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Friday, 6 July 2018

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

Dear Councillor,

A meeting of the **EXECUTIVE** will be held at Council Chamber, Surrey Heath House, Knoll Road, Camberley, GU15 3HD on Tuesday, 17 July 2018 at 6.00 pm. The agenda will be set out as below.

Please note that this meeting will be recorded.

Yours sincerely

Karen Whelan

Chief Executive

AGENDA

Pages

Part 1 (Public)

1. Apologies for Absence

2. Minutes

3 - 6

To confirm and sign the open minutes of the meeting held on 19 June 2018 (copy attached).

3. Declarations of Interest

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

4. Questions by Members

The Leader and Portfolio Holders to receive and respond to questions from Members on any matter which relates to an Executive function in accordance with Part 4 of the Constitution, Section B Executive Procedure Rules, Paragraph 16.

- | | | |
|------------|---|------------------|
| 5. | Introduction of Parking Charges at Frimley Lodge Park | 7 - 14 |
| 6. | Car Parking Tariff Review | 15 - 24 |
| 7. | Draft Windlesham Neighbourhood Plan 2018-2028 - Examination | 25 - 68 |
| 8. | Economic Development Strategy Update 2018 | 69 - 138 |
| 9. | Requests for Carry Forward of Unspent Budget from 2017/18 to 2018/19 | 139 - 144 |
| 10. | Review of the Corporate Capital Programme 2017/18 | 145 - 150 |
| 11. | Exclusion of Press and Public | 151 - 152 |

**Part 2
(Exempt)**

- | | | |
|------------|--|------------------|
| 12. | Exempt Minutes | 153 - 154 |
| | To confirm and sign the exempt minutes of the meeting held on 19 June 2018 (copy attached). | |
| 13. | Grounds Maintenance Contract | 155 - 158 |
| 14. | Review of Exempt Items | |
| | To review those items or parts thereof which can be released as information available to the public. | |

**Minutes of a Meeting of the Executive
held at Council Chamber, Surrey Heath
House, Knoll Road, Camberley, GU15
3HD on 19 June 2018**

+ Cllr Moira Gibson (Chairman)

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

+ Present

- Apologies for absence presented

In Attendance: Cllr Rodney Bates and Cllr Chris Pitt

1/E Minutes

The open and exempt minutes of the meeting held on 8 May 2018 were confirmed and signed by the Chairman.

2/E Questions by Members

The Leader responded to a question from Cllr Rodney Bates concerning an upcoming consultation by Surrey County Council on Children's Centres in the county and confirmed that an item would be brought to the appropriate Executive meeting.

3/E End of Year Performance Report 2017-18

The Executive received a report detailing the Council's performance in 2017/18.

RESOLVED to note the End of Year Performance Report 2017/18.

4/E Council Finances as at 31 March 2018

The Executive noted the Council's finances as at 31 March 2018.

RESOLVED to note the Council's finances at 31 March 2018.

5/E Community Infrastructure Levy

The Council had been collecting Community Infrastructure Levy (CIL) funding since the Charging Schedule came into effect on 1 December 2014. The CIL Regulations required that the Council, as the collecting authority, pay money over to the parishes, decide how to use that the Fund and to publish details of its CIL income and expenditure.

The Council had received a total of £3, 273,040.92 for the reporting period 1st October 2017 – 31st March 2018. A breakdown of the CIL receipts was reported to the Executive.

The Executive was advised that payments to parishes in the reporting period 1 April 2017 – 30 September 2017 had been as follows.

- a) Chobham £10,685.40
- b) West End £182,030.00

In March 2015, the Executive had agreed that a 15% proportion would also be made available to spend for non-parished areas according to local priorities. The amount collected within these areas had been as follows:

- Mytchett £24,950.63
- Parkside £46,879.15
- St Pauls £ 5,994.00
- Town £36,558.00

It was proposed that Ward Councillors for the non-parished areas be asked to submit suggestions and bids for projects. Ward Councillors could also choose to save the money to roll forward to fund larger projects or combine across wards for jointly beneficial projects.

Local projects would then be put forward to the Executive for funding in 2018/19 in combination with any project taken forward from any remaining Planning Infrastructure Contributions.

It was suggested by some Members that the procedure for submitting requests for CIL monies from non-parished areas should be reviewed to allow ward members within a specified distance from the development site to submit suggestions and bids for projects. It was agreed that further consideration would be given to whether the criteria should be reviewed for future projects.

RESOLVED

- (i) to note the CIL monies received;**
- (ii) that Ward Councillors for the non-parished areas be asked to submit to the CIL Governance Panel ideas for spending CIL generated income within their wards; and**
- (iii) that the remaining CIL contributions held by the Council be retained for spending to support key priorities.**

6/E Response to Runnymede Borough Council's Draft Local Plan 2030 (Regulation 19) Part 2 consultation

The Executive considered a draft response to Runnymede Borough Council's Draft Local Plan 2030 (Regulation 19) Part 2 consultation.

In January 2018 Runnymede Borough Council had published a Draft Local Plan document for consultation. The second consultation, which was taking place between 18 May and 29 June 2018, allowed for comments on the amendments which had been made following the first public consultation, before the Plan was submitted to the Planning Inspectorate.

RESOLVED to agree the Council's formal representation to the Draft Runnymede 2030 Local Plan (Part 2) Document, as set out at Annex 1 to the agenda report.

7/E Exclusion of Press and Public

In accordance with Section 100(A)(4) of the Local Government Act 1972 (as amended) and Regulation 5 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, 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)
1/E (part)	3
8/E	3
9/E	3
10/E	3

Note: Minutes 8/E and 9/E are summaries of matters considered in Part II of the agenda, the minutes of which it is considered should remain confidential at the present time.

8/E Performance of the Major Property Acquisitions

The Executive considered a report outlining the performance of major property acquisitions in the previous 6 months.

RESOLVED to note the performance of major property acquisitions.

Note: It was noted for the record that Cllr Paul Deach declared that he worked for organisations in Camberley Town Centre.

9/E Lease renewal of the Old Dean Bowling Club

The Executive made decisions relating to the renewal of the lease for Old Dean Bowling Club.

10/E Review of Exempt Items

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

RESOLVED that

- (i) minute 8/E and the associated agenda report remain exempt for the present time; and**
- (ii) minute 9/E and the associated agenda report remain exempt until the completion of lease negotiations.**

Chairman

Introduction of Parking Charges at Frimley Lodge Park

Summary

Frimley Lodge is Surrey Heath Borough Council's premiere park and acts as an important leisure and sports hub for the borough and surrounding areas. In recent years the parks popularity has seen a significant increase in visitor numbers which is the result of improvements such as the installation of 3G football pitches, re-furbished café facilities and a full programme of events. This autumn will see the installation of brand new play equipment which will undoubtedly attract additional visitors. Increasing use of the facility is putting pressure on, in particular, parking areas and running surfaces which are deteriorating and will need significant investment. As such, it is now deemed appropriate to consider the introduction of parking charges within the park to help offset running costs and allow for further investment to improve and expand the current parking facilities.

Portfolio – Places & Strategy

Date Signed Off: 3 July 2018 (by the Leader)

Wards Affected: All

Recommendation

The Executive is advised to RESOLVE that

- (i) the car parking tariff for Frimley Lodge Park as set out in Annex 1 be agreed, to come into effect following any necessary legal procedures; and
- (ii) a portion of future parking charge income be re-invested into Frimley Lodge Park infrastructure to improve visitor facilities.

1. Resource Implications

- 1.1 It is estimated that parking tariffs could generate additional income of up to circa £90,000 pa based on current customer visitor levels.

2. Key Issues

- 2.1 Frimley Lodge Park is a popular leisure destination for thousands of residents of Surrey Heath but also many visitors from outside of the borough.
- 2.2 The park offers numerous permanent sporting and leisure activities including 3G football pitches, Pitch & Putt, Miniature Railway, Café, access to Basingstoke Canal, Park Run and numerous annual events all of which put excessive demand on the current parking facilities.
- 2.3 Conservative estimates based on recent studies show that approximately 100,000 cars park in Frimley Lodge Park car park per year.

- 2.4 The current parking facilities are of a poor standard and often do not provide adequate capacity which leads to dangerous parking at peak times.
- 2.5 The cost to resurface and re-line the current car park and install pay and display machines would be circa £200,000.
- 2.6 Research shows that a number of local authorities have introduced parking charges in comparable country parks and recreation grounds (see Annex 2). This includes the recent introduction of parking charges by Surrey County Council for some of their country parks such as Chobham Common.
- 2.7 The Council has been advised that the Canal Centre are to be implementing car parking charges and in doing so is likely to attract a further parking pressures at Frimley Lodge Park.
- 2.8 The need to future fund maintenance works and infrastructure improvements is essential to retain and improve standards, and a proportion of any extra income generated should be ring-fenced for future investment. In effect this process ensures that park users rather than Surrey Heath council tax payers will pay for the additional cost of on-going maintenance.
- 2.9 Discounted season tickets would be made available to regular park users as well as free permits for regular hirers of the facilities.
- 2.10 Car park enforcement would be carried out by existing on street CEOs as part of their regular beat at no additional cost.

3. Options

- 3.1 The Executive has the options to:
 - i) agree the proposed introduction of parking charges at Frimley Lodge Park
 - ii) reject the proposed introduction of parking charges at Frimley Lodge Park
 - iii) suggest an amended charging regime
 - iv) agree that additional income over budget be invested in future park maintenance/improvements

4. Proposals

- 4.1 It is proposed that the Executive:
 - i) agree the suggested introduction of parking charges at Frimley Lodge Park
 - ii) allow income extra income received to be retained as a ring-fenced fund for future park maintenance/improvements
 - iii) delegate the implementation of the above to the Executive Head of Business in consultation with the Places & Strategy Portfolio Holder.

5. Supporting Information

- 5.1 Predicted income increase is based on 100% customer retention. It is possible that the new tariffs may reduce customer numbers slightly.

6. Corporate Objectives and Key Priorities

- 6.1 Place: To provide quality leisure facilities
- 6.2 Prosperity: Strengthen the Council's financial independence by increasing our own income.
- 6.3 People: Use our parks to enhance sporting and leisure opportunities.

7. Legal Issues

- 7.1 Introduction of parking charges will require a variation to the Traffic Regulatory Order (TRO). This could take up to 2 months depending on objections.

8. Sustainability

- 8.1 The ability to create a ring-fenced maintenance budget for the car parks will allow for a programme of planned future maintenance, so as to allow standards to be enhanced.

9. Risk Management

- 9.1 There is a risk of adverse reaction from public users to an introduction of parking charges. However a rise with the purpose of re-investing in the future of Frimley Lodge Park is justifiable.
- 9.2 There is a risk of loss of revenue in the park if we cannot increase the standard and amount of the parking at this site.
- 9.3 With charges imminent at the Canal Centre site is likely to put increased pressure on the parking at Frimley Lodge Park.

10. Community Safety

- 10.1 Re-investment in to the park will provide a higher standard of provision which will have a positive effect on both behaviour and safety.

11. Consultation

- 11.1 The introduction of new parking charges will be subject to statutory consultation and notification periods.

12. PR and Marketing

- 12.1 This is a good opportunity to emphasise that the Council will be re-investing in its parks to ensure high standards.

Annexes	Annex 1 Proposed Charges Annex 2 Parking charges in comparable country parks and recreation grounds
Author/ Contact Details	Sue McCubbin – Recreation and Business Manager Sue.mccubbin@surreyheath.gov.uk
Executive Head	Daniel Harrison – Executive Head of Business

ANNEX 1 Proposed Charges

Duration	Fee
1 hour	
1– 3 hours	£1.00
All day	£2.00

Annex 2: Parking charges in comparable country parks and recreation grounds

Park	Local Authority	Facilities	Current Parking Tariffs										
Egham Pooley Recreation Ground	Runnymede	Play Area, playing fields	1 hr free 2-3 hr £1.50 3-4 hr £2.50 4-5 hr £3.00 All Day £5										
Lammas Recreation Ground	Spelthorne	Play Area, Skate Park, Tennis Courts, Playing fields 3G	<table border="1"> <thead> <tr> <th>Summer</th> <th>Winter</th> </tr> </thead> <tbody> <tr> <td>1 hr 50p</td> <td>1hr 50p</td> </tr> <tr> <td>2 - 3 hrs £2</td> <td>2 - 3 hrs £1.60</td> </tr> <tr> <td>3 - 4 hrs £3</td> <td>3 - 4 hrs £3</td> </tr> <tr> <td>All day £7</td> <td>All day £5</td> </tr> </tbody> </table>	Summer	Winter	1 hr 50p	1hr 50p	2 - 3 hrs £2	2 - 3 hrs £1.60	3 - 4 hrs £3	3 - 4 hrs £3	All day £7	All day £5
Summer	Winter												
1 hr 50p	1hr 50p												
2 - 3 hrs £2	2 - 3 hrs £1.60												
3 - 4 hrs £3	3 - 4 hrs £3												
All day £7	All day £5												
California Country Park	Wokingham	Play Area Wildlife Walks Café Paddling Pool	<table border="1"> <thead> <tr> <th>Summer</th> <th>Winter</th> </tr> </thead> <tbody> <tr> <td>Up to 4 hours: £1.50 per hour</td> <td>Up to 4 hours: £1.20 per hour</td> </tr> <tr> <td>4 hours plus: £6.00 flat rate</td> <td>4 hours plus: £6.00 flat rate</td> </tr> </tbody> </table>	Summer	Winter	Up to 4 hours: £1.50 per hour	Up to 4 hours: £1.20 per hour	4 hours plus: £6.00 flat rate	4 hours plus: £6.00 flat rate				
Summer	Winter												
Up to 4 hours: £1.50 per hour	Up to 4 hours: £1.20 per hour												
4 hours plus: £6.00 flat rate	4 hours plus: £6.00 flat rate												
Dinton Pastures Country Park	Wokingham	Play Area Café Boat Hire Frisbee Golf	<p>Weekdays (from 1 October to 1 March) Up to 4 hours: £1.20 per hour 4 hours plus: £6.00 flat rate</p> <p>Weekdays (from 2 March to 30 September) Up to 4 hours: £1.50 per hour 4 hours plus: £6.00 flat rate</p> <p>Weekends: all year (including Bank Holidays) Up to 4 hours: £1.50 per hour 4 hours plus: £6.00 flat rate</p>										
The Lookout	Bracknell	Woodland Play Equipment Discovery Centre Go Ape	£2 for 4 hours £4 all day										
Chobham Common	Chobham	Countryside	£1.30 per hour £5.00 all day										
Frensham Ponds	Farnham	Nature Walks Wildlife Reserve	£4 flat fee										
Frimley Lodge Park	SHBC	Play Area Sports Pitches 3G pitch Café Nature Walks Canal Side	Free parking										

		walk Pitch & Putt	
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Car Parking Tariff Review

Summary

Car parking tariffs have remained frozen since April 2014 in the Council's multi-story car parks and since 2009 in the borough wide pay & display car parks and it is now considered appropriate to review the charges upwards in line with inflation. Since 2014 the council has invested over £800,000 of improvements to car parks with a further £670,000 of improvements scheduled for the summer of 2018. Changes to tariffs would not be implemented until the scheduled capital works have been completed (autumn 2018). To support the town's low paid workers it is also proposed that the council considers the introduction of a "low-paid workers" permit.

Portfolio – Places & Strategy

Date Signed Off: 3 July 2018 (by the Leader)

Wards Affected: All

Recommendation

The Executive is advised to resolve that

- (i) The car parking tariffs, as set out at Annex 1 be agreed, to come in effect when the capital works scheduled to begin in summer 2018 have been completed (autumn 2018);
- (ii) Future additional income be re-invested into car park management and improvement;
- (iii) Subsidised annual permits be made available for Camberley Town Centre workers earning less than the living wage; and
- (iv) The Scheme of Delegation of Functions to Officers be amended to authorise the Executive Head of Business to review and amend parking tariffs every 2 years in line with RPI, following any necessary legal procedures.

1. Resource Implications

- 1.1 It is estimated that the reviewed tariffs could generate additional income of up to circa £250,000 per annum which is based on customer levels staying at 100% of current and is not guaranteed.

2. Key Issues

- 2.1 Tariffs in the two multi-story Car Parks owned and managed by the Borough Council have been frozen since April 2014 and in the borough's Pay & Display car parks since 2009. Inflation has risen by approx. 3% pa (approx. 9% total) over this period.

- 2.2 The proposed tariff changes are in line with inflationary rise and a full breakdown showing current and proposed charges is attached as Annex 1.
- 2.3 To encourage the take up of the season ticket and to offer additional value to commuters it is recommended that the season ticket for Knoll Road car park is frozen at £825 per annum. Knoll Road season tickets are currently £825, giving a discount of 11.5% based on the daily fee of £4.00 x 230 working days per year. Freezing the season ticket price will increase the discount to 22.7% based on the recommended increase of the daily fee to £4.40. The season ticket discount for Main Square is currently 38%.
- 2.4 The car parks affected by the tariff changes are the two council owned multi-story car parks in Camberley Town Centre (Knoll Road and Mains Square) and Pay & Display car parks across the borough.
- 2.5 Compared to a benchmark group of surrounding local authority areas, Camberley can be considered to be in the mid-range of parking charges, even following the proposed changes to tariffs. (See Annex 2).
- 2.6 The need to future fund a programme of maintenance works is also essential to retain and improve standards, and a proportion of any extra income earned should be ring-fenced for future investment. In effect, this process ensures that car park users rather than Surrey Heath council tax payers will pay for the additional cost of on-going maintenance.
- 2.7 Since 2014 the council has invested over £800,000 in improving car parks to meet current safety guidelines and improve user experience. This includes the introduction of a ticketless ANPR system, new lifts, resurfacing and refurbished stair cores. A further £670,000 of funding has also been secured to resurface the remaining three floors in Main Square car park, replace current lighting with energy efficient LED lighting and further aesthetic improvements to stair cores and other public areas. This work will commence in summer 2018.
- 2.8 To support low paid workers a new parking permit could be introduced for staff working in shops or offices in Camberley Town Centre earning the currently living wage or less (currently £8.45 per hour). The permit will enable holders to park in Knoll Road Multi Story Car Park, on working days. Initially 100 permits would be available at a price of £150 each, on a first-come, first served basis. This would require the applicant to provide a copy of pay slip or letter from employer as proof of earnings.

3. Options

3.1 The Executive has the options to:

- (i) agree the proposed charging regime
- (ii) amended the charging regime
- (iii) reject the proposed charging regime

4. Proposals

4.1 It is proposed that the Executive:

- (i) agree the suggested charging regime
- (ii) allow income extra income received to be retained as a ring-fenced fund for future car park maintenance
- (iii) agree to the introduction of a subsidised parking permit for low paid workers.
- (iv) the Scheme of Delegation of Functions to Officers be amended to authorise the Executive Head of Business to review and amend parking tariffs every 2 years in line with RPI, following any necessary legal procedures.

5. Supporting Information

5.1 Predicted income increase is based on 100% customer retention. It is possible that the new tariffs may reduce customer numbers slightly.

6. Corporate Objectives And Key Priorities

6.1 Place: Delivering an improved Camberley Town Centre for the benefit of the Borough.

6.2 Prosperity: Strengthen the Council's financial independence by increasing our own income.

7. Policy Framework

7.1 This proposal supports Council Policies to develop and improve Camberley Town Centre.

8. Legal Issues

8.1 Changes to parking charges will require a variation to the Traffic Regulatory Order (TRO). This could take up to 2 months depending on objections.

9. Sustainability

9.1 The ability to create a ring-fenced maintenance budget for the car

parks will allow for a programme of planned future maintenance, so as to allow standards to be enhanced.

10. Risk Management

10.1 There is a risk of adverse reaction from public users and the Town Centre interests to a rise in parking charges. However a rise in line with inflation and with the purpose of re-investing in to the future of the car parks is justifiable.

10.2 Not increasing tariffs will affect investment in the car parks.

11. Community Safety

11.1 Re-investment in to the car parks will provide a higher standard of provision which will have a positive effect on both behaviour and safety.

12. Consultation

12.1 Town Centre Parking consultants were engaged to inform this piece of work and can draw on a wide variety of experience from across the Country.

13. PR and Marketing

13.1 This is a good opportunity to emphasise that the Council will be re-investing in its car parks in the future to ensure high standards and support the future development of the Town Centre.

13.2 It should also be emphasised that this is the first price rise in 4 years for the two multi-story car parks and 9 years for the borough's pay & display car parks and is in line with inflation.

Annexes	Annex 1 – Proposed Charges Annex 2 – Charging Comparison with other Local Authorities
Background Papers	None
Author/Contact Details	Eugene Leal – Parking Services Manager Eugene.leal@surreyheath.gov.uk
Head of Service	Daniel Harrison - Executive Head of Business

ANNEX 1 Proposed Charges

Town Centre Charges

Main Square – Daily Fees

Duration	Customer p/a	Existing Tariff	Recommendation
2 hours	482,980	£1.80	£2.00
3 hours	101,044	£2.30	£2.50
4 hours	34,602	£3.50	£3.70
6 hours	16,778	£5.00	£5.50
10 hours	15,862	£7.00	£7.50
Evening	33,198	£2.00	£2.00
Sunday	99,145	£1.50	£1.50
Income (Net VAT)		£1,360,758	£1,505,173
		Increase in income	£144,415
	*9.26% rounded to nearest 10p		

Main Square – Season Tickets

Period	Customer p/a	Existing Tariff	Recommendation
12 months	18	£995	£1,085
6 months	9	£575	£630
3 months	21	£290	£315
1 month	new	-	£92
Income (Net VAT)		£24,313	£26,512
		Increase in income	£2,200
	*9.26% rounded to nearest £5		

Knoll Road – Daily Fees

Duration	Customer p/a	Existing Tariff	Recommendation
1 hour	36,917	£1.00	£1.10
2 hours	47,344	£1.50	£1.60
3 hours	19,535	£2.00	£2.20
4 hours	8,076	£3.00	£3.30
10 hours	28,990	£4.00	£4.40
evening	7,805	£1.50	£1.50
Sunday	8,280	£1.50	£1.50
Income (Net VAT)		£259,432	£281,392
		Increase in income	£21,960
	*9.26% rounded to nearest 10p		

Knoll Road – Season Tickets

Period	Customer p/a	Existing Tariff	Recommendation No change
12 months	245	£825	£825
6 months	0	£475	£475
3 months	7	£240	£240
1 month	new	-	£70
Income (Net VAT)	0	£169,838	£169,838
		Increase in income	-
	*9.26% rounded to nearest £5		

Rural Pay and Display – Daily Fees (Bagshot, Burrell Road, Chobham and Watchetts)

Duration	Customer p/a	Existing Tariff	Recommendation
2 hours	206,286	£0.00	£0.40
3 hours	8,887	£0.40	£0.50
4 hours	4,340	£0.80	£0.80
5 hours	2,786	£1.20	£1.20
6 hours	716	£1.60	£1.60
7 hours	1,397	£2.00	£2.00
8 hours	958	£2.40	£2.00
All day	4,253	£2.50	£2.00**
Income (Net VAT)		£22,701	£90,112
		Increase in income	£67,411
Saturday	51,721	Nil	As above
Income (Net VAT)		Increase in income	£18,022

Rural Pay and Display – Season Tickets (Bagshot, Burrell Rd, Chobham, Watchetts Rd)

Period	Customer p/a	Existing Tariff	Recommendation
Business 12 month	56	£375	£300**
Business 1 month	new	-	£26
Resident Annual	27	£100	No change
Resident 1 month	new	-	£10
Income (Net VAT)		£17,500	£15,400
		Increase in income	-£3,500
	*9.26% rounded to nearest £5 except**		

** Business Permits have reduced in price to reflect the reduction in the All day parking tariff from £2.50 to £2.00

York Town - Daily Fees

Duration	Customer p/a	Existing Tariff	Recommendation
2 hours	7579	£1.00	£1.10
5 hours	2168	£2.50	£2.70
10 hours	4463	£3.00	£3.30
Income (Net VAT)		£21,990	£24,099
		Increase in income	£2,109
	*9.26% rounded to nearest 10p		

York Town – Season Tickets

Period	Customer p/a	Existing Tariff	Recommendation
Business 12 month	52	£400	£440
Business 6 month		£200	£220
Business 3 month		£100	£110
Business 1 month	new	-	£38**
Resident 12 month	16	£100	£100
Resident 1 month	new	-	£10
Income (Net VAT)		£18,667	£20,400
		Increase in income	£1,733
	*9.26% rounded to nearest £5 except**		

Surrey Heath House - Daily Fees

Duration	Customer p/a	Existing Tariff	Recommendation
2 hours	6562	£1.20	£1.30
3 hours	3130	£2.00	£2.20
4 hours	479	£2.80	£3.10
10 hours	177	£4.00	£4.40
Sunday/BH	10348	£1.50	£1.50
Income (Net VAT)		£26,421	£27,669
		Increase in income	£1,248
	*9.26% rounded to nearest 10p		

Arena Car Park - Daily Fees

Duration	Customer p/a	Existing Tariff	Recommendation
1 hour	1,017	£2.00	£2.20
2 hours	1,429	£3.00	£3.30
3 hours	560	£4.00	£4.40
4 hours	177	£5.00	£5.50
5 hours	88	£6.00	£6.60
6 hours	0	£7.00	£7.70
7 hours	0	£8.00	£8.70
8 hours	29	£9.00	£9.80
Income		£8,532	£9,383
	Increase in income		£850
	*9.26% rounded to nearest 10p		

Wilton Road – No change

Period	Customer p/a	Existing Tariff
Business Annual	3	£300
Income		£900

Portesbery Road – No change

Period	Customer p/a	Existing Tariff
Resident Annual	11	£100
Income		£1,100

Annex 2: Town Centre Comparative Charges

Location	Daily Tariff Type				Annual
	2 hours	10 hours	Sunday	Evening	Season Ticket
Fleet/Hart	£1.00	£7.00	£1.00	£1.00	£1,200
Aldershot	£1.20	£5.00	£0.60	£1.00	£1,468
Farnborough	£1.20	£5.00	£0.60	£1.00	-
Wokingham	£1.20	£4.00	£1.00	£1.00	£900
Camberley Knoll Road	£1.60	£4.40	£1.60	£1.60	£900
The Atrium	£1.70	£6.90	£1.50	£1.50	-
Camberley Main Square	£2.00	£7.50	£1.60	£2.00	£1,090
Basingstoke	£2.00	£10.00	Same tariff	£1.00	-
Farnham	£2.00	£13.00	Free	Free	£1,145
Guildford	£2.40	£12.00	£1.50	£1.00	£2,146
Bracknell	£2.50	£8.30	Same tariff	£1.50	£1,000
Woking	£2.80	£11.00	£3.00	£1.40	£2,250
Windsor	£3.70	£13.00	Same tariff	£1.50	-
Reading	£4.00	£20.00	Same tariff	£3.50	-

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Draft Windlesham Neighbourhood Plan 2018-2028 - Examination

Summary

The Windlesham Neighbourhood Plan was submitted to the Council on Thursday 15th Council who arranged for its statutory publication on Friday 6th April 2018. In accordance with the regulations the opportunity was provided for interested persons to make representations on the draft Neighbourhood Development Plan. Since representations raising objections to various parts of the Plan have now been duly made the Council is required to appoint an Examiner who will conduct an investigation into the contents of the Plan and, in due course, will make recommendations to the Council to consider prior to a referendum being conducted in the area affected by the proposed Plan.

Portfolio – Planning & People

Date Portfolio Holder signed off report: 28 June 2018

Wards Affected

Windlesham, Lightwater and Bagshot

Recommendation

The Executive is advised to RESOLVE that

- (i) the Windlesham Neighbourhood Plan be submitted to an independent and qualified Examiner; and
- (ii) an examination be conducted into the representations duly made and the compliance with statutory requirements.

1. Resource Implications

- 1.1 For a Neighbourhood Development Plan (NDP) to be adopted it has to be subject to a public examination by an Inspector and then put to a local referendum. It is estimated that the future costs of these could amount to over £30,000.
- 1.2 The Ministry of Housing, Communities & Local Government (MHLG) has confirmed for that funding for neighbourhood planning will continue to be available for 2018/19. Local Planning Authorities can claim up to £20,000 once they have set a date for a referendum following a successful examination where a neighbourhood plan has not previously been made for that area.
- 1.3 Whether a grant is given or not the Local Planning Authority is legally obliged to fund the costs of the examination and referendum from its own resources.

It is noted at the time of the approval of the designation of the Windlesham Neighbourhood Plan area, by the Executive in December 2014 that this is a significant financial burden. This has been anticipated in budget setting.

- 1.4 The statutory duty to support the Parish Council's preparation of the NDP by the Council prior to submission has been discharged by the Planning Policy Team who have provided support and advice and shared evidence sources with the Parish Council. A grant of £5,000 has previously been received from the Department of Communities and Local Government which contributes to a portion of the total staff input which has arising since 2014.
- 1.5 The responsibility to pursue the adoption of the NDP will now pass to the Council and the Planning Policy Team's work programme will adjust to reflect this. Additionally it may be anticipated that the publicity, organisation and conduct of the referendum will have resource implications in this financial year for the Council's Election and Media Teams.

2. Background

Designation and Preparation

- 2.1 Windlesham Parish Council applied to the Council for the designation of a Neighbourhood Area for the Windlesham Ward part of the Parish on 14th October 2014. Following a 6 week consultation the Windlesham ward was designated by the Council on 27th January 2015 as a Neighbourhood Plan Area. The Parish Council (with the appointment of the Neighbourhood Plan Steering Group drawn from the local community) has prepared the Windlesham Neighbourhood Plan 2018-2018.
- 2.2 Following approval by Windlesham Parish Council, formal public consultation (Regulation 14) on the draft Neighbourhood Plan took place over a period of 6 weeks from 20th February - 2nd April 2017. Subsequent amendments to the Plan were made, following feedback from the consultation and matters were recorded in the Consultation Statement.

Publication

- 2.3 Following consideration of the consultation stage, the Parish Council resolved to submit the Windlesham Neighbourhood Plan 2018-2028 to the Council on 15th February 2018.
- 2.4 The Council published the Plan for representations to be registered over a 6 week period from 6th April – 18th May 2018 in accordance with Regulation 16 of the Neighbourhood Planning (General) Regulations 2012.
- 2.5 The Parish Council have provided a Consultation Statement recording actions including their consideration of comments received.
- 2.6 Although an additional stage which is not specifically required in the regulations the Parish Council have been invited to consider the outcome of

the publication period and to consider whether at this stage they wish to offer including any pre-examination alterations to better deal with points arising and to assist and expedite the examination. This will also provide the opportunity to consider any outstanding issues in the paperwork which have included the full recording of responses to all consultations. In that respect there has been correspondence between the Parish Council and interested persons which will be included in the papers to be provided for the Examiner in due course if still at issue.

- 2.7 Officers are to meet with the Parish Council NDP Steering Group on 5th July and if further relevant matters surface at this time these will be reported orally to the Executive.

3. Key Issues

- 3.1 A Tabulation of the Representations received from Publication is set out in Annex 1.
- 3.2 The Executive are reminded that it is not for the Council at this stage to seek to resolve points of view as set out in the representations or to come to a conclusion on their respective merits. The role of the Independent Examiner is to consider the representations within the parameters set in Regulations and Government advice and to make recommendations to the Council following this Examination and which may include public Hearings. The outcome of the Examination in formal Examination Report which will be made to the Council and be published. This will be the subject of further consideration at a future Executive after the Examiner has Reported.
- 3.3 Following the Executive decision recommended in this Executive Report the representations will be passed to the Examiner to be appointed. The Examiner will also be provided with a copy of the draft Windlesham Neighbourhood Plan 2018-2028 and further supporting paperwork including relevant evidence and the finalised Consultation Statement.
- 3.4 Government Guidance recommends that the Council appoint an Examiner selected from the panel of experienced, qualified and trained independent professionals maintained by the Neighbourhood Planning Independent Examiner Referral Service (NPIERS) which is hosted by the RICS. Officers have been in contact with NPIERS and are shortlisting suitable candidates.

4. Options

- 4.1 The Options are as follows:
- (i) To agree the recommendations of this report to allow the Windlesham Neighbourhood Plan Neighbourhood Plan 2018-2028 as proposed by Windlesham Parish Council to proceed to independent examination.
 - (ii) To not agree the recommendations of this report. In this case the Council would de facto be in breach of the statutory responsibilities

under the Localism Act 2011 and as set out in the Regulations as the Council does not have discretion to not progress a NDP which has been duly submitted by a Parish Council.

- (iii) Agree that the £5,000 grant from the Department of Communities and Local Government be used to support the officer and other Council costs.

5. Proposal

- 5.1 Officers recommend that the Windlesham Neighbourhood Plan 2018-2028 proceed to Examination.

6. Supporting Information

- 6.1 Tabulation of Publication Responses at Annex 1.

7. Corporate Objectives And Key Priorities

- 7.1 Underpins Objective 1 of the Corporate Plan - *Making Surrey Heath an even better place where people are happy to live* by helping to ensure that local communities can shape development in their neighbourhoods.

8. Policy Framework

- 8.1 Neighbourhood Planning is promoted through the National Planning Policy Framework (NPPF). NDPs must support the strategic development needs set out in the adopted Surrey Heath Local Plan and a test which the Examiner will consider is that of general conformity with the adopted Local Plan.

9. Legal Issues

- 9.1 The Neighbourhood Plan is prepared in accordance with the Localism Act 2011, the Neighbourhood Planning (General) Regulations 2012 and subsequent.

10. Governance Issues

- 10.1 No matters arising.

11. Sustainability

- 11.1 No matters arising.

12. Risk Management

- 12.1 DCLG grant funding may be withdrawn and is likely to be insufficient to cover all costs of the remaining Neighbourhood Plan processes which will fall upon the Council. This could lead to a potential expense of over £30,000 incurred by the Council and cannot be mitigated as the Council is legally obliged to

cover the costs of the examination and referendum. There are also risks that the Plan may not be completed, may fail an examination or not pass the referendum leading to additional expense and time. Some further Government funding may be available to draw down should substantive modifications and an additional referendum be required however this cannot be totally assured and again is likely to cover only a portion of the total costs.

13. Equalities Impact

13.1 No matters arising.

14. Human Rights

14.1 No matters arising.

15. Community Safety

15.1 No matters arising.

16. Consultation

16.1 The proposed Windlesham Neighbourhood Plan has been the subject of prior consultation Full consultation was carried out by the Parish Council and recorded in the Consultation Statement. Additionally the statutory 6 week publication period has been conducted by the Council to allow the registration of representations in accordance with the Neighbourhood Planning (General) Regulations 2012 and subsequent.

