



Surrey Heath Borough Council
Surrey Heath House
Knoll Road
Camberley
Surrey GU15 3HD
Telephone: (01276) 707100
Facsimile: (01276) 707177
DX: 32722 Camberley
Web Site: www.surreyheath.gov.uk

Department: Democratic Services
Division: Corporate
Please ask for: Katharine Simpson
Direct Tel: 01276 707157
E-Mail: democratic.services@surreyheath.gov.uk

Monday, 30 August 2021

To: The Members of the **Performance and Finance Scrutiny Committee**
(Councillors: Sashi Mylvaganam (Chairman), Valerie White (Vice Chairman),
Graham Alleway, Cliff Betton, Vivienne Chapman, Sarah Jane Croke, Paul Deach,
Sharon Galliford, Edward Hawkins, Darryl Ratiram, Morgan Rise, Graham Tapper and
Victoria Wheeler)

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

Substitutes: Councillors Dan Adams, Peter Barnett, Rodney Bates, Tim FitzGerald,
Josephine Hawkins, David Lewis, Pat Tedder and Kristian Wrenn

Dear Councillor,

A meeting of the **Performance and Finance Scrutiny Committee** will be held at Council Chamber, Surrey Heath House, Knoll Road, Camberley, GU15 3HD on **Wednesday, 8 September 2021 at 7.00 pm**. The agenda will be set out as below.

Please note that this meeting will be recorded.

Yours sincerely

Damian Roberts

Chief Executive

AGENDA

	Pages
1 Apologies for Absence	
2 Minutes	3 - 8
To receive, and confirm as being a correct record, the minutes of the meeting of the Performance and Finance Scrutiny Committee held on 7 th July 2021.	
3 Declarations of Interest	

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

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

- | | | |
|----------|--|----------------|
| 4 | Five year Strategy Update | 9 - 46 |
| | To receive an update on the development of a new Five Year Strategy for the borough including an update on the outcomes of recent consultation exercises. | |
| 5 | Complaints Monitoring Report 2020/21 | 47 - 52 |
| | To receive and comment on a report summarising the outcome of complaints received by the Council during the 2020/21 municipal year. | |
| 6 | Executive Portfolio Update: Planning and People | 53 - 62 |
| | To receive an update on key areas of work within the Planning and People Executive Portfolio over the last twelve months. | |
| 7 | Review of Public Realm Works | 63 - 64 |
| | To consider the proposed terms of reference for a Task and Finish Group to look into the additional costs incurred by the public realm works in Camberley town centre. | |
| 8 | Work Programme | 65 - 68 |
| | To consider the Performance and Finance Scrutiny Committee's work programme for the remainder of the 2021/22 municipal year. | |

Minutes of a Meeting of the Performance and Finance Scrutiny Committee held at Council Chamber, Surrey Heath House, Knoll Road, Camberley, GU15 3HD on 7 July 2021

- + Cllr Sashi Mylvaganam (Chairman)
- + Cllr Valerie White (Vice Chairman)

- | | |
|-------------------------|--------------------------|
| - Cllr Graham Alleway | - Cllr Edward Hawkins |
| + Cllr Cliff Betton | + Cllr Darryl Ratiram |
| - Cllr Vivienne Chapman | + Cllr Morgan Rise |
| - Cllr Sarah Jane Croke | + Cllr Graham Tapper |
| + Cllr Paul Deach | + Cllr Pat Tedder |
| + Cllr Sharon Galliford | + Cllr Victoria Wheeler* |

+ Present

- Apologies for absence presented

* In attendance virtually

Substitutes: Councillor Tedder for Councillor Alleway

Members in Attendance:

Councillors Peter Barnett and Rodney Bates,

Executive Portfolio Holders in Attendance:

Councillor Shaun Garrett, Support and Safeguarding

Councillor David Mansfield, Environment and Health

Councillor Alan McClafferty, Leader

Officers Present:

Sarah Bainbridge, Senior Organisational Development Advisor

Robert Baldwin, Avison Young

Alan Harris, Montagu Evans

Daniel Harrison, Executive Head: Business

Martin Hone, Executive Head: Finance

Damien James, Chief Executive

Louise Livingston, Executive Head Transformation

Tim Pashen, Executive Head: Regulatory

Richard Payne, Executive Head: Corporate

1/PF Minutes of Previous Meeting

RESOLVED that the minutes of the Performance and Finance Scrutiny Committee meeting held on 17th March 2021 be approved as a correct record and signed by the Chairman.

2/PF Declarations of Interest

Councillor Deach declared an interest in respect of Item: Property Investment Task and Finish Group Final Report in that his company provided services to The Squ Shopping Centre.

3/PF Annual Performance Report

The Committee received a report summarising the performance of the Council during the 2020/21 financial year against the corporate objectives, priorities and success measures set out in the Annual Plan.

The Committee was informed that the Covid-19 pandemic and its associated Government restrictions had had a significant impact on the Council's services during the year however no adjustments had been made to the agreed project targets and success measures to take these into account. Notwithstanding this, 70% of the projects contained within the plan had either been achieved or were on track to be achieved. 16% of projects had not been fully achieved or were delayed due to Covid-19. Of the success measures in the plan, 56% had met the agreed targets and 39% had missed the agreed target due to Covid-19.

Key areas of success during 2020/21 had included the delivery of a new leisure centre, the installation of three new playgrounds and a fourth in progress, the successful delivery of the Community Services Partnership with Runnymede Borough Council, collection of 98.70% of the Council Tax owed, the collection of 99.8% of business rates owed and the number of meals at homes served had exceeded its agreed target of 35,000 meals by 75% delivering 61,346 meals over the course of 2020/21.

The restrictions due to the pandemic had impacted significantly on Camberley Theatre, the Heritage Service and Community Transport with restrictions on openings and social distancing measures meaning it had not been possible to operate fully.

Arising from the Committee's questions and comments the following points were noted:

- Although there had been no additional new support available to help residents struggling to pay Council Tax due to the pandemic, the collection rates had held up well. Where a resident did contact the Council seeking assistance officers were being as accommodating as possible.
- During 2020/21 there had been a 217% increase in the number of applications for housing benefit due to the pandemic a situation which had initially overwhelmed the Benefits Team assessing claims which had resulted in a substantial increase in workload and this had in turn impacted on the time taken to determine each claim. Notwithstanding this the Team had responded well to the challenge and the length of time that it took to assess a new claim was now back on target although the number of new claims being received was still double that received in previous years.
- Whilst there were no Government grants available to support residents struggling to pay their Council Tax bills during the pandemic the Council was taking a proportionate approach with residents who reported problems.
- The review of the Local Council Tax Support Scheme would be carried out over the summer and would be brought to the Executive in October.
- It was clarified that the Refugee resettlement programme was a joint scheme run in partnership with Runnymede Borough Council. Currently 4 families had been rehomed through the scheme and a further family was in the process of being resettled.
- Information relating to enforcement actions taken in respect of planning breaches would be reported to the Planning Applications Committee on a regular basis.
- The consultation to help inform that Physical Activity Strategy had commenced and would be continuing over the summer. It was expected that the Strategy would be brought to the Executive for adoption later in 2021/22.

- It was agreed that data relating to the number of environmental health complaints received broken down by type and ward would be circulated.
- It was expected that Community Transport usage would recover following the lifting of the Covid-19 restrictions.
- The Windle Valley Day Centre would be reopened as soon as possible after the Government lifted the Stage 4 restrictions on the 19th July. The exact date for reopening would be circulated.

The Committee noted the report.

4/PF A New Five Year Strategy for Surrey Heath Borough Council

The Committee received a report providing an update on the development of a new Five Year Strategy for the Council.

It was noted that workshops had taken place with both members and partners and the key issues that had been identified for consideration as part of the Strategy's development had included:

- Provision of sufficient housing that was truly affordable and the importance of a decent, safe home on people's life chances
- Congestion and the impacts that development has on this.
- Addressing poverty and inequalities across the Borough, including supporting those who had found themselves in need for the first time.
- Focusing on young people and families, including upskilling families, providing facilities for young people, supporting mental health and addressing issues such as knife crime.
- Tackling isolation and loneliness
- Supporting businesses across the Borough to be resilient and grow.
- The importance of climate change, biodiversity and the environment

It was proposed that the Strategy's issues and objectives would be grouped together under three overarching themes: Health & Quality of Life, Economy and the Environment.

Public consultation on the proposed themes and priorities would commence the week commencing 12th July 2021. The consultation would take a range of formats including online and paper surveys for the public, council partners and businesses, online focus groups with members of the public and a survey of Council staff. Officers would also attend public events to gather people's views and opinions and materials would be produced to help councillors facilitate discussions with residents. Members were asked to suggest any suitable events that could be attended in the coming months.

Arising from the subsequent discussion the following points were noted:

- The consultation should actively seek out residents views on the future direction of the Borough and not just direct respondents to select from a pre-agreed set of priorities.
- The Strategy should have a singular goal which would be reinforced by actions set out in the strategy not just a list of actions and ideas.
- It was suggested that a postal survey, posted to 100 or 150 randomly selected addresses, should be added to the consultation process.
- A number of focus groups would be held virtually and in person at a range of times, together with attendance at public events, so that as wide a cross section of residents could be involved in the consultation as possible.

- Wording in relation to climate change should be made stronger.

A report setting out the outcomes of the consultation would be brought to the Performance and Finance Scrutiny Committee's meeting in September. It was expected that the final strategy would be taken to Full Council for adoption in October.

5/PF End of Year Finance Report

The Committee received a report summarising the Council's financial performance during the 2020/21 financial year.

The pandemic and its associated restrictions had placed significant pressure of the Council's income from its commercial investments and fees and charges. The Government had put significant measures in place to assist local authorities and the Council had received grants totalling approximately 75% of service delivery income lost. At the end of the 2020/21 financial year the Council's overall expenditure had exceeded the agreed budget by approximately £1million. A sum that would be covered by drawing down on the Council's reserves.

It was clarified that the £46,000 variance in the finance budget had been due to a number of adjustments from 2019/20 that had been made to the accounts at the end of the financial year and that these had had no impact on the Council's overall budget.

It was agreed that updated budget tables showing both the budgeted costs and the actual costs as well as the budget variances would be circulated to members.

It was confirmed that the Council's budget for 2021/22 was balanced and that as restrictions lifted further on the 19th July it was expected that income levels would recover when the Theatre reopened and income from the newly opened Places Leisure Centre were received.

The Committee noted the report.

6/PF Corporate Capital Programme 2020/21 and Capital Prudential Indicators for 2020/21

The Committee received a report summarising the Council's capital expenditure for 2020/21.

It was reported that capital expenditure during the 2020/21 financial year had been £24.162million which was 64% of the allocated £34.991million budget originally allocated. The majority of the underspend was attributed to projects being delayed due to the pandemic and the funding allocated to these projects would be carried forward into the 2021/22 financial year. Any requirements to increase the budget for these delayed projects would be brought to the Executive for approval.

The Committee noted the report.

7/PF Property Investment Task and Finish Group Final Report

The Committee considered a report setting out the outcomes of an investigation by a Task and Finish Group established by the Committee to review the decision making processes which lead to the Council's purchase of The Squ shopping centre in 2016.

Avison Young had been engaged to review the reports that had formed the basis of the Council's decision making at the time, paying particular attention to any legal and risk management advice provided at the time of the decision, to provide a critical appraisal of the commercial property market in 2016, the purchase process and to review the original valuation of the shopping centre.

The review had concluded that the price paid by the Council had been at the top end of the valuation scale for a premises of this type and in approaching the owner directly, the Council had lost any competitive market tension that might have been there had the shopping centre been put on the open market.

