed



At risk of not meeting target

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Medium Term Financial Strategy

Summary

This report sets out the implications and challenges of the Financial Strategy and Forecast for the period from 2017/18 to 2020/21.

Portfolio - Finance

Date signed off: 1 July 2016

Wards Affected - All

Recommendation

The Executive is advised to:

- i) **NOTE and COMMENT on the Financial Strategy; and**
- ii) **RECOMMEND the adoption of the Medium Term Financial Strategy to Full Council.**

1. Resource Implications

- 1.1 The key objective of the financial strategy is to show how the Council can remain financially sustainable into the future. It does this by predicting what the potential financial pressures are and outlines a strategy for how these can be addressed.
- 1.2 Although the Council has made significant efforts in recent years to reduce expenditure and generate income, further action will be required to cover at least a £1m shortfall in resources caused mainly by reductions in funding from Government through business rates and grants.
- 1.3 The delivery of a balanced budget is a statutory obligation on the Council. Whilst if no action is taken, although the Council could cover the shortfall in funding with reserves in the short run, eventually services would have to be cut and/or stopped.

2. Key Issues

- 2.1 The financial forecast illustrates the need to make continued savings and increase income if the Council is to achieve financial sustainability.
- 2.2 In December 2015 the Government released a 4 year settlement to Councils to enable them to plan for the future, but the uncertainty around the changes to business rates in 2019/20 makes it difficult to predict from then onwards.

- 2.3 Although details of the proposed 100% Localisation of Business Rates are not known in any detail, the change carries significant risks for Surrey Heath and it is likely to end up with less than 1% of Business Rates paid locally for the delivery of services. If the Council was to be allowed to keep 5% this would bring financial stability certainty for a number of years and it is recommended that the Council works with its neighbours to lobby Government to achieve this aim.
- 2.4 The strategy sets out the following potential ways of dealing with the financial challenge:
- a) Increase significantly the level of housing development within the borough to not only stimulate economic growth but also to deliver additional Council Tax and New Homes Bonus to support services.
 - b) Work to reduce the costs of providing services through better contracting, working with partners, investment in IT and demand management;
 - c) Reduce the size of the bureaucracy by reducing the number of members and streamlining Council functions;
 - d) Introduce new charges to support existing services;
 - e) Increase income from assets through freeing up more space in Surrey Heath House for rental;
 - f) Review discretionary services to attempt to make them more self supporting through the use of new charges, trusts, joint working with other bodies etc.;
 - g) Finally be prepared to borrow to invest in income generating assets such as property. These would be driven by a robust business case and the focus would be on delivering income to support services in line with Key Priority 2.
 - h) Continue to increase Council Tax is increased to the maximum amount permitted without triggering a referendum.
- 2.5 The Financial Strategy sets out how the financial challenges facing the Council may be addressed. Its adoption does not give authority for these actions to be carried out but merely sets the direction of travel. Changes to services, investment in property etc. would all need to be approved by Executive and/or Council in line with normal procedures.
- 2.6 The Government has asked all Councils to sign up for a 4 year settlement covering 2016/17 to 2019/20 by submitting an "Efficiency Plan" by 14th October 2016. Although the format of the plan is not known it is unlikely to be particularly onerous. Full Council at its meeting in February agreed that the final decision as to whether to submit a plan would rest with the Executive Head of Finance in

consultation with the Portfolio Holder for Finance. Due to the significant uncertainty surrounding the settlement for 2019/20 it would be prudent that the Council consider signing up for 3 rather than 4 years and that this approach be put to Government on a Surrey wide basis.

3. Options

- 3.1 The Executive can accept, amend or reject the report.

4. Proposals

- 4.1 It is proposed that the Executive:

- i) NOTE and COMMENT on the Financial Strategy and;
- ii) RECOMMEND the adoption of the Strategy to Full Council

5. Supporting Information

- 5.1 The medium term financial strategy is included with this paper.

6. Corporate Objectives and Key Priorities

- 6.1 Without a sound financial strategy in place the Council risks not being able to deliver on any of its Corporate Objectives and Key Priorities. The financial strategy emphasises the need to deliver Key Priority 2 and Key priority 4 if the council is to remain financially sustainable.

7. Policy Framework

- 7.1 None.

8. Legal Issues

- 8.1 The Council is required to set a balanced budget and this strategy sets out how this may be achieved.

9. Governance Issues

- 9.1 None.

10. Sustainability

- 10.1 The strategy addresses the issue of financial sustainability in the medium term.

11. Risk Management

- 11.1 The risks of the delivery of various assumptions included within the forecast have been explored and are included therein. Similarly the adoption of the strategy itself is not without risk and this has been

explored also however the risk to services in doing nothing is potentially far greater.

12. Equalities Impact

12.1 Any changes to services stemming from this paper may need to be equality assessed.

13. Officer Comments

13.1 These are included within the strategy.

Annexes	Medium Term Financial Strategy 2017/18 to 2020/21
Background Papers	
Author/Contact Details	Kelvin Menon – Executive Head of Finance Kelvin.menon@surreyheath.gov.uk
Head of Service	Kelvin Menon – Executive Head of Finance

CONSULTATIONS, IMPLICATIONS AND ISSUES ADDRESSED

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



**MEDIUM TERM FINANCIAL STRATEGY
AND FORECAST**
Version 2 – June 2016

2017/18 – 2020/21

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EXECUTIVE SUMMARY

1. The report sets out the challenges facing the Council following the Government's Financial Settlement for 2016/17. Unusually this year the final settlement differed from the initial settlement due to intense lobbying from the sector. This mitigated some of the reduction in funding in the next couple of years but created a cliff edge funding reduction in 2019/20.
2. It is important to recognise that this report is not a Budget report but a look forward at the potential threats to Council finances and seeks member approval as to the strategy of how these could be addressed.
3. The proposed financial strategy set out herein should enable the Council to maintain services across the medium term and beyond and continues to pursue the policy agreed with members that rather than cutting services the Council should deliver efficiencies and increase income.
4. The Council has managed the impact of significant funding reductions over the last few years without directly impacting on services. This has been achieved by transforming the way the Council operates and delivers services coupled with a more business-like approach to income generation. The challenges presented over the next few years means that the Council will need to be more radical in its approach and be prepared to accept more risk if it wants to maintain services as they are. This will involve not only greater collaboration and closer integration with public sector partners to realise savings but also investing on a commercial basis to generate income. Both of these themes are supported by the Council's key priorities.
5. The Government has proposed that there will be 100% Localisation of business rates in 2019/20. Although no details of the proposed scheme are available based on the data provided in the 2016/17 settlement the impact would appear to be adverse for this Council. At the moment based on the settlement figures provided less than 1% of all Business Rates collected would be passed back to the Council for services. It is proposed that the Council should make representations to the Government that at least 5% of the Business Rate income generated in the Borough should be retained by the Borough as part of the design of the new scheme. This will act as a real incentive for growth and bring financial stability to the Council. It is suggested that Surrey districts collectively work with the LGA and others in championing this approach in support of growth.
6. As part of the autumn statement the Minister offered all Councils the guarantee of a four year settlement, thereby providing financial certainty for Councils, provided they signed up for it by the 14th October 2015 and submitted an "efficiency statement" the format of which is to be determined. The issue for Councils such as ours is that the 4th year of the settlement, 2019/20, is the year in which there will be significant changes to Business Rates which could adversely affect the finances of the Council. Until the details of these changes are known it would not be prudent to sign up to a 4 year settlement and hence it is proposed that representations are made to the Government to allow Councils to agree to 3 years instead thereby excluding 2019/20.

7. It is important for the Executive to note that the proposed financial strategy seeks to demonstrate ways in which the Council's financial challenges can be addressed. Its approval does not give specific authority to take specific actions – these would be approved in due course by members as they are worked up – but merely to set the direction of travel. Accordingly Executive is recommended to approve the proposed financial strategy on this basis for recommendation to Council.

BACKGROUND AND CONTEXT TO THE FINANCIAL STRATEGY

Introduction

8. The Medium Term Financial Strategy (MTFS) is the Council's key financial planning document which takes account of all the various factors and influences that may impact on the Council for the next few years. These factors include economic conditions, Government spending plans, current expenditure patterns, inflation, and planned changes to service delivery, changing demand for services, the impact of new legislation, sources of income etc. It also includes an assessment of the risks faced by the Council.
9. The MTFS includes a forward look over the next four years to anticipate the spending pressures faced by the Council and the level of savings required to keep Council Tax increases to minimum levels permitted. It provides guidance for officers in building the short, medium and longer term picture of financial requirements facing the Authority and enables financial planning to be carried out in advance to help the Authority meet future demands. Planning now to meet known changes in the future provides greater opportunity to phase in the impact of the changes. Planning for the future will mean that the Authority can ensure sufficient funds are held in balances to be in a position to react swiftly to changing demands and emergencies as priorities or policy demands changes. By anticipating the pressures at an early stage, we can plan to meet the challenges and ensure that limited financial resources are targeted to the Council's residents' highest priorities.
10. The MTFS sets out how the Council will ensure a stable and sustainable financial position to allow the Council to achieve its strategic priorities. It also takes into account the significant funding reductions confirmed in the Local Government financial settlement. It further highlights that the Council will continue to face ongoing reductions in funding over the medium to longer term given the current position on public finances.
11. The Strategy forms a key plank in the Council's achievement of the aims set out in the Corporate Plan and individual service and performance plans. Budgets are developed alongside the service performance and efficiency agenda and monitored similarly. This document draws on the information, aims and concerns set out in these and other documents and seeks to provide a financial framework that will allow the Council to achieve its vision and strategic priorities for the longer term.
12. The Council continues to be committed to maximising the use of increasingly scarce resources, directing resources towards its priorities and generating income whilst keeping Council Tax within permitted levels.
13. The strategy covers a four-year horizon, period 2016/17 – 2019/20 and sets out the resource issues and principles that shape the Council's budget; it identifies current issues and considers potential developments/related issues that are likely to provide the basis for future revenue and capital budgets.
14. Over the past six years the Council has made significant progress in the achievement of its strategic financial priorities. The Council's underlying financial

position remains strong and the Council has managed to achieve the savings required each year.

15. Despite these achievements, the MTFS is being produced at a challenging time for all authorities, there is little room for manoeuvre on finances and relentless delivery of savings and new income streams are required to maintain financial stability. The current national economic and financial climate provides a very challenging context for the MTFS. This strategy needs to remain flexible and the Council's Reserves sufficiently resilient to respond to the impact of volatile external factors and risk transfers from Central Government. The Council has set a balanced budget and its financial standing is sound. Significant savings and new income will continue to be required in future years to maintain financial stability and the ongoing provision of services to our residents.
16. The Council will need to continue its focus on asset investment in order to generate revenue streams as it cannot rely on just efficiency savings to balance the budget shortfall over the next four years.
17. The Council's MTFS once agreed is communicated to staff, partners, stakeholders, and also published on the Council's website.

Delivering the Council's Priorities

18. Our 2020 strategy sets out the Council's vision as:

"The distinctive characteristics of the borough will be maintained where right and improved where desired. Our people will live in good quality homes, our children will attend excellent schools, employers will want to locate to the area, health care will be easily accessible, public service will be of the highest standard, crime rates will still be low and everyone, young and old, will be playing a full and active role in the global challenge of reducing the harmful effects of climate change so ensuring sustainable resources for our children's children."

19. The role of the Council's financial planning process is to support the achievement of the Council's Strategic Priorities and Council Plan.
20. The Council has four main priorities that respond to residents' concerns and to ensure the delivery of high quality, cost-effective services:
- **We want to make Surrey heath an even better place where people are happy to live**
 - **We will sustain and promote our local economy so that our people can work and do business across Surrey Heath**
 - **We will deliver our services better, faster and cheaper**
 - **We will build and encourage communities where people can live happily and healthily.**

Objective of the Financial Strategy

21. The objectives of the financial strategy are as follows:

- Help ensure that the Council's financial resources are directed to support delivery of the Council's priorities and achievement of value for money.
- Illustrate the financial effects of existing financial commitments over the medium term, both revenue and capital, and to set the parameters for the efficiency gains and income necessary to achieve a balanced budget.
- Look ahead to the longer term to help plan sustainable services within an uncertain external economic and funding environment.
- Strengthen the Council's financial resilience and manage volatility and risk, including maintaining an adequate level of Reserves.
- Secure, maintain and develop the Council's capital assets consistent with the Asset Management Plan.
- Maximise the Council's rental income from Property Acquisitions and Asset Development in line with the Property Acquisition Strategy so that the Council becomes less reliant on Government grants to provide its vital services

Financial Management Principles

22. The Council has a duty to the public for responsible use of their money. The Council shall conduct its financial affairs in a responsible manner, but also in a way that encourages innovation, achieves improvement and facilitates partnership.

23. The following principles underpin the Council's financial management arrangements:

- The Council will conduct its financial management with integrity, probity and in accordance with the standards and expectations of a publicly funded body
- The Council will ensure that its published financial information is transparent, reliable and understandable
- The Council will ensure that budgets are based on prudent and realistic estimates
- The Council will maintain sound financial controls as set out in Financial Regulations, and at all times will have regard to advice from the Section 151 Officer, Head of Paid Service and Monitoring Officer
- The Council will ensure Members play a role in the monitoring of expenditure
- The Council will base its decision making upon complete, reliable and timely financial information, and an evaluation of the financial and risk implications

- The Council will hold its managers accountable for remaining within their budget, empowering managers to take the business decision necessary to do so
- The Council will work with partners in the public, private and voluntary sectors to maximise resources available to deliver corporate priorities
- Before committing to additional expenditure, the Council will ensure that additional funding and/or savings are identified to meet the extra costs. The Council will not commit to ongoing spending from incomes of a one-off nature
- The Council will secure value for money in the procurement of its services
- The Council will maximise its income and will review its fees and charges annually to ensure its income is sustainable and meets its priorities
- The Council will maintain balances and reserves to enable it to respond effectively to unexpected events and opportunities, and sufficient to meet all known future liabilities
- The Council will try to identify savings to support budgetary pressures, not use reserves; however, use of reserves may be made to fund one-off items or to alleviate budget pressure within the context of an overall plan to achieve a balanced budget
- The Council will operate its capital programme, borrowing and investments in accordance with the CIPFA Prudential Code. The revenue impact of the Capital Programme will be included in the revenue budget

These principles underpin the operation of the Council's finances and will contribute to ensuring the ongoing sustainability of the finances of the Council.

Budget Setting

24. The financial management principles which underpin the budget setting process are described above. In setting the budget, the principal activities will be:

- An in year monitoring process which ensures maximum delivery from limited resources.
- Review of all base budgets to ensure the level of planned expenditure and income is accurate.
- Ongoing dialogue with budget managers and Corporate Management team to ensure wide spread understanding of the budget and the implication of decisions made during the budget setting process.

