

Surrey Heath Borough Council
Performance & Finance Scrutiny Committee
January 2024

Leisure & Culture Portfolio Update

Portfolio Holder:	Cllr John Skipper, Leisure and Culture
Strategic Director/Head of Service	Nick Steevens
Report Author:	Various

Summary and purpose

The purpose of this report is to update the Performance and Finance Scrutiny Committee on the areas of work carried out by services within the Leisure & Culture portfolio. The report covers information such as key activities, events and performance over the last 12 months.

Looking to the future for the portfolio with the aspiration to build on the existing services by developing a strategy that defines the services now and setting objectives and ambitions for future service delivery of the portfolio.

Recommendation

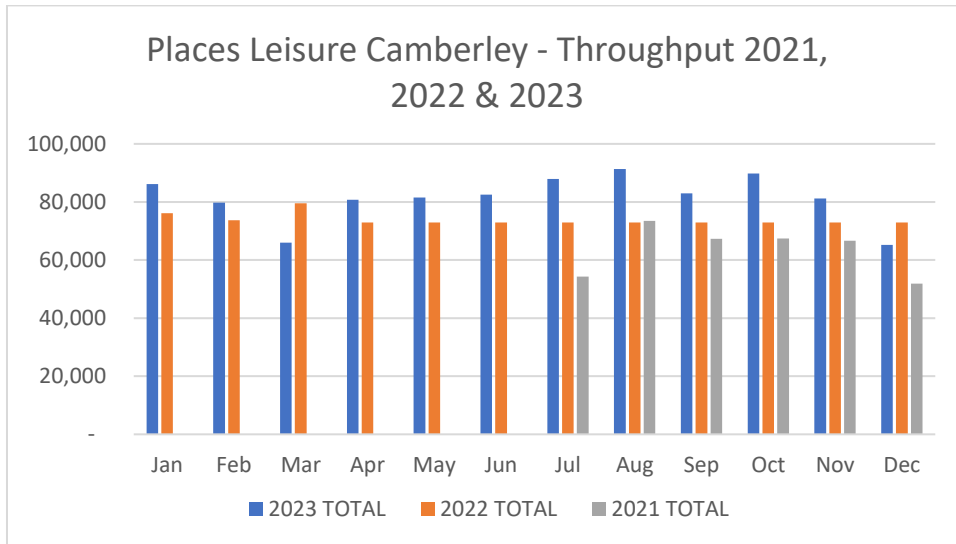
The Performance and Finance Scrutiny Committee is requested to consider and comment on the update on work areas contained within the Leisure & Culture Portfolio.

1. Background and Supporting Information

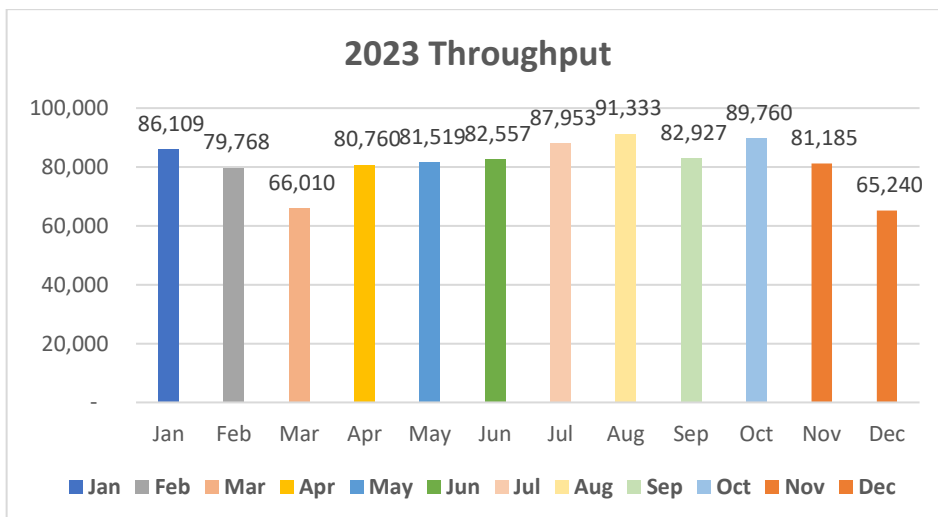
- 1.1 The Leisure & Culture Portfolio covers a wide range of public facing services. The Services covered are:
- a. Camberley Theatre
 - b. Community Events
 - c. Green Spaces
 - d. Heritage Services
 - e. Leisure

2. Camberley Leisure Centre

2.1 Places Leisure Camberley continues to be an extremely popular centre with membership take-up far-exceeding forecasted projections. Membership numbers increase month on month since opening in July 2021 and this trend has continued, the peak being August 2023 when over 90,000 people visited .