The review had noted that prior to the purchase there had been no significant investment in the town centre and had the Council not purchased the shopping centre there was a risk that the shopping area would continue to decline and become less attractive to shoppers and acquiring the property would help to support the Council's objective of regenerating Camberley town centre.

A review of the legal and financial advice provided at the time of the purchase had concluded that the advice given had been proportionate and whilst the valuation was in line with what was expected the Council had not obtained a third party valuation before the final purchase price had been agreed. It was also considered that the transaction had been progressed with a sense of urgency that was not warranted due to the lack of market competition for the premises at the time. The review had also concluded that members had not been given sufficiently detailed information in relation to alternative options when they had been asked to make a decision.

The report set out six recommendations to ensure that future decision making with regard to property purchases were robust, transparent and based on best practice and sound legal and financial advice. To date, the majority of these recommendations had either already been implemented or were in the process of being implemented.

The Committee stressed that a holistic view must be taken of any future property purchases and that the Council must ensure that strong guidance was in place, alongside the necessary associated procedures, decision making was robust and based on a strong evidence base. It would also be essential to ensure that there was a clear delineation between the organisation responsible for selling a property and the organisation providing the Council with financial and legal advice on the any potential property purchase.

The Committee noted the findings of the review and the associated recommendations.

8/PF Performance and Finance Scrutiny Committee Work Programme

The Committee received a report setting out the work programme for the Performance and Finance Scrutiny committee for the remainder of the 2021/22 municipal year.

It was agreed that the following items would be added to the work programme:

- Local Plan Programme of Work (September 2021)
- Climate Change Working Group Update including an update on the progress of the Climate Change Action Plan (Date to be confirmed)

The Committee agreed that a Task and Finish Group should be established to review the public realm works.

9/PF Date of Next Meeting

It was noted that the next scheduled meeting of the Performance and Finance Scrutiny Committee would take place on Wednesday 8th September 2021 at 7pm.

Chairman

A new Five Year Strategy for Surrey Heath Borough Council

Summary

This report provides an overview of work of the cross-party Five Year Strategy Task & Finish group in steering the development of a new Five Year Strategy for Surrey Heath Borough Council. It contains an update on the issues and feedback emerging from the public, business and partner consultation. The report also seeks the Committee's comments on an initial draft of the Strategy.

Portfolio: Leader

Wards Affected: All

Recommendation

The Performance and Finance Scrutiny Committee is advised to

- i) note the headline issues and feedback raised during the public, business and partner consultation to inform priorities for the Council's new Five Year Strategy;
- ii) comments on the draft Strategy aims and targets attached at Annexe B

1. Key Issues

Background

- 1.1 The Performance and Finance Scrutiny Committee received updates about the preparation of a new Five Year Strategy at its meetings on 17 March 2021 and 7 July 2021.
- 1.2 At the Executive on 25 May 2021, a cross-party Task & Finish group was appointed to input into and steer the development the production of the new strategy and the analysis of feedback received during the public and partner consultation exercise.
- 1.3 Two all-Member workshops to identify key issues for the strategy took place in June, and these workshops informed topics to be included in the public, business and partner consultation. Two partner workshops also took place, and positive feedback was received from partners that they appreciated and valued the collaborative approach that the Council was taking as a community leader to bring stakeholders together and engage partners at an early state.
- 1.4 In considering all of the feedback at its meeting on 23 June, the Task & Finish Group proposed that the three overarching priorities for the Strategy should be **Environment, Health & Quality of Life and Economy**. These were reported to this Committee at its meeting on 7 July 2021. **Effective and Responsive Council** was added at a subsequent meeting of the Task & Finish group and **all** the issues and objectives for the Strategy would then flow from these key areas.

2. Five Year Strategy Task & Finish Group

- 2.1 A cross-party Five Year Strategy Task & Finish Group was established by the Executive at its meeting in May 2021 to steer the development of the new strategy and the analysis of feedback received during the consultation. It was agreed that the Task & Finish Group would be politically proportionate with 3 Conservative and 4 non-Conservative members, including the Leader and 1 other Executive member. Following the Executive, nominations were invited from Group Leaders.
- 2.2 The Task & Finish Group comprised Cllr Alan McClafferty (Chairman), Cllr Sashi Mylvaganam (Vice-Chairman), Cllr Dan Adams, Cllr Graham Alleway, Cllr Peter Barnett, Cllr Cliff Betton and Cllr Robin Perry.
- 2.3 The Task & Finish Group has met five times on 23 June, 19 July, 2 August, 16 August and 25 August and has produced the initial draft strategy aims and objectives which are attached at Annexe B for the Committee's comments. The Task & Finish Group has:
- Ensured representation and input from different political groups and areas of the borough,
 - Identified ways of improving the response to the consultation, and endorsed the Council trying a variety of new approaches as part of the consultation, to be built on for the future,
 - Ensured the views and needs of residents and businesses are reflected in the strategy, taking into account the emerging feedback from the consultation,
 - Called for the targets set within the strategy to be comprehensive, ambitious and focus on delivery,
 - Determined that the strategy should not only focus on those services that are the responsibility of Surrey Heath Borough Council to deliver, but also the issues that are important for the borough where the Council will lobby and influence partners on behalf of its residents.
- 2.4 A further meeting of the cross-party Task & Finish Group will take place at the end of September to consider the feedback of Performance & Finance Scrutiny Committee from this meeting, feedback from the meeting of the Surrey Heath Partnership on 22 September 2021 and analysis of all the consultation feedback. A final draft strategy (together with the full report of the consultation feedback) will be presented to the Executive on 19 October 2021, and Council on 27 October 2021 for final adoption.

3. Consultation Approach

- 3.1 Following early engagement with partners in June, the wider public, partner and business consultation was launched in July and closes on 27 August 2021. The consultation exercise has been very positive, with growing interest and engagement through its duration.
- 3.2 The public consultation survey is attached at Annexe A, which was available both online and in paper form. In addition, a shorter survey focusing on the three key questions (*'What do you love about Surrey Heath'*, *'What needs improving in Surrey Heath'* and *'Looking ahead over the next five years what*

would you like Surrey Heath to be known for?') was also made available to boost responses. An accessible version of the survey was also available.

3.3 Other methods of feedback were:

- Partner online survey
- Business online survey
- Social media comments from residents on SHBC posts about the consultation
- Attending public events to promote the survey and have conversations with residents
- Online public focus groups

3.4 The aim of the survey was to gather both quantitative and qualitative data in variety of methods, to find out what issues matter most to those who live and work in the borough, and their aspirations for the future of Surrey Heath. The decision was taken to follow this broader approach to consultation rather than publishing a draft survey and asking for feedback.

3.5 A significant promotion campaign of the consultation took place across many different channels using the **'We're all ears'** strapline emphasising that the Council is listening to residents and will act on the responses. Promotion of the public consultation included:

- Significant promotion of the consultation on social media channels (Facebook, Twitter, NextDoor, LinkedIn) – the initial 'boosted' Facebook post targeted at local people aged 18+ reached more than 16,000 people.
- Targeted posts on Instagram aimed at local 18-30 year olds to try to reach the younger demographic.
- Promotion of the survey via the Surrey Heath Youth Council
- Article about the consultation signposting to both online and paper versions delivered to all households in the July edition of Heathscene
- Hard copies available in the Contact Centre. Contact Centre staff encouraged those calling to complete the survey and completed the short survey over the phone with residents when capacity allowed.
- Email signature templates promoting the survey for staff and councillors
- Hard copies distributed via the Meals at Home service
- Promoted via posters on the Borough Boards, and smaller posters distributed with scannable QR codes
- All Councillors provided with posters and surveys
- Stands at the Celebrate Camberley and Camberley Car Show, with a stand planned at an upcoming BID Business Breakfast
- Asking partners to promote to clients / users
- Contacting residents associations and neighbourhood watch schemes to share the survey

- Trial promoting the survey via Whatsapp messages being circulated organically by Councillors and local staff who volunteered to take part
 - Promoted via homepage of the SHBC website with link to details about the consultation and surveys
 - Specific promotion of the business version of the survey on LinkedIn, Facebook, Twitter, biz e-newsletter, via business associations, on SHBC website and on the 'Business in Surrey Heath' website.
- 3.6 Details have been gathered during the exercise of residents who would be happy to take part in future consultations. This consultation and promotion has been the most significant that the Council has undertaken for a number of years, and officers are assessing what has worked well and what can be improved and built on for future consultations and engagements.
- 3.7 Strengthening the Council's ability to engage with residents, and also improving the perception of SHBC as a 'listening organisations' are important areas of work. Feeding back to those who have taken part the impact of their feedback, and ensuring that the Council uses and acts upon the feedback received are critical elements of this.
- 3.8 The feedback received as part of the consultation will be shared widely with Surrey Heath Borough Council services and partners and used as proactively as possible. For example, officers are preparing a response to the Surrey County Council's consultation on a Local Transport Plan (to be reported to the October meeting of the Executive) and the feedback received as part of this consultation will form an important part of this response.

4. Consultation Responses

- 4.1 The consultation closes on Friday, 27 August 2021. The results and numbers of responses in this report are correct at the time of writing, and a verbal update will be given to the Committee at their meeting.
- 4.2 At the time of writing over 600 full surveys had been received as part of the consultation, as well as thousands of people engaged via other means including social media and through more detailed conversations at public focus groups and feedback from local events. The numbers are continuing to increase ahead of the closing date.
- #### **4.3 Emerging key headlines**
- 4.4 The survey included several 'free text' questions, and many respondents have taken the time to provide full responses to these which are being categorised and reviewed in a detailed way. A full analysis of the survey responses from the public, partner and business surveys is being undertaken and will be reported to the Executive and Council alongside the final draft Strategy in October. This will also be shared with the Surrey Heath Partnership at its meeting later in September.
- 4.5 Initial emerging headlines from the survey are set out below. Analysis of the results is evolving as more responses are received.

