



Please reply to:

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Date: 6 October 2015

Notice of meeting

Cabinet

Date: Wednesday, 14 October 2015

Time: 7.00 pm

Place: Council Chamber, Council Offices, Knowle Green, Staines-upon-Thames

The members of the Cabinet	Cabinet member areas of responsibility
A.C. Harman (Acting Leader)	Acting Leader and Business Continuity of the Council
C.A. Davis	Waste, Environment and parking
T.J.M. Evans	Finance
N.J. Gething	Economic Development and Fixed Assets
V.J. Leighton	Planning and Corporate Development
A.J. Mitchell	Community safety and Licensing
J.M. Pinkerton OBE	Housing, health, wellbeing, Independent Living and Leisure
J.R. Sexton	Communications and Procurement

Spelthorne Borough Council, Council Offices, Knowle Green

Staines-upon-Thames TW18 1XB

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AGENDA

Page nos.

- 1. Apologies for absence**
To receive any apologies for non-attendance.
- 2. Minutes** **1 - 4**
To confirm the minutes of the meeting held on 15 July 2015.
- 3. Disclosures of Interest**
To receive any disclosures of interest from Councillors in accordance with the Council's Code of Conduct for members.
- 4. Corporate Risk Management** **5 - 18**
Councillor Evans

To receive the recommendation of the Audit Committee on the review of the Corporate Risk Register.
- 5. Minutes and Recommendation of the Local Plan Working Party** **19 - 22**
Councillor Leighton

To receive the minutes and recommendation of the Local Plan Working Party held on 8 September 2015.
- 6. Joint Municipal Waste Management Strategy 2015 - Key Decision** **23 - 52**
Councillor Davis
- 7. Fordbridge Park tennis courts - Key Decision** **53 - 72**
Councillor Pinkerton OBE
- 8. Capital monitoring** **73 - 78**
Councillor Evans
- 9. Revenue monitoring** **79 - 84**
Councillor Evans
- 10. Joint enforcement pilot** **85 - 88**
Councillor Mitchell
- 11. Changing an existing street name in Sunbury-on-Thames** **89 - 92**

Councillor Leighton

12. Appointment to an Outside Body

93 - 94

Councillor Harman

13. Leader's announcements

To receive any announcements from the Leader.

14. Issues for future meetings

Councillors are requested to identify any issues to be considered at future meetings.

15. Urgent items

To consider any items which the Chairman considers to be urgent.

16. Exempt Business

To move the exclusion of the Press/Public for the following item, in view of the likely disclosure of exempt information within the meaning of Part 1 of Schedule 12A to the Local Government Act 1972, as amended by the Local Government (Access to Information) Act 1985 and by the Local Government (Access to information) (Variation) Order 2006.

17. Exempt report - Ashford multi-storey car park - Key Decision (report to follow)

Councillor Gething

Reason for confidentiality

This report is exempt as it contains exempt information within the meaning of Part 1 of Schedule 12A to the Local Government Act 1972, as amended by the Local Government (Access to Information) Act 1985 and by the Local Government (Access to information) (Variation) Order 2006 Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)

And on the basis that publication of these appendices would not be in the public interest because publication of the Councils approach to this agreement prior to contract award and negotiation of the Development Agreement would likely prejudice the Councils ability to agree the most advantageous terms and conditions with the preferred bidder. Details of the contract process and evaluation of bids can be made available after exchange of contracts.

18. Exempt report - Appointment of property consultants for Knowle Green

95 - 104

Councillor Gething

Reason for confidentiality

This report is exempt as it contains exempt information within the meaning of Part 1 of Schedule 12A to the Local Government Act 1972, as amended by the Local Government (Access to Information) Act 1985 and by the Local Government (Access to information) (Variation) Order 2006 Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)

And on the basis that publication of these appendices would not be in the public interest because publication of the Councils approach to this agreement prior to contract award and negotiation of the Development Agreement would likely prejudice the Councils ability to agree the most advantageous terms and conditions with the preferred bidder. Details of the contract process and evaluation of bids can be made available after exchange of contracts.

Minutes of Cabinet

15 July 2015

Present:

Councillor R.L. Watts
Councillor P.C. Forbes-Forsyth
Councillor C.A. Davis
Councillor T.J.M. Evans
Councillor N.J. Gething
Councillor V.J. Leighton
Councillor J.M. Pinkerton OBE
Councillor J.R. Sexton

Apologies:

Councillor A.J. Mitchell

Councillors in attendance:

2192 Minutes

The minutes of the Cabinet meeting held on 24 June 2015 were agreed as a correct record.

2193 Disclosures of Interest

There were none.

2194 Recommendation from Audit Committee

Cabinet considered the Corporate Risk Register.

RESOLVED to approve the Corporate Risk Register as submitted.

Reason for the decision:

The Register summarises the Council's most significant risks. It sets out the controls which have been put in place and identifies any further action which might be needed to mitigate risks.

2195 Gambling Act Policy Statement 2016-2019

Cabinet considered the revised Statement of Gambling Policy for 2016-2019.

RESOLVED to approve the revised Statement of Gambling Policy for 2016-2019 for consultation in accordance with the timetable specified in the report.

Reason for the decision:

In line with best practice set out by the Cabinet Office, the Council must review and consult on its Statement of Gambling Policy at least every three years.

2196 Leader's announcements

The unemployment rate in Spelthorne stood at 0.8% at the end of June, the lowest figure recorded for the Borough. This represents approx. 500 claimants.

The Council has welcomed the recently published report from the Airports Commission which recommends that a third runway be built to the north west of Heathrow. The report recognises the economic case for expanding Heathrow and also suggests a number of measures to address environmental concerns such as noise and air quality. The Government is expected to make a decision in the autumn.

Residents are being reminded that they can sign up for 'airAlert' to receive early warnings of high pollution levels via text, email or voicemail. It is available to everyone but aimed particularly at those with asthma or other respiratory diseases.

The Council is in the process of reviewing its Local Plan which sets out how much development should be allowed in Spelthorne. Forming part of the information needed for the review, the Council has drafted a Strategic Housing Market Assessment and is currently seeking views on the document from residents. The closing date for comments is 3 August.

