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Monday, 13 June 2022

To: The Members of the **EXECUTIVE**
(Councillors: Alan McClafferty (Chairman), Sarah Jane Croke, Colin Dougan,
Shaun Garrett, Rebecca Jennings-Evans, Adrian Page and Robin Perry)

Dear Councillor,

A meeting of the **EXECUTIVE** will be held at Surrey Heath House and
www.youtube.com/user/SurreyHeathBC on Tuesday, 21 June 2022 at 6.00 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

Part 1 (Public)

- | | | |
|----|------------------------------|--------|
| 1. | Apologies for Absence | - |
| 2. | Minutes | 3 - 10 |

To confirm and sign the minutes of the meeting held on 31 May 2022
(copy attached).

- | | | |
|----|---------------------------------|---|
| 3. | Declarations of Interest | - |
|----|---------------------------------|---|

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

- | | | |
|----|-----------------------------|---|
| 4. | Questions by Members | - |
|----|-----------------------------|---|

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

5.	Procedure Rules, Paragraph 16. Tennis Court Redevelopment	11 - 20
6.	Star Chamber Outcome Report	21 - 32
7.	Exclusion of Press and Public	33 - 34

**Part 2
(Exempt)**

8.	63a High Street, Bagshot	35 - 46
9.	Award of Contract	47 - 52
10.	Review of Exempt Items	53 - 54

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

**Minutes of a Meeting of the Executive
held on 31 May 2022**

- Cllr Alan McClafferty (Chairman)

+ Cllr Sarah Jane Croke	- Cllr Rebecca Jennings-Evans
+ Cllr Colin Dougan	+ Cllr Adrian Page
+ Cllr Shaun Garrett	+ Cllr Robin Perry

+ Present

- Apologies for absence presented

In Attendance: Cllr Graham Alleway, Cllr Peter Barnett, Cllr Rodney Bates, Cllr Stuart Black, Cllr Sashi Mylvaganam, Cllr John Skipper, Cllr Graham Tapper and Cllr Victoria Wheeler

1/E Minutes

The minutes of the meeting held on 15 March 2022 were confirmed and signed by the Chairman.

2/E Local Community Project Fund Bids

In October 2020, the Executive had set up the Local Community Improvement Fund for bids to use local CIL funds for the non-parished wards. The Fund pooled the Neighbourhood Community Infrastructure Levy contributions to allow wards that did not deliver new development, but did experience its impact, to have access to CIL funding. It also allowed the community to bid for funding for small scale local capital projects.

The Executive considered four applications that had been received during the round of bids open between 4 January and 1 February 2022 and a summary of each was noted.

RESOLVED that, in line with the CIL bids detailed in Annex 1 to the agenda report,

- (i) £3,600 be awarded to Mytchett, Frimley Green & Deepcut Society for four new replacement litter bins;**
- (ii) £18,600 be awarded to Frimley Village Hall for the resurfacing of the front, side and driveway access to the hall;**
- (iii) £3,611 (net) be awarded to Heatherside ward (Councillor John Skipper) for five new wooden benches; and**
- (iv) £15,200 (net) be awarded to Heatherside Ward Residents' Association for the replacement of play equipment and surface area.**

RECOMMENDED to Full Council that £3,611 (net) and £15,200 (net), for five new wooden benches in Heatherside ward and to Heatherside Ward Residents' Association for the replacement of play equipment and surface area respectively, be added to the Council's Capital Programme.

3/E Executive Working Groups 2022/23

The Executive considered a report proposing the establishment of working groups, their terms of reference and the allocation of seats to those working groups.

The list of the proposed membership for each Working Group, as nominated by Group Leaders, was noted, subject to the correction that Councillor Shaun Garrett would be a member of the Property Investment Working Group in place of Councillor Colin Dougan.

RESOLVED that

- (i) the following Executive Working Groups for the Municipal Year 2022/23 be established:**
 - **Camberley Town Centre Working Group;**
 - **Climate Change Working Group;**
 - **Community Support Working Group;**
 - **Equality Working Group;**
 - **Local Plan Working Group;**
 - **Property Investment Working Group;**
 - **Surrey Heath Villages Working Group;**
- (ii) the Terms of Reference for each of the Working Groups, as set out at Annex A to the agenda report, be agreed;**
- (iii) the number and allocation of seats on each working group be as set out in the Terms of Reference; and**
- (iv) the nominations of members to each Working Group by Group Leaders, as previously circulated, as amended, be noted.**

4/E Appointment of Outside Bodies 2022/23

The Executive considered a report seeking appointments to outside bodies for the 2022/23 municipal year.

Members discussed the positions that were contested and made the following decisions:

- (i) Basingstoke Canal Joint Management Committee – it was agreed to appoint Councillor Helen Whitcroft as the main representative and Councillor Stuart Black as the substitute;**

- (ii) Heatherside Community Centre Council – it was agreed to appoint Councillor Edward Hawkins, Councillor John Skipper and Councillor Graham Tapper;
- (iii) Miss Gomms Trust - it was agreed to appoint Councillor Pat Tedder and Ms Elizabeth Thody to the vacancies. The Chairman, on behalf of the Council, thanked Mr Martin Goodway for his considerable service to the Trust;
- (iv) Surrey Heath Local Committee – it was agreed to appoint Councillor Graham Alleway, Councillor Vivienne Chapman, Councillor Josephine Hawkins, Councillor Morgan Rise, Councillor Victoria Wheeler, and Councillor Valerie White to the Committee. Members were advised that clarification had been received that substitutes were not appointed to Surrey Heath Local Committee.

It was noted that a number of reports from representatives appointed for 2021/22 on the work they had undertaken during the previous year were outstanding. The Governance Working Group would be considering an item on appointments to Outside Bodies at a future meeting and it was suggested that improvements to this process could be considered at that time.