- A robust view of growth and savings proposals to ensure all figures are validated and deliverable
- A commitment to delivery once the decisions are made and an understanding of the time scale and process for setting the budget
- Ensure the impact of other parts of the Council's finances, in particular the capital programme are reflected in the General Fund budget and vice versa.
- A clear understanding of risk and the financial implications of decisions

NATIONAL CONTEXT

25. The provisional local Government finance settlement announced on 17 December is seen as a historic settlement: a transition to a world, from 2020, in which local Government will be entirely self-funded through Council tax, business rates and other local resources. This moves Britain from being a nation where nationally 80% of Council expenditure is financed by Central Government, to one in which there is an unambiguous connection between local Councils and their Council taxpayers and businesses. That said it also included for the first time an obligation for districts to not only be self-funding from these sources of income but furthermore to pay business rates back in to the national economy from 2019/20 by the application of negative grant. The Government has also stated that coming with Local Government retaining 100% of Business Rates there will be a number of new obligations for which there will be no additional resources.
26. Within this settlement, the Government prioritised Adult Social Care – i.e. services to help with the growing elderly population, vulnerable and disabled people through a new 2% Adult Social Care precept on Council tax for local authorities with social care responsibilities.
27. The New Homes Bonus, which was due to end this year, has been extended indefinitely. The Government has consulted on reforms to “sharpen its incentives” to make savings which can then contribute to adult social care costs. At this point in time the outcome of the consultation and proposed changes are not known.
28. One change with this year’s settlement is that there is the certainty that comes from knowing what resources will be available not just next year, but until the end of the Parliament, The 2016/17 announcement includes local authority allocations up to 2019/20. There is also an expectation that Councils will smooth the path of spending over the four years using reserves.
29. After significant lobbying from Councils the Government offered some transitional relief for Councils to smooth the funding reductions and give some breathing space. However the big reductions in funding would still come in in 2019/20.
30. Once significant change in the final settlement was to allow all Districts to raise their Council tax by 2% or £5 whichever was the higher without being subject to a referendum. The Government has implied in the data they have released that this will be allowed for the life of this Parliament. The previous policy of offering grants for Council tax freezes was abolished and furthermore any grants payable for previous freeze were removed.
31. The Government is working hard to promote “Devolution Deals” across the country as a way of generating economic growth. Surrey Heath is part of the 3SC deal and discussions are still at an early stage. Being part of a “devolution deal” could bring with it financial advantages such as the ability to levy a local infrastructure precept. There are also risks in that income raised by growth, say by building new houses could be top sliced or there may be new obligations with little or no resources.

Government Support

32. Government Support currently consists of Redistributed Business rates, Revenue Support Grant and New Homes Bonus. The Government set out its four year settlement figures in February 2016 in respect of Business Rates and Revenue Support Grant. In addition a consultation has taken place to look at the ways the New Homes Bonus incentive can be “sharpened”.

33. The 4 year settlement figures are shown in the table below:

	4 year settlement - February 2016				Estimated
	2016/17	2017/18	2018/19	2019/20	2020/21
Core Funding	£0	£0	£0	£0	£0
Revenue Support Grant	357	0	0	0	0
Share of Business Rates	1,435	1,464	1,507	1,555	1,601
Tariff adjustment				-933	-1,100
	1,792	1,464	1,507	622	501
Other Grants rolled in:					
Transitional Grant	133	84			
	1,925	1,548	1,507	622	501
Reduction in funding		-377	-41	-885	-121

34. Due to the fact that Surrey was one of the worst affected areas from the original settlement figures published in December 2015 these were significantly improved in the February 2016 final settlement. A Transitional grant was introduced to soften the impact of reductions in RSG and the Tariff Adjustment (or negative RSG) was deferred until 2019/20.

35. It is uncertain what will happen beyond 2019/20, however it is reasonable to assume that there will be increases in the tariff adjustment as this will be a useful mechanism for the Government to take a larger and larger slice of Business Rates. In fact it is not beyond the realms of impossibility that there will come a time when the Council actually receives no business rates to pay for services.

Four-year settlement

36. The Government has offered a four year settlement that Councils’ can accept based on the February 2016 settlement figures (shown above) which, in the Governments’ view, would provide some certainty on the funding position during this period. The Government has confirmed that Councils’ will need to sign up by October 2016 and will need to provide an efficiency statement which shows the efficiencies generated as a result of the certainty provided by the settlement. The nature of this statement has yet to be released but ministers have stated that they

do not wish it to be onerous or create significant additional work for local authorities.

37. Whilst the Government under pressure has introduced mitigations in the form of transitional grants to the original funding proposals for 2016/17 to 2017/18, the 4th year 2019/20 has been left unchanged. The Government has set out that the elements which are fixed if a Council signs up are the Revenue Support Grant, Transition Grant and Rural Services Grant. The Top up and Tariffs related to the Business Rates system will also be protected from changes to relative needs of the Council but there will be no protection from any additional functions which may be transferred to Councils as a result of the move to 100% Business Rates retention or otherwise. There is also no protection from what are called 'unforeseen events'.
38. The figures for the first 3 years of the funding proposals represent continued reductions in resource which was to some extent expected. It had been anticipated for a while that RSG would be phased out the only issue was how quickly this would occur. In 2019/20 the potential change to 100% Business Rates retention coupled with the introduction of the "Tariff Adjustment" means there is such a high level of uncertainty that it is impossible at this stage to accept the proposed figures.
39. It is therefore recommended that unless things change significantly then the Council will only be able to accept the first 3 year's figures. It should be a condition of acceptance that any proposals to change these figures, or the functions which the Council is responsible for, proposed by Government should include provision for the Council to review this decision.

Business Rates

40. Surrey Heath is responsible for collecting business rates, which are set centrally, from all businesses in the borough. In 2015 the Government introduced what is called a "Localisation" of Business Rates which was intended to enable Councils to share in the growth in their areas and to hence encourage development.
41. Under the current system 50% of all business rates collected go to the Government with 40% remaining with the borough and 10% going to the county. In two tier areas to ensure that Districts did not get more money than their relative needs a "fixed tariff" is charged against the 40% allocation which in effect means that most of it is lost. In addition the Government sets an annual baseline as to the level of business rates it's expect to be billed in the year. If the Council manages to over achieve against this target then it can effectively keep 20% of any increase. If however it underachieves then it will suffer 40% of the shortfall up to a predetermined safety net level. Business rates go up and down not only because businesses open and close but also due to revaluations resulting from appeals from the valuation office which can go back several years.

42. The table below shows the baseline level of business rates the Government expects Surrey Heath to collect in the next few years. It can be seen that the actual level of Business rates Surrey Heath actually gets to keep is relatively small.

	2015/16	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000	£000
Baseline - assumed minimum collected	34,025	34,310	34,988	36,018	37,170
Less: 50% to Government	-17,013	-17,155	-17,494	-18,009	-18,585
Less: 10% to SCC	-3,402	-3,431	-3,499	-3,602	-3,717
Share for SHBC	13,610	13,724	13,995	14,407	14,868
Less Fixed Tariff	-12,187	-12,289	-12,531	-12,900	-13,313
Business Rates for SHBC	1,423	1,435	1,464	1,507	1,555
Less Tariff Adjustment	0	0	0	0	-933
Remining share of Business Rates	1,423	1,435	1,464	1,507	622
%age share	4.2%	4.2%	4.2%	4.2%	1.7%
Safety Net	1,317	1,328	1,354	1,394	1,438

43. Although figures have been given for 2019/20 the Government plans to introduce a system where by 100% of Business rates are retained by Councils rather than the 50% currently. This new system will require baselines and tariffs to be reassessed which will then be used to determine the redistributive model within the scheme nationally. This is a significant risk for Councils as it will ultimately determine the financial impact of the transition to the new system.

44. Under the current system Boroughs and Districts carry 40% of the risk of any losses on appeals although there is a safety net in place to mitigate this. The county on the other hand take only a 10% risk and indeed benefit from receiving a fixed tariff payment from districts irrespective of the level of business rates paid. Under the 100% retention system it is not clear yet where the risk will sit and there will be no safety Government imposed safety net. If 100% of the risk were to sit with Districts then the loss of one significant business ratepayer could easily make an individual district financially unsustainable.

45. All Business Rates properties across the country are currently being revalued to give a new 2017 valuation. This is likely to result in an increase in business rates paid in the south and a reduction in the north to reflect the overall performance of the national economy. The tariffs and top ups will be adjusted to ensure that no council is worse off on day one after the revaluation however the level of appeals

that this will generate do represent a significant risk as the cost of these will be borne by individual authorities.

46. The Government are also consulting on changing the whole system of revaluations which currently take place every 5 years (although the 2015 revaluation has been deferred to 2017) to a more regular system. It is unclear what impact this may have on our income

47. In addition the Chancellor, in his budget on 16 March, announced a number of changes which will all reduce the amount of Business Rates payable as follows:

- a. Small Business Rate Relief doubled permanently from 50% to 100% from April 2017. (Currently the second 50% is temporarily funded as grant).
- b. Increases in the thresholds for Small Business Rates relief and the standard Business Rates multiplier.
- c. Increases to be linked to CPI instead of RPI.
- d. The potential for more frequent revaluations (at least every 3 years). Given revaluation is a trigger for business rates appeals and appeals can have a significant impact on income, this adds to the risk and uncertainty going into the new arrangements.

48. Whilst the Government has agreed to fund these initiatives for the moment and they are welcome for business it is a concern that the amount of money that will eventually be passed over to Council's in 2019/20 is in fact being continually eroded by Government policy changes.

49. The Council has employed LG futures to do some resource modelling of future business rates. They anticipate that due to increases in the business rates base Surrey Heath could in fact received £400k a year more than the Government Baseline in 2017/18 and 2018/19 falling to £200k in 2019/20. The details of this are shown in the resources table below and it is these figures that have been used in the financial forecast.

Year	2017/18	2018/19	2019/20	2020/21
Total rates £m	35.827	36.882	36.440	37.167
SHBC share £m	1.921	1.973	0.765	0.765
%age	5.4%	5.3%	2.0%	1.3%

New Homes Bonus

50. The Government has consulted on changes to the New Homes Bonus scheme, which closed on the 10th March, and we are awaiting the outcome. The Government has signified that it tends to "sharpen" the incentive which is given for the delivery of new housing. This is likely to be achieved by reducing the amount payable to Councils and making it harder to qualify.

51. The Council responded to the consultation emphasising the need for this funding to continue and discouraging the Government from introducing baseline targets (beneath which grant would not be earned), or changes to exclude developments if planning permission was granted on appeal.

52. It is difficult to predict the future level of New Homes Bonus since the results of the consultation have not been published. However LG futures have made estimates as to what they predict the new homes bonus will be going forward based on the most likely outcome of the consultation and historical house building in Surrey Heath. This assumes that the bonus will be restricted to eventually to 4 years from 2018/19 and be scaled back. This results of this are shown in the table below:

Year	2017/18	2018/19	2019/20	2020/21
Amount	£1.409m	£0.888m	£0.733m	£0.837m

53. For the purposes of the forecast it has been assumed that the levels shown above will be received in New Homes Bonus grant. In 2016/17 £700k was retained in support of the budget. Hence with the indicative levels of grant above it should still be possible to do this. It should however be noted that even to achieve this level of New Homes Bonus the Council will still need to deliver homes at the same rate as now.

54. There is a risk that the changes to the scheme have a more significant impact and the total bonus paid falls below the £700k currently used to support the revenue budget. If this were to happen the Council would need to secure additional savings to offset these losses from the base budget. This has not been reflected in the forecast.

Council tax income

55. The final Local Government Settlement for 2016/17 introduced the ability for Borough and District Council's to increase Council Tax by the higher of £5 or 2%. The future spending power figures provided by the Government assumed that Councils will take advantage of this flexibility to generate the maximum Council Tax income possible. In addition the Government has assumed that the tax base will increase at the same rate as it has historically.

56. For the forecast it is assumed that the Council will implement the maximum increase in Council Tax it may do so without needing a Referendum and that the tax base will increase by 0.67% being 2/3rds the average increase for the past 3 years. This is about 250 Band D properties per annum.

Council Tax Forecast

Year	2016/17	2017/18	2018/19	2019/20	2020/21
Tax base	36,982	37,232	37,482	37,735	37,989
Band D	£206.07	£211.07	£216.07	£221.07	£225.47
Total funding	£7.602m	£7.838m	£8.077m	£8.319m	£8.541m

*It should be noted that the figures above include the Special Expenses charge.
It is a major plank of the Financial Strategy that Council tax is increased to by maximum permitted level each year*

SERVICE AND OTHER PRESSURES

Employee Costs

57. The Council has over several years sought to limit the growth in salaries by ensuring that the in cash terms the salaries budget is fixed despite increases in wages and increments. In order to achieve this the Council's headcount has been reduced over the last few years. In 2015/16 the Council managed to keep within its pay budget and indeed over achieve on the vacancy margin and the 2016/17 budget was set on the same parameters. Going forward this is going to be increasing difficult to maintain in that firstly the Council is finding it difficult to recruit in some technical areas due to wage competitions and secondly if there were further reductions in headcount there would be some resilience issues in some areas.
58. In addition the Council has some significant ambitions that will need to be funded. Hence for the purposes of the forecast it has been assumed that wages will increase by £200k per year. This equates to around 2% of payroll and will need to absorb any future changes in staff structure, staff progression, Government increase in National Insurance and pay inflation.
59. An actuarial review of the pension fund is due to be completed as at 31 March 2016. This will determine the contributions towards the pension fund deficit from 2017/18 to 2019/20 and any increase in on going contributions. The early indications are that there will be no increase in annual contributions however the deficit funding is likely to rise. For the forecast an assumption has been made of £400,000 annual increase.

Inflation

60. A number of the Council's contracts are indexed in some way to inflation. It has been assumed that these increases will be in line with CPI. The main contracts relate to waste and recycling and these total £3m hence £60k pa has been added.

61. It has been assumed that inflationary increases in other areas will be absorbed in increased charges or other efficiencies

Joint Waste procurement

62. The Council is at the moment in a joint procurement for waste collection with 4 other authorities. At the moment it is not possible to say what the exact savings would be but the Council is guaranteed a saving of at least £100k and so this has been incorporated in to the model.

63. The County is also reviewing the way that it apportions its costs for waste disposal and is looking to achieve significant savings by changing the recycling incentive from one that encourages recycling to one that reduces residual waste. This could have affect Surrey Heath as we are the top performer for recycling. At the moment the impact of this has not been included in the forecast since the details are not know however it is sensible to flag it up as a potential risk.

Reduction in Surrey County Council support

64. A number of the Council's older people's services rely on continued funding from Surrey County Council. Recent discussions with the county have confirmed that this funding is safe for 2016/17. However it is reasonable to assume that this will be cut in the future and so a reduction has been built in to the forecast so as to halve the level of grant by 2019/20.

65. The Council currently provides the "supporting people "services in association with Surrey County Council. At the moment this is funded from grant. It has been assumed that should the funding come to an end this service would stop. The total direct costs of the service are £320k of which £220k is provided by way of grant.

Land Charges

66. The Government has stated that the Land Registry will take on the future provision of Land Charges information. It is not known when this will occur and there are also now plans to privatise the land registry completely. There is risk that there are residual costs which will no longer be covered by income from charges. An estimate of £40,000 has been included in 2018/19 to allow for any costs which cannot be recovered.

Fees and Charges

67. The Council generates a significant income from fees and charges of which £2m comes from parking costs. This has increased significantly over the past few

years not only from increases in parking charges but also from car park usage. Hence an increase of £100k pa has been incorporated in to the forecast.

68. The Council has ambitions to alter the configuration of car parks in Camberley town centre which could have an impact on income. This has not been reflected in the forecast as this is not certain – however it is mentioned here as a potential uncertainty.

Property income

69. The Council holds a significant portfolio of investment property which in the 2016/17 budget was forecast to generate £1.7m. It has been assumed that these will increase and so £30k has been added in to the forecast to take account of this.

