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Tuesday, 14 March 2017

To: The Members of the **Performance and Finance Scrutiny Committee**  
(Councillors: Alan McClafferty (Chairman), Jonathan Lytle (Vice Chairman), David Allen, Dan Adams, Bill Chapman, Edward Hawkins, Paul Ilnicki, David Lewis, Oliver Lewis, Max Nelson, Robin Perry, Chris Pitt, Darryl Ratiram, Victoria Wheeler and Wynne Price)

**In accordance with the Substitute Protocol at Part 4 of the Constitution, Members who are unable to attend this meeting should give their apologies and arrange for one of the appointed substitutes, as listed below, to attend. Members should also inform their group leader of the arrangements made.**

Substitutes: Councillors Rodney Bates, Katia Malcaus Cooper, Joanne Potter, Ian Sams and Valerie White

Dear Councillor,

A meeting of the **Performance and Finance Scrutiny Committee** will be held at Surrey Heath House on **Wednesday, 22 March 2017 at 7.00 pm**. The agenda will be set out as below.

Please note that this meeting will be recorded.

Yours sincerely

Karen Whelan

Chief Executive

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## AGENDA

	<b>Pages</b>
<b>1 Apologies for Absence</b>	
<b>2 Chairman's Announcements</b>	
<b>3 Minutes</b>	<b>3 - 10</b>
To confirm and sign the minutes of the meeting held on 7 December 2016.	
<b>4 Declarations of Interest</b>	

Members are invited to declare any interests they may have with respect

to matters which are to be considered at the meeting. Members who consider that they may have an interest are invited to consult the Monitoring Officer or Democratic Services Officer prior to the meeting.

**5 Scrutiny of Portfolio Holder - Regulatory 11 - 14**

**6 Scrutiny of Portfolio Holder - Community 15 - 20**

**7 Annual Plan 2017/18 21 - 34**

**8 Task and Finish Groups**

To consider the establishment of any task and finish groups and to receive updates from any existing Groups.

**9 Work Programme 35 - 38**

To consider a Committee Work Programme for the municipal year 2017/18.

**10 Exclusion of Press and Public**

### **Part 2 (Exempt)**

**11 Minutes 39 - 42**

To confirm and sign the exempt minutes of the meeting held on 7 December 2016.

**12 Review of Exempt Items**

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

**Minutes of a Meeting of the  
Performance and Finance Scrutiny  
Committee held at Surrey Heath House  
on 7 December 2016**

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+ Cllr Alan McClafferty (Chairman)  
+ Cllr Jonathan Lytle (Vice Chairman)

+ Cllr David Allen	+ Cllr Oliver Lewis
+ Cllr Dan Adams	+ Cllr Max Nelson
+ Cllr Bill Chapman	+ Cllr Robin Perry
+ Cllr Edward Hawkins	- Cllr Chris Pitt
- Cllr Paul Ilnicki	+ Cllr Darryl Ratiram
+ Cllr David Lewis	+ Cllr Victoria Wheeler

+ Present  
- Apologies for absence presented

Substitutes: Cllr Katia Malcaus Cooper (for Cllr Chris Pitt)

In Attendance: Cllr Richard Brooks, Cllr Mrs Vivienne Chapman, Cllr Paul Deach, Cllr Colin Dougan, Cllr Moira Gibson, Cllr David Mansfield, Cllr Charlotte Morley and Cllr Valerie White.

**17/PF Chairman's Announcements**

The Chairman welcomed Members and Officers to the meeting. He indicated that, in accordance with the Constitution, the Member Call-in would be dealt with after housekeeping items. Because the item was exempt, members of the press and public would be excluded from the meeting for consideration of this item, after which the meeting would move back into the open agenda.

**18/PF Minutes**

The minutes of the previous meeting, held on 28 September 2016, were agreed and signed by the Chairman.

**19/PF Scrutiny of Finance and Transformation Portfolios**

The Chairman reminded Members that the Committee had requested written submissions from Portfolio Holders, to be circulated with the agendas. On that basis, it would be assumed that the Portfolio Holders would not need to go into the detail provided and would highlight key issues. Members would be encouraged to submit questions in advance, so fuller responses could be provided at the meeting.

Finance – In response to Members' questions, Cllr Richard Brooks noted the following:

- (i) 4 Year Settlement – The Council faced a 4 year settlement from the Government in which it's grant would be Nil in year 3 and negative in Year

4. The Council had responded to the offer rejecting the principle of a negative grant and seeking reconsideration.

From a net budget of £11 – 12 million, the Council had already had a reduction of £3 million, plus £1 million reduction to come, without any factoring-in of inflation. This represented a loss against its previous budget of between 30 and 40%;

- (ii) Localisation of Business Rates – Although 100% of business rates would be retained locally, this Council would receive around 1% and would inherit a number of risks/liabilities which would be difficult to quantify, such as the cost of appeals and back-payment of any overpayment of business rates for periods of up to 5 years.
- (iii) New Responsibilities – Councils were being allocated new responsibilities, such as the Council Tax Support Scheme, where Government funding was time limited.
- (iv) Property Acquisition – Given that many of the services that the Council provided and would wish to, were discretionary, and the prospect of a negative grant, the Council was looking to new and innovative ways to bring in revenue, including property acquisition where this was deemed to be appropriate.

Transformation – Councillor Colin Dougan indicated the following in response to Members' questions:

- (i) Local Enterprise Partnership (LEP) – The Council had benefited from grants and loans from the LEP for improvements to various aspects of the Borough. However, it was anticipated that funding for LEPs could be significantly reduced in the Autumn Statement.