2.2 Total visits to the Centre are approaching 975,000 per annum and this is an increase of almost 115,000 on the previous year. Customer satisfaction in the centre also reassuringly remains high, with very few complaints received in relation to its operation.



2.3 Membership numbers have now matured having peaked in May 2023 at 5,500. Memberships were 5,200 in December 2023 and anticipated to start rising again in January 2024. In addition, there are currently 3,284 Junior Members, (1,255 of these are aged between 11- 15, the remaining 2029 are

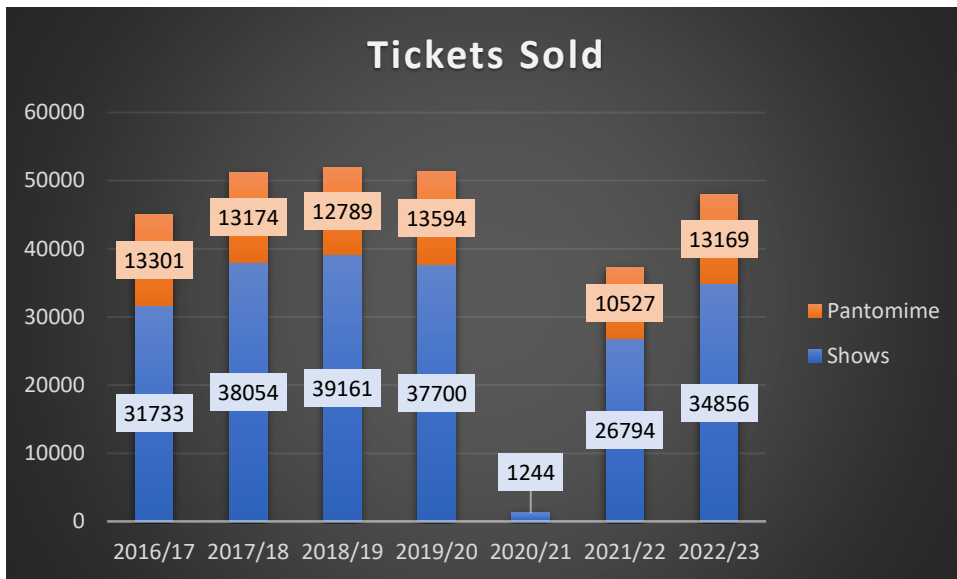
under 11). There has been added competition in retaining memberships with competition from JD Gyms who recently opened a budget gym in Farnborough Gate.

- 2.4 Places have confirmed that the level of membership at Camberley continues to be the highest in their portfolio and have exceeded the anticipated year 5 membership levels before the end of year 2 which allows for further investment into the Centre. In January 2024 a further £20,000 worth of gym equipment will be added to the gym.
- 2.5 Group exercise classes have increased to meet demand with the current instructor led classes totaling 116 classes per week and this will increase to 120 classes a week in January 2024 to cater for the influx in demand at this traditionally busy time of year. In addition to this, the Centre offers over 50 'virtual' classes each week.
- 2.6 The pool and sports hall programmes are under regular review so as to meet customer demand. In particular, the swimming pools remain under pressure for 'family' and 'Just Swim' availability. There also remains a significant demand for swimming lessons with 2000 children currently enrolled on the learn to swim programme in comparison to 1550 the previous year. In addition, there are 22 schools who have booked sessions for teaching their children to swim.
- 2.7 Birthday party bookings continue to grow and are being driven mainly from clip and climb, soft play and pool inflatable sessions. The Centre is averaging 70 parties a month which is slightly higher than last year's average of 69.
- 2.8 Group Exercise classes continue to be very popular the Centre offering 101 instructor lead classes and 52 virtual classes available each week.
- 2.9 Places Leisure work closely with a number of local charities and groups to raise awareness of Health and Wellbeing in hosting events such as:
 - Places Leisure Camberley Open Day – raising £1,000 for Preoperative Lung Cancer Therapy through Frimley Health Charity, with visits exceeding 3,500 on the day
 - Your Good Health Events, 3 events in 2023 with over 1,000 visits to these events with the last event raising £500 for Surrey Heath Age Concern
 - Face Everything and Rise (FEAR) Charity event to support people with direct line artificial feeding – 60 people in the summer and 120 in December 2023
 - Run Frimley and Jingle Jog supporting Frimley Health Charity to raise funding for Frimley Trust
 - Surrey Heath Age Concern supporting them within the Centre to raise awareness of the charity