Treasury Management

70. The Council at the 31st March had £27m invested in various institutions however this balance rises and falls during the year. Treasury returns are usually dictated by the BOE base rate which has been set at 0.5% for a number of years. This had a very negative impact on returns. 18 months ago the Council changed its investment strategy and diversified in to money market and managed funds which have proved to be better investments. Hence for the purposes of the forecast it has been assumed that the Council will achieve 1.5% return increasing to 2% in 2019/20.
71. The Council has already taken out borrowing for the purchase of property. These loans are fixed and so the interest as known is reflected in the forecast. It has been assumed that no further loans are taken out.

Capital

72. The Council has an Asset Management Plan and Capital Strategy. The Capital Strategy sets the framework for capital investment and this is supported by the detailed capital programme each year. In addition the Council is actively considering asset disposals and acquisitions in a measured and constructive way to support its objectives.
73. The Council has virtually no capital receipts left and all capital funding is now either from revenue or through internal borrowing. It has been assumed that the Council will continue to fund DFGs as well as improvement programs in IT and these have been shown in the capital forecast. For any other schemes it has been assumed that they will be self-financing i.e. the capital required to implement them will be recovered through revenue savings and hence are not reflected in the forecast.

Level of Reserves and General Fund

74. Local authorities are required, when considering their budget setting, to “*have regard to the level of reserves needed for meeting estimated future expenditure*” and to ensure the Council has a sound financial position and is able to meet its ongoing and future requirements. It is the responsibility of the Council, together with its Section 151 officer, to ensure a prudent approach is taken in the administration of financial affairs and that there is a sufficient reserve to meet the anticipated demands and requirements of the authority.

75. Reserves generally are kept for 3 overriding reasons:

- As a working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing – this forms part of the general reserves
- A contingency to cushion the impact of unexpected events or emergencies
- A means of building up funds, often referred to as earmarked reserves, to meet known or predicted requirements

76. The main reserve the Council utilises in terms of managing its overall financial position is the General Fund reserve. This reserve is used:

- To protect the working capital of the authority i.e. to manage fluctuations in spending and to ensure there are sufficient funds to meet the ongoing commitments of the Council
- To support the Council for any unforeseen occurrences e.g. to support the Council’s budget if there are expenditure pressures such as a loss of car parking income or very high price increases (e.g. in fuel) which are unforeseen
- To be available to fund emergencies for example severe flooding which has affected a number of authorities in recent years
- To use for investment in the authority as invest to save projects

77. As part of its medium term financial strategy there are also some fundamental principles which apply to how reserves are used:

- The reserves must only be used to fund one off items of expenditure.
- Reserves should be maintained at a sustainable level to ensure an adequate working balance is maintained.

78. The required level of reserves is not specified by statute, either as a cash amount or as a percentage of the Council's budget. The level set is such the Council's financial position is maintained having regard to the risks the authority faces in the foreseeable future. The Sec 151 Officer reports at budget setting time on the adequacy of the reserves whether they are sufficient for the operation of the Council.

79. In assessing the overall level of risk, some of the factors which have been considered are:

- The level of inflation on services. In particular energy inflation which significantly impacts upon operational services
- The impact of the economic recession with increasing levels of benefit take up and the associated demand for services
- The reductions in Local Government funding across the country as part of central Government's deficit reduction program
- Legislative pressures, such as equal pay legislation and the localisation of Council tax benefit will increase financial pressures on local authorities.

80. In considering the above, as well as the overall financial position of the Council, the current assessed minimum level of general fund reserves is remaining at £1 million with revenue reserves being at least £5m. This allows a prudent view of likely risk and will give the authority sufficient flexibility to respond to current economic uncertainty.

81. The Council uses reserves to pay for future liabilities and obligations. In the forecast it is assumed that the current funding from reserves would end once those reserves are exhausted and the only funding which will continue would be the £250k pa for Transformation.

82. The Council has committed to fund a number of LEP bids and so it has been assumed that up to £1m of the total costs will need to contribute from reserves. This will have an impact on the level of income the Council is able to generate from investment.

MEDIUM TERM FINANCIAL FORECAST

Introduction

83. The Medium Term Financial Forecast sets out the forecast level of resources and expenditure for the authority over the next four years as at the date of preparation. It is important to note that the figures shown in the plan are local forecasts, based upon a number of local and national assumptions and variables, the majority of which are beyond the control or influence of the authority.
84. In preparing this forecast, the authority has taken into account local and national data and current stakeholder views regarding resources levels and expenditure pressures. This allows the authority to determine the sustainability of its medium term financial position.
85. Whilst it is highly probable that the figures shown in this document will change a key benefit of preparing this plan is to understand the degree to which they could change. This then can enable appropriate actions to be in place to ensure that the authority can deal with such changes.

Revenue Resources Projection

Medium Term Revenue Resources Forecast

86. Using the above individual revenue resource stream projections, the medium term revenue resource forecast is set out below. The forecast reflects the future arrangements for local Government funding as far as they are known.

Medium Term Revenue Resource Forecast

Summary Forecast	2017/18	2018/19	2019/20	2020/21
	£m	£m	£m	£m
Business Rates	1.921	1.973	1.698	1.729
Revenue Support Grant - "negative Tariff"	-	-	(0.933)	(0.964)
New Homes Bonus	1.409	0.888	0.733	0.837
Core Spending Power Grants	0.084	-	-	-
Council Tax	7.838	8.077	8.319	8.541
Total Resources	11.252	10.939	9.816	10.143

87. In terms of revenue expenditure it has been assumed that the cost of services will stay broadly the same subject to the areas discussed earlier in this paper. In summary the following assumptions have been made around key cost drivers and income streams used in the forecast.

Budget area	2017/18	2018/19	2019/20	2020/21
Pay awards - cumulative	£200k	£400k	£600k	£800k
Pensions	£400k	£400k	£400k	£400k
Inflation - cumulative	£60k	£120k	£180k	£240k
Fees & Charges - cumulative	(£100k)	(£200k)	(£300k)	(£400k)
Treasury returns	(£300k)	(£300k)	(£350k)	(£350k)
Property Income - cumulative	(£30k)	(£60k)	(£90k)	(£120k)
SCC Grant reduction - cumulative	£50k	£100k		
Joint waste savings	(£100k)	(£100k)	(£100k)	(£100k)
Land charges		£40k	£40k	£40k

Revenue Expenditure Forecast

88. Using the assumptions above the revenue expenditure projection for the authority is shown in the table below.

REVENUE FUND PROJECTION 2016/17 to 2020/21

2016/17 £000		2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Budget	Portfolio				
1,879	Business	1,879	1,879	1,879	1,879
2,438	Regulatory	2,438	2,438	2,438	2,438
1,520	Corporate	1,520	1,520	1,520	1,520
5,041	Community	5,041	5,041	5,041	5,041
1,907	Finance	1,907	1,907	1,907	1,907
888	Transformation	888	888	888	888
<u>13,673</u>		<u>13,673</u>	<u>13,673</u>	<u>13,673</u>	<u>13,673</u>
	Other items				
(2,204)	Internal Asset charges	(2,204)	(2,204)	(2,204)	(2,204)
(193)	Vacancy Margin	(290)	(290)	(290)	(290)
(562)	FRS17 Pensions	(562)	(562)	(562)	(562)
507	Pension deficit funding	507	507	507	507
20	Contribution to Parishes	20	20	20	20
202	MRP funding	430	430	430	430
(746)	Reserves funding	(974)	(974)	(974)	(974)
0	Non recurrent costs			35	
<u>10,697</u>		<u>10,600</u>	<u>10,600</u>	<u>10,635</u>	<u>10,600</u>
	Base budget changes				
100	Wages Inflation	200	400	600	800
	Pension funding	400	400	400	400
	contract Inflation	60	120	180	240
	Fees and charges inflation	(100)	(200)	(300)	(400)
(300)	Investment returns	(300)	(300)	(350)	(350)
	Property Income increase	(30)	(60)	(90)	(120)
	SCC Grant reduction	50	100		
	Joint waste savings	(100)	(100)	(100)	(100)
	Land charges	0	40	40	40
<u>(200)</u>	Total	<u>180</u>	<u>400</u>	<u>380</u>	<u>510</u>
<u>10,497</u>	Total Budget to be funded	<u>10,780</u>	<u>11,000</u>	<u>11,015</u>	<u>11,110</u>

Overall Position

89. Using the medium term revenue and expenditure projections, the resulting overall forecast position for the authority is shown below.

Forecast Resources and Expenditure

Resources vs. Expenditure	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m
Resources	11.252	10.939	9.816	10.143
Expenditure	10.780	11.000	11.015	11.110
Net Position	0.472	(0.071)	(1.199)	(0.967)

90. The surplus in 2017/18 is made up of unspent new homes bonus which means that of the £1.4m received £0.928m is used to support the revenue budget reflecting an increase of £0.228m.

91. The crunch year comes in 2019/20 when savings of almost £1.2m are required and this falls in the next year. Hence given all of the unknowns it is a reasonable to assume that savings of at least £1m will be required over the life of this forecast.

Other issues that may affect the forecast

92. The main issues that may affect the forecast are changes imposed by central Government that could reduce the funding available to Councils and put restrictions on Council tax. They could also impose extra burdens which could have a cost in exchange for 100% localisation of business rates.

93. In addition local factors such as the pension fund valuation and pressure on wages could affect the forecast together with more macro-economic factors such as inflation and interest rates.

Sensitivity

94. The projection can vary widely for a few percentage points. If one takes the prudent scenario as a base point then for a number of changes in parameters the savings required for the year ended March 2020 would be:

Change in parameter for forecast period	Change in projected savings for 2021/22
No changes	£0.867m
£100k increase in pay	+£0.400m
50% rise in contract inflation	+£0.360m
50% increase in fees and charges	-£0.200m
£100k increase in investment returns	-£0.400m
Additional 100 houses for Council Tax	-£0.220m
1% growth in Business Rates	-£0.140m

95. Hence it can be seen that small changes can make big differences to the overall projection and the level of savings required

PROPOSED FINANCIAL STRATEGY

96. The figures outlined in this report and summarised in the section above illustrate the potential challenge facing the Council and the likely level of cost reductions or additional income that will be needed to secure a balanced budget.
97. The Council's policy so far has been to seek to achieve a balanced budget with no reductions to services and it is assumed that this approach will continue in to the future.
98. The Council has been particularly successful at reducing costs over the past few years however what is clear is that it will not be possible to meet the required financial challenge through cost savings or efficiencies alone. This is because as the Council becomes smaller the opportunity for savings reduces. That is not to say that there is still scope for further efficiencies through procurement, joint working, new technology etc. just that they will only make a contribution to the savings total.
99. The 2016/17 budget was prepared in accordance with the guidelines below. It is proposed that these principles will continue to apply as key components of the medium Term Financial Strategy throughout the period of this forecast.
- inflationary increases limited to those elements which carry a contractual/unavoidable obligation to adjust by inflation;
 - no increase in net revenue expenditure, unless unavoidably necessary, is likely to be approved;
 - Wages and salaries to be kept within a cost envelope
 - the program to identify further efficiency savings to continue; and
 - to propose fees and charges to optimise the income yield.
100. There are a number of different areas the Council should concentrate on in order to address the bridge the £1m financial challenge it faces. These are as follows:

Business Rates

101. A major pressure and source of uncertainty is the Government funding position and in particular in regard to the full localization of Business rates in 2019/20. Although final details of the scheme are awaited from the indicative figures, especially when combined with the negative tariff, Surrey Heath gets to keep only 2% of the business rates collected – far short of the 100% promised. Were this to increase to a modest 5% this would add £1.2m per year to the Councils resources provide a sustainable base position for future years.

Lobby the Government to give a fairer deal to Districts and to provide within the 100% localization of business rates a genuine incentive for growth

Delivery of Housing

102. The delivery of housing within the borough is a key driver for economic growth and is in line with Government policy. The work being done currently with Government to release defence estates land could transform the housing supply

locally. An additional 1,000 houses not only gives an additional £200k in Council Tax *per year* but also potentially £4.800m in New Homes Bonus.

*Support the delivery of significant new housing within the Borough.
200 extra units would deliver £40k pa cumulatively*

Internal efficiency

103. Whilst a lot of work has already been done to realise the easier efficiencies there is still scope for further work to be done in areas such as shared services, combined management, better procurement, reduced customer contact and streamlined management. The electoral commission review to reduce the number of members and hence member support should also realise savings of at least £100k pa.

*Internal efficiencies should deliver a further £20k pa cumulatively
Reduction in members should realise at least £100k pa*

Additional income from charges

104. Charging for discretionary services is an accepted way of increasing resources to support other areas of the Council's activities. For some year the Council has discussed for example charging for parking in the borough major parks. Charges are already in place in the neighboring boroughs of Bracknell and Wokingham. Were charges to be introduced in Frimley Lodge and Lightwater Country Park they could be expected to generate at least £50k pa.

Introduce new charges for services - £50k pa

Additional income from assets

105. The Council has been very successful in renting space to partners in Surrey Heath House. So far these contribute of £250k to the budget in terms of rent and shared service costs. A recent space audit indicated that there was still potential to let more space and indeed public sector organisations, such as the CCG, are keen to rent additional space. This is something that should be pursued as a priority.

Rent further space out at Surrey Heath House - £50k pa

106. Total efficiencies from operations as outlined above

Initiative	Financial impact in 2020/21
Housing – 200 units extra pa	120,000
Internal efficiencies	60,000
Reduction in members	100,000
New charges	50,000
Rent space at SHH	50,000
Total	380,000

107. This is somewhat short of the £1m required and so further more radical steps need to be considered as follows:

Reduction in provision of Discretionary Services

108. The Council provides a whole range of services which are not required by statute and therefore not funded. This includes community services such as Meals on wheels and buses to cultural services such as the theatre and the museum. These services in total around £1m hence it is potentially possible to consider reducing the subsidy for these by £100k pa. This may mean however that a number of the services become unsustainable and a likely outcome is that one or two may cease in order to save the others

Reduce subsidy for Discretionary services by £100k pa

Generate Income through Investment

109. Councils have a real incentive to invest to generate income. Borrowing costs from the PWLB are at an all-time low, Councils can fix rates for a long period of time and there is potential to earn a good return from property investment. The Council recently borrowed £16m to invest in income generating assets and this is already contributing to the current budget.

110. Working on the assumption that after taking account of borrowing costs the Council could at least make a 2% actual return and investment in property of £25m should be able to generate £500k. Clearly there is risk in that the value of property can fall as well as rise and the Council can be left in a situation of having no income and additional costs if a property were to become empty. However even with these risks there is really no other option open to the Council to bridge its financial gap short of a sharp reduction in services.

111. The establishment of the Land and Property Board demonstrates the Council's commitment to investment in property driven by a sound business cases in order to deliver financial sustainability and sustain services. Whilst property investment may support the Council's other key priorities, such as the redevelopment of Camberley Town centre, it should be seen as a commercial investment to generate income.