Team Spelthorne celebrated a successful weekend at the 19th annual P&G Surrey Youth Games. Over 550 young people represented Team Spelthorne in 29 teams at the event held at Surrey Sports Park in Guildford on 20 and 21 June. Team Spelthorne came sixth overall, winning gold medals in tennis, girls' touch rugby and touch tennis; silver medals in under 9 girls' football, under 13 netball, under 13 squash, under 15 table tennis and tennis. Bronze medals were won in contact boxing and under 10 squash. Two judo competitors were also awarded individual medals and Korben Mitchell, age 12, won Volunteer of the Games.

As it is holiday season, residents are being advised that kennels and catteries, including those run from private homes, must be licensed by the Council. The Council inspects premises annually to check that a minimum standard of care is being provided. Residents can check a licence by calling Environmental Health on 01784-446291.

The summer Bulletin will be delivered to residents from 18 July and includes articles on Spelthorne's local councillors, the textile collection scheme and the Spelthorne Joint Enforcement Team. The magazine also contains the rubbish and recycling collection calendar.

During July, stickers are being placed on the bins of residents who put food waste in their rubbish bin. They are being encouraged to use the food waste collection scheme and offered a new caddy if they need one.

The Environment team are running roadshows in local supermarkets during July to encourage residents to recycle more plastic. Food waste roadshows for schools will start again in September and work continues to promote the new textiles collection service.

Residents living in Sunbury-on-Thames were treated to a free performance of 'Our June's Wedding' on Sunday 28 June, a play about family, celebration, love and tradition.

A 5K running route has been installed at Laleham Park.

Despite very strong opposition from Spelthorne Council and local residents, Surrey County Council has started work to build an Eco Park in Charlton Lane, Shepperton. The build is expected to take two years to complete. The progress can be followed at www.ecoparksurrey.uk and residents with queries can call Surrey County Council on 01932-766905.

Staff from the Council, Police, Fire Service, A2 Dominion and Trading Standards held a Partnership Action Day in Staines-upon-Thames on Thursday 9 July. Organised by the Spelthorne Safer Stronger Partnership, this regular event gives the various agencies an opportunity to meet with residents and share information about their work and priorities. An evening meeting was also held at the Stanwell Rose Community Centre to hear from local residents about any concerns and the possibility of establishing a neighbourhood watch scheme.

Residents are being invited to attend one of the free music events being held in the Walled Garden and the Lammas Park over the summer. More details are available at www.spelthorne.gov.uk/whatson

Affinity Water experienced supply problems early in July following a burst water main at the Egham Water Treatment Works. Fortunately this did not create the wide scale problems which were first envisaged and following successful repairs, water levels are now almost fully replenished.

The Council Tax collection rates (cumulative) up to end June were:-

- Council Tax: 35.9% (35.8% sply)
- Council Tax Support: 28.5% (25.5% sply)
- Business Rates: 32.17% (33.96% sply)
- Business Rates growth 0.64%

The Economic Development Team is working in conjunction with Customer Services to look at the possibility of acquiring 'CoStar', a product which would enable the Council to easily identify available commercial properties and changes in occupancy.

Heathrow are sponsoring the annual Spelthorne Business Forum riverboat breakfast meeting planned for September. The annual Heathrow Business Summit is due to take place on 10 November.

The Leisure Services team is hosting a cycling festival on Thursday 23 July with an 8 mile guided ride at 10.30am and a 4 mile guided ride at 12.30pm. For more information visit www.spelthorne.gov.uk/cyclingforhealth.

Independent Living have selected Centra to run the SPAN alarm call centre and are in the process of transferring clients to the new system.

The Council's new look website will be going live in the next couple of weeks. It has been designed to make it easier for residents to find the information they need in just a few clicks and work better for residents viewing the site from mobile devices such as smart phones and tablets.

2197 Issues for future meetings

There were none.

2198 Urgent items

There were none.

Cabinet

14 October 2015



Title	Corporate Risk Register		
Purpose of the report	To make a decision		
Report Author	Punita Talwar, Internal Audit Manager		
Cabinet Member	Councillor Tim Evans	Confidential	No
Corporate Priority	This item is not in the current list of Corporate priorities but still requires a Cabinet decision		
Cabinet Values	Accountability		
Recommendations	Cabinet is asked to approve the Corporate Risk Register, as submitted.		

1. Key issues

- 1.1 The Council’s Risk Management Policy/Strategy was approved by the Executive in 2002. The Audit Committee is responsible for considering the effectiveness of the authority’s risk management arrangements, and receives regular reports on risk issues.
- 1.2 The Audit Committee reviewed the revised Corporate Risk Register (attached) at its meeting on 24 September 2015 and noted and accepted the contents. The revised register is considered to be an accurate reflection of the high level risks affecting the Authority, as well as the progress made on actions previously proposed, based on our assessment of risk and controls in operation.

2. Audit Committee Recommendation

- 2.1 The Audit Committee recommends to the Cabinet: -
That the Corporate Risk Register, as submitted, be approved

Appendices: Appendix 1 – Corporate Risk Register

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SPELTHORNE BOROUGH COUNCIL - CORPORATE RISK REGISTER
2015/16 QUARTER 1

APPENDIX 1

CORPORATE RISK REGISTER

This register summarises the Councils most significant risk. It sets out controls in place and identifies any further action needed to mitigate risks. Actions are assigned to appropriate officers with target dates for implementation.