17. PR And Marketing

17.1 The grant funding is offered to Local Authorities by MHCLG in recognition of the officer time supporting and advising the community in taking forward a Neighbourhood Development Plan (NDP) and ensuring a full and proper consideration of matters at issue through the independent examination process. A NDP allows a community to identify and be fully involved and engaged with local planning issues and to prepare a statutory Development Plan to compliment the Surrey Heath Local Plan and to best meet planning needs including promoting sustainable development and achieving the appropriate control of development.

Annexes	Windlesham Neighbourhood Plan - Responses to Publication
Background Papers	None
Author/Contact Details	Philip James Ext 7213 philip.james@surreyheath.gov.uk
Head of Service	Jenny Rickard

Consultations, Implications and Issues Addressed

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

Review Date:

Version: 3

Windlesham Neighbourhood Development Plan 2018-2028 - Annex 1

This annex provides a tabulation of the representations to the pre-examination version of the Windlesham Neighbourhood Plan 2018-2028. This version of the Plan was published on 6th April 2018.

Respondent	Comment
Andy Wells	<p>I am writing regarding the public consultation of the Windlesham Neighbourhood Plan. Our client owns a significant area of land between Bagshot and Windlesham, some of which is situated within the Neighbourhood Plan area. An area of land (comprising approx. 15ha.) north and east of the Swift Lane recycling centre and travellers site, bounded by New Road to the north and a tributary of Windle Brook to the east, is proposed as a Suitable Area of Natural Greenspace (SANG).</p> <p>The site is currently in use as the Balfour Beatty compound for the M3 Smart Motorway project. It is noted that the site lies in a gap between the buffer zones of existing SANG and would therefore meet the need for a SANG in the Bagshot/ Windlesham area.</p> <p>As the site lies within the Green Belt it would provide an opportunity for public access, as advised by paragraph 81 of the NPPF (specifically encouraged in the Neighbourhood Plan).</p> <p>The site has been submitted to Surrey Heath through their call for sites and accepted in principle, subject to agreement with Natural England. Earlier this year, the landowner met with Natural England and took them round the site. Natural England provided their detailed advice on the proposed SANG, which was positive and concluded with the following:</p> <p>‘In terms of a planning application we would be looking for a full SANG Management Plan to be submitted which should address the following areas:</p> <ul style="list-style-type: none"> • Quantity and quality (in terms of the NE Guidelines, including habitat management etc.) of SANG being brought forward; • Information on the costs and proposed funding mechanisms for the SANG capital works and in perpetuity management (minimum of 80 years); • Information on who will be responsible for the capital works and proposed long term management of the SANGs for in perpetuity with written agreement from the proposed management body and step-in-rights if necessary; and • Information on the phasing of the SANG development.’ <p>(Natural England, 22nd March 2018)</p> <p>It is not currently proposed to phase the SANG development. All of the other matters identified above will be set out in a full SANG Management Plan. The landowner intends to seek planning permission for the land to be used as SANG later this year. Accordingly, the Neighbourhood Plan should be updated to make reference to the proposed SANG and the opportunity it provides for public access and recreation.</p>

	I trust the above is helpful and please do not hesitate to contact me if you require any further information.
David Howie	<p style="text-align: center;">REPRESENTATION FROM MR DAVID HOWIE ON THE WINDLESHAM NEIGHBOURHOOD PLAN (2018-2028)</p> <p>In general, I am supportive of the need for a neighbourhood plan for Windlesham provided it has been genuinely community led (see my general comments towards the end) and robust enough to achieve its objectives (see my comments on the numbered policies). My main concern is with the process involved in producing this WNP as evidenced by the tokenism of much responses to feedback and the failure to keep the community informed of developments except at the few “take it or leave it” public events in 2016. I do not think that it is a true representation of the community even though it will probably be supported in a referendum.</p> <p>I have detailed knowledge of the development of the WNP in its early stages as I was Secretary of the Windlesham Neighbourhood Plan Steering Group (WNPSG) from its inception in March 2014 until my resignation in February 2015. During this time I was responsible for keeping the community informed of progress via the Website, monthly Newsletter and ensuring that articles were regularly published in the monthly Parish Magazine. I was also instrumental in the production of the 2014 Survey. I have continued to take a keen interest in the progress of the Plan since then and provided detailed comment to the Parish on their consultation on the draft WNP in 2017.</p> <p>Please find below my comments on the detail in the Windlesham Neighbourhood Plan (WNP). They follow the same sequence as the WNP document.</p> <p style="text-align: center;">A Neighbourhood Plan – Defined</p> <p>In the Parish Consultation of 2017 on the draft WNP, I pointed out that the area covered by the WNP is Windlesham Ward. This obviously included Windlesham village but reference to the village in the WNP did not include the wider area of the Ward. The Consultation document indicated that this had been accepted and the wording changed. However, it was only changed in the second paragraph and not the first which still describes the area of the WNP as “Windlesham village”. This needs to be amended.</p> <p style="text-align: center;">How the Plan was prepared</p> <p><i>“In the autumn of 2014 residents were asked to complete a survey and comment on the information gathered from the village fete and launch event.”</i> In my response to the 2017 Parish consultation on the</p>

draft WNP, I pointed out that this was inaccurate. The Launch event in the village hall was held on 27 September 2014. It included the launch of the 2014 Survey questionnaire which was distributed to those who attended and circulated in a newsletter and made available on the website. It is therefore incorrect to continue to suggest that the views of the residents were collected at the Launch event and the 2014 survey was based on these views. It gives the wrong impression by suggesting that the 2014 survey was based on the views of the community. I was instrumental in the drafting of the 2014 survey in August 2014 to identify the main issues for the Neighbourhood Plan to address and can confirm that it was based on the views collected from the display at the Windlesham Fete (ie a small section of the community who attended) and on the initial survey conducted for the Ascot, Sunninghill & Sunningdale Neighbourhood Plan - suitably adapted for the circumstances in Windlesham. The response in the Consultation document indicates that "the sequence will be included in the Consultation Statement". However, no change has been made to the main WNP and the statement above is still incorrect in the WNP document. **This is just one illustration from the consultation process conducted at Parish level where a decision was taken to make an amendment in response to the comment but nothing has actually changed in the wording of the WNP. This illustrates the tokenism of the consultation process at parish level.**

"A detailed analysis of the responses to this survey was carried out by the Working Group and the survey data used to identify the main issues facing the village." However, no detailed "so what" analysis of the 2014 was actually carried out before the 2015 survey. The 2014 Survey "closed" at the beginning of October 2014 and the responses passed to the Working Group for detailed analysis. I ensured that feedback on selected aspects of the Survey of general interest were publicised in the monthly Parish Magazine to provide feedback to the community on their responses. To make it easier for the members of the Working Group to analyse the results and identify the issues for the Steering Group to approve at its December meeting, I produced a "cut & paste" summary of all the comments received in the Survey and also included all the comments posted at the Fete in June 2014 and at the Launch Event in September 2014. To make it even easier to analyse these comments, I had grouped them under each of the proposed Aims (now termed Objectives) of the Neighbourhood Plan. I also organised a workshop for members of the Working Group to help them identify a relevant issue during their analysis of the comments. It was the failure of the Working Group to conduct a detailed objective analysis and identify the main issues that led directly, at the December 2014 meeting of the WNPSG, to me announcing my resignation wef 8 March 2015. (The three months' notice was to give the Steering Group time to find a successor for all my various roles). At the January 2015 Steering Group meeting, I pointed out that the "Work in Progress" paper, produced by the Working Group at the end of December 2014, and claiming to be an analysis of the 2014 Survey, was based on a subjective analysis of the results of the Survey. The "Issues" identified in this "Work in Progress" document had not been supported by any detailed "so what"

analysis of the raw statistics provided by Survey Monkey or of the comments made in the responses to the questionnaire. Indeed, the Working Group in its "Work in Progress" document was already identifying possible Options before any agreement on the basic Issues had been approved by the Steering Group and was already mapping out the format of the final Plan without any approval from the Steering Group. Despite assurances that a detailed analysis of the 2014 Survey would be conducted before the March 2015 Steering Group meeting, no results of any detailed "so what" analysis of the responses to the questions and of the comments provided in the 2014 Survey were made public. On 23 December 2015, a summary of the statistical responses to each question based on the standard analysis by Survey Monkey was finally posted on the website. However, no comment was made about the effects of this analysis on the way forward for the Neighbourhood Plan and no analysis of the comments made in the Survey was included. Furthermore, no attempt was made to notify supporters in the community via Twitter or a newsletter that this "analysis" was available to view. The community, therefore, has been unable to see how the results of their responses have been interpreted and how they have affected the process. Since my departure from the WNPSG, this failure to communicate with the local community except at specific events has been a feature of the development of the WNP.

"The information collected was researched and then tested in a second survey launched at the annual village fete June 2015." In my response to the 2017 consultation, I pointed out that this was misleading. The analysis of the responses to the 2014 survey by the Working Group was supposed to be presented to the meeting of the Steering Group in December 2014 but this failed to happen. A subjective summary of the responses was presented to the Steering Group in March 2015 and approved but the detailed statistical analysis of the responses to the questions and of the open ended comments in the 2014 survey was not presented to, and approved by, the Steering Group until February 2016 - well after the second survey had been conducted. **This represents a failure in the process of developing a neighbourhood plan whereby each stage should be based on a detailed analysis of the previous stage.** Further, many of the issues identified in the "Work in Progress" document produced at the end of December 2014 were a subjective interpretation of a few unsolicited comments in the responses to the 2014 Survey. It was therefore disappointing that no opportunity was taken in the 2015 Survey to assess the degree of support for these comments with a specific question on the "Issue" for all to answer before they were asked about any proposals to deal with the "Issue" that had been suggested in unsolicited comments from the 2014 Survey. For example, there were several unsolicited comments in the open ended responses to questions in the 2014 Survey that referred to the fact that the village centre was an eyesore and parking was a problem. Instead of testing the degree of support for these "Issues", which were based on the comments of only a few respondents to the 2014 Survey, the 2015 questionnaire assumed that there was an Issue supported by the whole community and tried to gain support for the

solution that the Working Group had come up with without any real attempt to justify the proposed solution or test support for other solutions that had been suggested by those who had commented in the 2014 Survey. A summary of the statistical responses to each question based on the standard analysis by Survey Monkey was circulated on 23 December 2015 to 372 supporters of the Neighbourhood Plan with an email address. Although this was merely a repeat of the statistical results already on the website, it was at least an active means of communication. However, no comment was provided on how these results would affect the development of the Neighbourhood Plan and no summary of the 100+ open ended comments on each question, was provided.

The Consultation Statement indicated that the sequence described in my comments would be included in the consultation statement and a revised statement included in the Consultation Statement but the WNP has not been amended. **This is an example of the tokenism of the consultation process despite the comments of the WNPSG in the Consultation Statement that “due process has been followed at every stage and has been reviewed and accepted by Locality.”**

VISION

According to the advice given by Locality in documents presented to the WNPSG in 2014, a Vision Statement is meant to set out how the area should be at the end of the Neighbourhood Plan period (ie in 2028). The Objectives of the Plan would then be based on achieving this Vision and the policies in the Plan would be designed to achieve the Objectives.

In my response to the Parish consultation in 2017, I commented that none of the policies listed in the draft WNP would lead to Windlesham being “one of the most outstanding villages in the UK” by the end of 2028. Nor would the policies listed offer “an unparalleled opportunity to be part of a community that provides a friendly and safe environment” as they only cover housing and parking. The numbered policies in the WNP will help towards meeting the needs of the community through well designed development but they will have no influence on public spaces or on being able to retain and manage Windlesham’s historic and natural assets. These latter are furthered in the Surrey Heath Local Plan but there are no policies in the draft WNP that would add value to what is already in the Surrey Heath Local Plan in this respect. The response in the Consultation Statement dismisses these concerns and indicates that “the Village Rejuvenation Project (VRP) is part of the Vision as are the objectives which are clearly set out in the Project”. The Foreword to the WNP is also misleading in this context as it states that “the Plan sets objectives on key themes such as housing, travelling around, green space, and employment. All the

policies contained within the Plan are designed to achieve this vision for Windlesham”. As the policies within the WNP only cover housing and parking this is clearly incorrect. The VRP is included within the WNP document at Appendix 8 but, as the Foreword makes clear, it is not part of the policies of the WNP and neither are the Additional Issues included at Appendix 9. As they are not policies of the WNP, they cannot be seen to be achieving the Vision – even though the view taken in the Consultation Statement in response to my comments is that they do.

In my response to the 2017 consultation I commented that the advice from Locality in 2014 had also made it clear that once the Vision and Objectives had been developed, they should be publicised and subjected to further consultation. The original Vision Statement agreed by the WNPSG in June 2014 was “To maintain Windlesham’s rural character whilst responding to the needs of local people”. It reflected the views of the members of the Steering Group at that time. This was posted on the website in the summer of 2014. Despite the website stating that the Vision Statement and Aims of the Neighbourhood Plan would be put to the community for approval in the 2015 questionnaire, this did not happen. They remained just the product of the Steering Group. Until they receive the support of the community that the Steering Group purports to represent, they are just draft proposals. It was also understood at the time of my departure in Feb 2015 that, once these had been agreed with the community, a further survey in the summer of 2015 would assess support for the various options for achieving the objectives identified from an analysis of the 2014 survey. However, the single consultation that did take place in summer 2015 did not test opinion on either the Vision Statement or the Objectives, as amended by the WNPSG in March 2015, and these have still not been tested formally through a questionnaire widely distributed to all members of the community although they were made public at the display open to residents on 29th Sep 2016. The Vision Statement, therefore, cannot be said to represent the aspirations of the community as a whole and, as the policies in the draft WNP do not help towards meeting the Vision Statement, the rationale for such a sweeping Vision Statement should be questioned. In 2017, I suggested that an amended Vision Statement based on reflecting the situation of Windlesham after the achievement of the policies in the Plan should be adopted for the final WNP that goes forward. It should be realistic within the given timescale and represent the views of the community as obtained through public consultation and questionnaire. A suggested realistic Vision based on the policies within the draft WNP would be: “To meet the needs of the community through well designed development.” Everything else is hyperbole. The Consultation Statement dismisses these concerns that the Vision is the product of a small clique and not approved by the community by stating that “the background to the whole document will be set out in the Consultation Statement” and that “the VRP is set to achieve the aspirations set out in the Vision”. **As**

mentioned above the VRP is not formally part of the WNP and therefore the Vision should only be based on what can be achieved by 2028 through the policies included in the WNP. This is another example of the tokenism of the 2017 consultation as no change was actually made to the WNP and any changes would be in the Consultation Statement – not the Plan.

OBJECTIVES

As I commented in my response to the 2017 consultation, the Objectives of the draft WNP should be based on achieving the Vision for Windlesham within the time frame of the Plan (ie by 2028). The numbered policies listed in the draft WNP only meet two of the Objectives listed for the WNP. These are to “Meet new housing demand in a way that is sympathetic to the area, ensure that the right type of housing is built in the right locations, and that a mix of housing types is delivered, to include family homes that are affordable to a wide selection of the population” and to “Seek ways of addressing the problem of traffic congestion on our roads and lack of parking through the provision of adequate residential onsite parking facilities”. Policies WNP1 to 3 cover the former and policy WNP4 the latter. This seems to indicate that all the WNP is seeking to achieve is some control over housing and residential parking. These four policies, though desirable, are not going to achieve the Vision for Windlesham by 2028 nor will they achieve most of the Objectives listed in the WNP. The Objectives listed covering Village Centre and facilities, Green Spaces, Employment and Traffic are not covered by any of the numbered policies in the WNP. The topics are mentioned in the description of the Present Situation in the introductory chapters of the draft WNP but, as no formal policies are included to deal with them and no recommendations made in relation to topics that a neighbourhood plan cannot make policy on, the Objectives in relation to those topics not covered by a policy are meaningless in the achievement of the Vision. The response in the Consultation Statement to these concerns was merely to indicate that the objectives were met in the VRP at Appendix 8 and the Additional Issues at Appendix 9 - even though, as described above, neither of these Appendices are formally part of the WNP.

As with the Vision Statement, instead of the Objectives reflecting the tested views of the community and the policies then being developed to meet them, the current Vision Statement and Objectives were agreed by the WNPSG in March 2015 and policies were subsequently developed to achieve them before the community was first made aware of them at the display in September 2016. **This is an example of the flawed process in the development the WNP whereby the policies to deal with the issues were developed before the issues had been properly analysed and assessed and before the Vision and**

Objectives had been agreed by the community.

POLICIES

The flawed process was also evident in the consultation that took place in summer 2015 which not only failed to test public opinion on either the Vision Statement or the Objectives but was undertaken before any detailed “so what” analysis of the 2014 survey had taken place and the results approved by the WNPSG. This analysis was not presented to the WNPSG until its meeting in February 2016. The 2015 consultation also failed to test the weight of opinion in support of unsolicited open-ended comments made in the responses to the 2014 survey before asking for opinions on the subjective solutions devised by the WNPSG and its Working Group. The Consultation Statement responded to these concerns by merely stating “See Consultation Statement relating to the whole process”. **This is another example of there being a superficial response to the consultation which suggests that the view has been taken into account when nothing has changed.**

In September 2016, the WNPSG finally published its draft policies based on an amended Vision Statement and revised Objectives which had not been approved by the community it is meant to be representing the views of. Instead of the policies being based on community support for the Vision and Objectives of the WNP, the policies were developed based solely on the WNPSG’s view of what the Vision and Objectives should be. Instead of the process being led by the community who should have been consulted on the Vision and Objectives and give their approval before moving to the next stage of developing the policies to achieve them, the September 2016 display became effectively a “take it or leave it” consultation on both the Vision, Objectives and the Policies to achieve them. This was too late for the community to have any meaningful influence on the process. **This is another example of the “tokenism” of the 2017 consultation. This tokenism was further illustrated by the response to these comments which stated “Attention will be drawn to the two analyses will be included in the Consultation Statement”.**

The draft policies in 2016 claimed to reflect the responses to the 2014 and 2015 surveys and therefore to reflect the wishes of the community. However, as previously mentioned, the 2015 survey was conducted before any detailed “so what” analysis of the results of the 2014 survey had been conducted, approved by the WNPSG and made public on the website. The basic statistical analyses of the results of both surveys were only published on the website in December 2015 and an analysis of the comments made in the 2014 survey was belatedly published in March 2016. However, a detailed analysis is not just

about counting the number of responses to the questions and the number making a comment on any particular topic but needs to take into account the depth and range of responses, including the open-ended comments, and identifying the significance of all these responses for the development of policies for inclusion in the Neighbourhood Plan. There is no evidence that this has been done and a detailed analysis of the comments in the 2015 survey has still not been published. As mentioned in the advice from Locality, a common mistake of those developing Neighbourhood Plans is to produce options before the community has been consulted (eg the WVP) or before the results of the consultations have been objectively analysed to ensure that the options genuinely reflect the wishes of the community. **The 2015 survey can be seen as another example of “tokenism” where the WNPSG had already decided on the best option, particularly in relation to the WVP before the consultation was conducted and merely sought endorsement of its decisions without giving the community the opportunity to choose between various options suggested in the open-ended comments in the 2014 survey.** These concerns are blandly dismissed with the claim that “*due process has been followed at every stage and has been reviewed and accepted by Locality*” and that “*This will be covered in detail in the Consultation Statement*”. These responses effectively ignored the concerns raised which again illustrates the theme of a response appearing to be made but nothing has changed.

New Development Standards

Policy No WNP1.4. Design and Access Statement.

In the 2017 consultation, I pointed out that the wording was weak as it stated that the developer “should” submit such a statement and this was amended in the final version so that the developer is now “required” to submit a Design and Access Statement for all new development of 10 or more dwellings. However this is no different from the national situation because from 25 June 2013, design and access statements have been required for buildings of more than 1,000 sqm, housing developments of 10 dwellings or more and developments requiring listed building consent. In addition, in conservation areas design and access statements are required for single dwellings or buildings of more than 100 sqm. This policy is therefore weaker than the rules nationally as it does not cover the stricter requirements for listed buildings or the Conservation Areas within the area. In addition, if this policy is to have any significance in the WNP area, it needs to be more restrictive than what is already required nationally so that smaller developments of, for example, 5 or more dwellings are included. **As it is, there is no need for this policy in the WNP as the restrictions nationally are more comprehensive.**

Policy No WNP1.5 – Statement of Community Consultation.

In the 2017 consultation, I pointed out that the wording was weak as the developer “should” send such a statement with the planning application – but is not required to do so. Also, developers were only “actively encouraged” to take part in such consultation through constructive dialogue with the Parish Council and the Community. I pointed out that none of this wording made a firm requirement for a developer to comply with this policy. As such the policy would be ineffective unless it is worded in a way that makes it more binding on a developer. The response in the Consultation Statement indicated that: “This policy has been amended” – when it clearly has not. **This is yet another example of the tokenism of the 2017 consultation, when a placatory comment is made in response but nothing in the wording of the policy has actually been changed.** Given that my suggestion for WNP1.4 was accepted, it is strange that it was not accepted for WNP1.5. *Nb. If the size of the development covered by WNP1.4 is reduced from 10 to 5 as suggested above, the size of the development affected by this policy should reflect this.*

DESIGN STANDARDS

Policy No WNP3.2 – Design Boundaries. In the 2017 consultation, I commented that although a laudable policy, there is no justification for it provided in the Background paragraph which has no mention of boundary demarcation. This should be rectified. The comment was ignored with the response in the Consultation Statement merely stating that “Background states that domestic garden space is very important”. This should be rectified and a justification for the policy provided in the Background statement.

APPENDIX 2 – SPORT FACILITIES

As the formal WNP has no policies that relate to Sport Facilities, this appendix is superfluous. As an explanation of the background to the development of the draft WNP, it could be included in the Community Facilities section as an explanation of what was considered and rejected as the current section covering Sports Facilities is very inadequate. This comment was ignored in the Consultation Statement.

APPENDIX 3 – CYCLEWAYS

As the WNP has no policies that relate to Cycleways, this appendix is also superfluous. As an explanation of the background to the development of the draft WNP, it could be included in the Cycleways section as an explanation of what was considered and rejected as the current section covering Cycleways

is very brief. The Consultation Statement merely responded with “See recommendations” ie referring to Appendix 9 which is not part of the WNP even though included within the document entitled WNP.

APPENDIX 5 – DATA ANALYSIS FROM SURVEYS CONDUCTED AS PART OF WNP CONSULTATIONS

Sections 3 and 4 relate to Traffic Issues that are not covered by policies in the WNP except for Policy WNP4 which only covers parking provision in new residential developments.

Section 5 has no relevance to any of the policies in the draft WNP so is superfluous. There is not even a section dealing with this topic in the general introductory sections of the draft WNP.

Section 6 also has no relevance to any of the policies in the draft WNP so is superfluous. There is not even a section dealing with this topic in the general introductory sections of the draft WNP.

APPENDIX 8 WINDLESHAM VILLAGE PROJECT (VRP)

The following comments made in the 2017 consultation were ignored in the Consultation Statement. The only justifiable reason for this would be because the WVP was outside the WNP even though included within the document. I had commented that, as explained in the Locality Neighbourhood Plan Roadmap Guide, a Neighbourhood Plan can include proposals for regeneration or enhancement relating to the use or development of land in the neighbourhood area. These proposals would need to be evidence based and meet the basic conditions that are applicable to all neighbourhood plans (ie have regard to national policy, contribute to sustainable growth, in conformity with strategic policies in the Surrey Heath Local Plan, compatible with human rights requirements and compatible with EU obligations). Also, consideration must be given to how these proposals are to be funded and delivered within the lifetime of the neighbourhood plan (ie by 2028 for this project).

Such projects are outside of the policies within the Plan which become part of the Statutory Local Strategic Development Plan. As such a vote for the numbered policies in the WNP at referendum should not be considered as a vote for the WVP. Even though the section on the VRP on page 43 makes it clear that it is entirely separate from the WNP and merely included to address issues that were raised during the consultation process, the existence of this project within the draft WNP is confusing as many in the local community associate the WNP as being the same as the VRP and there is a lot of rumour and suspicion associated with it concerning what it will involve, how much it will cost and whether the local council tax

payers will be required to fund it in part or in whole through a precept on the rates.

This confusion is exacerbated as the section on the VRP on page 43 is laid out in the same way as the planning policies within the WNP with Objectives, Background and Policies. This is likely to cause confusion even though the policies to help achieve the Objectives of the VRP are not actually numbered.

The information on page 43 concerning the VRP does not provide any details on how the project will achieve its objectives by 2028 (ie within the timescale of the WNP) and offers no details on how much the project will cost or how these costs will be met by 2028. Details of the project are provided on the Parish Council Website but no costings are provided and no indication of how the WVP will be funded is given. Details of how the VRP will meet the objectives ascribed to it should be included in the WNP if it is believed that it can be delivered by 2028. Unless these details are provided Appendix 8 should be removed.

The project was the brainchild of one member of the WNPSG. He presented his proposals to the WNPSG in December 2014. This was before any detailed “so what” analysis of the results of the 2014 survey had been produced and approved by the WNPSG. As previously mentioned, a detailed analysis of the consultation in 2014 to identify the issues for the WNP to focus on should have been produced in time for the December 2014 meeting of the WNPSG but this did not happen. In fact a detailed analysis of the responses to the 2014 survey and the open-ended comments was not produced until late in 2015. The VRP therefore arose from a subjective analysis by one person of the feedback from the three consultation events held in 2014 before the WNPSG had approved any analysis of the results of the consultations. Many of the responses from these consultations were in unsolicited open ended comments (including some derogatory comments concerning the village centre shops and parking) which would have needed to be tested on the community in a further questionnaire in 2015 to assess the degree of support for the opinions given. By then, however, the VRP had become the main focus of the WNP Working Group and, instead of assessing the strength of feeling in the community for this project as one of several options that had been suggested in the 2014 Survey, it was presented as the only option to the unsolicited comments made in the 2014 consultations concerning the village centre and the community was only asked whether it supported further investigation into the project. **This was another example of the “tokenism” that has marred the process of consultation.** The information on the project provided in the 2015 questionnaire was limited and no indication of the likely costs and how these would be met was given. However, the 300 plus recipients of the Windlesham Magazine had been informed in the June 2015 issue that as grants from the Parish, SHBC and SCC would not be available “Residents will be asked whether they would commit to

a precept on the rates for two years with this money being ring fenced for use on this project”. This was not mentioned in the preamble to Q14 in the 2015 survey and at no time has the community been asked whether it was prepared to support the VRP if they would have to find the funds themselves.

In response to the 2015 survey, the Working Group minutes for 28 August 2015 stated that the *overwhelming* majority of those who voted in the survey had given their support to a Shared Space scheme being developed. The article in the September 2015 issue of the Windlesham Magazine also commented on the *overwhelming* support that had been given to the Shared Space Project proposal for the village centre. These comments were wishful thinking stemming from enthusiasm for the project but were not supported by the facts. The published results of the 2015 Survey show that 236 (74%) of the respondents agreed that the concept of a shared space should be progressed – this suggested interest, but not necessarily support, for a project which had not been described in any detail and which did not mention that households in Windlesham Ward might be required to fund any shortfall through a precept on the rates if public funds were not made available as mentioned in the Windlesham Magazine article of June 2015. The 236 votes in favour of progressing the scheme only represented 13% of those who would actually be required to pay for the scheme. This cannot be described as “overwhelming” support for the project in the community. Page 43 of the WNP claims that at the public consultation in September 2016 88% of those attending voted in favour of the proposals but no indication of the total number attending and who voted is provided.

At a meeting with the Chairman of the WNPSG in September 2015, I expressed my concern about whether the 236 (74% of those who responded) people who supported further investigation into the Shared Space Project would have been quite so keen if they had been made aware of how much it could cost them if the project is approved. The minutes of the May 2015 meeting of the WNPSG indicated that it could cost approximately £850,000 and also indicated that, if money from grants from WPC, SHBC and SCC and the Parish share of CIL for development in Windlesham Ward is not available, this money could be raised via a precept on the rates for all households in Windlesham. This resulted in the comment in the Windlesham Magazine in June 2015 mentioned above. With approximately 1780 households in Windlesham Ward, this could mean each household contributing just under £500 (ie £250 approx per year for two years) to pay for the Project – assuming that the costs had not increased by the time work is planned to begin. The Gantt chart approved at the meeting of the WNPSG in August 2016 indicated that the estimated costs of the whole project could be £1m (although no detailed costings had been submitted by the consultants). Having stated in June 2015 that the community would be asked to support a precept

on the rates to pay for the VRP, the Windlesham Magazine of December 2016 stated that “it was not conceivable that villagers will be asked to fund it via a rate precept and we will not wish that to be the outcome in any case”. Given the limited distribution (300+) of the Windlesham Magazine and the failure to produce a regular newsletter since my departure to the 350+ followers of the WNP, there is still likely to be confusion within the community on how the VRP is to be funded. The article also suggested that the VRP, if adopted by the village, would continue in small stages as and when funds become available. This merely emphasises the fact that the Project is unlikely to be achieved in the lifetime of the WNP and therefore has no place for continuing to be part of the WNP as the only way that support for the VRP can be indicated is if the WNP is approved in a Referendum. This means that voting for the policies in the WNP could also be interpreted as a vote for the VRP. This further suggests that at some time in the future, if other funding is not available, the vote to approve the policies in the WNP could also be interpreted as justifying raising a precept on the rates to fill any funding gap.

Projects, such as the VRP, are intended to be popular local schemes that will encourage the community to vote for the Plan but this project could cause an active opposition to the WNP to be developed and therefore could prejudice the genuine planning policies that are the main focus of the WNP. If support for the WNP in any referendum is to be interpreted as support for the VRP, it is likely that many could decide to vote against the policies in the WNP just because they are unwilling to commit themselves to any precept that they might still consider themselves liable to pay if funding from WPC, SHBC and SCC and the Parish allocation of CIL is not forthcoming. This would motivate many who do not support or are indifferent to the VRP (ie because they live in the Snows Ride area or along the A30 and are not affected by the VRP) to vote against the WNP. The continued inclusion of Appendix 8 could therefore jeopardise the achievement of the planning policies in the WNP.

Whilst the VRP is just an aspiration, it should be deleted from the WNP as it risks opposition from those who are confused about what it actually involves and how it will be paid for. It does not enhance the WNP and given the lack of any detailed costings and the unlikelihood of public funding, it is very unlikely that it could be progressed to fruition by 2028. The only way Appendix 8 on the VRP could be considered as suitable for inclusion in the WNP would be if it included a clear description of the proposals for achieving the objectives with details of the costs and how these would be met. In particular, there would have to be a categorical statement that at no stage would a precept on the rates be considered without a separate referendum.

GENERAL COMMENTS

DUE PROCESS

The NP process is meant to be led by the community and its policies based on what the community wants and is prepared to support. It should not attempt to lead the community in a direction determined by a few hard working volunteers – however well meant. The Gantt charts adopted by the WNPSG in June 2014 and as amended in February 2015 were based on the principle that each stage in the process would be community-led by analysis of the responses from the community in the following ideal sequence: initial questionnaire on the issues; detailed analysis of the responses; recommendation to the WNPSG on the issues to be covered in the WNP; consultation on the Vision and Objectives; recommendation to the WNPSG on the options for dealing with the issues/objectives; follow up questionnaire to the community to assess the support for these options; analysis of the questionnaire; recommendation to the WNPSG on the best option for each issue/objective; development of the policies to achieve the best options as agreed by the WNPSG. This process broke down when the Working Group failed to provide a detailed “so what” analysis of the responses to the 2014 consultations by the December deadline and then conducting the 2015 survey before the detailed analysis of the 2014 survey had been approved by the WNPSG in February 2016 and subsequently published on the website. The VRP was presented to the WNPSG in December 2014 as the only option for dealing with the village centre issues raised at the Fete and in open ended comments in the 2014 survey - and well before the follow up questionnaire had been designed and the results analysed. **The 2015 survey was an example of “tokenism” where the best option had already been decided by the WNPSG before the community had been given the chance to vote on it as one of a range of options that had been suggested in the feedback from the 2014 consultations.** Therefore, although the community has been regularly consulted, the feedback has not been properly analysed before the next stage in the process was conducted. The VRP is an example of an attempt to lead the community to support an option before the community had an opportunity to decide on which option it supported. These concerns were dismissed in the Consultation Statement with the response “As stated the Consultation document will contain details of the thorough consultation process” and “the whole of the consultation process was agreed with Locality”. **This is another example of the tokenism of the 2017 Parish consultation whereby it superficially “dealt” with a comment without actually doing anything.**

The WNPSG had agreed at its meetings in Dec 2014 and Jan 2015 that the next questionnaire would assess the support of the community for the Vision, Aims and Options. I have already commented on its failure to assess public support for the Vision Statement and Objectives of the WNP. Although the 2015 questionnaire purported to be an assessment of the Options, it failed to include all the options that had been suggested by the community in their responses to the survey in 2014 which had been designed to identify the issues for the WNP to concentrate on. The 2015 follow up questionnaire should have tested the amount of support for these suggested options but it only selected a few options, presumably the ones that those concerned subjectively agreed with, and asked about them. Only after the amount of support for the various options put forward by the community had been ascertained should the WNPSG have been making decisions on the best options and developing policies to achieve them. The VRP is an example of where the WNPSG has allowed its own views on what is best for the community to take precedence over finding out what the community's views are on the various options before making a decision on the best option. These concerns were also dismissed in the 2017 Parish consultation with the statement "Following discussions with Locality we believe due process has been followed".

When the Working Group produced its "Work in Progress" paper to the Steering Group at the end of December 2014, it claimed to be an "analysis" of the responses to the 2014 questionnaire. It identified Issues for the Neighbourhood Plan to address without any justification based on the degree of support for these reflected in the responses to the Survey. The subjective nature of this "analysis" confirmed my determination to leave a process that was becoming based on the opinions of a small group rather than objectively reflecting the views of the supporters of the Neighbourhood Plan in Windlesham. The Neighbourhood Plan process of "Identify the Issues; Gather the Evidence; Identify the Options; Decide on the Preferred option" which I had endeavoured to impress on those involved was already showing signs of breaking down as early as the January 2015 meeting of the WNPSG. At that meeting, I pointed out that the Working Group had lost its way in the process of producing a Neighbourhood Plan. Instead of reflecting a "bottom up" process where the issues were decided by an objective analysis of the views of the community, it was becoming a "top down" process where the issues were decided by individuals in the Working Group based on their own subjective assessments of the results of the 2014 Survey. When presenting the issues to be addressed to the Steering Group in the "Work in Progress" document, no attempt was made to justify their inclusion and therefore allow the Steering Group to make an informed judgement. I had realised by the February 2014 meeting, that the Steering Group, a body open to public scrutiny and governed by the Parish Council Code of Conduct, had effectively become powerless to control the activities of the Working Group, a body not open to public scrutiny. The Steering Group was being "forced" to agree to proposals put forward by the Working Group as no justification was provided for its proposals and no alternatives were identified. When I tried to get the Chairman of the Working Group to

understand the correct processes and the way to proceed, I was subjected to personal abuse that led to my immediate withdrawal from the Steering Group after the February meeting. It was also clear to me at the February meeting that the Steering Group would not vote against any proposals put to them by the Working Group. There were too many members of the Working Group, or vested interests in continuing the process, sitting on the Steering Group for any rejection of the Working Group recommendations to be approved.

