

END OF YEAR REPORT 2016/17



Foreword

Our vision is to make Surrey Heath an even better place to live, work and play. This End of Year Report for 2016/2017 details our achievements and performance outcomes.

2016/2017 has been an excellent year. In November the Council took a strategically important decision to acquire Capital & Regional's interests in Camberley Town Centre and other key sites. These acquisitions enable us to have control of our own town centre's future, bring forward our regeneration ambitions for Camberley and support economic development. We have selected Berkeley Homes as our development partner for Ashwood House and Pembroke House, so that much-needed housing can be delivered in the area.

Our property investment has generated additional revenue of over £2.9m, and we have made savings of £600k on borrowing costs this year.

Our work in collaboration with four local Councils on the new Joint Waste Partnership will bring in annual savings of £330,000 to the Council, whilst the service will continue to keep our place clean, green and safe - and keep us one of the highest recycling authorities in the country; a hugely positive legacy for future generations.

Our work to engage businesses and provide a networking platform for local enterprise was evident at our Business Breakfast events and recent Business Awards. These events enabled us to further support local business growth and development.

In Spring 2017 we agreed a Borough-wide play area improvement scheme to the value of over £650,000, which will be implemented over the next three years. We have introduced a broad range of activities for the whole community including walking football for the over 50s. In Community Services our crucial work to support an ageing population continues, improving services for the elderly. We also implemented a permanent closure of Camberley's High Street on Wednesday, Friday and Saturday nights. The Order was made following a 3-year pilot which saw crime and disorder in the town centre fall by 50%. These are just a few of the initiatives running to help provide spaces and activities for the whole community to enjoy.

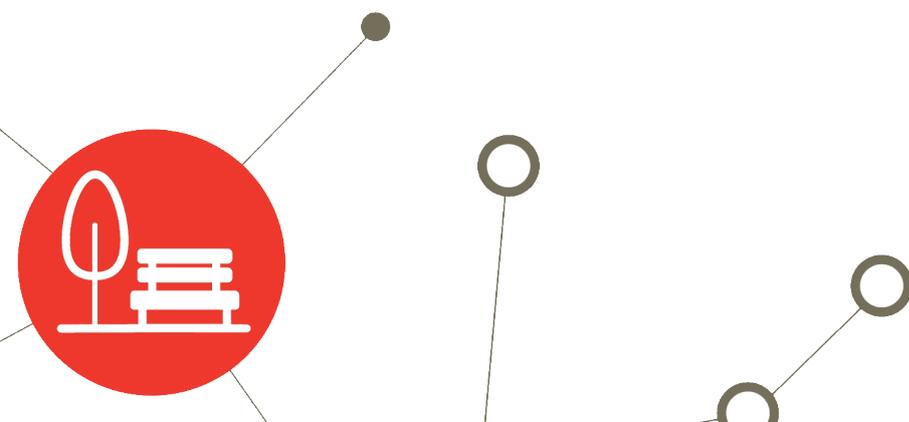
This report provides more details on our performance as well as our success measures against the objectives we set ourselves for the year.



Karen Whelan
Chief Executive



Councillor Moira Gibson
Leader of the Council



Place

Objective

To make Surrey Heath an even better place to live

Priorities

- To deliver an improved Camberley Town Centre with better accessibility
- To improve waste and recycling
- To ensure the Borough's open spaces are well maintained and sustainably managed

In 2016/17 we said we would:

- Work with partners to progress regeneration plans for the London Road frontage.
- Continue to buy property to regenerate the town centre.
- Deliver improved car parking - including a business plan for a proposed car park on the A30.
- Secure a partner to develop housing at Ashwood House.
- Support the Business Improvement District to promote the town centre.
- Promote the town centre through a series of events, notably Camberley on Ice.
- Implement a permanent night time closure of the High Street.
- Provide higher quality services by taking on responsibility for maintaining verges and roundabouts across the Borough.
- Reduce household waste and maintaining recycling rates above 63%.