Reviewed September 2015

Level of risk: Likelihood vs. Impact on a scale of 1 (lowest) to 4 (highest)

RAG	RISK / CONSEQUENCES	LEVEL OF RISK	CONTROLS	OUTSTANDING ACTIONS	RISK OWNERSHIP	ACTION DATE	PROGRESS / COMMENTS
	1. Health and Safety failing resulting in death or serious injury to staff /public and legal action against the Council	4	Policies and SHE (Safety Health and Environment) system .The Health and Safety, Insurance and Risk Administrator manages the SHE Database, overseen by the Health and Safety, Insurance and Risk Manager. Managers have a legal requirement to conduct regular risk assessments. Induction training.	<i>Risk assessments for all Services are to be reviewed, and updated details entered onto the SHE system.</i>	MAT/ All Service Heads	30 June 2015 *R Requires Monitoring	Additional resource is currently in place to assist Managers in conducting/updating health and safety risk assessments for their Services. A report is going to Management Team in July proposing to make this increased resource permanent. Annual Review of Risks and Inspections to commence in June .The Health and Safety, Insurance and Risk Administrator will be supporting Managers to input this into the SHE system. Awaiting update from Stuart Mann.
	2. Uncertainty surrounding the financial /economic/other consequences of contaminated land. Legal action against the Council.	4	Legal duty to inspect land and prioritise action. Documented records of all site investigations and assessments held. A separate risk assessment is held which is reviewed regularly. Reports issued to Management Team and Cabinet.	<i>The Contaminated Land Strategy to be finalised and approved by Cabinet.</i>	DCX (LO)/SEHM*	31/10/2015 *R Requires Monitoring	
	3. Disaster- major in borough, e.g. flooding, resulting in significant strain on council services (eg homelessness).	4	Corporate Emergency Plan updated and approved November 2013. Membership of Local Resilience Forum (LRF). Regular testing of Emergency Assistance Centre plan. Borough Emergency Centre Plans. Incident management training and exercising. Council has been part of a multi agency debrief to learn lessons and improve multi agency response via the Local Resilience Forum. Emergency Response requirements will remain the responsibility of the authority following the commencement of the Applied Resilience Service.	<i>3i. The Corporate Emergency Plan is being updated as normal (no major changes required). 3ii. The Head of Sustainability and Leisure will be monitoring the agreement with Applied Resilience to ensure satisfactory outcomes.</i>	CX (RT)/ RRM (NM)*	30th September 2015 Requires Monitoring	Function to be delivered via Applied Resilience Service from 1st September 2015. The contract agreement has now been finalised. To provide a full time member of staff with a view to increasing resilience and support for Emergency and Business Continuity Planning. Recommendations agreed by Cabinet relating to the flooding response have now mostly been addressed. Suggested improvements to the Business Emergency Centre (BEC) have not all been implemented due to plans to vacate Knowle Green.

SPELTHORNE BOROUGH COUNCIL - CORPORATE RISK REGISTER
2015/16 QUARTER 1

RAG	RISK / CONSEQUENCES	LEVEL OF RISK	CONTROLS	OUTSTANDING ACTIONS	RISK OWNERSHIP	ACTION DATE	PROGRESS / COMMENTS
	4. Failure to manage corporate and service performance / failure to meet Council objectives and targets (Performance Management)	3	The Corporate Plan should set out targets for the authority which should be monitored by Members and Management Team. Service performance should be monitored by Management Team. Individual performance is monitored through the appraisal process. Flagship project performance is reported to Management Team and Members. Performance Management Working Group has been established to improve monitoring arrangements. Updates have been provided to Cabinet and the Audit Committee.	<i>Corporate Plan and priorities will be reviewed as a result of the new Council. The impact on ongoing projects, resources and Service Planning will need to be assessed.</i>	MAT / DCX LO	31/08/2015 Requires Monitoring	DCX (LO) liaising with the Leader.
	5. Failure to align service objectives to corporate aims and priorities / Failure to deliver services effectively due to poor service planning	3	The Corporate Planning process should set out a clear vision for the authority and specific targets. Some services have statutory responsibilities. Individual Service Plans should be derived from the Council's Corporate Plan and statutory/other responsibilities. Plans incorporate resources, risks, workforce, significant projects and performance indicators.	<i>Service Plans are being prepared for 2015/16. They will be made available on Spelnet, enabling other services to assess the likely impact.</i>	Service Heads/ MAT	31 March 2015 *O Requires Monitoring	The majority of service plans have been completed, although some are still awaiting comments from portfolio holders. There has been a delay in a number of services submitting their plans due to particular work pressures, but they are in hand. Service plans may need to be reviewed depending on whether there is any review of the Council's Corporate Plan.
	6. Failure of projects due to poor project management arrangements. Lack of resource and expertise to deliver and coordinate	3	1. Project management arrangements are in place including process for project initiation, consideration of resources available to deliver, identification of project risks and progress reporting processes. Corporate Project team is in place.	<i>1i. Many larger projects are asset related – this area will need to be kept under review due to limited resources in this area.</i>	MAT	30th September 2015*R Requires Monitoring	MAT reviewing Asset Management structure as part of 'Towards a Sustainable Future' (TaSF) programme. Additional resource to support the Joint Head of Asset Management approved and post advertised. Proposed restructure (draft) for 2016 promotes greater links between Planning, Asset
				<i>1ii Management team to consider limited capacity and revenue implications prior to approving additional / new projects.</i>	MAT	Ongoing monitoring	Approx 26 projects are currently being tracked through the Project Office and the TaSF programme. Closure reports have been completed for Manor Park cafe and Airport Parking. Other longstanding projects such as Short Lane and Ashford Multi-Storey Car Park are progressing in accordance with key milestones and timescales. In addition the Leisure Centre Contract is significant and due to commence shortly.