RESOLVED that

- (i) **the appointments to outside bodies listed below be agreed;**

Organisation	Representatives 2022/23
Basingstoke Canal Joint Management Committee	Cllr Helen Whitcroft Cllr Stuart Black (sub)
Blackwater Valley Advisory Committee for Public Transport	Cllr Edward Hawkins Cllr Valerie White Cllr David Lewis
Blackwater Valley Countryside Partnership	Cllr Sarah Jane Croke Cllr David Lewis
Briars Centre Management Committee	Cllr Sharon Galliford
Camberley Town Football Club – Observer	Cllr Valerie White
Chobham Common Liaison Group	Cllr Pat Tedder Cllr Victoria Wheeler
Citizens Advice Bureau Management Committee	Cllr David Lewis
Collectively Camberley BID Board	Cllr Alan McClafferty
Community Services Partnership Board (one position reserved to the Portfolio Holder)	Cllr Rebecca Jennings-Evans Vacancy

Deepcut Village Association	Cllr Paul Deach
Fairoaks Airport Consultative Committee	Cllr Victoria Wheeler
Fairtrade Steering Group – new appointment for 2022/23	Vacancy
Farnborough Aerodrome Consultative Committee	Cllr Helen Whitcroft
Frimley Community Centre Management Committee	Cllr Darryl Ratiram
<i>Frimley Fuel Allotments Charity (4 year appointments)</i> No appointments to be made in 2022/23	n/a
Gordon's Sports Hall Advisory Group	Cllr Graham Alleway
Heatherside Community Centre Council	Cllr Edward Hawkins Cllr John Skipper Cllr Graham Tapper
Heathrow Community Noise Forum	Cllr Pat Tedder Cllr Victoria Wheeler (sub)
<i>Henry Smith Charity (4 year appointments)</i> No appointments to be made in 2022/23	n/a
Joint Waste Collection Services Committee	Cllr Colin Dougan Cllr Robin Perry (sub)
Local Government Association - General Assembly	Leader of the Council – Cllr Alan McClafferty Cllr Shaun Garrett (sub)
Miss Gomms Trust (4 year appointments) two appointments to be made in 2022/23	Cllr Pat Tedder Ms Elizabeth Thody
Mytchett Community Association General Committee	Cllr Paul Deach
Parity for Disability	Cllr Helen Whitcroft
Parking and Traffic Regulation outside London Adjudication Joint Committee (4 year appointments) No appointments to be made in 2022/23	n/a
RELATE North East Hants and Borders	Vacancy

South East England Councils	Leader of the Council – Cllr Alan McClafferty Cllr Shaun Garrett (sub)
Surrey County Playing Fields Association	Cllr Pat Tedder
Surrey Environment Partnership	Cllr Colin Dougan
Surrey Heath Age Concern	Cllr Shaun Garrett
Surrey Heath Arts Council	Cllr David Lewis Cllr John Skipper Vacancy Cllr Edward Hawkins (sub)
Surrey Heath Local Area Committee	Cllr Graham Alleway Cllr Vivienne Chapman Cllr Josephine Hawkins Cllr Morgan Rise Cllr Victoria Wheeler Cllr Valerie White
Surrey Heath Partnership	Cllr Alan McClafferty Cllr Sarah Jane Croke
Surrey Heath Sports Council (1 reserved to Portfolio Holder)	Cllr Rebecca Jennings-Evans Vacancy Vacancy Vacancy
Surrey Heath Youth Focus	Cllr Stuart Black
Surrey Leaders' Group	Cllr Alan McClafferty
Thames Basin Heaths Joint Strategic Partnership Board	Cllr Victoria Wheeler Cllr David Lewis (sub)
Voluntary Support North Surrey	Vacancy Cllr Pat Tedder (Sub)

(ii) attendance by the appointed members at meetings of the bodies listed above be regarded as approved duties, in accordance with the Members' Allowances Scheme.

5/E Surrey Leaders' Group Outside Bodies

The Executive considered a report detailing the vacancies for Surrey Leaders' Group Outside Bodies which would be filled in 2022/23. It was reported that no Members had expressed an interest in being nominated to any of the vacant positions.

RESOLVED that no nominations be made to Surrey Leaders' Group Outside Bodies vacancies.

6/E Household Support Fund 2

The Executive was reminded that, in October 2021, the Government had introduced additional funding to target financial support for vulnerable households over the winter months; this fund, known as the Household Support Grant, had operated until 31st March 2022. The grant was designed to enable local Councils to support vulnerable households with the increasing costs of food, energy, water, and other essentials.

In the Government's Spring Statement, a further Household Support Fund (HSF2) had been announced, to be operational from 1 April and 30 September 2022. This scheme had introduced changes in which the criteria now stated that at least one third was to be funded to residents of a pensionable age and at least a further third to be funded to households with residents with children, with the remaining funds to other households genuinely in need of support. The total funding available to Surrey Heath from HSF2 was £159,183.

Members were advised that discussions were underway between the Council and Citizens Advice Surrey Heath (CASH) to re-establish and agree a 'local eligibility framework and approach', to enable CASH to distribute grant funding that best supported the households that were in the most need locally.

It was also proposed to delegate authority to the Head of Service in consultation with the Portfolio Holder to finalise the details of the scheme, along with authority to implement any future schemes where necessary.

RESOLVED that

- (i) the action plan outlined in paragraph 4.6 of the agenda report and the allocation of funding outlined in paragraph 4.5 of the agenda report be agreed; and**
- (ii) authority be delegated to the Head of HR, Performance and Communications in consultation with the Portfolio Holder for Housing, Safeguarding and Support to finalise the details of this scheme and the implementation of any further Household Support Grant Schemes.**

7/E Exclusion of Press and Public

In accordance with Regulation 4 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the press and public were excluded from the meeting for the following items of business on the ground that they involved the likely disclosure of exempt information as defined in the paragraphs of Part 1 of Schedule 12A of the Local Government Act 1972 as set out below:

Minute	Paragraph(s)
8/E	3

8/E Executive Working Groups Notes

The Executive received the notes of Executive Working Group meetings which had taken place in the previous few months. It was noted that in future it was intended to report the Working Group notes to the Executive more frequently.