Our achievements this year are:

- The Council acquired the Capital & Regional's interest in The Mall Shopping Centre together with other properties on the London Road Block (LRB) site for a total of £86m in November 2016. Subsequently the Council also acquired the freehold of House of Fraser and NatWest Bank on Park Street. The primary purpose for these acquisitions was to give the Council control of large areas of the town centre thereby making it easier to bring forward the Council's regeneration aspirations. In addition these purchases will generate £2.1m before loan repayments to support services. Professional property management and asset management agents were appointed who developed a business plan to bring forward a number of projects, which included the refurbishment of the centre, new branding, and lettings. This also included an outline strategy for the LRB. Proposals for the LRB have been commissioned from our advisors given that the Council now has control of most of the land interests. This may include a mix of new car parking provision, housing and retail.



Place

- Contactless payment was launched in February 17 and in the first month accounted for 7% of all payments rising to 11% in March (approximately 3,000) and is still rising. Cashless payments have gone from zero three years ago (when chip and pin was introduced) to 33% of total transactions. Cashless payments are much faster than cash and so reduce queuing time for customers. This also means there is less cash to process, leading to lower cash handling costs.
The resurfacing of level 5 in Main Square Car Park, to the same standard as Level 4, will continue to help reduce queuing to get into the car park as the wider bays enable quicker parking. The newly painted surface also improves the aesthetics of the car park and has been welcomed by car park users. Given the success of this work a proposal will be put forward to agree funding for the remaining three levels to be resurfaced in the same way. In addition a further proposal will be submitted to install LED lighting throughout the car park which not only provides better illumination but also reduces energy costs by 60-70%. The milestones for the LRB site have affected the proposal for a new car park. The proposal will form part of the review of the LRB site and work on exploring options for the redevelopment of the site is currently ongoing.
- The Council has selected Berkeley Homes to be its partner in developing Ashwood House and Pembroke House. The schemes have been developed for both properties. Public consultation has been carried out. Berkeley Homes have been carrying out their due diligence and the legal documents have been progressed. Agreement has also been reached with Surrey County Council (SCC) regarding practical issues such as relocation of the bus stops. The concrete ramp and existing canopy will be removed as part of the works. New public realm works will be put in place following removal of the scaffolding. This will be the first phase of public realm works for the town centre along Pembroke Broadway and the footpath through to Princess Way.
- The Council supported the renewal of the Business Improvement District (Collectively Camberley) for a further 5 years and this was successful. The Council delivered a number of events during the year to support the town centre. These were the Queen's 90th Birthday picnic on 11th June, Camberley International Festival from 1st – 11th June, Olympic Sports Market on 13th August and Camberley on Ice throughout December. The Queen's 90th Birthday Picnic in London Road Rec was attended by approximately 500 local residents.
Camberley International Festival took place across numerous venues including town centre bars. Participation/audience was estimated to be in the region of 1,000 while the event also generated a great deal of positive media and social media coverage for the town.
The Olympic Sports Market was held on Park Street during a busy Saturday in August. Camberley on Ice attracted 12,000 visitors and 7,000 paying skaters.
- The Council implemented a permanent night time closure to vehicles on the High Street on Wednesday, Friday and Saturday nights. "The Surrey County Council High Street (D3512) Camberley (PROHIBITION OF TRAFFIC) Order 2016" was made on the 8th November 2016. This prohibits traffic on the High Street Camberley from 2130 hrs every

Place

Wednesday, Friday and Saturday to 0400 hrs the following day. The Order was made following a 3-year pilot which saw crime and disorder in the town centre fall by 50%. This is largely due to pedestrians not being confined to the pavements. Closing the road to vehicles has also stopped the anti-social driving which previously occurred on the High Street at night. The Police are fully supportive of the closure and it forms part of their policing policy for the town.

- SHBC took on responsibility for all SCC verges, roundabouts and weed killing from April 2017 and as a result has improved the service that had been delivered by SCC, by increasing the number of urban cuts to 8p.a from the previous 6p.a and rural cuts to 3p.a from the previous 2 p.a. There will also be 2 weed sprayings p.a. Combining what was the county service with our own grass cutting services means that a more consistent service can be delivered across the Borough resulting in all verges cut to the same level at the same time. Unfortunately the funding initially promised by SCC to the Borough to take this on is likely to reduce by 36% in 2018/19 which will only cover the cost of 4 urban cuts, 2 rural cuts and 1 weed spray. If the current level of service is to be maintained around £35,000 of extra funding will be required.
- The total amount of household waste generated per household in Surrey Heath has reduced. In 2016/2017 it was 824.66 kg/household/year compared with 835.82 kg/household/year in 2015/2016. Surrey Heath remains the highest performing authority in Surrey for recycling and is the fourth highest authority in the country. The predicted recycling rate for 2016/2017 is 62%. This is slightly lower than the target of 63%. The shortfall was largely due to the increase in the number of flatted properties in Surrey Heath. Work is currently underway to introduce innovative solutions for recycling from flats as well as reducing contamination. Surrey Heath has been appointed as the administering authority for the Joint Waste Contract. A centralised team has been set up to manage the contract with all waste staff employed by the partner authorities being transferred to Surrey Heath. All staffing costs continue to be paid by the partner authorities.