SPELTHORNE BOROUGH COUNCIL - CORPORATE RISK REGISTER
2015/16 QUARTER 1

RAG	RISK / CONSEQUENCES	LEVEL OF RISK	CONTROLS	OUTSTANDING ACTIONS	RISK OWNERSHIP	ACTION DATE	PROGRESS / COMMENTS
Page 9			2. Staines upon Thames - The Head of Planning and Housing strategy has been appointed full time until the end of 2015 as the Staines upon Thames regeneration manager with support from consultants.	2. A number of procedural stages are being progressed associated with the sale of the Bridge Steet site.	STC & RM*	31st March 2016 *O Requires monitoring	5 work streams have been fully defined and documented. A report went to Cabinet on 16th December 2014 regarding the Bridge Street site when a preferred developer was chosen (subject to contract). In late April 2015 the preferred developer advised that they could no longer sustain their original bid level, and reduced the figure. A fast track bidding process was undertaken in June/July (with the top two bidders). A conditional agreement was signed with the preferred developer on 31 July 2015. The money the Council will receive is less than initially projected. Payment is now expected in the first quarter of 2016 as opposed to the end of the third quarter of 2015. This will impact on when the 'planned for' projected income from reinvesting the capital receipt comes on stream.
			3. Towards a Sustainable Future - The Head of Customer Services has mapped out a programme for this challenging initiative. This identifies roles, responsibilities, key deadlines, financial implications and risks. There are three work streams/mini programmes falling under the overall TaSF programme. Knowle Green - Relocation and Redevelopment projects assigned, approved and underway. High level risks and issues identified as well as outline budget costs. Mapping of the individual projects under the three work streams. Review completed of document retention and electronic data management systems (see section 7).	3i. Management Team to consider the resource requirements and funding for the 'Towards a Sustainable Future' programme. 3ii. High level overview of the three workstreams is underway to ensure cohesion and coordination.	MAT	Requires monitoring	MAT have assigned resources to the main areas of the TaSF programme, and projects are underway. A TaSF Programme Support Officer has been assigned with the task of coordinating all three main work streams under the TaSF programme. He reports directly to the Head of Customer Services who continues to oversee the direction of the programme. The Programme Brief has been completed and is due to go to Cabinet and Overview and Scrutiny Committee in September.
	7. Security / data breaches, resulting in system failure, Information Commissioner fines and reputational damage.	3	Back up and continuity arrangements managed by ICT and tested by Service Heads. ICT security policies. Personal Commitment statement required from staff. ICT security group assess ongoing risks. ICT disaster recovery test satisfactorily conducted March 2014. Information Governance Group. Head of Corporate Governance is the Senior Information Risk Owner (SIRO).	Information Governance Group to pursue action plan to ensure information assets are identified and managed.	Head of CG *	31/10/2015 R* Actions Outstanding	The Information Governance Group have not met since February to pursue the action plan. The absence of dedicated resources has been acknowledged by Management Team and consideration is being given to additional resource to support this area. The Committee Manager is responsible for keeping the issues log up to date.

SPELTHORNE BOROUGH COUNCIL - CORPORATE RISK REGISTER
2015/16 QUARTER 1

RAG	RISK / CONSEQUENCES	LEVEL OF RISK	CONTROLS	OUTSTANDING ACTIONS	RISK OWNERSHIP	ACTION DATE	PROGRESS / COMMENTS
	7. See above.			<i>The Council's project team is currently considering the document retention policy and alternative electronic document management systems which will help to strengthen information security.</i>	HoCS*/ MAT	31 August 2015	The authority has decided on its approach to document management and implemented the first phase. The Idox document management system has been implemented for Environmental Health, Planning and Building Control with training being organised. Expanding Civica Contact Manager system. For internal Documents the plan is to review and rebrand Sharepoint.
	8. Failure to meet the minimum security requirements of the Government Code of Connection resulting in termination of connection to any other government sites/data.	3	A review group assesses compliance with the Government Code of Connection (COCO). Firewall installed, laptops encrypted, memory sticks banned until they are 'white-listed' as known devices on the network, and universal serial bus (USB) ports locked down. Dual factor authentication on all laptops. External penetration test and health check took place in October 2014. All Baseline Personnel Security Standard checks completed. CoCo re-accreditation achieved in January 2015 and a revised format required for next submission due in January 2016. The Cabinet Office has increased security requirements due to the implementation of the Public Service Network (PSN).	<i>The Head of ICT will be arranging the annual external penetration test and health check during October, in advance of the next CoCo submission due in January 2016.</i>	Head of ICT *	Ongoing monitoring 31st January 2016	
	9. Lack of business continuity planning to cover loss of building, equipment, ICT or staff - leading to loss or disruption to services	3	Business Continuity (BC) Policy . The BC Forum oversees progress of BC planning. All Services should have up to date and tested BC Plans, but this is not the case. Business Impact Assessments identify priority services, resources required for their continuation and time frame. Emergency protocols for loss of building access/loss of power/loss of ICT are being developed. Emergency messaging system for staff. Live loss and denial of access exercise for Knowle Green took place Sept 2013. Improvements made to telephony resilience.	<i>9i. Guidance to Services to update and test their Business Continuity plans will be a priority under the new service delivery model.</i> <i>9ii. The Head of Sustainability and Leisure will be monitoring the agreement with Applied Resilience to ensure business continuity is delivered.</i>	Service Heads/MAT/RM/Head of S & L *	31 October 2015 (R*). Requires Monitoring	The Risk and Resilience Manager prepared a briefing note for the June Audit Committee setting out progress to date, and plans to work closely with Services to update templates for business continuity planning as well as provide corporate steer and guidance on testing exercises. Function to be delivered via the Mutual Applied Resilience Service from 1st September 2015, with a view to increasing resilience and support for Emergency and Business Continuity Planning (full time officer will be assigned). The contract agreement between Spelthorne and Applied Resilience has been finalised.