Invest at least £25k with a view to a target net return of 2% - £500k pa

Initiative	Financial impact in 2020/21
Operational changes as above	380,000
Reduction in discretionary services	100,000
Income from investment	500,000
Total Impact of Changes	£980,000

112. The strategy outlined above shows how it is possible to achieve the £1m savings required albeit not without an increase in risk. None of the actions suggested are easy and provide no guarantee of success but show the types of things that need to be undertaken. Of course an alternative strategies could be taken as follows:

- a. The Council could do nothing and use reserves to support services. With a bit of luck this may keep things going for between 5 and 10 years but is clearly not a sustainable solution and would only delay the inevitable;
- b. The Council could reduce and stop discretionary services and ration statutory services. This would possibly achieve the savings required but at significant cost to the community and would represent a change from members aspirations to date. There is also a risk that after doing this what is left would not be sustainable meaning the Council would be driven the route of some sort of merger with neighboring authorities

Neither of these options are particularly sustainable and so there is little choice other than to follow the strategy outlined in one form or another

Looking ahead

113. There is no guarantee that taking the actions above will actually deliver the savings required or that even delivering £1m will be sufficient to address the Council's longer term financial sustainability. It is clear that the reduction in Council funding will continue beyond 2020/21 and that the Government will increase the amount of money it takes out of the sector whilst at the same time increasing the demands upon it. It is inevitable that the current 2 tier system is unsustainable looking forward and that Councils will in the end be driven to work more and more closely together by having shared management and services or indeed even merging completely. It is clear that whatever the outcome of devolution local Government restructure and reorganization has to remain a goal if services are to be maintained in their current form.

RISK MANAGEMENT

114. The Corporate Risk Register includes the risk of the Council being unable to deliver a balanced financial strategy over the medium term. Specific risk factors include:

- External limitations including the Government's ongoing review of Local Government resources, planned localisation of Business Rates and Council Tax pressures including capping;
- Reduced income from fees and charges, which the Council is dependent upon to help balance its revenue budget;
- Budget pressures created by change in demand – decrease/increase in demand for existing services or demand for new services and increased customer expectations.
- In respect of Business Rates were the claim for charitable relief from NHS bodies be successful the Council would have to repay £2m and potentially lose £500k pa in income depending on how the 100% localisation works.
- Risks inherent in property investment and development in terms of movement in the market, development overruns and loss of sales, rental void periods and competition.

115. The Council is addressing these risks by ongoing sound financial management and an emphasis, as part of the Transformation Programme, on value for money, efficiency planning and invest to save initiatives.

116. The Council seeks to manage its risks by retaining an adequate level of balances to ensure that such risks can be managed at least in the short term to allow time for other actions to be taken.

EQUALITIES

117. The strategy has been prepared as far as possible in line with the Council's approach to equalities in that it does not discriminate or support discrimination on the grounds of age, disability, gender, race, religion or belief, or sexuality. The effect on protected groups of actions required to deliver the strategy would form part of an Equalities impact assessment when those changes are considered

OVERALL CONCLUSIONS

118. This strategy and forecast give an overview of the current and future position of the Council. Prospects for the Borough remain good as the Council modernises service delivery and looks to maximise income but the challenges ahead should not be underestimated.
119. Although the financial challenge is substantial it can be seen that with some imagination it is bridgeable. This means not only looking for further efficiencies but going out in a significant way to generate income through construction lead growth, new charges, asset maximisation and investment.
120. This will mean striking a balance between the needs of business and the interests of residents. Only by growing and attracting businesses and encouraging housing development can income be generated to maintain those services that residents hold so dear. Support for business must continue to be a key plank of the Councils financial strategy
121. Whilst the current times bring real challenges to Councils they also give real opportunities to those Councils that are prepared to take the initiative. Surrey Heath has shown through its investment in property and its move in to borrowing that it is prepared to embark on that journey. The first steps have been taken – what is needed now is the courage and determination so carry on.

EFFICIENCY STATEMENT

122. The certainty provided by the Government figures allows the Council to be clear on the challenges over the next 3 years. It enables longer term planning and takes away the uncertainty of the annual local Government settlement process. For 2016/17 there were unexpectedly severe reductions in support and then, after a period of consultation, additional funds made available. The timing of the announcements and the late changes made preparing the budget very difficult. With reliable targets now provided, the Council can be transparent about its financial plans and the decisions it will need to make in order to protect services.
123. The Government requires any Council choosing to accept the 4 year settlement offer to confirm in writing by 14 October 2016 and to submit an efficiency plan. Both CIPFA and the LGA are working with the Government to understand what the efficiency plan will consist of but the Minister Greg Clarke has stated that they should be as “simple and straightforward as possible and not create additional bureaucracy.”
124. The Council delegated at its meeting on the 24th February 2016 to the Executive Head of Finance in consultation with the Portfolio Holder for Finance the decision as to whether the Council signs up for the Government offer of a guarantee. Based on information received to date it would appear to the beneficial for the Council to sign up for at least 3 years however the uncertainty around funding in 2019/20, particularly around the changes to Business rates, makes signing up for the fourth year difficult as it is hard to know what would the

Council would actually be signing up for. Hence it is recommended that representations are made to Government on a Surrey wide basis to enable Council's to sign up for a 3 year guarantee.

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West End Village Design Statement Supplementary Planning Document (SPD)

Summary

The Executive in April 2016 agreed that the Draft West End Village Design Statement Supplementary Planning Document (VDS) be subject to a statutory six weeks consultation.

This report seeks Executive agreement to adopt the West End VDS as a Supplementary Planning Document (SPD). The VDS will support policies in the Council's Core Strategy.

A VDS is guidance, not policy, and cannot stop development happening but can provide additional information in respect of design and character.

Portfolio- Regulatory

Date Portfolio Holder signed off report 1st July 2016

Wards Affected

West End

Recommendation

The Executive is advised to RESOLVE to adopt the West End Village Design Statement as a Supplementary Planning Document (SPD).

1. Resource Implications

1.1 There are no resource implications beyond that provided for within the agreed budget for 2016/17.

2. Key Issues

2.1 The Executive at the meeting in April 2016 agreed to a six week statutory consultation on the draft West End Village Design Statement SPD. The role of a Village Design Statement (VDS) is to support policies in the Council's adopted Local Plan. In particular to the Development Management Policies by providing local guidance on design issues. A VDS cannot determine whether permission should be granted or not, that is the role of the Local Plan.

2.2 Following consultation there is a minor change proposed to Guideline 4 (building heights) to add the word generally between the words 'should and not'. This change is considered acceptable to ensure flexibility in assessing schemes. A statement of consultation is attached to this report at Annex 1.

2.3 If adopted as a Supplementary Planning Document the VDS can be used as a guidance document in the consideration of planning applications in West End.

3. Options

3.1 The Options are as follows:

- (i) to **Agree** to the adoption of the West End Village Design Statement as a Supplementary Planning Document (SPD)
- (ii) to **Not Agree** to the adoption of the West End Village Design Statement as a Supplementary Planning Document (SPD)

4. Proposals

4.1 It is proposed that the West End Village Design Statement is adopted as a Supplementary Planning Document.

5. Supporting Information

5.1 A six week statutory consultation was undertaken on the draft West End Village Design Statement. The West End Village Design Group has also undertaken earlier consultation on the Draft VDS with residents and businesses in West End.

6. Corporate Objectives And Key Priorities

6.1 The West End Village Design Statement will help achieve Corporate Objective 1.

7. Policy Framework

7.1 Will add a level of detail to the Council’s Core Strategy and Development Management DPD.

8. Legal Issues

8.1 None arising at this time.

Annexes	West Village Design Statement Supplementary Planning Document and Statement of Consultation.
Background Papers	None.
Author/Contact Details	Jane Ireland -Planning Policy Manager Jane.ireland@surreyheath.gov.uk
Head of Service	Jenny Rickard – Executive Head of Regulatory

Consultations, Implications and Issues Addressed

Resources	Required	Consulted
Revenue	✓	

Resources	Required	Consulted
Capital		
Human Resources		
Asset Management		
IT		
Other Issues	Required	Consulted
Corporate Objectives & Key Priorities	✓	<u>17th June 2016</u>
Policy Framework		
Legal	✓	<u>17th June 2016</u>
Governance	✓	<u>17th June 2016</u>
Sustainability		
Risk Management		
Equalities Impact Assessment		
Community Safety		
Human Rights		
Consultation		
P R & Marketing	✓	<u>17th June 2016</u>

Review Date:

Version: 1

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Great Place • Great Community • Great Future

Regulation 12 Statement of Consultation West End Village Design Statement Supplementary Planning Document

June 2016

This Regulation 12 Statement sets out how Surrey Heath Borough Council undertook statutory consultation on the West End Village Design Statement Supplementary Planning Document (SPD).

Consultation on the SPD took place between the 4th May and 15th June 2016.

A Statutory Notice under the Town and Country Planning (Local Planning) (England) Regulations 2012 Regulation 12 –Public participation was placed in the Woking Advertiser on the 6th May 2016. The Statutory Notice set out the dates of consultation and that copies of the SPD were available to view at Parish Councils and local libraries.

Letters and e-mails were sent out to those bodies prescribed as specific consultation bodies and those prescribed as Duty to Co-operate bodies in the Town and Country Planning (Local Planning) (England) Regulations 2012, including Neighbouring Local Authorities. E-mails were also sent to local developers and agents

Responses to the West End Village Design Statement Supplementary Planning Document		
Respondent	Comment	Council's Response
Mr Guy Consterdine	Considers it a first-class document, very well researched, and it is clear that it has been given a great deal of informed and intelligent thought. Recommends it for adoption	Noted
Runnymede Borough Council	No comment	Noted
Waverley Borough Council	No comment	Noted
Dr J.W. Llewellyn	Considers it to be well researched, thoughtful, and well presented. It sets out clear design guidelines for developers which if followed should maintain the present pleasant character of the Village for future generations.	Noted
Bisley Parish Council	Bisley Parish Council congratulates the West End Village Design Group, but has no further specific comments on the draft supplementary planning document.	Noted
Rushmoor Borough Council	No comment	Noted
Wokingham BC	No comment	Noted
Woolf Bond Planning on behalf of Taylor Wimpey	<p>Seeks amendment to Guideline 4 (Building Heights) to insert the word generally between the word should and not to allow flexibility when assessing schemes.</p> <p>Core Strategy seeks density of 40 dwellings per hectare therefore amend to reflect desire to make efficient use of land against desire to respect, not necessarily replicate the character of the surrounding area.</p>	<p>Agree to the addition of the word generally would allow flexibility when assessing schemes to enable good design.</p> <p>Paragraph 1.3(viii) of the Core Strategy refers to the South East Plan and the density requirements of the South East Plan, rather than to the Core Strategy. The South East Plan. The South East plan was revoked in March 2013 except for Policy NRM6: Thames</p>

	VDS should acknowledge that the reserve housing allocations in the existing development plan will potentially be developed in the plan period resulting in a change of character and appearance of open land at the edge of the settlements	Basin Heath SPA. No change proposed The role of the VDS is to provide design and character guidance. Guideline 14 -Avoiding Coalescence recognises that some areas of countryside beyond the green belt are identified in policy or on the Proposals Map. No change proposed
Woolf Bond Planning on behalf of Southern Homes	Seeks amendment to Guideline 4 (Building Heights) to insert the word generally between the word should and not to allow flexibility when assessing schemes. Core Strategy seeks density of 40 dwellings per hectare therefore amend to reflect desire to make efficient use of land against desire to respect, not necessarily replicate the character of the surrounding area. VDS should acknowledge that the reserve housing allocations in the existing development plan will potentially be developed in the plan period resulting in a change of character and appearance of open land at the edge of the settlements	Agree to the addition of the word generally would allow flexibility when assessing schemes to enable good design. Paragraph 1.3(viii) of the Core Strategy refers to the South East Plan and the density requirements of the South East Plan, rather than to the Core Strategy. The South East Plan. The South East plan was revoked in March 2013 except for Policy NRM6: Thames Basin Heath SPA. No change proposed The role of the VDS is to provide design and character guidance. Guideline 14 -Avoiding Coalescence recognises that some areas of countryside beyond the green belt are identified in policy or on the Proposals Map. No change proposed
Diane Doney	Since this document has been significantly delayed already in its adoption, and so much of the original information has been culled out at the request of the various SHBC reviewers over the last few years, I have kept my comments to the bare minimum; otherwise, we are in danger of it never reaching the stage of being adopted for use. My comment is therefore as follows:	The Council has worked with the West End Village Design Group to ensure the document can have status as a Supplementary Planning Document With regard to housing density this will vary within Character Areas. No change proposed

	<p>There needs to be a definition and consistency of the definitions of housing density, since Character Areas 6, 7, 8 & 10 do not state the current quantity of dwellings per hectare, and there seems to be some conflict between the dwellings per hectare and the rating between the various Character Areas.</p> <p>For example, how should 15 d/ha be interpreted?</p> <p>Character Area 9's density describes 15 d/ha as low (page 52), whereas elsewhere in the document, 15 d/ha is possibly described as medium (area 4, page 23), with low being described as 10 d/ha (area 4, page 24), relatively low being 12-15 (area 2, page 15).</p> <p>However, all of this appears somewhat irrelevant, given the statement in CSDMP para 1.3 (viii) "That wherever possible new housing development should aim to achieve a density of at least 40 dwellings per hectare."</p> <p>Since that is at least double the density found in West End, it is difficult to see how there can be any preservation of continuity with the existing West End character areas, except that setting such a high density target seems to be in conflict with para 59 of the NPPF:</p> <p>"Local planning authorities should consider using design codes where they could help deliver high quality outcomes. However, design policies should avoid unnecessary prescription or detail and should concentrate on guiding the overall scale, density, massing, height, landscape, layout, materials and access of new development in relation to neighbouring buildings and the</p>	<p>Paragraph 1.3(viii) of the Core Strategy refers to the South East Plan and the density requirements of the South East Plan, rather than to the Core Strategy. The South East Plan. The South East plan was revoked in March 2013 except for Policy NRM6: Thames Basin Heath SPA. No change proposed</p> <p>The aim of the Village Design Statement seeks to promote local distinctiveness and as such is in line with Paragraph 60 of the NPPF. No change proposed</p>
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	<p>local area more generally."</p> <p>I am also a little concerned at the concept of the VDS, since para 60 of the NPPF states:</p> <p>"Planning policies and decisions should not attempt to impose architectural styles or particular tastes and they should not stifle innovation, originality or initiative through unsubstantiated requirements to conform to certain development forms or styles. It is, however, proper to seek to promote or reinforce local distinctiveness."</p> <p>It will be for the Planning Officer or the PAC to decide what is local distinctiveness that is worthy of conformity and what is not.</p>	
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Response to Runnymede Borough's Issues and Options and Preferred Option Local Plan consultation

Summary

Runnymede Borough Council has published its Local Plan Issues and Options and Preferred Approaches document for consultation. Consultation runs until Wednesday 17th August 2016.

The document is the first stage of the production of the Runnymede Local Plan. It sets out the approach to allocating sites for housing in Runnymede borough to 2035. This includes the DERA north and south sites in Longcross.

Officers are seeking agreement to the response to the consultation as set out in letter at Annex 1 of this report.

Portfolio - Regulatory

Date Portfolio Holder signed off report July 13th 2016.

Wards Affected

Windlesham and Chobham

Recommendation

The Executive is advised to RESOLVE that the response set out in the letter at Annex 1 is submitted as Surrey Heath Borough Council's formal representations to the Runnymede Borough Council's Local Plan Issues and Options and Preferred Approaches document.

1. Resource Implications

1.1 There are no resource implications beyond that provided for within the agreed budget for 2016/17.

2. Key Issues

2.1 The Issues and Options consultation sets out a preferred approach that Runnymede Borough Council will take to allocating sites for housing to 2035.