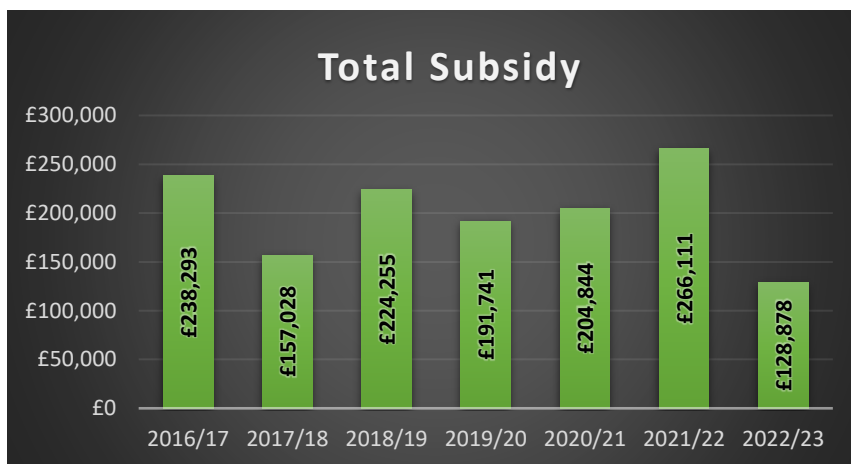
- Supporting the SHIFA Network by supporting ladies of faith to feel comfortable and safe whilst taking part in physical exercise, running 7 different 'Ladies Only' sessions a week
- 2.10 Places Leisure also continue to support many local charities with various events that have included Frimley Health Charity, Sight for Surrey, Frimhurst Wellbeing Club, Surrey Heath Age Concern to name but a few. They all have links with the local Integrated Care System (ICS).
- 2.11 Places Leisure have also launched a brand new inclusive membership, offering a 50% discount on selected membership rates for members with disabilities.
- 2.12 Last year Places Leisure Camberley (PLC) were in the final of the 'ukactive' New build or design of the year category. They achieved highly commended in a very competitive category. This year, PLC was put forward in the Centre of the year category and were finalists again. Places Leisure was the main winner at the awards taking home the Equality, Diversity and Inclusion Award, and also Places Leisure won the Outstanding Organisation of the Year Award - the biggest and most prestigious award.
- 2.13 Staff Survey - The Places for People Group had survey completion rate of **93.5%**, which is considered 'World Class'. The engagement rate for the company as a whole is **75%**, an increase of 6% from last year. PLC had a completion rate of 100% **from 178 staff, with an engagement rate of 82%**.
- 2.14 Surrey Heath Borough Council and Places Leisure are developing a proposal, in support of Climate Change Objectives that will see the installation of PV panels on the roof of the Leisure Centre. It is likely that this project will be presented for approval and delivery during 2024.

3. Camberley Theatre

- 3.1 The Theatre has continued to achieve positive average attendance levels with an average attendance of 242 per performance so far this year ensuring that we are comfortably above 60% attendance across the programme and are confident that this will increase to around 70% by the end of the financial year.
- 3.2 Ticket sales have significantly increased over the year and are anticipated to continue to increase for the period of 23/24.