FAILURE TO COMMUNICATE WITH THE COMMUNITY

Until February 2015, I was the Secretary to the Steering Group and had taken on additional responsibility for the website, monthly newsletter and ensuring that articles were regularly placed in the Parish Magazine. Since my departure communication has been largely non-existent. During 2015, there had been no Tweets to the 43 followers on Twitter since 5 Dec 2014. The Facebook page (with 154 followers) had not been updated since 5 Dec 2014. There had only been one newsletter to announce the 2015 Survey, which was sent out in July to 372 supporters of the Neighbourhood Plan with an email address. I had booked a regular page in the monthly Windlesham Parish Magazine, which is distributed to nearly 400 households, but this had not been used since the August 2015 issue. The Chairman of the WNPSG merely stated that this had been due to their failure to find a replacement for my various roles and that my resignation had left the Steering Group severely weakened. There seemed to be no understanding in the Steering Group of the need to inform the Windlesham community, which they purported to represent, on what is happening and why in order to help ensure that their friends in the community would continue to support the Neighbourhood Plan at any future Referendum. Unfortunately, the lack of communication with the community and failure to explain the various ideas and developments being considered produced the situation in 2015 where there was an active opposition in Windlesham to the Neighbourhood Plan in general based on a misunderstanding of specific projects (eg the VRP scheme and village centre parking project), which are not part of the Windlesham Neighbourhood Plan and its planning policies, due to no attempt having been made to justify and explain the projects to the community. I continue to be a supporter of a Neighbourhood Plan for Windlesham but my concern is that it has become a product of a few people who have cut themselves off from the community and who interpret the results of the surveys subjectively to support their own views of what should be in the Plan.

LACK OF ACCOUNTABILITY OF THE STEERING GROUP

Whilst I was Secretary, the Parish Clerk made me well aware that, as a Sub Committee of the Planning Committee of the Parish Council, the meetings of the Steering Group would be open to public

	<p>scrutiny and attendance. As a result, I ensured that the agendas for each meeting were published on the website and posted on the four Parish noticeboards in the Windlesham Ward four working days in advance and copied her in to all formal email correspondence detailing developments in the Neighbourhood Plan process so that she could keep the Parish Council and its Planning Committee informed as necessary. In addition, the Chairman of the Parish Council was also a member of the Steering Group so the Parish Council, who have accountability for the Neighbourhood Plan process for Windlesham, were also kept informed by him of developments as necessary. The approved minutes of the Steering Group were passed to the Planning Committee via the Parish Clerk and were also published on the website. However, during 2015 following my departure, the agendas for Steering Group meetings were no longer posted on the noticeboards or published on the website and the minutes were no longer published on the website. I expressed my concern to the Chairmen that the Steering Group was operating in such a secretive way and was no longer making itself available to public scrutiny, which it should be as a Parish Sub Committee and as an organisation that purports to represent the views of the community. This did lead to improvements and since 2016 the agenda and minutes of the Steering Group meetings have been published on the website although no attention was drawn to them via Twitter or a newsletter.</p>
Environment Agency	<p>Thank you for consulting the Environment Agency on your pre-examination draft Windlesham Neighbourhood Plan.</p> <p>We regret that at present, the Thames Area Sustainable Places team is unable to review this consultation. This is due to resourcing issues within the team, a high development management workload and an increasing volume of neighbourhood planning consultations. We have had to prioritise our limited resource, and must focus on influencing plans where the environmental risks and opportunities are highest. For the purposes of neighbourhood planning, we have assessed those authorities who have “up to date” local plans (plans adopted since 2012, or which have been confirmed as being compliant with the National Planning Policy Framework) as being of lower risk. At this time, therefore, we are unable to make any detailed input on neighbourhood plans being prepared within this local authority area.</p> <p>However, together with Natural England, English Heritage and Forestry Commission, we have published joint guidance on neighbourhood planning, which sets out sources of environmental information and ideas on incorporating the environment into plans. This is available at: http://webarchive.nationalarchives.gov.uk/20140328084622/http://cdn.environment-agency.gov.uk/LIT_6524_7da381.pdf</p>
Highways England	WINDLESHAM NEIGHBOURHOOD PLAN PRE-EXAMINATION CONSULTATION

	<p>Thank you for inviting Highways England to comment on the Windlesham Pre-Examination Neighbourhood Plan.</p> <p>Highways England has been appointed by the Secretary of State for Transport as strategic highway company under the provisions of the Infrastructure Act 2015 and is the highway authority, traffic authority and street authority for the strategic road network (SRN). The SRN is a critical national asset and as such Highways England works to ensure that it operates and is managed in the public interest, both in respect of current activities and needs as well as in providing effective stewardship of its long-term operation and integrity.</p> <p>We will therefore be concerned with proposals that have the potential to impact the safe and efficient operation of the SRN, in this case the M3 motorway.</p> <p>We have reviewed the pre-examination consultation on Windlesham Neighbourhood Plan and have no comments.</p>
Historic England	<p>Thank you for inviting Historic England to comment on the pre-submission version of the Windlesham Neighbourhood Plan. Having reviewed the plan I am happy to confirm that we do not wish to make any comments or bring any matters to the attention of the examiner in this instance.</p>
Natural England	<p>Windlesham Neighbourhood Plan Pre-Examination Consultation (Regulation16)</p> <p>Thank you for your consultation on the above dated 29 March 2018.</p> <p>Natural England is a non-departmental public body. Our statutory purpose is to ensure that the natural environment is conserved, enhanced, and managed for the benefit of present and future generations, thereby contributing to sustainable development.</p> <p>Natural England is a statutory consultee in neighbourhood planning and must be consulted on neighbourhood development plans by the Parish/Town Councils or Neighbourhood Forums where they consider our interests would be affected by the proposals made.</p> <p>Natural England does not have any specific comments on this neighbourhood plan.</p> <p>For any further consultations on your plan, please contact: consultations@naturalengland.org.uk</p>
Surrey County Council	<p>Surrey County Council Response to the Consultation on Windlesham Parish Council's Draft Neighbourhood Development Plan</p> <p>Thank you for consulting Surrey County Council on Windlesham Parish Council's Draft Neighbourhood Development Plan (NDP). We have officer comments to make on sustainability, surface water flooding, and biodiversity.</p> <p>Sustainability</p>

	<p>We support the objectives relating to sustainability, included in Appendix 1, and consider that these might be better placed in the main document under the section entitled: 'How Windlesham benefits from a plan'. This would more clearly demonstrate how the Plan will contribute to sustainable development.</p> <p>Surface water flooding</p> <p>We suggest that reference is made to Sustainable Drainage Systems (SuDS) or local flooding policy. It would also be helpful to include a paragraph to refer to the Surrey Heath Strategic Flood Risk Assessment (SFRA) and Surrey County Council SFRA.</p> <p>In addition, as the area mainly comprises greenfield land, we recommend a requirement for minor developments to restrict surface water discharge to Greenfield Qbar (an estimation of the mean annual maximum flow rate) run-off rate, as required for major developments. This will help to mitigate flood risks.</p> <p>Biodiversity</p> <p>We suggest that reference is made to the Surrey Nature Partnership's document, Biodiversity and Planning in Surrey Revised May 2014, along with the appendices on protected species and sites.</p> <p>Should you have any queries about this response, or require further information, please contact James Greene by telephone on 020 8541 9377 or by email: james.greene@surreycc.gov.uk.</p>
Thames Water	<p>Thank you for consulting Thames Water on the above document. Thames Water is the statutory sewerage undertaker for the area and is hence a "specific consultation body" in accordance with the Town & Country Planning (Local Development) Regulations 2012. Thames Water have the following comments to make on the consultation.</p> <p>General Comments</p> <p>The number of dwellings proposed over the plan period is relatively small and Thames Water also support the focus on brownfield sites which may have a lesser impact on existing sewerage infrastructure. However, there may be requirements for upgrades to the sewerage infrastructure such as network and/or process upgrades necessary to support development within the Neighbourhood Plan area and elsewhere within the catchment.</p> <p>Policy CP12 of the Surrey Heath Core Strategy relates to infrastructure delivery and highlights that the council will work with partners to ensure that sufficient infrastructure is provided to support development. Since the 1st April 2018 all off site wastewater network reinforcement works necessary as a result of new development will be delivered by the relevant statutory undertaker. Local reinforcement works will be funded by the Infrastructure Charge which is a fixed charge for water and wastewater for each new property connected. However, given the timescales to deliver infrastructure, where there are capacity concerns phasing conditions may be required in order to ensure that any upgrades can be delivered ahead of the occupation of development.</p> <p>To minimise the potential requirement for conditions requiring phasing of development, developers should be encouraged to discuss their proposals with Thames Water in advance of submitting any planning</p>

	<p>applications. Thames Water would welcome additional supporting text within the Neighbourhood Plan encouraging developers to discuss their proposals ahead of submission.</p> <p>Contact can be made with Thames Water Developer Services by post at: Thames Water Developer Services, Reading Mailroom, Rose Kiln Court, Rose Kiln Lane, Reading RG2 0BY; by telephone on: 0800 009 3921; or by email at: developer.services@thameswater.co.uk</p> <p>I trust the above and enclosed comments are satisfactory, but please do not hesitate to contact me if you have any queries.</p>
<p>Karen Ciupak (Churchwarden) on behalf St John the Baptist Church, Windlesham Parochial Church Council</p>	<p>I am writing on behalf of St John the Baptist Church, Windlesham Parochial Church Council (PCC) in reference to the Windlesham Neighbourhood Plan currently under Pre-Examination Consultation (Regulations 16), as there is an inaccuracy in the presented document.</p> <p>On page 14 of the document, under 'Village Hall' there is reference to 'three existing village halls with meeting facilities' within the village, including the one pictured, and there is a photo of a Hall which is detailed on Appendix 6 (page 29) as 'Windlesham Village Hall'.</p> <p>Please be advised that this hall is 'Chertsey Road Hall', not 'Windlesham Village Hall', and is wholly owned and managed by St John the Baptist Church, Windlesham, PCC. Therefore, whilst the facility is currently available for hire, its purpose is to fulfil the needs of St John the Baptist Church as determined by the PCC, as owners of the property.</p>
<p>Tony Murphy</p>	<p>Please consider the following comments. I was a volunteer part of the original Neighbourhood Plan Steering Group in March 2014 and supported in principle such plans – arising from the Localism Act which intended to give residents more control over the decisions that affect their lives. I resigned after a few meetings as I was unable to support the project. I have taken an interest since that time and have made submissions to the various consultations.</p> <p>I have made representations on previous occasions about the flawed nature of the process which misrepresented its ability to meet the real expressed needs of residents – this was never actually possible. The concerns expressed in those earlier representations have not resulted in their proper consideration – so no point in repeating them here.</p> <p>Residents of Windlesham Ward – not just Windlesham Village – will be asked to vote in referendum -(only) for the Policies listed in pages 20 to 27 in the consultative document – so ideally at this stage I would focus on them, but that is not possible. To make any judgement of the Policies one must consider whether they will achieve the Objectives listed on page 19 which in turn must achieve the Vision on same page – during the period of the “Plan” (2018 – 2028). Whilst admiring the scale of ambition the stated policies will simply not achieve the Vision or Objectives – not ever, because they are not actually designed to do so. This is recognised in the document – page 19 “Vision” para 3 “ the Objectives are met through the policies</p>

	<p>that are detailed in this WNP and also in the prospective Windlesham Village Rejuvenation Project (that is outside the direct remit of the WNP) and the separate statement that consolidates all other issues and recommendations that are included in the appendix.</p> <p>It is clear that the Policies being presented are intended to meet (in part) only one of the five headline Objectives – they are directed to housing development only. It can therefore be seen to be dishonest but also perhaps unnecessary to suggest otherwise.</p> <p>Now accepting that the Policies are unconnected with the Vision and the Objectives and seeing them in this light only, there is the question of their actual benefit to this community.</p> <p>Policy WNP1.1 appears to merely conform to SHBC Policies which is not a matter of choice so is it necessary ?</p> <p>Policy WNP1.2 & WNP1.3 seem to be reasonable statements to have in place for consideration against plans arising – but without any teeth.</p> <p>Policy WNP1.4 appears to be weak and provides no benefits over the national standards so also unnecessary ?</p> <p>Policy WNP1.5 also appears weak in proposing 10 (suggest 5) or more and required to provide and required to engage</p> <p>Policies on Character and Amenity and on Design standards appear to be acceptable and perhaps useful to have on record but one would expect them to be part of the Planning Authority Policies.</p> <p>Policies WNP4.1 & 4.2 may make little contribution to the Objective.</p> <p>In my view therefore the Policies proposed do not do much to meet the stated Objectives. The majority of issues raised by residents appear in the Objectives but with no prospect or commitment to action – they are in effect in “long-term” parking. The so-called Village Rejuvenation Project has been the main focus of attention in time and cost without any prospect of advancement -without any commitment to the significant expense – unlikely in current and near future economic environment.</p> <p>If the Objective was simply to obtain the additional CIL monies as an additional financial stream for Windlesham Parish Council that may be achieved but whether it will, in practice, provide real benefit to Windlesham Ward/ Village remains to be seen.</p> <p>I acknowledge the effort of the individuals who have worked on this project but remain disappointed at what appears to be a lost opportunity. With no enthusiasm I am likely to vote “yes” in a referendum, but I fear that I will be in a minority in terms of turnout achieved.</p> <p>Thank you for considering these comments.</p>
Jeremy N Russell-Lowe	<p>Following publication of the Windlesham Draft Neighbourhood Plan (NP) the opportunity is taken to respond to the SHBC Consultation ending at Midnight this Friday 18th May 2018.</p> <p>1). Windlesham Neighbourhood Plan Launch and background</p>

The concept of a Neighbourhood plan (NP) was launched at Chertsey Road Hall Windlesham with the date and timing being a matter of record.

From the moment of the launch event forward the plan was very much sold to the community as being an opportunity to deliver an all embracing plan that would enable solutions to the demands of the residents without limitation. There was no distinction or explanation made between a functioning and non-function part of the plan.

This encouraged many residents to initially come forward to help to develop such a plan. In the majority these volunteers progressively left for a variety of reasons that have been mentioned to me which have included the dominance of the Parish Council over the preparation of the plan, a recognition that the plan was not representing the true values of the community, a weak analysis process surrounding the questionnaire responses and a consultation process that was considered neither thorough or genuinely responsive to the wishes of the community as a whole. Certainly it is a matter of record that the majority did leave the steering group. The plan as it is now has suffered dramatically for the loss of those people's skills and their passion for our Village.

It is quite clear to me and it remains my position that many questions in the second survey were based upon delivering answers that appear now to support the plans direction as required by the small remaining members of the steering group and the Windlesham Parish Council rather than the community. I took the view that this was a manipulative process and one that was impossible for the community to engage with. So few steering group members remained that the original separate groups had to be amalgamated into fewer and fewer groups ending with a handful of those who I believe had by then been developing their own plan based upon their wishes rather than those of the community. Meaningful community consultation had effectively ceased following the 2015 questionnaire.

"You're Village, Your Plan". This strap line was used throughout the consultation process leading the community to believe that the NP was truly the residents plan. The opportunity for there to be overriding influences over the process were not made apparent.

The concept that the plan could embrace all of the needs and wishes of the Village was one that prevailed and was heavily promoted. The focus throughout was entirely upon the production of a "Village rejuvenation project" (Project). Enormous and disproportionate sums of money were spent on its production and it was heavily promoted through local media, at a business stake holder meeting at the Link in Church Road, a subsequent public meeting at the same venue and at the Windlesham fete with no focus on the significance of the binding NP elements or preparation of useful policies of which there are still very few.

Throughout the period of development of the DNP No focus was put upon the legality or technicality of a neighbourhood plan or its two primary functions of enabling more development and delivering an increased percentage of CIL revenue to the Parish Council and now it would seem Surrey County Council. I can find

no reference to the term “Development Plan Document” having been used to any significance or if at all during the purported public consultation process. I can find no meaningful discussion or consultation on CIL expenditure or the mechanics of this, how it would be managed or who might be able to benefit from such an income stream.

Such was the dominance of the rejuvenation project (RP) and in its failure to be transparent about the factual purpose of an NP that this project became what most believed, and still I would suggest in majority, do believe, is the Neighbourhood Plan. It is an understanding by the community now so firmly entrenched in people’s minds that it still remains my view that any referendum result would consequently be unsafe.

3. Consultation

I wrote to WPC prior to the full Council Meeting that approved the draft DNP explaining my position and serious concerns at that time, I asked for the DNP to be passed back to the community for better consultation not least within the business community but I was ignored in spite of attending that council meeting.

In evidence of this I would point to just a small number of the events and actions on the part of WNPSC that I am satisfied support my position.

My own third generation Windlesham business was not consulted and I complained at this lack of consultation only then receiving an invitation to a Stake Holder meeting at the Link.

The Stake Holder meeting held at the Link was dominated by an external presentation of the “Village rejuvenation Project” the entire evening was taken up by this presentation. The functioning of a NP was not discussed or explained and there was no opportunity to discuss the positions of the Windlesham based businesses, how they could engage with the plan process or what impact the plan might have on them. All that was discussed was parking in relation to the “Project”.

I made the point at the end of the meeting that the event was meant to be a Business stake holders meeting and the Chair apologised for the lack of opportunity to discuss business matters. This is further evidenced in WNPSC Minutes of 13th June 2016 which state

10 Report on the stake holders meeting RT Reports there had been a good attendance but it was generally agreed that too much emphasis was placed on the project and not enough time given to the neighbourhood plan.....

RJE observed that no Councillor had received an invitation to attend this meeting MP apologised for this oversight

It is stated in WNPSC Minutes that only some 20 to 25 businesses were visited in the consultation process. It was further understood that questionnaires were to be distributed and collected from Windlesham businesses and then analysed into a useful document to enable an understanding of the needs of the Business stakeholders.

I can find no evidence of this having ever been carried out, certainly my business received no

questionnaire and I can find no other local business that did. There is no such questionnaire published on the NP web site. The site evidences that the last published, purported, consultation response was in 2015, a year perhaps before the Link event. Similarly there is no published analysis of any purported responses from the village business community.

I see that the WNHPSC brush aside my reference to a lack of business consultation by referring back to the Stake Holder meeting discussed above. This weakest of gesture simply reinforces my position that they simply are not able to substantiate a proper consultation process.

What has become apparent to me is that the WNPSC were seeking only to identify potential development sites when visiting these few businesses to enable what has become the largely secretive Development part of the plan and it is my position that the 20 to 25 businesses that were visited were those on sites that might have development potential and that the significant majority of other village based businesses were not engaged with.

There was no interest from the steering group or Parish Council in including the business community within the plan consultation. There are some 200 SME businesses in Windlesham which include rural and land based businesses, shops, restaurants and in majority very many others that are run from people's homes. These all contribute enormously to the economy of the Village but are not recognised through any form of documented or analysed consultation process.

Many home based businesses are frustrated by the progressive loss of existing commercial and employment sites within the village lost to housing. This is preventing those rural businesses from growing and having the opportunity to provide local employment for local people. Supporting rural business is high on the governments agenda and is a matter of policy

The Vision statement is clear and includes the retention of existing employment sites and making Windlesham attractive for businesses to locate to.

This statement is a misdirection and undeliverable, there has been no process that has addressed the statement and there is not a single business supporting policy within the functioning part of the plan that enables it. It is therefore not deliverable within the period of the plan

4. Development

The most secretive and least transparent element of the NP, and in my view also the most manipulative, is evidenced for example by a question in the second survey to the community as follows:- HOUSING DEVELOPMENT SITES

Response to the first questionnaire indicated considerable support for concentrating new development on brownfield sites. Member of the NP group have visited the owners, lessees, or traders of business within the area and all have indicated they are trading well and have indicated no wish to sell their land for development. One site has however been identified which may become available for development and that is Vauxhall City Church Road

The question following this statement gives some yes or no options to a number of pre-set questions and was in my opinion included to achieve a pre-conceived answer as I can see no evidence of the question having come from an analyses of the first questionnaire responses.

It is clear from responses to the first survey that the community did not want further development in the village at all with overwhelming support for retaining the Green Belt. This site sits not only in the Green Belt but also a conservation area outside of the two settlement areas so its identification does not appear to sit comfortably with the survey results.

This question for me, was certainly not put in a transparent or informative way. There is much historical evidence of planning applications on Vauxhall City. It is a particularly sensitive Green Belt, Conservation Area site which lays outside of the village settlement areas. All housing development planning applications on the Vauxhall City site have been rejected by SHBC and heavily objected to by local respondents at the time of each of those applications.

I see the inclusion of this single site as having been set out of context and nothing more than perhaps simply attempting to enable a specific development that is well documented historically as being not wanted by the community.

Further it removes an employment site and its ongoing potential as a much needed future employment site which is contrary to the explicitly stated aims of the plan. The entire legality of the NP could hinge on such factuality.

What is clear is that the WNPSC and or PC have, in spite of the above claims actually identified a good number of sites within the ward for the purpose of development, it is stated as such in the DNP, but they will not identify them, I have asked this to be done but my request refused. It is further my view that these sites could not have been identified for development if the owners had not indicated that they would be prepared to put sites forward for development. This contradicts the background to the housing question discussed above set by the steering group.

I believe that if the community are to vote on an NP then these sites must be fully identified and consulted otherwise no one can be knowledgeable about what they are voting for and may not realise the impact on the Village environment or its setting. It is for the community to have its say on any identified site through transparent and honest consultation

5. Procedure

I can find no evidence of the community being asked if they wanted to develop a Development plan Document for the Village and with that the process of enabling greater development in the village. I have put it to the WNPSC and Parish Council that if one simple question had been properly asked of the community of do you want more development in the Village of Windlesham the answer would have been a resounding no.

This position is fully underwritten by the number of objections from within the community lodged at SHBC

	<p>against almost every planning application made for new housing development in Windlesham with little or no support from within our community for additional development.</p> <p>It is my view that the concept of introducing an NP was introduced by the Parish Council with one objective and that was to increase the percentage of CIL monies received by them with little regard for the process involved in achieving that singular objective.</p> <p>6 Conclusion</p> <p>My conclusion is that this DNP has failed to be transparent in its process and will not deliver the Village and its community the promises made at the outset of the process. It cannot deliver the promises made with regard to retaining employment sites and in the majority the pretence of the Vision statement as there are simply no policies available to enable these claims</p> <p>It has been very misleading in its promotion of the RP (Project) which has steered the community away from its true intent and technicality.</p> <p>If we are to have a plan, I would ask SHBC and the independent Inspector to recognise that it must be a plan that is truly one of the people, to the benefit of the community, is entirely open, honest and transparent and not subject to recriminations in the future.</p> <p>The community of Windlesham deserves much better consideration and if we are to have a plan please bring it back to us so that we can get it right.</p>
Paula Harrington	<p>Windlesham Neighbourhood Plan Pre-Examination Consultation (Regulation 16)</p> <p>I would like to make the point that I believe that the process of producing this draft Neighbourhood Plan has been fundamentally flawed.</p> <p>I am attaching a copy of my submission to the public consultation which ended in April 2017. My submission, dated 17th April 2019 was received by the Clerk to Windlesham Parish Council within the prescribed time period and I am now told by the Clerk that my submission was “seen and considered by the Steering Group” however my submission does not appear in the Consultation Statement which has now been published by SHBC, alongside the draft WNP.</p> <p>I have requested an explanation for this omission and understand that the Clerk needs to “clarify a couple of things” before she is able to give me a formal response.</p> <p>What is clear therefore is that the Consultation Statement is wrong and in that it gives an inaccurate and misleading representation of the number, and nature of, the responses received following the 2017 public consultation.</p> <p>It is my understanding that this consultation is a statutory process, which forms part of the formal preparation, and potential adoption, of a Neighbourhood Plan.</p> <p>The fact that a submission has been omitted from the Consultation Statement suggests, at the very least, that there has been little in the way of scrutiny and attention to detail within the preparation process.</p> <p>It further suggests that there are inadequate procedures in place for verifying the accuracy of what may</p>

become a formally adopted document.

I am therefore attaching a copy of my original submission so that it can now form part of the public record.

I am also attaching a copy of the letter which accompanied my submission which highlighted my concerns at the way that the 2017 consultation had been managed; concerns that are now magnified by this failure to include my submission in the Statement.

With regards to the draft neighbourhood plan itself, I remain concerned that the document is incomplete.

Surely the whole point of the plan is to demonstrate how the Vision and Objectives are to be achieved? Indeed the document states that “the following objectives are met through the policies that are detailed in the WNP.....”

The Vision remains vague, although it has been changed in this latest draft; there is nothing in the draft plan that addresses the lofty ambition that “Windlesham Village aspires to be one of the most outstanding village in the UK”.

I would therefore suggest that this vision should be further revised to something that is even vaguely achievable within the lifespan of the plan.

The statement that the “objectives are met through the policies...” of the plan is nonsensical and also factually incorrect.

The plan as drafted considers only one of the objectives, Priority Housing Needs, and it is questionable whether the policies, as drafted, are robust enough to meet even this objective.

The plan does not seek to meet, or even to consider, the following “objectives” in any way at all;

- Village centre and facilities
- Green Spaces
- Employment
- Traffic

It is therefore both factually incorrect and misleading to claim in the Vision that “the following objectives are met through the policies that are detailed in the WNP.....”

The only objective that the draft WNP seeks to meet is;

“Priority Housing Needs:

- Meet new housing demand through organic growth that is sympathetic to the area, ensure that the right type of housing is built in the right locations, and that a mix of housing types is delivered, to include family homes that are affordable to a wide section of the population,”

Whilst this may be laudable in its aims it is nevertheless short on detail.
 What is the “right type” and where are these “right locations”?
 Of particular concern is the reference to “Housing and Potential Sites”. Quite rightly, given that Windlesham is in the Green Belt, priority is given to “Brownfield Sites”.
 We are told that 12 brownfield sites were identified and researched but that only 11 were “considered viable”.
 The draft WNP then directs us to a 4.5 hectare site which is identified in the Surrey Heath Strategic Housing Land Availability Assessment (SHLAA). This site however already has planning consent so the opportunity for a robust WNP to influence the development of this site with the “right type” of housing has already past.
 The draft WNP fails to identify the other 10 brownfield sites that the WNPSG has researched.
The community is therefore being invited to consider something without having been given the appropriate details necessary for proper and informed consideration.
 As the draft WNP does not have any policies to support its objectives on “Employment” there is a suspicion that these brownfield sites may well be existing employment sites.
How can the community be expected to vote on a WNP that is not fully transparent? That does not disclose these identified, and apparently viable, sites.
 There are however other sites identified in the SHLAA which are within Windlesham and which are not referred to in the draft WNP.
 Why is this?
With regard to the specific policies of the draft WNP:
 Policy No WNP1.3 – Replacement of Large Houses by smaller dwellings – I would refer to my original comments in April 2017. The inclusion now of the words “or subdivision” is extremely troubling as there is an obvious risk, indeed an invitation, that this policy will lead to the conversion of larger houses into flats. The data from the Housing Type survey (Appendix 5) suggests that the community did not favour the development of flats, so why has this amendment crept in now?
Windlesham Village Rejuvenation Project
 As I stated in my April 2017 submission I believe that the “Windlesham Village Rejuvenation Project” has deflected the attention of both the public and, crucially, the Steering Group away from the core WNP. Public funds have been expended on external consultants in the development and promotion of this project which would have been better used to produce a robust and complete WNP.
 Conclusion
It is my opinion this draft WNP is an incomplete document.
 The stated “Vision” of the plan is unrealistic, lacking in detail and misleading and, as such, is unachievable. The statement that the “objectives are met through the policies that are detailed in this WNP and also in

the prospective Windlesham Village Rejuvenation Project ...” is both inaccurate and misleading. The stated “Objectives” of the plan are not followed through in the policies. The only stated objective that the plan even attempts to address is that of “Priority Housing Needs”. This is therefore not a complete plan, nor even half a plan. At best it attempts to meet only one fifth of the stated objectives.

A robust WNP would have been one that had a realistic and achievable Vision; that set appropriate Objectives and produced well-considered policies that sought to meet all the stated Objectives. The process by which this draft WNP has been produced has been fundamentally flawed and, as my own experience demonstrates, there has been a shocking lack of attention to detail and a failure to employ basic procedures to ensure the accuracy and integrity of the consultation process. I trust that these comments and those contained in my April 2017 submission will be forwarded to the independent examiner for consideration.

Pre-submission consultation comments:

Windlesham Neighbourhood Plan (WNP) - Public Consultation

Below are my comments on the Draft Windlesham Neighbourhood Plan however I am of the opinion that the Public Consultation has not been correctly carried out and is therefore invalid.

Vision

The terms of reference for the Windlesham Neighbourhood Plan Steering Group (WNPSG) as published in July 2014 clearly stated the purpose and mission statement to be “To maintain Windlesham’s rural character whilst responding to the needs of the local people”.

This has subsequently evolved into a “Vision” which states that “Windlesham Village aspires to be one of the most outstanding villages in the UK. It will be recognised as a place to live and work that offers an unparalleled opportunity to be part of a community that provides a friendly and safe environment”.

The original statement had a specific intention where as the “vision” is vague and non-specific and is therefore effectively meaningless and without any specific strategic aims.

It should also be noted that this “vision” has been amended from that promoted at the public meeting in September 2016 as the words “within an area bounded by sites of outstanding Natural Beauty” have now been lost, without explanation.

The feedback from the 2014 questionnaire clearly demonstrated that the respondents valued the “Green spaces”, wildlife habitats” and semi-rural character of the village.

I would therefore question why the “vision” of the WNP does not echo the original purpose of the WNPSG and also the overwhelming wishes of the respondents.

I would refer you to the Campaign to Protect Rural England’s Planning Help and general principles for

Neighbourhood Plans which advises that a good “Vision” should not only make it clear what the NP is aiming to achieve but will be strategic, setting out a broad picture of the aspirations of the NP. To say that “Windlesham Village aspires to be one of the most outstanding villages in the UK” is not a strategic plan, it is waffle.

Objectives

The objectives should set out what a NP aims to achieve.

In the case of the draft WNP it appears to deal with some of the stated objectives, but others are not followed through. We have only half a Plan - why is this?

Priority Housing Needs are considered however the other “Objectives”, apart from parking, receive no further consideration.

It suggests therefore that these objectives are not considered to be important to WNPSG. This is not the case, these issues are of concern to the vast number of respondents to your questionnaires, so why has WNPSG not produced policies to consider:-

- the preservation of the character of Windlesham Village Centre,
- the provision of community facilities,
- the protection of the natural environment and the biodiversity of our area, our wildlife habitats and trees.
- the creation of an environment for micro, small and medium sized business to flourish
- retention of the current employment sites and provision of sustainable employment opportunities

Policies of the “draft” WNP

Priority Housing Needs

This refers to “implied” needs – why are they implied? The result of the questionnaires clearly identified needs so there is no need to refer to them as implied. This is imprecise and therefore open to differing interpretations.

The policy should refer to the 1% growth rate included within the SHBC Core Strategy and define the period covered.

Policy No. WNP1.1 Scale

This draft policy refers to “the Organic Growth rate established to achieve sustainable development as noted in Section 1 of Appendix 7, shall be supported”.

The policy should clearly state what that “Organic Growth rate” is and not refer to an appendix to the plan. The Organic Growth Rate is defined as sustainable growth of 1 – 2%. This should be given a numeric value and clearly state / reinforce the time period for this growth – which should be the time period covered by the WNP – 2017 to 2028.

However it should be noted that this is in excess of the 1% growth for Windlesham defined in the SHBC Core Strategy for the period 2012 – 2028.

Please explain why the draft WNP appears to be supporting development in excess of the growth rate proposed by SHBC?

This policy should also be considered in the light of the on-going planning appeal for Heathpark Woods; if this appeal is granted there will be no justification for any further development within Windlesham for the foreseeable future.

Policy No. WNP1.2 – Small Dwellings [it is assumed that the change in reference is a typo that should have been corrected prior to publication and that this policy follows on from WNP1.1]

This supports development which includes a mix of housing sizes and types and prioritises development of “small” two and three bedroom dwellings.

This should however define “small” in terms of floor area.

It refers to “dwellings” although the results of the 2014 questionnaire indicate a marked preference for houses over flats. This policy should therefore be amended to clearly state houses (or bungalows) and not flats.

Housing and Potential Sites

This refers to identified Brownfield sites but does not identify them – why not?

Any sites identified by the WNPSG should be included for public consultation.

Policy No. WNP1.3 – Replacement of large houses by smaller dwellings

“Planning applications for the replacement of large houses in large plots in the Green Belt, with a small number of priority dwellings in a manner which ensures that the openness of the Green Belt is safeguarded should be supported.”

Firstly there should never be a presumption in favour of development on Green Belt land.

This policy is too loosely worded to protect the rural character of the village or to protect the Green Belt.

The policy should clearly state that the mass of developed area must not exceed the mass of the original dwelling (plus any Permitted Development (PD) rights that may pertain to the original structure).

For example; if you have a house with an area of 4,000 sq. ft. you can only develop smaller houses up to a maximum total built area of 4,000 sq. ft., assuming that the original house had been extended and did not have any PD rights.

The policy should also state that, in respect of developments in the Green Belt, the area covered by the new development must only cover the previously developed area of the original property.

For example; if you have a house of 4,000 sq. ft. on a plot measuring 1 acre, which comprises a previously built area of ¼ acre any new development on the site must be contained within the previously developed area and the remaining ¾ acre must remain undeveloped Green Belt.

The likelihood of the replacement of a “large” house on a “large” plot is likely to be market driven. However,

if this policy is not strengthened it risks becoming a developers charter which presumes that any site in the Green Belt can be redeveloped to a density which would detract from the rural character of the village and damages the openness of the green belt and wildlife habitats.

New Development Standards

“Meet new housing demand in a way that is sympathetic to the area, ensure that the right type of housing is built in the right locations, and that a mix of housing types is delivered, to include family homes that are affordable to a wide selection of the population.”

What does this mean? What is the “right” type of housing and where are these “right locations”? The “right” type of housing should clearly reflect the wishes of the community

This needs to be more specific so that it is not open to differing interpretations about what is “right”.

How can you properly consult the Community if these definitions are not made?

Policy No. WNP1.4 – Planning Design and Access Statement

“For all developments of 10 or more dwellings, the developer is encouraged to submit a Development Planning Design and Access Statement as set out in Appendix 2.”

This policy does not make sense.

The Town and Country Planning (Development Management Procedure) (England) Order 2015 defines a “major development” as one where the provision of dwellings is 10 or more.