Common areas raised

“What do you love about Surrey Heath? – free text question”
(Analysis of first 450 responses to ‘long’ public survey – short survey responses to be included)



“What need improving in Surrey Heath? – free text question”
(Analysis of first 450 responses to ‘long’ public survey – short survey responses to be included)



4.6 Respondents were presented with a list of 19 issues and rate how important they are to them. The ranking options were: 'very important', 'somewhat important', 'not very important', 'not important at all', 'don't know'. The top five issues by percentage of respondents that ranked them 'very important' were:

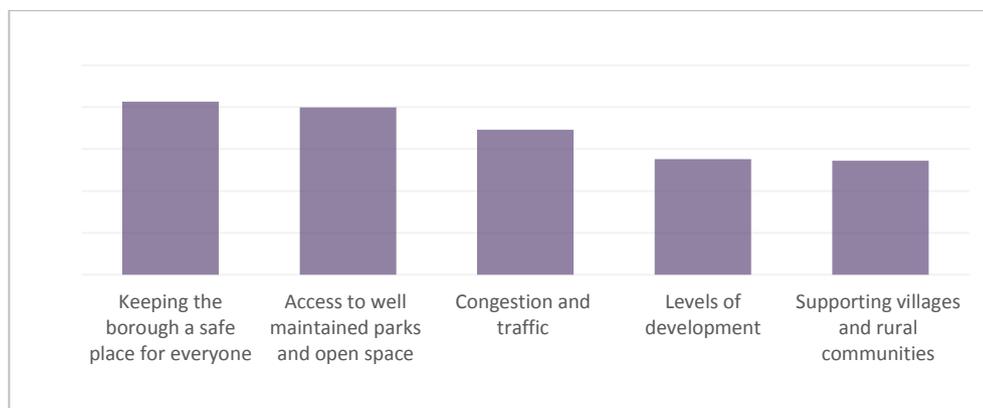
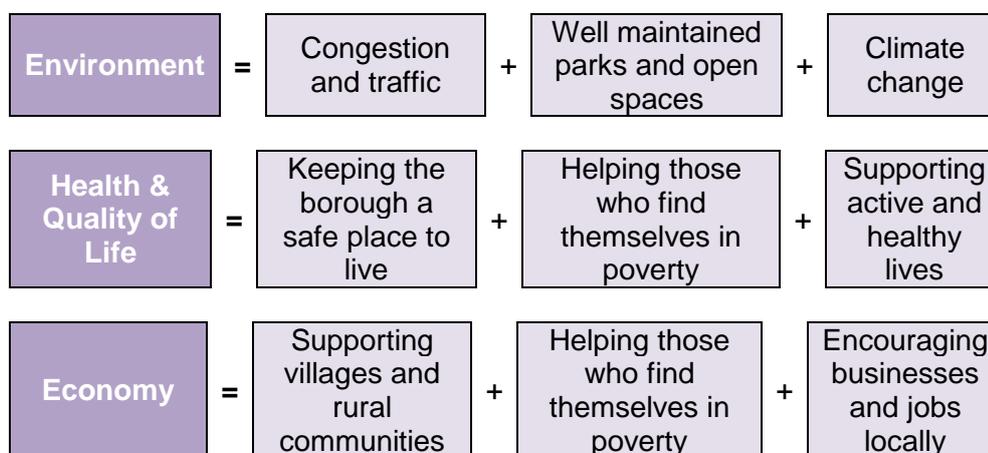


Figure 1- Top five issues by % of respondents rating them as 'very important' [based on responses received by 24 August 2021]

4.7 Respondents were then asked to rank the issues by importance under the different themes of 'Environment', 'Health & Quality of Life' and 'Economy'. The top ranked issues under the different themes were [based on responses received by 24 August 2021].



4.8 Breakdown of respondents by location (NB - the locations are based on location names submitted by respondents who answered this question and are based on responses received by 25 August 2021):

Location	Number of respondents
Bagshot	27
Bisley	21
Camberley	68
Chobham	76
Deepcut	6
Frimley and Frimley Green	49
Heatherside	25
Lightwater	62
Mychett	22

Location	Number of respondents
Old Dean	10
Parkside	5
St Michaels	4
St Pauls	9
Town/ Town Ward	4
Watchetts	6
West End	72
Yorktown	2
Windlesham	52
Other	34

4.9 The surveys also asked respondents about how confident they felt returning to normal activities following the Covid-19 pandemic. The majority of respondents to all versions of the survey felt fairly/very confident returning to normal after the pandemic. Of the answers to 'what, if anything, will support respondents in returning to normal post-pandemic', there were a variety of responses. The most recurring themes, however, are continuation of mask-wearing and social distancing as well as reduced levels of infections.

5. Draft Five Year Strategy

- 5.1 A first draft of the Five Year Strategy themes, aims and objectives is attached at Annexe B and the Committee are asked for their comments and suggestions.
- 5.2 The draft has been guided by the Five Year Strategy Task & Finish Group and reflects feedback from Member and partner workshops in June, agreed priorities of the Council such as poverty and climate change, together with the feedback from the public, partner and business consultation. Efforts have been made to link targets with existing policies and work with key partners, and also distinguish between those which the Council can deliver or facilitate, and those aspirations where the Council, as community leader, will lobby and seek to influence outcomes on behalf of residents.
- 5.3 An evidence base showcasing key facts about Surrey Heath, its unique story, strengths and challenges has been gathered, shared as part of the introduction to the consultation and is a key driver of the final strategy.
- 5.4 The Performance & Finance Scrutiny Committee are asked for their comments and suggestions on the attached draft.
- 5.5 Following this meeting, the draft will be further refined in light of the Committee's comments and further analysis of the consultation feedback. The Task & Finish group agreed that a further column should be included in the strategy document with the implementation year of each action and this will added ahead of the final draft being presented to the Executive and Council.
- 5.6 A further meeting of the cross-party Task & Finish Group will take place at the end of September to consider the feedback of Performance & Finance Scrutiny Committee from this meeting, feedback from the meeting of the Surrey Heath Partnership on 22 September 2021 and analysis of all the

consultation feedback. A final draft strategy (together with the full report of the consultation feedback) will be presented to the Executive on 19 October 2021, and Council on 27 October 2021 for final adoption.

6. Resource Implications

- 6.1 Mostly officer time, with some additional costs for paid social media adverts and printing from existing budgets. The Medium Term Financial Strategy will be prepared alongside the Five Year Strategy and reflect the priorities in it.
- 6.2 In the preparation of the new Five Year Strategy, the Council will need to have regard to the funding available, and ensure that the aspirations set out reflect this.

7. Corporate Objectives and Key Priorities

- 7.1 The Council's Five Year Strategy is the main vehicle for agreeing Corporate Objectives and Key Priorities.

8. Policy Framework

- 8.1 The Five Year Strategy is one of the key elements of the Policy Framework of the Council.

9. Legal Issues

- 9.1 No specific legal issues arising.

10. Governance

- 10.1 The proposed timetable for the preparation and adoption of the new Five Year Strategy includes significant opportunity for scrutiny, public and partner input and transparency of decision making.

11. Risk Management

- 11.1 Without a coherent Five Year Strategy in place there is a risk that the Council's work and resources do not achieve the desired outcomes for the Borough, residents and businesses.

12. Equalities Impact

- 12.1 An equalities impact assessment will be carried out on the Draft Strategy before it is reported to the Executive.

13. Human Rights

- 13.1 No specific Human Rights implications arising from this report.

14. Environmental Impact

- 14.1 The Strategy is likely to include the Council's commitment to reducing Climate Change.

15. Consultation

15.1 Public and Partner consultation forms a key part of this report.

16. PR And Marketing

16.1 See Consultation above.

Annexes	Annexe A – Public Consultation Survey Annexe B – draft Five Year Strategy
Background Papers	Surrey Heath Borough Council Five Year Strategy 2016 - 21
Author/Contact Details	Sarah Bainbridge, Senior Organisational Development Advisor, sarah.bainbridge@surreyheath.gov.uk
Head of Service	Louise Livingston - Executive Head of Transformation Louise.livingston@surreyheath.gov.uk

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We're listening....

* Required

Our plans for the future

We are working on our 'Five Year Strategy' which will shape what we do over the coming years, and we want to hear from you.

We're having conversations with local people, businesses and organisations to help to understand how we can make Surrey Heath an even better place to live and work.

We need your help to decide where we focus our energies and limited resources over the next five years. You can help by telling us what you love about your local area, what you would like to see improved and what issues and services matter the most to you.

We will use your feedback to make our plans for the future, and also share your views with other local public sector and community organisations so we can work better together to serve Surrey Heath, its residents and businesses.

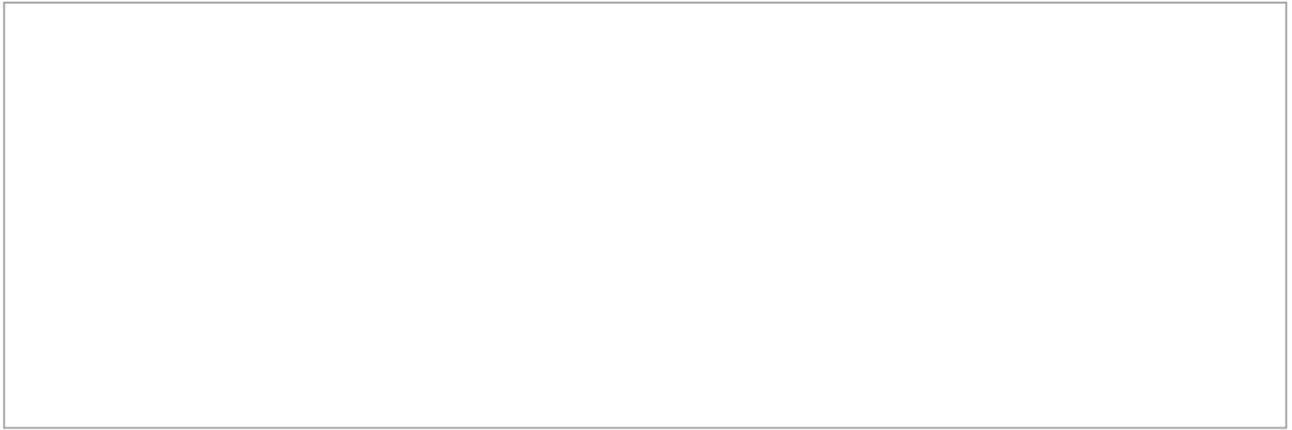
Please complete the survey below by Friday, 27 August.

1. Which of the following best describes you? (Please tick all that apply) *

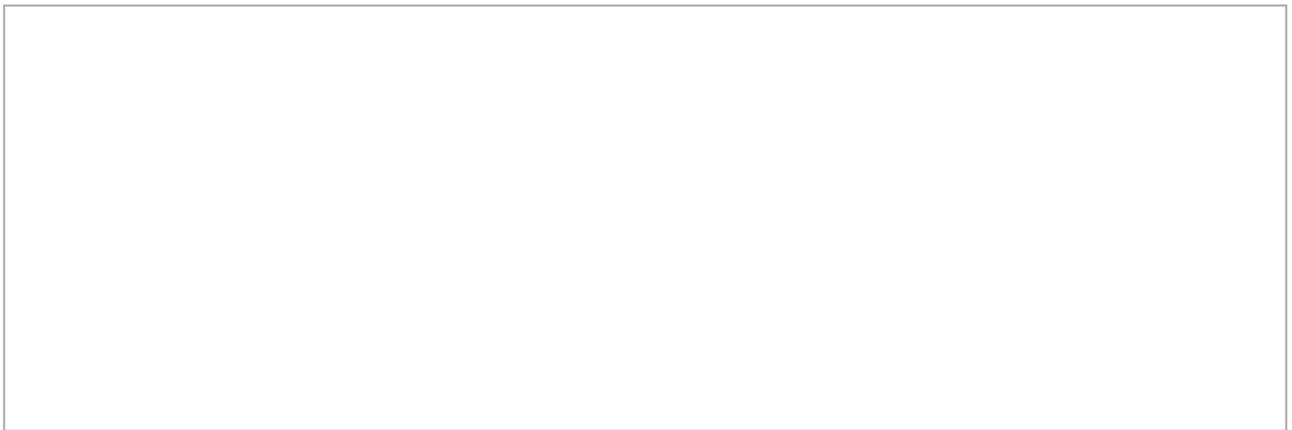
- I live in Surrey Heath
- I work in Surrey Heath
- I study in Surrey Heath
- I shop in Surrey Heath
- I visit Surrey Heath for other reasons (please specify below)
-
- Other

2. If you live in Surrey Heath, which area do you live in?

3. What do you love about Surrey Heath? *



4. What needs improving in Surrey Heath? *



5. How important are these issues to you personally?

	Very important	Somewhat important	Not very important	Not important at all	Don't know
Climate Change	<input type="radio"/>				
Helping those who find themselves in poverty	<input type="radio"/>				
Supporting villages and rural communities	<input type="radio"/>				
Investing in a thriving Camberley town centre	<input type="radio"/>				
More affordable housing that meets the needs of local people	<input type="radio"/>				
Supporting residents into employment	<input type="radio"/>				
Encouraging businesses and jobs locally	<input type="radio"/>				
Supporting active and healthy lives	<input type="radio"/>				
Keeping the borough a safe place for everyone	<input type="radio"/>				
Access to well maintained parks and open spaces	<input type="radio"/>				
Addressing loneliness and isolation	<input type="radio"/>				
Supporting families to give young people the best start in life	<input type="radio"/>				
Congestion and traffic	<input type="radio"/>				
Levels of development	<input type="radio"/>				
Support for older and vulnerable people	<input type="radio"/>				
Improving access for all to online services and the risk of cybercrime	<input type="radio"/>				