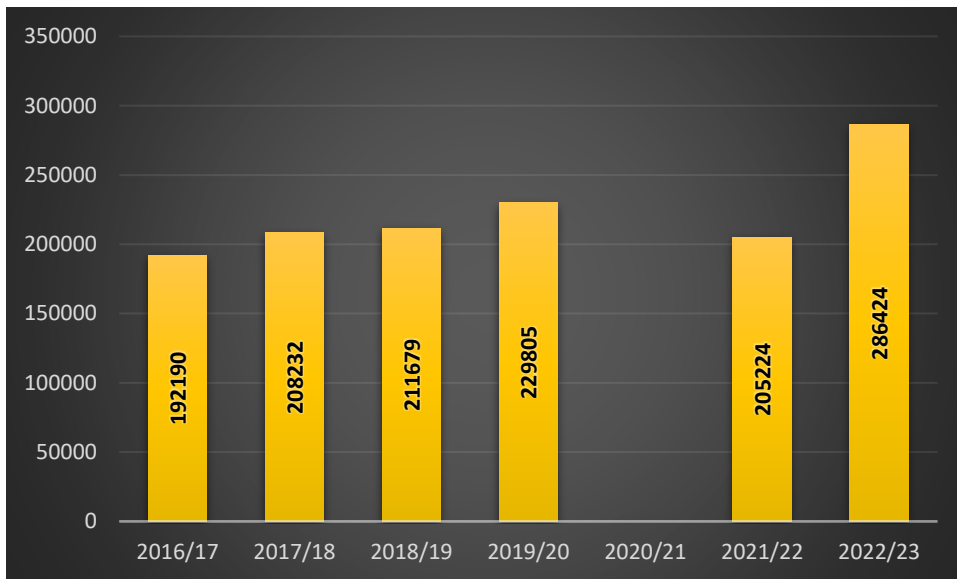
3.3 The Theatre's financial performance for the period 2022/23 resulted in the lowest subsidy (£129k) needed for the last 7 years.



3.2 Regular hirers such as University of the 3rd Age (U3A) and NHS Clinics have rebooked throughout the year and have confirmed bookings into 2024. Lapland UK returned this year and increased their hire value by almost 30%. Lapland UK undertake all of their recruitment, training and rehearsals in our venue and have confirmed a return in 2024. We have welcomed some new hirers this year including individuals seeking rehearsal spaces and schools / dance schools staging performances with us for the first time. There are a large number of hire bookings already confirmed for 2024 and our new Business Development Officer has secured further hire bookings from groups who haven't previously used our venue. We have built good relationships with our key regular hirers and now we are looking to expand on this to further improve utilisation of the spaces in the venue and increase hire revenue.

- 3.3 The Theatre successfully introduced Ticket Protection Insurance in 2021 with SecureMyBooking which enables customers to pay £2 per ticket to insure against accident/illness/emergencies, of which the theatre retains 66p per ticket. This generated over £4,000 last year, however since audiences have gained confidence in returning to venues following the pandemic, we have seen this drop off this year with under £2,000 generated so far. This could also be related to people booking later and therefore considering it less risk. We are currently working on a new “on-sale” structure to ensure shows can be put on sale earlier with early booking encouraged and we hope this will correlate with an upturn in ticket protection sales again.
- 3.4 Ecologi donations have risen dramatically and we have more than doubled previous donations already this year. Customers are able to donate £1 to Ecologi when purchasing their tickets and this funds carbon avoidance, carbon removal and tree planting projects around the world. These projects are focused in areas where they will have the best chance of providing maximum impact – for example, planting trees in particular climates. There has been a positive response from customers who are keen to contribute towards climate action initiatives. There could be scope here to offer the opportunity to donate instead to climate / sustainability initiatives directly within the venue or the borough.
- 3.5 Our popular pantomime, Cinderella ran from 9th – 31st December and maintained similar revenue levels as 2022, which is very positive as the country faces a ‘cost of living’ crisis. .

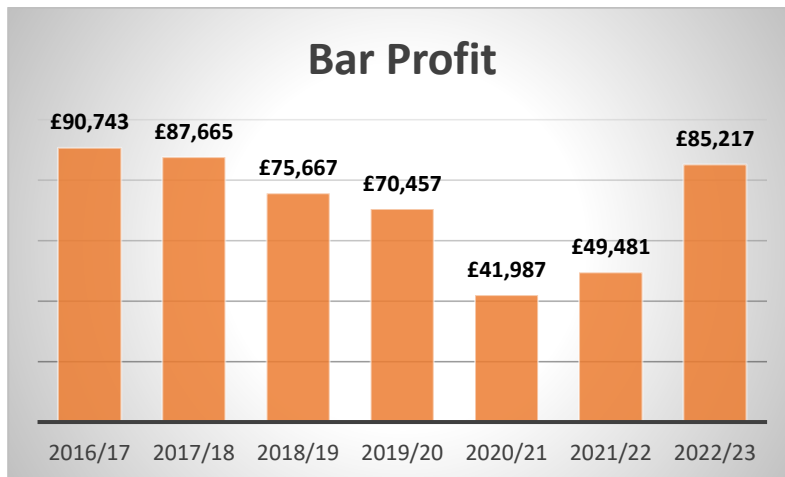
Year	Show	No. of Performances	Gross Revenue
2017	Peter Pan	37	208,231.70
2018	Sleeping Beauty	39	211,678.60
2019	Robin Hood	42	229,804.90
2021	Jack and the Beanstalk	40	205,223.90
2022	Beauty and the Beast	40	286,423.50
2023	Cinderella	42	284,235.46