There is therefore already a requirement for a developer to submit a Planning, Design and Access Statement for major developments.

In order for this policy to be in any way meaningful it should be amended to refer specifically to Outline Planning Applications where currently such matters as Access, design, landscaping, layout and scale of a development can be dealt with as “reserved matters”.

The requirement that developers should be “encouraged” is laughable – how are they to be encouraged? I suggest that this policy should be reworded to include “Outline Planning Applications” to prevent the important aspects of design, layout, scale, access of a development being deferred under “reserved matters”.

I would also suggest that the requirement to “encourage” should be amended so that submission of a Design and Access Statement is mandatory.

Finally I would suggest that this requirement should be applied to developments of fewer than 10 dwellings.

Policy No. WNP1.5 – Statement of Community Consultation

“For new developments comprising 10 or more dwellings, planning applications should be accompanied by a Statement of Community Consultation as set out in Appendix 3, and developers are actively encouraged to engage in constructive dialogue with the Parish Council and Community, as part of the design process and prior to submitting a planning application”.

This states that planning applications “should” be accompanied by a Statement of Community Consultation (SCC).

If this policy is to have any meaning it would have to be mandatory for developers to submit a SCC along with a planning application and further it should also be mandatory for the developer to consult the community.

I would question exactly what “actively encouraged” actually means. How is it envisaged that developers will be “actively encouraged”?

Unless it is made mandatory it won't happen.

I would also question why this policy only applies to “major developments” of 10 or more dwellings.

Character and amenity

Policy No. WNP2.1 – new housing development features and compatibility

“Planning applications for new housing developments shall be supported if they are in harmony with the existing built and natural environment by virtue of their density footprint separation and scale.”

What does this actually mean? I would hope that it means that developments such as the old Dairy site would not be permitted.

That is an example of how the mass, height and layout of a development can have a detrimental impact on the surrounding area and be unsympathetic to their surroundings / adjoining premises.

Again, in order to properly consult the community there needs to be more detail and definition given so that the community can constructively comment on the draft policy.

Policy No. WNP2.2 – Extensions to existing dwellings features and compatibility

“Planning applications for extensions to existing dwellings shall be supported if they are in harmony with the existing built and natural environment by virtue of their density, footprint, separation and scale, unless it can be demonstrated that they will not harm or detract from local character.”

Is there an error in this policy – it does not read property?

Again there needs to be more detail and definitions given, so that we can see what we are being asked to comment upon.

You cannot properly consult the community without this detail being included.

Policy No. WNP2.3 – Spacing and Privacy

Planning applications for either new developments or extensions to existing dwellings which respect the separation between buildings, between buildings and the site boundaries and the privacy of adjoining owners, shall be supported.

Another typo – repeat of between buildings!

Again this is a vague policy without specific detail – how can we comment without the details / definitions?

I would hope this this policy would also have resulted in a more sympathetic development on the old Dairy site.

	<p>In particular the development on this site is far too close to the highway.</p> <p>Policy No. WNP2.4 – Roadside Landscapes “Planning applications which create viewpoints revealing interesting old and new buildings and gardens, to enhance the roadside landscape without reducing personal security or privacy, shall be supported.” Whatever does this mean? How can we possibly be expected to comment without some explanation being give?</p> <p>Design Standards Policy No. WNP 3.1 – Design Quality Policy No. WNP 3.2 – Design Boundaries Policy No. WNP 3.3 – Garden Space These policies appear to be a repetition of NPPF and other supplementary planning guidance. They are not specific to the character of Windlesham Village and they do not differentiate between the historic settlement areas of the village, the settlement within the Conservation area and the more recent areas of settlement. The draft WNP should relate specifically to our village and not repeat national guidance.</p> <p>Vehicle Parking Policy No. WNP 4.1 – New Residential Developments Parking Space Design Policy No. WNP 4.2 – New Residential Developments Parking Space Standards These policies are presumably designed to mitigate the effect of any new development on the existing traffic congestion issues, they will not however address the existing issues. The location as well as the design of any new development is crucial in mitigating the effect of that development on the existing road infrastructure in Windlesham village. For example, the potential development of the site at Heathpark Drive, currently the subject of an appeal, will have a disastrous effect on the existing congestion problems within the village. This policy should therefore include reference to the location of any new development and consideration about how any development will affect the existing issues.</p> <p>Conclusion I am concerned that the draft WNP concentrates on residential development to the exclusion of the other stated objectives and in doing so it cannot meet those objectives. Many of the draft policies are not robust enough to protect the character of the village of Windlesham and, if not tightened up, can be seen as a “developer’s charter”. The draft WNP is however incomplete as there are however no draft policies which relate to: Village Centre and facilities:- Green Spaces Employment</p>
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Why have these objectives been written into the draft document if they are not being followed through? In failing to follow through with policies that relate to these objectives it is giving the impression that these matters are not of concern to the community, which is clearly not the case.

I would therefore suggest that the draft WNP needs to go back to the drawing board.

The vision should reflect the wishes of the community and be a more specific achievable aim.

All the objectives need to be addressed – in particular those relating to the Environment and Habitats and those relating to businesses.

In not producing any draft policies to follow through with the objectives to “make it attractive for micro, small and medium sized businesses and shops to locate and flourish in the area” and to “retain the current employment sites and provide sustainable employment opportunities..” there is a clear implication that the WNPSG are happy for Windlesham to become a purely residential dormitory.

Apart from a commitment to encourage new businesses into the village the NP should include a commitment to support and encourage those businesses already established in the village so that they can continue to provide employment opportunities and bring wealth into the village.

There is a further implication that some of these existing business sites are being viewed as potential brownfield development sites for even more residential development.

The draft WNP should include a policy to protect existing employment sites and to resist any applications for changes of use unless it can be proved that the site is not a viable business site. Existing permitted development rights only apply to office accommodation B1 and therefore does not relate to any other business use and relate only to a change of use of the building, not redevelopment of the site.

The policies on residential development need to be strengthened to protect the character of the village. The policies as drafted are too weak and vague to provide a robust protection to the village and can be viewed as a “developer’s charter”. This needs to be addressed as a priority.

Windlesham Village Rejuvenation Project

This project has received considerable publicity both in the Parish Magazine and at the various consultation meetings which have been held, apparently to consult the village on the WNP.

This Project has also been promoted with the aid of external consultants who presented their proposals at the meeting held in June 2016, to which village business and stakeholders were invited and an audio visual presentation formed a large part of the public consultation in September 2016.

This project is however outside of the scope of a Neighbourhood Plan and should never have been allowed to become confused with the development of the Windlesham Neighbourhood Plan.

There is therefore the danger that there is public perception that the rejuvenation project is linked to the WNP and that a vote in favour of the project is a vote for the WNP and vice versa.

I am of the opinion that pursuit of this project has therefore deflected public attention away from the draft

policies of the WNP and the potential impact of these draft policies.
I also believe that it was wholly wrong for public funds to have been used to promote this project and to have been used to engage consultants, who had not even been briefed to consider the traffic related matters of most public concern.
At the Businesses and stakeholder meeting in June 2016 the majority of the meeting was given over to a presentation by Phil Jones Associates, rather than concentrating on the draft plan. Phil Jones Associates admitted that their brief had not included considering the issues of parking on Chertsey Road or the concerns about heavy vehicles coming through the centre of the village.
The public monies would have been better spent engaging a planning consultant to assist with the preparation of the WNP.
This project is both impractical and expensive and on a cost / benefit analysis cannot be justified. It will do nothing to enhance the character of the village centre and will not address the concerns about the village being a “rat run” for traffic.
This project has been a waste of time and money that could have been better spent on a planning consultant who could have produced a more robust draft WNP to include draft polices to support all the stated objectives in a realistic and achievable way.
I would be grateful if you would please acknowledge receipt of my response to the draft WNP and also confirm that my response will be summited to the WNPSG. I trust that the Steering Group will publicise the consultation comments received and that the appropriate changes will be made to the draft WNP before it is submitted to SHBC.

Letter regarding WNP Process

Windlesham Neighbourhood Plan (WNP) – Public Consultation
I am writing to express my opinion and concern that the Public Consultation has not been properly conducted and is therefore invalid.
The Campaign to Protect Rural England provides advice on how the public should be consulted upon a draft NP and suggests that such consultation can be done through a variety of means including written consultations, events and meetings.
They advise that the consultation process should be carefully designed with clear questions asked and with people given easy-to-understand instructions to identify which parts of the draft NP or the accompanying documents they are commenting upon.
Further, when the draft NP is submitted to the local authority the Steering Group should include information on how they consulted the community, what responses were received and how any comments made were

taken on board in revising the draft. It recommended that a “consultation comments schedule” is prepared and submitted; this should set out who the comment is from, what part of the draft NP it refers to and your response to the comment made (such as changes made to the draft NP).

I do not consider that the WNPSG has properly consulted the residents of Windlesham Ward on the draft WNP.

The guidance on how to comment is non-existent. Why were no clear instructions given or specific questions asked to assist residents through the consultation process?

The WNP Steering Group appears to be relying on residents being aware of the consultation period, without making a comprehensive effort to inform the public.

The consultation period has been advertised on the WPC website, through the WNP website and via the Windlesham Society website and Parish Magazine.

I understand that the current circulation of the Windlesham Parish Magazine is approximately 300 and that the Windlesham Society has a similar sized database of contacts. However the likelihood is that there will be a significant overlap between these two circulation lists. Even assuming that the overlap is only 50% it results in a potential circulation of only circa 450 households.

To my knowledge there has been no publicity circular distributed to the residents of Windlesham alerting them to the Consultation period, although this was discussed at the WPC meeting in January.

I have recently become aware that a further document has appeared on the WNP website timeline. This document is headed additional issues and is dated 3 March 2017 and has apparently been approved by the Windlesham Parish Council.

There has been no additional publicity about this document which related to additional issues raised by residents which are outside the WNP. It is not clear what the purpose of this document is but, as it has not been publicised, the community have not been afforded a proper opportunity to comment on the “recommendations” contained therein.

I would therefore question how the WNP Steering Group can be satisfied that they have conducted a thorough consultation and ensured that the maximum number of Windlesham residents are aware of the consultation taking place.

I would be pleased to hear from the WNPSG regarding their poor publication of the WNP public consultation and whether they consider that the consultation has been properly conducted.

Economic Development Strategy Update 2018

Summary:

The Executive agreed in November 2017 that the Economic Development Strategy should receive an update for 2018. This update has now been completed.

Portfolio Economic Development

Date Signed off: 2 July 2018 (by the Leader)

Wards Affected - All

Recommendation

The Executive is advised to RESOLVE to approve the updated Economic Development Strategy.

1. Resource Implications

- 1.1 Prosperity is a key theme under both the Councils 5-year Strategy and Annual Plan "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." The Economic Development Strategy plays a significant part in the delivery of this objective, through working with businesses locally, and engaging with local, regional and LEP wide organisations to ensure Surrey Heath is part of wider initiatives to support the local economy.
- 1.2 The update to the Strategy documents the statistics demonstrating the Boroughs growth, and further solidifies the boroughs commitment to delivery of economic Growth support to business, and making the Borough a prosperous place to live, work and visit. To ensure this delivery, there are currently 2 posts within Economic Development.

2. Key Issues

- 2.1 The key Issues section is highlighting the main updates to the Economic Development Strategy, these being the Economic Profile and the Strategic Economic Objectives.
- 2.2 Surrey Heath Economic Profile - Key factors
 - Gross Value Added (GVA) has risen from the previous reporting period from c£2.5bn to £3.3bn for the Borough. This average is higher than the average GVA across the South East.

- The population is growing at a steady rate, with the young and working age population staying consistent, however those over 65 is set to continue to rise over the next 20 years.
- Although the aging population is growing, so are the numbers of those over 65 still in employment, counting for 4% of those employed in the Borough. This figure is set to continue to rise.
- The number of registered businesses within the Borough has also grown by over 500 businesses. Business Births in the area are above the national average with 10 births per 1000 working age residence, compared to 9.9 nationally. Business deaths are lower than the national average 89.6 businesses closed for every 1000 active businesses, compared to 95 nationally. This is therefore leading to the growth in businesses numbers in the borough year on year.

2.3 Strategic Economic Objectives

- A Vibrant Place to Live, Work and Play
 - Exploiting Growth Prospects – Supporting the development and enhancement of public realm as well as enhancements of town and village centres through the Kevin Cantlon Shop Front Improvements Scheme which will create both direct and indirect jobs within the Borough
 - Planning for the future – Working with partners including planning policy and businesses to ensure opportunities for growth, and developments are exploited, for example creative use of vacant spaces for grow-on-space. Also working with Commercial property to ensure that occupancy rates can be maintained and improved within our key employments sites within the Borough.
 - Investing in Internal and External Connectivity – Working with partners such as Transport for the South East, Surrey County Council and the EM3 LEP to ensure the Boroughs future road infrastructure plans and needs are managed and maintained as well as public transport infrastructure and development.
 - Stimulating the Visitor Economy and promoting Health and Well-Being – Supporting other teams within the council to promote events and the facilities which the Borough has to attract visitors and those who live and or work in the Borough to take advantage of.
- A great Place for Business to Flourish
 - Open for Business and supporting Business growth aspirations – Helping to support the Boroughs current businesses through sign posting to the opportunities available for growth including export, innovation competitions and Growth support through the EM3 LEP.
 - Innovation, Market Development and Inward Investment – Ensuring that the Message that Surrey Heath is Open for Business and gathering key information to use to promote the

Borough to potential investors and those looking to move their business. Working with partners, such as the LEP, Surrey Chambers and Invest Surrey to conduct joint meetings, using their networks to support inward Investment and growth.

- A Great Place for People to Succeed
 - Shared Prosperity and Workforce Development – This will be achieved by ensuring the use of the new training and employment plan for large developments, and through business engagement, understanding the skills gaps and needs for the future for the Boroughs growing businesses.
 - Aspirations and Awareness – We will work with organisations to promote STEM and IAG activities with the County and other partners, including the Surrey Skills Board, Schools and employers to ensure they are making the most of the resources available, including promoting the understanding of the apprenticeship levy.

2.4 Action Plan

The Action plan has been updated to reflect any updates to dates, funding gained, and new developments proposed since the last publication. As before, some actions will be directly the responsibility of the Economic Development team, including business engagement, Open For Business and the Kevin Cantlon Shop Front Improvements Scheme, whereas others are delivered by others and supported by the team, such as the Town Centre improvements works, Transport and connectivity improvements and supporting the work of Collectively Camberley.

3. Options

- 3.1 The Executive has the option to comment on the report and note it.
- 3.2 The Executive has the option to comment on the report and recommend other actions.

4. Proposals

- 4.1 It is proposed that the Executive comments on and notes the report.

5. Supporting Information

- 5.1 The updated Economic Development Strategy accompanies this report.
- 5.2 The current Economic Development Strategy is available on the website via <http://www.surreyheath.gov.uk/sites/default/files/documents/business/economic-development/EDSFinalv2November2014.pdf>

6. Corporate Objectives And Key Priorities

- 6.1 Five Year Strategy – Prosperity Objective – ‘We will support and promote our local economy so that people can work and do business across Surrey Heath’.
- 6.2 Work with partners to support our urban and rural economy through strategic development planning and economic growth
- 6.3 Support local businesses by encouraging economic development and improvements to local transport and other infrastructure
- 6.4 Encourage inward investment by promoting Surrey Heath as a great place to live and work

7. Policy Framework

- 7.1 This Strategy supports The Council’s policy objective to support the local business community.

8. Legal Issues

- 8.1 No Legal Issues have been identified

9. Governance Issues

- 9.1 The Strategy cuts across a number of service areas and will be overseen by the portfolio holder for Transformation.

10. Sustainability

- 10.1 No concerns have been identified.

11. Risk Management

- 11.1 There is minimal risk as The Council is committed to supporting businesses as set out in the Five Year Strategy and Annual Plan.

12. Equalities Impact

- 12.1 No issues have been highlighted within the updated EIA (to be signed off at June 2018 meeting).

13. Human Rights

- 13.1 No Issues identified.

14. Community Safety

- 14.1 No Issues Identified.

15. Consultation

15.1 A consultation was conducted when developing the original strategy document, but was not consulted for the production of this report.

16. PR And Marketing

16.1 An overall Economic Development communications plan will be put in place based on key events and opportunities throughout the twelve months. Where projects are large enough to warrant more attention, individual communications plans will be drawn up, for example the Surrey Heath Expo.

16.2 Regular communications with businesses will be a significant focus over the next 12 months, ensuring information and opportunities are shared in a timely fashion and support is offered to businesses to exploit these.

17. Officer Comments

17.1 This is the third annual update of the Strategy. Since the sad passing of Kevin Cantlon during 2017, work to deliver the action plan stalled. However since March 2018, with the post being filled work has commenced to re-connect with businesses and Business Associations and internal departments to ensure that the Council is actively supporting the local economy to grow.

Annexes	
Background Papers	Economic Development Strategy
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Consultations, Implications And Issues Addressed

Resources	Required	Consulted
Revenue		
Capital		
Human Resources		
Asset Management		
IT		

Other Issues	Required	Consulted
Corporate Objectives & Key Priorities		
Policy Framework		
Legal		
Governance		

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

Review Date: October/November 2018

Version: 4

2020 Economic Development Strategy



Great Place • Great Community • Great Future



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Acknowledgements: In April 2017 the council's lead economic development officer Kevin Cantlon sadly passed away. Thanks go largely to him as much of the original work on this strategy was initiated and enthusiastically supported by him. The Council would also like to thank others involved in the development of the original strategy including the officers and members and local employers who gave their time freely.

FOREWORD

Surrey Heath Borough Council is committed to supporting local business. We recognise that our businesses are the core contributors to the prosperity of the Borough. The Council initially adopted this Economic Development Strategy and Action Plan in 2014 as the overarching strategy for economic development in Surrey Heath. In preparing this document the Council has recognised the challenge of enabling economic growth whilst also protecting the environment and quality of life in the Borough. The strategy and action plan have been updated to reflect on some of the changes over the last three years.

Surrey Heath is an excellent location where businesses can flourish. We are home to over 4,700 companies, 90% of which employ fewer than ten people; as well as several large multinationals with either their headquarters or key UK sites located here.

The Borough boasts a thriving business community and a strong entrepreneurial spirit. A high percentage of adults are educated to degree level and exam results for school students remains consistently above the national average.

Local employment levels are high and remained so when compared to other areas during the recent recession. Strong employment sectors include: specialist engineering; pharmaceuticals and chemicals; information technology; and, health. These fit well with those identified within the Enterprise M3's emerging industrial strategy.

Quality of life is high in Surrey Heath, and residents enjoy a good and improving retail and cultural offer, from the quintessential originality of English village stores and heritage to the thriving main town of Camberley with its successful shopping centre and strong military links to the Royal Military Academy at Sandhurst.

There are challenges too, and our strategy does not shy away from identifying them. Housing costs remain high; land for residential development is subject to the constraints of Special Protection Areas making building new homes a constant difficulty; and demand for affordable homes outstrips supply. The strategy also points out that we have an ageing stock of business premises in some parts of the Borough, and land availability for new commercial development can be difficult to assemble. That said we have invested in several new developments and are able to channel investment more directly.

We have been working on solutions to some of the challenges and hurdles faced within the Borough. For example: we and partner agencies are working hard to improve rail connections and frequency to London, an issue often cited as an inhibitor by business; and, we are working hard to face the challenges of congestion on our roads by successfully bidding for Government funding for specific infrastructure projects.

Over the last few years economic development has continued to grow in prominence across the local government sector, with Surrey Heath being no exception. This updated strategy builds on the 2014 document and updates the actions across a range of areas to deliver identified aims and objectives on the key issues facing the Borough at the local, sub-regional, and national levels. This will equip our businesses to prosper in a post Brexit world.

Further, we have developed a unique Open for Business approach to help companies move into, expand, or start up in Surrey Heath. We have also secured around £14m from the Government's Local Growth Fund to deliver specific projects for the benefit of the Borough during the lifetime of this strategy.

This is a strategy for the here and now and for future generations. We will work with partners to train those who need basic or additional skills to either enter the work place or take the next crucial steps in their careers. We will work with like-minded organisations to ensure our young people get the best start in the world of employment and that employers have access to the brightest young talent.

Our updated 2020 Economic Development Strategy represents the Council's commitment to the people who live and work here, and to the businesses that have chosen to base their companies in Surrey Heath.

Karen Whelan

Chief Executive

Surrey Heath Borough Council



EXECUTIVE SUMMARY

The Council's Strategic Economic Ambition

Surrey Heath has a vibrant and dynamic local economy, a superb quality of life and strong connectivity. Over the next few years the Borough will continue witness some significant investments. The Borough's officers and members are keen to continue to take a proactive stance in relation to economic development to ensure that these and other new opportunities are exploited for benefits of businesses, residents and visitors in a post Brexit world. The Council sets out its ambitions very clearly within this plan which was informed by a detailed economic assessment of the performance and potential of the Borough. This is the 2018 update of the Economic Strategy endorsed in 2014.

Who this Economic Strategy is aimed at

The Council is keen to work with others in the coming years to ensure that the local economy continues to retain its economic prosperity, improve its connectivity and provide a great place encouraging people to meet, interact and trade. This strategy is designed to do just that. It is aimed at Councillors, members and officers from local, county and national government as well as the Local Enterprise Partnership (LEP); Enterprise M3¹. The strategy is targeted at businesses (large and small), investors and visitors. The Borough includes a diverse spectrum of individuals comprising residents' young and old, military or ex-military personnel, people from different parts of civil society and those looking to learn, work or set up a business in the Borough.

New LEP Strategic Priorities and Continued Desire for Localism

This strategy comes at a very important time for the Council (See Chapter Two). There are new flexibilities for local government in economic development, the activities of Enterprise M3 are maturing, Surrey County Council has published a draft transport strategy and national government has signaled a continued desire for a localist approach to economic development. Enterprise M3 has a consultation paper (Autumn 2017) to develop an industrial strategy which will update the Strategic Economic Plan. There are five current priorities being consulted on including: supporting major firms in critical growth sectors, driving inward investment, developing a limited number of major strategic deal propositions for housing and commercial space, responding to the skills needs of business and focusing support on SMEs in key growth sectors that have scale-up potential. Our strategy fits very well with these emerging themes.

Surrey Heath's Economic Trends, Performance and Trajectory

Chapter Two (and Annex Two) of the strategy takes a detailed look at the local economy, its dynamics, performance and prospects – focusing on people, business and place. The figures were updated in 2017 using new data that became available. The analysis highlights the challenging combination of a growing and ageing population with a high, but declining,

¹ Enterprise M3 are the Local Enterprise Partnership (LEP) within which Surrey Heath Borough Council sits. One of 39 LEPs across the country which have been set up to support Economic Growth regionally. The partnerships are Voluntary and bring together both public and private sector business and organisations to deliver projects and provide funding in line with national and regional policy

employment rate. This is despite having a very well-qualified workforce and a small, but very productive, economy with some large employers including household names and headquarters. The economic profile has identified some recognisable key high technology niches with strong turnover and productivity prospects and a vibrant micro-business base. It suggests Surrey Heath can play a very active part in Enterprise M3's emerging industrial priorities. Overall Surrey Heath is a very enterprising place but three to five-year survival rates for businesses could be better.

Exploiting Surrey Heath's Economic Geography

In and out commuting is significantly high across the Blackwater Valley and local Boroughs with comparatively low numbers of London commuters. In other words, the local Boroughs are mutually economically inter-dependent. Whilst the Borough generally has excellent connectivity there are recognised congestion pinch-points which could impact on growth. That said, the Borough is continuing to invest to support the retail and town centre offer in Camberley. It is also continuing to support other centres outside Camberley for instance enhancing the economic prosperity of district centres Bagshot and Frimley. Surrey Heath is green, safe and family-friendly with a very good quality of life and schools but further investment in natural and community assets is required for the Borough to realise its full potential. As part of the strategy a detailed SWOT analysis was undertaken (see Chapter Four). This builds very much on the baseline evidence and observations from consultees.

Articulating a New Economic Challenge for the Council and its Partners

In light of the evidence three principal economic objectives were developed and consulted on. These, it is anticipated, will maintain the Borough's competitive and entrepreneurial performance and enhance the quality of place that makes the Borough such a desirable location for businesses, residents and visitors. Surrey Heath will work with stakeholders to create:

- (1) **A sustainable place to live, work, shop and play:** creating the conditions for growth through transformational actions in its town centres and significant employment sites and associated connectivity investment and measures to stimulate the visitor economy. There are four main areas of activity including:
 - Signature regeneration measures to exploit the Borough's growth prospects.
 - Planning for the future through the delivery of various major new developments.
 - Seeking investment to enable enhanced internal and external connectivity and sustainable transport infrastructure.
 - Activities to stimulate the visitor and creative economy.

- (2) **A great place for business to flourish:** A Borough that's Open for Businesses large and small. There are two key programmes of activity designed to accelerate small, large, new and sectorial business growth respectively and take a more proactive approach to place making:
 - A suite of activity to show the Council is 'Open for Business'.
 - The promotion of place making activities, export development, innovation and inward investment activity.

(3) A great place for people to succeed: ensuring the local economy trains, recruits and retains the right talent required for continued growth. There are two main areas of activity including employability and initiatives targeted at young people:

- Workforce development measures including employability and recruitment measures to dovetail new developments and enabling employers to access appropriate available skills support through partners.
- Raising aspiration and awareness for young people promoting apprenticeships, STEM (Science, Technology, Engineering and Manufacturing) and IAG (Information, Advice and Guidance) activities, local career opportunities with the County, local schools and others.

Each aim and action is summarised in Chapter Five with further details on each of the proposed actions in Annex One.

CHAPTER ONE: INTRODUCTION TO THE STRATEGY

INTRODUCTION

Surrey Heath is a small but strongly performing economy that will witness something of a transformation as the Borough sees investments in major new housing developments, town centre renewal and transport infrastructure enhancements. This strategy has been designed very much with these developments in mind, combined with some key complementary actions to support businesses to continue grow and ensure people will benefit from these significant investment opportunities.

RATIONALE FOR AN ECONOMIC DEVELOPMENT STRATEGY

This is the 2018 update of the Economic Strategy endorsed in 2014. The LEP's plans and devolved funding has brought investment in a much wider economic agenda. This needs to be balanced against the loss of EU funding (ERDF & ESIF²) in coming years. That said the Council continues to work to ensure its Projects are developed to a stage ready to apply for funding when opportunities arise. At the national level the Business Rates Retention Pilots affords the opportunity for authorities to benefit directly from attracting new business to their areas for the first time since the introduction of Non-Domestic Rates. A further rationale is the development of the Council's Open for Business approach to helping companies' start-up, grow or move into the Borough.

These things, demonstrate why it makes sense, that the Council believes, to be more ambitious about what is achievable with its partners. For instance, investment in business growth and skills would help achieve some of the corporate commitments and objectives set out in the Council's 5 year strategy. The aims of the economic development strategy are to:

- Set the strategic direction for the Council's economic development approach.
- Make clear links with internal and external strategies.
- Secure stakeholder support / endorsement including local firms.
- Set out a clear and definitive plan for economic priorities and actions based on a review of evidence and stakeholder discussions.
- Develop an action plan for growth which defines how key economic development projects will be delivered.

WHO THE STRATEGY IS AIMED AT, APPROACH AND STRUCTURE

The Council recognises that it has direct control over some aspects of economic development through its role as a Local Planning Authority, and supporting in others; notably in education and transport. The economic strategy will require a joint effort with a range of partners including local, county and national government as well as Enterprise M3. Many of the proposed actions are targeted at businesses (large and small), investors and visitors, but will impact on a wide range of residents.

² ERDF – European Regional Development Fund
ESIF – European Structural Investment Fund

The strategy was developed through a process which included, an assessment of current context for economic development (Chapter Two). Then a detailed assessment of the performance and prospects of the Borough to date (Chapter Three and Annex Two) and a SWOT analysis (Chapter Four). This provides an economic narrative for the Borough and the analysis was informed by evidence from a series of stakeholder interviews.

Three principal strategic economic objectives are presented in Chapter Five which cover - place, business and people – the key ingredients for a successful local economy.

CHAPTER TWO: STRATEGIC CONTEXT

This chapter reviews the various policies at all levels which support the delivery of economic growth.

NATIONAL POLICY CONTEXT – THE INDUSTRIAL STRATEGY

The past five years or so have witnessed a considerable shift in economic conditions. The Enterprise M3 area was allocated €50m of European Structural and Investment Funding for the 2014-2020 funding period. The "British exit," signalled by the UK's decision on June 23, 2016 to leave the EU was a pivotal moment. This will signal a return to national economic policy and funds channelled through devolution areas. In November 2017 the government published "Building a Britain fit for the future" which sets out The Industrial Strategy.

The Industrial Strategy sets out Five Foundations of economic policy:

- Ideas (R&D, innovation)
- People (skills and education)
- Infrastructure (broadband, energy, transport)
- Business environment (support for specific sectors and SMEs)
- Places (tackling regional disparities).

The strategy argues that improving these Foundations will help the economy tackle several 'Grand Challenges', and the process of tackling the Challenges will help improve the Foundations. The challenges listed in the strategy are:

- Artificial Intelligence (AI) and the data revolution (how to embed and maximise the advantages of AI and data)
- Clean growth (low carbon technologies across the economy)
- Mobility (low carbon transport, automation, infrastructure)
- Aging society (healthcare and labour market challenges).

The strategy also lists a number of 'sector deals' or partnerships between certain sectors and the government. The number of sector deals is likely to grow as more sectors approach the government for support. The deals listed in the strategy are: life sciences, construction, AI and automotive. The Government will create an independent Industrial Strategy Council to assess progress and make recommendations to the government.

A National Productivity Investment Fund has been announced by the Chancellor which essentially sets out public spending earmarked for raising UK economic growth over the six years from 2017-18 to 2022-23. The three broad areas where the fund's capital expenditure is meant to be focused are: housing; research and development; and economic infrastructure, including transport and digital communications.

Of the £31bn, the Treasury has allocated £11.5bn for housing, £7bn for R&D, £4.9bn for transport and £740m for digital infrastructure, and this money is meant to be spent between 2017-18 and 2022-23. The remaining £7bn has yet to be earmarked.

REGIONAL POLICY CONTEXT – ENTERPRISE M3

Enterprise M3 has produced a consultation paper “Developing an Industrial Strategy for Our Area” (Autumn 2017) to develop an industrial strategy which will update its Strategic Economic Plan. There are five current priorities being consulted on including: supporting major firms in critical growth sectors, driving inward investment, developing a limited number of major strategic deal propositions for housing and commercial space, responding to the skills needs of business and focusing support on SMEs in key growth sectors that have scale-up potential.

In January 2017, the Department for Communities and Local Government confirmed the award of £71.1m to Enterprise M3 as the third allocation of Growth Deal funding which now totals £219.1m. This allocation has the potential to create and safeguard more than 15,000 jobs and deliver over 6,000 additional homes. Previous investments include The Meadows Camberley (A30/A331), a Local Sustainable Transport bid and a SANGs pilot.

THE COUNTY POLICY CONTEXT – SURREY COUNTY COUNCIL

Economic Prosperity is one of three Surrey County Council’s corporate strategic goals. The [Council](#) notes “*Surrey has one of the fastest growing economies in South East England. We will continue to build on this growth by creating the conditions to ensure that the economy remains strong and sustainable*”. To support this goal in 2017/18, in particular the County Council will:

- Support young people to participate in education, training or employment and;
- Support an infrastructure investment programme

There are several areas of relevance for Surrey Heath particularly in the areas of transport investment (through the Local Transport Board), training and skills (apprenticeships and schools for instance) and broadband. Innovation, enterprise and business engagement is another area where the County is active, and the Borough will collaborate in these areas.

There is also a Rural Statement for Surrey which identifies challenges and opportunities for rural economic development.

The [Surrey Transport Plan](#) (updated May 2017). The vision and objectives of the Plan are focused on what transport can do to help improve the economy, the environment and quality of life in Surrey. Recent investments, which are discussed in more detail later, include:

- A package of transport improvement measures for the A30 and Camberley Town Centre highway network.
- Improvements to the Meadows Gyratory to reduce delays and reduce congestion on this busy gyratory.
- A completed A331 shared pedestrian and cycle route, long awaited by businesses at Yorktown and Watchmoor Park.
- Blackwater Valley Gold Grid Bus corridor improvements (Surrey Heath) including a package of public transport, public realm, sustainable transport and capacity improvements.

LOCAL POLICY CONTEXT – SURREY HEATH BOROUGH COUNCIL

The Borough, in its Core Strategy makes provision for up to 7,500 new jobs in the period up to 2027. The Council will achieve this by (a) ensuring a flexible supply of high quality employment floorspace utilising existing employment areas and (b) promoting a more intensive use of these sites through the recycling, refurbishment and regeneration of existing older or vacant stock and promotion of flexible working practices (Surrey Heath Core Strategy (2012, p35)). The Borough is in the early stages of producing a new local plan. An issues and options paper will be produced Spring 2018.

The Surrey Heath Core Strategy sets out the Council's policies to address the future development of the Borough in the period up to 2028. It highlights what changes are needed, when, where and how they should happen. It includes an aspiration to maintain a strong economy with high rates of economic activity and to "work with partners to support businesses in the area" (p35). The strategy's economic objectives include a desire to maintain the economic role of the Borough within the Western Corridor and Blackwater Valley sub-region and to identify sites on which employment use should be maintained and growth encouraged. The Council will keep an open mind on the type of use supported.

There are clear spatial priorities too, to promote the role of Camberley town centre as a secondary regional centre and as a safe and attractive retail, cultural and entertainment centre with a high-quality environment. Plans for the town are clearly articulated in the Camberley Town Centre Statement 2014-2030. A subsequent Camberley Town Centre Masterplan, area action plan and a Public Realm Supplementary Planning Document (SPD) were adopted in April 2015. These documents will be subsumed into the new Local Plan.

The Core Strategy seeks to maintain the role of Bagshot and Frimley as district centres for local shops, services and community facilities and to protect these uses elsewhere in the Borough. It also has policies to promote the continued diversification of rural areas whilst maintaining the high quality of environment and life the area is renowned for.

The Borough has undertaken an employment land review with Hart and Rushmoor local authorities in 2015. The report concludes that within the Functional Economic Area (FEA) it is expected that there will be continued growth in both office and industrial based sectors. As available space across the area reduces, it has been recommended by the report that monitoring of available space may be crucial in light of the proposed extension to the Permitted Development Rights for the conversion of employment premises into residential dwellings.

The 2017 five-year strategy for Surrey Heath has four 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.