RESOLVED that the Working Group notes be received.

9/E Review of Exempt Items

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

RESOLVED that

- (i) the Camberley Town Centre Working Group notes from the meetings on 26 August, 2 November and 16 December 2021 remain exempt for the present time;**
- (ii) the Climate Change Working Group notes from the meetings held on 21 July and 4 November 2021 and 26 January 2022 be made public;**
- (iii) the Community Support Working Group notes from the meetings held on 9 September, 18 October, 8 December 2021 be made public;**
- (iv) the Equality Working Group notes from the meetings held on 9 September 2021 and 13 January 2022 and 10 February 2022 be made public;**
- (v) the Local Plan Working Group notes from the meetings held on 30 June, 11 August, 18 October, 9 November and 2 December 2021, and 24 January 2022 remain exempt for the present time;**
- (vi) the Property Investment Working Group notes from the meetings held on 7 July, 4 August, 1 September, 6 October, 3 November and 1 December 2021, and 10 January, 2 February and 2 March 2022 remain exempt for the present time;**
- (vii) the Surrey Heath Villages Working Group notes from the meeting held on 1 November 2021 be made public; and**
- (viii) all Working Group notes remaining exempt be periodically reviewed by the Chief Executive and Monitoring Officer, with a view to making them public when appropriate.**

Chairman

Surrey Heath Borough Council
Executive
21 June 2022

SHBC Tennis Court Redevelopment

Portfolio Holder:	Cllr Rebecca Jennings-Evans – Leisure, Culture & Community Portfolio Holder
Strategic Director	Nick Steevens – Strategic Director of Environment & Community
Report Author:	Sue McCubbin – Recreation and Business Manager
Key Decision:	Yes
Date Portfolio Holder signed off the report	13 June 2022
Wards Affected:	Watchetts; Frimley Green; Mytchett & Deepcut

Summary and purpose

An update on development plans for Council-operated tennis facilities at Watchetts, Frimley Green and Mytchett Recreation Grounds (including the creation of a mixed-use Tennis and Netball facility at Watchetts).

Recommendation

The Executive is advised to RESOLVE that

- (i) the original scope of the project to be extended to include tennis courts sites at Frimley Green and Mytchett Recreation Grounds;
- (ii) agreement be given to the terms and conditions of the Lawn Tennis Association's funding;
- (iii) a tender process to source and appoint a suitable lighting contractor be undertaken;
- (iv) the completion of project deliverables be delegated to the Strategic Director – Environment & Community in consultation with the Leisure, Culture & Community Portfolio Holder; and
- (v) a corporate contingency of 20% of the capital project budget be set aside from the Corporate Projects Reserve, with authority to spend this fund delegated to the Strategic Director – Finance & Customer Services in consultation with the Finance & Customer Services Portfolio Holder and the Leisure, Culture & Community Portfolio Holder.

1. Background and Supporting Information

- 1.1 The Council's tennis courts at Watchetts Recreation Ground, Frimley Green Recreation Ground and Mytchett Recreation Ground have no records of resurfacing since being laid 20+ years ago and are falling into a state of disrepair. If the Council does not take action, the courts will continue to deteriorate, leading to a greater risk of insurance claims and eventually the facilities being taken out of commission entirely.
- 1.2 A capital project budget of £135k was previously agreed by the Executive for the purpose of redeveloping the courts at Watchetts Recreation Ground to create a floodlit, mixed-use Tennis and Netball facility. The neighbouring private tennis club that is immediately next our public tennis courts underwent a major refurbishment and so to maintain a level of court availability our re-surfacing works were delayed so the two projects were not being undertaken simultaneously. Fortuitously this has then meant that Surrey Heath Borough Council now has a unique match funding opportunity to include resurfacing of the courts at both Frimley Green and Mytchett Recreation Grounds in the scope of the original project.
- 1.3 In October 2021 the LTA committed £8.4 million of funding to refurbish public tennis courts across the UK. While the focus of this fund is generally to invest in areas of highest deprivation, the LTA view Surrey Heath Borough Council as a key partner due to the existing working relationship in place and perceived potential for growth of tennis in the area.
- 1.4 Following a successful stage 1 funding application from officers, the LTA have advised they would be willing to invest a figure in the region of £140k to help Surrey Heath Borough Council bring the playing surfaces at Watchetts, Mytchett and Frimley Green Recreation Grounds back to a playable standard (subject to meeting funding conditions). The LTA's funding would also cover the introduction of gate access technology at each site (successfully piloted at London Road Recreation Ground), along with certain fencing and net post repairs.
- 1.5 The LTA have however advised there are areas they do not have resource to support and consequently these would need to be paid for by Surrey Heath Borough Council. These elements are:
 - Installation of floodlighting at Watchetts (subject to planning) – the LTA suggest estimate a required budget of c.£90,000 including fees for planning, specification drawings, ground works, installation and contingencies.
 - Connection to a 3 -phase power supply estimated at £15,000 (awaiting final quotation)
 - Any netball elements to be introduced with the Watchetts redevelopment such as posts, slots and over markings (estimated £10,000).

The costs above are not newly expected; they were all required within the original scope of works previously agreed for the Watchetts redevelopment.

- 1.6 There are conditions that come with the LTA's funding which SHBC would be required to agree to:

LTA conditions of funding

- Take a Borough wide approach – all parks included in the scheme
- All parks to utilise online booking via ClubSpark and LTA Rally products
- Gate Access System installed on all sites
- Recreational Competition Offer provided via LTA's product 'Local Tennis Leagues'
- 1 hour weekly free coach led activity (TBC) provided at key sites with a coaching offer
- Operational Model and Sustainability plan in place – commitment to a sinking fund or a mechanism with a similar effect

Based on SHBC's existing partnership working with the LTA, the vast majority of these conditions are already being met or will be met following the successful delivery of works. The only exception is a weekly 1 hour free coach led activity, but it is considered this could be easily implemented with minimal financial impact through the Council's current coaching partner, the National Tennis Association (NTA).