SPELTHORNE BOROUGH COUNCIL - CORPORATE RISK REGISTER
2015/16 QUARTER 1

RAG	RISK / CONSEQUENCES	LEVEL OF RISK	CONTROLS	OUTSTANDING ACTIONS	RISK OWNERSHIP	ACTION DATE	PROGRESS / COMMENTS
	10. Failure in service delivery due to over reliance on individuals	3	Service Heads/MAT are responsible for ensuring business continuity, including loss of key staff. Critical procedures should be documented and staff appropriately trained. Service Heads should review as part of the service planning process. Resilience may be provided from other local authorities or other organisations.	<i>MAT are reviewing structures as part of the budget saving exercise, and consideration will be given to resilience and succession planning arrangements.</i>	Service Heads/ MAT	Ongoing monitoring	Wellbeing and Resilience workshops and other training has been provided to support staff during time of organisational change.
	11. Failure in service delivery due to reduced capacity and increasing demands from the community. Increased risk of delay, errors or stress.	3	Short term reductions in capacity are accommodated by prioritisation and reallocating work amongst staff. Longer term impacts and changes to demand may be more difficult to address. Service review may be required to help match resources to the level of work. Resources need to be diverted to implementing new systems or introduce new ways of working. If resources cannot be enhanced, services will have to prioritise work to resources available. Staff have access to counselling via Occupational Health.	<i>Members and Management Team will need to keep resourcing levels under review, particularly the impact of new projects and any statutory obligations on service/project delivery.</i>	Service Heads/ MAT	Ongoing monitoring	MAT maintaining under review Towards a Sustainable Future (TSF) should help to address service levels/requirements and capacity issues
	12. Low morale as a result of increasing service demand, lack of staff & finance and uncertainty due to organisational review/restructure. Increased turnover, risk of losing expertise and impact on services.	3	Employment arrangements in place include recruitment and selection, pay and rewards, training and development. Change Management process, clear communications, performance management systems, appraisals, one to one's, team meetings, performance clinics, staff meetings. A tripartite pay group is meeting regularly to discuss officer pay.	<i>1: Management Team to keep under review, particularly in light of 'Towards a Sustainable Future'.</i>	MAT	Requires monitoring	MAT maintaining under review . The Head of Human Resources advises MAT as appropriate. Revised structure charts have been issued to all staff outlining proposals for the permanent restructure from 2016, although these may be subject to further change. There is a risk of increased turnover during current times of uncertainty which MAT acknowledge.
				<i>2. A peer review took place January 2014 and an action plan has been developed.</i>	DCX (LO)	31 October 2015 R* Requires Monitoring	An action plan has been produced by Management Team in consultation with the Leader, which is being progressed. The key elements of the action plan are summarised in the conclusion of the Annual Governance Statement for 2014.

SPELTHORNE BOROUGH COUNCIL - CORPORATE RISK REGISTER
2015/16 QUARTER 1

RAG	RISK / CONSEQUENCES	LEVEL OF RISK	CONTROLS	OUTSTANDING ACTIONS	RISK OWNERSHIP	ACTION DATE	PROGRESS / COMMENTS
	13. Failure to comply with the Council's corporate governance requirements and standards resulting in poor value for money, Costly legal challenges and reputational damage.		Corporate Plan setting out clear purpose, vision and outcomes. Constitution setting out clearly defined roles/rules for Members/Officers. Code of Corporate Governance and Codes of Conduct to promote high standards of conduct and behaviour. Informed and transparent decision making processes open to scrutiny. Member and staff training programmes.Accountability through published accounts and community engagement .	<i>The Council's Code of Corporate Governance is to be reviewed in 2015/16</i>	MAT	Ongoing monitoring	Induction programme for new councillors elected in May 2015 is in place including briefing on roles and responsibilities, financial position, delivering services and current key issues. Awaiting update from the Head of CG.
	14. Procurement - Weak governance arrangements and lack of transparency in procurement decisions. Contractual disputes and claims through poor specifications. Weak contract management resulting in Contractors/partners failing to deliver expected outcomes. Reputational damage and costly challenge by other companies.	3	Contract Standing Orders set out tendering requirements. Officer Code of Conduct sets out requirement for declaration of interests. Contract guidelines with compliance checklist. Legal team provide support on contract management and major procurements. Contract management training held in 2012 and 2013. Specification writing training taken place. Procurement training In October 2014. Development of the e-procurement system continues and further contracts continue to be sourced with this solution which offers significant time savings and efficiencies for staff in Legal. Procurement Board meet regularly.	<p><i>1i. Procurement, contract management and asset management expertise is limited across the authority and this is to be reviewed under the TaSF programme. 1ii. Procurement Board monitoring implications of the new UK Public Contract Regulations 2015 and implementation of the Local Government Transparency Code requirements. Guidance Notes to be issued in due course.</i></p> <p><i>2. Measures to enhance horticultural expertise within Streetscene are being developed in order to enable effective management of the Grounds Maintenance contract.</i></p>	MAT DCX (TC)/ PS*	Requires Monitoring 31ST October 2015 *O	<p>1i. Management Team has considered expertise and resources in these areas. Additional resource has been allocated to Asset Management. The Corporate Risk Management Group will continue to monitor. MAT are reviewing through TaSF and organisational restructures.</p> <p>1ii. Ongoing monitoring of legislative changes by the Procurement Board. The Principal Solicitor will be issuing new guidance notes at a future Managers Briefing on the public sector and EU procurement regulations changes.</p>
	Financial loss/poor vfm as a result of poor contract management. Reliance on Legal for support on tendering processes/appointment of Contractors.				DCX (LO)	Requires Monitoring 31st October 2015 *O	2. The Head of Streetscene provided an update at the June Audit Committee. The Royal Horticultural Society Distance Learning course is providing valuable information to the Head of Streetscene which is being fed back to Neighborhood Officers who inspect the parks and open spaces. An inspection rota is now being carried out with the key elements of the grounds maintenance contract being monitored and recorded.