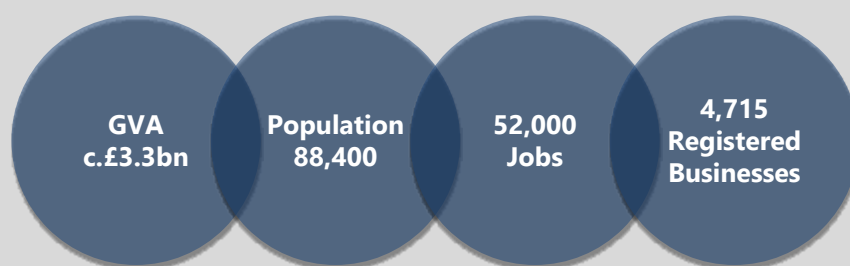
The council's Economic Development Strategy clearly will form a key part of the prosperity theme in terms of its relationship to business, the place theme for investment and town centre renew and people in terms of skills and employment. The place theme includes a priority to *“deliver an improved Camberley Town Centre for the benefit of all residents of the Borough”*. The performance priority has a priority to *“maximise every opportunity to improve the use of our land and buildings”*.

The Prosperity theme includes an objective to “support and promote our local economy so that people can work and do business across Surrey Heath”. Its priorities are to:

- 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.

CHAPTER THREE: SURREY HEATH ECONOMIC PROFILE

Figure 1: Surrey Heath Economy



Source: Office for National Statistics (ONS)

A SUSTAINABLE PLACE TO LIVE, WORK, SHOP AND PLAY

Summary

- In and out commuting is considerable within Blackwater Valley and local Boroughs with relatively low numbers of London commuters.
- Generally excellent connectivity but pinch-points and inadequate infrastructure may be holding back growth (e.g. M3 junctions and surface links to London and airports) though some alleviation schemes in place.
- Opportunity to develop retail offer and town centre in Camberley, as well as village enhancement programme.
- Housing affordability challenges exist but limited supply of permitted development sites – residential, commercial and industrial – leading to complex land assembly.
- Green, safe and family-friendly - very good quality of life but requires investment in natural and community assets to realise full potential (e.g. Frimley Waterside and leisure sites).

TRANSPORT AND MOBILITY

17,205 people work and live in Surrey Heath, in other words, 42% of people recorded as working in Surrey Heath also live in the Borough (2011 Census). For the 23,295 people travelling into Surrey Heath to work from outside the Borough; the highest numbers of in-commuters come to Surrey Heath from Rushmoor (4,693 in-commuters), Hart (2,972) and Bracknell Forest (2,803). Together, this group of three districts accounts for 26% of the Borough's employment base. The five other districts that directly neighbour Surrey Heath collectively account for 6,673 in-commuters or 16% of the employment base.

The remaining 15% of workers commuting to Surrey Heath are mostly located in surrounding counties and several Boroughs in west London. In-commuters from the six districts in the M3 corridor between Winchester and Spelthorne account for 23% of the Borough's employment base. Of all those commuting into Surrey Heath, 81% drive a car or van and a further 5% are passengers. Only 4% take the train to work in Surrey Heath.

As well as attracting in-commuters to work each day, Surrey Heath also loses out-commuters to surrounding areas. The 17,205 people who live and work in Surrey Heath represent 38% of the Borough's resident working population, in other words, 62% of residents commute outside of the Borough to work. The primary working destinations for Surrey Heath residents are to the south of the Borough in Rushmoor (2,806 out-commuters), Guildford (2,224) and Woking (2,144). Collectively, these areas account for 16% of Surrey Heath working residents. The four other districts that directly neighbour Surrey Heath

account for a further 5,597 in-commuters or 12%. Approximately 12% of residents commute to central and outer London, while the remaining 21% commute elsewhere or have no fixed place of work. Out-commuters to the six districts in the M3 corridor between Winchester and Spelthorne account for 15% of working residents. Of all those commuting out of Surrey Heath, 82% drive a car or van and a further 3% are passengers. The Census records that 9% take the train to work outside of Surrey Heath.

Within Surrey Heath, 6,835 residents drive a car or van to work within the Borough and 651 are passengers. In comparison, 2,220 residents walk and 413 cycle to work within the Borough. Clearly, a large number use the roads into, out of and within the Borough.

The 2012 Enterprise M3 transport survey found that one in ten businesses in the LEP area think that transport congestion is a barrier to growth, and pinch points near to M3 junctions three, four and four (a) were found to be the second highest priority area for Enterprise M3 businesses after the highest rated priority of A3 access through Guildford. The stretch between junction four and junction three of the M3 carries an average of 115,046 vehicles per day, a volume that has remained relatively stable over the past decade. Surrey Future's Congestion Programme also identified challenges in Camberley town centre, the A331 corridor, the A319 in Chobham and to a lesser degree Frimley A325. The Surrey Transport Plan reports that, for the County as a whole, the cost of congestion is estimated at £550m per annum. In order to address congestion and open up access to sites, the Enterprise M3 Local Transport Body has £24m over four years to invest in projects. The provision of safe pedestrian and cycle routes will be important in addressing congestion and access issues and improvements has already been made in the Blackwater Valley. The recent completion of the 'smart motorway' between M3 junctions two and four will boost capacity and improve journey times.

Rail journey times between Surrey Heath and London are over an hour. The numbers of rail users for the stations in Surrey Heath are considerably lower than for centres elsewhere in Surrey, notably Guildford and Woking. Many local residents drive to Brookwood, Farnborough or Sunningdale to use a faster, more direct service to London. The 2013 Surrey Rail Strategy and 2014 Surrey Heath Local Transport Strategy recognise access to London from Surrey Heath and Blackwater Valley as a priority issue. They recommend options to improve adequacy of service in the shorter-term, such as Camberley station improvements, as well as potential improved links in the longer-term with Heathrow, Gatwick and Crossrail 2.

The new franchise operator for South West Trains First MTR propose improved rail journey times from Camberley, Bagshot and Frimley. It will offer better connection times at Ash Vale (typically 5 minutes) when the new timetable is implemented in December 2018, subject to a current public consultation. This will mean journey times from Camberley to Waterloo of 56 minutes in peak time and 61 minutes off peak - a significant improvement on current journey times of 72 to 75 minutes (compared to 48 minutes from Aldershot). The proposed electrification of the North Downs Line between Reading and Gatwick would also benefit Camberley. The new timetable for 2018 proposed an enhanced four trains per hour on Waterloo to Reading services providing connections into the half-hourly Ascot to Aldershot service, for Bagshot, Camberley and Frimley.

Growth Deal Funding of £1.1m was awarded (2016/2017) towards the £1.5m Blackwater Valley Cycle/Pedestrian corridor improvements with cycle links on the A331 and pedestrian cycle path along on the Blackwater Valley. This scheme will provide better connectivity from Blackwater Station to key employment areas including Yorktown Industrial Estate and Watchmoor Business Park and Meadows Retail Park through improved walking and cycling facilities. Funding of £3.5million towards public realm improvements in Camberley town centre and High Street improvements scheme has been awarded.

The County is keen to secure a greater share of devolved funding for instance working with the Highways Agency on major schemes, Network Rail on rail franchising and Department for Work and Pensions (DWP) on skills and employment investment.

RESIDENTIAL, COMMERCIAL AND INDUSTRIAL FLOORSPACE

The changes to the retail sector on a national and local scale, Surrey Heath needs to see an overall reduction floor space and look towards integration of e-commerce applications within town centres, and leisure and services expansion. According to the Enterprise M3 Commercial Property Market Study 2016, there are a high number of digital and ICT businesses within or surrounding Surrey Heath, it is suggested by this study that to support the growth of this sector, flexible and co-working space development within town centre locations are the most desirable. Surrey Heath, the study suggests (as part of the Blackwater Valley Functional Economic Area) suffers from older low grade office provision.

Surrey Heath faces the challenging scenario of balancing high demand for housing with limited supply of permitted sites. Between October 2005 and March 2010, the Council issued planning permissions for 834 net new additional dwellings, a figure that was affected by the difficulty in providing Suitable Alternative Natural Green Space (SANGS). As of April 2011, housing land supply had diminished to 2.4 years of land supply and this was viewed in the Core Strategy as unlikely to increase. At the time, it was anticipated it would take at least five years for an adequate land supply to accumulate. Since then, the announcement of Growth Deal funding from Enterprise M3 brings financial support to purchase SANGS in Camberley, with the objective of bringing forward 1,300 new homes in Surrey Heath.

HIGH QUALITY OF LIFE BUT AT A PRICE

One of the biggest factors affecting quality of life in Surrey Heath is house prices. The Enterprise M3 Housing Evidence Study notes that “housing affordability is a crucial factor attracting skilled workers, particularly graduates, to live and work in the Enterprise M3 area.” That said, circumstantial evidence suggests that many people choose to move to Surrey Heath because house prices are cheaper than in central London, yet at the same time, Surrey has house prices that are higher than many of its neighbouring areas.

The house price to income ratio is arguably a better measure for quality of life than house prices alone. Even though Surrey Heath average earnings have consistently been above levels elsewhere locally and nationally the house price to income ratio is estimated to be around 9:1.

Although long-term health problems are lower in the district as a whole than national figures there are still pockets of higher health and disability problems in parts of Camberley, Bagshot and Frimley. Deprivation levels are relatively low across the district but barriers to housing, because of costs, and services, because of proximity, are higher than most districts in England.

Surrey Heath scores highly on the recently published ONS measure of personal well-being, for life satisfaction, worthwhile contribution and happiness but is higher than the national figure on anxiety.

Surrey Heath’s “high quality natural environment and significant amounts of open space” are recognised as considerable strengths. There are country parks in Frimley Green and Lightwater, areas of ecological importance in the Thames Basin Heaths Special Protection Area (SPA), along with five protected biodiversity areas (SSSIs) covering nearly a quarter (23%) of the Borough. These areas form part of a green infrastructure network for Surrey

Heath that also includes parks and gardens, woodlands and green corridors, outdoor sports fields, allotments and other areas of accessible countryside.

A GREAT PLACE FOR BUSINESS TO FLOURISH

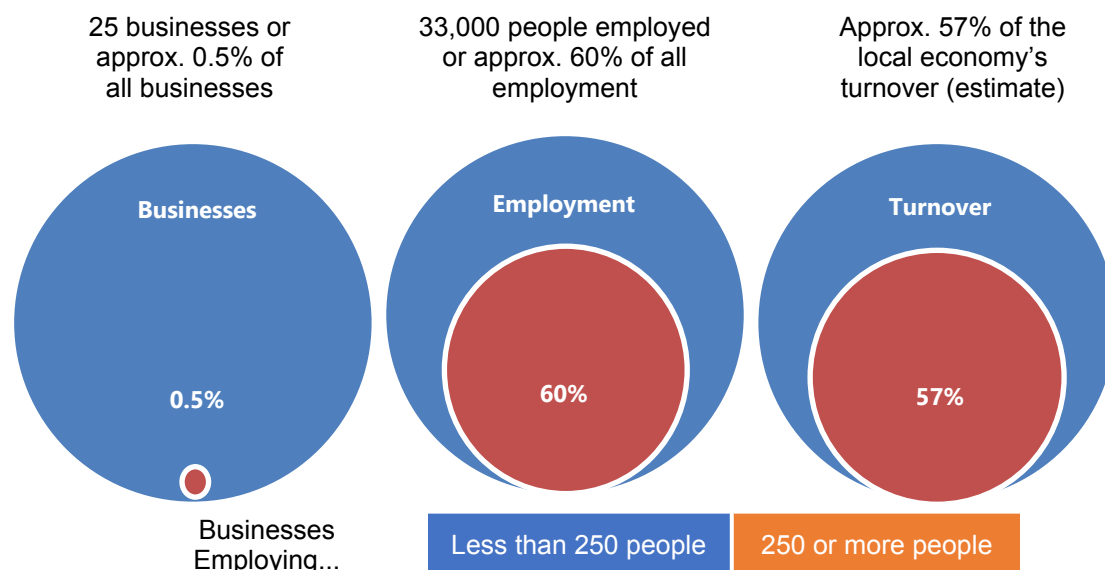
Summary

- Small but productive economy with highly skilled workforce
- Presence of important large employers including household names and headquarters
- Key high technology sectors with strong turnover and productivity prospects
- Vibrant and resilient micro-business base – urban and rural
- Highly enterprising place, with all five survival rate years better than England's
- Some employers affected by skills shortages and hard to fill vacancies

BUSINESS AND EMPLOYMENT DYNAMICS

National statistics (2017) indicate there are 4,715 businesses registered in Surrey Heath. The majority (90%) are micro-businesses employing up to nine people. There are 105 businesses that employ fifty or more people, accounting for 2.2% of all registered businesses, and twenty-five of these employers provide work for over 250 people. These twenty-five employers collectively employ 33,000 people, equivalent to 60% of Surrey Heath's workplace employment at registered businesses (see Figure 2). A review of the top thirty employers in Surrey Heath (based on rateable values) finds it is home to head office and regional HQ functions for large and well-known engineering firms, financial institutions, pharmaceutical companies and utilities, all part of the knowledge economy.

Figure 2: Surrey Heath Businesses Employing 250 or More People



Source: Business Population Estimates, ONS 2017

The public sector comprises local government as well as strategic sites for the Ministry of Defence, HM Prisons, Frimley Health and local educational institutions. In addition to the 4,715 registered businesses, there could be a further 6,300 unregistered businesses, giving a total base of 11,000 businesses in the Borough. As of 2016, 52,000 people work in Surrey Heath.

LOCAL PRIORITY SECTORS AND FUTURE LAND AND PREMISES REQUIREMENTS

Sectors	Employment	% of employment	LQ
1. Specialist engineering	2,850	5.5%	2.3
<i>Engine & turbine manufacturing</i>	500	1.0%	18.1
<i>Aerospace manufacturing and repair</i>	350	0.7%	2.0
<i>Engineering research and testing</i>	2,000	3.8%	2.0
2. Pharmaceuticals and chemicals	1,890	3.6%	10.0
<i>Unclassified chemicals</i>	40	0.1%	2.0
<i>Pharmaceutical preparations</i>	600	1.2%	12.2
<i>Pharmaceutical wholesale</i>	1,250	2.4%	10.4
3. Computer sales, programming and services	2,095	4.0%	1.5
<i>Computer and software wholesale</i>	300	0.6%	3.6
<i>Computer programming and services</i>	1,795	3.5%	1.4
4. Hospital activities	6,000	11.5%	2.4
Total - Key Sectors	12,835	24.7%	2.4

Source: Business Register & Employment Survey (BRES), ONS 2016

Location analysis of sub-sector employment reveals there are four broad sectors with relatively high concentrations of employment compared to the England average (Table 1). These four sectors account for 27% of the employment base with potential to be larger if supply chains in the Borough are included. Their characteristics are as follows:

1. **Specialist engineering** employs 2,850, 5.5% of the Borough's total employment but has fallen since 2012 by 53%. It accounts for 83% of engine, turbine and aerospace manufacturing in the Enterprise M3 area, and 15% of aerospace manufacture in the LEP area. This is particularly important/relevant considering that aerospace is a designated priority sector for Enterprise M3.
2. **Pharmaceuticals and chemicals** employ 1,900 people, 3.6% of the Borough total and is ten times that at the national level. It accounts for 29% of total employment for this sector within the Enterprise M3 area. Although the sector jobs fell between 2011 and 2016, this hides an upward trend where jobs doubled since 2009 (up 99%).
3. **Computer sales, programming and services** employs 2,100 people, 4% of the Borough total employment making up a small proportion (4.6%) of employment in this sector within the Enterprise M3 area. However, employment levels since 2012 have remained stable with jobs down by 175 (down by 7.7%).
4. **Health Cluster and Hospital activities** employ 6,000 people in Surrey Heath based mainly at Frimley Health, 11.5% of the Boroughs overall employment. This represents 20.7% of the sector's jobs in the LEP area. There has been a 20% increase since 2009 (up 1,000 jobs).

For most of these sectors, the emerging picture appears to be of relatively high GVA growth alongside more marginal employment growth, helping increase the overall productivity of the sectors (Further detail in Annex Two).

It is possible at a very broad level to highlight the future land and premises requirements of priority sectors (see Annex Two for further detail). In addition to specific sectoral requirements sustainable commercial spaces of the future will require access to vibrant and dynamic environments supporting flexible working with central eating and meeting places, conferencing and open green spaces (or campus style developments). Science and technology companies require good access to London and international airports and proximity to universities and research centres. Given the large number of micros in the Borough a flexible grow-on incubator for knowledge-based companies of all sizes might be an attractive proposition. A facility (which could be converted from redundant offices) might combine specialist equipment, business support, and office and administrative services.

AN ENTERPRISING AND PRODUCTIVE PLACE

Surrey Heath is performing above average (compared to county, LEP, region and England) on three basic measures of enterprise, and has done so over the past decade:

- Business births per year - higher than average (10 new businesses were created for every 1,000 working age residents in 2015 compared to 9.9 nationally)
- Business deaths per year - lower than average (89.6 businesses closed for every 1,000 active businesses in 2015, compared to 95 nationally)
- Survival rates – a higher than average rate of new businesses surviving all five years (90%, 79%, 61%, 50% and 45%) after being created in 2010 than the national average (87%, 73%, 57%, 48% and 41% respectively).

The result of more births than deaths over the past five years and high survival rates has meant the business base in the Borough has been increasing year on year.

In the short to medium term, future business confidence for a growth in turnover over the next 12 months is predicted to grow in 51% of manufacturing companies and 40% for services. It is also clear that Surrey has higher rates of GVA than averages for the South East region and for England. The estimated GVA for Surrey Heath is £3.3bn.

A GREAT PLACE FOR PEOPLE TO SUCCEED

Summary

- GVA of £3.3 billion, 52,000 jobs and 4,715 registered businesses
- A growing and ageing population
- High but declining employment rate
- Noticeable but declining military presence

HIGH ECONOMIC ACTIVITY AND A RISING AND AGEING POPULATION

Surrey Heath has a **population of 88,400 residents** and this figure has been rising at a relatively steady rate for the past thirty years. It is **projected to continue increasing by approximately 370 people per year to 96,100 over the next twenty years**. The number of younger and working age residents has remained stable over this period and is projected to stay level. By 2037, it is projected that over one in four residents (27%) will be over 65. The Ministry for Housing Communities and Local Government (MHCLG) projects local household numbers to increase by 1,300 between 2017 and 2022 to 36,500 households..

EMPLOYMENT AND ECONOMIC ACTIVITY

Surrey Heath has 42,200 residents in employment (March 2017), equivalent to 77% of the working age (16-64) population or 63% of people aged 16+. However, both of these figures are considerably lower compared to the period 2004 to 2009, a spike between 2014 and 2015, followed by a drop but still well above the national average. Surrey Heath no longer enjoys rates of employment above Surrey and Nationally where both have risen to 79% (2017). Economic activity trends paint a similar picture to employment trends; relatively high activity between 2004 and 2009, and again between 2013 to 2015 before settling at the county and Enterprise M3 levels.

Further analysis suggests that the economic activity impacts of the downturn between 2009 and 2013 were generally shared across the spectrum of age groups, with the 16 to 19 age group being the one cohort where activity rates decreased more markedly. Approximately 12% of residents aged 65+ are economically active, and this may be having an impact on the overall activity rate as the number of senior residents' increases. There are currently 1,800 residents aged 65+ in employment; 4% of total employment. This group is likely to make up a greater proportion of the workforce in future.

Approximately 5,200 people are self-employed, equivalent to 10% of the Borough's employed residents. (This is likely to be an under-estimate due to the sample size.)

A HIGHLY SKILLED AND QUALIFIED WORKFORCE

The occupational statistics for Surrey Heath regularly fluctuate, mainly due to the sample size, but a constant feature appears to be the relatively large number of people employed in professional occupations (14,100 in 2017; 33% of total employment) and associate professional and technical occupations (4,000; 10%). There are 7,400, or 17%, Surrey Heath residents employed as managers and directors compared to the national figure of 11%.

Surrey Heath has high proportions of the working age population with higher level qualifications; with 44% hold an equivalent to a degree or above (NVQ4+). This compares to the national average of 38% and an Enterprise M3 performance of 42%.

There are approximately 340 (0.7%) people receiving unemployment benefit (jobseekers allowance or Universal Credit) compared to 0.8% for Enterprise M3 and 2.3% for England.

CHAPTER FOUR: SURREY HEATH STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS ANALYSIS

BOROUGH STRENGTHS

Looking at the baseline evidence and listening to key stakeholders and businesses Surrey Heath has a number of assets which make it a great place to live, work and do business.

It is a clean, green and safe Borough with an exceptional quality of life including some quintessentially English and attractive villages and rural areas. The Borough has vibrant and resilient high streets, lots of open space with trees, woodlands and lakes and good schools. It is family friendly and has a good retail and cultural offer and restaurants and a formidable military heritage. Stakeholders cite its exceptional connectivity through the M3 to London and key locations via the M4 and M25. Surrey Heath is located within an economically buoyant sub-region, it has good broadband connectivity and proximity to ports and airports.

The Borough has an active business community with several prestigious firms. 20 large employers including Eli Lilly, Bank of America, Novartis, and Siemens have chosen to locate in Surrey Heath. Surrey Heath has high rates of employment and economic activity, strong GVA per head and a good labour market catchment area which several large employers saw as a distinct advantage. High proportions of the working age population have higher level qualifications and/or high-level occupations. There is a good concentration of globally competitive sectors and key public sector employers (see previous Chapter). The analysis shows a good performance on key measures of enterprise notably births, deaths and one and two-year survival rates.

BOROUGH WEAKNESSES

Successful economies tend to exhibit the strains of growth. Surrey Heath is no exception; some of its infrastructure is creaking, with congested roads and some outdated premises. It has witnessed some key economic indicators dip in performance since the recession.

The Surrey Transport Strategy clearly identifies some local transport pinch points. A large number of people use the roads into, out of and within the Borough resulting in some heavy traffic flows. Poor train connections to London are a key inhibitor to future economic growth. There are some office vacancies although there is lack of new space for development with ageing supply of town centre office stock, limited choice of business park premises and increasing competition from neighbouring areas. There is a lack of extensive opportunities for new employment sites without putting pressure on the green belt. This is combined with new floorspace becoming available in adjoining areas. Studies indicate that the Camberley town centre retail offer could be enhanced, and it is noted there are plans in place for continued regeneration of the town.

Housing supply and affordability is a potential barrier to recruitment with high house price to income ratios. That said employers did not cite this phenomena as a 'deal-breaker'.

The Borough perhaps does not exploit available business support services as well as it might. Despite appearances there are small local pockets of deprivation with the Borough. Arguably links to colleges and universities outside of the Borough could be improved helping knowledge economy firms access the talent pool in Further and Higher Educational Institutions.

BOROUGH OPPORTUNITIES

Despite the weaknesses outlined there is a good variety of major regeneration and economic development opportunities. Investment in the right connectivity enhancements could significantly improve the productivity and prospects of the local economy. Those that would have the most profound effect include improvements to surface access to the airports and the frequency of trains to London and, longer term, the creation of a direct rail link to London. Improvements to the North Down Line rail link to Reading and direct access to Cross Rail 2 are a long-term aspiration.

It makes sense to capitalise on the Borough's military heritage and proximity to RMA Sandhurst more using the military covenant to bring civil and armed forces lives' closer together. This might include activities that integrate serving and ex-services personnel and their families into local life such as healthcare, employment and housing needs.

Business confidence has been increasing, there is an appetite to engage more with the Council and businesses consulted liked local networking events. The Borough has a vibrant micro economy, supporting their needs would benefit the area. For instance, the easy availability of grow on space or premises for industrial and technology uses, or rural diversification measures would broaden the overall mix of employment uses.

The Council could maximise the use of urban, brownfield land in sustainable locations and regenerate key sites particularly offices and sites for industrial use. The Borough, through its Camberley Town Centre Area Action Plan, and other measures has an opportunity to reinforce its local character and distinctiveness through 'place shaping', high street renewal and high-quality public realm and design.

The Borough is in urgent need of enhanced walking, cycling and bus infrastructure measures to support access to the strategic employment sites. The outdated rail station at Camberley would benefit from investment. There are some key development areas for instance along the A30 frontage and the Borough will work proactively to ensure they are developed. The Borough has an opportunity to make sure its business parks are full and continue to attract firms from London for example by working with Invest Surrey to sell the opportunities which the Borough has to offer..

Employer links and networking could be improved even further through the Council's Open for Business approach. This could include positive planning (there are some good examples here), and enhanced relationships with business support providers and small business infrastructure and services.

The Borough is well placed to respond to Enterprise M3's emerging industrial strategy supporting key firms and SMEs in the post Brexit economy, driving inward investment and developing a limited number of developments for housing and commercial space.

There is certainly potential to improve Camberley's shopping / Town Centre, office and residential offer to encourage local spending. A more proactive stance in rural villages could be taken following the approach in Bagshot to reduce vacancy, increase footfall and enhance leisure, culture and retail offer or using the neighbourhood planning in the parishes.

Better understanding and promotion of tourism and leisure assets should be encouraged. Investment along the Basingstoke Canal would result in significant heathy living and economic benefits. There is scope to work with Blackwater Valley Boroughs and districts on various matters and perhaps for the tourism sector to work together more to grow the evening economy, enhance footfall and local spend.

Overall the Borough could maximise on: (a) more economic opportunities from travel given its proximity to the airports (b) technology investment at Farnborough and (c) wider business growth opportunities linked to inward investment and exporting.

BOROUGH THREATS

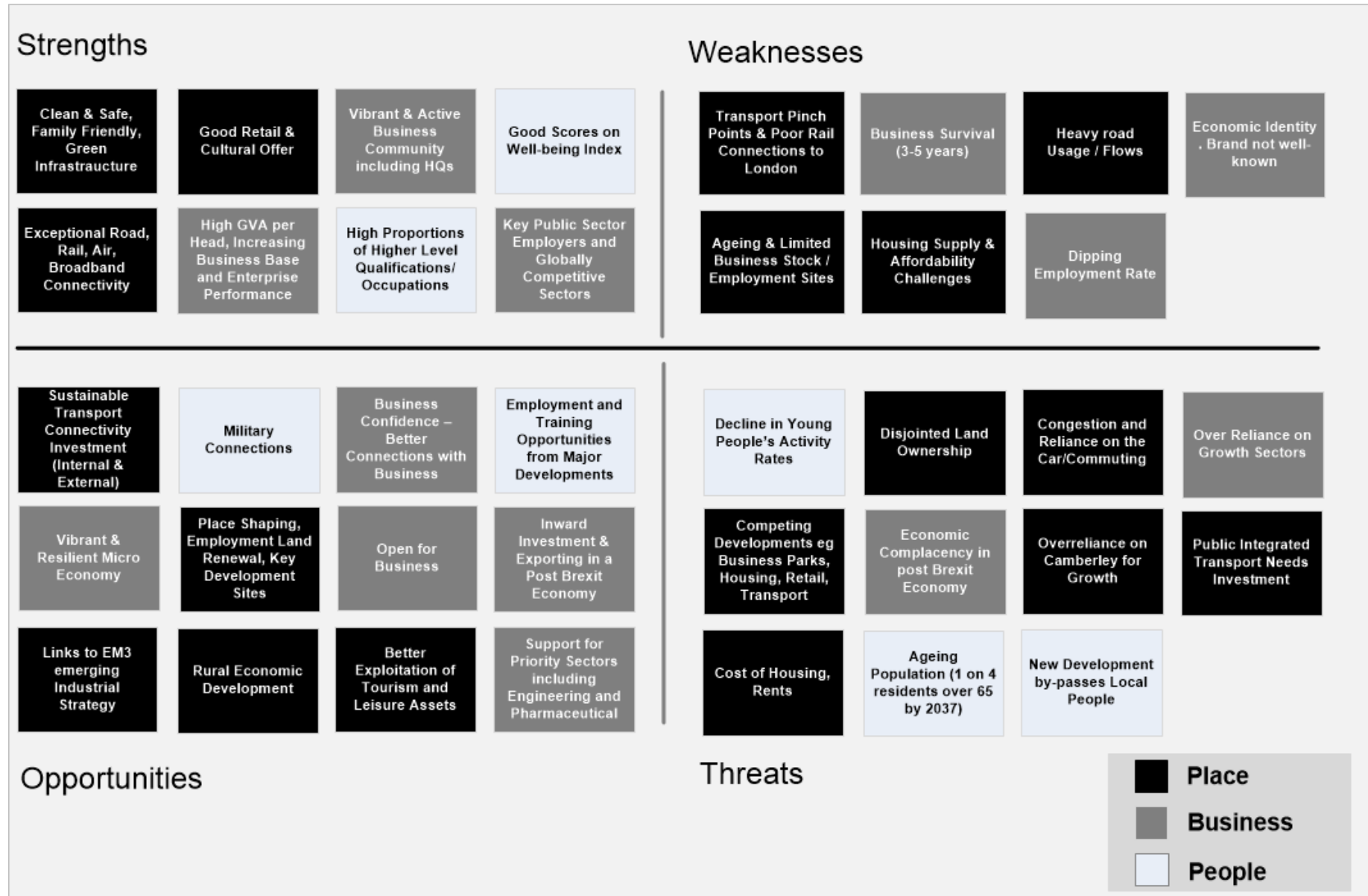
The Borough's make-up and dynamics mean several factors need to be considered in implementing growth measures. Competing nearby developments present a potential threat; such as those at Farnborough Airport, the Aldershot Urban Extension or other retail centres such as Woking and Guildford. Other areas may be more attractive to businesses looking for new premises such as Farnborough Business Park. Similarly, the proposed A3 corridor through Guildford may divert people from the Borough.

Despite signs of resilience there is recognition that the Borough can't be complacent. For instance, there has been a decline in young people's activity rates following the recession and an ageing population may mean a greater reliance on commuters.

Continued congestion could result in major employers relocating. There is an urgent need to improve traffic flows in Camberley Town Centre, at the hospital and the M3 approach routes and there has been insufficient investment in sustainable integrated public transport solutions. There are concerns that investment in Camberley could be at the expense of rural locations and can mean investment opportunities are missed or growth is not fully exploited. The cost of housing may deter local workers moving to the Borough. Major new housing and development has the possibility of bypassing local people in terms of employment opportunities or by not integrating commercial opportunities.

Finally, it is possible a focus on priority sectors might not provide significant new employment or employment growth, particularly for local residents.

A summary of the SWOT analysis appears overleaf.



CHAPTER FIVE: STRATEGIC ECONOMIC OBJECTIVES

Our strategy is built on three key principles which set out the Boroughs ambition to continue to be a desirable place and destination for residents, businesses and visitors, as well as to create situations and support initiatives for growth. Together with stakeholders we will create:

- A vibrant place to live, work, shop and play
- A great place for business to flourish
- A great place for people to succeed.

The following aims detail the specific areas of focus on which we will deliver these objectives.

A VIBRANT PLACE TO LIVE, WORK, SHOP AND PLAY

The Challenge for the Council and its partners is to oversee substantial investment over the next decade and beyond to achieve its radical ambitions to transform Surrey Heath, and its principle town Camberley into the destination of choice for business and residents. This will be supported by an excellent, well-functioning and integrated transport system. Severe congestion pinch points will be addressed, connections to London will be enhanced and partners will make much more of our exceptional natural assets and visitor economy.

AIM 1: EXPLOITING GROWTH PROSPECTS

The vision for Camberley is to be a leading centre for the Borough and the wider North-West Surrey and Blackwater Valley area. It is the Borough's number one development priority. The Council will continue to improve the Borough's competitiveness and exploit its latent potential through significant transport infrastructure development and town centre regeneration. It is important from an economic perspective that the town retains a mix of office space, retail and hospitality fulfilling its role as a valuable employment centre. The Council believes there is also scope to enhance the economic potential of rural areas and communities and, longer term, the infrastructure and vibrancy of Frimley, Camberley's neighbouring town. The proposed actions for this aim are as follows:

- Development of key sites and significant public realm improvements across the town centre creating a destination town for shoppers and visitors linking both retail and cultural attractions. It is envisaged that each development will create both direct and indirect jobs in retail, hospitality and construction, with other sectors benefitting too.
- A village enhancement programme Longer-term enhancements to the commercial viability of Frimley will be considered.
- A Borough wide Kevin Cantlon Shop Front Improvements Scheme to improve the appearance, vitality and viability of our high streets.
(<http://www.surreyheath.gov.uk/business/economic-development/shop-front-improvement-grant-scheme>)

AIM 2: PLANNING FOR THE FUTURE: ACCOMMODATING EMPLOYMENT GROWTH AND PROMOTING SUSTAINABLE URBAN DEVELOPMENT.

The local population is growing, the pressure for housing is not diminishing and the Borough needs to plan for future sustainable employment growth. Housing is an economic driver in its own right and major developments like that at Deepcut will ensure benefit of local

businesses and people. The Borough faces competition from science parks, new business parks and new build office units in neighbouring areas. In response, Surrey Heath will revitalise those parts of the office market which will appeal to investors investigating opportunities for using buildings in different ways and meet the changing needs of business. The actions under this aim concern accommodating employment growth, revitalising the office market and promoting sustainable urban development. The Council will ensure micro and small businesses have the right space to grow.

The proposed actions for this aim are as follows:

- The active promotion of principal employment sites to increase occupancy rates
- Encourage any development opportunities at the 26 employment sites within the [employment land review through working with partners such as Invest Surrey](#)
- Creative use of surplus vacant office space including proposals for grow-on space for micros and high-tech firms and high-quality 'starter' office units through working with landlords and agents to investigate more short term or flexible tenancies.
- Support the expansion of existing firms where feasible.
- .
- The Borough will explore supply chain opportunities for local contractors and employment for local residents (see a Great Place for People to Succeed Aim 1).
- Ensuring the delivery of SANG (Suitable Alternative Natural Green Space).

AIM 3: INVESTING IN ENHANCED INTERNAL AND EXTERNAL CONNECTIVITY

Effective transport connectivity is one of the Borough's unique selling points. At times it is also its Achilles heel. The Borough suffers from congestion locally and on the M3 with a reliance on the car due to poor rail usage, infrastructure and connections, including to both London and nearby airports. However, bus services are of good quality and serve the population well.

Road congestion directly affects economic advantage of business and impacts on the health of local residents. A successful economy is a fully integrated one where transport modes and infrastructure are cutting edge and seamlessly interconnected and reliable. Transport systems help firms to trade, raw materials to be transported and labor markets to function.

The Council believes substantial investment is required to maintain competitiveness and unlock further growth in the Borough and the Surrey Transport Strategy has well worked up plans requiring support. We will continue to work with the County to prioritise investment where it will have the greatest economic returns. Since the strategy was developed in 2014 there have been a number of improvements including (a) a shared pedestrian and cycle route to improve cycle links between railway stations and town centres in the Blackwater Valley area (b) the widening of the A325 between the 'Toshiba' Roundabout and 'Hospital' Roundabout and (c) the completion of the £174m M3 Smart Motorway Scheme and M3 Approach Scheme between junctions 2 and 4a. The Council will also put in place measures to future-proof any future developments.