	Very important	Somewhat important	Not very important	Not important at all	Don't know
Supporting community organisations and encouraging volunteers	<input type="radio"/>				
Ensuring everyone in our community can access all opportunities available	<input type="radio"/>				
Helping residents and communities with the impact of Covid-19	<input type="radio"/>				

6. Are there any other issues that are important to you that aren't listed?

7. Please rank issues in order of importance (Drag or click on the arrows on the list below to move into priority order)

Health and Quality of Life

Helping those who find themselves in poverty

More affordable housing that meets the needs of local people

Supporting active and healthy lives

Keeping the borough a safe place for everyone

Addressing loneliness and isolation

Supporting families to give young people the best start in life

Support for older and vulnerable people

Improving access for all to online services and the risk of cybercrime

Supporting the community organisations and encouraging volunteers

Ensuring everyone in our community can access all opportunities available

8. Please rank issues in order of importance (Drag or click on the arrows on the list below to move into priority order)

Economy

Helping those who find themselves in poverty

Supporting villages and rural communities

Investing in a thriving Camberley town centre

Supporting residents into employment

Encouraging businesses and jobs locally

Helping residents, communities and businesses with the impact of Covid-19

9. Please rank issues in order of importance (Drag or click on the arrows on the list below to move into priority order)

Environment

Climate Change

Well maintained parks and open spaces

Congestion and traffic

Levels of development

Keeping streets clean

Taking action to deal with anti-social behaviour such as litter, fly-tipping and graffiti

10. How confident do you feel about restarting all your normal activities in your community post-Covid19 pandemic? *

- Very confident
- Quite confident
- Not very confident
- Not confident at all

11. If anything, what would help you restart all your normal activities in your community?

12. Looking ahead over the next five years, what would you like Surrey Heath to be known for? *

13. Do you want to make any other comments?

14. Where did you hear about this Five Year Strategy survey?

- Social media
- Heathscene magazine
- Borough boards
- Council website
- SHBC councillor
- Call to SHBC contact centre
- Stand at a local event
- Whatsapp message

Other

15. Equality & Diversity. Would you be happy to answer some questions about yourself to help us ensure the views of all our different communities are taken into account? *

- Yes
- No

Equality & Diversity Information

We ask these questions to ensure all of Surrey Heath's communities' views are taken into account. Your response will remain anonymous.

16. What is your gender?

- Male
- Female
- Gender neutral/non-binary/non-conforming
- Prefer not to say

Other

17. How old are you?

- Under 16
- 16-24
- 25-44
- 45-64
- 65-84
- 85+
- Prefer not to say

18. What is your ethnic group? Choose one option that best describes your ethnic group or background

- White - English/Welsh/Scottish/Northern Irish/British
- White - Irish
- White - Gypsy or Irish Traveller
- Any other White background
- Mixed/Multiple ethnic groups - White and Black Caribbean
- Mixed/Multiple ethnic groups - White and Black African
- Mixed/Multiple ethnic groups - White and Asian
- Any other Mixed/Multiple ethnic background
- Asian/Asian British - Indian
- Asian/Asian British - Pakistani
- Asian/Asian British - Bangladeshi
- Asian/Asian British - Chinese
- Any other Asian background
- Black/ African/Caribbean/Black British - African
- Black/ African/Caribbean/Black British - Caribbean
- Any other Black/African/Caribbean background
- Other ethnic group - Arab
- Any other ethnic group
- Prefer not to say

19. Do you believe you have a disability according to the Equality Act?

The Equality Act 2010 states that "a person has a disability for the purposes of the act if he/she has a physical or mental impairment which has a substantial and long-term adverse effect on his/her ability to carry out normal day-to-day activities.

- Yes
- No
- Prefer not to say

20. What is your religion?

- No religion
- Christian (including Church of England, Catholic, Protestant and all other Christian denominations)
- Buddhist
- Hindu
- Jewish
- Muslim
- Sikh
- Prefer not to say
-
- Other

21. Which of the following best describes your sexual orientation?

Straight/Heterosexual

Gay or Lesbian

Bisexual

Prefer not to say

Other

22. Please add the first part of your postcode e.g. GU15 3

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Environment

To enhance and improve access to the borough's cherished **green spaces and natural environments** for the enjoyment of generations to come, balancing our commitments to housing delivery and economic growth. We are committed to taking action on **Climate Change**, working with communities and partners.

Health & Quality of Life

To nurture the **strong sense of community across the borough**, fostering a sense of respect and consideration. We aim to ensure everyone can access a **safe, quality home** to meet their needs. We will take a positive approach to **supporting** all sectors of our community, including those who are most vulnerable. We will promote **active and healthy lives** for all and a rich programme of **cultural and community events**.

Economy

To invest in our **town and village communities**, supporting our **existing businesses and attracting new ones**. We will promote unique and engaging town and village **centres**, and work with partners to improve to the borough's **roads and transport** infrastructure.

Effective & Responsive Council

...ents, business and partners to set these priorities. We will continue this positive engagement through the implementation process, and we will **advocate** on behalf of our community on issues outside our direct control. We will increase how we **work together** with other Local Authorities, partners, businesses and the voluntary sector – we recognize more can be achieved by working together. **Customer service** will be at the heart of everything we do. We will harness the opportunities of **technology** to deliver efficient and effective services. We will **spend public money wisely** and attract resources and investment into the borough.

Surrey Heath is fortunate to have the highest proportion of trees of any borough in the country, large areas of high quality green space, and internationally important habitats. The challenges facing our planet should not be underestimated and caring for it has never been so important. We are committed to showing leadership, working with partners, businesses and residents to undertake local action on the environment. In doing so we will work to protect and enhance our natural environment for future generations.

The Council declared a climate emergency in October 2019 and as a result of this it has developed a Climate Change Action Plan setting out expectations in this area.

The borough enjoys one of the highest recycling rates in the country, but there is still scope to achieve even more over the next five years.

Our Aims:

- Enhance and improve access to the Borough's **green spaces** for the enjoyment of generations to come.
- Through our **strategic planning**, we will ensure that we balance our commitments to housing delivery and economic growth, alongside preserving and enhancing the natural environment as a place to enjoy and spend time.
- To work towards achieving the ambitious **net-zero carbon emission target** by 2030 as an organisation and contribute to making the Borough net zero by 2050 (with the aspiration for net zero by 2030).
- To ensure that the Council as an organisation is resilient to the impacts of **climate change** and support the resilience of the Borough to the impacts of climate change.
- Work with our communities and partners to reduce the amount of household waste produced by increasing **recycling** and ensuring improved knowledge of our recycling processes, and reducing the impact of environmental crime.
- Improve the **air quality** of the borough by working with partners to improve public transport and supporting and enabling greener and more active methods of travel.

How will we do this – our actions

[NOTE – as agreed at the Task & Finish Group, a further column will be added with details of the implementation year in the Strategy for each action]

Environment		
Our Aim	Our Action	Link to Partner/Policy
Enhance and improve access to green spaces	Enhance the Borough's parks and green spaces, protecting our unique biodiversity whilst also improving public access to green space for leisure, recreation and wellbeing. Implement improvement plans for green spaces.	Local Plan Natural England, Special Protection Areas (SPAs), Suitable Alternative Natural Green Space (SANGS), Surrey Wildlife Trust,
Strategic Planning	To adopt in 2023 an ambitious new Local Plan for the borough that will: <ul style="list-style-type: none"> - Deliver significant reductions in carbon emissions - Enhance, protect and provide improved greenspaces and other open spaces - Include a 'Biodiversity Strategy' - a plan of action to ensure that plants, animals and ecosystems are conserved, protected and enhanced and that progress is tracked, using measurable targets 	Local Plan Natural England, Special Protection Areas (SPAs), Suitable Alternative Natural Green Space (SANGS), Surrey Wildlife Trust,
Net Zero Carbon Emissions & resilient to the impacts of climate change	Develop and deliver a credible pathway to being carbon neutral by 2030 in our estate and operations.	Climate Change Action Plan
	Deliver significant carbon reductions through developing and implementing an energy strategy to reduce energy consumption, improve energy efficiency and increase local renewable energy production to transition to zero-carbon energy	Climate Change Action Plan The Carbon Trust
	Work with partners to support initiatives and infrastructure to increase the uptake of walking, cycling and public transport, and low emission vehicles.	Climate Change Action Plan Surrey County Council
	Deliver improvements to green infrastructure in the Borough, increasing the potential of land,	Climate Change Action Plan Environment Agency

Environment		
Our Aim	Our Action	Link to Partner/Policy
	biodiversity, current and future woodland in the Borough to sequester and store carbon	Natural England
	Use education and best practice sharing to drive significant behavioural changes within Surrey Heath to encourage the adoption of more sustainable lifestyle choices	Climate Change Action Plan Surrey Waste Partnership & Surrey Environment Partnership Surrey County Council
	Adapt our estate and operations to meet the challenges posed by climate change and set the standard for all sectors of our local community and new development to reduce carbon emissions and adapt to the impacts of climate change.	Climate Change Action Plan Local Plan
Increase recycling rates/ Respond promptly to Environmental Crime	Investigate and enforcement against fly tipping, graffiti, abandoned vehicles, unauthorized encampments etc.	Police
	Deliver more joint initiatives with the police to stop vehicles that may be involved in illegal waste disposal.	Police
	Reduce waste and increase reuse and recycling and the quality of recycled materials in the Borough, by working with partners to increase public awareness and respond to the Government's new Resources and Waste Strategy.	Climate Change Action Plan Joint Waste Solutions Amey Surrey Environment Partnership
Improve air quality	Tackle idling and higher polluting vehicles.	Police
	Encouraging wherever we can the use of electric and low/zero emission vehicles, for example introducing electric charging points in Council car parks and supporting the installation of on-street charging points.	Surrey County Council

Environment		
Our Aim	Our Action	Link to Partner/Policy
	Expanding the network and usage of family friendly cycling and safe and unimpeded walking routes to make them accessible and well linked in order to promote wellbeing and sustainable travel.	Surrey County Council

Health & Quality of Life

The health and quality of life of the Borough's residents is very much at the core of the services that the Council provides to its residents understanding that having a warm, safe and secure home in an attractive environment is key for improving living standards.

The Council wants to create communities that have the infrastructure and accessibility to meet the needs of a changing and growing population. Establishing attractive, sustainable and vibrant communities for people to live, work and enjoy. We will take a positive approach to supporting those who are most vulnerable.

We will continue to harness the strengths that exist within communities, so that local people are able to contribute and play an active role. Empowering people to maintain good mental health and well-being with access to information, advice and guidance on local activities and services that will enable them to lead active and healthy lifestyles.

Our Aims:

- Building strong communities and connections with a sense of place and **strong community identity**, fostering a sense of respect and consideration between neighbours and communities.
- Support health and wellbeing by promoting and developing initiatives that means residents can lead **active and healthy lives**
- We will explore and consider opportunities to bring forward homes people can afford by finding ways to provide more **genuinely affordable housing**, including housing for rent through Housing Associations for those with the lowest income levels, to better provide for the needs of all Surrey Heath residents
- Address the underlying causes of **housing need**, improving outcomes and support available for people who are homeless or at risk of homelessness.
- **Safeguard and support** our vulnerable residents and support independent living for all.
- Deliver projects that support **young people and families**.