Prosperity

Objective

To sustain and promote our local economy so that people can work and do business across Surrey Heath

Priorities

- To maximise returns on our investments and deliver construction led growth across the Borough
- To support economic development through the delivery of the Economic Development Strategy Action Plans

In 2016/17 we said we would:

- Buy property for regeneration and investment.
- Review our investments; ensuring maximum return and minimal risk.
- Support housing and business property development.
- Work with the Government to identify publicly owned land for redevelopment.
- Host the Surrey Heath Business Awards to showcase businesses in the Borough.
- Promote Surrey Heath as a business relocation opportunity.
- Deliver applications to the Local Enterprise Partnership for funding to support the local economy.

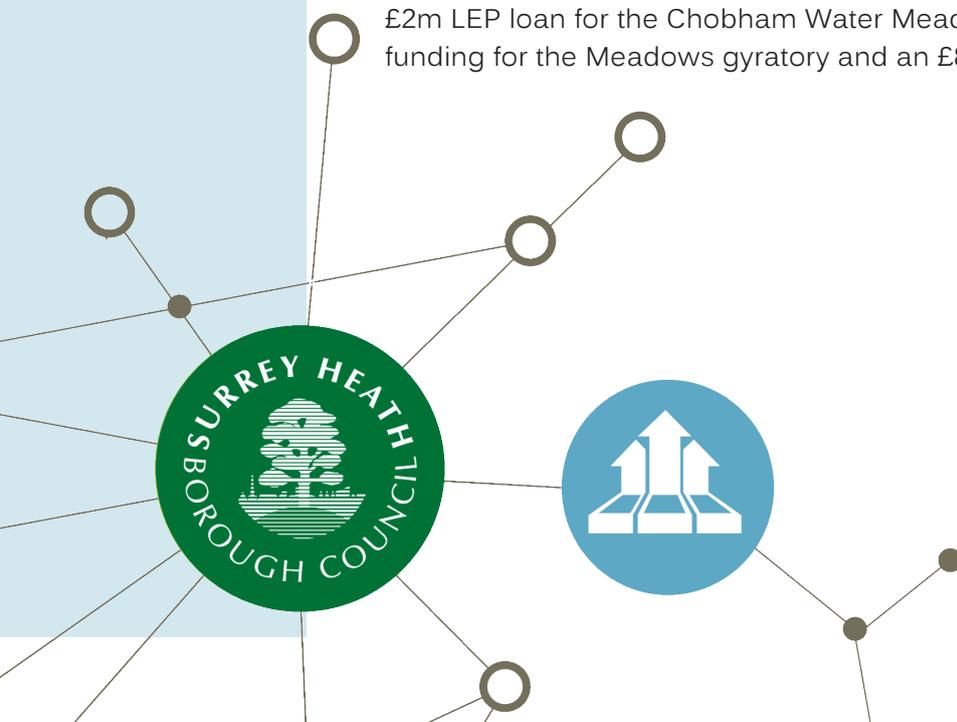
Our achievements this year are:

- In order to support economic development and regeneration the Council purchased £121m of property during the year of which the majority was in the town centre. These properties alone are budgeted to contribute £2.9m before loan repayments to the Council's budget. In addition having control of the town centre this should remove some of the barriers to regeneration – one of the models being considered is a development company. Further property investment will be needed in the coming years to address the funding cuts the Council faces if services are to be maintained.
- As a result of the investment strategy followed, the Council has managed to achieve a surplus of £140k against budget for investment income, and a saving of £600k against budget in borrowing costs. In March the Council used its investments to pay down some of its debt and is working with its advisors to reduce risks on borrowings from interest rate changes.