For this aim, the Borough will be working with key partners to ensure investments and improvements are made in the following areas:

- Improvements to reduce delays and reduce congestion on the busy Meadows Gyrotory, due to commence in 2018.
- A package of planned transport improvement measures for the A30 and Camberley Town Centre highway network (Surrey County Council).

- Improved interchange facilities at Camberley railway station to widen travel choices and create a vibrant hub of economic activity. A package of enhanced walking, cycling and bus infrastructure measures to support access to the strategic employment sites as part of a sustainable transport bid.
- The £10.5m Blackwater Valley Gold Grid project will improve bus services that extend into Surrey Heath. Building on this, the Blackwater Valley Public Transport Corridor Improvements, include enhancements to the quality and frequency of its bus fleet.
- Rail connectivity and journey time enhancements with improved rail journey times for instance via an enhanced Waterloo to Reading service providing better connections into the half-hourly Ascot to Aldershot service, for Bagshot, Camberley and Frimley.
- Frimley transport network improvements: exploring opportunities to improve movements through Frimley, reducing congestion to the A325 and providing improved sustainable transport measures.
- Working with Broadband providers and property developers to ensure new developments are future proofed with Fibre to the Premises (FTTP) broadband and charging points for electric cars.
- Other improvements identified in the Surrey Heath Local Transport Strategy.

AIM 4: STIMULATING THE VISITOR ECONOMY AND PROMOTING HEALTH AND WELL-BEING

The Borough's high quality of life is enhanced by its natural assets and recreational and leisure opportunities. Further investment in these assets will have significant economic and health and well-being benefits for both current and future generations. Additionally, staging events will ensure more people visit, stay and return to the Borough which will have a positive impact on the wider Borough economy. Employees and residents enjoy local parks, lakes, canals and woodlands but the connections between them could be enhanced.

Facilities to promote sport, health and well-being will be invested in (such as the 4G pitch located at Frimley Lodge). The tourism sector could work together more to exploit evening economy, enhance footfall and local spend. The Borough does not want a 'clone' town, where the experience and services are replicated all over the country and will encourage independents and thriving creative community. The proposed actions for this aim are as follows:

- Working to attract and grow high profile major events. This will include events linked to Surrey Heath's Military heritage and those that promote healthy or active lifestyles, for example Go Tri which was a great success in 2017.
- To make more of green assets (Frimley Waterside and Blackwater Valley) with better linkages and enhanced interpretation and signage.
- Improving the Borough's recreational assets. The Council will also work with leisure operators to see how facilities could be enhanced.
- Measures to attract Creative and Cultural industries into the Borough

A GREAT PLACE FOR BUSINESS TO FLOURISH

The Challenge for the Council and its partners is to continue to play a visible role on business growth and survival. Above all the Council will be Open for Business deepening relations with local firms to realise their growth ambitions. Working at the heart of a growth corridor with Enterprise M3 presents an exciting prospect for key firms within our priority sectors. Our final challenge is to ensure, through place marketing, that Surrey Heath

appeals, and is able to respond to, investor requirements more explicitly and pro-actively as well as directing firms to support to stimulate export growth.

AIM 1: OPEN FOR BUSINESS AND SUPPORTING BUSINESS GROWTH ASPIRATIONS

A resilient local economy is one that encourages new and diverse enterprise including micro enterprises. Surrey Heath scores well on most measures of enterprise performance and has a vibrant micro economy and 'prosperous suburbs'. The Council aims to improve the Borough's business survival rates at three to five years of trading and support the next generation of medium businesses. The Council wants to support the acceleration of local micro and small business growth.

Much local growth comes from the 'here and now' and the Council take a proactive stance engaging with the local business community. Experience from elsewhere suggests by deepening its relations with local firms the Council can act as a pivotal conduit for a company's growth aspirations. This measure involves working with companies to understand their growth needs and barriers and responding accordingly, for instance, by brokering internal or external advice and support. Measures may include; leadership and management skills for small business, start-up advice or advice on how to secure opportunities from local public-sector employers.

The proposed actions for this aim are as follows:

- Continue to develop and offer suite of business support measures for existing businesses under the Open for Business commitment, working with partners like the Growth Hub and Surrey Chambers.
- Host the Surrey Heath Expo and twice annual Business Breakfasts, including Annual Business wards.
- Supporting Collectively Camberley's programme of activity (2016-2021).
- Undertake a feasibility study of start-up space for new enterprises eg at business parks or in rural locations or through the creative use of redundant premises, as well as understanding the need for these spaces within the Borough.

AIM 2: INNOVATION, MARKET DEVELOPMENT AND INWARD INVESTMENT

The Council will support the innovation and growth aspirations of local firms from Start-ups to companies embarking on growth, entering new markets or deepening existing activity through the Open for Business commitment. Part of the Council's enabling role will simply be to raise awareness of what's out there. The Borough will work with its neighbours to ensure the Growth Hub delivers the right support for growing smaller and medium sized firms and start-ups. The Council needs to take a much more proactive approach to place marketing, to encourage firms to locate or relocate into the area, therefore improving the productivity of the Borough. Supporting firms also who have the ambition to start or grow their trade internationally will also impact positively on growth.

There are many companies operating within Enterprise M3's priority sectors located within the Borough. These key sectors are predicted to grow and have a greater share of the Borough's GVA. These businesses will continue to create well-paid jobs and supply chain opportunities. The Borough has the potential to contribute to the proposed Enterprise M3's Industrial Strategy by exploiting its strengths in these sectors.

The proposed actions for this aim are as follows:

- Promoting support available via the Enterprise M3 Growth Hub including start-up support and innovation including promoting new products and market development.
- The Council wants to take a more proactive outward facing approach to investment by setting out a compelling Surrey Heath inward investment business proposition that highlights its sectoral strengths and unique assets.
- The development place marketing material, for instance development of a website, brochure, promotional video, and a commercial property database to sell the Borough to investors.
- Working with Surrey Chambers and Invest Surrey to boost propensity to export and actively encourage inward investment.
- The continued development of a Key Account Management approach involving meetings with key employers to realise their growth aspirations and overcome barriers to growth for instance through talent development, R&D or physical expansion.
- Working with the local digital and creative technology sector via FRAMES³ to promote and develop the sector.

A GREAT PLACE FOR PEOPLE TO SUCCEED

The Challenge for the Council and its partners is to ensure that local people benefit from the regeneration opportunities anticipated and those on low pay are not left behind. The council will continue support the qualities that make the area so attractive to employers; good schools, a highly skilled workforce, and young people aspiring to local career opportunities. It will prioritise measures that help to raise aspirations and awareness for young people.

AIM 1: SHARED PROSPERITY AND WORKFORCE DEVELOPMENT

The Council recognises that the labour market plays a pivotal role in supporting economic and social change and directly affects the prosperity of the Borough and its residents. New developments bring new jobs and employers should be able to access support to help them find the right talent. There are some successful local approaches to training and employment planning we can learn from. A training and employment plan will be piloted locally to ensure that the Borough's regeneration opportunities can be realised. This might include construction and retail and other service sector opportunities.

Rising levels of inequality will hinder the growth and prosperity of the Borough. The evidence shows that, whilst the Borough's relative economic position is strong, it has deteriorated for some groups including young people. The council will work with skills brokers to identify and meet company training requirements where they are holding back growth.

Military heritage is in the Borough's DNA and a key component of the local economy. The Borough will capitalise on its this heritage and the world renowned Royal Military Academy at Sandhurst, via its Covenant.

The proposed actions for this aim are as follows:

- Employability and recruitment measures to dovetail new developments. This will be piloted through a new Training and Employment Plan (TEMP) approach for major developments highlighting skills, employment and training opportunities.

³ Frames is an incubator / social hub for budding animators and filmmakers based in Surrey (and the surrounding areas). Open to anyone with a passion for storytelling and creative video making, utilising the medium of Animation - <https://www.meetup.com/FRAMES-The-Animators-Filmmakers-Collective/>

- Through account management and our Open for Business Programme we will enable employers to articulate and access appropriate available skills support through partners. The Council will seek to support those employers wishing to upskill their workers or offer work experience, work placement and apprenticeship opportunities.
- Deepening local ties through the Military Covenant and exploring the potential of the One Public Estate Land Release Programme to achieve employment opportunities.

AIM 2: ASPIRATIONS AND AWARENESS

There is recognition that more needs to be done to attract young people into STEM (Science, Technology, Engineering and Manufacturing) subjects and a desire from the Council to enhance strategic links between employers and young people generally. Better links between the local business community and schools would raise young people's aspirations and enhance their awareness of available career opportunities. The council will support schools in their proposals to maintain and enhance their performance and standards and explore the potential of an HE/FE presence in the Borough.

The proposed actions for this aim is are follows:

- Promoting apprenticeships, STEM and IAG activities with the County and others. For instance, working with organisations linking schools with businesses.
- Setting an example by promoting opportunities for the council for young people via work experience, placements, internships, and apprenticeships. We will work with others promoting understanding of the Apprenticeship Levy and the benefits of workforce training.
- We will work with the County to ensure that our young people are work ready and where necessary act as a liaison point between employers and schools and colleges.
- Raising the profile of local career opportunities through, for instance, inspiring events.
- We will work with companies to provide opportunities to showcase their work and opportunities to young people and schools and support the careers advice agenda in schools.
- A long-term aspiration to support the potential of an HE/FE presence in the Borough.

ANNEX ONE: ACTION PLAN

INTRODUCTION

The following actions which were described briefly in the previous chapter have been designed to be relatively achievable and practicable. They strike a balance between early wins and longer term more transformational activity. They are grouped under the three strategic economic objectives.

A SUSTAINABLE PLACE TO LIVE, WORK, SHOP AND PLAY

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Aim	Aim 1: Exploiting Growth Prospects. Camberley transformational actions and nurturing thriving villages.
Description/Aim(s)	<p>Aspirations for the retail core are set out in the Camberley Town Centre Area Action Plan (July 2014) which will ensure the town is a destination of choice for business/residents. It is important from an economic perspective the town retains some of its office space fulfilling its role as a valuable employment centre. The proposed actions are:</p> <ul style="list-style-type: none"> • The development of several opportunity areas and sites⁴ in the north, east, west and Southside of Camberley including refurbishment of the Square (formerly the Mall) and opportunities arising from the London Road Block. This will include strategic acquisitions to facilitate the council’s ambitious regeneration aspirations. • Public realm improvements in the high street which will enhance footfall and circulation throughout the town centre and improve linkages through to the theatre/cultural attractions via KnollWalk. • A village enhancement programme for instance using neighbourhood planning in the parishes. Longer-term enhancements to the commercial viability of Frimley will be considered. • A Kevin Cantlon Shop Front Inward Investment project to improve the appearance and vitality and viability of the high street and reinforce the public realm and transport improvements.
Partners & Council Role and Next Steps	<ul style="list-style-type: none"> • Implementation of Camberley Town Centre Area Action Plan and Continued development of principal opportunity areas (e.g. facilitation of new development on the London Road Frontage). Refurbishment of Grace Reynold’s walk in The Square. Implementation of the public realm high street improvement programme. • Development of a programme to enhance the commercial viability of Frimley.

⁴ Pembroke Broadway north, Camberley Station, Land at Park Lane, Land east of Knoll Road; London Road Block; Magistrates Court; and The Granary.

	<ul style="list-style-type: none"> • The selection of next the locations for a village enhancement programme and timetable for action in place. • Implementation of the Kevin Cantlon Shop Front Inward Investment project.
Potential Economic Impact / Outputs	<ul style="list-style-type: none"> • The delivery of 41,000 m2 of prime retail space to 2028. <p>The Squarerefurbishment measures feature new flooring, shop fronts, fresh new lighting and facades.</p> <ul style="list-style-type: none"> • Public realm investment on the High Street will result in 105 net jobs created (direct, indirect or safeguarded), £16.2m NPV and a 20% increase in footfall and cost benefit ratio of 1:3.6 over 10 years. • Enhancement of high street shop fronts.
Costs	<ul style="list-style-type: none"> • North Side; £120m (London Road Block); East Side; £16m (Land east of Knoll Road). Indicative total: £132m Surrey Heath Borough Council (SHBC) invested £94 million in The Mall from Capital and Regional plc (C&R) in August 2016. • £8m refurbishment of the Square. • Public realm - £4.5m. • Kevin Cantlon Project - £100,000 per annum. • Ashwood House £8.0m to purchase and £30m redevelopment scheme
Timing	<ul style="list-style-type: none"> • Long Term to 2028 • Square refurbishment by the end of 2018. • Public Realm 2018/2019. • Kevin Cantlon. On-going starting 2018/2019. • Ashwood House Complete by 2020

Aim	Aim 2: Planning for the Future. Accommodating employment growth and promoting sustainable urban development
Description/Aim(s)	<p>The proposed actions for this aim are as follows:</p> <ul style="list-style-type: none"> • The active promotion of principal employment sites including (a) development opportunities at the 26 employment sites within the employment land review (b) creative use of surplus vacant office space including proposals for grow-on space for micros and high-tech firms and high-quality ‘starter’ office units (c) expansion of existing firms where feasible to do so. • Filling/renewing the towns three large business parks and five industrial estates following the recommendations in the employment land review and including access improvements to Watchmoor and Yorktown Business Parks. This includes addressing road bottlenecks and capacity limitations through measures including small infrastructure improvements, and promoting sustainable transport, improved access enhancing their attractiveness as a location for new or relocating businesses. • At Deepcut the integration of business units will be encouraged working closely with the Deep Cut

	<p>neighbourhood planning forum. The Borough will explore supply chain opportunities for local contractors and the possibility of employment for local residents (see a Great Place for People to Succeed Aim 1).</p> <ul style="list-style-type: none"> • SANG provision (Suitable Alternative Natural Green Space).
Partners & Council Role and Next Steps	<ul style="list-style-type: none"> • Design/construction of first phase of development at Deepcut by developer Skanska and architect/masterplanners HLM.. • Identification of creative proposals for grow-on space for micros and high-tech firms.
Potential Economic Impact / Outputs	<p>New housing at Deepcut has the long-term potential to create 1,407 direct jobs, 576 indirect jobs and 1,983 direct and indirect generating a direct and indirect construction GVA of some £151m (Kada Research estimate). Aspiration for 20% of vacancies from major development with a TEMP to be filled by local people.</p> <p>1,200 new dwellings at Deepcut (200-250 per phase), 69 Ha of public open space, 2 form entry primary school, enhanced village centre, new care home and new services infrastructure.</p> <p>1300 new homes as a result of SANGs including 28% affordable. GDV of SANGs £2.6m</p>
Costs	<p>£126 million (estimate for Deepcut housing element) plus a £10.5m transport package (developer contribution)</p> <p>SANGS - £2 million in 2016/2017.</p> <p>Business Park Improvements estimated at £4.6m. LGF sort</p>
Timing	<p>Long Term. Deepcut 15 years (Phase 1 2017/2018) and SANG to 2028.</p> <p>Medium term programme 3-6 years (2018/2019- 2024/2025)</p>

Aim	Aim 3: Investing in Enhanced Internal and External Connectivity
Description/Aim(s)	<p>The proposed actions for this aim are as follows:</p> <ul style="list-style-type: none"> • High levels of congestion on the strategic highway network at the Meadows Gyratory leads to significant and regular queuing on the A30, A331 and A321 approaches. Improvements aim to reduce delays and reduce congestion on this busy gyratory. The scheme proposals address these constraints and capacity issues, improving access to Camberley town centre for all modes of transport. This is due to commence Summer 2018. (Major Scheme) • Surrey County Council is planning a package of transport improvement measures for the A30 and Camberley Town Centre highway network. The proposed changes aim to reduce peak hour delays along the A30, maintain bus reliability and improve accessibility for vehicles, pedestrians and cyclists on routes to and within Camberley town centre. (Major Scheme) • Improved interchange facilities to Camberley railway station to widen travel choices and create a vibrant hub of economic activity. A package of enhanced walking, cycling and bus infrastructure measures to support access to the strategic employment sites as part of a sustainable transport bid. This has been identified in the Area Action Plan as an area for redevelopment with more residents (at Ashwood House

	<p>and Pembroke House), the Gold Grid and other improvements (e.g. to the A331).</p> <ul style="list-style-type: none"> • The Blackwater Valley Gold Grid project is scheduled to improve bus services that extend into Surrey Heath. Building on this, the Blackwater Valley Public Transport Corridor Improvements, include significant bus fleet enhancements to its quality and frequency and improving access to key destinations, including employers, town centres, major developments, and Frimley Park Hospital. • Rail connectivity and journey time enhancements. The new franchise operator for South West Trains First MTR propose improved rail journey times from Camberley, Bagshot and Frimley. It will offer better connection times at Ash Vale. The new timetable is to be implemented in December 2018, subject to a current public consultation. The proposed electrification of the North Downs Line between Reading to Gatwick would also benefit Camberley. The new timetable for 2018 proposed an enhanced four trains per hour on Waterloo to Reading services providing connections into the half-hourly Ascot to Aldershot service, for Bagshot, Camberley and Frimley. • Frimley transport network improvements: exploring opportunities to improve movements through Frimley, reducing congestion to the A325 and providing improved sustainable transport measures. Traffic calming measures will be explored to deter through traffic and enhance access to local traffic, working with businesses Frimley Business Association to ensure local traders are not adversely affected. There are long term aspirations for traffic improvements within, and around Bagshot, and the A30. • Working with internet providers and developers to ensure new developments are future proofed with fast broadband and electric charging points for cars. • Other improvements identified in the Surrey Heath Local Transport Strategy.
<p>Partners & Council Role and Next Steps</p>	<ul style="list-style-type: none"> • Implement A30/A331 Meadows Roundabout improvements (Surrey County Council). • Discussions with Network Rail and partners on Camberley Station regeneration (Network Rail, Surrey County Council and Surrey Heath). Including additional residential, new rail station and car park improvements for Camberley. • Gold Grid implementation (Stagecoach, Hampshire County Council, Surrey County Council, South West Trains) and rail enhancements (South West Trains, Network Rail). • Business cases need to be drawn up for 2018/19 LGF transport schemes (Surrey County Council). • Implementation of rail improvements identified in the Surrey Rail Strategy (Surrey County Council). • Identification of Frimley Transport Network Improvements (Surrey County Council and Surrey Heath). • Development and submissions of scheme identification, business cases for Surrey Heath Transport Schemes as set out in Surrey Transport Strategy.
<p>Potential Economic Impact / Outputs</p>	<ul style="list-style-type: none"> • Improved competitiveness and town centre vitality as result of reduced congestion. • Improvements to the existing highway network including junction improvements where appropriate. • Better link bus and rail services to existing business parks and employment areas along the Gold route.

	<ul style="list-style-type: none"> Improved traffic flows within the town centre and reduce congestion both within the centre and on the feeder roads and enhanced attractiveness of the centre to businesses, residents and visitors. Improved facilities for a transport interchange at Camberley station. Enabling of better integration of transport modes in particular bus, train and taxi and more effective circulation of traffic around and to the town centres. Improved journey time reliability unlocking the transport barriers caused by the current road infrastructure improving the connectivity and accessibility to Camberley town centre and other key employment areas. 116 new flats in Camberley in Ashwood House..
Costs	<ul style="list-style-type: none"> A30/A331 Meadows Roundabout, Camberley - £5m Camberley Town Centre Highway Improvements, £5m (Growth Deal £3.75m) £10.5m Blackwater Valley Gold Grid project. Plus £3-4m LGF sought. The Borough Council has made a £30 million deal with private developer Berkeley Homes to redevelop key sites in Camberley - Ashwood House. Camberley Sustainable Transport Package: £4.1m Local Growth Fund sought. Frimley Transport Improvements (£3+m).
Timing	<ul style="list-style-type: none"> Meadows Roundabout, Camberley. 2018-2019 . Camberley Town Centre Highway Improvements – A30 London Road Feb 2020-Feb 2021. Blackwater Valley Gold Grid project from 2018/19. Follow-on estimated 2018/19 onwards. Ashwood House: The aim is to complete in 2019/20. North Downs Line rail improvements between 2018-2020, frequency speed enhancements 2018 and recently electrification/signalling enhancements. Frimley Transport Improvements (Estimate 2020 onwards).

Aim	Aim 4: Stimulating the Visitor and Creative Economy.
Description/Aim(s)	<p>The proposed actions for this aim are as follows:</p> <ul style="list-style-type: none"> Working to attract high profile major events. This will include events linked to Military heritage and events that promote healthy or active lifestyles. Regeneration of key leisure assets and development of a continuous green space along the Blackwater Valley and realisation of its potential as an outdoor recreation resource via better promotion/maintenance, access/rights of way, recreational/cycling enhancements and volunteer opportunities. Improving the Borough’s recreational assets. The Council will also work with leisure operators to see how facilities could be enhanced. Measures to attract ‘creatives’ into the Borough. Work with Collectively Camberley on a plan to encourage local independents and creative businesses to locate in the Borough.

Partners & Council Role and next Steps	<ul style="list-style-type: none"> • Work with partners to liaise with landowners and planning authorities to identify and seize opportunities to improve the existing access routes and preparation, distribution and updating material promoting the Blackwater Valley. Agreement of key medium-term priorities for Frimley Waterside/ Blackwater Valley including the possibility of a regional park. (Blackwater Valley Countryside Partnership). • Independent/creatives action plan (Collectively Camberley, SHBC).
Potential Economic Impact / Outputs	Estimated impact of a high-profile event £2-4m. The tourism sector will work together more to exploit evening economy, enhance footfall and local spend.
Costs	Not known at this stage
Timing	Events 2018-2020.

A GREAT PLACE FOR BUSINESS TO FLOURISH

Aim	Aim 1: Open for Business and Supporting Business Growth Aspirations
Description/Aim(s)	<p>The proposed actions for this aim are as follows:</p> <ul style="list-style-type: none"> • A suite of business support measures for existing businesses including planning support for expansion, breakfast meetings, and a civic dinner to be developed to include businesses. • The promotion of Collective Camberley’s activities. • The development of start-up space.
Partners & Council Role and next Steps	<ul style="list-style-type: none"> • Implementation of the Open for Business Programme including: planning support for expansion, an annual civic dinner, regular business breakfast meetings (including the business awards ceremony) and business monthly clinics with Surrey Chamber and Project 5 (space). These are typically focused on enterprise development and new start-ups. • The Camberley Enterprise Expo - society good business breakfasts – presented by Surrey Heath Borough Council, organised by The Best of Camberley and Webster Consultancy, this business to businesses event and is supported by The Camberley Society and Surrey Chambers of Commerce. • Camberley BID’s programme of activity. The key objectives for 2016 – 2021 include <ul style="list-style-type: none"> ○ Structured alliances with key stakeholders and external organisations within Camberley Town Centre and income generation. ○ Continuing to promote Camberley Town Centre as a destination of choice for shoppers and visitors as well as a vibrant location for businesses and residents alike. Responding to changing consumer habits and drive footfall and awareness for daytime, evening and night-time economies. ○ Delivering an effective and creative annual events programme encouraging new visitors to the town and creating promotional opportunities for BID businesses.

	<ul style="list-style-type: none"> ○ An enhanced relationship with BID businesses to ensure they are receiving maximum opportunities for growth with the BID. ○ Continue to reinforce the day and evening, security and safety programme via the CTAC scheme whilst enhancing the relationship with Surrey Heath Police. ● Explore the feasibility of start-up space for new enterprises e.g. at business parks or in rural locations or through creative use of redundant premises will be explored. Virtual and physical hubs will be explored including dynamic shared space and small units for early stage entrepreneurs with potential links to Royal Holloway and the 5G incubator at Surrey. Commission a feasibility study.
Potential Economic Impact / Outputs	Collective Camberley outputs include: footfall figures, vacancy levels, new business activity, annual surveys, business feedback, consumer feedback, monitor spend figures, media coverage, website/social media interactions. Open for Business will result in retention of some £28m of rateable value (annually).
Costs	EDO to cost Open for Business. Collective Camberley £1.5m 2016/17-2020-2021. Feasibility Study (£10k estimate).
Timing	Open for business on-going. Camberley Enterprise Expo annual. Collective Camberley 2016-2021. Start-up Feasibility 2018/2019.

Aim	Aim 2: Innovation, Market Development and Inward Investment.
Description/Aim(s)	<p>The proposed actions for this aim are as follows:</p> <ul style="list-style-type: none"> ● Working with partners to boost innovation, propensity to export and actively encourage inward investment. The Council will ensure businesses are aware of the core offer from UKTI and others. ● The development of place market activities, the continuation of key account management and promotion of local business networks such as FRAME.
Partners & Council Role and next Steps	<ul style="list-style-type: none"> ● Promoting support available via the Enterprise M3 Growth Hub including start-up support and innovation including the Innovate 2 Succeed ERDF/Innovate UK programme delivered by Oxford Innovation. ● Innovation – promoting new product and market development amongst firms to ensure they are able to commercialise new ideas. ● Working with UKTI to boost propensity to export and actively encourage inward investment. The Council and its partners will ensure businesses are aware of the core offer from UKTI. ● The Council wants to take a more proactive outward facing approach to investment by setting out a compelling Surrey Heath inward investment business proposition that highlights its sectoral strengths and unique assets. It will cost and implement place marketing measures i.e. development of a website,

	<p>brochure, promotional video, a commercial property database etc. as a way of selling the Borough to investors. It will continue to promote inward investment in the UK and internationally (for instance the MIPM).</p> <ul style="list-style-type: none"> • Working with the local digital and creative technology sector via the FRAME to promote the sector and support its development. • The continued development of a Key Account Management approach involving meetings with key employers to realise their growth aspirations and help them overcome barriers to growth. This will include incoming meetings (e.g. enquiries generated via the website), joint meetings with the County and proactive targets. This will include firms in Enterprise M3 priority sectors. This could include support on talent development and recruitment, R&D or physical expansion.
Potential Economic Impact / Outputs	<p>Increased propensity to innovate, export and grow. Increased inquiries, reduced vacancy rates and possible successful inward investment projects. Development of investment proposition and commercial database.</p>
Costs	<p>£10,000 possible external consultancy to develop an inward investment proposition/place marketing. FRAME – staff time. Costs of the marketing activities and staff time to respond to requests and keep updated etc.</p>
Timing	<p>Marketing activities and inward investment proposition 2018/2019 Place marketing activities 2018/2019 Growth Hub and Innovation and Export Support, Key Account Management, Frame all on-going</p>

A GREAT PLACE FOR PEOPLE TO SUCCEED

Aim	Aim 1: Shared Prosperity and Workforce Development.
Description/Aim(s)	<p>The proposed actions for this aim are as follows:</p> <ul style="list-style-type: none"> • Employability and recruitment measures to dovetail new developments. • Enabling employers to articulate and access appropriate available skills support. • Deeping local ties through the Military Covenant and exploring the potential of the One Public Estate Land Release Programme.
Partners & Council Role and next Steps	<ul style="list-style-type: none"> • The Council will seek to support those employers wishing to upskill their workers or offer work experience, work placement and apprenticeship opportunities. • A new Training and Employment Plan (TEMP) approach for major developments will be piloted in the city centre. It will highlight skills, employment and training opportunities eg going into schools. • Identifying employment opportunities through the One Public Estate Land Release Programme.

Potential Economic Impact / Outputs	Brokering of skills support for companies. Number of participants up-skilled. 20% of new vacancies, employment positions and training places to go to local resident within the TEMP pilot.
Costs	Officer time to develop and implement a pilot Surrey Heath TEMP. Office time in brokering skills support
Timing	2018/2019

Aim	Aim 2: Aspirations and Awareness.
Description/Aim(s)	The proposed actions for this aim is as follows: <ul style="list-style-type: none"> • Promoting apprenticeships, STEM and IAG activities jointly with the County and others. • Raising the profile of local career opportunities through, for example, inspiring events. • Supporting local schools to improve their performance.
Partners & Council Role and next Steps	<ul style="list-style-type: none"> • Meeting with the County to identify possible joint actions to promote apprenticeships, STEM and IAG. • Identification of a firm to act as a pilot to work with local schools to profile local career opportunities. • Looking into the feasibility of an HE/FE presence in the Borough.
Potential Economic Impact / Outputs	Raised aspirations, enhanced awareness of local careers & lessons learnt from employer schools pilot.
Costs	To be confirmed following meeting with the County. Staff / employer time.
Timing	2018-2020

ANNEX TWO: SURREY HEATH ECONOMIC PROFILE

A GREAT PLACE FOR PEOPLE TO SUCCEED...

CHANGING DEMOGRAPHY

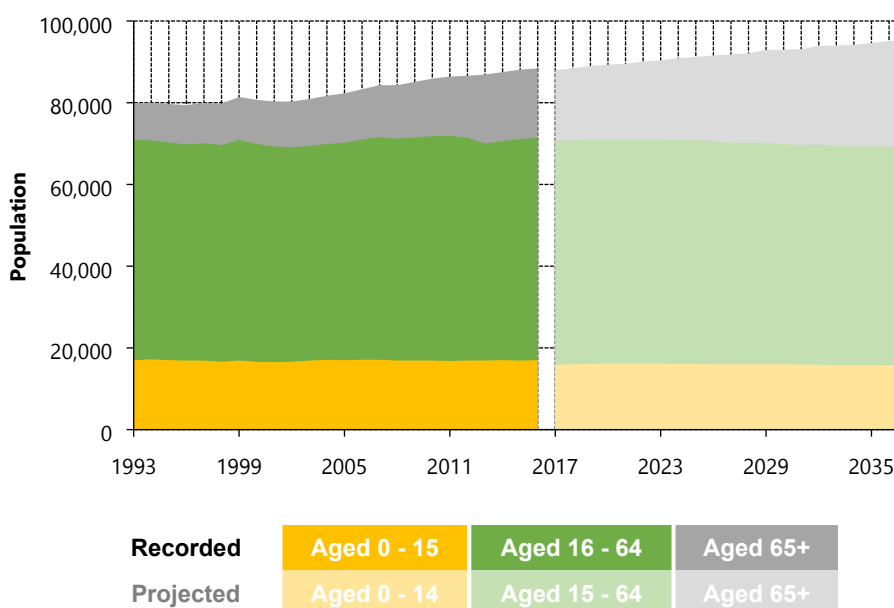
Surrey Heath has a population of 88,400 residents (mid-2016) and this figure has been rising at a relatively steady rate for the past thirty years (Figure 2). It is projected to continue increasing by approximately 370 people per year over the next twenty years to 96,100, although the past three years (2013 to 2016) growth averaged 500 per year. The number of younger and working age residents has remained stable over this period and is projected to stay level.

The proportion of Surrey Heath residents aged 65+ has increased from 11% in 1993 to 19% in 2016. By 2037, it is projected that over one in four residents (27%) will be over 65. This trend is consistent with other parts of the south east and England. The Office of National Statistics (ONS) reported that Surrey Heath is home for 35,200 households (2016), mostly in urban areas (83%) compared to rural areas (17%). The Department for Communities and Local Government (CLG) projects numbers in Surrey Heath to increase by 1,300 between 2017 and 2022 to 36,500 households.

Ninety percent of Surrey Heath residents self-identify as white, with 6% Asian, 2% mixed, 1% black and 1% other ethnicities. A noticeable trend has been growth of the Asian population from 2% to 6% between 2001 and 2011 (Census 2001 and 2011), accounting for more than half of the Borough's overall population growth over the decade.

As of October 2015, there were 1,020 military personnel stationed in Surrey Heath, plus an additional 210 MOD civilian contractors. The numbers have been decreasing each year compared to April 2010 when there were 1,450 military personnel stationed in the Borough. This will reduce and potentially disappear with the closure of Princess Royal Barracks, although the Borough retains strong links with the Royal Military Academy at Sandhurst.

Figure 2: Surrey Heath Population by Age, 1993-2037

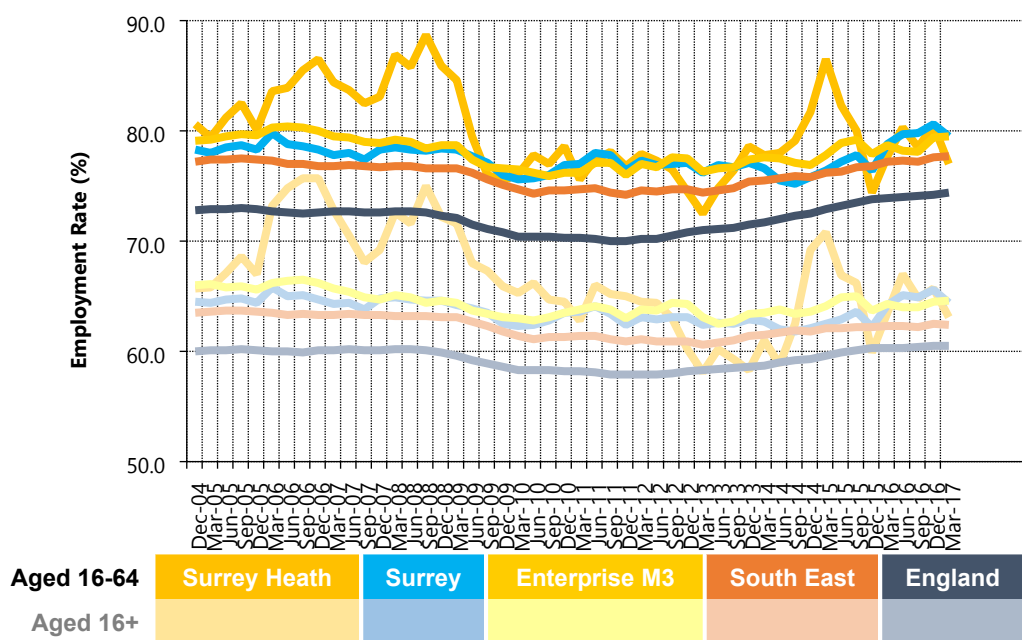


Source: Mid-Year Population Estimates 2017, ONS; Sub-National Projections, ONS 2014

EMPLOYMENT AND ECONOMIC ACTIVITY

The year ending March 2017 from the Annual Population Survey (APS) recorded Surrey Heath employment as 42,200⁵, 77% of the working age (16-64) population. for people 16+ it was 63%. Both of these figures are lower than the period 2004 to 2009 and the spike between Sept 2014 and Sept 2015. Surrey Heath is now reporting employment rate levels consistent with the region and county but better than the national figure (see Figure 3). (The Annual Population Survey has a limited sample size which is likely to cause variation for small districts such as Surrey Heath.)