How will we do this

[NOTE – as agreed at the Task & Finish Group, a further column will be added with details of the implementation year in the Strategy for each action]

Health & Quality of Life		
Our Aim	Our Action	Link to Partner/Policy
Strong Community Identity	Provide support to residents in need by developing the Community Support Working Group with partners and community leaders.	Citizens Advice SH Voluntary & Community Groups
	Deliver a safe borough and take prompt action in response to environmental crime and anti-social behavior	Police & the Surrey Heath Partnership
	Review the business case for a Charity Hub for multiple charities to benefits with a flexible office type offer for both admin space, outreach work and a café area and deliver if viable.	Voluntary & Community Groups
	As part of the recovery of our communities bring forward and implement exciting programme of events spanning the whole year.	Business Improvement District
Improving Health & Well Being	Bring forward and implement a new Physical Activity Strategy; working with our communities and partners to enable everyone to participate in physical activities	Physical Activity Strategy 2021 Sports England
	Ensure that the Leisure Centre is being fully utilised and accessible to all, through excellent management of the contract and delivery against the key performance indicators for performance, satisfaction, accessibility and pricing.	Physical Activity Strategy 2021 Places Leisure
	Work with health and voluntary partners to target the issue of obesity (a 'whole systems approach') to reduce the number of people in Surrey Heath who are hospitalised due to obesity.	Health Partners Voluntary Groups
	Tackle health issues in areas of deprivation with a view of improving life expectancy for these areas by working in partnership within the integrated health and social care system.	Frimley Health System Health Partners Community Groups
	Deliver health facilities from an accessible Town Centre location	Frimley Hospital Frimley Health System
	Improve transport accessibility for villages	Surrey County Council Local Plan
	Enhance and strengthen the borough's offering to provide access to high quality arts and	Surrey Arts Partnership

Health & Quality of Life		
Our Aim	Our Action	Link to Partner/Policy
	cultural activities and events in the borough. Support the wellbeing of residents through a strong cultural programme.	
Housing & Homelessness	Consolidate the work on the Night Stop and Connaught Court and work with partners to deliver further initiatives to tackle single homelessness and end rough sleeping.	The Hope Hub, MHCLG
	Develop and deliver partnerships that prevent homelessness and find settled housing solutions for families who become homeless following the end of the evictions ban and other economic impacts.	Housing Associations, private landlords, statutory and voluntary sector partnerships
	Fully explore the different types of housing provision, including different types of affordable housing such as rented housing and first homes, and also self-build. Maximise the delivery of affordable housing through the planning system.	Local Plan Housing Partners Developers
	Deliver homes for rent aimed at people receiving housing benefit or being paid minimum wage through a 'joint venture' approach. Identifying appropriate parcels of land to achieve this goal.	Housing Policy Accent Housing
	Oversee and provide support to help facilitate further housing development and associated infrastructure at Deepcut (Mindenhurst)	
	Explore repurposing of office and retail units for housing	Local Plan Town Centre Strategy Town Centre Master Plan
	Strengthen planning capacity for supporting major housing projects	Workforce Plan
	Deliver Gypsy and Traveller pitches in line with the need identified	Local Plan Surrey County Council
Safeguard and Support	Work with Disability groups and charities to ensure there is full access to leisure facilities	Leisure Partner Charity Groups
	Continue to support the refugee resettlement programmes.	Housing Policy

Health & Quality of Life		
Our Aim	Our Action	Link to Partner/Policy
	Deliver and fund services that promote independent living for all, and seek to reduce loneliness and isolation.	Community Services Partnership (with Runnymede BC)
	Through targeted system change improve the speed and effectiveness of the delivery of adaptations and improvements to the homes of older, vulnerable and disabled residents	Better Care Fund partners, Adult Social Care
	Through the Family Support programme work together with families and children to meet their additional needs, offering the right help at the right time to prevent needs escalating.	Surrey County Council (service level agreement with targets), local statutory and voluntary sector partners

Economy

Surrey Heath Borough is home to a diverse range of successful businesses with high levels of employment in both our rural and urban areas. As we look beyond the Covid 19 pandemic it is vital we restore the vibrancy of our high streets and village centres and key employment areas, retain and develop our existing business base and make Surrey Heath a place where new businesses want to be located.

The Borough's infrastructure is key to its economic success for both business and for unlocking potential areas of development to provide the Borough with new homes.

Our Aims

- Seek opportunities where the Council can **invest** in property both in our urban and rural communities
- Be recognised as an authority and borough that is '**pro-business**'
- Develop and implement a strategy that will deliver improvements in the Borough's **transport infrastructure**
- Develop the **Local Plan** in line with national policy, ensuring that where growth is planned that, it is designed in a way which protects the green spaces and character of the Borough. Through the plan promote vital and viable town and village centres, ensuring an appropriate supply of employment land.
- Support the Borough's **business community** by attracting inward investment and creating conditions for existing and new business to thrive.
- Encourage a **unique and engaging offer** in our town and village centres by encouraging independent and artisan businesses
- Monitor and support the **needs of existing businesses** in terms of infrastructure and connectivity and lobby government, funding and private organisations on their behalf

How will we do this

[NOTE – as agreed at the Task & Finish Group, a further column will be added with details of the implementation year in the Strategy for each action]

Economy		
Our Aim	Our Action	Link to Partner/Policy
Invest in our rural and urban areas	Identify sites across the Borough for the Council to invest in to deliver regeneration and community facilities, seeking to 'level up' investment across the borough.	Investment Strategy Medium Term Financial Strategy Developers
	Implement housing opportunities in London Road Block to ensure that it is a viable development site and delivering housing to meet local needs and contributing to the vitality of Camberley Town Centre	Local Plan
	Undertake a full assessment of our rural areas to identify infrastructure needs that will improve community facilities and regenerate our villages	Local Plan
Improve transport infrastructure	Enable the delivery of local infrastructure improvements for the Borough through the Community Infrastructure Levy (CIL) spending strategy	CIL Guidance / Infrastructure funding statement
Deliver a new Local Plan for Surrey Heath	Identify and allocate appropriate development sites for housing to be delivered in line with National and Local Planning Policy.	Local Plan Landowners
	Identify land that can be used for SANGs to unlock housing development in the Borough where it is most needed	Local Plan Landowners
	Agree and implement a clear vision, strategy and masterplan for the development of Camberley Town Centre, based on feedback from local residents and businesses.	Local Plan Camberley Town Centre Strategy Camberley Town Centre Master Plan
Pro-business approach / Support our businesses /	Encourage independent, artisan and environmentally sound businesses into our Town and Village centres through a package of benefits for new startup businesses as a	BID, Surrey Chambers, Business Associations

Economy		
Our Aim	Our Action	Link to Partner/Policy
Attract more inward investment into the borough	means to promote facilities, services and experiences for residents.	
	Be recognised for a pro-business approach across all Council Services to build a reputation for the borough as a good place for businesses to invest and grow.	
	Adopt a policy to increase the amount of Council procurement spent locally, and promote local spending to other businesses.	
	Deliver, with partners, initiatives to help develop people's skills and get them into employment eg The Youth Hub	DWP National Careers Service
	Work with partners to deliver a 'unique selling point' for Camberley Town Centre, keeping up with emerging technology opportunities; to support innovation in the retail and town centre economy.	Surrey University
	Offer support to new and growing business through, council facilitated meetings, business clinics and growth hub	Surrey Chambers BID
	Support the development of the green economy, and support businesses to achieve net zero carbon emissions.	Climate Change Action Plan
	Deliver a robust economic development strategy supporting economic recovery and growth in the borough.	

Aspirations for our community

A key part of the Council's role as Community Leader is to lobby and influence on issues that are not within our ability to deliver directly. We have listened to what is important to our residents and business, and will champion the issues below on their behalf:

Issue	Partner
Improving the Borough's rail links to London and other key towns and cities	Network Rail
Ensuring that the bus services in the Borough are efficient and sustainable.	Surrey County Council Local Bus Operators
Improving the highway network to address congestion, heavy vehicle traffic and poor quality roads	Surrey County Council Highways England
Mitigate climate change by increasing green economy , increasing community recycling facilities , encouraging re-use schemes	Surrey County Council Surrey Environment Partnership Business Associations
Support the needs of existing businesses in terms of infrastructure and connectivity	Business Associations / BID Surrey County Council Telecoms providers
Increasing employment levels within the borough.	Business Associations / BID Businesses
Build links with the Higher Education sector to establish a University Hub	University of Surrey
Working in partnership with key stakeholders improve activities, facilities and support for young people across the borough.	Surrey Heath Partnership SCC
In responding to any future policies, legislation or opportunities regarding local public services , act as an advocate for whatever solution best meets the needs and aspirations of Surrey Heath borough and its residents.	National Government, Other Local Authorities and partners

Effective & Responsive Council

The Council is always looking at how it needs to adapt itself and with the growing agenda on local government reform including devolution, county deals, and local government reorganisation, the Council needs to be prepared looking for greater partnership opportunities to improve economies of scale and resilience.

Technology is advancing and we need to be able to interact with our residents efficiently, our residents expect to contact in a way that is convenient to them. We need to find innovative ways to serve the needs of our customers.

Our aims

- We have **listened** to the views of residents, business and partners to set these priorities. We will continue this positive engagement through the implementation process, and we will **advocate** on behalf of our community on issues outside our direct control.
- **Customer service** will be at the heart of everything we do.
- Continue with the **digital transformation** programme making it easier and more efficient for residents to access Council services
- We will increase how we **work together** with other Local Authorities, partners, businesses and the voluntary sector – we recognise more can be achieved by working together.
- To **spend public money wisely** and attract resources and investment into the borough.

[NOTE – as agreed at the Task & Finish Group, a further column will be added with details of the implementation year in the Strategy for each action]

Effective & Responsive Council		
Our Aim	Our Action	Link to Partner/Policy
To listen and engage with our communities	Engage with the community on all key policies.	Engagement Policy
To deliver customer friendly and responsive services	To provide accessible services to meet the needs of the borough's diverse communities	Surrey Heath Partnership
	Increase the number of partnerships and joint appointments with other Councils in Surrey to provide more efficient and sustainable services	Neighbouring Surrey District & Boroughs
Work towards financial	Deliver the Council's Medium Term Financial Strategy	The Council's Budget

Effective & Responsive Council		
Our Aim	Our Action	Link to Partner/Policy
autonomy and fully sustainable services	Bring forward invest to save initiatives that enable the Council to bring down its cost base	
Continue to deliver Digital Transformation	Enable more residents to access the services they need through digital channels	
	Upgrade the Council's website, making it easier to access a wider range of Council services on-line	
	Support digital inclusion	
Making the Council a more agile and responsive organisation	Provide the technology infrastructure to enable staff to be effective from any location	
	Free up additional space in Surrey Heath House through greater agile and flexible working, for generating additional income.	

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Complaints Monitoring 2020/21**Summary**

To report on the Council's corporate complaints monitoring arrangements, lessons learned from complaints and Local Government Ombudsman complaints received for the financial year 2020/2021.

Portfolio: Corporate

Wards Affected: All

Recommendation

The Performance and Finance Scrutiny Committee is advised to note and comment on the complaints reported for 2020/21.

1. Key Issues

- 1.1 The Performance and Finance Scrutiny Committee receive a comprehensive annual report on the Council's complaints monitoring arrangements, lessons learned from complaints received and complaints received by the Local Government Ombudsman (LGO).