SPELTHORNE BOROUGH COUNCIL - CORPORATE RISK REGISTER
2015/16 QUARTER 1

RAG	RISK / CONSEQUENCES	LEVEL OF RISK	CONTROLS	OUTSTANDING ACTIONS	RISK OWNERSHIP	ACTION DATE	PROGRESS / COMMENTS
				3. MAT will monitor the appointment of consultants and contractors for the Council's projects including Town Centre, Knowle Green and other initiatives to ensure full compliance with governance requirements	MAT	Requires Monitoring	3. MAT are monitoring. See also 1ii above.
	15.1 Pressures on Housing Service as a result of economic climate and welfare reforms including changes in government policy to restrict housing benefit. Introduction of Universal Credit may lead to staff retention issues. Loss of Housing Benefit subsidy and uncertainty over recovery of outstanding debt.	3	Service Heads/ MAT/Members are aware of risks. Working groups established to deal with changes. The authority faces some challenges in managing the loss of £500k per annum in subsidy (recovery of Housing Benefit overpayments) which will be fully realised if the roll out of Universal Credit is completed in 2017/18. This loss of subsidy may be spread over a longer period of time as completion of Universal Credit roll out slips. Accountancy have factored into outline budget projections and currently assume phase out by 2017-18. The first year's impact was reflected in the 2014/15 budget. There is currently £2.3m of outstanding Housing Benefit overpayment debt in the Council's accounts. This is being recovered, albeit repayments are often small due to Housing Benefit regulations. Accountancy to confirm the bad debt provision for the 2014/15 accounts. Cabinet has received updates on Welfare Reforms. This includes a suggested approach to the use of discretionary housing payments. Officers and A2D have been working with families affected by the benefit cap.	1. Service Heads/MAT to monitor staffing and other resource implications as appropriate. 2. The Corporate Debt Group have considered further measures to address the increasing level of Housing Benefit overpayments and Bed and Breakfast arrears, with the aim of improving recovery of these debts.	MAT / Joint Heads of H & IL*	Requires Monitoring	There is a continual increase of households in bed and breakfast (with the added issue of overspend on the bed and breakfast budget) and the lack of resources to discharge duty. An "Advisor" was contracted to look at all options for the borough to invest in as well as look at good practice elsewhere. A number of options are now being pursued following Cabinet support for this approach. MAT are supportive of quickly filling any posts which become vacant in the Housing Options team and have agreed to a mini-restructure. This includes increasing resource for the Housing Visiting and Finance officer to assist in managing bed and breakfast debts.
	15.2 Introduction of Council Tax Support scheme has impacted on resources.	3	The council tax support scheme has generated a significant number of small council tax debts, which are difficult and time consuming to recover, impacting on resources. Recovery policy applied.	2. Service Heads/MAT to monitor staffing and other resource implications as appropriate.	DCX (TC)	Ongoing monitoring	CTS claimants have a lower collection rate of 35.7% (32.8%) compared to 45.4% overall and recovery is continuing across all areas. The temporary part time recovery assistant has now been made permanent to ensure that this area of collection continues to improve when compared to previous years

SPELTHORNE BOROUGH COUNCIL - CORPORATE RISK REGISTER
2015/16 QUARTER 1

RAG	RISK / CONSEQUENCES	LEVEL OF RISK	CONTROLS	OUTSTANDING ACTIONS	RISK OWNERSHIP	ACTION DATE	PROGRESS / COMMENTS
	16. Poor partnership governance arrangements	3	Partnership governance policy. Significant partnerships identified. Overview and scrutiny committee to periodically review partnerships. Insurance arrangements in place		MAT	Ongoing monitoring	Awaiting Update from the Head of CG
	17. Uncertainty over economic growth and supplier failure, impacting on: <ul style="list-style-type: none"> • Delivery of contracts and services • Business Rate income. SBC now bears a significant share of any losses on collection.	3	Financial Services monitor the financial media in relation to larger companies and critical commercial partners. Recovery and inspection of business properties is being strengthened to maximise collection/minimise losses for the Council	<i>Impact of new Business Rate arrangements on Council finances is under ongoing review.</i>	DCX (TC) *	Requires monitoring	Some of the DCLG Fraud fund has been allocated to dealing with Business Rate avoidance and evasion cases during 2015/16. As part of Spelthorne joining the Surrey Business Rates pool for 2015-16 the Council are participating in enhanced monitoring and data sharing with the other four participating councils. A Business Rate Subgroup has been formed with agreed terms of reference focusing on Group Training, specialist advice, cross boundary prosecutions and legal advice. Spelthorne will be submitting two cases to external experts for advice on how to proceed against them.
			Economic Development Strategy is reviewed every three years. Communication of the vision, proposed actions and measures of success is taking place. Reporting to the Cabinet Member with responsibility for Economic Development to advise on progress with action plans.	<i>Economic development is a Council priority and growth will impact on business rate income - this is under ongoing review.</i>	DCX (TC) * CS & EDO*	Requires monitoring	LGA funded adviser produced 3 reports on Key Account Management, Inward Investment and Visitor Numbers, with a number of recommendations having resourcing implications. This has been considered as part of 15-16 budget process. A growth bid has been approved as follows: - Inward Investment - £5k Stimulate economic Activity - £10k Magna Carta - £8k Staines-upon-Thames BID £32k SBF / Miscellaneous £16.5k Total - £71.5k <p align="center">Regular monitoring</p> updates on delivery of the Strategy is now provided to the Cabinet member for Economic Development. The creation of a new post of Economic Development Officer has now also been approved. This post including on-costs is £29.4k This gives a total of £100.9k

SPELTHORNE BOROUGH COUNCIL - CORPORATE RISK REGISTER
2015/16 QUARTER 1

RAG	RISK / CONSEQUENCES	LEVEL OF RISK	CONTROLS	OUTSTANDING ACTIONS	RISK OWNERSHIP	ACTION DATE	PROGRESS / COMMENTS
	18. Failure to comply with employment legislation or statutory duty leading to possible compensation (unlimited), damage to reputation, Legal costs and significant officer time.	3	Human Resources (HR) identify changes in employment legislation, provide guidance and training to ensure compliance. Equality and Diversity working group and training provided to all staff.		MAT/ Service Heads/ Head of HR*	Ongoing monitoring	Professional HR support will continue to be available.
	19. Failure to comply with statutory duty / adhere to Safeguarding Policy leading to death or injury to child or vulnerable adult, legal action and reputational damage. Failure by County to address Spelthorne referrals relating to vulnerable children/adults.	3	Safeguarding policies and procedures. Staff and Member training. All referrals to Surrey County Council should be reported to a nominated Spelthorne Officer. Regular meetings held with Surrey County Council and consultation with the Surrey Safeguarding Children's Board (SSCB). Annual Section 11 audit. The Children's Safeguarding and Adults at Risk Strategies were approved by Cabinet October 2013. From April 2015 the 2014 Care Act came into effect and the Council has statutory responsibility for safeguarding adults.	<i>In view of Councils taking on statutory responsibility for safeguarding adults, Independent Living Managers have reviewed any changes required to Adults at Risk policies and processes. Staff training needs to be assessed and revised policies/processes publicised in due course.</i>	DCX (TC)/LS/JL & NR*	Ongoing monitoring	The Independent Living Managers have updated the policy and process for Safeguarding Adults, which is being reviewed by the Surrey Safeguarding and Adult Social Care Team.
	20. Service delivery and planning difficulties due to reduction in Revenue Support Grant - 30 % reduction in spending / increase in income	3	Long term strategic/financial planning. Corporate Plan / priorities reviewed. Member engagement "Towards a Sustainable Future" programme identified potential savings and additional sources of income.	<i>Towards a sustainable future programme to be delivered</i>	MAT	Key milestone dates to be agreed with Cabinet	TaSF programme brief has been completed and will be presented to MAT in September. A TaSF page has been set up on Spelnet to keep all staff informed of the progress of the programme split into Structural
<i>Identify alternative service delivery models and prepare business cases. Assess the impact on in-house Services.</i>				Service Heads	30 September 2015 *R	Service Heads are preparing business cases for alternative service delivery models, to be reviewed by Management Team. The Public Sector Mutual Applied Resilience Service to take effect from 1 September 2015. Meetings held to assess the impact of alternative service delivery models on existing in-house Services.	
	21. Reduction in service delivery and possible loss of internal control as a result of savings required to balance budget	3	Management is responsible for maintaining key services and internal controls regardless of resource levels. Any savings offered will be accompanied with summary of any associated risks.		Service Heads/ MAT	Ongoing monitoring	