Figure 3: Surrey Heath Employment Rate Dec 2004 – Mar 2017



Source: Annual Population Survey, ONS

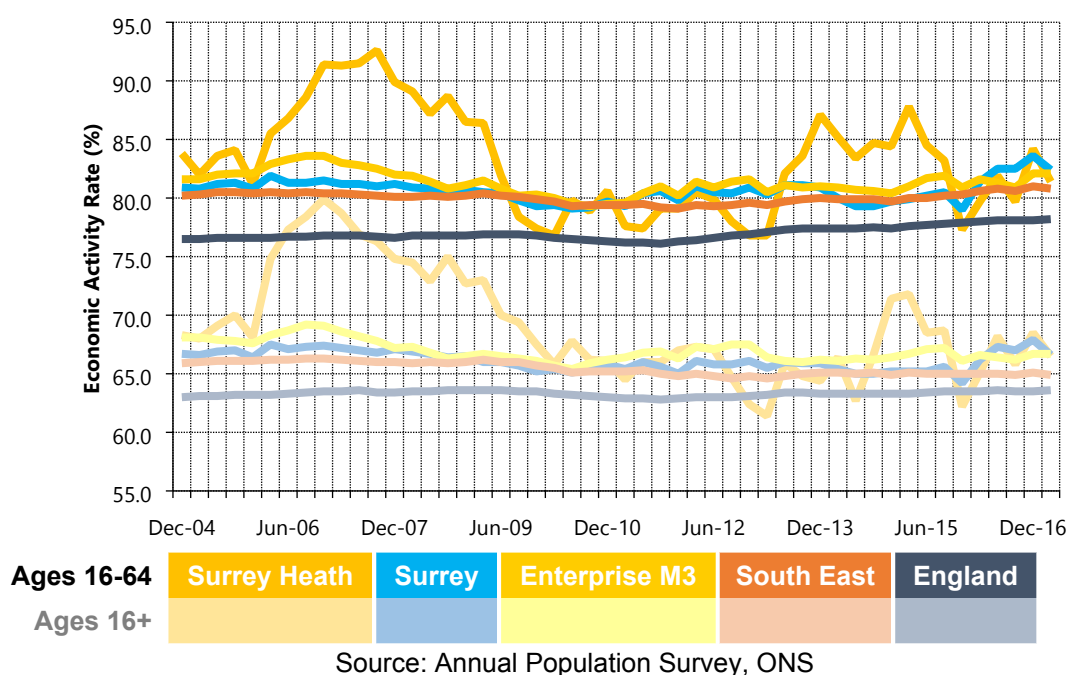
Economic activity⁶ trends (Figure 4) paint a similar picture to employment; relatively high activity between 2004 and 2009, a decrease to levels in line with the national average between 2009 and 2013, and signs of a pick-up more recently. Surrey Heath has 46,900 economically active residents, 84% of the working age (16-64) population or 66% of people aged 16+ (Feb 2016 to Mar 2017).

Approximately 12% of residents aged 65+ are economically active, and this may be having an impact on the overall activity rate as the number of senior residents' increases. There are currently 1,800 residents aged 65+ in employment; 4% of total employment.

⁵ This is a much lower figure than that reported in the later Business and Employment Dynamics section. The reason for the discrepancy is that the APS is a smaller sample size and uses a different collection method. Although it is broadly consistent with previous APS figures, it does fluctuate and the 'confidence interval' is often above the acceptable 5% error level. We have used it in this case because the APS provides comparable data on other indicators e.g. occupations and qualifications.

⁶ Economic activity refers to people in employment or unemployed but looking for work.

Figure 4: Surrey Heath Economic Activity Rate



Employment and economic activity is more variable for women than for men, with over the last 12 years ranging from 25,200 to 28,600, compared to men where the range has been from 25,200 to 26,900. Minority ethnic groups account for 7% of Surrey Heath’s employment over the past three years for the 65+ age group and 8% for the 16-64 age group. The working age population for minority ethnic groups is therefore growing faster.

Over the past twelve years, full-time employment for residents has fluctuated between 28,600 and 35,900 and part-time employment has similarly fluctuated between 6,700 and 13,900. Latest four-quarter averages for 2016/17 report 31,600 full-time employed and 10,600 part-time employed residents.

The latest figures indicate that 5,200 people are self-employed, equivalent to 10% of the Borough’s employment. Self-employment appears to be lower than county, regional (12%) and national comparators (11%). However, with the sample size of the Annual Population Survey (APS) being relatively small the self-employed figure appears to fluctuate. Therefore, taking a trend line indicates that over the past 12 years self-employment is growing as a proportion of total employment from 13% (5,500) to 14% (6,100) which suggests it is in fact higher than the current figures reported.

Based on available forecasts, the Core Strategy for Surrey Heath plans for up to 7,500 additional jobs between 2011 and 2028.

OCCUPATIONS AND QUALIFICATIONS

The occupational profile of Surrey Heath appears to fluctuate mainly due to the sample size. However, the economy has a consistently larger proportion of its workforce in higher paid employment. Managers, directors and senior professionals account for 7,400 jobs (17%) and there are 14,100 employed in professional occupations or 33% of all occupations. This is substantially higher than the region (12% and 23% respectively) and national averages (11% and 20%). So, half of all jobs in the Borough are employed in the top two occupational groups, compared to less than a third in Great Britain.

Surrey Heath has a high proportion of the working age population with higher level qualifications. Thirty-five hold an equivalent to a degree or above and 44% (23,600) hold NVQ level four or above. This compares to national averages of 27% and 38% respectively and an Enterprise LEP performance of 33% and 44%.

During 2017 (January to August), the average number of unemployment claimants (Universal credit and job seekers allowance) has been 340 (0.7%), compared to 490 (1.1%) in 2014. This compares to 0.8% for EM4, 1.4% for the South East region, and 2.3% for England.

A GREAT PLACE FOR BUSINESS TO FLOURISH...

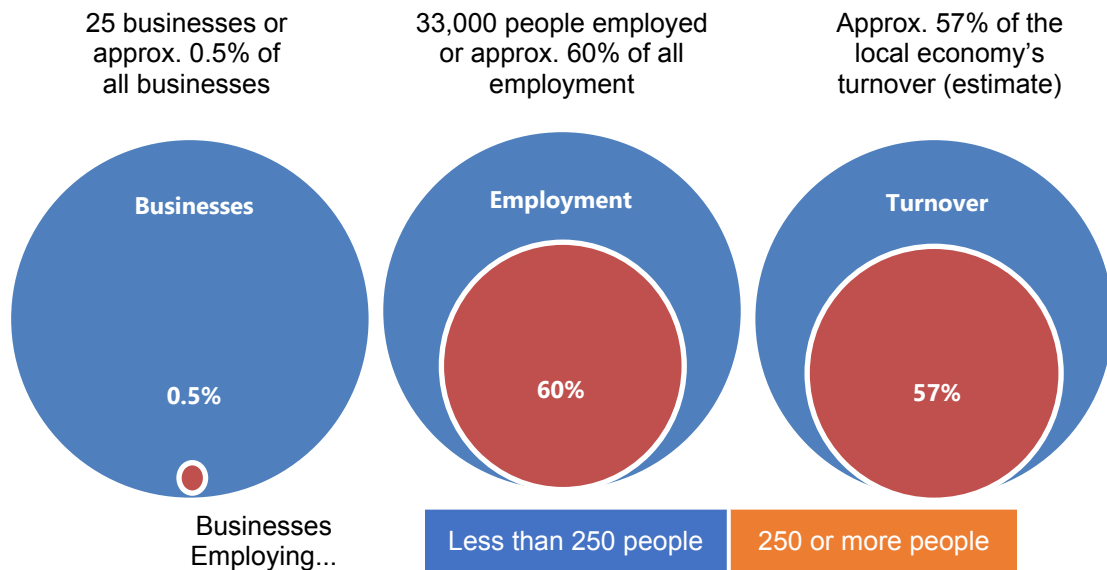
UNDERSTANDING BUSINESS DYNAMICS

National statistics (2017) indicate there are 4,715 (up 12% since 2013, 4,210) businesses registered in Surrey Heath, equivalent to 53 businesses for every thousand residents (up 10% compared to 2013), compared to an England average of 42 (up 21% since 2013). Despite the larger increase in England, this clearly shows that the district has much more of an enterprising culture than the national profile. The large increases in registered businesses could either be due to significant numbers going self-employed and/or more unregistered businesses going for registration. Large increases were also seen across the country. Micro-businesses account for 89.9% of enterprises employing between zero and nine people; and a further 7.9% are medium enterprises (10 to 49 employees). There are 105 businesses that employ fifty or more people, accounting for 2.2% of all registered businesses compared to England with 1.9%, and 25 of these companies employ 250 or more people. These 25 employers collectively employ an estimated 33,000 people, equivalent to 59% of Surrey Heath's workplace employment at registered businesses. (Since last reported in 2014, data is no longer available from ONS on the numbers employed by business size. The figure provided is Kada's own estimate.)

In addition to the 4,715 registered businesses in Surrey Heath, there may be a further 6,300 unregistered businesses. This calculation is based on regional statistics from 2013 that report 57% of south east enterprises as unregistered. If this rate is consistent in Surrey Heath, it could mean a total base of 11,000 businesses in the Borough. (However, as mentioned above, the large increase in registered businesses between 2013 and 2017 may be due to more firms deciding to register, which would mean the 6,300 unregistered may be an over-estimation.)

If unregistered businesses are also included, statistics for the south-east region suggest that businesses employing over 250 people account for 0.5% of all enterprises and 59% of workplace employment. Regional turnover statistics for the south east also suggest that enterprises with more than 250 employees contribute an estimated 57% of regional turnover. The estimated contribution and scale of large employers in Surrey Heath is summarised in Figure 5. A review of the top thirty employers in Surrey Heath (based on rateable values) finds that the Borough is home to head office and regional HQ functions for large and well-known engineering firms, financial institutions, pharmaceutical companies and utilities, all part of the knowledge economy.

Figure 5: Surrey Heath Businesses Employing 250 or More People

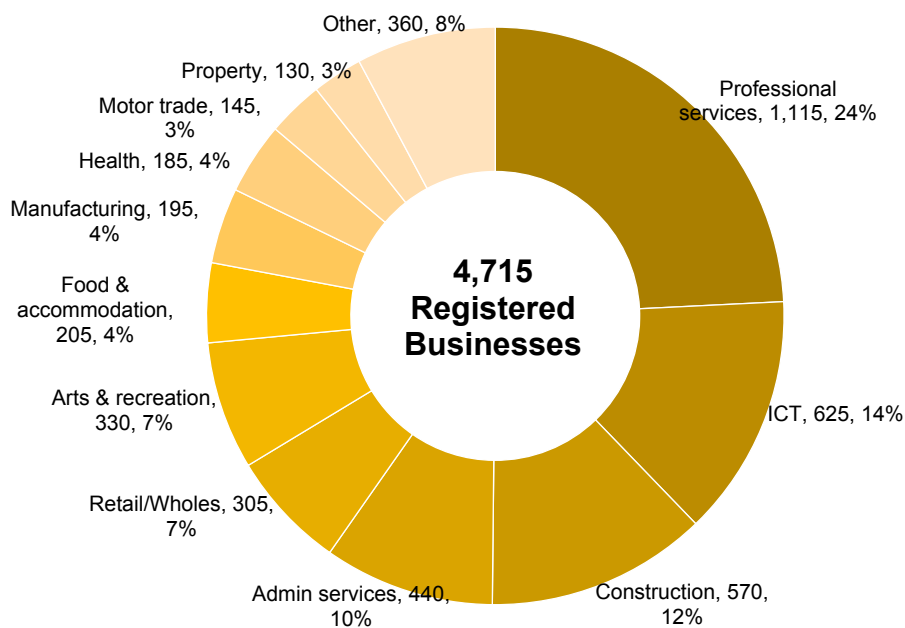


Source: Business Population Estimates, ONS

The public sector is accounted for, not only through local government, but also strategic sites for the Ministry of Defence, HM Prisons, Frimley Health and local educational institutions. There is a high proportion of retail and entertainment employers that are strategically important for the Borough including several large national chains.

With the majority of the business base made up of small traders, the industrial composition of the Surrey Heath is a good indicator of the type of small businesses operating. The distribution of broad industry sectors is presented in Figure 6. The highest numbers of businesses are in sectors where there are fewer barriers to independent working such as professional services.

Figure 6: Surrey Heath Registered Businesses by Industry, 2017



Source: UK Business Counts, ONS

Looking in more detail at the business composition of Surrey Heath, the relative importance of each industry is provided by calculating the location quotient (LQ)⁷. Analysis of the sector profile of the Borough for management consultancy, computer programming, engineering consultancy and accounting, collectively represents 1,330 enterprises, over a quarter (28.2%) of the business base. These four sectors are concentrated in Surrey Heath, compared to the England average, as outlined in Table 1.

Other sectors that have notable concentrations in Surrey Heath include sales of cars, motorbikes and related parts, internet and mail order retail, and computer and software wholesale.

Table 1: Surrey Heath Enterprises in Key Industries according to Location Quotient (LQ), 2017

Sectors	Enterprises**	% of enterprises	LQ
Management consultancy*	535	11.3%	1.6
Computer programming and consultancy*	505	10.7%	1.7
<i>Computer programming</i>	80	1.7%	1.3
<i>Computer consultancy</i>	370	7.8%	1.8
<i>Other IT services</i>	55	1.2%	1.5
Engineering consultancy*	175	3.7%	1.3
Accounting and tax consultancy*	115	2.4%	1.4
Sub-total - consultancy and accounting (tot*)	1,330	28.2%	1.6
Sale of cars, motorbikes and related parts	145	3.1%	1.1
Internet and mail order retail	55	1.2%	1.2
Computer and software wholesale	15	0.3%	3.8

** Figures do not add to the total due to rounding

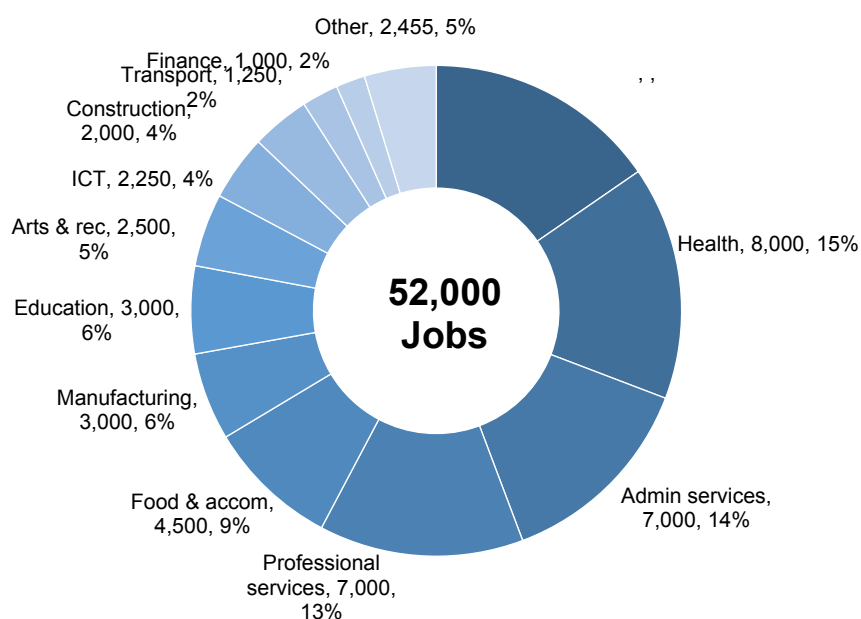
Source: UK Business Count, ONS

A BROAD EMPLOYMENT BASE

As of 2016, 52,000 people work in Surrey Heath and the broad industrial composition of this group is presented in Figure 7. Private sector employment is 84.4% (up from 82.6% in 2012) while 15.6% are employed in the public sector. England private sector employment is 82.9%. Because of the relatively small size of Surrey Heath district, employment numbers from the Business Register and Employment Survey (BRES) have varied over the years from available data, largely due to the small sample size. Care should therefore be taken when reviewing the information.

⁷ Location Quotient (LQ) analysis measures which industries are over or under-represented in Surrey Heath in relation to a comparator, in this case, England.

Figure 7: Surrey Heath Workplace Employment by Industry, 2016



Source: Business Register and Employment Survey (BRES), ONS

Further analysis of Surrey Heath’s workplace employment by industry indicates:

- **Concentration** - Over half (57%) of employment is in the four sectors of health (8,000, 15%), retail and wholesale (8,000, 15%), administration services (7,000, 14%) and professional services (7,000, 13%).
- **Specialism** – The proportion employed in business administration services appears to be considerably higher (LQ 1.49) than in the country and compared to previous years. Further analysis suggests that this is due to growth in private security (+750; +427%) and cleaning services (+300; +600%) since 2012.
- **Other core sectors** – Accommodation and food (4,500, 9%), and education (3,000; 6%) and manufacturing (3,000, 6%) are all important employers in Surrey Heath.
- **Under-representation** – Sectors that are particularly small in Surrey Heath compared to the England average are public administration (LQ 0.40), transport (LQ 0.49), manufacturing (LQ 0.73), finance (LQ 0.54) and education (LQ 0.66).
- **Change over time** – Manufacturing has declined from 11.1% (6,000) to 5.8% (3,000), while business administration services fell from 18.5% (10,000) to 13.5% (7,000) of Surrey Heath employment

Sectoral employment projections do not exist at the scale of Surrey Heath, but there were projections in 2013 conducted for Surrey that provide insight into future trends⁸ for sectoral GVA, employment and productivity (GVA per job). These projections were not updated in 2017. County projections suggest that construction and business services are expected to make up larger proportions of Surrey’s employment by 2030 and this is confirmed by growth seen since 2012. In contrast, employment in government services is expected to decrease considerably. The existing professional services sector is located primarily in Camberley and Frimley, and the Core Strategy notes that growth in this sector will be affected by an aging supply of office stock, limited choice of business park premises and increasing competition from areas with improving transport links.

⁸ SQW and Cambridge Econometrics (June 2013) Forecasts and future scenarios for the economy of Surrey: an update to the work done in 2010.

LOCAL PRIORITY SECTORS AND FUTURE LAND AND PREMISES REQUIREMENTS

Location analysis of sub-sector employment reveals there are four broad sectors with relatively high concentrations of employment compared to the England average (Table 2).

Table 2: Surrey Heath Employment in Key Industries according to Location Quotient (LQ), 2016

Sectors	Employment	% of employment	LQ
1. Specialist engineering	2,850	5.5%	2.3
<i>Engine & turbine manufacturing</i>	500	1.0%	18.1
<i>Aerospace manufacturing and repair</i>	350	0.7%	2.0
<i>Engineering research and testing</i>	2,000	3.8%	2.0
2. Pharmaceuticals and chemicals	1,890	3.6%	10.0
<i>Unclassified chemicals</i>	40	0.1%	2.0
<i>Pharmaceutical preparations</i>	600	1.2%	12.2
<i>Pharmaceutical wholesale</i>	1,250	2.4%	10.4
3. Computer sales, programming and services	2,095	4.0%	1.5
<i>Computer and software wholesale</i>	300	0.6%	3.6
<i>Computer programming and services</i>	1,795	3.5%	1.4
4. Hospital activities	6,000	11.5%	2.4
Total - Key Sectors	12,835	24.7%	2.4

Source: Business Register & Employment Survey (BRES), ONS

The four sectors in Table 2 account for 24.7% of the employment base with potential to be larger if supply chains in the Borough are included. Again, even more caution should be taken in considering the published data because of the small sample size of BRES for Surrey Heath district, particularly when reviewing small sector data in Table 2 and the analysis below. Nevertheless, the following characteristics are reported:

1. **Specialist engineering** employs 2,850, 5.5% of the Borough's total employment. It accounts for 83% of engine, turbine and aerospace manufacturing in the Enterprise M3 area, and 15% of aerospace manufacture in the LEP area. This is particularly relevant considering that aerospace is a priority sector for Enterprise M3. The employment in the specialist engineering sector has fallen since 2012 by 53%, particularly in the in engine, turbine and aerospace manufacturing (down 83%). However, it still represents 12% of the sector in the LEP area.
2. **Pharmaceuticals and chemicals** employ 1,900 people, 3.6% of the Borough total. It accounts for 29% of total employment for this sector within the Enterprise M3 area. Between 2011 and 2016, employment in this sector fell by 18% but this hides an upward trend where since 2009 the sector doubled (up 99%) in size. Proportionately, there is 10 times the concentration of this cluster of sectors in Surrey Heath than at the nation level. Pharmaceutical preparation and wholesale have grown by 1,100 jobs.
3. **Computer sales, programming and services** employs 2,100 people, 4% of the Borough total employment. It only makes up a small proportion (4.6%) of employment in this sector within the Enterprise M3 area. It has remained relatively stable between 2012 and 2016, with jobs down by 175 (falling by 7.7%).
4. **Health Cluster and Hospital activities** employ 6,000 people in Surrey Heath, 11.5% of the Borough total employment. This represents 20.7% of the sector's jobs in the LEP area. Although the numbers have not changed since 2012 (6,000), there

has been a 20% increase since 2009 (up 1,000 jobs). The large majority of this total is based at Frimley Health NHS Foundation Trust.

Employment forecasts up to 2030 and future scenarios for Surrey were provided by SQW and Cambridge Econometrics in 2013. Although these have not been updated the adjustment to the following observations for Surrey Heath's 'globally competitive' sectors would be relatively minor:

- 1. Specialist engineering** - architectural and engineering services are expected to have considerable GVA growth (+66%) between 2013 and 2030, although employment is expected to remain about the same (+1%). It is a similar picture for 'other manufacturing and repair' which is estimated to increase GVA by 45%, but only 5% employment growth. GVA in machinery manufacture is expected to increase by 16% by 2030 and employment is expected to increase by 11%.
- 2. Pharmaceuticals and chemicals** – employment growth is reported as being very low but productivity and GVA growth potential is reported as very strong in the short term (2013-15). The chemicals industry is reported as being an 'adjuster', where GVA is expected to increase (+78%), but employment is expected to fall (-25%)
- 3. Computing** – IT services is one of Surrey's largest globally competitive sectors and employment is expected to increase by 18% between 2013 and 2030, whereas GVA is expected to increase by 72%. According to the 2011-2028 Surrey Heath Core Strategy, "maintaining a good level of provision of small, managed business premises will help support this sector and retain the Borough's competitive edge."
- 4. Hospital** – the health sector is estimated to increase GVA by 34% between 2013 and 2030, compared to 8% employment increase. As noted in the Surrey Heath Core Strategy, "growth in the health sector seems likely to reflect growth employment at Frimley Health, rather than immediate links to centres with medical or bioscience research and development."

For most of these sectors, the emerging picture appears to be of relatively high GVA growth alongside more marginal employment growth. The exception in employment terms is the projected fall for the chemical industry which has also been borne out by the figures from BRES over the subsequent three years (2013 to 2016). The overall growth in the Borough's globally competitive sectors will therefore result in an increase in the productivity of the sectors. However, these forecasts must be treated with caution as they depend on a wide range of local, national and international factors.

It is possible at a very broad level to highlight the future land and premises requirements for the Borough's priority sectors:

- Specialist engineering plants are likely to require a range of floor plates (including large scale) suitable for high-tech investment and research and development activity. Access to the motorway network is important for raw materials and finished products.
- Pharmaceutical and chemical preparations may require state-of-the-art flexible laboratories with adjoining commercial office space to let/rent in a highly secure environment.
- IT companies may require secure on-site data centres with internet hosting facilities, with increasingly more powerful broadband and wiring throughout.
- Proximity to the hospital may be a requirement for health-related companies. Again, modern commercial office space is likely to be required.

In addition to specific sectorial requirements sustainable commercial spaces of the future will require access to vibrant and dynamic environments supporting flexible working with central eating and meeting places, conferencing and open green spaces (Siemens in the Borough has its own bespoke campus style development). Science and technology companies

require good access to London and international airports and proximity to universities and research centres. Given the large number of micros in the Borough a flexible grow-on incubator for knowledge-based companies of all sizes might be an attractive proposition. A facility (which could be converted from redundant offices) might combine specialist equipment, business support, and office and administrative services.

AN ENTERPRISING PLACE AND PRODUCTIVE LOCAL ECONOMY

Analysis of the latest business demography statistics (2015) finds that Surrey Heath is performing above average (compared to the region and England) on the number of enterprise births, deaths and survival rates. It has also performed better on these indicators for the past six years:

- **Business births per year** - higher than average (10 new businesses were created for every 1,000 working age residents in 2015 compared to 9.9 nationally)
- **Business deaths per year** – lower than average (89.6 businesses closed for every 1,000 active businesses in 2015, compared to 95.0 nationally)
- **Survival rates** – a higher than average rate of new businesses surviving (90% of businesses created in 2010 survived for at least one year, 79% for two years, 61% by year 3, 50% by year 4 and 45% by year 5; compared to 87%, 73%, 57%, 48% and 41% nationally).

The higher numbers of business births is a consequence of a higher proportion of growth sectors than the national average which has high numbers of consultants and professions suited to sole traders and micro-businesses. Survival rates for Surrey Heath is also better than the county figures. The result of more births than deaths over the past five years and high survival rates has meant the business base in the Borough has been increasing year on year.

Evidence from the British Chamber of Commerce for quarter 3 of 2017 suggests that at the national level business confidence over the next 12 months sees 51% of manufacturing businesses surveyed expecting turnover to increase, up from 46% in Q2. This compares with 40% of service sector businesses in Q3, unchanged from Q2. There were no local figures available due to sample size issues, although the Surrey Chamber of Commerce reported that in recent quarters the local figures tend to reflect those at the national level.

Table 3: Per Capita Gross Value Added (Income Approach) 2010 - 2015

	2010	2011	2012	2013	2014	2015
South East	£24,314	£24,598	£25,509	£26,287	£27,214	£27,847
Surrey	£28,694	£28,627	£30,486	£31,732	£33,088	£33,482
Surrey Heath	£33,421	£32,335	£37,384	£35,614	£36,603	£37,449
England	£22,795	£23,184	£23,828	£24,567	£25,625	£26,159
% of England GVA	147	139	157	145	143	143

Source: ONS, March 2017

The size of the Surrey Heath local economy is estimated at gross value added (GVA) £3.298bn (2015). At county level it is £39.1bn; for the region it is £249bn; and for England it is £1,433bn. The Local Economy Forecasting Model (LEFM) projects the county average growth rate at 2.5% between 2015 and 2030. The forecast for the district is not available.

Using the latest Office for National Statistics (ONS) estimates, GVA per head of population in Surrey Heath in 2015 is £37,449 compared to a national figure of £26,159 per head. The district per head GVA is therefore 143% of the England average. However, over the past 15

years GVA per head has grown by 1.9% annual growth for Surrey Heath compared to 3.1% growth for England. This suggests that although GVA per head is much higher for the district, the national average has been narrowing the gap. For productivity per worker, Kada estimate that the average Surrey Heath figure is £73,000 (GVA divided by the number of full-time-equivalent workers) compared to £53,000 for the county and £50,000 per head for England. In recent years (2013-2015), GVA for information and communication technologies has grown by 39% and business services by 7% but manufacturing has dropped by 37%.

A SUSTAINABLE PLACE TO LIVE, WORK, SHOP AND PLAY...

TRANSPORT AND MOBILITY

According to the 2011 Census, 17,205 people work and live in Surrey Heath, in other words, 42% of people recorded as working in Surrey Heath also live in the Borough. For the 23,295 **people travelling into Surrey Heath to work** from outside the Borough, Map 1 illustrates where these people commute from. The following findings emerge:

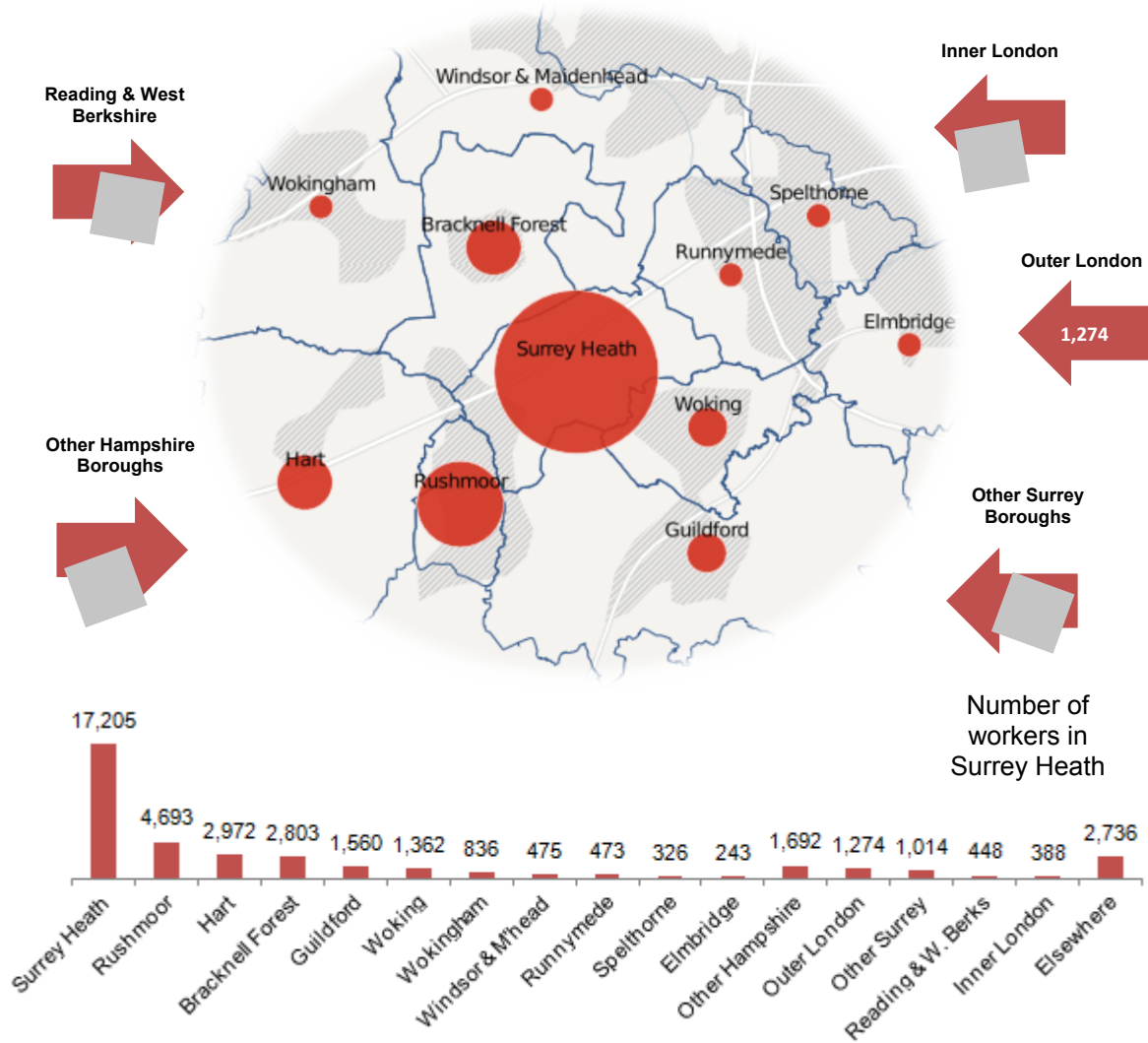
- The highest numbers of in-commuters come to Surrey Heath from Rushmoor (4,693 in-commuters), Hart (2,972) and Bracknell Forest (2,803). This group of three districts on the western edges account for 26% of the Borough's employment base.
- The five other districts that directly neighbour Surrey Heath collectively account for 6,673 in-commuters or 16% of the employment base. The remaining 15% of workers commuting to Surrey Heath are mostly located in surrounding counties and several Boroughs in west London.
- In-commuters from the six districts in the M3 corridor between Winchester and Spelthorne account for 23% of the Borough's employment base.

Of all those commuting into Surrey Heath, 81% drive a car or van and a further 5% are passengers. The Census records that 4% take the train to work in Surrey Heath.

As well as attracting in-commuters to work each day, Surrey Heath also exports out-commuters to surrounding areas. The 17,205 people who live and work in Surrey Heath represent 38% of the Borough's resident working population, in other words, 62% of **residents commute outside of the Borough to work**. Map 2 illustrates where Surrey Heath residents commute to:

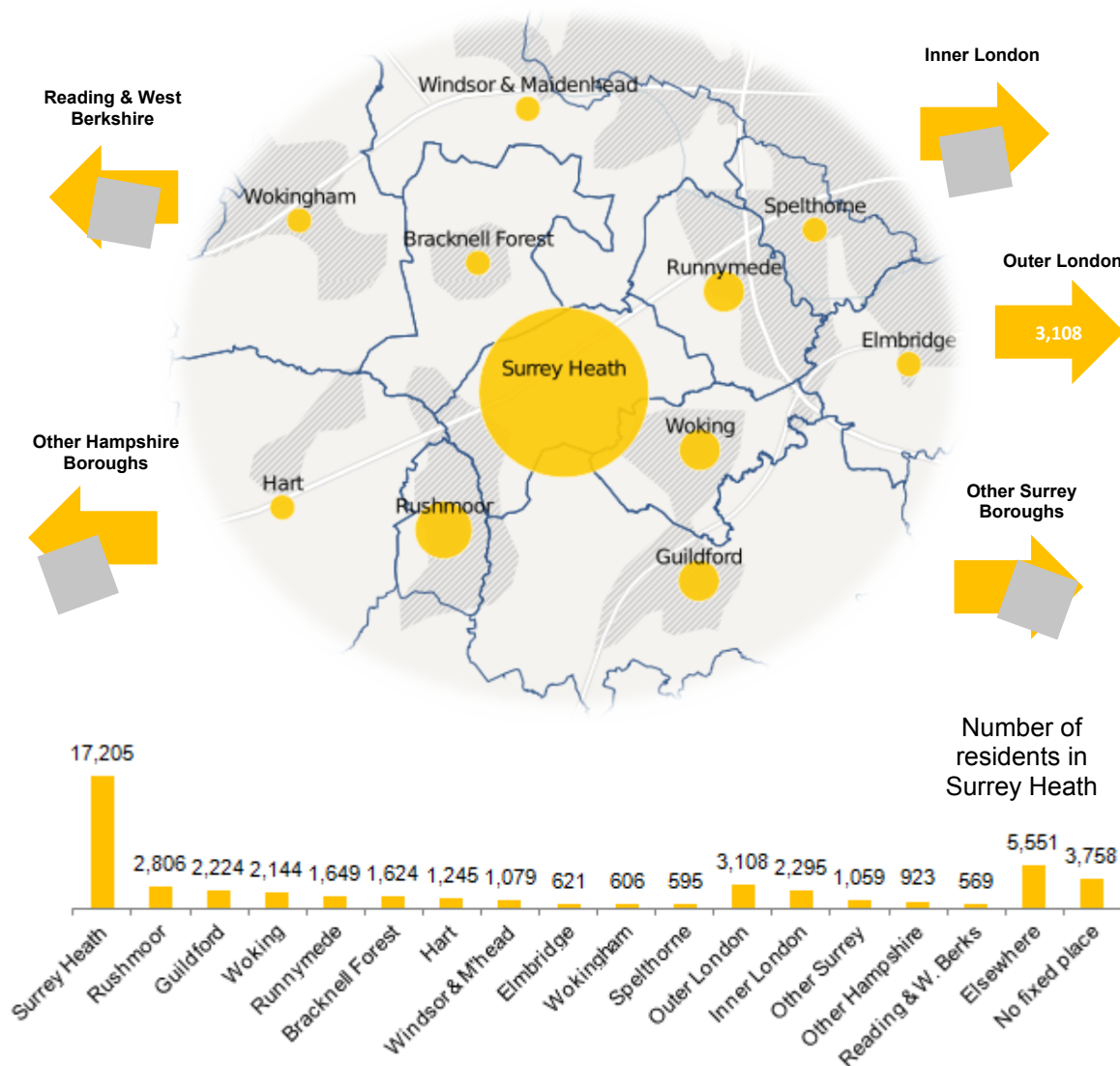
- The primary working destinations for Surrey Heath residents are to the south of the Borough in Rushmoor (2,806 out-commuters), Guildford (2,224) and Woking (2,144). Collectively, these areas account for 16% of Surrey Heath working residents.
- Four other direct neighbours account for a further 5,597 out-commuters or 12%. Approximately 12% of residents commute to central and outer London, while the remaining 21% commute elsewhere or have no fixed place of work.
- Out-commuters to the six districts in the M3 corridor between Winchester and Spelthorne account for 15% of the Borough's working residents.