Prosperity

- The Council has worked hard during the year with developers to bring forward housing. During the year the Council tax base increased by 427. The Council invested in facilities at its SANGs land in Chobham to enable it to be used to bring forward new homes in the Borough. The Council was also awarded capacity funding by Government to support its proposal to develop a “Garden Village” in the Borough which would not only deliver housing but also the associated infrastructure.
- The Council has continued to work with Government to bring forward surplus MOD land for redevelopment. However, changing priorities within the MOD (outside the Council's control) have affected the progress of this project during the year, but work is still ongoing.
- The Surrey Heath Business Awards attracted 32% more applicants this year compared to last year, which reflects its increasing popularity year on year. Over 150 delegates attended the awards event on the 31st March 2017 and there was widespread reporting in the local media. This event is always oversubscribed.
- The Council has worked to promote the Borough as a place for business over the past year. It has proved difficult to attract substantial new businesses to the Borough due to the lack of land for commercial development however the Borough does have one of the highest rates of small business start-ups in the country with 36 new businesses and 95% satisfaction rate. It is also growing a reputation in certain niche industries such as IT and pharmaceuticals.
- The Council has submitted funding applications to the Local Enterprise Partnership (LEP) and has got through the first stage - it has to now submit business cases for each bid during 2017/18. The Council is seeking £5m towards highway improvements in Camberley Town Centre and £6m towards the Public Realm work in the town centre. Several of these schemes are dependent on match funding from this Council as well as Surrey County Council, which is facing financial problems. Post election, it is unclear whether LEP funding will continue, or if the Government will introduce a new mechanism for infrastructure investment to improve outcomes. The Council received a £2m LEP loan for the Chobham Water Meadows, £5m contribution subject to matched funding for the Meadows gyratory and an £8m loan towards Ashwood House.



Performance

Objective

To deliver effective and efficient services better and faster

Priorities

- To change the way we work
- To maximise use of the buildings we own
- To increase partnership working

In 2016/17 we said we would:

- Deliver a plan for management of the Arena Leisure Centre.
- Identify commercial opportunities to increase income and support the Council's future sustainability.
- Review services to deliver value for those living and working in Surrey Heath.
- Work in partnership with other authorities and the public and private sectors to deliver increased benefits to businesses and residents.
- Appoint a contractor for Joint Waste Collection service and shared contract management team.
- Work with other Boroughs to reduce fraud.
- Use space in Surrey Heath House more efficiently; promote agile working for staff to increase the number of tenants and provide residents with a one stop shop for public services.

Our achievements this year are:

- In March 2017 the Council agreed to the establishment of a Member Working Group to consider procurement options for the Arena Leisure Centre. This group is tasked with putting forward a recommendation to the Executive in July 2017.
- The Council over the past year identified and implemented a number of new income and efficiency generating opportunities including:
 - The leasing of part of the IGC and Knoll Road car park to South Central Ambulance Service, this will generate £25,000 income p.a;
 - The opening of a new café at Lightwater Country Park, this will generate £5,000 per income p.a;
 - Foot Golf, which started in March 2017 at Frimley Lodge Park, estimated income is likely to be £3,000-£4,000 in the first year;
 - The introduction of day fishing licenses at Lightwater Country Park, estimated income is £5,000 p.a;



Performance

- Launched Home Safe Service helping patients discharged from hospital settle back in at home by offering our community services such as community alarms and Meals at Home. An initial 17 Home Safe packs have been distributed and this has resulted in three referrals of which one client has taken up our community alarm service and two have taken up both the community alarm and Meals at Home service. If all 17 packs result in referrals they have the potential of increasing the community alarm income by £4,280 p.a and meals at home by £17,000 p.a;
- The Council increased the number of Meals at Home by 11% in the last 6 months, which has the potential of increasing income by £5,000 to £7,000 p.a;
- The Council purchased £121m of property during the year and these properties alone are budgeted to contribute £2.9m (before loan repayments) to the Council's budget;
- Reviewed three of the Council's seven departments to ensure our services continue to offer value for money for the residents and businesses of Surrey Heath;
- Invested in a new box office booking system for the Theatre which has already resulted in over 50% of ticket sales being online. The system has been also been integrated into the Council's contact centre enabling staff there to sell tickets.