Referring in particular to funding for Public Realm, the Council had submitted a bid for £6 million to achieve a common theme for the Public Realm across all of the Town Centre. The success of the bid was yet to be established.

- (ii) Surrey Heath House – The Council had some considerable success in attracting other organisations into Surrey Heath House, including Surrey Police, Surrey County Council, the Surrey Heath Clinical Commissioning Group and the Department of Works and Pensions (Job Centre Plus). Other Authorities were now seeking to attract external bodies in the same way, which would present a challenge to this Council.
- (iii) Community Leases – All community leases had been moved under Corporate Property. The purpose for this was to get realistic rent and best value. The leases had been moved onto a proper business footing, calculated on the Council's behalf by Hampshire County Council. Community organisations could then seek a grant to assist in paying the commercial value.

- (iv) One Public Estate – There was a drive to bring together the Health and Council estate nationally under the One Public Estate project. The Executive Head of Regulatory would be project managing the Council's input, but, as previously indicated, Surrey Heath House accommodated a range of authorities, assisting in efforts to achieve joined up working.
- (v) New Businesses – The Council was seeking to provide an environment where new businesses would be attracted to Surrey Heath and existing businesses would be maintained and grow within the Borough. This could be evidenced in Frazer Nash, a world leading organisation in electric vehicle technology, expanding their research and development base in the Borough and the efforts of the Transformation Team to assist in the development of the Frimley Business Group.

The Chairman thanked both Portfolio Holders and noted that the Corporate and Regulatory Portfolio Holders would attend the March 2017 Committee meeting.

**Resolved, that the presentations by the Finance and Transformation Portfolio Holders be noted.**

## **20/PF Complaints and the Local Government Ombudsman's Annual Report**

The Committee considered a report on the Council's corporate complaints monitoring arrangements, lessons learned from complaints and Local Government Ombudsman complaints received for the financial year 2015/16.

The Executive Head of Corporate reported that Stage 1 complaints tended to be informal complaints which would be resolved by individual Services and that the report focussed on Stage 2 and 3 complaints, of which there had been a total of 32. Stage 2 complaints were formal complaints, normally resulting from the complainant being dissatisfied with the outcome of the informal route. Stage 3 reports were considered by the Chief Executive.

Across Local Authorities, the majority of complaints were on regulatory matters. This was reflected in the report, where 17 complaints related to regulatory matters. It was noted that, whilst complaints should be avoided, the Council used lessons learned to improve services.

The Council's internal auditors would be inspecting the complaints processes as part of this year's planned audit work and steps had been taken to ensure that all complaints were registered through the Contact Centre.

Local Government Ombudsman – 12 complaints had been submitted to the Local Government Ombudsman. Of these, 4 had been closed without further action, 5 had been referred back for consideration by the Council, 2 were ongoing and only one had been upheld. This Council compared well to other Surrey Authorities and in the one case upheld, had taken steps to rectify the complainant's concerns.

**Resolved, that the report be noted.**

## **21/PF Mid-Year Performance Report**

The Committee considered a report reviewing performance in the first 6 months of the financial year.

The Transformation Team Manager reported that the report format echoed that of the Annual Plan. She referred Members to the success measures reported to the previous meeting and gave an explanation on the underperformance on Benefit Claims and sports pitch usage.

Whilst welcoming the new format, Members referred to a lack of clarity in format and data presentation/reporting in some areas and requested greater consistency. When reporting on seasonal activities, such as football pitch usage, Members requested that adjustments be made to reflect the seasonal variations and present a more accurate, real-time position.

### **Resolved, that**

- (i) The report be noted; and**
- (ii) Officers be asked to ensure consistency in format/data presentation, including incorporation of realistic seasonal adjustments.**

## **22/PF 1/2 Year Treasury Management Report**

The Committee considered a report on the performance of the Treasury Management Service for 2016/17 as at 30 September 2016, including investment and borrowing for the first 6 months of the year and an illustration of the Council's compliance to-date with the Prudential Indicators for 2016/17.

The Executive Head of Finance reported that the Council was exceeding its budgeted treasury income by £32,000, or 20%. The Authority had invested substantial sums of money. This exposed it to financial risk, including the loss of invested funds and the revenue effect of changing interest rates.

As at 31 March 2016, the Council's Capital Financing Requirement (CFR) was £18.1 million. Usable reserves and working capital stood at £20.4 million and the Authority had £17.9 million of external borrowing, as well as £27.7 million of investments. It was predicted that the CFR would need to rise over the next 3 years due to the capital programme and likely further investment in property.

The Council had raised its borrowing limit in November 2016 from £132 million to £167 million, with an anticipation that up to £157 million would be borrowed to fund further property investment.

The report highlighted borrowing activity, emphasising the importance of ensuring security of capital, updated on the 'Counterparty' position and demonstrated the Council's compliance with Prudential Indicators and the requirements of the CIPFA Code of Practice on Treasury Management.

**Resolved, that the report be noted.**

**23/PF 1/2 Year Finance Report**

The Executive Head of Finance provided an update on the Revenue, Treasury and Capital position for the Council, as at 30 September 2016. This was the 2<sup>nd</sup> quarter monitoring report against the approved 2016/17 budget, covering services, wages and salaries, the Capital Budget, treasury investments and debts, covering both sundry and housing benefit debts.

Members considered a detailed breakdown of the revenue budget and what individual services had achieved against the targets set.

During the period covered, £1,929,000 had been spent on capital projects, of which the largest share, £945,000, had been spent on the acquisition of commercial properties. Other significant expenditure had been £464,000 on Disabled Facilities Grants, which had attracted additional grant income from Surrey County Council.