N.B full year comparison figures for 2023/34 will not be available until April 2024

- 3.6 This year we provided British Sign Language (BSL) and Captioned performances of the pantomime, again funded by the UK Prosperity Fund and these have enabled us to offer an extra layer of accessibility to our customers. This is not something we are able to do in general throughout the year due to the nature of our “one night only” programme of touring shows and the preparation required to sign or caption a show. It is especially important that when our productions are delivered in-house that they are as accessible as possible.
- 3.7 The 2024 production of Snow White is already on sale and we have been able to double our number of schools’ performances which enables us to engage with more local schools due to a higher capacity to host them. We already have schools who have rebooked for 2024 since visiting a 2023 performance of Cinderella.
- 3.8 An energy audit took place earlier in the year to assess the energy performance of the theatre. There are changes which need to be made to the boilers and the heating system which are at end of serviceable life. New systems being considered will deliver an improvement in energy efficiency and a reduction in running costs.
- 3.9 The Theatre originally programmed a Theatre in the Park event throughout August which was due to visit a number of local playing fields and green spaces. However, due to a low demand for tickets, the programme had to be cancelled to avoid a financial loss. It is not possible to deliver this kind of programme without guaranteed fee deals, however there is consideration for offering a touring production in the summer of 2024 which is produced in-house. This would allow us to better control costs and offer a more flexible production which could visit more areas of the borough.

- 3.10 The Theatre team restructure was completed this year and the new team have been appointed including the Venue and Events Manager who is shaping the team to be very business development focused along with striving to make service efficiencies in running the theatre. This has seen more an increase in self-serving, ticket sales being made online and interval drinks being pre-bookable.



- 3.11 Reinforced Autoclaved Aerated Concrete (RAAC) surveys are ongoing at the theatre to determine future management arrangements and any work that may be required as a result of the surveys.

4. Grounds Maintenance

- 4.1 Surrey Heath provides Grounds Maintenance and Greenspace services to Windlesham Parish Council. The service previously provided Verge Maintenance for Surrey County Council which reverted back to Surrey County Council from 1 April 2023. Surrey Heath's Senior Contract Manager is the client officer for the grounds maintenance contract manages the delivery of service, contractor liaison and performance management for this contract. Performance is key to managing these contracts

- 4.2 The performance of the Council's grounds maintenance contractor (Glendale) is linked to key performance indicators which is monitored through regular routine inspections and reactive investigations. It should be noted that Glendale, like many organisations, have faced staffing and recruitment challenges with a high staff turnover. This coupled with the instability and inconsistency of knowledge has led to an inconsistent service throughout the year. The main issues have related to litter bin and dog bin emptying in our parks and greenspaces across the borough and a backlog of vegetation and hedge cutting maintenance. In an effort to bring this service to an acceptable level, the Senior Contract Manager and Greenspace Manager meeting with Glendale on a weekly basis to agree work plans and priorities which has helped and has taken up more officer time than would normally be expected.

4.3 In immediate response to the inconsistencies in service, agency staff and support from Glendale's teams in neighbouring boroughs were drafted in to assist with the backlog of work and complaints.

4.4 The chart below gives an overview of the number of requests that have been generated by the public. The work requests through the Contact centre are for all faults. The QR bin faults scheme started mid-July and has proven very popular, the figures showing are the number of QR reports that have come in, it should be noted though that there are a number of repetitions where, for instance, the same bin has been reported 4/5 times over a weekend. The QR codes have been helpful in raising problem areas and issues around individual bins that can then be resolved quickly and addressed directly with the contractor.

