

# 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

<b>Place</b> 	<b>Prosperity</b> 	<b>Performance</b> 	<b>People</b> 
<p><b>Objective</b></p> <p>We want to make Surrey Heath an even better place where people are happy to live.</p> <p><b>Priorities</b></p> <ul style="list-style-type: none"> <li>• Deliver an improved Camberley Town Centre for the benefit of all residents of the Borough</li> <li>• Protect, manage, maintain and enhance our parks and public open spaces including the provision of quality leisure facilities</li> <li>• Encourage sustainable living and construction by promoting high quality building standards</li> <li>• Manage our waste efficiently cost effectively and sustainably</li> <li>• Work with key partners to continue to reduce the fear of crime and improve safety for everyone</li> </ul>	<p><b>Objective</b></p> <p>We will sustain and promote our local economy so that our people can work and do business across Surrey Heath.</p> <p><b>Priorities</b></p> <ul style="list-style-type: none"> <li>• Work with partners to support our urban and rural economy through strategic development planning and economic growth</li> <li>• Support local businesses by encouraging economic development and improvements to local transport and other infrastructure</li> <li>• Encourage inward investment by promoting Surrey Heath as a great place to live and work</li> <li>• Deliver new development within the borough to strengthen the local economy</li> </ul>	<p><b>Objective</b></p> <p>We will deliver effective and efficient services better and faster.</p> <p><b>Priorities</b></p> <ul style="list-style-type: none"> <li>• Provide excellent customer service delivery</li> <li>• Regularly review our services and processes to ensure that they continue to offer value for money</li> <li>• Strengthen the Council's financial independence by increasing our own income</li> <li>• Meet our standards through performance monitoring and reporting</li> <li>• Improve access to services through the use of technology</li> <li>• Maintain services by working collaboratively with partners in the public, private and voluntary sectors</li> <li>• Deliver efficient governance arrangements by successfully implementing the outcomes of the Boundary Commission for England's Electoral Review</li> </ul>	<p><b>Objective</b></p> <p>We will build and encourage communities where people can live happily and healthily.</p> <p><b>Priorities</b></p> <ul style="list-style-type: none"> <li>• Use our green space to enhance sporting and leisure opportunities for all</li> <li>• Support old and vulnerable people to live independently in their own homes</li> <li>• Work with partners to improve the health and wellbeing of our community by promoting healthy living</li> <li>• Engage with young people to improve their leisure opportunities and become responsible members of the community</li> <li>• Tackle housing need within the community</li> </ul>

# 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](mailto: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](http://www.surreyheath.gov.uk)
- Stay in touch with us via **Twitter** and **Facebook**



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