Sundry debts at 30 September 2016 amounted to £884,000, which compared with £610,000 for the same period the previous year and the Housing Benefit debts balance was £629,000.

**Resolved, that the report be noted.**

**24/PF Task and Finish Groups**

Impact of Benefits Changes on the Council and Residents - The Chairman reported that, following discussions at a previous meeting, he had consulted the Council Leader and the Leader of the Other Group and had held a preliminary meeting on the impact of benefit cuts on the Council and residents. 8 Members had now put their names forward for a task and finish group to review possible impacts and a meeting would be called shortly.

**25/PF Committee Work Programme**

The Committee considered report on a work programme for 22 March 2017, the final meeting of 2016/17.

The Chairman reported that Councillors Josephine Hawkins and Charlotte Morley had agreed to attend for the Portfolio Scrutiny item. He emphasised that the new format of the Portfolio Scrutiny item would be that Portfolio Holders would submit written reports and would not, therefore need to go through the contents thereof in any detail. In general, questions should relate to the Portfolio Holders' reports and Members were asked, where possible, to submit their questions in advance, through the Chairman.

The Chairman referred Members to the officer reports which now included Executive Summaries. These summaries would be further developed for future meetings, but it would be incumbent on Committee Members to read these in advance of the meetings in which they were to be considered.

The Executive Head of Finance noted that the Treasury Management report was presented twice a year and the Review of Reserves and Provisions was considered each year at the September meeting. Both items would be deleted from the work programme for the March 2017 meeting.

The Committee was reminded that it would be necessary, at the March meeting, to set the Committee work programme for 2017/18.

Members agreed the following work programme for the March 2017 Committee meeting:

<b>DATE</b>	<b>TOPIC</b>	<b>OFFICER</b>
<b>22 March 2017</b>		
1	Scrutiny of Portfolio Holders – Regulatory/ Corporate	Jenny Rickard/ Richard Payne
2	3 <sup>rd</sup> Quarter Finance Report	Kelvin Menon
3	Corporate Risk	Kelvin Menon
4	Regulatory linked reports (Housing?)	Jenny Rickard
5	Committee Task and Finish Groups	Andrew Crawford
6	Committee Work Programme 2017/18	Andrew Crawford

**Resolved, that the Committee Work Programme for the remainder of 2016/17, as indicated above, be agreed.**

#### **26/PF Exclusion of the 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)
27/P	3
28/P	3

Note: Minute 27/P is a summary of matters considered in Part II of the agenda, the minute of which it is considered should remain confidential at the present time.

#### **27/PF Member Call-in**

The committee considered a Member call-in on a property acquisition and made recommendations to the Executive.

**28/PF Review of Exempt Items**

The Committee reviewed the report 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 minute 27/PF and the associated agenda report remain exempt for the present time.**

Chairman

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**Performance & Finance Scrutiny Committee 22<sup>nd</sup> March 2017**  
**Report on the Regulatory Portfolio**

The Regulatory Portfolio includes the following functions:

- Development Management
- Drainage
- Land Charges and Technical Support
- Planning Policy & Conservation
- Private Sector Housing Enforcement
- Housing
- Family Support

Development Management

Development Management continues to be one of the Councils most prominent front line services. It deals with around 1200 planning and planning related applications a year. Surrey Heath continues to receive a large number of major planning applications compared with other authorities. The majority of planning applications are determined within target times but ongoing staff vacancies are limiting the ability to improve performance.

The team has also dealt with some 40 appeals, 133 enforcement cases and 420 tree in the last year. The team is now working closely with the Corporate Enforcement Team to deliver extra resource into the Planning enforcement function. The service continues to offer trainee posts and currently has one in post. Work is ongoing with ICT to replace the Acolaid planning software with a new cloud based system using Arcus Salesforce.

Whilst income from planning applications is on target. Budgets used to fund consultants for appeals, viability advice etc and contract staff to cover vacancies are overspent.

Drainage

The Council has one Drainage Engineer. His primary role is to oversee the repairs and maintenance to drainage on the Councils land. He also provides drainage advice to the Development Management Service for housing schemes of less than 50 units, larger sites are the responsibility of Surrey County Council in its role as lead Local Flood Authority.

Land Charges and Technical Support

This team dealt with 2191 Local Land Charges searches in the last year and on average provides a response in less than 2 days. However the changes to the Land Charges function proposed by the Government will come forward over the next two

years and we await further information. The team's main role continues to be to manage the data and systems that support the Development Management function.

### Planning Policy and Conservation

This team is responsible for the delivery of the Councils planning policy advice and guidance. It also provides an annual monitoring report on performance against policy to the Executive. In the coming year it will embark on a review of the current Local Plan which is now out of date. Advice on Listed Buildings and Conservation areas is provided through this team by Waverley Borough Council who supply an officer one day a fortnight to support the Development Management Service and provides some support to property owners.

### Private Sector Housing Enforcement

This team is responsible for overseeing licencing of House in Multiple Occupation, inspection checks of housing in substandard condition, caravan site licencing and other miscellaneous functions. The team has inspected 79 properties so far in 2016/17 with 126 inspections being undertaken.

### Housing

This now operates as a Housing Options service responsible for managing the Councils Housing Register which has reduced from over 700 households at the beginning of 2016 to 515 by the beginning of 2017. This reduction is primarily due to changes in eligibility criteria rather than a reduction in demand for housing. The team has been successful in maintaining the low rates of referral to bed and breakfast through close working with local land lords. The numbers of prevention of homelessness case worked with has increased from 84 in 2015/16 to 107 in 2016/17 so far. Lack of social and affordable private rented housing and low delivery of new affordable housing continues to be a problem with homelessness from private rented accommodation increasing as Local Housing Allowance fails to keep pace with the increased cost of renting in the private sector.