SPELTHORNE BOROUGH COUNCIL - CORPORATE RISK REGISTER
2015/16 QUARTER 1

RAG	RISK / CONSEQUENCES	LEVEL OF RISK	CONTROLS	OUTSTANDING ACTIONS	RISK OWNERSHIP	ACTION DATE	PROGRESS / COMMENTS
	22. Poor return on long term investments /investments insecure in current climate	3	Treasury Management Strategy approved annually by Members. Aim to select counter parties of the highest credit quality; credit ratings monitored closely. Council's investments managed internally in consultation with Arlingclose. Quarterly meetings and conference calls held with Arlingclose. Deputy Chief Executive, Terry Collier and Portfolio Holder, Councillor Evans are involved in key decisions. Use a range of credit ratings and criteria recommended by Arlingclose. Regular monitoring ,reporting of investment portfolio and returns achieved.		DCX (TC) *	Ongoing monitoring	Outturn income achieved for 2014-15 was £200k better than budget with average rate of 5% achieved on core pooled investments (which also have achieved cumulative capital growth of £1.3m). Accountancy are continuously monitoring risk and seek to spread risk through a diversified portfolio.
	23. Failure to collect/recover income due, resulting in losses to the authority.	3	Corporate Debt Officer Group meet periodically. Corporate Recovery Policy. Recovery policies also exist for specific areas such as Council Tax, NNDR, Sundry Debts etc. Debt collection statistics produced and analysed. Budget Monitoring identifies any shortfall in income. Accountancy report to Management Team and Members on significant variances and comparisons with previous year.	<i>Recovery arrangements for significant debts/other income streams and amounts outstanding are being periodically monitored through the Corporate Debt group.</i>	Service Heads/ DCX, TC/HOCS		The Corporate Debt Group have recently considered further measures to assist in the recovery of increasing levels of Housing Benefit overpayments (currently £2.3m) and Bed and Breakfast arrears. (See also risk category 15 - Housing above). Significant amounts outstanding for Penalty Charge Notices under Parking Income, and relevant Officers are liaising on this area. For some other income streams corporate debt recovery processes appear to stop or are handed back to Services. This has been discussed at the Corporate Debt Group with a view to strengthening processes.
	24. Changes arising from election of new Members, particularly relating to current priorities and delivery of projects	3	Corporate Plan and priorities will need to be reviewed following new Council Members. The impact on ongoing projects, resources and Service Planning will need to be assessed.		MAT	Ongoing monitoring	DCX (LO) liaising with the Leader.

SPELTHORNE BOROUGH COUNCIL - CORPORATE RISK REGISTER
2015/16 QUARTER 1

RAG	RISK / CONSEQUENCES	LEVEL OF RISK	CONTROLS	OUTSTANDING ACTIONS	RISK OWNERSHIP	ACTION DATE	PROGRESS / COMMENTS
	25. Increased risk of fraud / theft due to economic climate resulting in financial losses and damage to reputation of authority. Housing tenancy fraud reduces availability of social housing.	3	Corporate Policies including Confidential Reporting Code (Whistle blowing), Anti-fraud, Bribery and Corruption Strategy, Proceeds of Crime and Anti-Money Laundering, Code of Conduct including rules relating to gifts and hospitality, and declaration of interest. Staff are reminded about governance policies during appraisal process. Fraud awareness training for staff and Members and leaflet issued. Implications of Bribery Act (July 2010) considered by services. Various policies and procedures such as Financial Regulations and Contract Standing Orders, management checks, segregation of duties, reconciliation processes for financial systems and IT Security measures. Surrey Counter Fraud Board and sub-groups for Housing and Business Rates attended by representatives from Surrey Councils.	<i>To ensure that the DCLG fraud fund is used appropriately and that each initiative is receiving a payback.</i>	Service Heads/ MAT/IAM/Head of CS/Head of H&IL	Requires monitoring 30th November 2015 *O	Spelthorne have received £60k of the DCLG fraud fund (up to March 2016), which is being used to assist in the detection and prevention of non benefit fraud, focusing on housing, (homeless and housing applications,tenancy fraud, right to buy applications) business rates (evasion and avoidance),and Corporate/miscellaneous frauds. There are agreed targets. Audit Services are coordinating progress in terms of payback and submitting quarterly fraud returns/details of the number of cases under investigation to Surrey County Council. Officers meet regularly to review progress, assess arrangements to refer suspect fraud cases for investigation and decide further action. Audit Services are reviewing student exemptions applied to Council Tax accounts to assess validity.