2.2 This preferred approach includes the DERA north and south sites at Longcross and their removal from the Green Belt.

2.3 The preferred approach does not set out how many dwellings would be delivered at DERA, although DERA north has planning permission for development comprising up to 113,434 sqm of built floorspace (in total) including: business premises (Class B1 use); with supporting retail and cafe/restaurant facilities (Class A1 and A3 use), childcare

facilities (Class D1 use), leisure facilities (Class D2 use) and decked vehicle parking. The DERA south site has been promoted previously for up to 1300 dwellings.

- 2.4 This Council objected to a previous Runnymede Local Plan submission (Executive April 2013) as it did not fully address the traffic implications of development of the DERA site. Officers consider that this issue will still need to be addressed.
- 2.5 Whilst this Council does not object in principle to the DERA sites being released from the Green Belt, it considers that in taking these sites forward through the Local Plan process, there is a need to address both local and strategic transport impacts through further modelling work. To this end any Local Plan policy for the DERA North and South sites should include a requirement to address these transport issues. Improvements to the A320 should also be considered to deal with strategic growth within the area.
- 2.6 There should also be discussions with Highways England regarding the possible provision of a restricted access Junction (2a) of the M3 to allow separate entry and exit for local traffic to and from the West at the B386 Longcross Road over bridge. This reflects the SHBC Full Council Motion passed on the 5th December 2012.

3. Options

- 3.1 The Executive can AGREE the letter at Annex 1 as the Council's response to the Runnymede Borough Council's Local Plan Issues and Options and Preferred Approaches document.
- 3.2 The Executive can AGREE the letter at Annex 1 with modifications as the Council's response to the Runnymede Borough Council's Local Plan Issues and Options and Preferred Approaches document.
- 3.3 The Executive can NOT AGREE the letter at Annex 1 and make no response to the Runnymede Borough Council's Local Plan Issues and Options and Preferred Approaches document.

4. Proposals

- 4.1 To send a letter in response to the consultation on the Runnymede Borough Council's Local Plan Issues and Options and Preferred Approaches document

5. Supporting Information

- 5.1 Runnymede Borough Council's Local Plan Issues and Options and Preferred Approaches document July 2016.

6. Corporate Objectives And Key Priorities

- 6.1 Responding to Runnymede Borough on its Issues and Options Local Plan consultation will enable Surrey Heath to maintain an active engagement with an adjoining Borough where there are cross boundary sites and matters of strategic importance between the boroughs.

7. Policy Framework

- 7.1 Making a representation on the Issues and Options Local Plan: Strategy and sites will enable Surrey Heath to formally draw Runnymede's attention to concerns it has in relation to the emerging policy framework in Runnymede.

Annexes	Annex 1 letter setting out Council's response July 2016
Background Papers	None
Author/Contact Details	Jane Ireland – Planning Policy and Support Manager Jane.ireland@surreyheath.gov.uk
Head of Service	Jenny Rickard

Consultations, Implications and Issues Addressed

Resources	Required	Consulted
Revenue	✓	<u>14th July 2016</u>
Capital		
Human Resources		
Asset Management		
IT		
Other Issues	Required	Consulted
Corporate Objectives & Key Priorities	✓	<u>14th July 2016</u>
Policy Framework		
Legal	✓	<u>14th July 2016</u>
Governance		
Sustainability		
Risk Management		
Equalities Impact Assessment		
Community Safety		
Human Rights		
Consultation	✓	<u>14th July</u>
P R & Marketing	✓	<u>14th July 2016</u>

Review Date:

Version: 1

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The Policy and Strategy Team
Runnymede Borough Council
Civic Centre
Station Road
Addlestone
KT15 2AH
United Kingdom

July 2016

Dear Sir/Madam,

Runnymede Issues and Options and Preferred Options Local Plan consultation

Thank you for the opportunity to comment on the 2016 Runnymede Issues, Options and Preferred Local Plan consultation. Surrey Heath Borough Council wishes to make the following comments.

Whilst SHBC does not object in principle to the DERA sites being released from the Green Belt it considers that in taking these sites forward through the Local Plan process there is a need to address both local and strategic transport impacts through further modelling work. To this end any Local Plan policy for the DERA North and South sites should include a requirement to address these transport issues. Improvements to the A320 should also be considered to deal with strategic growth within the area.

There should also be discussions with Highways England regarding the possible provision of a restricted access Junction (2a) of the M3 to allow separate entry and exit for local traffic to and from the West at the B386 Longcross Road over bridge.

Surrey Heath would welcome the opportunity, under Duty to Co-operate, to have further discussions with Runnymede in respect of seeking improvements to the strategic network as identified above. This will help facilitate sound and effective plan making.

Yours sincerely

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Family Support Team Progress in 2015/16

Summary

This report sets out the tracked progress of families worked with in the last year to see if the improvements achieved have been sustained in the 9 months following intensive support work with the Family Support team.

Portfolio - Regulatory

Date Portfolio Holder signed off report 1 July 2016

Wards Affected

Recommendation

The Executive is advised to NOTE this report.

1. Resource Implications

- 1.1 There are no resource implications arising from this report. However, the service is funded through payment by results and it is important that the success in working with families is maintained.

2. Key Issues

- 2.1 The purpose of the troubled families' initiative was to change the repeating generational patterns of poor parenting, abuse, violence, drug use, anti-social behaviour and crime in the most troubled families in the UK. In Surrey this initiative has been rolled out through partnership working with the districts and boroughs. Since its inception in 2013 the joint Runnymede/Surrey Heath project has worked with 230 families providing intensive support and been awarded £654,815 in total funding for set up and payment by results. This represents an average cost of £2,847 per family worked with.
- 2.2 The scheme works in two parts with families receiving intensive support for a period of around 12 weeks through the Team around the family (TAF) and then support through a lead organisation for the following 9 months (post TAF). One weakness of the scheme was the lack of an agreed approach to monitoring progress of families in the post TAF period or resourcing for this. Partly in response to this concern, the restructuring of the Family Support team within Runnymede/Surrey Heath introduced 2 senior posts with responsibility for post TAF tracking. The restructuring fits with the approach now being taken with Surrey County Council (SCC).
- 2.3 SCC is now rolling out to a 2nd phase of the Troubled Families initiative in which a more refined approach to assessing and tracking of families is being promoted across the 12 months to make claiming of Payment by Results (PBR) easier as well as monitoring of the improvements achieved to see whether these have been sustained. Improvements

claimed to include changes around employment, mental health, take up of support for domestic abuse and anti-social behaviour.

- 2.4 The Runnymede/Surrey Heath Team has sought to look back at the 54 families worked with over 2015/16 and track what has happened to those families. It has proved difficult to track families once they leave intensive support and to monitor progress against DCLG criteria and that issue is the subject of further work with partners.

3. Options

- 3.1 The Executive is asked to note the report.

4. Proposals

- 4.1 Members are asked to note the following outcomes for the work undertaken in 2015.
- 4.2 Of the 54 families worked with in 2015/16, 27 were Runnymede families and 27 were Surrey Heath families.
- 4.3 Of the 54 families, 8 were found to have circumstances that warranted more serious intervention and of these 5 were referred into Children Services and for 3 cases some form of child protection was sought. It is not clear whether PBR can be claimed for the work done with these families.
- 4.4 Of the remaining 46 families these have been tracked against the levels identified by SCC with Level 4 representing the most severe cases and Level 1 representing the point at which no further support is required. For example for a child out of school Level 4 is out of school with only 50% attendance, Level 3 is 50-60% attendance, Level 2 is 70-60% attendance and Level 1 is 70 – 90% attendance. 2 of the families tracked remained in intensive support at the beginning of 2016.
- 4.5 Of the 46 families, all showed improvement in at least one criterion. Most of the families showed improvement and that improvement was maintained to the end of the 12 month period. The most successful work has been in improving school attendance. The Team has also been successful in helping to deal with health issues. Most families were found to have low level mental health issues such as mild depression in one or more family members and the team has worked with families to address this.
- 4.6 The criterion which has proved the hardest in which to effect improvement is Domestic Violence/ Abuse with 8 of the 11 families with some form of problem showing no improvement following intensive support. In those cases this is mainly because those families declined to work with other agencies that could provide ongoing support. More work is being done in 2016/17 with the supporting agencies to encourage increased take up of support.

4.7 Annex 1 sets out in summary the key criteria (families must have 2 or more to be included) and for those criteria shows how many families met the criteria and the level of the problem, the levels to which they progressed due to intensive support and where they are now, showing whether they have sustained the improvements achieved against each of the criteria. Not all criteria are included as in some cases criteria overlapped or applied to a very small number of families. Annex 2 sets out the criteria worked with.

5. Supporting Information

5.1 The numbers of families worked with in 2015/16 was low due to staff vacancies and sickness absence; as a result the team missed its target. In the current 12 week period, the team is working with 23 families and that is the highest caseload of any team in Surrey. The annual target for 2016/17 is 104 but if current caseloads are maintained that figure could be exceeded and go some way to redressing the missed target for 2015/16.

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 working with partners to support the community.

Annexes	Annex 1 - Summary of main reasons for working with families and the improvements achieved and sustained
Background Papers	None
Author/Contact Details	Jenny Rickard jenny.rickard@surreyheath.gov.uk
Head Of Service	Jenny Rickard - Executive Head of Regulatory

Consultations, Implications and Issues Addressed

Resources	Required	Consulted
Revenue	✓	<u>02/06/2016</u>
Capital		
Human Resources	✓	<u>02/06/2016</u>
Asset Management		
IT		
Other Issues	Required	Consulted
Corporate Objectives & Key Priorities	✓	<u>02/06/2016</u>
Policy Framework	✓	<u>02/06/2016</u>
Legal		
Governance		
Sustainability		
Risk Management		

Resources	Required	Consulted
Equalities Impact Assessment		
Community Safety		
Human Rights		
Consultation		
P R & Marketing		

Review Date:

Version:

ANNEX 1

Summary of main reasons for working with families and the improvements achieved and sustained against the main DCLG criteria (Level 4 is the highest level of need for support and Level 1 the lowest).

Note: 4 families had not completed the end of 12 month assessment, it has been assumed they will maintain the standard reached on leaving intensive support.

Families with children who need Early Help (under age 5)

Stage	Level 4	Level 3	Level 2	Level 1
On entering intensive support	19	0	0	0
On leaving intensive support	0	12	7	0
At end of 12 months	0	6	6	7

Families with Children in Need (Age 5-18)

Stage	Level 4	Level 3	Level 2	Level 1
On entering intensive support	6	1	0	0
On leaving intensive support	0	3	2	2
At end of 12 months	0	3	1	3

Families with children not attending school regularly/ permanently excluded/ not registered

Stage	Level 4	Level 3	Level 2	Level 1
On entering intensive support	9	4	7	3
On leaving intensive support	3	3	5	12
At end of 12 months	2	2	6	13

Families with a child Not in Education Employment or Training (NEET)

Stage	Level 4	Level 3	Level 2	Level 1
On entering intensive	5	0	1	1

support				
On leaving intensive support	0	1	3	3
At end of 12 months	0	1	3	3

Families with Adults out of work ,at risk of financial exclusion and children (age 16+) at risk of worklessness

Stage	Level 4	Level 3	Level 2	Level 1
On entering intensive support	14		1	0
On leaving intensive support	7	2	1	5
At end of 12 months	6	2	2	5

Parents and children with a range of health problems

Stage	Level 4	Level 3	Level 2	Level 1
On entering intensive support	3	6	4	5
On leaving intensive support	0	1	8	9
At end of 12 months	0	1	8	9

Families affected by drug and /or alcohol abuse

Stage	Level 4	Level 3	Level 2	Level 1
On entering intensive support	6	1	0	0
On leaving intensive support	1	1	2	3
At end of 12 months	1	1	2	3

Families affected by domestic violence and abuse including child on parent

Stage	Level 4	Level 3	Level 2	Level 1
On entering intensive support	9	2	0	0

On leaving intensive support	8	0	2	1
At end of 12 months	8	0	2	1

Family with Parents and children involved in ASB

Stage	Level 4	Level 3	Level 2	Level 1
On entering intensive support	1	1	0	0
On leaving intensive support	0	0	1	1
At end of 12 months	0	0	1	1

Family with an ex or young offender

Stage	Level 4	Level 3	Level 2	Level 1
On entering intensive support	2	2	1	0
On leaving intensive support	0	3	2	0
At end of 12 months	0	2	3	0

Family with unmanaged debt

Stage	Level 4	Level 3	Level 2	Level 1
On entering intensive support	2	5	0	0
On leaving intensive support	0	0	7	0
At end of 12 months	0	0	7	0

Headline	Eligibility Criteria	Level 4 (indicator)	L4	Level 3	L3	Level 2	L2	Level 1	L1
Help	Identified/assessed as needing Early Help	No indicator	0	A child identified and/or assessed as needing early help in last 3 months	0.8	Currently involved in a TAF Action plan completed and delivered for child assessed as needing Early Help	0.5	Thresholds for Early Help or above no longer apply	0
Help	Child in need/subject to an enquiry/Child Protection Plan	Family with a Child Protection Plan A looked after / Temporary fostered child A family with a 'step down' to TAF in the last 3 months	1	A child in need as per s17 Children Act 1989 (or equivalent)	0.5	No indicator	0	Child supported in universal settings	0
Help	Child reported missing	Regularly reported as missing from home in the last 3 months.	1	Child reported as missing on more than one occasion in the last 3 months	0.8	Previous episodes of being reported but none in the last 3 months	0.5	No concerns in the last 6 months	0
Help	Risk of sexual exploitation	CSE (Child Sexual Exploitation) risk assessment indicates high risk	1	CSE risk assessment indicates medium risk	0.8	CSE risk assessment indicates low risk	0.5	No concerns in the last 6 months	0
Work	Significant unmanaged debt	Court action for recovery of debt	1	Referral to and early engagement with licensed debt/money management services	0.8	Engagement with arrears and/or debt plan with some missed payments	0.3	Sustained engagement with arrears and/or debt plan over 6 months	0
Work	In receipt of Out of work benefits	Unemployed adult	1	Working toward employment, education and or Support Programme	0.8	In paid or unpaid temporary work	0.3	Sustained employment, education and or training	0
Work	NEET (or risk of)	NEET young person	1	Working with support agency but not yet in education, employment or training	0.8	Attending training or support programme In work experience placement	0.5	Attending Work Programme In education, employment or training for 6 months or more	0
Work	Homeless (or risk of)	Family living in B&B or other short term accommodation; Notice of Seeking Possession on home; Notice to quit; Possession order	1	Agreed tenancy arrears or debt repayment plan	0.8	Engagement with arrears and or debt plan	0.5	Family in secure housing	0
Work	Children eligible for (FSM) free school meals	Child not receiving free school meals when eligible	0.8	Applied for free school meals	0.5	No indicator	0	Receiving free school meals	0
School	Persistent absence (+10% last 3 consecutive school terms)	Persistent absence (+50% absent)	1	Persistent absence (30-49.99% absent)	0.8	Persistent absence (20-29.99% absent)	0.5	Persistent absence (10-19.99% absent)	0.3
School	Permanent exclusion or [(10 days fixed term exclusion secondary school) or (5 days fixed term exclusion primary school) in last 3 consecutive school terms	Permanent exclusion in the last 3 consecutive school terms	1	Primary: 5 or more school days of fixed term exclusion in last 3 consecutive terms OR 3 or more fixed term exclusion in last 3 consecutive terms Secondary: 10 or more school days of fixed term exclusion in last 3 consecutive terms	0.8	Less than 5 school days of fixed term exclusion in last 3 consecutive terms Less than 3 fixed term exclusion in last 3 consecutive terms	0.3	No exclusions in the last 3 consecutive terms.	0
School	Child in an AP	Child in an AP as sole educational provision	1	Child in AP with between 30% and 50% mainstream provision	0.8	Child in AP with between more than 50% (but not yet fully integrated in) mainstream provision last term	0.5	Child fully integrated into mainstream school	0
School	Pupil of significant concern/subject to managed move or pupil support plan	Managed move / psp initiated by the school	1	Managed move / psp requested by family	0.8	(Managed moved on trial period) or (psp targets/actions progressing well)	0.5	Child in full time educational setting	0
School	Child with SEMH (Social Emotional Mental Health) impacting on education	Child with History of Fixed Term Exclusion	1	Pupil open to STIP: Behaviour Support or Education Psychology	0.8	Pupil has an EHCP/Statement	0.5	Child at risk of permanent Exclusion	0
School	Child not registered with a school or otherwise educated (CME)	Child not on school role and not receiving any education	1	Child receiving EHE (Elective Home Education)	0.8	No indicator	0	Child fully integrated into mainstream school	0
School	Pre-school: Child eligible for Free Early Education for Two Year Olds (FEET)	Pre-school children not in early years place	0.8	Very poor or no attendance at early years place	0.5	Attending pre-school but less than entitlement	0.3	In receipt of full entitlement for pre-school	0
School	Pre-school: Child eligible for Early Years Pupil Premium	Child eligible for FEET funding but not applied	0.8	Applied for FEET funding	0.5	Applied for FEET funding and name down at a nursery	0.3	Child in nursery setting	0
Crime	Adult with one or more offenses/ASB interventions in previous 12 months	Police or other agency receive more than 3 reports/complaints of ASB or criminal offenses	1	Police or other agencies receive between 2 and 3 reports/complaints of ASB or criminal offenses	0.5	Adult acknowledges the problem and positively engages with agencies Police or other agencies receive only 1 report/complaint of ASB or criminal offense	0.3	No ASB/criminal offenses within last 12 months	0
Crime	Young offender with one or more offenses/ASB interventions in previous 12 months	Police or other agency receive more than 3 reports/complaints of ASB or criminal offenses	1	Police or other agencies receive between 2 and 3 reports/complaints of ASB or criminal offenses	0.8	Young person acknowledges the problem and positively engages with agencies Police or other agencies receive only 1 report/complaint of ASB or criminal offense	0.5	No ASB/criminal offenses within last 12 months	0
Crime	Adult subject to licence/supervision in community	Adult not complying with conditions of license/supervision order	1	Adult shows initial signs of complying with conditions of license/supervision order	0.8	Adult shows good progress complying with conditions of license/supervision order	0.5	Adult fully complying with conditions of license/supervision order	0
Crime	Family open to CIAG (Community Incident Action Groups)	Fast track/monitoring at CIAG	1	CIAG agree to remove from rolling agenda	0.3	No indicator	0	No further action from CIAG	0
Crime	Existing CBO (Criminal Behaviour Orders) and ABC (Acceptable Behaviour Contract) in place	CBO/ABC in place	1	Mostly compliant with terms of CBO/ABC	0.5	Full compliance with CBO/ABC	0.3	CBO/ABC successfully completed	0