Funding for the joint Team Around the Person Project working with single homeless including street homeless ceased in Autumn 2016. However, Housing has maintained the by service using Prevention of Homelessness grant to fund this. Surrey heath partnership has agreed to fund a project officer in the team for 2017/18 to set up day services to support single homeless residents.

In addition, the Housing Team took over the Councils Disabled Facilities Grant function in autumn 2016. The coming year will see new policies coming to the Executive in mid-2017, as the team seeks to turn the focus of the service from reactive to proactive working with the CCG and Adult Social Services.

In 2017/18, the emerging Homelessness Reduction Bill is likely to present budgetary challenges as Councils are asked to increase services to the homeless but its principles of early intervention and personalised support fit well with the service we already deliver.

### Family Support

The Regulatory Service also delivers this service for Surrey Heath and Runnymede Borough Councils on behalf of the SCC Children's Early Help Service. The team continues to meet its targets, working with 104 families a year addressing issues such as poor school attendance, domestic violence and substance abuse. In 2016/17 so far 13 families have been referred to Surrey Children's services due to safeguarding concerns.

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**PERFORMANCE AND FINANCE SCRUTINY  
COMMITTEE**

**Title: Community Portfolio**

Portfolio	Community
Ward(s) Affected:	n/a

**Purpose**

**To provide a progress report on the Community Services Portfolio**

Background

1. The Community Portfolio covers a wide range of public facing services. Some services are statutory such as Environmental Health and Emergency Planning whilst others such as Older People Services are discretionary.

Community Services

2. The Community Services Team provides a range of high quality services to support people with caring needs to live independently at home and remain active in the community. This includes:
  - Around the clock emergency assistance through our community alarms and telecare service.
  - Accessible community transport to locations around the borough and beyond.
  - A GPS location service for people who feel vulnerable when out and about.
  - A 7 days a week (including Christmas Day) hot meal service.
  - A day centre operating 5-days providing companionship; a hot mid-day meal and range of activities. A Saturday club also operates at the centre from 2p.m. to 5 p.m. for carers and the cared for.
3. The main challenges remain the increasing proportion of people over the age of 85 –years in Surrey Heath and risk of cuts to the Service Level Agreements with Adult Social Care.
4. We are meeting this challenge by working in partnership with Runnymede BC in order to reduce our management overheads; safeguarding our Service Level Agreements with Adult Social Care by adding value to the services we deliver; and increasing income.
5. In 2016/2017 we:

- Continued to work with partners to introduce dementia friendly communities
  - Re vitalised older peoples services to make them more attractive to customers including the introduction of a choice based meals at home service which increased customer numbers by 9% (257/month)
  - Moved 80% of our transactions to a cashless service which has reduced costs and reduced the risk to clients and staff.
6. In 2017/2018 we propose to:
- Continue to deliver a high quality range of services to help people live independently at home and remain active in the community;
  - Strengthen our partnership with Runnymede BC; Adult Social Care and the Surrey Heath Clinical Commissioning Group.
  - Pilot a dementia day care service at the Windle Valley Day Centre, including emergency respite care.

#### Emergency Planning and Business Continuity

7. The Civil Contingencies Act 2004 places a duty on the Council to ensure critical services are resilient in order to respond to disruptive events. This involves ensuring both Emergency and Business Continuity Plans are in place.
8. The Council has appointed a company called “Applied Resilience” to help it meets its statutory obligations. The company has been formed from the Emergency Planning officers who previously supported Runnymede and Spelthorne Borough Council’s. Applied Resilience provides the Council with 15 hours dedicated support with additional help in an incident. The service is now used by 5 authorities in Surrey.

#### Environmental Health

9. The Council employs a team of 7 Environmental Health Officers enforcing a range of statutory functions this includes; Food safety in 634 food businesses; Health & Safety in 1500 workplaces; Air quality monitoring; Statutory Nuisance investigation and control; Dog Control and Pest Control.
10. The Food Standards Agency requires the Council to inspect food businesses within 28 days that the inspection is due. The frequency of the inspection being determined by the risk it presents. The team is on track to meet this target for 100% of the food businesses in the Borough.
11. A major focus has been the assessment of contaminated land in the Borough. An initial high level review has identified 1330 potentially contaminated sites in the Borough. Over 1000 of the sites have been classified as having a very low or low risk and these include; electricity substation still in same use, graveyards, and depots in industrial use.

However, some sites which were used as landfill sites; petrol stations; sewage works; laundries present a higher risk and will require more detailed scientific study.

12. Through a restructure of both Community Services and Regulatory Services the Home Improvement Agency and Disabled Facilities Grants service has been transferred to the housing team in Regulatory Services. This now means that all housing services delivered by the Council are in one team.

#### Corporate Health and safety

13. The Council employs a Health and Safety officer for one day a week to provide advice on our Health and Safety responsibilities as an employer. A work plan is agreed with the Executive Head – Community and a report presented to CMT twice a year.

#### Health and Wellbeing

14. The Council has established a Health and Wellbeing group which comprises of elected members and senior officers of Surrey Heath Borough Council , Surrey County Council; Adult Social care: Surrey Heath CCG and NHS Surrey (Public Health Consultant). The group has agreed a Surrey Heath Health and Wellbeing Action Plan which is monitored by the group.