2. Supporting Information**Current Position**

- 2.1 Most complaints received are dealt with informally under Stage 1 of the Council's complaints policy.
- 2.2 Stage 2 complaints are formal complaints normally identified when the complainant is unhappy with the outcome of the informal complaint. These complaints are dealt with by the relevant (Executive) Head of Service. Should a complainant be dissatisfied with the outcome of a Stage 2 complaint, they can request the matter is considered by the Chief Executive under Stage 3 of the complaints policy.
- 2.3 In 2020/21, 28 formal complaints were made to the Council at Stages 2 and 3.
- 2.4 The table below details the formal complaints made for the period 1st April 2020 – 31st March 21, by quarter year and dealt with in accordance with the Council's complaints policy.
- 2.5 The figures for the same period in 2019/20 have also been included in the table as a comparison.

	2019/2020	2020/2021
Total for Quarter 1 (April – June)	3	5
Total for Quarter 2 (July – September)	4	10
Total for Quarter 3 (October to December)	3	3
Total for Quarter 4 (January – March)	7	10
Total for year	17	28

2.6 To give some perspective to the number of complaints received against contacts managed, calls into the Contact Centre, Revenues and Benefits and Theatre numbered 71287 for the same period. Face to face visits were low, due to restrictions brought about by Covid 19 and the Contact Centre being closed to the public at the time. Interactions across email, web and face to face accounted for another 10,955 contacts.

2.7 Complaints by Service Area.

Number of complaints received	2019/20	2020/21
CEO Office		2
Community	1	1
Finance	1	3
Regulatory	12	21
Corporate	1	
Legal	1	1
Transformation	1	
Total	17	28

The Regulatory service always generate a high number of complaints given the controversial nature of the services within this area.

2.8 There was an increase in the number of complaints across the Regulatory service. The teams had to manage long term sickness, the departure of a Senior Planning Officer and the retirement of the Tree Officer. In addition, staff were involved in the daily Covid Welfare Cell work. Interim measures were taken, including the appointment of a consultant Planning Officer and consultant Tree Officer.

Complaints by Department within the Service Area

Service Area	Department	Stage 2	Stage 3	Total
CEO Office			2	2
Community	Environmental Health	1		1
Finance	Revenues and Benefits	3		3
Regulatory	Development Control	10	2	12
Regulatory	Planning	1		1
Regulatory	Private Sector Housing	4		4
Regulatory	Housing Enforcement		1	1

Regulatory	Family Support	1		1
Regulatory	Housing	2		2
Legal	Building Control	1		1
Total		23	5	28

Service Standard

2.9 Of the 28 complaints received:

- All were acknowledged within 2 days.
- 27 were resolved within 10 days.
- 1 complaint took longer than 10 days to investigate, however the Customer was made aware of the reason for delay.

Complaint Status

2.10 Of the 28 complaints received:

- 21 were not justified
- 4 were part justified
- 3 were justified.

Lessons Learned

2.11 From the 7 complaints, that upon analysis were considered justified or part justified. 5 related to operational matters and the lessons learned from these complaints are set out below.

Below are the lessons learned;

Stage 2 Development Control/Regulatory

2.12 Complaint regarding lack of communication from the Planning department - part justified.

This complaint concerned a Certificate of Lawfulness application for a swimming pool business. The complainant experienced significant delays awaiting his decision, mainly caused by Covid and resource. Whilst procedurally no errors were made, managing the agent's expectations, and clearly communicating the expected timescale for a decision in a proactive way would have been beneficial.

Stage 2 and Stage 3 Corporate Enforcement/Regulatory

2.13 This complaint concerned an enforcement complaint relating to earth bunds - part Justified

The complaint was part justified due to a perceived lack of action and failure to keep the complainant fully updated. However, there was no fault of the Council by not taking formal enforcement action. Whilst the Council has a statutory duty to investigate enforcement complaints, formal enforcement action is discretionary. In

this instance, a retrospective application was received, which is one mechanism to resolve a breach.

Stage 2 Development Control/Regulatory

- 2.14 Complaint regarding lack of communication from case officer for an overdue planning application - Justified.

The complaint was upheld due to a delay with the complainant receiving her planning application decision, not because of a lack of communication. The lady accepted that Covid had impacted on target dates, but the decision was still late due to sheer volume of workload. The lady was given incorrect verbal advice on timescales for call backs and complaint responses, but it is unclear who she spoke to. However, the case officer correctly communicated the delay with the agent.

Stage 2 Development Control/Regulatory

- 2.15 Complaint regarding the lack of contact from the planning officer for a pre application enquiry - Justified

This complaint concerned a delay with obtaining a pre-application meeting as part of the standard fee paid service. The delay was significantly beyond the expected service response time and consequently the fee was returned. Whilst this delay was caused by capacity and resource, clearly communicating the amended timescale earlier and agreeing a meeting date in a proactive way would have been beneficial.

- 2.16 In addition to the immediate lessons learned from complaints. We are committed to a fundamental review and refocus on customer service. Plans are already underway to fully evaluate our performance, including all that we can learn from complaints to support us in this direction of travel. It is the intention to implement revised service standards where appropriate, fully supported by a new programme of training and staff development, recognising customer service as a professional skill to be developed in order to support excellent service provision.

Local Government Ombudsman complaints

- 2.17 Following the response to a Stage 3 complaint, if the complainant remains dissatisfied with the outcome, then their recourse is via the Local Government Ombudsman.
- 2.18 In 2020/21 The LGO investigated and concluded 7 complaints and enquiries in respect of Surrey Heath Borough Council services.

- 1 Not Upheld
- 3 Referred back to Surrey Heath for local resolution
- 3 Closed after initial enquiries
- No recommendations were due for compliance in this period.



0% of complaints we investigated were upheld.

This compares to an average of 53% in similar authorities.

0

upheld decisions

Statistics are based on a total of 1 detailed investigations for the period between 1 April 2020 to 31 March 2021

[View upheld decisions](#)

- 2.19 It is reassuring to see that none of the 7 complaints considered by the LGO were upheld given the below extract taken from their website in respect of all Annual Reviews;

The 'widening cracks' in local government complaint handling are being highlighted in the Local Government and Social Care Ombudsman's annual review of complaints 2020-2021, published today.

Over the past year, the Ombudsman has upheld a greater proportion of investigations – 67% – than ever before. This continues an upward trend since the Ombudsman started publishing its upheld rate.

Despite being closed to new complaints at the height of the first COVID-19 lockdown, and so registering fewer complaints than recent years, the Ombudsman still received 11,830 complaints and enquiries from members of the public.

The investigations undertaken over the past year have led to 3,104 recommendations to put things right for individuals.

Perhaps more importantly, there were 1,488 recommendations for councils to improve their services for others – such as revising procedures and training staff. This is a higher proportion of the total number of recommendations than previous years and suggests Ombudsman investigations are increasingly finding systemic problems rather than one-off mistakes with local government services.

Significantly, the Ombudsman is still seeing high levels of compliance with its recommendations, with councils carrying out those recommendations in 99.5% of cases.

- 2.20 By comparison, the number of complaints received by the LGO for all Surrey Districts and Boroughs during 2020/21 can be seen in the following table;

Complaints and Enquiries Received (by Category) 2020-21

Authority Name	Adult Social Care	Benefits and Tax	Corporate and Other Services	Education and Children's Services	Environmental Services, Public Protection and Regulation	Highways and Transport	Housing	Planning and Development	Other	Total
Elmbridge Borough Council	0	0	1	0	0	0	1	5	0	7
Epsom & Ewell Borough Council	0	1	2	0	5	0	0	4	0	12
Guildford Borough Council	1	1	3	0	1	0	2	4	0	12
Mole Valley District Council	0	0	0	0	1	0	0	5	0	6
Reigate & Banstead Borough Council	0	2	0	0	2	2	0	6	0	12
Runnymede Borough Council	0	0	1	0	2	0	6	1	0	10
Spelthorne Borough Council	0	0	4	0	1	0	2	2	0	9
Surrey County Council	24	0	8	70	1	18	1	2	1	125
Surrey Heath Borough Council	0	2	0	0	2	0	1	1	0	6
Tandridge District Council	0	3	2	0	2	0	4	8	0	19
Waverley Borough Council	0	1	0	0	2	0	4	7	0	14
Woking Borough Council	0	2	1	1	1	1	3	2	0	11

Notes

These statistics include all complaints and enquiries that were received from 01 April 2020 to 31 March 2021.

To allow authorities to respond to the Covid-19 pandemic, we did not accept new complaints and stopped investigating existing cases between March and June 2020. This reduced the number of complaints we received and decided in the 20-21 year.

Some cases are received and decided in different business years. This means the number of complaints and enquiries received may not match the number of decisions made.

Annexes	None
Background Papers	
Author/Contact Details	Lynn Smith, Customer Relations Manager 01276 707668 Lynn.smith@surreyheath.gov.uk
Head of Service	Richard Payne- Executive Head of Corporate

Planning and People Portfolio Update

Summary

To provide a progress report on the Planning and People Portfolio for the first six months of 2021/22

Portfolio: Planning and People

Wards Affected: All

Recommendation

The Performance and Finance Scrutiny Committee is requested to consider and comment on the update on work areas contained within the Planning and People Portfolio

1. Background

- 1.1 The Planning and People Portfolio comprises the following service areas: Planning Policy, Development Management, Building Control Land Charges Planning Enforcement and Drainage.
- 1.2 This report provides a further update since the last report which was presented in January 2021. This report therefore covers the first six months of 2021/22. During this time period Covid-19 restrictions were in place, however, the last couple of months of this 6-month period, government restrictions have lessened. During this period, officers have returned back to their job roles within the organisation following the requirement to support welfare calls at the height of the covid-19 pandemic.
- 1.3 Looking forwards, the council has adopted a corporate policy in working in the office one day a week, however, the majority of staff are still working from home, given the ongoing flexibility this has given officers and the efficient ways staff have adapted in adopting a more agile working condition in their lives within the local authority. A summary of the key issues arising for each of these areas is set out below.

2. Planning Policy and Conservation

- 2.1 The key work area for this team continues to be the production of the new Surrey Heath Local Plan which will cover the period 2019 - 2038. An Issues and Options document was published for public consultation in 2018 and the team is now working towards a further draft Local Plan consultation.
- 2.2 Over the previous 6 months further draft policies have been prepared and discussed with the Local Plan Working Group (LPWG) and additional evidence including on flood risk, town centres and climate change has been completed. The remaining key areas of work are the consideration of additional housing sites to meet the current shortfall and the identification of Gypsy and Traveller sites.

- 2.3 Work on the identification of further sites to accommodate the identified housing needs is challenging in view of the environmental and planning constraints in the Borough. The team held a 'Call for Sites' late 2020/21 but the outcome of this continues to show a shortfall in capacity from available and suitable sites in settlements and the countryside. Officers have been undertaking discussions with neighbouring authorities with regards to meeting unmet needs as part of the statutory 'duty to co-operate'. The identification of new sites for new homes is a continuing challenge and the lack of SANG to mitigate new homes located in the West of the Borough is a significant constraint.
- 2.4 The delivery of new housing continues to be a priority for the government. As of 31st March 2020, the Council had a 5-year supply of housing land as required by the Government but by Summer 2020 this had again disappeared as both new development and larger planning applications failed to come forward. The 5-year housing land supply paper (August 2020) sets out that the Council can demonstrate a 4.85 year housing land supply. This remains unchanged although a new 5 Year Supply Paper will be produced later this year.
- 2.5 The team produces an annual Authorities Monitoring Report, which records, amongst other data, housing completion rates in the Borough. In the last 5 years, overall housing completion rates have been as shown in Table 1 below.