Health	Mental health issue	Family not receiving appropriate health and social care support	1	Family not engaging with appropriate health and social care support i.e. missed appointments	0.8	Inconsistent engagement with appropriate health and social care support	0.3	Stabilised with appropriate support and management	0
Health	Drug problem	Family not receiving appropriate health and social care support and unable to manage health problems	1	Family not engaging consistently with appropriate health and social care support i.e. missed appointments	0.8	Inconsistent engagement with appropriate health and social care support	0.3	Stabilized with appropriate support and management	0
Health	Alcohol problem	Family not receiving appropriate health and social care support and unable to manage health problems	1	Family not engaging consistently with appropriate health and social care support i.e. missed appointments	0.8	Inconsistent engagement with appropriate health and social care support	0.3	Stabilized with appropriate support and management	0
Health	Family with a young carer	Family with non-identified young carer	1	Identified as young carer and awaiting support from appropriate agencies	0.8	Family with Young Carer receiving some support	0.5	Family with Young Carer receiving appropriate support	0
Health	Poor health impacting on whole family e.g. obesity	Family function severely affected by health need	1	Family function moderately affected by health need	0.8	Family Function lightly affected by health need	0.5	Family Function not affected by health need	0
Health	Family behind on immunisations	Family behind with immunisations with one or more child	1	Some health milestones for any child/YP are	0.8	Health milestones for each child/YP are up to date	0	All children/YP up to date with immunisations	0
Health	Frequent unplanned health interventions	Frequent unplanned health interventions for non-accidental injuries	1	Frequent unplanned health interventions - inappropriate use of health services	0.8	Occasional unplanned health interventions - inappropriate use of health services	0.3	No unplanned health interventions - inappropriate use of health services	0
Health	No registration with GP	No registration with GP	1	no indicator	0	no indicator	0	Registered with GP	0
DA	Family with known perpetrator/victim of domestic violence - 1	Family at risk because of known perpetrator living in family home or in contact with the family	1	Initial engagement with DA (Domestic Abuse) support services and/or programmes	0.8	Sustained engagement with DA services and programmes	0.5	Family report feeling safer and less isolated Agencies report improvement	0
DA	Family with known perpetrator/victim of domestic violence - 2	Adult subject to a DVPN (Domestic Violence Protection Notice)/DVPO (Domestic Violence Prevention Order)	1	Victim in refuge or similar	0.8	no indicator	0	Family report feeling safer and less isolated Agencies report improvement	0
DA	Family with known perpetrator/victim of domestic violence - 3	Referral to MARAC (Multi Agency Risk Assessment Conference)	1	Initial engagement with DA support services and/or programmes	0.8	Sustained engagement with DA services and programmes	0.5	Family report feeling safer and less isolated Agencies report improvement	0
DA	Family self-reporting Domestic Abuse to non-specialist DA services	Family self-reporting DA but with no engagement with support agencies	1	Initial engagement with DA support services and/or programmes	0.8	Sustained engagement with DA services and support	0.5	Family report feeling safer and less isolated Agencies report improvement	0
DA	Police call out for one or more domestic incidents in last 12 months	Significant concern from police in relation to domestic abuse	1	Positive engagement with police and/or DA support services and/or programmes	0.8	Sustained engagement with police and/or DA support services and/or programmes	0.5	Family report feeling safer and less isolated Agencies report improvement	0
DA	Child to Parent Violence (CPV) reported	Family self-reporting CPV but with no engagement with support agencies	1	Initial engagement with agencies addressing CPV (missed appointments etc)	0.8	Sustained engagement with police and/or DA support services and/or programmes	0.5	No incidents of CPV in last 6 months	0

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Food Safety Service Plan 2015/16

Summary

The Food Standards Agency requires all food authorities to have a Food Safety Service Plan to ensure that national priorities and standards are addressed and delivered locally. The Framework Agreement on Local Authority Food Law Enforcement which provides guidance on Food Safety Service Plans advises that they should be submitted to the relevant member forum for approval to ensure local transparency and accountability. This report presents the Food Safety Service Plan for 2016/17.

Portfolio: Community

Date Portfolio Holder signed off report: 13 July 2016

Wards Affected: All

Recommendation

The Executive is advised to resolve that the Food Safety Service Plan 2016/17 attached at Annex A to this report be approved.

1. Resource Implications

- 1.1 There are no additional resource implications arising from this report.
- 1.2 The Council employs 2.5 FTE officers to enforce food safety in 634 food businesses.

2. Key Issues

- 2.1 The Food Standards Agency requires all food authorities to have a Food Safety Service Plan to ensure that national priorities and standards are addressed and delivered locally. The Framework Agreement on Local Authority Food Law Enforcement which provides guidance on Food Service Plans advises that they should be submitted to the relevant member forum for approval to ensure local transparency and accountability.
- 2.2 The draft Food Safety Service Plan 2016/17 is attached at Annex A.
- 2.3 The headlines are as follows:
 - a. The number of Food Businesses in the Borough which are “Broadly Compliant” with food hygiene law remains high at 97%. This figure is particularly good as there were approximately 50 new businesses inspected over the course of the last year.
 - b. Officers carried out 380 food safety interventions with 100% completed within the due date. All interventions completed were of the correct standard and quality.

- c. The Council continues to support its two Primary Authority Partnerships (PAPs) with Exclusive Hotels, the owners of Pennyhill Hotel, and Krispy Kreme Doughnuts.

- 2.4 In 2016/17 the Council intends to build on the success of the Food Hygiene Rating System and maintain the proportion of food businesses which are “Broadly Compliant” with food hygiene laws to at or above 95%.

The number and percentage of broadly compliant food businesses has increased consistently since 2009/10. In 2009/10 83% of food businesses were broadly compliant. Officers have done a significant amount of work with the non-broadly compliant businesses to achieve these improvements. Over the next year focus will be on sustaining the improvements in the businesses and continuing to take action in non-compliant businesses.

- 2.5 There will be more focus on conducting the first inspection at premises within 28 days of registering and conducting programmed interventions within 14 day before or after the due date target.
- 2.6 Officers continue to regulate food hygiene standards consistently and in accordance with the Council’s Enforcement Policy.
- 2.7 The sampling and environmental swabbing programme will continue in 2016/17 and will include foods of animal origin or non-animal origin.

3. Options

- 3.1 The options are to approve or to amend the attached Food Safety Service Plan for 2015/16.

4. Proposals

- 4.1 The proposal is for the Executive to approve the attached Food Safety Service Plan for 2016/17.

5. Supporting Information

- 5.1 Further information on the requirement and contents of Food Safety Service Plans can be found at <http://www.food.gov.uk/multimedia/pdfs/frameworkjuly04.pdf>.

6. Corporate Objectives And Key Priorities

- 6.1 The food safety service helps meet the following Corporate Objectives in the Council’s 2020 Strategy:

Objective 1 – We want to make Surrey Heath an even better place where people are happy to live.

Objective 2 – We will sustain and promote our local economy so that our people can work and do business across Surrey Heath.

Objective 4 – We will build and encourage communities where people can live happily and healthily.

7. Legal Issues

7.1 In the United Kingdom Food Safety Law is enforced by officers employed by local authorities and port health authorities who are collectively known as Food Authorities. The enforcement of food safety law is one of the Council's statutory functions.

7.2 The Central Competent Authority for the arrangement of food official controls is the Food Standards Agency. Statutory guidance on the way that official controls should be carried out is provided in the Food Law Code of practice and this is supported by non-statutory guidance in the Food Law Practice Guidance. Further guidance is provided by the Food Standards Agency with respect to the delivery of official controls by food authorities in the Framework Agreement which also sets out the Agency's arrangements for food authorities.

7.3 The Food Standards Agency power to monitor and audit local authorities is contained in the Food Standards Act 1999. The Food Standards Agency follow-up action to Agency audits will depend on the level and type of non-conformance identified and the action plan produced by the local authority. Follow-up arrangements by the Agency will, in some circumstances, include re-visits to local authorities. Where these arrangements identify a local authority failing to implement all or part of their action plan, subsequent Agency action will be considered on a case by case basis.

8. Consultation

8.1 The Licensing Committee, at its meeting on 29 June 2016, considered the draft Food Safety Service Plan and recommended its adoption by the Executive.

9. Risk Management

9.1 Failure of the Authority to have an approved Food Law Enforcement Service Plan could result in criticism and even action by the Food Standards Agency and could have a detrimental effect on the reputation of the Council.

Annexes	Annex A – Food Safety Service Plan 2016/17
Background Papers	None
Author/Contact Details	Richard Haddad - Environmental Health Manager richard.haddad@surreyheath.gov.uk
Head of Service	Tim Pashen, Executive Head of Community

Consultations, Implications and Issues Addressed

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

FOOD SAFETY SERVICE PLAN 2016-17

ENVIRONMENTAL HEALTH COMMUNITY SERVICES SURREY HEATH BOROUGH COUNCIL

Contents

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Section 1 – Service Aims and Objectives

1.0 Aims and Objectives

- 1.1** The purpose of **Community Services is to build and encourage communities where people can live happily healthily** in Surrey Heath. The food safety team significantly contribute to achieving this objective.
- 1.2** The overall aim of the food safety team is help ensure that food and drink intended for human consumption, which is produced, stored, distributed, handled or consumed within the Borough is without risk to the health or safety of the consumer. The aspiration will be met by the appropriate and proportionate enforcement of food safety legislation, carrying out inspection of food and food premises, sampling and analysis of foodstuffs, the investigation of complaints regarding food and food premises, including cases of food poisoning, and the provision of advice to businesses and the public on legislative requirements and good food hygiene practice.

The objectives are:

- To discharge food safety inspection and enforcement responsibilities in accordance with the Environmental Health Enforcement Policy.
- To meet statutory responsibilities in a cost effective manner in accordance with guidance from the Food Standards Agency.
- To investigate complaints about food premises.
- To investigate suspected and confirmed cases of food poisoning.
- To implement national and local food and environmental sampling programmes.
- To provide advice and guidance to businesses on food safety and Food Safety Training.

2.0 Links to corporate objectives and plans

- 2.1** The aims of the Food Safety Plan can be clearly linked to the overall aims and objectives of the Council.

3.0 Annual Plan 2016 /17

- 3.1** The Annual Plan sets out how the Council will deliver its objectives for 2016/17 as defined in its 2020 Strategy. Each objective breaks down into key priorities; key management projects and service specific milestones. The Council's Objectives and key priorities for 2016/17 are:

Objective 1: We want to make Surrey Heath an even better place where people are happy to live.

We will do this by:

- Redevelopment of the A30 frontage;
- Regeneration of the Town Centre;
- Provision of civic, leisure and theatre facilities at Knoll Road.

Objective 2: We will sustain and promote our local economy so that our people can work and do business across Surrey Heath.

Key Priority 2: Working with partners to deliver 'Transport for Surrey Heath'

- Support economic development in Camberley;
- Deliver an access strategy for Camberley Town Centre;
- Continue to work closely with train and bus providers to improve marketing Camberley as a destination of choice.

Objective 3: We will deliver our services better, faster and cheaper.

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

- Service rationalisation;
- Headquartering Surrey Heath's local public services in Camberley by entering into discussions with other public and voluntary agencies to locate into the Council's current facilities, and/or construct public facilities adjacent to Surrey Heath House on a partnership basis
- Partnership working

Objective 4: We will build and encourage communities where people can live happily and healthily.

Key Priority 4: Delivering with partners the Sustainable Community Strategy priority action plans to improve: community safety, transport, health, children and young people and economic wellbeing.**3.2** The Annual Plan contains the following service specific objective:

“Food establishments in the area which are broadly compliant with food hygiene law (Annual) – 90%”

4.0 Portfolio Holder Performance Meetings

- 4.1** The Executive Head of Community and the Community Portfolio Holder have meetings monthly to discuss progress with the targets set in the annual plan.

5.0 Licensing Committee

- 5.1** The Environmental Health Manager reports annually to the Licensing Committee on the food safety activities that have taken place over the last year and on the plans for the forthcoming year.

6.0 Annual Appraisals and Monthly one-to-one meetings

- 6.1** Targets from the annual plan are included as objectives in individual team member's annual appraisals and monitored throughout the year in one-to-one meetings.

7.0 The Surrey Heath Sustainable Community Strategy

- 7.1** The Strategy is built around five themes of which two listed below have links to the Food Safety Plan.