Month	Work requests through Contact Centre	QR code bin reporting
Jan-23	55	
Feb-23	19	
Mar-23	20	
Apr-23	23	
May-23	51	
Jun-23	63	
Jul-23	182	134
Aug-23	36	195
Sep-23	18	86
Oct-23	34	318
Nov-23	38	59
Dec-23	32	39
TOTAL	571	792

4.5 Where there is poor performance against the contract specification a number of 'instructions to remedy' and 'default notices' have been issued. These attract financial penalties to reflect the shortfall in service and non-compliance with the service specification. Each penalty notice results in a financial penalty to the contractor of £250. The table below highlights the last two years of performance and it is evident that 2023 has seen an escalation on the number of financial penalties being issued.

Summary of Defaults/Instructions to Remedy 2022 v's 2023

Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Total
1	0	0	0	1	2	1	3	4	5	1	2	20

Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23

5	3	4	6	5	4	6	9	14	16	0	1	73
---	---	---	---	---	---	---	---	----	----	---	---	----

4.9 In October 2023 a health and safety audit was undertaken as part of routine monitoring of the council’s contractors. The areas of focus included induction training, first aid qualifications, legionella training, record keeping and risk assessments. A number of gaps were identified in all of the areas highlighted and a letter was sent highlighting all of the issues identified. An action plan has been presented and the Senior Contract Manager is working with Glendale to ensure that all of the issues of concern are addressed.

4.9 It is worth noting that a new Contract Manager was appointed to the contract in November and it is pleasing to see that he has made a positive impact since joining and is working systematically through various areas to ensure that a more consistent level of service is provided

4.9 In 2021 a condition survey of all Borough-owned trees was completed and mapped on the GIS system. All urgent works were completed and officers are now working through the list of trees that pose a potential high and moderate risk. A tree works package of £20,000 resulting from the surveys, is being undertaken this year to care for the borough’s tree stock. This is a rolling programme that will continue in to 2024 after the bird nesting season.

4.9 Since Jan 2023, Surrey County Council re-centralised their responsibility for grass cutting across the County. The number of grass cuts has decreased and has resulted in a surge of enquiries which have been successfully channeled to the correct reporting mechanism at County. We continue to support County with queries that are raised.

5 Heritage Services

5.1 The museum continues to build on visitor figures attracting 4813 April 23 to Dec 23; a 12% increase on April to Dec 2022 Our social media in the last year is hitting over 95,000 (Facebook and web hits combined) - Facebook interaction shows a 17% increase, whilst interactions on our website are down by 7%. We are looking to upgrade our website and design a site hosted by Squarespace which will give the museum more flexibility than the e-voice community one currently used.

5.2 The heritage outreach service includes schools, care homes and other interest groups. The outreach service taught 879 pupils from April – Dec.

5.3 We ran the following exhibitions in 2023 - Make a Wish, Nepali Connections, special display by Sandhurst Collection and Music Makers Cornucopia. Our George Kenner First World War paintings have been on loan to Knockaloe on the Isle of Man for the summer. This is important joint working and connecting with other related museum collections. The forthcoming year is busy with new exhibitions, for further details please visit the website -

- 5.4 During 2023, the heritage service held children and adult events including talks, walks and holiday workshops. We have run drop in sessions throughout all school holiday and tied in with National Armed Forces Day, Camberley Car Show and Christmas Cracker event in the Mall. We have been short staffed during the summer (due to sickness) and were unable to keep up with our normal promotional activities, despite this we are above last years final figure for event attendees 184 instead of 150. Last September's Heritage Open Day's created a lot of community involvement in Windlesham, Chobham, Bagshot and Camberley with events in all locations and joint working with local history societies.
- 5.5 Our Heritage Supporters' Group has 56 members and we visited Tudor Hall, Camberley, Coldingley Prison, Frimhurst, West Horsley Place and NRA. The group members pay a £10 (individual) and £15 (family) membership and they have 'club' membership to specially arranged tours of local sites of historic interest.
- 5.6 The Heritage service continues working towards gaining accreditation and is currently auditing the collection with a group of 10 volunteers. A total of 30 volunteers support the Museum by manning the front desk. The Museum Foundation are looking to sign a 10 year lease and we have regular partnership meetings with them. Coupled with this the creation of an overarching advisory group will be established in 2024, consisting of councillors, community, business and society members to help shape and steer the Heritage service over the coming years.
- 5.7 We have been kindly gifted one of only three Roman coin hoards which came under the Treasure Act this year. The coins date from c.50BC to 250AD. These are on display in a newly created archaeology and geology display case.
- 5.8 Income from shop sales and fees/charges is increasing slowly. We have changed our shop area and local history displays as a refresh of the museum and to create more interest amongst passers-by. Our 2024 calendar features adverts from digitalised Camberley News (1916-1920) alongside contemporary photographs showing where the businesses featured in the adverts were.
- 5.8 On 11th November we staged the unveiling of two blue plaques to mark the Free French Forces camp on the Old Dean Common (1941-1944). The unveiling had representatives from the French Embassy, The French War Graves Commission, MP Michael Gove, Surrey County and Surrey Heath Councillors plus over 200 local residents. It was a lot of hard work but very rewarding and moving, involving community engagement and larger scale event management work. The plaques were placed on The Beacon Church and Lorraine School - both buildings within the original perimeter of the Free French Camp.