- 1.7 The LTA are currently developing a framework for contractors who will undertake their assigned resurfacing projects across the country, including Surrey Heath. The LTA are looking for confirmation that Surrey Heath Borough Council are happy to proceed with these proposals and wish to continue to the final stages of this process. The framework will be in place by the end of June with works to the courts, subject to receiving a signed agreement, being planned for the Autumn (Sept/Oct 2022)
- 1.8 There are five public tennis courts at Watchetts Recreation Ground, while Frimley Green and Mytchett are smaller facilities with two courts each. The expected lifespan of an asphalt tennis court is 10-12 years, as such all courts are long overdue resurfacing works.
- 1.9 There are also Council operated courts at London Road Recreation Ground but these are not included in the scope of this report as they have been refurbished more recently and are in better condition.
- 1.10 As part of the proposed redevelopment, two tennis courts at Watchetts will be converted to 'mixed use' facilities, allowing for the provision of netball. Surrey Heath currently has very limited netball facilities outside of school settings and no local leagues, meaning those who wish to play largely have to travel out of borough. The Council has received criticism for this in the past.
- 1.11 Surrey Heath Netball Club, which caters for residents from the age of 10 to adult, would be of the groups to benefit greatly from the new facility with a number of teams likely to use the courts as a base. Increased opportunities to deliver programmes such as 'Back to Netball' and 'Walking Netball', helping to

increase physical activity levels among women who are statistically less likely to be active than men (Active Lives Survey, 2021).

- 1.12 Gate access technology was successfully introduced at London Road Recreation Ground, which was used as a pilot site to demonstrate the operational model was sustainable. The table below shows usage data since introduction of the system in 2018 and also includes comparison versus LTA latent demand data to show potential for growth at the 3 sites that are currently non-gated:

Venue	Unique Users	LTA Latent Demand	No. of Total Bookings
<i>London Road</i>	710	1,775	7,692
<i>Watchetts Rec</i>	267	1,486	829
<i>Frimley Green</i>	157	1,083	829
<i>Mytchett Rec</i>	106	1,428	530

- 1.13 Tennis demand has increased significantly since the pandemic, having been one of the first activities to be permissible after lockdown and a sport that can be enjoyed outdoors with social distancing. This has been evidenced by the fact usage on Council sites has increased by 131% between 2019 and 2021.
- 1.14 Courts at all of the non-gated locations currently suffer badly from vandalism, with many courts having been out of action for extended periods due to damage to nets and/or posts, and holes regularly being cut into fences. Officers receive numerous complaints at the condition of the courts and in particular the state of the fencing. Fencing repairs and the introduction of gate access technology would greatly help to remove this issue.
- 1.15 The current charging policy at these venues is ineffective due to a lack of ability to police it. While the online booking system has already been introduced at all tennis court sites, it has little use without gate access technology to work alongside it. As grounds contractors do not have a fixed presence in each park, the vast majority of people are able to play without being asked to pay. As a consequence, the Council is missing out on potential income and is very limited in the amount of usage data it can collect.
- 1.16 The gate access system and online booking system 'clubspark' will give customers the ability to self-serve, making booking both Tennis and Netball courts more accessible for customers with low levels of input required from Council staff, and will provide an accurate measurement of usage. Staff will continue to be available to support residents who may not have access to booking online.
- 1.17 Subject to planning approval the redevelopment would incorporate floodlighting at Watchetts, which would allow residents and visitors to use the facilities during the evenings – this is particularly important for residents who are unable to access facilities during weekdays. At present with the exception

of the 3G pitch at Frimley Lodge, there are no Council operated sporting facilities available after dusk.

2. Reasons for Recommendation

- 2.1 This is a unique opportunity for the Council to maximise outside investment to achieve best value for residents. Other opportunities for this level of external funding are unlikely in the foreseeable future, particularly given the financial challenges presented by the pandemic.
- 2.2 This redevelopment will allow a greater range of opportunities for residents to get and stay active with a far more attractive playing experience provided. This will lead to greater public engagement with our facilities, increasing Council income and ensuring the Council continues to meet its health and safety responsibilities.
- 2.3 The terms and conditions attached to the LTA's funding are, in the opinion of officers, fair and reasonable given the level of investment.
- 2.4 Officers therefore recommend that members approve this proposal.
- 2.5 Taking no action is not recommended as a viable option as the courts will continue to deteriorate and in the longer-term will cost substantially more to repair, while the Council will continue to miss out on opportunities in regards to both greater public participation and income.

3. Proposal and Alternative Options

- 3.1 The Executive has the option to:
 - (i) Agree to the revised project scope and terms and conditions attached to the Lawn Tennis Association's funding;
 - (ii) Reject the terms of the Lawn Tennis Association's funding and fund the project from the Council reserves;
 - (iii) Choose not to proceed with the project.

4. Contribution to the Council's Five Year Strategy

- 4.1 Health and quality of life were highlighted as a priority as part of the Council's new five year strategy. This scheme will improve access to quality sporting facilities and help the Council achieve an outcome of a healthier, more active population.
- 4.2 This project will also work towards the Council's 'Environment' priority, in particular to "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."

4.3 This project will also support objectives related to the Council's new Physical Activity strategy in addition to contributing towards Surrey's "Movement for Change" strategy and Sport England's "Uniting the Movement" strategy.

5. Resource Implications

5.1 The LTA have proposed they would be willing to invest a figure in the region of £140k to help Surrey Heath Borough Council improve the facilities of the courts at Watchetts, Mytchett and Frimley Green. A full breakdown of their expected costs can be found in Appendix A.

5.2 As part of their offer, the LTA's facility project manager and quantity surveyor firm would oversee the quality control, communication with the contractor and link in with the relevant SHBC facilities lead. This would save the Council considerable time and cost as well as providing reassurance of quality given that experience of tennis court resurfacing is not possessed in-house.

5.3 The reduced set of obligations outlined in 1.5 mean the overall cost to the Council is expected to be comfortably within the previously agreed £135k budget despite rising building costs. Officers are currently in the process of getting up-to-date quotes for these aspects of the project.