Map 1: Place of Residence for People Working in Surrey Heath



Source: Census 2011, ONS
Map: CartoDB attribution

Map 2: Place of Work for People Living in Surrey Heath



Source: Census 2011, ONS
Map: CartoDB attribution

Of all those commuting out of Surrey Heath, 82% drive a car or van and a further 3% are passengers. The Census records that 9% take the train to work outside of Surrey Heath.

Within Surrey Heath itself, 6,835 residents drive a car or van to work within the Borough, and 651 are passengers. In comparison, 2,220 residents walk and 413 cycle to work within the Borough. Clearly, a large number of people use the roads into, out of and within the Borough. The Department for Transport publishes detailed traffic flow volumes for key stretches of road in Surrey Heath. To give an example, the stretch between junction four and junction three of the M3 carries an average of 115,046 vehicles per day, a volume that has remained relatively stable over the past decade. The July 2014 announcement of 'smart motorway' construction between M3 junctions 2 and 4a (converting the hard shoulder into a running lane) is expected to boost capacity by a third and improve journey times by 15%.

The 2012 Enterprise M3 transport survey found that one in ten businesses in the LEP area think that transport congestion is a barrier to growth, and pinch points near to M3 junctions 3, 4 and 4a were found to be the second highest priority area for ENTERPRISE M3 businesses after the highest rated priority of A3 access through Guildford. Surrey Future's Congestion

Programme also identified challenges in Camberley town centre, the A331 corridor, the A319 in Chobham and to a lesser degree Frimley A325. The Surrey Transport Plan reports that, for the County, the cost of congestion is estimated at £550m per annum. The £4.2m Meadows Gyrotory project at the crossing between the A30 and the A331 on the north-west corner of Camberley is due to start in 2018. This will reduce congestion and access to the town centre.

In order to address congestion and open up access to sites, the Enterprise M3 Local Transport Body has £24m over four years to invest in projects. The provision of safe pedestrian and cycle routes will be important in addressing congestion and access issues. There are three rail stations in Surrey Heath - Camberley, Frimley and Bagshot –on the Guildford to Ascot / London line. Also, Blackwater station in Hampshire is in close proximity to Camberley, and is operated by First Great Western between Reading and Gatwick. Due to their location off the mainline, rail journey times between Surrey Heath and London are in excess of one hour.

Table 4: Rail Station Daily Entries and Exits

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	Change 2010/11 to 2015/16	Change 2012/13 to 2015/16
Surrey Heath:	2,219	2,277	2,319	2,302	2,294	2,360	6.4%	3.7%
Bagshot	398	409	421	453	457	476	19.4%	16.2%
Camberley	1217	1265	1278	1247	1261	1294	6.4%	2.3%
Frimley	603	603	620	603	576	590	-2.2%	-2.1%
Farnborough:								
Blackwater	1187	1188	1309	1326	1390	1465	23.4%	23.3%

Source: Office of Rail and Road (ORR)

During 2015/16, the three rail stations in Surrey Heath recorded an average of 2,360 entries and exits per day (average over 365 days), of which the majority (55% or 1,294) were by Camberley station. Frimley station recorded 590 (25%) entries and exits per day, compared to 476 (20%) for Bagshot. Blackwater station, just outside the boundary, is above Camberley station with 1,465 entries and exits per day. For the three Surrey Heath stations, the flow of 2,360 entries and exits per day has grown by 6.4% over the past five years compared to a national figure of 27%. Whilst passenger numbers at Camberley station have also grown by 6.4%, Bagshot has increased by 19.4% compared to a fall of 2.2% at Frimley. Rail travel has therefore increased in the district with the exception of Frimley but not as fast as nationally. Over the 17 years of ORR recorded data, total passenger numbers for the three stations have grown by 36% (since 1997/8); up 26% for Camberley, 27% of Frimley and 101% at Bagshot. The Surrey Heath 2011-2028 Core Strategy reports that many residents drive to Brookwood, Farnborough or Sunningdale to use a faster, more direct service to London.

The 2013 Surrey Rail Strategy and 2014 Surrey Heath Local Transport Strategy recognise access to London from Surrey Heath and Blackwater Valley as a priority issue and they recommend options to improve adequacy of service in the shorter-term, such as Camberley station improvements, as well as potential improved surface links in the longer-term with Heathrow, Gatwick and Crossrail 2 (regional option). The most significant rail intervention that was being considered in the forward programme was the reinstatement of the Sturt Rail Chord link between the Guildford-Ascot line and the south-west mainline to improve direct access to London Waterloo. This was at 'scheme identification' stage classed as a long-term (2019-onwards) major scheme.

In April 2016, the Surrey Rail Strategy was updated in the form of a position statement that specifically addressed the inadequacy of the rail access to London from Camberley, Bagshot and Frimley. A study was commissioned by the council to assess the options of having a direct link from Camberley to the South West Main Line (SWML). Two options were explored but both were found to have low value for money, despite increased demand for services, with no viable solution even in the long-term. Although disappointing, operational improvements will be pursued by the County and the Borough Council.

The Borough's Core Strategy also reports that "bus services are improving from centres like Camberley but are still poor in the villages". The proposed £10.5m Blackwater Valley Gold Grid project scheduled to start improvements from 2018/19 aims to improve bus services that extend into Surrey Heath. Among the changes include better access to Frimley Hospital; housing developments at the Princess Royal Barracks (1200 homes), 3200 homes across the Borough, and 600 homes in Camberley town centre; as well as access to retail developments, employment growth sites and links to rail services.

HOUSING

Surrey Heath faces the challenging scenario of balancing high demand for housing with limited supply of permitted sites. Between October 2005 and March 2010, the Council issued planning permission for 834 net new additional dwellings or an average of 345 per year, a figure that was affected by the difficulty in providing Suitable Alternative Natural Green Space (SANGS). Between 2010 and 31 March 2017 approval had speeded up to 3,670 or 524 dwellings per year. During 2015/16 Surrey Heath completed 332 gross units (305 net) comprising 38 houses, 251 flats and 43 one-bedroom care home dwellings. The Strategic Housing Market Assessment (2016) reported an Objectively Assessed Housing Need (OAHN) of 382 dwellings per year for Surrey Heath. Over the next five years this would equate to 1900 dwellings between 2017 and 2022. The Council reported that it can demonstrate an improved 4.54 years of land supply and this is based on sites with planning permission to start; those under construction; deliverable sites within five years; and allocated sites. The Core Strategy was approved in 2012 and set the target for 2,730 (net) additional dwellings between 2011 and 2025. Recent improvements in identifying the size of land supply for housing (4.51 years compared to 2.4 years in 2011) would suggest that the Core Strategy targets can be delivered. The Core Strategy identified the expected geographical distribution of this new provision, outlined in Table 5. The figure for Deepcut includes 1,200 units at the Princess Royal Barracks.

Table 5: Anticipated Delivery of Dwellings in Surrey Heath by Area, 2011 - 2025

Area	Net Additional Dwellings*	% of Surrey Heath Total
Deepcut	1,235	45%
Camberley	860	31%
Bagshot	270	10%
Frimley	120	4%
Chobham†	55	2%
Mytchett	55	2%
Bisley	45	2%
Lightwater	40	1%
Frimley Green	20	1%
West End	20	1%
Windlesham	20	1%
Total	2,730	100%

* Figures do not add to the total due to rounding † The figure for Chobham includes allowance for rural exceptions

Source: Core Strategy 2011 – 2028 (February 2012), Surrey Heath Borough Council

The Core Strategy also notes that the Council will make provision for 510 dwellings within settlement areas or countryside beyond the green belt between 2026 and 2028 if necessary. This increases the planned number of net additional dwellings to 3,240 by 2028, and according to the phasing outlined in Table 6.

Table 6: Anticipated Delivery of Dwellings in Surrey Heath by Date, 2011 - 2028

Period	Net Additional Dwellings
2011 - 2016	700
2016 - 2021	1,055
2021 - 2026	975
2026 - 2028	510
Total	3,240

Source: Core Strategy 2011 – 2028 (February 2012), Surrey Heath Borough Council

A further factor affecting Surrey Heath residential infrastructure is the relatively low proportion of household spaces classed as small dwellings (10% in Surrey Heath compared to 36% across the south-east region), the high proportion of detached dwellings (47% of housing stock compared to the national average of 22%) and the low proportion of stock classed as entry-level flats, maisonettes and terraces (27% in Surrey Heath, 45% national average). These factors mean that there is a higher proportion of larger properties. As noted in the Core Strategy, “the effect of having an imbalance in the mix of housing is that the housing needs of certain groups go unmet. Those seeking small dwellings in the Borough for reasons of affordability, convenience or simply personal preferences are likely to experience far more difficulty in Surrey Heath than in surrounding Boroughs.”

COMMERCIAL AND INDUSTRIAL INFRASTRUCTURE

The district was reported to have approximately 200,000 square metres of office floorspace, of which c.120,000 square metres or 60% is occupied, and 76,100 square metres is available (Enterprise M3 Commercial Property Market Study 2013). It also has over 300,000 square metres of industrial floorspace, of which c.280,000 square metres or 90% is occupied, and 24,400 square metres is available. Compared to other districts in the Enterprise M3 area, Surrey Heath had a relatively high office vacancy rate (37%) and a mid-ranking industrial vacancy rate (8%)⁹. These rates do raise some concerns given the national planning norm vacancy rates are 5% to 10%. Large concentrations of Surrey Heath’s office and industrial space are located at the business and industrial parks surrounding Yorktown and Watchmoor and other urban locations.

Table 7: Uses in Camberley Town Centre, 2010

	Units			Floorspace		
	Number	%	England %	Sq m	%	England %
Convenience	10	4%	10%	4,311	8%	17%
Comparison	122	50%	43%	30,166	53%	49%
Service	59	24%	34%	11,371	20%	22%
Vacant	52	21%	12%	11,018	19%	11%

⁹ Hart, Rushmoor and Surrey Heath Joint Employment Land Review June 2015

Total	243	100%	100%	56,866	100%	100%
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Source: Retail Study Update (June 2010), Chase & Partners, Surrey Heath Borough Council

The 2014 Camberley Town Centre Statement outlined £310m potential regeneration investment and improvements beyond commercial floorspace in Camberley. The Statement outlines six programmes that are expected to be Camberley's first wave of developments between 2014 and 2030 to realise its potential (see Table 9).

Table 9: Future Projects for Camberley

Project	Potential Investment (£m)	Description
M3 Scheme	£134	M3 Managed Motorway Scheme
North Side	£120	London Road Block
East Side	£16	Land east of Knoll Road
West Side	£15	Redevelopment of the Arena Leisure Centre
A30	£13	Meadows Gyratory and A30 improvements
South Side	£12	Additional residential, new rail station and car park improvements
Total	£310	Major projects that Surrey Heath BC is working to deliver

Source: Camberley Town Centre Statement 2014-2030 (July 2014), Surrey Heath Borough Council

QUALITY OF LIFE

Improving quality of life is an important aspect for any economic strategy with the inherent need to attract – and retain – the best and brightest talent, and to create a place for all to live, work, shop and play.

One of the biggest factors affecting quality of life in Surrey Heath is house prices. The Enterprise M3 Housing Evidence Study notes that “housing affordability is a crucial factor attracting skilled workers, particularly graduates, to live and work in the Enterprise M3 area.” 83% of respondents to the Enterprise M3 'Barriers to Growth' business survey identified housing supply and affordability as a barrier to recruitment. Circumstantial evidence suggests that many people choose to move to Surrey Heath because house prices are cheaper than in central London, yet at the same time, Surrey has house prices that are higher than many of its neighbouring areas. HM Land Registry reported the average price for a house in Surrey Heath in July 2017 was £396,481 compared to an average of £316,082 for the South East region, and £243,220 for England.

The house price to income ratio is arguably a better measure for quality of life than house prices alone. Local average earnings for a full-time employed person (2016) are equivalent to £20.09 per hour, £779.00 per week or £43,238 per year. Surrey Heath average earnings are well above the regional (£38,286) and national (£35,002) averages. The income average to house prices in Surrey Heath ratio is 9.1:1, compared to 6.9:1 for England and 8.3:1 for the region. This shows that

Low cost home ownership, private renting and affordable renting are also priced relatively high when compared to average incomes; Table 10 shows that Surrey Heath is comparable to, if slightly lower than, the Enterprise M3 averages. Affordable housing in north-west Surrey and north-east Hampshire, the Strategic Housing Market Assessment (SHMA) identified a net annual shortfall of 632 units per annum in Surrey Heath.

Table 10: Gross Household Income to Buy an Average Two-bed Property, 2017

	Buy Outright	Low Cost Home Ownership	Private Renting	Affordable Renting
Surrey Heath	£60,103	£46,205	£49,286	£38,400
ENTERPRISE M3	£61,775	£47,490	£50,827	£39,001

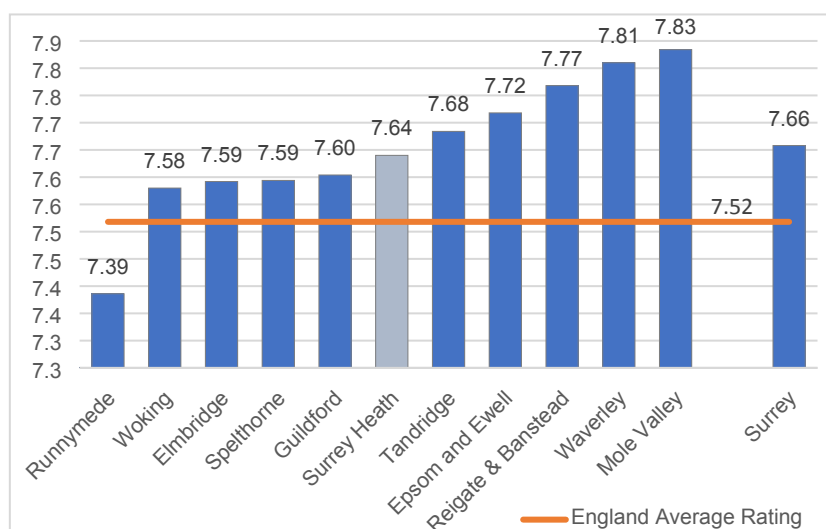
Source: Kada estimated updates of the Housing Evidence Study (2014), Enterprise M3, Regeneris

Health is another determinant of quality of life and the 2011 Census identifies the concentrations of long-term health and disability problems which limit day to day activities. Those who reported that their health was limiting their activities ‘a lot’ were 5.2% of the population compared to 8.3% for England. However, as noted in the Surrey Heath 2011-2028 Core Strategy, “there are small pockets of deprivation in which health is poorer”. These include central (8.6%), north-east (9.1%) and south (8.6%) of Camberley town; central (9.1%) and north-east (8.6%) Bagshot; and east Frimley (8.7%).

The 2015 Index of Multiple Deprivation (IMD) provides an overview of the district’s relative poverty. Surrey Heath ranked 320th of the 326 local authorities on the average score for deprivation, which means only six local authorities in England are ‘less deprived’ than the Borough. Looking at each of the domains, barriers to housing and services is where the Borough ranked worse than the majority of districts – 148th of the 320. This is due to the high cost of housing and the long distances to local services due largely to the lack of major towns or cities in the Borough.

In September 2016, ONS published a measure of ‘personal well-being’ covering five years of data collection (2011/12 to 2015/16). It contains four separate domains: satisfaction with your life, whether your contribution is worthwhile (self-worth), feelings of happiness, and feelings of anxiety. Each is marked out of 10. The higher the score, the greater is the well-being with the reverse being true for anxiety. An average score was taken over the five years by Kada for each domain to provide a more robust result. For life satisfaction (7.64), worthwhile (7.83) and happiness (7.42) the ranking was higher than the nation average (7.52, 7.75 and 7.38 respectively) on personal well-being but anxiety (3.07) was worse than the England figure (2.97). Surrey Heath ranked in the middle of the 11 Surrey districts for Life Satisfaction.

Figure 8: Personal Well Being: Life Satisfaction 5 Year Average



Source: ONS, Scale 0 to 10 for ‘Satisfaction with life’

Surrey Heath's "high quality natural environment and significant amounts of open space" are recognised as considerable strengths in the Core Strategy. There are country parks in Frimley Green and Lightwater, areas of ecological importance in the Thames Basin Heaths Special Protection Area (SPA), along with five protected biodiversity areas (SSSIs) covering nearly a quarter (23%) of the Borough. These areas form part of a green infrastructure network for Surrey Heath that also includes parks and gardens, woodlands and green corridors, outdoor sports fields, allotments and other areas of accessible countryside. As detailed in the Core Strategy, "the Borough Council considers that the retention and continued protection of these areas is vital to ensuring healthy communities and in maintaining the attractiveness and quality in the built environment."

ANNEX THREE: CONSULTEES*

Janet King	Director – HR and Facilities	Frimley Health
Robert Mills	Regional Housing Director	Accent (South) Housing Group
Martin Lloyd	Head of Acquisitions & Disposals	MOD – Defence Infrastructure Organisation
Stephen Love	Portfolio Director, EMEA	Bank of America (Merrill Lynch)
Andrew Hall	Finance Director	Siemens
Zoe Griffiths	Managing Director	Collectively Camberley
Kathy Slack	Director	Enterprise M3
Louise Punter	Chief Executive	Surrey Chambers
Judith Jenkins	Economy Manager, Environment & Infra.	Surrey County Council
Andrew Haughey & Spencer Winter	Retail Asset Manager & Indept. Property Adviser	Capital & Regional
Kevin Cantlon	Economic Development	Surrey Heath Borough Council
Mark Pearson	Chief Executive	Surrey Connects
Paul Donnelly	CSR Manager	Big Yellow Ltd
Julian Kinder	Land Director	McCarthy & Stone
Rick de Kerchkove	Head of Finance	Longacres Nursery
Michelle Davey	Legal Manager/Company Secretary	BAM Nuttall

* Undertaken in 2014 as part of initial strategy development.

ANNEX FOUR: GLOSSARY

Blackwater Valley: an open space along the borders of the English counties of Berkshire, Hampshire and Surrey (also referred to in a local sub-regional context).

Collectively Camberley Business Improvement District: Independent, not for profit company funded by local businesses which aims to improve and promote the town centre.

Deepcut (Development Project): 15-year regeneration scheme to transform the village of Deepcut into a sustainable, high quality rural heathland village.

DWP: Department of Work and Pensions.

EDO: Economic Development Officer.

Enterprise M3: a business-led Local Enterprise Partnership (see below), one of 39 in England, which is working to secure economic growth at sub-national level. The Enterprise M3 area stretches 75 miles through Hampshire and Surrey, from rural communities in the New Forest to the perimeter of Heathrow Airport.

European Regional Development Fund (ERDF): Fund to stimulate economic development.

European Social Fund (ESF): is the European Union's main financial instrument for supporting employment as well as promoting economic and social cohesion.

Growing Places Fund: Fund to enable the development of local funds to address infrastructure constraints.

Growth Accelerator: A government funded service that helps ambitious businesses achieve rapid, high and sustainable growth.

Growth Deal: a partnership between the Government and Local Enterprise Partnerships, where the Government will respond to the offers made by Local Enterprise Partnerships in pursuit of the shared objective of growth.

GVA: A measure of the value of the goods and services produced in an area, industry, or sector of an economy.

IWM: WW1 Centenary Partnership: First World War Centenary Partnership led by Imperial War Museum to mark the First World War Centenary.

Information, Advice and Guidance (IAG) services that promote the benefits of learning, help individuals to address and overcome the barriers to learning, and support them in making realistic and well-informed choices.

Innovate UK (former the Technology Strategy Board): The UK's innovation agency helping to accelerate growth by stimulating and supporting business-led innovation.

JCP: Job Centre Plus.

Local Growth Fund: Fund to local enterprise partnerships for projects that benefit the local area and economy.

Local Enterprise Partnership (LEP): Local enterprise partnerships are partnerships between local authorities and businesses. They decide what the priorities should be for investment in roads, buildings and facilities in the area.

Local Transport Board (LTB): Board established to prioritise and oversee the delivery of key Major transport schemes.

Manufacturing Advisory Service (MAS): Business support service for manufacturing businesses in England helping them improve and grow.

Military Covenant: informal understanding or agreement between the armed forces and the nation or local community.

MoD: Ministry of Defence.

NEET: A young person who is no longer in the education system and who is not working or being trained for work.

NVQ: National Vocational Qualification.

SANG: (The provision of) Suitable Alternative Natural Greenspace.

SFA: Skills Funding Agency.

SH: Surrey Heath.

SHBC: Surrey Heath Borough Council.

STEM: Referring to the academic disciplines of Science, Technology, Engineering and Maths.

Sturt Rail Chord: Rail line closed in 1964 (Its reintroduction is being considered as a long-term priority).

UKTI: UK Trade and Industry works with UK businesses to ensure their success in international markets through exports and encourages and supports overseas companies to look at the UK as the best place to set up or expand their business.

Requests for Carry Forward of Unspent Budget from 2017/18 to 2018/19

Summary

To seek authority to carry forward unspent budget from 2017/18 to 2018/19 in line with financial regulations.

Portfolio - Finance

Date Portfolio Holder signed off report: 26 June 2018

Wards Affected - All

Recommendation

The Executive is advised to APPROVE the budget carry forwards for 2018/19 totalling £872,243 as set out at Annexes A and B.

1. Resource Implications

- 1.1 Any amount carried forward is effectively a charge to the General Fund for the year in which it is spent. Therefore if all of the carry forwards were approved this would result in a £872,243 being charged against general fund reserves in 2018/19.

2. Key Issues

- 2.1 The financial regulations state that where the total budget carry forward requests exceed £25,000 they must be approved by Executive.

- 2.2 Carry forwards fall in two categories as follows:

- 1) Those which arise from budget underspends in the previous year, which are as a result of works being deferred into the current year.

These are shown in Annex A and total £574,917.

- 2) Those that arise from the receipt of Government Grants which due to accounting rules have recognised as income when received provided all the conditions for its original grant have been met. However some grants are received too late in the year to be spent and therefore requests are made to carry these forward so they can be spent in the following year. These grants are usually ringfenced and can only be used for the purpose for which they were given

These are shown in Annex B and total £297,326.

3. Options

- 3.1 The Executive can:

- 3.1.1 Accept any or all of the budget carry forwards as listed; or
- 3.1.2 Reject any or all of the budget carry forwards as listed; or
- 3.1.3 Amend any or all of the budget carry forwards as listed

4. Proposals

- 4.1 The Executive is asked to APPROVE the budget carry forwards for 2018/19 as listed in Annex A and B.

5. Supporting Information

- 5.1 Budget holders were asked to complete a form for each carry forward request in which they had to demonstrate that:
 - 1) Capacity – They had adequate capacity in the service to use this budget without affecting in year service delivery and objectives
 - 2) Capability – They were able to do the work actually in the year.
 - 3) Committed – The Council was committed to do this work and also explain why it had not been done in the prior year.

6. Corporate Objectives And Key Priorities

- 6.1 Budgetary control supports the Objective of providing services better faster and cheaper

Annexes	Annex A and B – List of carry forwards and supporting information.
Background Papers	Carry Forward Requests
Author/Contact Details	Adrian Flynn – Chief Accountant Adrian.Flynn@surreyheath.gov.uk
Exec Head of Service	Kelvin Menon – Executive Head of Finance

Annex A – Carry Forward Requests for Budget Under Spends

			Budget Under Spends
Service	Officer	Value Requested	Reason Requested
Legal	Karen Limmer	£50,000	Underspend on Building repairs budget to be used to build a bridge at Doman road which has moved from 2017/18.
Legal	Karen Limmer	£10,000	Underspend on Corporate Land Management, to fund the replacement of carpets in Surrey Heath House.
Transformation	Louise Livingston	£100,000	Underspend on the K.Canton Fund for new shopfronts to be carried forward
Transformation	Louise Livingston	£27,000	Underspend on Transformation to fund environmental enforcement, including the removal of vehicles, and counter fraud work.
Transformation	Louise Livingston	£24,000	To fund Media and Marketing resource from transformation underspend.
Transformation	Louise Livingston	£36,417	Flexible retirement costs agreed in Jan 2018 to be paid in 2018/19.
Transformation	Louise Livingston	£85,000	To set up a one-off summer placement scheme and provide a fixed term Economic Development Officer using 2017/18 transformation staffing underspends.
Business	Daniel Harrison	£88,500	Remainder of budget for procuring a replacement Arena Leisure centre as work will be completed in 2018/19.
Regulatory	Jenny Rickard	£54,000	Remainder of Planning Policy consultant's budget to fund work in respect of the Local plan which is now taking place in 2018/19.
Investment and Development	Karen Whelan	£5,000	Underspend on General Supplies and Services budget
Investment and Development	Karen Whelan	£40,000	Underspend on Strategic Property Development to be carried forward to fund stands at Revo and MIPIM in the 2018/19
Investment and Development	Karen Whelan	£55,000	Underspend on regeneration consultant's budget to help fund feasibility studies for 3 local authority owned assets.
TOTAL		£574,917	

Annex A – Carry Forward Requests for Budget Under Spends

Annex B – Carry Forward Requests for Unspent Grant Carry Forwards

Unspent Grant Carry Forwards			
Service	Officer	Value Requested	Reason Requested
Regulatory	Jenny Rickard	£30,726	Residual HIA grant Income
Regulatory	Jenny Rickard	£5,000	Residual Homelessness grant
Regulatory	Jenny Rickard	£1,200	Residual New Burdens grant
Regulatory	Jenny Rickard	£18,950	Residual DCLG private sector single people funding.
Regulatory	Jenny Rickard	£17,490	Residual HRA new Burdens grant
Regulatory	Jenny Rickard	£125,960	Residual Homelessness grant
Corporate	Richard Payne	£25,000	Residual Individual electoral registration grant to be carried forward.
Community	Tim Pashen	£23,000	Residual SCC Recycling incentive grant
Transformation	Louise Livingston	£50,000	Residual Fraud and Enforcement grant.
TOTAL		£297,326	
GRAND TOTAL		£872,243	

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Review of the Corporate Capital Programme 2017/18.

Summary

To report on the capital outturn for 2017/18 and to approve any carry forward of budgets into the 2018/19 Capital Programme.

Portfolio - Finance

Date signed off : 9th July 2018

Wards affected – n/a

Recommendation

The Executive is advised to RECOMMEND to Full Council that

- (i) **the carry forward budget provision of £8.4million from 2017/18 into 2018/19 be approved;**
- (ii) **the revised 2018/19 Capital Programme of £16.984 million be noted.**

1. Resource Implications

- 1.1 The Prudential Code for Capital Finance in Local Authorities requires that actual capital expenditure during the year is reported to members. For 2017/18 this was £4.174 million.
- 1.2 The budget impact of these schemes was considered and approved when the schemes were incorporated into the capital programme.
- 1.3 If the recommendation is approved, the loss of investment interest on the £8.4m carry forward sum at current rates would be £168,000 per annum.
- 1.4 The Capital Reserves available for capital expenditure amounted to £2.221m at 31st March 2018. An additional £10.422 m is held in the revenue capital fund, which could be used to support capital expenditure, as well as supporting revenue expenditure in the future. Some of the expenditure is also funded by grant and external contributions
- 1.5 The Council will borrow to acquire assets, to assist with economic development and regeneration, provided that the assets generate a return adequate to service the loan and any Minimum Revenue Payment.

2. Key Issues

- 2.1 The schemes detailed in Annex A reflect a number of larger projects agreed by the Council throughout the year and Annex B sets out the reasons for the carry forwards.

3. Options

- 3.1 The Executive, where no contractual commitments are identified, has the option of agreeing all of these carry forwards, amending them or rejecting them.

4. Proposals

- 4.1 It is proposed that Executive RECOMMENDS to Full Council that
- (i) the carry forward budget provision of £8.4 million from 2017/18 into 2018/19 be approved;
 - (ii) the revised 2018/19 Capital Programme of £16.984 million be noted;

5. Corporate Objectives and Key Priorities

- 5.1 Corporate Objective – Providing services better, faster and cheaper.

Annexes	Annex A – Monitoring statement. Annex B – Background notes on carried forward capital schemes
Background papers	None
Author/contact details	Adrian Flynn – Chief Accountant Adrian.Flynn@surreyheath.gov.uk
Head of service	Kelvin Menon – Executive Head of Finance

CAPITAL OUTTURN 2017/18 AND CAPITAL ESTIMATES 2018/19

Capital Monitoring 2017/18 Quarter 4								
	B/Fwd from 2016/17	Approved Bids 2017/18	Total 2017/18 Programme	Current Spend & Commitments	Funds Available	C/Fwd to 18/19 budget	Approved 18/19 Budget	Revised Approved 18/19 Budget
	£'000	£'000	£'000	£'000	£'000	£,000	£,000	£,000
Legal								
Property Acquisition Strategy	666	0	666	3	663	663	2000	2663
Ashwood House	15	865	880	432	448	448		448
Doman Road	0	512	512	518	-6	0		0
Windermere Golf Club	0	1200	1200	4	1196	1196		1196
Sub Total	681	2577	3258	957	2301	2307	2000	4307
Investment and Development								
The Square Refurbishment	0	6200	6200	2072	4128	3899		3899
High Street Public Realm Improvements	0	300	300	0	300	300	2500	2800
Acquisition of the Square	0	0	0	164	-164	0		0
Sub Total	0	6500	6500	2236	4264	4199	2500	6699
Transformation								
Civica Financial System	28	0	28	17	11	11		11
Cloud	78	0	78	50	28	28		28
Wifi Surrey Heath House	35	0	35	35	0	0		0
ICT							22	22
Sub Total	141	0	141	102	39	39	22	61
Business								
Main Square Refurbishments	59	670	729	76	653	653		653
Knoll Road Lifts	0	80	80	66	14	14		14
Pic Monies	97	0	97	2	95	21		21
Camberley Park & Obelisk	42	0	42	0	42	42		42
Wellington Park	20	0	20	67	-47	0		0
Lightwater CP Visitors Centre	7	0	7	0	7	7	55	62
Deanside DR Woods Play Area	35	0	35	0	35	35		35
Pic Monies Feb 2017	0	613	613	0	613	613		613
London Road Rec	0	21	21	0	21	21		21
Deepcut Community Centre	0	0	0	56	-56	0		0
Camberley Theatre Improvements							137	137
Sub Total	260	1384	1644	267	1377	1406	192	1598
Community								
Garden Waste Bins	0	110	110	112	-2	0		0
Windle Valley Day Centre	0	35	35	48	-13	0		0
Dog Warden Van	0	10	10	0	10	0		0
Community Bus	0	40	40	0	40	40	40	80
Refuse Vehicles							3200	3200
Sub Total	0	195	195	160	35	40	3240	3280
Corporate								
Telephone System	25	0	25	0	25	25		25
Sub Total	25	0	25	0	25	25	0	25
Regulatory								
Openspace Works	154	48	202	52	150	150		150
Renovation Grants	0	630	630	400	230	234		234
DFG's							630	630
Sub Total	154	678	832	452	380	384	630	1014
Grand Total of All Schemes	1261	11334	12595	4174	8421	8400	8584	16984

Background notes on carry forward Capital Schemes

Capital Scheme	Purpose	Reason for carry forward
Property Acquisition Strategy	To acquire property in accordance with the property acquisition strategy	Council is seeking to acquire further property in 2018/19
Commercial property development	To pay for redevelopment of Pembroke and Ashwood House	Scheme to continue in 2018/19
Windermere Golf Club	To purchase golf club for use as Sangs Land..	Purchase will be completed in 2018/19.
The Square Refurbishment	Refurbishment of the Square shopping Centre.	Work started and to be completed in 2018/19
High Street public realm improvements.	To deliver an improved Camberley town Centre.	Work started and to be completed over the next two years.
Civica Financial System	New financial system	Additional modules to be installed in 2018/19
Cloud	Data storage in a more secure format.	Work will be completed in 2018/19.
Main Square Car Park	Multi Storey car park deck coating	Work started and to be completed in 2018/19
Planning Infrastructure contributions capital schemes	Upgrading play equipment and community facilities	Works to be commenced in year
Camberley Park	Renovation of obelisk	Linked to a wider LEKR objectives
Wellington Park	Playground improvements	To be completed in 2018/19
Lightwater visitors centre	Café and education centre	Further upgrade required to the visitors centre that are to be completed in 2018/19
Deanside Diamond ridge	Tree works and picnic area	Works are scheduled for completion during 2018/19.
London Road Rec	Recreation ground improvements.	Works are scheduled for completion during 2018/19.
Community Bus	To help run the community transport service.	Bus ordered and will be delivered in 2018/19.
Telephone System	Upgrade telephone system	Works to be completed in 2018/19 to tie in with mobile upgrade

Renovation grants	Discretionary grants and financial assistance for the renovation and maintenance of properties.	Works committed to and will be completed in 2018/19.
SANGS capital works	Upgrade to land purchased to make it in to a SANGS	Some works done in 2017/18 and more being completed in 2018/19

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Exclusion of Press And Public

RECOMMENDATION

The Executive is advised to RESOLVE that, under Section 100A(4) of the Local Government Act 1972 (as amended) and Regulation 5 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the public be excluded from the meeting for the following items of business on the ground that they involve the likely disclosure of exempt information as defined in the paragraphs of Part 1 of Schedule 12A of the Act, as set out below:

<u>Item</u>	<u>Paragraph(s)</u>
12	3
13	3
14	3

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By virtue of
Regulation 21(1)(A) of the Local Authorities (Executive
Arrangements) (Access to Information) (England)
Regulations 2000.

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