- 5.9 The museum dealt with over 200 enquiries since April 2023. These range from family history, house history and research into specific subjects. Enquiries such as:
- Enquiries from Bagshot Park regarding an 1800s diary we hold on a gardener who worked on the site explaining how it was once laid out,
 - Blackbushe Viking Project and the South East Sailing Association (both looking at Ron Francis Collection)
 - The Free French, Bisley Boy's School and our Ron Francis collection.

Our information files and Ron Francis collection are available online and this attracts a lot of interest.

- 5.10 Looking to the future, as 2024 is 50 years since the creation of Surrey Heath as a Borough, we will be staging a photographic display in March depicting the area from the 1970s onwards. There will also be a display in June on the Concrete Elephant, which will have been on the London Road for 60 years (June 1964). In 2024 we will also continue to build on the success of 2023 with an exhibition on Motorcross and 100 year celebration of the birth of the sport in Camberley, Elmhurst Exhibition (ballet school which began in the town). Prehistoric Surrey Heath and Ghosts and Ghouls. At the close of the year, we are joining with Sandhurst Trust for a special exhibition of 1800s watercolours of the Blackwater, Frimley and Camberley area when RMC Sandhurst was first built (1812); this will also be our calendar theme for 2025. We have a HLF lottery application 'Surrey Heath Heritage Hotspots' looking at the heritage locally and if successful we will be employing a Project Officer to run this project for 18 months.

6 Leisure, Sports Facilities and Events

- 6.1 A total of 14 events were delivered in park settings during 2022/23. The bookings for the coming year are starting to come in with 4 booked already that will see the return of the circus, funfair and the Surrey Heath Show.
- 6.2 Our café provider is going from strength to strength having received very positive feedback. They will be investing in an outdoor play area behind the café in Lightwater so children can play in a mud kitchen preparing mud pies for their grown-ups! The cafe operator has just been awarded a Gold Award as part of the 'Eat out eat well' scheme. <https://eatouteatwell.org/>
- 6.3 Lightwater adventure golf has been open for a year and reported 7515 customers who have enjoyed a round of crazy golf between Jan - Dec.
- 6.4 Pitch bookings for grass pitches have nationally seen a decline in recent years this is the case for pitches in Surrey Heath which are mirroring the national picture. That said, the demand for artificial pitches has remained constant with the 3G at Frimley Lodge continuing to be over-subscribed at peak times. Figures for both pitch types can be seen below;

Grass Pitch

3G Pitch

2014/15	835	
2015/16	809	
2016/17	731	
2017/18	555	494*
2018/19	812	1711
2019/20	597	1707
2020/21	250	507
2021/22	575	1734
2022/23	495	1830

- 6.5 Fishing permits continue to be popular selling a little under £1k worth of permits annually which is not dissimilar to last 2 years sales for permits to fish.
- 6.6 Cricket pitch bookings have increased exponentially with a new cricket club starting to play out of Frimley Green Recreation Ground. This year all pitches are fully booked at the weekends which has not been the case for a number of years. 96 cricket games were booked and played this season.
- 6.8 Fitness training permits are operating in all of our open spaces seeing permits available for individuals and groups. Permit charges have been benchmarked against neighbouring boroughs and are comparably priced. Annual inspections and permit checks have been established to encourage those operating in our parks to do so only with a permit.
- 6.8 Re-surfacing the borough's tennis courts has seen a an increase in residents playing tennis. During 2023, even though the courts were closed for four months, we saw 118 family memberships purchased or renewed at a value of £4602. A family member ship is £39 per annum. We saw 747 hours of pay-to-play customers (a value of £4073). Since the court refurbishment we have seen changing behaviours of the courts that are played, London Road Rec remaining most popular with 2472 hours of play in 2023 followed by Watchetts (824 hours), Frimley Green (311 hours) and Mytchett (227 hours). has changed seeing the most popular courts We will shortly be releasing a tennis tender to seek an operator for the courts so that we can offer grass roots training to a wider audience at affordable prices.
- 6.9 There are a number of leisure buildings within our parks and open spaces that are let to clubs, groups and charities. Condition survey works have been undertaken by the Corporate Property team and planned maintenance works are scheduled for these properties to invest in maintaining our portfolio of properties.