#### Licensing

15. The Licensing team comprising of two members of staff process and deal with Premises Licences; Personal licences; Taxi and Hackney Cab Licences and Gambling Licences. In addition the Environmental Health Team deals with licences for street trading; riding establishments; Pet Shops; Dog breeding; Dog boarding; Catteries etc.
16. Safeguarding training was recently held in the Council Chamber as part of Operation “Makesafe” to raise awareness of child sexual exploitation. The course was attended by 88 licensed taxi drivers and members of pub watch. A report will be going to the next Licensing committee, to consider making this training compulsory for all Hackney Carriage and Private Hire Drivers.

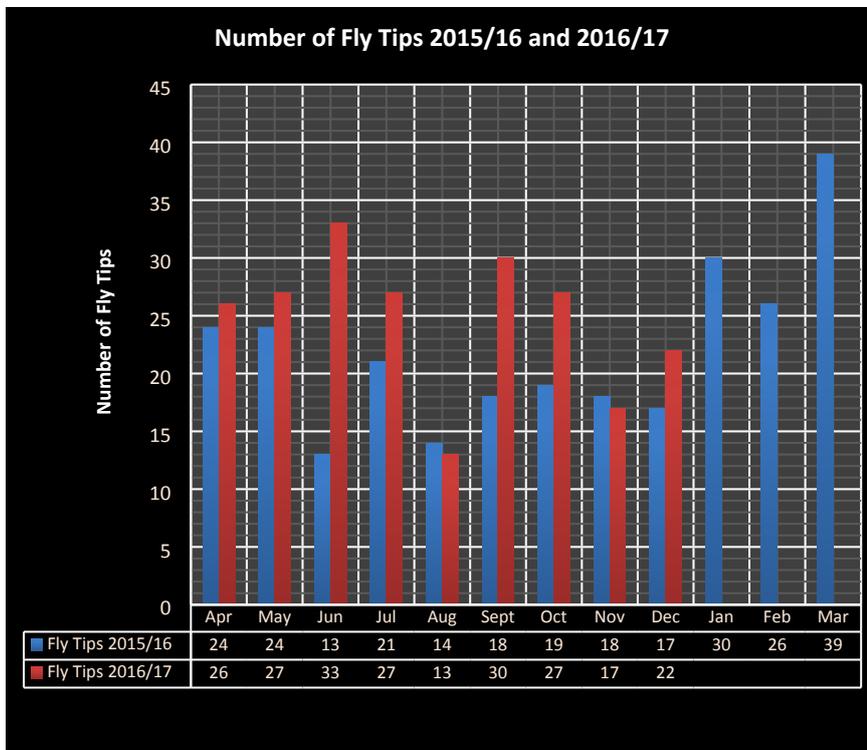
#### Recycling and Refuse

17. The 2015/2016 recycling performance has not yet been published but we anticipate that this will be around 62%. This is a slight fall from the previous year of 63%. However, this makes Surrey Heath still the best performing authority in the County and one of the best in the country.

18. The fall in the recycling rate is largely due to recycling material being rejected at the Material Recycling Facility due to contamination. In 2016/2017 a considerable amount of engagement has been made with the refuse crews and the public to improve the quality of the recycling. As a result this campaign we are expecting the 2016/2017 recycling rate to move back up to 63%.

Street Cleansing

19. The cleansing service in Surrey Heath provides for the mechanical sweeping and disposal of litter and debris from our streets. Sweeping is supported by mobile teams who work under the direct control of the client team. The contract includes the cleansing of car parks, public toilets, recycling sites and the removal of fly tips, weeds, fly posters and small scale graffiti.
20. An independent litter and detritus survey was carried in October 2015 which found that 96% of the streets surveyed were found to be either graded A (No litter or refuse) or B (Predominantly free of litter or refuse). This survey will be repeated this year.
21. The reported incidences of fly tipping have increased as illustrated in the chart below.



22. The enforcement of fly tipping is carried out by the Corporate Enforcement Team. Since March 2016 the team have prosecuted 10 people for waste related offences, resulting in fines totalling £6,100 with costs awarded of £6,056. In addition 19 Fixed Penalty Notices have been issued totalling £2,130.

#### Joint Waste Procurement

23. In 2016/2017 the Council procured a high quality waste and street cleansing contract in partnership with four other local Councils resulting in an annual saving for Surrey Heath of £330,000.
24. It has been agreed that Surrey Heath will be the administering authority and will be responsible for managing the contract on behalf of the partnership. Waste and street cleansing staff currently employed by the partner authorities will be transferred to Surrey Heath in May 2017 under TUPE arrangements. The cost for managing the contract will be shared across the partnership.

#### Traveller Sites

25. The council manages two traveller sites on behalf of SCC under an agency agreement. These are located in Bagshot and Chobham. Each site has 15 plots.
26. The management of the sites will transfer back to Surrey County Council in April 2017.

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## Five Year Strategy and Annual Plan 2017/18

### Summary:

**To consider the Council's Five Year Strategy and Annual Plan for 1 April 2017 to 31 March 2018 and comment to the Executive, as appropriate.**

**Portfolio: Leader: Cllr Moira Gibson**

Date Signed Off: 21 February 2017

**Wards Affected: All**

### Recommendation

**The Committee is asked to consider the refreshed Five Year Strategy and the Annual Plan for 2017/18 and comment, where appropriate, to the Executive.**

## 1. Key Issues

- 1.1 The Executive approved a new Five Strategy in August 2016 which 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. The Five Year Strategy is a rolling document and a refreshed version is attached as Annex A.
- 1.2 This report also introduces an updated Annual Plan for the Council for 2017/18. The draft version is attached at Annex B.
- 1.3 The Annual Plan includes an overview of the vision and objectives from the Five Strategy but states the outputs and success measures that will be delivered in 2017/18 for each of the Council's key priorities. These priorities are presented under the headings of Place, Prosperity, Performance and People. The Annual Plan therefore demonstrates the Council's commitment to achieving the Five Year Strategy.