5.4 The Council's original capital budget of £135,000 for the development of Watchetts is still in place minus £1500 spent on surveys, leaving £133,500.

5.5 Unlike the resurfacing, officers will be required to project manage the floodlighting installation at Watchetts should a planning application is successful.

5.6 If there is any overspend on the project areas the LTA have committed to delivering, SHBC will not be liable with costs being covered by the LTA. Any overspend on the elements not covered by the LTA (see 1.5) will be the responsibility of SHBC.

5.7 In 2021, income from the three sites was as follows:

Watchetts (5 court site) = £212.75
Frimley Green (2 court site) = £471.50
Mytchett (2 court site) = £299

5.8 Comparably the courts at London Road Recreation Ground, which already have a good playing surface and gate access technology, generated £5,448 in 2021 (4 court site, £1,362 per court per year).

5.9 Working on a basis of £1,362 per court per year, after redevelopment works the courts could achieve:

Watchetts (5 court site) = £6,810*
Frimley Green (2 court site) = £2,724
Mytchett – (2 court site) = £2,724

**does not take into account potential additional income from floodlit hours.*

- 5.10 In addition to tennis income, a floodlit site at Watchetts would allow for additional income from Netball. Runnymede Borough Council has similar floodlit mixed use Tennis and Netball courts in Chertsey and by working with an external netball league generate c.£12k income per year. It is hoped that by securing a similar partner the site at Watchetts will be able to achieve a similar level of income by year 3.
- 5.11 There is currently no sinking fund (money set aside for refurbishment) in place for the Council's tennis courts. As part of this capital project, it is proposed to set up a sinking fund so the courts become self-sustaining in a similar manner to the 3G pitch at Frimley Lodge Park, minimising the need for future capital investment in the longer-term.
- 5.12 Subject to the works in this report being completed, there is also an opportunity to outsource operations to the Council's current coaching partner, the National Tennis Association (NTA). The NTA have expressed an interest in paying an annual rent of £18,600 pa to operate tennis across the Council's four sites plus a profit share contribution. This would cover sinking fund contributions, meaning long-term liability to the Council would be significantly reduced.
- 5.13 If agreement is given for the project to proceed, officers will explore this outsourcing possibility further with the National Tennis Association before bringing a formal proposal to the Executive for consideration at a later date.

6. Section 151 Officer Comments:

- 6.1 Previous capital budget will be reprofiled into the current financial year. If the LTA funding is not agreed, then the project will need to be re-evaluated, including the option to close the facilities to prevent potential injury liability.

7. Legal and Governance Issues

- 7.1 Any installation of floodlighting at Watchetts Recreation Ground would be subject to a planning application.
- 7.2 A precedent has been set in this regard as the adjacent private courts at Frimley Tennis Club have recently had planning approval granted for floodlighting on their courts. A planning application for the SHBC operated courts will follow many of the same principle to ensure minimal disruption to neighbouring residents.
- 7.3 All financial matters will be carried out under strict audit guidelines.
- 7.4 The contractor undertaking resurfacing works would be appointed through the LTA's procurement framework.

7.5 The contractor undertaking floodlighting works would be appointed by the Council following a thorough tender process.

8. Monitoring Officer Comments:

8.1 Given total expenditure exceeds 100k, approval of the LTA funding is a key decision and an executive function.

9. Other Considerations and Impacts

Environment and Climate Change

9.1 Power for the gate access system at Watchetts is minimal at 12v with a max 2 amp output. With recent technological advances, gates can now be powered by solar power to provide a renewable source of energy. The gates at Mytchett and Frimley (non floodlit sites) will be the LTA's new 'Lita' gates and powered by battery.

9.2 The project would seek to install modern LED floodlights at Watchetts Recreation Ground which are far more efficient than older halogen lights in terms of light spill and energy consumption. Floodlighting can be operated via the online booking system to ensure lights are only on when paid bookings are active, minimising any wastage when not in use.

9.3 Bio-diversity offsetting principles will be adopted and applied to ensure that, although development takes place, there is a net gain on each site as a result of the improved facilities.

9.4 By providing a number of better quality facilities locally, residents will be less dependent on using their car to access a positive experience, meaning less road journeys and accompanying pollution.

Equalities and Human Rights

9.5 An Equality Impact Assessment has been carried out for the Council's wider 'Tennis in the Park' scheme. A full Equality Impact Assessment will be completed for the redeveloped sites when an exact specification and layout of the works has been supplied by the LTA's appointed contractor.

Risk Management

9.6 Officers will not commit any significant spend towards this project until the LTA can make a concrete commitment on its contribution.

9.7 Resurfacing works would not be dependent on the outcome of the planning application for floodlighting. By working with the LTA and its preferred contractor on a court design, appropriate spaces for posts and ducting can be put in place for the installation of floodlighting at a later date. A lack of floodlighting will however stop the ability for residents to play tennis in the

evenings, will severely limit the ability to play netball (primarily played in the evenings) and reduce the amount of potential income that can be generated from this opportunity.

- 9.8 SHBC officers would remain in touch with the LTA's project team throughout the resurfacing works to ensure coordination and minimal disruption to other park users.
- 9.9 Facilities would be improved one at a time (rather than all at once) so there is always somewhere to play while the improvements are taking place.

Community Engagement

- 9.10 The LTA have identified latent demand and have completed extensive research into what would encourage more people to play Tennis in Surrey Heath.
- 9.11 The Council's Leisure team also undertook their own public consultation in summer 2018 to understand the local views and motivations of both existing parks tennis courts but also non-users.
- 9.12 Responses in both cases showed improved court conditions and a clearer, simpler booking system were the main factors that would make people more likely to play at tennis in our parks. These improvements would demonstrate we have listened to public opinion and acted accordingly.
- 9.13 Being able to demonstrate the Council cares about public leisure facilities and the health and wellbeing of its residents is likely to be positively received.
- 9.14 Officers have received a number of complaints and/or negative feedback about their experience when using the existing courts. This redevelopment will support a change in the public perception of Council facilities from negative to positive.
- 9.15 The Council has received criticism in the past for not having community netball facilities available. This project will address those concerns.