- Children and Young People – improve learning, health and employment outcomes for children and young people, particularly the vulnerable and disadvantaged
- Health and Wellbeing – promote healthy lifestyles, particularly targeting groups and communities most at risk.

8.0 Equality Scheme

- 8.1** The Council's Equality Scheme demonstrates its commitment to equality internally and externally and ensures that all sections of the community are given an opportunity to contribute to the wellbeing of the community. An equality impact assessment has been carried out on this Policy and Procedure.

- 8.2** The Council ensures that consultation is representative of the community and that consideration is given on how to consult hard to reach groups and will positively learn from responses.

Section 2 – Background

9.0 Profile of the Borough

- 9.1** Surrey Heath covers 36.5 square miles in North West Surrey. It is an attractive mix of urban and rural environments and is one of the safest districts in the safest county in England. Surrey Heath shares boundaries with other Surrey authorities as well as those in Hampshire and Berkshire.

9.2 Much of the rural part of the Borough is within the green belt and includes extensive areas of heath and woodland and includes habitats for endangered bird species.

9.3 Surrey Heath has a population of 83,400 with 20,900 under the age of 19 and 42,800 aged 40 and over. Surrey Heath has an ageing population which mirrors that of the country as a whole. Around 7% of the Borough's residents are from a range of ethnic minorities. Of the inflow of residents into Surrey Heath 21% are from overseas. The percentage of economically active disabled people in the Borough stands at 8.19%.

9.4 There are 34,499 homes with an average occupancy of 2.48. 80% of homes are 'owner occupied', significantly higher than the national average, with 9% social housing and 11% privately rented.

10.0 Organisational Structure

10.1 Attached in Appendix 1 is a chart showing the organizational structure of the Environmental Health Department and Appendix 2 Committee Structure.

10.2 The Lead Officer for Food Safety:
Richard Haddad, Environmental Health Manager, who is shared with Mole Valley DC.

10.3 Consultant in Communicable Disease Control (CCDC):
(Duty CCDC) Kent, Surrey and Sussex, Public Health England (PHE)

10.4 Public Analyst:
Hampshire Scientific Services

10.5 Food Examiner:
Food Water and Environmental Microbiology Network (Porton Down Laboratory)

11.0 Scope of Food Service

11.1 To fulfil statutory and implied obligations of the Authority in relation to food safety through:

- The conduct of the programmed intervention, approval and registration schemes.
- The investigation of complaints relating to food items, premises or related illness, and food alerts.
- The promotion of understanding, appreciation for, and application of high standards of hygiene and safety in connection with food provision and consumption through various advice, information and education activities.

- Organising regular CIEH approved Food Hygiene Training for food handlers.
 - The gathering and processing of information including the completion of official returns.
 - The sampling of foodstuffs and application of imported food controls.
 - The implementation of other orders, directions or duties as may be required or apply from time to time.
- 11.2** The food safety service is delivered by the Environmental Health team located within Community Services.
- 11.3** Responsibility for Food Standards enforcement including fertilizers, feeding stuffs, and Food Hygiene Standards for primary production, e.g. farms, rests with Surrey County Council Trading Standards department based at Redhill, with which there are established links.
- 11.4** Formal liaison takes place at the quarterly meetings of the Surrey Food Liaison Group, or on an ad hoc basis. Examples of the latter have included liaison on food alerts, food labelling issues and Eat Out, Eat Well Scheme.
- 12.0 Demands on the Food service**
- 12.1** The food safety service is based within the Environmental Health Team which covers all areas of Environmental Health except for private sector housing. The Environmental Health Team forms part of Community Services and is located at Surrey Heath House, Knoll Road, Camberley. The team can be accessed via the Council's Contact Centre during normal office hours. Individual officers can be contacted by direct dial or email.
- 12.2** The public can also e-mail general food related service enquiries to environmental.health@surreyheath.gov.uk. Information regarding the Service is also available on the Environment section of the Council's website.
- 12.3** The Environmental Health Team provides a 24 hour, 365 days a year out of hours service which allows for dealing with emergency food poisoning outbreaks and contact with the PHE, if required.
- 12.4** In Surrey Heath, as of the 1st April 2016, there were 634 food businesses subject to inspection. These range from national fast food restaurants to residential care homes and a hospital kitchen producing hundreds of meals daily to a sandwich café run by an independent trader. There are no specific local requirements associated with specialist or complex processes.
- 12.5** Separate regulations (Regulation (EC) 853/2004) lay down specific hygiene rules and approval requirements for businesses that conduct

certain processes involving foods of animal origin. There is currently one such approved premises operating in the Borough: a cooked meats re-wrapping plant premises.

- 12.6** The majority of interventions are conducted during office hours however officers regularly carry out routine inspections in the evening when businesses are normally open.
- 12.7** The service continues to respond to requests for advice and guidance from persons who are interested in starting new food businesses. In addition this has also led to a number of new businesses requiring first inspections.

13.0 Enforcement Policy

- 13.1** An enforcement policy has been approved by the Executive. All actions taken at food businesses to comply with food hygiene legislation is taken in accordance with the enforcement policy
- 13.2** The policy is currently in the process of being reviewed and it is anticipated that this will come into effect during the latter part of the year.

Section 3 – Service Delivery

This section provides details of how service will be delivered.

14.0 Food Premises Interventions

- 14.1** Food premises are inspected in accordance with the Food Safety Code of Practice as published by the Food Standards Agency. The profile of Surrey Heath businesses as at 1st April 2016 is at Table 1, below:

Table 1 – Profile of Food Businesses as at 31st March 2015

Risk Category	Frequency of Inspection	Total
A	Every 6 months	0
B	Once a year	8
C	Every 18 months	97
D	Every 2 years	260
E	Alternative enforcement every 3 years – questionnaire	269

- 14.2** School kitchens that are managed by Surrey Commercial Services come under an alternative intervention strategy agreed across all Local Authorities in Surrey. It was agreed in 2010 by the Surrey Food Liaison

Group that as the majority of the schools that are managed by Surrey Commercial Services are broadly compliant they would be a suitable group for an alternative intervention. Schools received a full inspection and then the following visit is a monitoring visit where a defined set of areas are examined and documented. There are standard forms to complete to ensure a consistent approach.

- 14.3** Child minders are initially inspected when they register as a food business and in most circumstances then come under the alternative enforcement strategy for low risk businesses.
- 14.4** All E rated businesses are sent a self-assessment questionnaire when they are due for an intervention except those included in the food hygiene rating scheme who are inspected to allow the premise to be rated. The returned questionnaires are reviewed, risk assessed by officers and followed up by an intervention if necessary.
- 14.5** The food inspections due in 2016/17 are listed in Table 2 below. Revisits are conducted in a number of premises each year and are targeted at premises with a significant risk, vulnerable groups and non-broadly compliant premises. The Council employs 2.5 FTE staff work in food hygiene enforcement this covers all areas of the service from interventions to sampling to advice to complaint investigation.

Table 2 Food Inspections Due in 2016 /2017

Risk Category	Number of Inspections due
A	0
B	6
C	54
D	121
E	55
Total	236

- 14.6** The numbers above do not include new businesses registered during the year. The council has a statutory duty to inspect all newly registered food businesses within 28-days. In 2015/2016 the council inspected 78 new food businesses.
- 14.7** Currently two officers are authorised to approve premises that are subject to 853/2004. These regulations require that certain businesses who produce foods of animal origin require approval.

15.0 Food Complaints

- 15.1** The Council has a written policy for the investigation of all complaints about food or a food premises.
- 15.2** In 2015/16, 65 complaints were received from the public. Of these 25 related to food and 40 related to hygiene in premises. All complaints were investigated.
- 15.3** It is expected that a similar number of complaints will be received during 2016 /2017. It is not possible to estimate the resource required as the nature and type of investigation vary greatly on a case by case basis however during 2015/16 approximately 30 officer days were spent investigating complaints.

16.0 Primary Authority Partnership Scheme

- 16.1** The Local Authority supports The Primary Authority Partnership Scheme (PAPS) set up by LBRO (Local Better Regulation Office).
- 16.2** Officers contact Primary Authorities when investigating food complaints and if there are matters of policy and procedures following interventions. Officers have received training in Primary Authority and are aware of the legal framework of the scheme. For example Primary Authorities have to authorise the service of Hygiene Improvement Notices and Prosecutions and follow inspection plans if they have been produced.
- 16.3** All Officers have access to the LACORS and Primary Authority database and check the databases for inspection plans.
- 16.4** The Council is Primary Authority to Krispy Kreme, Exclusive Hotels who own Pennyhill Hotel and most recently, Kerry Foods, who are large multi-national food manufacturer. Activity includes meetings with representatives and providing advice and assistance to other Local Authorities who have queries following inspections and when investigating food complaints. Discussions have started about transferring to a Primary Authority agreement.
- 16.5** Approximately 8-10 days per year is currently spent on this activity, where Surrey Heath can recharge the business.

17.0 Advice to Business

- 17.1** The service provides free advice to potential and existing food business operators via information on the website, verbal advice at premises and in the Council offices or on the telephone.
- 17.2** Advice and guidance is given on a number of areas to help them comply with food safety law.

Meetings with food business operators prior to a premises opening also occur to help ensure that the design, layout and equipment complies with food safety legislation.

- 17.3 In 2015/16 there were 7 visits to Food Businesses where officers provided advice and education. In addition telephone advice was given to a number of Food Business Operators.
- 17.4 The Council is a registered Chartered Institute of Environmental Health (CIEH) training centre and provides low cost food hygiene training to businesses in the Borough. There are 4 planned courses per year held at the Council and courses are also held at food premises if requested. However, over the last few years we have faced fierce competition from the internet which can provide courses more conveniently and more competitively priced.
- 17.5 The service has a link to the three pub watch groups across the Borough and Surrey Chamber of Commerce.

18.0 Food Inspection and Sampling

- 18.1 The Council takes part in routine sampling and swabbing of food premises based on local intelligence and as part of county and national sampling programmes. Sampling and swabbing also takes place during food complaint and outbreak investigations.
- 18.2 Samples for examination are submitted to the Public Health England laboratory in Porton Down. The laboratories currently hold UKAS accreditation for microbiological examination of food samples.
- 18.3 Samples for analysis are submitted to, UKAS accredited, Hampshire Scientific Services located at Portsmouth. A courier service is employed to take these samples to the laboratory when required.
- 18.4 During 2015/16, samples were collected from 24 food businesses. In some cases repeat sampling was undertaken which. A total of 97 samples were taken for bacteriological examination. The results showed that 40% of the samples were classified as unacceptable or unsatisfactory. The majority of premises that sampling or swabbing took place in had food hygiene ratings of 1 or 2 which correlated with poor food hygiene standards. All unacceptable/unsatisfactory results are followed up with advice by letter or visit. An estimated 17 days are allocated to this activity.
- 18.5 Public Health England provided Surrey Heath BC with a sampling credit allocation of £3,386 for 2016/17 and a courier service for delivering samples to the laboratory.

19.0 Control and Investigation of Outbreaks and Food Related Infectious Diseases

19.1 The Service works in partnership with Public Health England (PHE) to investigate cases of food poisoning and related illnesses. Our aim is to try to locate the source and ensure infection is contained.

19.2 On receipt of notification of food poisoning a risk-based approach is adopted when carrying out investigations to decide where further information is required. Officers aim to identify cases involving high-risk groups or occupations such as food handlers or children attending playgroups. Relevant statutory powers are used, where necessary, to exclude patients from work or playgroups, to prevent the spread of the disease within the community. In 2015/16 Surrey Heath was notified of 98 cases of infectious disease which Officers spent approximately 25 days investigating.

19.3 In addition to the infectious diseases contracted by residents in the Borough which are investigated the Environmental Health department were involved in an outbreak investigation as the source of the outbreak was within the Borough.

19.4 Officers attend the Surrey Infection and Environmental Health Group, which include representatives from other Local Authorities, PHE and water utilities. There are four half day meetings a year which can take up to six days of officer time including travel and preparation. Officers attend meetings if there are matters of interest. The meetings allow officers to share best practice and changes to legislation plus discuss cases of interest and investigations that involve multiple Local Authorities.

20.0 Food Safety Incidents

20.1 The Service has a procedure for the implementations of the Food Law Code of Practice in respect of product withdraw notice, product recall notice and food alerts for action.

20.2 The Food Standards Agency from time to time issue Food Alerts via email. Actions vary from circulation to staff for information, issuing press releases to sending information to business to visiting premises and removing items from sale.

20.3 The time taken to action food alerts varies on a case by case basis depending on the nature of the alert. In 2015/16 there were 29 reported incidents by the FSA and approximately 4 to 5 days of officer time.

21.0 Liaison with Other Organisations

- 21.1** The Council takes steps to help ensure consistency of enforcement with other Food Authorities in Surrey.
- 21.2** Actions to promote consistent enforcement, facilitate best practice, exchange information and coordinate activity are achieved through the following:
- Representation on the Surrey Food Liaison Group
 - Representation on the Surrey Environmental Health Managers Group
 - Representation on the Surrey Infection & Environmental Health Group
 - Contact with the Consultant in Communicable Disease Control
 - Contact with the FSA nationally and via the regional office representative office
 - Contact with Surrey County Council Trading Standards
 - Representation at Pub Watch Groups across the Borough when necessary
 - Liaison and joint visits with the Fire Safety Officer from Surrey Fire and Rescue
 - Liaison and joint visits with the Private Sector Housing team within the Authority regarding housing above food premises
 - Notification and liaison with planning and building control within Council on applications
 - Liaison with Licensing service within Council
 - Liaison when necessary with Approvals team at FSA, egg marketing inspectorate (DEFRA), plant and seed inspectorate (DEFRA)
 - Liaison and referrals with the UK Border Agency on immigration
 - Access to EHCnet, EHMS, FSA, LGR, CIEH, LBRO and other, similar interest websites
 - Notification from Veolia when commercial water supply is to be disconnected at businesses within the Borough.
- 21.3** In order to maintain such necessary links some officer time is given over to attendance at meetings and any support work or activity that results. An estimated 10 days are allocated to these activities.

22.0 Food Safety Promotion

- 22.1** Food Safety promotion is a small area of work due to limited staff resources available. However in 2015/16, we successfully took part in the 'The Chicken Challenge' national campaign.
- 22.2** The Service participates in a Surrey County Council Trading Standards led initiative 'Eat Out, Eat Well' enabling customers to make healthier choices when eating out. Officers refer businesses for the scheme and one officer has been on nutrition training and is able to assess applications. One officer represents the Environmental Health team at the quarterly meeting.
- 22.3** Advice to businesses is available on the website and at certain times of the year advice is provided on the website to consumers about food

safety at home. For example barbecue safety and Christmas dinner cooking.

- 22.4** CIEH accredited Food Hygiene Training courses are taught regularly at the Council. The teaching and preparation of the courses takes approximately 8 days of officer and administrator time per year. The pass rate is on average above 90%.

Section 4 – Resources

23.0 Financial Allocation

2016/17

Direct staff costs:	£117,840
Overheads and support	£ 40,310
Total	£158,150

24.0 Staffing Allocation

- 24.1** Currently there are six members of the team authorised and competent in food safety. The time dedicated by officers in the area of food safety equates to 2.3 FTE. In addition there is 0.2 FTE available in administration. The Council also has a contact centre which receives all the initial telephone calls, emails and other correspondence for the service. The current resource allocation is adequate to deliver the Council's statutory food service for 2016/17.
- 24.2** All officers are authorised to inspect all categories of food businesses as well being authorised to serve hygiene improvement notices. However, where there is imminent risk of safety four officers are authorised to serve hygiene emergency prohibition notices.
- 24.3** All officers are authorised to investigate complaints, enter premise and take samples.
- 24.4** The Environmental Health Manager is responsible for assessing the quality of inspections and monitoring competency through the monitoring policy and recommending levels of authorisation to the Executive Head of Community in line with the authorisation policy.