## 2. Performance Reporting

- 2.1 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 targets.

2.2 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.

2.3 The key priorities can change from year to year as various projects or key stages within projects are delivered. Ongoing service delivery changes less from year to year, so progress is monitored more easily using the success measures contained in the Annual Plan.

### **3. Resource Implications**

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

### **4. Options**

4.1 The Committee has the option to;

- i. Support the Five Year Strategy set out in Annex A and the 2017/18 Annual Plan set out in Annex B; or
- ii. Make recommendations to the Executive on any areas of concern/proposals.

### **5. Proposals**

5.1 It is proposed that the Committee considers the Five Year Strategy set out in Annex A and the 2017/18 Annual Plan attached as Annex B and comments to the Executive as required.

### **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 2017/18 may require specialist resources. Risk assessments will be completed and costings for the resource will be built into the individual business cases.

## 9. Recommendation

- 9.1 The Committee is recommended to consider the Five Year Strategy at Annex A to the Officer report and the Annual Plan 2017/18, as attached at Annex B to the Officers report, and to comment to the Executive where appropriate.

<b>Annexes</b>	<b>Annex A – Five Year Strategy Annex B –Annual Plan2017/18</b>
<b>Background Papers</b>	<b>None.</b>
<b>Author/Contact Details</b>	<b>Sarah Groom - Transformation Team Manager <a href="mailto:sarah.groom@surreyheath.gov.uk">sarah.groom@surreyheath.gov.uk</a></b>
<b>Service Manager</b>	<b>Louise Livingston - Executive Head of Transformation</b>

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# FIVE YEAR STRATEGY



# 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.

**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.

**Performance** – to deliver effective and efficient services better and faster.

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.



**Karen Whelan**  
Chief Executive



**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 Five Year 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 and maintain our parks and public open spaces including the provision of quality leisure facilities
- Encourage sustainable living and construction by promoting high quality building and design standards
- To reduce waste and increase the proportion of waste recycled and recovered
- Work with key partners to continue to keep the borough a very safe place to live

## Prosperity

**Objective**

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

**Priorities**

- Strengthen the Council's financial independence by increasing our own income
- 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

## People

**Objective**

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

**Priorities**

- Work with partners to improve the health and wellbeing of our community
- Support older and more vulnerable people to live independently in their own homes and remain active in their local community
- Use our green space to deliver a programme of sport and leisure activities supporting community engagement with all people
- Address housing needs within the community

## Performance

**Objective**

We will deliver effective and efficient services better and faster

**Priorities**

- Provide excellent customer service delivery
- Improve access to services through the use of technology
- Maximise every opportunity to improve the use of our land and buildings
- Regularly review our services and processes to ensure that they continue to offer value for money
- Maintain services by working collaboratively with partners in the public, private and voluntary sectors
- Demonstrate our performance through monitoring and reporting

# 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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# ANNUAL PLAN

## 2017/18



# Foreword

Our vision for making Surrey Heath an even better place to live, work and enjoy hasn't changed. We know we can't do this alone, so we will continue to work closely with our public, voluntary and private sector partners to deliver this Annual Plan for the community.

Following our major financial investment into Camberley last year we are already seeing financial results and are making good progress on key refurbishment and regeneration schemes; positioning ourselves to deliver significant town centre improvements and much needed new housing over the next few years.

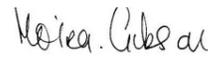
The growth and prosperity of our local economy continues to remain a key priority. We will ensure that we continue to encourage inward investment by showcasing the Borough to a broader audience at events across the country. We will also continue to lobby our Local Enterprise Partnership (Enterprise M3) for multi-million pound investment and infrastructure schemes and deliver a range of initiatives from supporting local business associations to providing free business advice clinics to small/start-up businesses.

We continue to ensure our services are efficiently run to drive improvements to benefit our customers and residents including the offer of a new range of older people's services and preserve our high quality efficient waste and recycling service. Ultimately, our purpose is to provide services according to residents and businesses need and where possible to exceed customer expectation.

We will provide the opportunities and services to support a safe, clean, green, healthy and happy community, including a diverse range of community events. Please help us to ensure Surrey Heath remains an excellent place to live, work and enjoy.



**Karen Whelan**  
Chief Executive



**Councillor Moira Gibson**  
Leader of the Council

Page 30



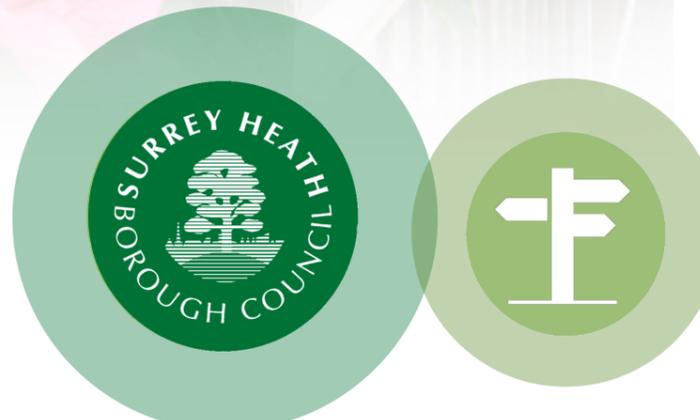
# Place

## Objective

To make Surrey Heath an even better place where people are happy to live

### Priorities

- To deliver an improved Camberley Town Centre
- To promote high quality building and design standards across the Borough
- To reduce waste and increase the proportion of waste recycled and recovered.
- To provide quality leisure facilities



## In 2017/18 we will:

### Regeneration

- Take forward the refurbishment and rebranding of the Mall shopping centre in Camberley.
- Commence redevelopment of Ashwood House in Camberley into high quality development and aim to maximise the uses on the ground floor.
- Commence redevelopment of Pembroke House on the Frimley Road to provide affordable housing.
- Bring forward proposals for the redevelopment of Camberley's 'London Road Block' including an outline planning application.
- Improve the public spaces across the town centre starting with Princess Way and the High Street.
- Bring forward proposals for the Arena Leisure Centre facility.

