



### 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

idents, 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.

# Environment

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"> <li>- Deliver significant reductions in carbon emissions</li> <li>- Enhance, protect and provide improved greenspaces and other open spaces</li> <li>- 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</li> </ul>	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**

<b>Our Aim</b>	<b>Our Action</b>	<b>Link to Partner/Policy</b>
	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
<b>Invest in our rural and urban areas</b>	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
<b>Improve transport infrastructure</b>	Enable the delivery of local infrastructure improvements for the Borough through the Community Infrastructure Levy (CIL) spending strategy	CIL Guidance / Infrastructure funding statement
<b>Deliver a new Local Plan for Surrey Heath</b>	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
<b>Pro-business approach / Support our businesses /</b>	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
<b>Attract more inward investment into the borough</b>	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 <b>rail links</b> to London and other key towns and cities	Network Rail
Ensuring that the <b>bus services</b> in the Borough are efficient and sustainable.	Surrey County Council Local Bus Operators
Improving the highway network to address <b>congestion, heavy vehicle traffic and poor quality roads</b>	Surrey County Council Highways England
Mitigate climate change by increasing <b>green economy</b> , increasing <b>community recycling facilities</b> , encouraging <b>re-use schemes</b>	Surrey County Council Surrey Environment Partnership Business Associations
Support the needs of existing <b>businesses</b> in terms of <b>infrastructure and connectivity</b>	Business Associations / BID Surrey County Council Telecoms providers
Increasing <b>employment levels</b> within the borough.	Business Associations / BID Businesses
Build links with the Higher Education sector to establish a <b>University Hub</b>	University of Surrey
Working in partnership with key stakeholders improve <b>activities, facilities and support for young people</b> across the borough.	Surrey Heath Partnership SCC
In responding to any future policies, legislation or opportunities regarding <b>local public services</b> , act as an <b>advocate</b> 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.

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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		
<b>Our Aim</b>	<b>Our Action</b>	<b>Link to Partner/Policy</b>
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.	