Table 1: Previous 5 Years' Housing Completion vs Target

Year	Net completions	Objectively Assessed Housing Need Target	Net cumulative difference vs target
2014/2015	187	191 (Core Strategy figure)	-4
2015/2016	305	191	+110
2016/2017	226	382 (2016 SHMA figure)	-46
2017/2018	224	382	-204
2018/2019	361	332 (Government standard methodology figure for the monitoring year)	-174
2019/2020	376	332 (Government standard methodology figure for the monitoring year)	-130
2020/2021	352	327 (Government standard methodology figure for the monitoring year)	-106

- 2.6 Overall, there has been a shortfall in completions of 106 units against the targets, over the period 2014 to 2021. However, the targets have been changed by Government over time and the latest figures show that compared to the 2020/2021 target there is a surplus of 25 units.

- 2.7 For affordable housing overall, the completion rates have been significantly below the target, which is set at 35% of all net new homes, as shown in the following table.

Table 2: Affordable Housing Completions

Year	Affordable Housing Completions	Target (35%)
2014/2015	6	65
2015/2016	21	107
2016/2017	74	79
2017/2018	36	78
2018/2019	93	126
2019/2020	132	131
2020/2021	39	123

- 2.8 One of the main reasons for the failure to provide affordable housing in line with the target is viability and this continues to be a challenge. All viability assessments provided by developers are independently checked before any agreement over a reduction in contributions is reached. Another key reason is the proportion of homes delivered on Prior Approval sites and on smaller sites of less than 10 dwellings significantly impacts on affordable housing delivery as there is no requirement to deliver a proportion of affordable homes on such sites.
- 2.9 Part of the Local Plan work also includes looking at the need for Gypsy and Traveller pitches. The latest Gypsy and Traveller Accommodation Assessment (2020) is published on the Council's website and shows a significant need for Gypsy and Traveller pitches despite a recent permission for two additional pitches at Lightwater. As with housing sites, the identification of suitable sites for Gypsies and Travellers is challenging. Following discussion at the LPWG officers will shortly undertake a specific 'Call for sites' for potential Gypsy and Traveller sites.
- 2.10 Work on the provision of Transit Sites continues to be taken forward through Surrey County Council (SCC). At a SCC Cabinet meeting on 1st June 2021¹, the Cabinet resolved that £1.2 million be allocated for the delivery of a Transit Gypsy and Traveller site in Tandridge District located between Merstham and Bletchingley. The Cabinet also resolved that £2.6m will remain in the Medium-Term Financial Strategy pipeline for further GRT Transit Site projects/works.
- 2.11 The team also supports the work around the Thames Basins Heaths Special Protection Area, including work with partner local authorities, monitoring of SANGs capacity and work to look at alternative avoidance measures. A report on the issue of alternative measures commissioned by Hart, Rushmoor and Surrey Heath Councils is due to be published, however there have been no significant changes proposed to the existing approach. The lack of SANG capacity for the West of the Borough is a significant issue for the current delivery of new homes and in particular the longer-term future delivery of new homes. More land for strategic SANG needs to be identified and acquired to support the delivery of homes in the West of the Borough, including homes in Camberley Town Centre. The lack of SANG in the short, medium and long term is therefore a very significant issue. Officers are seeking suitable SANG capacity to mitigate the identified shortfall including exploring acquiring additional capacity from neighbouring authorities and exploring opportunities to increase capacity on Council owned SANGs.

¹ <https://mycouncil.surreycc.gov.uk/ieListDocuments.aspx?CIId=120&MIId=7764&Ver=4>

- 2.12 A further area of significant work for the team has been responding to and disseminating new Government planning legislation, policy and guidance. This includes reports to Executive in September and October 2020 on proposed planning changes including a Planning White Paper which proposes significant planning reform. Other recent changes are to the Use Classes Order and to permitted development rights which have a particular significance for preparing town centre policies, as well as the recent introduction of First Homes and a revised National Planning Policy Framework and associated guidance.
- 2.13 There have been a number of staffing changes in the team in the last few months. This has resulted in a replacement full time Senior Planner, a new full time Planning Officer post as well as a new Climate Change Officer as set out below. However, despite this the challenges of meeting unmet housing need, identifying sites for Gypsies and Travellers and responding to national policy changes mean that the current published timetable for a Full Draft Plan consultation in October is difficult to meet. The need for a revised timetable has been discussed with the Local Plan Working Group. Despite any slippage to this stage, it is still envisaged that the Plan will be adopted in 2023 which is when Government expects up to date Local Plans to be in place.
- 2.14 In Summer 2020 the Planning Policy and Conservation Team took on the lead role for Climate Change, including developing a Climate Change Action Plan. The Climate Change Action Plan was developed in conjunction with the Climate Change Working Group and was published in March 2021. The Action Plan includes a total of 63 Actions (37 identified as high priority) across the themes of energy, transport, environment, behaviour change, operational and monitoring. The Council appointed a Climate Change Officer in June 2021 who is responsible for assisting in the delivery of the Action Plan.
- 2.15 Since the Climate Change Action Plan has been published, a number of actions have been progressed, including:
- Developing a project with the parking team to install electric vehicle charge points in Surrey Heath owned, operated car parks. This will be informed by an online survey which went live on the 9th of August and will run for a period of 4 weeks.
 - Working to update the SHBC carbon baseline to 2019/20 and provide emissions reporting for 2020/21.
 - Developing a framework to monitor the delivery of the Action Plan.
 - Increasing communications around climate change, working closely with the Media Team to support engagement, including updating the Sustainable Surrey Heath webpages and promoting The Great Big Green Week 2021 (18th – 26th September).
 - An e-learning module developed by Surrey County Council is now live and available for staff to access via Surrey Learn.

3. Planning Enforcement

- 3.1 Since the last update the team have recruited a new Compliance officer who is due to start in September. This new officer will provide further expertise and grow the enforcement team to enable them to undertake and deal with the extensive outstanding enforcement cases within the borough.

- 3.2 Extensive discussions and training have been held between Corporate Enforcement and IT over the updating of internal procedures and how this would affect the usage of Uniform, the internal database on which enforcement investigations are recorded. These discussions have been very productive with extensive progress made in finalising these procedures. Extensive data input still remains outstanding (currently being reviewed) including, once further analysis have been undertaken over the overall internal procedures surrounding the Contact Centre and Planning Enforcement along with the introduction of Enterprise. This will be an invaluable addition to Uniform allowing reporting to be made easier for the management team and providing regular updates to members at planning committee. Due to there being high demand for the service provider IDOX, nationwide, it forecasted that the proposed installation and subsequent training will commence mid-January 2022.
- 3.3 In order to keep the Planning Applications Committee up to date on the Council's highest priority Enforcement investigations, it has been agreed for Officers to provide a quarterly update. This will also include an update on the progress made in setting up the Team's IT system and any other relevant matters that may affect Officers' workload.
- 3.4 It is acknowledged by the department that customer service and communication is vital when managing public expectations. Consequently, the team is continuing to focus on this area for improvement. Moving forward it is acknowledged that when and where appropriate Officers engage more effectively with Elected Members to ensure greater transparency in the eyes of the public, as this is key to maintaining the integrity of the planning system.

Table 3: Planning Enforcement 2021 cases

Case type/action	Number
Total number of referrals received	152
No breach found	63
Breach ceased/compliance achieved	108
Not expedient to pursue	20
Requisition of Information Notice served	0
Formal Notice served	1
High Court Injunctions	1
Planning permission submitted and granted	10
Planning permission submitted yet to be determined	11
Planning permission refused (Retrospective)	2
Planning permission refused/ Allowed on appeal	0
Planning permission refused/ Appeal in progress	0
Open investigations	39
Not yet visited	0
TOTALS	152

- 3.5 A Planning Enforcement update was given to the last planning committee on the 12th August 2021, where a comprehensive analysis of the outstanding enforcement cases was given. Members appreciated this update and thanked the enforcement team publicly for the continued efforts in dealing with these cases. Moving forwards, regular updates will be given outlining progress on these pending enforcement cases. Work pressures in the team remain high but progress is being made to overcome these historic cases.

3.6 An out of hours service to deal with unauthorised encampments that may occur or already be in situ at weekends/ Bank Holidays was agreed by Executive in July. The service which runs from 1st March until 30th September empowers lead officers to take key decisions to manage the encampment; i.e., arrange on site security as well as managing the public's expectations by liaising closely with the out of hours Communications Officer.

4. Drainage

4.1 This is a one man service responsible for maintenance of Council owned land drainage assets, providing drainage advice for residents, comments for planning applications, and working with developers and partner authorities to address any flooding issues within the Borough.

4.2 Covid 19: Due to the changing covid restrictions, works throughout 2020/21 were either delayed during times of lockdown and furlough, or revised to suit distancing requirements. In addition, the normal seasonal working restrictions that apply to watercourse intrusions have hindered completion of some works. There have also been difficulties in obtaining construction supplies and general delayed deliveries being experienced throughout the year. This has led to increases to costs and delays on-site. As lockdown and restrictions have eased, there are some supplies that still prove difficult to source so the 2021/22 works schedule is shown with options to continue a flexible approach that allows for potential future working restrictions and supply delays.

4.3 In order to keep some momentum of work during 2020/21, some isolated sections of work were commenced where the materials were available and suitable distancing measures could be respected. This work included the bringing forward of projects that were envisaged as being undertaken over future years, in-particular, replacement of concrete bag work headwalls and timber structures, with recycled plastic products. This work was undertaken at various SHBC owned locations, due to the maintained availability of recycled plastic products and the ability for contractors to work safely within restricted areas and away from members of the public.

4.4 Resilience Measures: During the winter of 2020/21 there were no reports of flooding that could be attributed to the Council's responsibility. All new flood defence and attenuation measures have performed as intended with only very minor problems being reported within the Borough.

4.5 Sandbag Containers these are sited at Lightwater Country Park and Chobham Fire Station, the containers have provided sufficient sandbag stocks to provide protection for properties since installation. Both containers offer a greater quantity of sandbags to be stored safely and in a protected environment to prolong life, ready for use close to vulnerable locations. The feasibility of locating a third sandbag store at Frimley Lodge Park, to serve the western side of the Borough, is currently being considered.

4.6 EA Chobham Flood Alleviation Study: The results of the Bourne catchment study have been discussed within joint meetings between this Council and Surrey County Council (SCC). The study concluded that they would be following the approach previously taken by this Council to consider a range of smaller catchment wide flood alleviation works that will reduce flows into the Bourne main river.

4.7 Department of Environment Farming and Rural Affairs (DEFRA) funded Chobham Flood Alleviation Works. Discussions are ongoing with the EA regarding the provision of further funding to enable completion of the previously identified flood defence works.

Work was identified at 5 areas around Chobham village centre that would either detain or expedite surface water flows to help protect property. However, these schemes were bought forward to suit the EA 6-year schedule and, due to the speed of design, there were additional works and cost increases that hadn't been fully considered. There was a contingency sum attached to the works and additional funds from this sum are expected to be provided through the EA during 2021/22, for completion of all the scheme areas identified.