- The Council has worked with, Project Five and Surrey Chambers of Commerce to provide an advice service for new businesses. This is a bespoke complimentary service tailored for start-up businesses, this year 36 businesses have participated with 95% satisfaction rate. The Joint Waste Partnership with Elmbridge, Woking and Mole Valley has appointed a contractor, Amey, with the service having gone live in June 2017. We have been working with Woking Borough Council to deliver the Council's Environmental Health service. The partnership with Runnymede in Family Support and Community Services continues to thrive with new services being delivered to the community including Home Safe and an improved Meals at Home service. The proposed business case for Building Control Partnership did not deliver a strong mandate however work continues to see if a different model would deliver the required benefits.

Performance

- Worked with four local Councils to deliver the new Joint Waste Partnership and appointed Amey as the new contractor to provide the waste and recycling collection service and street cleansing service from 2017/18. The contract will commence in Surrey Heath in February 2018 and is estimated to provide annual savings to the Council of £330K. The contract and final Inter-Authority Agreement was signed on 26th May 2017. The contract commenced in Elmbridge on 3rd June 2017.
- During 16/17 the Counter Fraud and Corporate Enforcement Team have: identified £23,500 of incorrect Single Person Discount through a data matching exercise. Successfully prosecuted 11 waste related cases resulting in £5,831 in costs. The team issued 18 Fixed Penalty notices for a raft of environmental offences generating an income of £2,055. The team worked with Surrey Police and Parish Councils to move on 4 separate illegal incursions in a timely manner.
- The ground floor of Surrey Heath House continues to provide a multi-agency customer hub with the Council, Police, Job Centre Plus and Surrey Disabled People Partnership, all delivering face to face services. Greater collaboration between staff across the agencies means a better all-round service can be offered to customers. We are currently exploring options of shared services with the Job Centre Plus. The Council has introduced a new digital system to improve customer service and service delivery in planning, licensing, waste and recycling, environmental health and building control. This has also been coupled with new cloud technology for email and a document management system which introduces a more efficient way of working, resulting in staff being able to access their email & files from any device and from any location.



People

Objective

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

Priorities

- To work with partners and the community to keep Surrey Heath a clean, green and safe place
- To work with partners to deliver the Sustainable Community Strategy Action Plan
- To deliver the Surrey Heath Health and Wellbeing Action Plan with the Surrey Heath Clinical Commissioning Group and Surrey County Council

In 2016/17 we said we would:

- Maintain a range of services to help vulnerable people live independently in their homes and reduce the numbers living in isolation.
- Provide support to people with dementia and their carers.
- Develop a wider range of housing options to meet housing need.
- Increase success for homelessness prevention; maintain low levels of homelessness cases and B&B use.
- Open the visitor centre in Lightwater Country Park to provide space for school groups and a café.
- Expand the range of activities on offer in our parks.
- Develop a programme for the refurbishment of play areas across the Borough.
- Continue to deliver high quality community events such as Frimley Lodge Live, Camberley International Festival and Outdoor Theatre.
- Support the Olympics with events around the Borough.
- Work with sports clubs to increase sports participation.
- Extend the Workplace Wellbeing Charter to businesses across the Borough.

Our achievements this year are:

- The proportion of people over the age of 85 years in Surrey Heath is growing faster than any other district in Surrey. It is predicted that between 2015 and 2025 this group will have increased by 60% compared to 40% for Surrey as a whole. Although numbers in the older age groups are relatively small, this group are more intensive users of health and social care. They are also more likely to experience social isolation and/or loneliness. The services provided by the Council help to meet these needs as well as generating additional income to the Council. These include:
 - Around the clock emergency assistance through our community alarm and telecare service.
 - Accessible community transport to locations around the Borough and beyond.
 - A GPS Location Service for supporting vulnerable residents of all ages and with a wide range of disabilities, health issues etc.
 - Hot meals delivered ready to eat at the door every day of the week (including Christmas Day).
 - Activities, friendship and hot meals at our Windle Valley Centre.



People

All services have continued to move forward and have been developed over the year. An example of the success of this is the rebranding and relaunching of Meals at Home resulting in an increase in meal deliveries of 11% in the first month post relaunch. In order to promote services to residents, all services have been rebranded and new literature reflects the new approach to delivery of services. In addition, the Borough's website has been updated to mirror the changes made to paper copy literature and we have increased the number of online referral forms for service requests.