## In 2016/17 we:

In progressing the regeneration plans for the town centre we have:

- Invested in town centre property to help regenerate Camberley and provide a good return on investment for the Borough Council.
- Acquired further property on London Road Camberley to enable the 'London Road Block' regeneration scheme.
- After a significant procurement exercise appointed Berkeley Homes to redevelop housing at Ashwood House and Pembroke House.
- Delivered improved parking at Main Square car park, introducing contactless payment and the refurbishment of level 5.
- Supported the renewal of 'Collectively Camberley' to promote the town centre for a further five years and delivered a series of events, including Camberley on Ice, Camberley International Festival, Sports Market and The Queens 90th Birthday Picnic celebrations.

### Other Services

- Procured a high quality waste and street cleansing contract in partnership with four other local Councils resulting in an annual saving of £330k for Surrey Heath Borough Council.
- Continued to be one of the best performers in the country for recycling waste.
- Took on responsibility for maintaining verges and roundabouts across the Borough to help improve consistency and standards at no additional cost.
- Implemented a night time closure of the High Street on Wednesday, Friday and Saturday nights.

# Prosperity

## Objective

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

### Priorities

- Work with partners to support our economy through strategic development planning and economic growth
- Encourage inward investment
- Support local businesses by encourage improvements to local transport and infrastructure.
- Encourage new developments to strengthen the local economy

### In 2017/18 we will:

- Use borrowing to generate investment returns to support services which contribute to economic growth in Surrey Heath.
- Review the Local Plan and produce an 'Issues and Options' document for public consultation.
- Work to increase residential development across the Borough.
- Refresh the Economic Development Strategy.
- Promote Surrey Heath as a location for companies to invest in.
- Work with Camberley High Street stakeholders to help deliver improvements to the High Street.
- Press for a positive outcome from our Local Enterprise Partnership (LEP) funding bids and work up plans for the delivery of the projects to improve the Camberley area transport and roads.
- Encourage and support Surrey County Council to deliver the A30 road improvements and the Meadows roundabout works.
- Work with Business Associations across the Borough to develop projects to deliver improvements.

### In 2016/17 we:

- Acquired property to generate an income to maintain services and to support the Council's aspirations for Camberley Town Centre regeneration.
- Supported residential and commercial property development and were accepted onto the Government 'One Public Estate' initiative to work with them to identify publicly owned land for redevelopment.
- Hosted the Surrey Heath Business awards to showcase businesses in the borough.
- Provided over forty start-up businesses with free advice clinics and supported the Borough's business associations.
- Promoted Surrey Heath as a business relocation opportunity at London Olympia's MIPIM Property Exhibition to help spread the 'Open for Business' message.
- Submitted funding applications to the Local Enterprise Partnership for transport and infrastructure projects to support the local economy, with results due later in 2017.



Page 31



# People

## Objective

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

### Priorities

- To work with partners to improve health and wellbeing
- Support older and more vulnerable people to live independently and remain active
- Use our parks and countryside to enhance sporting and leisure opportunities
- Address housing needs within the community

### In 2017/18 we will:

- Work with partners to promote the health and wellbeing of our residents and encourage delivery of activities that promote sport and healthy living.
- Pilot a new dementia respite day care service at the Windle Valley Centre.
- Deliver a new Young Ambassadors programme to encourage community involvement and leadership in young people.
- Encourage an increase in the number of volunteers delivering sport and health related activities and events.
- Re-evaluate and operate our sports facilities to best meet changing customer needs.
- Expand Camberley Youth Theatre and Community Arts Programme.
- Consult on and develop a new Healthy Home Strategy addressing how homes meet the needs of our residents.
- Deliver a programme of high quality community events.

### In 2016/17 we:

- Provided a range of services to help vulnerable people live independently in their homes and helped reduced the number of people living in isolation.
- Continued to work with partners to introduce dementia friendly communities.
- We have worked to manage homelessness in the Borough, with nobody staying in Bed and Breakfast for more than 6 weeks.
- Opened the visitor centre in Lightwater Country Park to provide space for school groups and a café.
- Supported the Rio Olympics with events around the Borough and worked with sports clubs to increase sports participation including hosting a sports fair on Park Street.
- Delivered high quality community events such as the Frimley Lodge Live Music Festival, Camberley International Festival, outdoor theatre and Camberley on Ice.
- Developed a play area refurbishment programme.
- Promoted the Workplace Wellbeing Charter to businesses across the Borough and achieved the Commitment Award for ourselves and the Surrey Heath Clinical Commissioning Group.



# Performance

## Objective

To deliver effective and efficient services better and faster

### Priorities

- To improve digital access to services and provide excellent customer care
- Adapt the way we work to meet changing needs and challenges
- To work collaboratively with partners in all sectors
- Maximise use of buildings and land we own

## In 2017/18 we will:

- Continue to improve digital access to services, making them more accessible and efficient to all.
- Review our asset management plan to ensure we maximise every opportunity to better use our land and buildings including Surrey Heath House.
- Become the administering authority for the joint waste contract and establish a centralised office to manage the joint waste contract and the non statutory functions of the Waste Disposal Authority.
- Commence the new joint waste contract with our partners.
- Make parts of the Doman Road Depot available to the joint waste contractor to generate additional income to the Council.
- Install a new corporate and guest wireless network in Surrey Heath House to support agile and efficient working.
- Deliver efficient governance arrangements by successfully implementing the outcomes of the Boundary Commission for England's Electoral Review.
- Implement a new Performance Management framework to drive services to be more efficient.
- Continue to explore alternative ways to deliver our services more efficiently.
- Continue to identify commercial opportunities to increase income and support the Council's sustainability.