Annexes

Annex A – Estimated Cost to the LTA

Background Papers

Watchetts Tennis Court Redevelopment – May 2020

Estimated cost to the LTA

Park Name	No. of Courts	Proposed Renovation / Interventions	Total Cost to the LTA
<i>Watchetts Recreation Ground</i>	5	Resurface 5 courts and Gate Access	£67,750
<i>Frimley Green Recreation Ground</i>	2	Resurface 2 courts, fence repairs, new kerbs and Gate Access	£39,900
<i>Mytchett Recreation Ground</i>	2	Resurface 2 courts, replace and repair fencing, new net posts and Gate Access	£31,860
Total	9		£139,510

Surrey Heath Borough Council
Executive
21 June 2022

Star Chamber Outcome Report

Portfolio Holder:	Cllr Robin Perry – Finance
Strategic Director/Head of Service	Bob Watson – Finance and Customer Service
Report Author:	Rachael Bradbury – National Management Trainee
Key Decision:	Yes
Date Portfolio Holder signed off the report	7 June 2022
Wards Affected:	All

Summary and purpose

This report presents the background and initial findings of the current Star Chamber process at Surrey Heath Borough Council (SHBC). It puts forward the efficiencies, savings and income generation options that have been identified by officers, detailing the suggested proposals and the projected savings.

The proposed savings will enable the Council to meet its budget targets for 2022/23 as set out in the Council's Medium Term Financial Strategy (MTFS), as well as ensuring the Council continues to pursue the policy agreed with members that rather than cutting services, the Council should deliver efficiencies and increase income where possible.

Recommendation

The Executive is advised RESOLVE that

- i) the proposals set out in section 4 of this report be agreed; and
- ii) responsibility for the implementation of the proposals agreed by the Executive and the associated adjustment of relevant in-year budget totals and Medium Term Financial Strategy totals be delegated to the Director of Finance and Customer Service (& Section 151 Officer).

1. Background and Supporting Information

- 1.1 Surrey Heath Borough Council, along with most local authorities, continues to face significant challenges in providing essential services to meet the needs of residents within the level of resources it has at its disposal. This is exacerbated by a combination of increasing and more complex local demand and uncertainty over future government funding arrangements. In addition, these issues took on a new dimension with the impact of Covid-19 locally, which significantly affected a number of major income streams for the Council, including cultural and leisure activities, car parking and property rental income.
- 1.2 Surrey Heath Borough Council has traditionally set budgets that have been balanced and allowed for a small return of in-year surpluses to the general fund balance. However, since 2018/19 there has been a budgeted drawdown on reserves. The impact of Covid-19 has also required additional larger in-year drawdowns of the general fund balance.
- 1.3 As outlined in the Council's Medium Term Financial Strategy, the Council has an efficiencies target of £1.350 million, to be achieved through a combination of further services efficiencies, increases in income and potentially service reductions.
- 1.4 This target is spread over the four years of the strategy as follows:

£'000 Budget Review	2022/23 (475)	2023/24 (425)	2024/25 (300)	2025/26 (150)
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- 1.5 The proposals to meet these targets have been identified through the Council's current Star Chamber process, a root and branch, output-based budget review for all services of the Council which commenced in March 2022.

2. Reasons for Recommendation

- 2.1 The Council is required to meet the targets outlined above to ensure it can progressively bring expenditure back to a sustainable position, no-longer reliant on its reserves to balance the budget.

3. Process Followed

- 3.1 A Star Chamber process was proposed in order to generate the £1.350 million of savings as recommended in the MTFs, with an aspiration of stretching to £2 million of savings, to progressively bring the budget back to a sustainable position by maximising the delivery of efficiencies and income generation.
- 3.2 There was a need to begin the process immediately to gain maximum effect in-year.

- 3.3 The process involved a series of meetings across all service areas in the Council. Present at each meeting was the Chief Executive, the Strategic Director Finance and Customer Services (CFO/s151 Officer), the relevant heads of service and officers for each service area, the Leader of the Council, the Finance Portfolio Holder, and the relevant Portfolio Holder for the service area being considered.
- 3.4 In these meetings, officers presented potential efficiency, savings, and income generation proposals, and the implications of these proposals being taken forward. These were discussed with members who then indicated which proposals were favourable and had potential to be taken forward.
- 3.5 The outputs from these meetings are summarised in the table below and in more detail in Section 4.

	2022/23	2023/24	2024/25	2025/26
Finance and Customer Service	£38,000	£20,000	£0	£0
Planning Services Building Control	£150,000 £30,000	£235,000 £50,000	(£40,000) £0	(£70,000) £0
Legal and Democratic Services	£26,000	£3,000	£39,000	£0
Environment and Community	£209,500	£157,500	£35,000	£75,000
HR, Performance and Communications	£101,500	£28,000	£0	£0
Investment and Development	£105,000	£0	£0	£0
Total	£660,000	£493,500	£34,000	£5,000

4. Proposals

- 4.1. The following tables outline only those proposals which were recommended through the Star Chamber process, which involved both service managers

and relevant Portfolio holders as well as the Chief Executive and Director of & and Customer Service.