- There are currently around 1,100 people in Surrey Heath with dementia. By 2020 this number is estimated to increase by 45%. Increasingly people with dementia are living for much longer in the community, and that will mean that more customers to businesses in Surrey Heath, and potential customers of the Council, will have dementia. In order to meet this challenge we have continued to participate in the Dementia Strategy Board. Surrey Heath Contact Centre staff; a number of other front line staff; and Members have been trained as "dementia friends".
 - The Saturday Club continues to operate in Bagshot for people with dementia and their carers. All staff and volunteers have been trained as dementia friends.
 - The Arena is offering a valuable service to people with dementia. The Arena staff have been trained as dementia friends and are part of the Dementia Action Alliance (DAA) for Camberley.
 - Windle Valley Day Centre and its services are also working towards becoming a member of DAA for Bagshot.
 - A number of businesses in Bagshot/Camberley are also working towards becoming members of the DAA.
- The Team Around the Person project was extended, providing support to rough sleepers with multiple needs. The work delivers positive outcomes for vulnerable residents while providing cost benefits for other services such as health, social care and the police. The number of households who had their homelessness prevented increased from 84 to 129 (only the second time in 10 years that we have assisted over 100 households in one year). This equates to 2.5 households a week avoiding homelessness through our work. In spite of the cost of B&B increasing and, due to benefit restrictions the cost passed onto residents placed being capped, the net cost of B&B increased by just £2,000 on the 2015/16 costs. Work started at the end of the year with Ethical Lettings, a not for profit letting agency, who source affordable tenancies in the private sector. This work will be developed further in 2017/18 to increase options for residents at risk of homelessness.
- The refurbished Lightwater Visitors' Centre and Café opened in autumn 2016. It generates income of £5,000 p.a for the Council as well as providing a learning/meeting/community space in this well-loved park. This links to the new nature and heritage activities and events that we will be introducing in the coming year including the development of a forest school, which will provide local schools with the opportunity to get their children out of the classroom and into our parks and greenspaces to develop their learning.

People

- The Council now offers a very broad range of activities for the whole community including: Increased choice of nature and heritage walks, walking football for the over 50s, doorstep sports (taking sports to the community) and Foot Golf at Frimley Lodge to name a few. Walking football has seen a 100% participant increase in the last year, with 56 monthly participants compared to 28 in 2016. The Council is working in partnership with Eikon and Streetgames for Doorstep sport. We have delivered doorstep sport to 111 young people in 2016/17, 32 of them new starters. Out of the 111 young people engaging in the Old Dean outreach programme, 75% of those attending live on the Old Dean estate and the majority of these young people are in high risks groups for becoming NEET (Not in Employment, Education or Training).

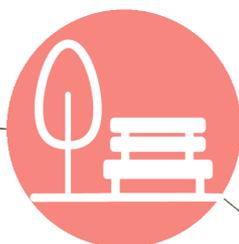


Walking football

- In Spring 2017 the Council agreed a Borough-wide play area improvement scheme to the value of over £650,000 to be implemented over the next three years.
- The Council delivered high quality community events including the Frimley Lodge Live Music Festival, Camberley International Festival, outdoor theatre and Camberley on Ice. Frimley Lodge Live 2016 attracted attendance of more than 3,000, Camberley International Festival participation/audience was estimated to be around 1,000, the outdoor theatre in Frimley Lodge Park attracted an audience of approximately 300, and Camberley On Ice attracted 7,000 paying skaters and 12,000 visitors.
- The Council held a special “good luck” civic reception for two of the Borough’s Judo Olympians in July which was attended by a broad cross section of the local community including voluntary groups, sports organisations, youth groups and local businesses. The reception recognised the endeavour of a number of Borough residents who had been selected to represent the country at the Rio Olympics. A special recognition award was given to the two Olympians in attendance. The Olympic Sports Market Day was a community event held on Park Street in Camberley and involved numerous sports clubs and sports related businesses providing a range of sport/health related activities free of charge on a busy Saturday in August.