7 Parks and Open Space Management

- 7.1 The Greenspace team cares for a little over 300 hectares (774 acres) of Council owned greenspace including parks, countryside, conservation sites, woodland, Suitable Alternative Natural Greenspaces (SANG) and all other open spaces that are within the Council's ownership.
- 7.2 The Greenspace team in conjunction with Glendale and the wider Recreation and Leisure services department are responsible for responding to customer requests. The table below gives an idea of the level of requests that come through the contact centre annually. Bookings are managed between the Contact centre and Recreation & Leisure Services.

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
BBQ Bookings	2	19	41	82	151	221	127	77	34	5	2	0
Greenspace	45	44	52	52	64	89	43	36	47	35	52	22
Grounds Maintenance in-house	11	2	5	7	19	16	25	54	6	1	2	4
Leisure Services General Request	18	19	35	17	17	26	33	10	28	13	22	8
Pitch Bookings	228	160	193	308	197	176	165	149	257	137	226	91

- 7.3 The team ensure that all statutory inspections are undertaken within our pavilions, out-buildings, and changing facilities to ensure the safe operation of facilities and equipment. These include all health and safety checks along with fire and water safety (Legionella testing).
- 7.4 The team work closely with a team of regular conservation volunteers, they support local school groups in their educational activities with talks, walks and children's activities. Many of these events support the national curriculum for schools, conservation aims and group badges (for Brownies, scouts etc.). During school holiday periods they ran 'learn to fish' sessions at Hammonds Pond in Lightwater Country Park. The Education centre within the Country Park is more active seeing regular hires, bookings and events that we host held in the park. The Christmas event was delivered in partnership with the Thames Basin Heath Partnership that saw nearly 100 people come along and join in Christmas crafting activities and trail within the park.
- 7.5 All of the team are qualified in noxious weed management, the team are responsible for treating and controlling the weeds on the Councils' land. This includes annual ragwort and Himalayan balsam pulling and Japanese knotweed controls. Japanese knotweed is treated twice a year which is the legal requirement. They remove the Ragwort from countryside grass to allow for the annual grass cutting to be able to be used as animal feed. From April 2023 Surrey County Council took back all of the Japanese knotweed sites that Surrey Heath treated on behalf of County along with all of County Verge maintenance. This has been delivered by County directly and result in 4 Urban and 2 rural cuts per annum.
- 7.6 With a priority for planting trees this year and with support from volunteers, the team will have planted over 1000 trees since September and plan for another 5000 in the Spring which will exceed last year's target. The Councils

commitment to planting and protecting the boroughs trees is further demonstrated in developing a Tree Strategy that supports the Council's aspiration in being a responsible tree owner and encouraging our residents to do the same.

- 7.7 The team have carried out conservation work at Lightwater and Turfhill to a standard that secured Higher Level Stewardship funding from Natural England) to continue the higher level of conservation works. This is an annual grant of 11k a year until 2028.
- 7.8 A number of play projects have been delivered over the year including a replacement trim trail at Frimley Lodge park, and shortly the replacement at Deanside will commence. These have been funded as part of the capital programme from Community Infrastructure Levy contributions.
- 7.9 Empty pavilion buildings and our community garden have all been successfully let to local charitable groups including Mens Sheds at London Road Rec Pavilion, @TheOldDeanRec at the Old Dean Rec Pavilion and Catalyst at Frimley Lodge Community Garden.
- 7.10 The site security enhancement project in consultation with local residents was delivered to a number of sites across the borough that saw bunds and/or bollards installed to add improved security measures to vulnerable green space areas.
- 7.11 Working to secure an £80k borough-wide Environmental Investment Programme funded by Esso will see a number of projects delivered within the borough during the next 2 years. More information and link to the projects can be found here;

<https://www.surreyheath.gov.uk/esso-replacement-pipeline-environmental-investment-programme>

Annexes

None

Background Papers

None