- 4.8 Staple Hill Pond (James Osbourn Pond) the work was undertaken by the Council and substantially completed in 2020/21 utilising DEFRA funding with EA support and located on SCC land. Some delays were encountered with supplies and deliveries during the covid restrictions which added to contractor time on site. Additional work was also undertaken with the installation of a plastic sheet pile line through the pond attenuation embankment to ensure the future stability of the structure. Final works including surfacing of the access path and bridleway route is expected to be undertaken during the Summer of 2021 and the asset will then be handed over to SCC (as landowner).
- 4.9 Broadford Lane: Work has been completed with the upgrade of the open watercourse and culvert crossings to improve flows to main river from the Station Road junction, highway drainage systems and roadside watercourse.
- 4.10 Philpot Lane: Work has commenced with the clearance of boundary watercourses, restoration of connections to improve flows and the lowering of verge areas to off-set the highway flooding. Further work will be undertaken during winter 2021/22 to provide further ability for the verge areas to displace and attenuate surface water.
- 4.11 Emmetts Mill: Work has commenced with the upgrade of the open watercourse and culvert crossings. An additional watercourse route is to be upgraded in partnership with the private landowner, including the replacement of a bridleway culvert (by the Council) and 4 field access culverts (by the landowner). This work will reduce flood risk to property and highway by improving surface water flow options to main river.
- 4.12 Castle Grove Road: This is the last project area is and still to commence, expected to start summer 2021. The Castle Grove Road scheme is dependent upon additional funding (£65k) being agreed by the EA and the ability to implement works with distancing measures due to close proximity of, and working within, residential property. The work includes width restriction to a public footpath during construction.
- 4.13 New SHBC, EA and SCC Partnership Working: Following the EA flood study around Chobham and the upstream villages of Bagshot, Lightwater and Windlesham, the EA has proposed a joint working arrangement with SHBC and SCC to progress various small scale flood alleviation schemes. This proposal has been agreed to extend to flood alleviation works throughout the borough. The SHBC Engineer is providing details to the EA and SCC of various potential areas for consideration and discussions have commenced to investigate where surface water can be detained to off-set minor flooding issues, reduce pressure on existing drainage networks, and/or reduce the uncontrolled discharge to rivers.
- 4.14 Partnership Funding: Both the EA and SCC have confirmed they have funding streams available to undertake works during 2021/22 and it is proposed that SHBC utilises surplus funding from the Land Drainage budget to assist with the delivery of small scale projects, where it is considered appropriate for SHBC to make a contribution. Additional capital funds from the Drainage Reserve funds which currently stand at £383,750 may also be considered for larger scale works, subject to suitably

matched contributions from land, labour or funds. Where such works are identified these will be the subject of a separate report to the Executive for approval of the capital expenditure.

- 4.15 Pennypot Lane Flood Alleviation: Funding has been received from a developer upstream of Pennypot Lane to help alleviate flooding of highway and properties. An additional £40,000 of funding was previously approved by Executive to enable completion of work through private land. The proposal has subsequently been abandoned. This is because, following a change of landownership, it has not been possible to obtain approval for the works from the new landowner. Work has commenced with restoration of a section of watercourse and a new scheme is being considered to connect to this watercourse. The revised scheme involves work to main-river and a new highway culvert so it will seek to utilise funds from EA and SCC to supplement the developer contribution.
- 4.16 Lightwater Flood Alleviation: There is one area of flood alleviation work that remains to be undertaken to help reduce risk to properties in Ambleside Road. The installation of a new highway drainage connection is proposed and works are being discussed with SCC alongside potential funding options.
- 4.17 Lightwater Country Park: Following success in defending the Council against court proceedings taken by an adjacent landowner, flow control structures within the Tomlin Order watercourse have now been replaced. Recycled plastic control structures have been installed that will be more effective, offer a much longer lifespan and have an appearance more in-keeping with the surrounding country park.

5. Land Charges

- 5.1 This service provided 1,072 Land Charges searches for financial year 2022/21 (April 2020 to March 2021) compared with 1995 in 2019/20 the year before. Numbers have continued to decline as the housing market was affected due to Covid but with Stamp duty holidays throughout this financial year there has been an increase of search requests between July and November.
- 5.2 As a result, income has continued to decline and although the overall income for the financial year ending in March 2021 was £203,377, there was a government grant of £45,989 for income loss support. However, income in 2021/22 is being carefully monitored due to the impact of Covid on house sales and to date income has continued to decline.
- 5.3 The roll out of the government project to move delivery of part of land charges away from local authorities and into the Land Registry as a new online service is continuing. The roll out of the government project is continuing and they hope to begin the analysis of our data 2023/2024 and for the migration to be complete in 2025.
- 5.4 This team also supports the Development Management team with the processing of planning applications. The team is fully staffed.

6. Development Management

- 6.1 The overall numbers of planning applications received in 2021/22 are significantly higher than the previous financial year due there being a considerable surge in householder planning applications due to more homeowners building extensions to their properties. This in turn has increased fee income to the department which is encouraging.

- 6.2 Workload remains high and increasingly officers are becoming reliant on extension of time agreements. In practice, therefore, decisions are not always made within the statutory period of 8 weeks for non-major applications or 13 weeks for major developments. Applicants are having to wait longer for a decision, particularly for major developments. The new Head of Planning priorities are to reduce the reliance of extension of times and increase the speed of decisions within the department, along with improving customer service in the team.
- 6.3 The Princess Royal Barracks development continues to generate significant work for the team. The site presents significant challenges and land contamination, housing viability and drainage have proved to be particularly contentious issues. Discussions on these matters are ongoing
- 6.4 Since the last performance update which was reported between 1st April 2019 to 31 March 2021, where current decisions were 67% for Majors and 84% for Non-Minors there has been a slight improvement in performance. The current statistics have improved for the last quarter, March to June 2021, 100% for Majors with Non-Minors remaining at 84%. Moving forward, performance figures will be regularly reviewed to make sure that decisions are issued more efficiently, increasing the speed of planning decisions together with improving on customer service within the Development Management team.
- 6.5 Due to the build-up of cases which have increased the backlog in the department, the Development Management team will be expanding the team on a temporary basis until March 2022, recruiting two planning officers focussing on reducing backlog and lead on the delivery of major cases. This will hopefully help to improve performance and customer service further.
- 6.6 Funding for all of these posts has come from income generation from the submission of planning applications and going forwards further income will be generated from Planning Performance Agreements on major developments, which will aid in growing the team further.
- 6.7 It is also worth noting that the planning appeals budget will need to be reviewed given the significant amount of work which is being generated from appeals which are being dealt with via planning inquiries for both Development Management and Planning Enforcement.

7. Building Control

- 7.1 The Building Control is still retaining 70% of the market share in the borough and have been consistent in providing high customer service to applicants on Building Control applications and related matters.
- 7.2 The team have processed in total 355 application, successful enforcement on 33 sites where there have been unauthorised works. The team have attended to 7 dangerous structures and have carried out 2373 site inspections within the first 6 months of 2021.
- 7.3 The Building Control team is forecast to grow in terms of the overall market share in the future, have greater ability to provide a plan checking service across other authorities in England. The team currently provides this service to 3 partners. As a team they have identified further opportunities to expand this service and thereby increasing the overall income.

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**Proposed Public Realm Task and Finish Group
Draft Terms of Reference**

Members of the Group:

1. Sashi Mylvaganam (Chair)
2. Valerie White
3. Sharon Galliford
4. Officers
 - Gavin Ramtohal, Head of Legal

Review to cover the following areas:

1. The tender process.
 - a. Whether this process was followed through properly.
 - b. Whether the tenders submitted on time.
2. Did the presentation take place on equitable basis?
 - a. Was any contractor, Consultant treated differently?
 - b. If so, where the other Bidders / contractors informed of this and were they happy?
 - c. Did the final Selection of the consultant, approved by the exec if so did the full council approve it?
3. What is the role played by
 - a. Us (SHBC) the local council and
 - b. SCC, In the selection of the...
 - i. Consultant & Contractors of the. Project.
4. How often were the report submitted by re Consultants / Contactors of the progress to the officers?
 - a. In turn submitted to the Councils Exec?
5. When was the contract price reached, by the Contractor / Consultant?
 - a. Was there a quantity surveyor (Cost accountant allocated to this project?)
6. When was the exec informed of the overspend?
7. Has the council, paid the overspend to the contractor / Consultant?
 - a. If so, under whose authority was he overspent paid?
 - b. Also from what budget was this paid. (Reserves?)
8. How was this project initially funded?
 - a. If there was money received from other bodies for this work, were they informed of the overspend.
9. Did the Contractors comply with statutory standard set out in law to build the roads & pavements?
 - a. With any flaws reported back the council & SCC.
10. You have already started work on the governance process.
 - a. Did we breach any governance, Based on the above and your findings?
11. Recommendation.
 - a. On how best to avoid any pitfalls we may have found.

12. Finally, do we need to employ a qualified engineer / consultant?
 - a. To look at the drawings and the actual work itself.
 - b. To see if there have been any breaches of law & standards.
13. Legal - If there have been breaches, what remedies do we have?
14. Public - Are there any complaints received from the public re the Realm work?
(Accidents/ design etc...)

PERFORMANCE AND FINANCE SCRUTINY WORK PROGRAMME 2021/22

Summary

To consider the Performance and Finance Scrutiny Committee’s work programme for the 2021/22 Municipal Year

Portfolio: N/A

Wards Affected: N/A

Recommendation

The Committee is requested to consider the work programme for the rest of this municipal year and make suggestions as to any other matters they would like to add.

1 Background

- 1.1 The Performance and Finance Scrutiny Committee was appointed by the Council at its Annual Meeting on 19th May 2021.
- 1.2 The Council’s Constitution sets out the terms of reference for the Performance and Finance Scrutiny Committee and these can be found in Part 3 Section E of the Constitution.
- 1.3 The Council’s Constitution, Part 4, Section C paragraph 6, requires the Performance and Finance Scrutiny Committee to approve a work programme on an annual basis. The work programme is developed through the year, to meet new demands and changing circumstances and the Committee will be expected to review its work programme regularly and make amendments as required.
- 1.5 At its meeting on 6 July 2016 (minute 9/PF refers) the Committee agreed that reports at each meeting would, where possible, be themed to the areas covered by the Portfolio Holder attending that meeting.
- 1.6 A draft Work Programme has been developed to take into account items that are regularly reported on to the Committee and this has been attached to this report for the Committee’s consideration.

2 Resource Implications

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

3 Recommendations

3.1 The Performance and Finance Scrutiny Committee is advised to:

- i. Note the work programme attached as Annex A
- ii. Make suggestions as to any other matters they would like to add to the work programme.

Background Papers: None

Report Author: Katharine Simpson 01276 707157
e-mail: katharine.simpson@surreyheath.gov.uk

Service Head: Richard Payne 01276 707150

Performance and Finance Scrutiny Committee
Work Programme 2021/22

10th November 2021

1. Economic Strategy Update
2. Report on Treasury Management
3. Half Year Finance Report
4. Surrey Heath Local Plan Authority Monitoring Report
5. Half Year Performance Report
6. Executive Portfolio Update: Finance
7. Executive Portfolio Update: Business & Transformation
8. Committee Work Programme

12th January 2022

1. Corporate Risk Register
2. Air Quality Annual Review
3. Climate Change Working Group Update
4. Draft Annual Plan
5. Property Portfolio Half Yearly Update
6. Executive Portfolio Update: Environment & Health
7. Committee Work Programme

9th March 2022

1. 3rd Quarter Finance Report
2. Executive Portfolio Update: Support & Safeguarding
3. Executive Portfolio Update: Places & Strategy
4. Committee Work Programme

2022/23 Municipal Year*July 2022*

1. Annual Performance Report
2. End of Year Finance Report
3. Committee Work Programme

September 2022

1. Annual Complaints Monitoring Report
2. Committee Work Programme

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