People

- The Council supported local clubs to increase sports participation, examples of these include:
 - Support from the Council for Quays Wake and Water Ski club and Farnborough Fins enabled them to access Sport England's "Sportivate" funding, which allowed them to run free or subsidised coaching programmes for 11-25 year-olds who were not considered to be particularly 'sporty'. This programme helped both clubs attract new members which in turn helped with club sustainability.
 - The Council enabled Camberley Town Youth FC to successfully launch the only "girls-only" football team in the Borough, which resulted from Surrey Youth Games coaching sessions. Previously, girls only had the option of joining mixed teams with boys – and while this isn't necessarily an issue, FA research has found that girls are more likely to play and stick with football when in a girls-only setting, particularly as they move into older age groups. The team have been playing in an under 11 league all season. The Surrey Heath Sports Council also supported both coaches within the team by paying for 50% of their respective coaching qualifications.
 - The Council supported The Festival of Sport which ran from 8th August – 12th August 2016 and featured 13 taster sessions put on by local clubs, including Bowls, Table Tennis, Rounders, Archery, Dance and more.
 - The Council ran a "Club Conversations" event which was attended by around 15 local sports clubs. Key discussion points such as applying for external funding and marketing to new members were discussed, with a presentation given by Bagshot Tennis Club to their peers. We recruited 3 new members to Surrey Heath Sports Council from the event.
- The Council promoted the Workplace Wellbeing Charter to businesses across the Borough and achieved the Commitment Award for ourselves and the Surrey Heath NHS Clinical Commissioning Group.



Additional Success Measures

In addition to the various projects outlined in the plan we said we would measure success by these indicators which focus on matters of particular interest to residents.

Place	Target	Q1	Q2	Q3	Q4
• Percentage of Household Waste sent for Recycling, Reuse and Composting	63% Q	61%	62%	62%	62%
• Occupancy of Camberley Town Centre car parks	55% Q	55%	57%	60%	59%
• Percentage of food premises achieving 3 stars or above	95% Q	97%	97%	96%	96%

Prosperity	Target	Q1	Q2	Q3	Q4
• Increase in Council Tax Base (No. of Properties)	35,787 Q	35,851	35,906	35,978	36,051
• Increase in Business Rates base (No. of Properties)	2,589 Q	2,584	2,556	2,556	2,642
• Percentage of minor planning applications determined within 8 weeks (National Target)	65% Q	68.8%	55.6%	57.9%	75.8%
• Percentage of major planning applications determined within 13 weeks (National Target)	60% Q	66.7%	92.3%	75.0%	77.8%

Performance	Target	Q1	Q2	Q3	Q4
• Time taken to process benefit claims (Days)	15 Q	6	9	9	4
• Percentage of complaints responded to within target	90% Q	88%	100%	71%	82%
• Collection rate for Council Tax Per Quarter	100% A	29.6%	28.2% (57.8%)	27.7% (85.5%)	13.9% (99.4%)
• Collections rate for Business Rates Per Quarter	100% A	29.8%	27.3% (57.1%)	25.8% (82.8%)	15.9% (98.8%)
• Percentage of payment transactions where the customer has self served	30% Q	31%	31%	34%	35%
• Customer satisfaction rating of good/ excellent to exceed 90%	90% Q	93%	98%	99%	99%

People	Target	Q1	Q2	Q3	Q4
• Number of users of the Arena Leisure centre	500,000 A	180,584	128,007 (308,591)	119,556 (428,147)	125,112 (553,259)
• Sports pitch income for the year	£110,000 A	£13,821	£24,341 (£38,162)	£41,654 (£79,816)	£51,925 (£131,741)
• Number of journeys by community bus in a year	24,000 A	5,664	5,459 (11,123)	5,783 (16,906)	5,241 (22,147)
• Number of Meals at Home served in the year	28,500 A	6,448	7,266 (13,714)	8,758 (22,472)	9,361 (31,833)

Key

A = Annual
Q - Quarterly

Comments and Feedback

We always welcome comments, suggestions and feedback (critical or otherwise) on our plans and the way we write our documents and communicate them.

- You can email our Customer Contact centre at enquiries@surreyheath.gov.uk
- You can drop written comments off at our main office
Surrey Heath House, Knoll Road, Camberley, Surrey GU15 3HD
- You can telephone our Customer Contact Centre on **01276 707100**
- You can speak to your local Councillor who will be able to pass your comments back if you wish. Contact details for your Councillor can be found on our website www.surreyheath.gov.uk
- Stay in touch with us via Twitter and Facebook



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