25.0 Staff Development Plan

- 25.1** All officers receive annual appraisals which highlight the specific development training and training needs of each officer. The Environmental Health Manager monitors to ensure that the training and development needs are completed during the six month appraisal review and monthly one to one meetings.
- 25.2** The training and development of staff is achieved through attending training courses, on-line training, information updates in monthly team meetings and mentoring. The Environmental Health Manager maintains a training log for all officers and ensure that they achieve the required 20 hours a year CPD in food safety.
- 25.3** The monitoring policy ensures that all officers are following the intervention policy and enforcement policy.
- 25.4** Corporate training is also provided for general subjects such as IT skills, health and safety, and customer skills.
- 25.5** EHOs are encouraged to become Chartered Members of the CIEH, in order to demonstrate competence and professional accreditation.

Section 5 – Quality Assessment

26.0 Quality Assessment

- 26.1** The Authority was subject to a Food Standards Agency audit in June 2015. The audit covered:
- service planning
 - documented policies and procedures for incidents and alerts
 - qualifications, training and authorisation of officers
 - interventions
 - enforcement
 - internal monitoring
- 26.2** The Food Standards Agency were generally happy with the findings of the audit and made very few recommendations to improve the service. These have now been implemented.
- 26.3** The food premises database used to record all activities in food enforcement is regularly updated and systems are in place to check data to ensure that is correct. A number of reports can be produced electronically to regularly monitor actions in relation to interventions, complaints, queries and enforcement action.
- 26.4** The EH Manager monitors activity in food safety and reports activity to the Executive Head of Community, the Community Services Scrutiny Committee and annually to the FSA via the LAEMS report.

- 26.5** There is the ability for Surrey Local Authorities to exchange statistics annually to benchmark food safety resources and activities and these statistics are discussed at the Surrey Food Study Group and Surrey Environmental Health Manager's Group. There are also national and regional data.
- 26.6** There is an authorisation and monitoring procedure in place to ensure consistency and staff competency.
- 26.7** Newly qualified officers, students training and officers who are returning to work in food safety undergo a monitoring procedure which is supervised by the Environmental Health Manager.
- 26.8** The EH Manager is responsible for the implementation of an Authorisation Policy and Monitoring of Interventions Policy which ensures that officers are only authorised for tasks that they have the necessary qualifications and experience to perform.
- 26.9** Staff performance is monitored in monthly one-to-one meetings when current work load is discussed and case management.
- 26.10** Satisfaction of businesses with local authority regulatory services is monitored on a quarterly basis. The results are monitored by the Environmental Health Manager and any negative feedback is investigated.

Section 6 – Review

27.0 Review of Performance

- 27.1** Performance for 2015/16 has been monitored by the Executive Head of Community, the Community Portfolio Holder and the Licensing Committee. In 2015/16 the team completed 380 interventions which included 270 food hygiene inspections/audits and the remainder were food hygiene revisits, sampling and advisory visits. warning notices and letters were issued to businesses and 3 hygiene improvement notices were served. There were 65 complaints during the year; 40 complaints were regarding hygiene in premises and 25 were concerning a specific food product.
- 27.2** The proportion of food businesses broadly compliant with food hygiene laws as at 31st March 2016 was 97%.
This has improved from the previous year's performance (2014/15) of 95%. There has been a steady increase in the proportion of broadly compliant from 2010 when there were 87% broadly compliant food businesses in the Borough.

27.3 All food businesses should be inspected no later than 28 days after the due date. During 2015/16 there was a 100% compliance with this target.

28.0 Identification of any Variation from the Service Plan

28.1 The number of interventions due and completed is 100%, which is the position the Local Authority aspires to be.

28.2 Procedures are updated but ideally more frequent refresher training for staff would be of benefit. This should be conducted during team meetings throughout the year.

28.3 The enforcement policy is to be Council wide and a Council wide group has not been formed to develop this objective and it has been carried forward to the next financial year.

29.0 Areas of Improvement

29.1 We will continue to focus on conducting the first inspection at premises within 28 days of registering and conducting programmed interventions within 14 days before or after the due date target. Agency staff will be appointed to complete the outstanding inspections.

29.2 We will continue to maintain and if possible increase the number of broadly compliant premises from 97%.

Section 7 - Plan for 2016/17

30.0 Interventions

30.1 All inspections will be carried out within 28 days after the due date as stipulated in the Food Law Code of Practice. Priority will be given to High Risk A and B category food businesses.

30.2 Agency staff will be appointed to aid us if targets are likely to be missed.

31.0 Non- Broadly Compliant

31.1 The aim will be to maintain and if possible increase the proportion of broadly compliant food businesses at 97% which is well above the national average.

31.2 The National Food Hygiene Rating Scheme is a motivation for some businesses to maintain or improve food hygiene standards however more intervention is required in other businesses. During 2015/16 Environmental Health focused on improving the standards in non-

broadly compliant premises in an attempt to move them into the broadly compliant category. Increased interventions and the use of informal and formal methods will continue to be used in 2016/17.

32.0 Review of Procedures and Implement

32.1 The food service procedures were reviewed in 2015/16 but more staff training is required to ensure that they are fully implemented.

33.0 Eat Out Eat Well

33.1 Surrey Trading Standards is the lead agency of the Eat Out Eat Well scheme and Borough Councils are a partner agency. Officers promote broadly compliant businesses to apply for the award. The target for the 2016/17 is for 15 businesses in Surrey Heath to join the scheme.

34.0 Sampling and swabbing

34.1 The sampling and environmental swabbing programme will continue in 2016/17 and will include foods of animal origin or non-animal origin.

34.2 A swabbing programme which the department is going to take part in has been agreed across the Surrey Authorities and results reported to the Surrey Food Liaison Group.

35.0 Officer Competency and Consistency Training

35.1 All food officers must receive 20 hours of food CPD over the year to retain their competency. The EM Manager will ensure that all staff complete the required CPD in 2016 /2017.

Appendix 1

**E Health
Manager
(0.1 FTE
Food)**

**SEHO
Food
Safety /
Health &
Safety
(0.4 FTE
Food)**

**EHO
Food
Safety /
Health &
Safety
(0.4 FTE
Food)**

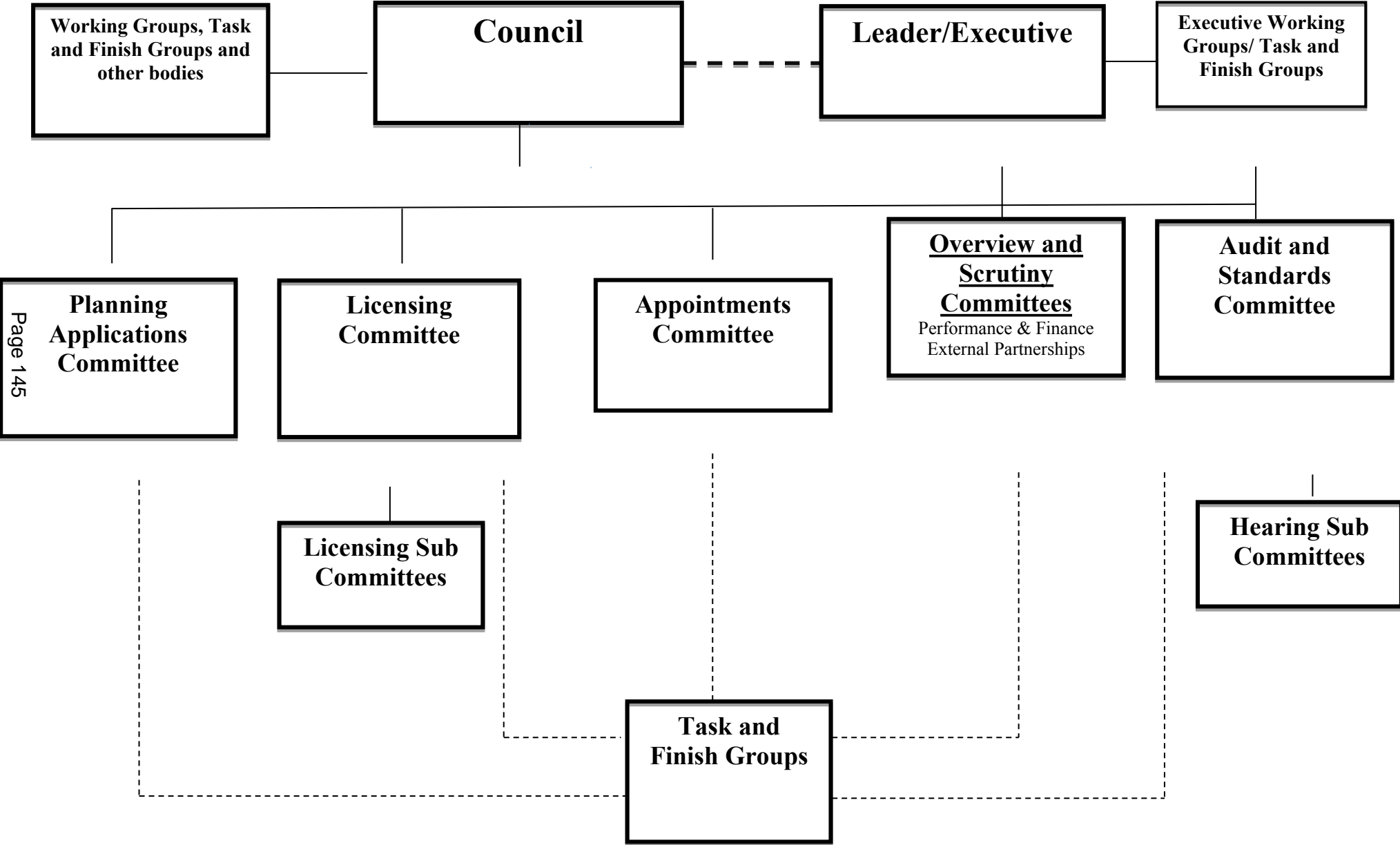
**EH
Technical
Officer
Food
Safety
(1.0 FTE
Food)**

**SEHO
Pollution**

**EHO
Pollution**

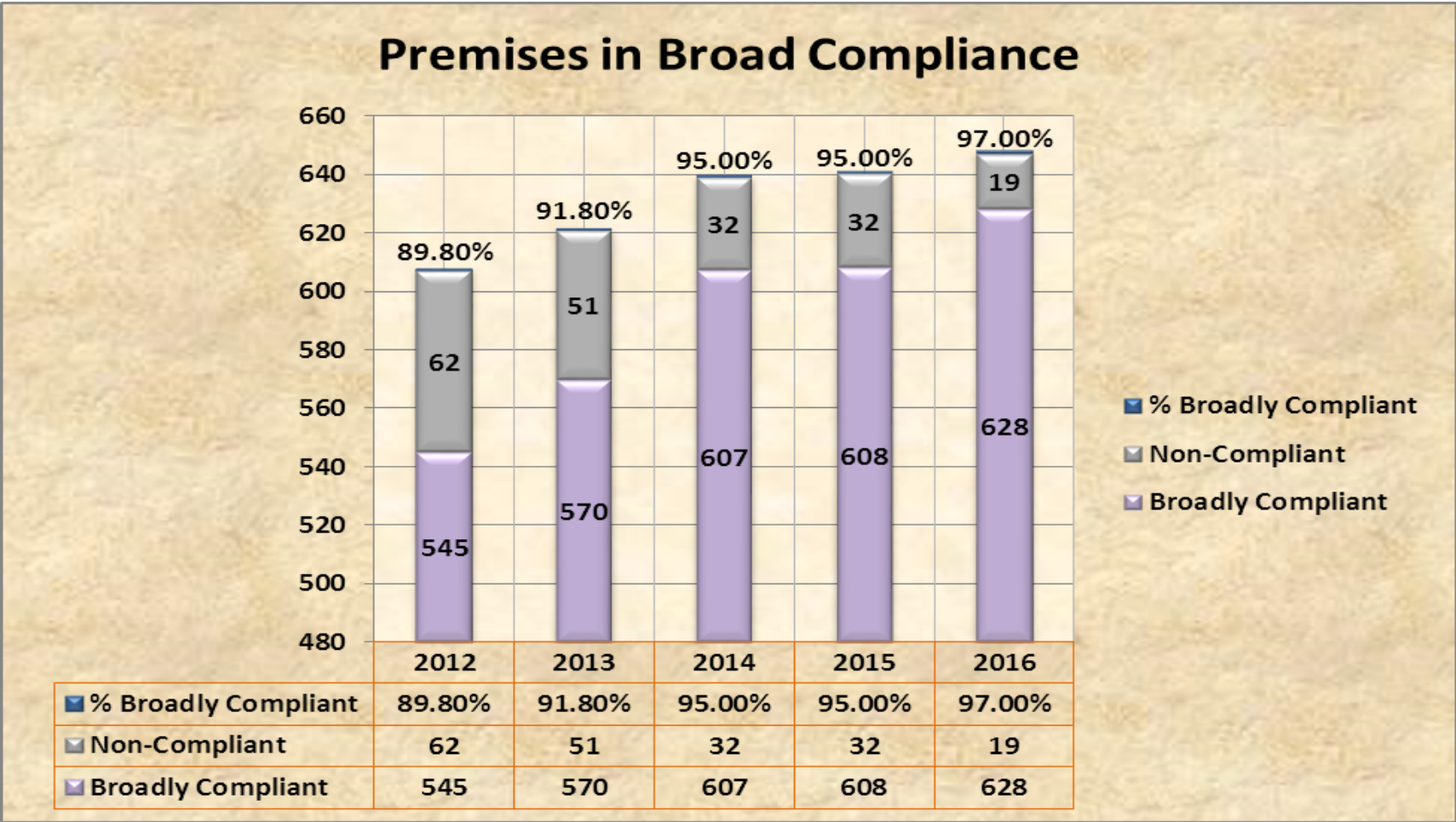
**EH
Technical
Officer
Food
Safety/Do
g Control
(0.4 FTE**

Appendix 2 –Committee Structure



Appendix 3

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Appendix 4

Glossary

APD Assessment of professional Development
BERR Department for Business Enterprise and Regulatory Reform
BRE Better Regulation Executive
CIEH Chartered Institute of Environmental Health
COP Food Law Code of Practice
CPD Continuing Professional Development
EC European Communities
EHO Environmental Health Officer
FSA Food Standards Agency
FTE Full-time equivalent
HAP Home Authority Principle
IAA Inter-authority audit
LA Local authority
LACORS Local Authority Coordinators of Regulatory Services
LAEMS Local authority enforcement monitoring system
LBRO Local Better Regulation Office
OCP Outbreak Control Plan
PAS Primary authority scheme
PEHO Principal Environmental Health Officer
PHE Public Health England
SCC Surrey County Council
UKAS United Kingdom Accreditation Service

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EXCLUSION OF PRESS AND PUBLIC

RECOMMENDATION

The Executive is advised to **RESOLVE** that, under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the ground that they involve the likely disclosure of exempt information as defined in the paragraphs of Part 1 of Schedule 12A of the Act, as set out below:

<u>Item</u>	<u>Paragraph(s)</u>
14	3
15	3

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