## In 2016/17 we:

- Worked with four local Council's to deliver the new Joint Waste Partnership and appointed Amey as the new contractor to provide the waste and recycling collection service and street cleansing service from 2017/18.
- Worked closely with other local Council's to reduce benefit fraud.
- Reviewed three of our seven departments to ensure our services continue to offer value for money.
- Introduced a new digital system to improve customer service and service delivery in planning, licensing, waste and recycling, environmental health and building control.
- Took advantage of a number of commercial opportunities to increase income and support the Council's future financial sustainability including an agreement to lease part of Knoll Road car park and the Theatre building.
- Re vitalised older peoples services to make them more attractive to customers including the introduction of a choice based meals at home service which increased customer numbers by 9% (257/month)
- Introduced a new café and visitor centre at Lightwater Country Park.
- Established a working group to deliver a proposal for the future of the Arena Leisure Centre facility.

# 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  
Occupancy of Camberley town centre car parks  
%age 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

## 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

## 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%.



Page 32



# 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](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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**Committee Work Programme 2017/18**

Portfolio	Corporate
Ward(s) Affected:	n/a

**Purpose**

**To consider the Committee work programme for the remainder of the municipal year 2017/18.**

**Background**

1. The Performance and Finance Scrutiny Committee was appointed by the Council at its Annual Meeting on 18 May 2016 and it is anticipated that it will be re-appointed for 2017/18.
2. The Constitution, at Part 4, Section C paragraph 6 requires the Committee to develop a work programme. This will normally be set at the last meeting of a municipal year, for the subsequent municipal year.
3. Members are asked to consider a work programme for the following meetings in 2017/18:
  - 12 July 2017 (Changed from 5 July)
  - 13 September 2017
  - 6 December 2017
  - 21 March 2018
4. The work programme is developed through the year, to meet new demands and changing circumstances and the Committee will be expected to review its work programme from time to time and make minor amendments as required.
5. One of the tasks given to the Committee is to carry out pieces of work requested by the Council and/or the Executive.
6. The Committee agreed on 6 July 2016 (minute 9/PF refers) that reports at each meeting would, where possible, be themed to the areas covered by the Portfolio Holder attending that meeting.

**Proposal**

7. It is proposed that Members consider a work programme for the remainder of the municipal year 2017/18.

### Resource Implications

8. Subject to any decisions relating the work programme, there are no resource implications which have not already been factored in, with those mainly involving officer time.

### Recommendation

9. The Scrutiny Committee is advised to consider a work programme for the municipal year 2017/18.

Background Papers: None

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e-mail: [richard.payne@surreyheath.gov.uk](mailto:richard.payne@surreyheath.gov.uk)

**PERFORMANCE AND FINANCE SCRUTINY COMMITTEE –  
DRAFT WORK PROGRAMME – 2017/18**

<b>DATE</b>	<b>TOPIC</b>	<b>OFFICER</b>
<b>12 July 2017</b>		
1	Performance 2016/17	Louise Livingston
2	Finance Report – End of Year 2016/17	Kelvin Menon
3	Presentation - Changes to Services for Older People in the Borough	Tim Pashen
4	Emergency Planning/Business Continuity	Tim Pashen
5	Waste Action Plan	Tim Pashen
6	Information Items report (Complaints/Ombudsman/Equalities/Air Quality Management/RIPA/Corporate Risk)	Andrew Crawford to collate
7	Task and Finish Groups	Andrew Crawford
8	Committee Work Programme	Andrew Crawford
<b>13 September 2017</b>		
1	Scrutiny of Portfolio Holders – Business/Corporate	Daniel Harrison/ Richard Payne
2	Review of Reserves and Provisions	Kelvin Menon
3	Annual Report on Treasury Management	Kelvin Menon
4	Green Space Update	Daniel Harrison
5	Task and Finish Groups	Andrew Crawford
6	Committee Work Programme	Andrew Crawford

<b>DATE</b>	<b>TOPIC</b>	<b>OFFICER</b>
<b>6 December 2017</b>		
1	Scrutiny of Portfolio Holders – Finance/ Transformation	Kelvin Menon/ Louise Livingston/ Karen Limmer
2	½ Year Treasury Management Report	Kelvin Menon
3	½ Year Finance Report	Kelvin Menon
4	Finance linked Reports	Kelvin Menon
5	Transformation linked Reports	Louise Livingston
6	Update on Investment Properties	Karen Limmer
7	Task and Finish Groups	Andrew Crawford
8	Committee Work Programme	Andrew Crawford
<b>21 March 2018</b>		
1	Scrutiny of Portfolio Holders – Regulatory/Community	Jenny Rickard/ Richard Payne
2	3 <sup>rd</sup> ¼ Finance Report	Kelvin Menon
3	3 <sup>rd</sup> Quarter Treasury Management Report	Kelvin Menon
4	Corporate Risk	Kelvin Menon
5	Corporate linked reports	Richard Payne
6	Regulatory linked reports	Jenny Rickard
7	Task and Finish Groups	Andrew Crawford
8	Committee Work Programme	Andrew Crawford

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