Finance and Customer Service

4.2. Accountancy and Procurement

Proposal	2022/23	2023/24	2024/25	2025/26
Savings already achieved through re-tendering of the Treasury Management Contract.	£3,000	-	-	-
Discontinue the Council Tax Reduction Scheme (CTRS) payment to the parishes as the central government support for this has ended.	-	£20,000	-	-

4.3. Customer Service

Proposal	2022/23	2023/24	2024/25	2025/26
Maintain current opening hours for the reception at Surrey Heath House rather than revert back to pre-pandemic arrangements – based on monitoring of demand which has remained low post pandemic. Saving achieved through reduction in vacant posts.	£35,000	-	-	-

Planning Services

4.4. Planning

Proposal	2022/23	2023/24	2024/25	2025/26
Increase in fee income due to statutory fee ceiling being raised through the new Levelling Up and Regeneration Bill. Based on the fee income last financial year which was £685,286.	-	£205,000	-	-
Pre-app advice – one-off funding from potential of five major sites at average of £60k per site. Spread over next two years. Reversal in year 3 unless further significant major applications arise.	£150,000	-	(£150,000)	-
Planning bespoke discretionary services (e.g. an extra charge for a fast track service).	-	£20,000	£30,000	-

Planning policy input into Pre-applications and Planning Performance Agreements.	-	£10,000	£10,000	-
Reduced running expenses associated with the development of the Local Plan (dependent on implications arising from the new Levelling up and Regeneration Bill).	-	-	£70,000	(£70,000)

4.4 Building Control

Proposal	2022/23	2023/24	2024/25	2025/26
Increase in market share from 72% to 75%, to operate a service matching commercial levels. This will occur by increasing the building control fees and has already been implemented.	£30,000	-	-	-
Explore partnership working with Agents. Pre-app bespoke services – see Planning as well.	-	£50,000	-	-

Legal and Democratic Services

4.5 Legal and Democratic Services

Proposal	2022/23	2023/24	2024/25	2025/26
Delete vacant legal administrator post.	£11,000	-	-	-
Greater use of Canvass Reform options, reducing the printing and postage of Electoral Registration forms.	-	£3,000	-	-
Vacant post for Committee Clerk – explore opportunities to review the committee and working group structure and reconsider the requirements of this post following the 2023/24 borough elections.	-	-	£39,000	-
Reduction in Mayoral budget to reflect reduced costs associated the cost of food and drinks receptions and expenditure on flowers in recent years.	£15,000	-	-	-

Environment and Community

4.6 Recreation and Leisure

Proposal	2022/23	2023/24	2024/25	2025/26
Look to introduce further income generating opportunities within the Council's green spaces (e.g. dog parks, another adventure golf concession).	£5,000	-	-	-
Amend leases to include utility costs which the Council currently pay.	£15,000	-	-	-
Target exercise groups operating without a permit.	£3,000	-	-	-
Reduce the number of amenity grass cuts the Council completes on Surrey County Council land. Reduce by two cuts from an average of 11 per annum. £3k per cut per year.	£3,000	£3,000	-	-

4.7 Housing and Family Support

Proposal	2022/23	2023/24	2024/25	2025/26
Work with Accent Housing to reduce numbers of temporary accommodation (TA) – contract currently includes paying for voids in TA to keep it available for homeless households.	£10,000	£10,000	£10,000	-
Reduce Rent Choice budget by £22,000 to match expenditure of just £6k.	£22,000	-	-	-
Employ an Occupational Therapist (OT) into the vacant Technical Officer post, and capitalise costs of OT from Disabled Facilities Grant and remove Technical Officer post – saving 1FTE at Grade SH5.	£26,000	-	-	-

4.8 Environmental Health and Licensing

Proposal	2022/23	2023/24	2024/25	2025/26
Review level of discretionary fees and charges - full cost recovery and benchmarking exercise.	-	£6,000	-	-
Review charges for discretionary services e.g., start charging for road closures/pavement licences; remove/amend non-means tested discounts e.g. for pest control.	-	£2,000	-	-

Introduce charging for pre-application advice for Licensing and Food Hygiene Rating Scheme (FHRS) visits.	-	£1,500	-	-
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4.9 Community Services

Proposal	2022/23	2023/24	2024/25	2025/26
Social Prescribing – Request funding received from Better Care Fund to be increased to cover the full cost of the Social Prescribing Officer.	£7,000	-	-	-
Windle Valley – hire of centre facilities to voluntary and community organisations, private businesses (with community benefit) and commercial companies.	£9,000	-	-	-
Windle Valley – wider restructure: changing the management arrangements with no loss in service.	£30,000	£10,000	-	-
Meals at Home – review the partnership delivery model to develop efficiencies by rationalising the fleet across both authorities when leases are renewed (e.g. reducing from 8 to 4 or 5 vehicles).	£12,500	-	-	-
Social Prescribing – request that a contribution be made from Better Care Fund to the resource used to manage the Social Prescriber, attend partner meetings etc. in relation to Social Prescribing.	£10,000	-	-	-
Windle Valley Centre – consider the viability of and requirement for a commercial kitchen to deliver meal provision to people attending the Windle Valley centre.	-	£20,000	-	-
Meals at Home – provision of meals to voluntary and community organisations, temporary accommodation addressing homelessness etc., holiday provision for those on free school meals, school holiday activity clubs etc.	-	£6,000 (based on 10 meals per day for 50 weeks)	-	-
Reduction in training budget for Community Services staff.	-	£3,000	-	-

4.10 Camberley Theatre and Heritage Services

Proposal	2022/23	2023/24	2024/25	2025/26
Review delivery model for the Heritage Services that maintain service levels while reducing costs. This could include a more coordinated and integrated approach across Heritage and Theatre services. This could include a joint outreach programme based on sharing education.	-	£35,000	-	-
Increase Restoration Levy by £1 to £1.50. This is a surcharge on tickets to support the restoration of the theatre. Expenditure will be capex, but revenue income to support capital costs.	£13,000	-	-	-
Update ticket transaction fees from the current £2 per transaction to £1 per ticket.	-	£16,000	-	-
Increase pantomime ticket prices – benchmarking exercise has demonstrated that at all neighbouring theatres, other than one, ticket prices are higher than Camberley.	£25,000 based on 12% increase	-	-	-
Offer new income generating opportunities e.g. Your Home where the Heritage team research the history of a person's home.	£1,000	-	-	-

4.11 Parking

Proposal	2022/23	2023/24	2024/25	2025/26
Appoint additional civil enforcement officer and fully cover cost of the post through Parking Control Notice income, and contribute additional £3k to Council overheads.	£3,000	-	-	-

4.12 Corporate Enforcement

Proposal	2022/23	2023/24	2024/25	2025/26
Adjust Miscellaneous Enforcements budget to match historic demand levels.	£5,000	-	-	-
Adjust Abandoned Vehicle budget (statutory service) to match historic demand levels and efficiencies from new contract.	£5,000	-	-	-

4.13 Joint Waste Solutions

Proposal	2022/23	2023/24	2024/25	2025/26
Increase bulking income from Doman Road (capex required).	-	-	£25,000	£75,000
Garden waste management – manage garden waste subscriptions in house or through partnership with another authority.	-	£5,000	-	-
Increase in commercial (non-domestic) collections, which are chargeable.	£5,000	£5,000	-	-
Increase of fees and charges for existing paid-for services, to ensure we are charging the going rate, e.g. for garden and bulky waste collections.	-	£35,000 based on 5% increase	-	-

HR, Performance and Communications (including ICT and Digital)

4.14 ICT and Digital

Proposal	2022/23	2023/24	2024/25	2025/26
Merge the Equipment and R&R budget total £170k and reduce by £50k for 22/23.	£50,000	-	-	-
Reduce paper budget due to agile working and renegotiated paper costs.	£4,000	-	-	-

4.15 Organisational Development

Proposal	2022/23	2023/24	2024/25	2025/26
Incorporate separate Legal Team training budget (currently £8k) first introduced 2021/22 into the Corporate Training budget for future years.	£8,000	-	-	-

4.16 Communications and Marketing

Proposal	2022/23	2023/24	2024/25	2025/26
Undertake a fundamental review the Council's Marketing and Communications functions to refocus the service with the aim of reducing marketing activities in the central team, entrainment events run in-house that do not cover costs (e.g. Beer festival), and giving a greater focus to effective core communications and community engagement and wellbeing.	£30,000	£20,000	-	-
Explore shorter route for annual Remembrance Sunday event which will also reduce cost of traffic management. Two options will be explored, either High Cross Church or St Tarcisius and discussions will take place with the Royal British Legion before finalising.	£1,500	-	-	-
Review HeathScene publication – remove one hard copy issue in year one, and remove a further hard copy issue in year two, leaving one hard copy a year going forward. (£8k to produce each issue).	£8,000	£8,000	-	-

Investment and Development

4.17 Investment and Development

Proposal	2022/23	2023/24	2024/25	2025/26
Stop expenditure for Surrey Heath House Christmas tree.	£5,000	-	-	-
Activities targeted to improve 22/23 budget investment income against budget assumptions: <ul style="list-style-type: none"> • earlier lettings than previously budgeted • pro-active rates mitigation activities • improved turnover rents 	£100,000	-	-	-

5. Outcome

- 5.1. As it currently stands, the budget target has been exceeded for the current financial year (2022/23) and **£660,000** of efficiencies, savings and extra income have been identified based on the proposals considered in the Star Chamber process.
- 5.2. It should be noted however, that £200,000 of these are 'one-off' savings only. In addition, some of the first year savings will be needed to cover any one-off costs associated with implementing the changes, including any potential staffing implications and any reductions arising from implementation taking place part way through the financial year and therefore not necessarily providing the full-year benefit.
- 5.3. In addition, some of the savings rely on the generation of additional income, or on securing new external sources of funding, not all of which will necessarily be achievable.
- 5.4. Taking into account the potential for some one-off costs associated with delivery, and the inevitable risk of under delivery of income proposals, the savings identified in this paper should enable the savings target for 2022/23 to be delivered in full.
- 5.5. For the next year (2023/24), the current figure stands at **£493,500**, which includes the reversal of £50,000 of one-off savings.
- 5.6. The following year (2024/25), the current figure stands at **£34,000**, due to the reversal of the one-off major sites pre-app income achieved in the first two years.
- 5.7. Therefore, while implementing the savings for 2022/23, consideration will need to be given to identifying further savings that are still needed over the remainder of the medium term financial strategy period i.e. 2023/24 to 2025/26.

6. Other Considerations – Corporate Initiatives

- 6.1. In addition to the proposals outlined in the tables above, the Council will take a corporate review of the following:
 - 6.1.1. Increasing the commercial culture within the Council to include:
 - 6.1.1.1. A review of its fees and charges, with the intention of a full cost recovery and benchmarking exercise to be undertaken.
 - 6.1.1.2. Developing a complete understanding of our cost drivers.
 - 6.1.1.3. A review of all Council procurements and contract management. Better procurement practices will generate potential contract efficiencies in other

services; the Council will develop a new procurement strategy and process. This will include better tender specification and review of current contracts.

- 6.1.2. A review of its business and administrative support functions, looking into the possible development of a business support hub for SHBC, centralised in Finance and Customer Service. This will not generate efficiencies in Finance and Customer Service, but would lead to a corporate increase in professional officer capacity and potentially future cost reduction.

7. Section 151 Officer Comments

- 7.1. The Star Chamber process has proved very successful in identifying a combination of base budget and one-off budget reductions/increases in income for 2022/23 and Council officers have worked hard to identify efficiencies, savings and income. There is still some work to be done in the later years of the MTFs, but this is an excellent starting point.
- 7.2. Where there have been budget reductions identified as efficiencies, then these will be taken as budget reductions as there is no impact on service delivery or services to residents and businesses.
- 7.3. The delivery of the efficiencies, savings and income will be monitored throughout the year.

8. Legal and Governance Issues

- 8.1. For each proposed efficiency, budget holders should consider the extent to which consultation is desirable or required and whether there is any need for equality impact assessments. Budget holders should also consider whether any contract variations are needed in relation to contracts with third parties.

9. Monitoring Officer Comments:

- 9.1. The Monitoring Officer has no comments.

Background Papers

Medium Term Financial Strategy 2022/23 – 2025/26

Exclusion of Press And Public

Recommendation

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

<u>Item</u>	<u>Paragraph(s)</u>
8	3
9	3
10	3

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Regulations 2000.

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