SPELTHORNE BOROUGH COUNCIL - CORPORATE RISK REGISTER
2015/16 QUARTER 1

RAG	RISK / CONSEQUENCES	LEVEL OF RISK	CONTROLS	OUTSTANDING ACTIONS	RISK OWNERSHIP	ACTION DATE	PROGRESS / COMMENTS
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***KEY TO RAG RATING**

	Actions outstanding
	Partially actioned
	Completed/Ongoing monitoring

***KEY TO TARGET DATES**

* O = Original target date for assigned action

* R = Revised target date for assigned action

***KEY TO OFFICERS**

MAT - Management Team

Head of CS - Head of Customer Services, Linda Norman

Head of CG – Head of Corporate Governance, Michael Graham

Head of ICT – Helen Dunn

DCX (TC) – Terry Collier

Health and Safety Officer – Stuart Mann

Head of S & L – Head of Sustainability and Leisure Services, Sandy Muirhead

Head of SS – Head of Streetscene, Jackie Taylor

DCX (LO) – Lee O'Neil

SEHM - Senior Environmental Health Manager, Tracey Wilmott-French

PS - Principal Solicitor, Victoria Statham

STC & RM - Staines Town Centre and Regeneration Manager, Heather Morgan

Head of AM & OS – Head of Asset Management and Office Services, Dave Phillips

Head of HR – Head of Human Resources, Jan Hunt

CM- Contract Managers

Joint Heads of H & IL – Joint Heads of Housing and Independent Living, Deborah Ashman and Karen Sinclair

LSM - Leisure Services Manager, Lisa Stonehouse

RRO – Risk and Resilience Officer, Nick Moon

CS & EDO – Community Safety and Economic Development Officer, Keith McGroary

IAM - Internal Audit Manager, Punita Talwar

Local Plan Working Party

Minutes

Tuesday 8 September 2015

Present:

Cllr T J M Evans
Cllr A Friday
Cllr A Mitchell
Cllr R A Smith-Ainsley
Cllr R L Watts

1 Apologies

Cllr I J Beardsmore
Cllr V Leighton
Cllr D Patel

2 Election of Chairman

- 2.1 Cllr R Smith-Ainsley was elected as Chairman.
- 2.2 It was agreed that the Chairman should, for future meetings, be the Chair of the Planning Committee.
- 2.3 The Chairman reminded members of the confidential nature of the meeting and the matters to be discussed.

3 Minutes of Previous Meeting

- 3.1 The Minutes of the meeting held on 1 June 2015 were agreed.

4 Report of the Assistant Chief Executive

- 4.1 The Head of Planning introduced the agenda which was primarily to discuss and agree the Planning Monitoring Report and to agree a way forward for the Strategic Market Housing Assessment report (SMHA) and the proposed methodology for the Strategic Land Availability Assessment (SLAA)

5 Planning Monitoring Report 2015

- 5.1 The main elements of the Planning Monitoring Report (PMR) were outlined and some key statistics highlighted.
- 5.2 Members discussed a number of issues arising from the monitoring report, including affordable housing provision, loss of commercial floorspace and the use of Section 106 contributions.

It was agreed that some additional text relating to the Green Belt should be included in the Environment Chapter and that the wording of the target on Green Belt in the policies monitoring section needed to be clarified. It was also agreed that officers would add further detail on the monitoring of individual planning policies.

Resolved

It was agreed that Cabinet be recommended to agree the Planning Monitoring Report 2015 for publication subject to appropriate changes as discussed and any minor corrections and editing requirements.

6 Joint Strategic Housing Market Assessment (SHMA)

- 6.1 The Working Party was advised that, following the agreement of Cabinet, public consultation on the draft SHMA had taken place in July and had included two stakeholder events for residents groups, developers and landowners amongst others. A total of 31 responses had been received from a range of stakeholders. A report setting out the representations and responses was still in preparation but would be completed soon.
- 6.2 The Head of Planning reported that the final document would be substantially the same as that previously agreed by Cabinet and it was therefore agreed that he would publish the report, subject to any views of Cabinet Members.

Resolved:

To note that the Head of Planning will publish the report subject to the views of Cabinet Members.

7 Strategic Land Availability Assessment (SLAA)

- 7.1 A Strategic Land Availability Assessment is another element of the core evidence required before any consideration can be given to what options might be considered in preparing a new Local Plan. The Planning Practice Guidance (PPG) sets out a standard methodology for both housing and economic land availability assessments which require the identification of sites and/or broad locations taking account of whether they are suitable, available and achievable.
- 7.2 As Spelthorne and Runnymede share the same Housing Market Area it is considered sensible and proportionate to develop a common methodology to ensure a consistent approach to appraising sites across both authority areas. The methodology would reflect the local constraints for Spelthorne and Runnymede and would be for each authority to adopt individually.

- 7.3 It was proposed to undertake a general consultation on a draft SLAA methodology in line with Spelthorne's adopted Statement of Community Involvement as well as that required under the Duty to Co-operate. It was also proposed to set up a Development Market Panel to advise on the technical aspects of the methodology. Once all the consultation processes have been completed the final proposed methodology would be brought before the Working Party for recommendation to Cabinet for adoption. Once agreed each authority would use the common methodology to appraise sites, but only those within their own areas.

Resolved:

It was agreed to note the intention to consult on a draft SLAA methodology and the formation of a Development Market Panel prior to the final proposed methodology being reported to the Working Party and approved by Cabinet.

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Cabinet

14 October 2015



Title	Joint Municipal Waste Management Strategy (revision 2) 2015		
Purpose of the report	To make a decision		
Report Author	Sandy Muirhead		
Cabinet Member	Councillor Colin Davis	Confidential	No
Corporate Priority	Delivering quality of life services		
Cabinet Values	Community and Accountability		
Recommendations	<p>Cabinet is asked to adopt the Joint Municipal Waste Management Strategy (revision 2) 2015 in principle, but certain items in the Strategy, e.g. 6.3 work area 9, item 1 – changing the bin colour, and work area 11, item 2 – trade waste growth, which are subject to extra resourcing requirements, may not be deliverable, or deliverable within the set timescale. Officers, in conjunction with the Portfolio holder, will report to the Surrey Waste Partnership (SWP) that we will consider these actions as part of any future waste review and will only adopt if they are deemed appropriate and affordable. This is the suggested route forward, and with actions planned, we should meet the aspirations of the Strategy by 2020.</p>		

1. Key issues

- 1.1 This report introduces the revised joint waste management strategy (Annexe 1), which is recommended for adoption by the Cabinet.
- 1.2 The authorities in two-tier counties such as Surrey have different responsibilities for managing waste and recycling. The districts and boroughs are responsible for its collection and the county council is responsible for its treatment and disposal.
- 1.3 To ensure that the authorities work together to manage the waste in a coherent way, the law¹ requires two-tier areas to produce a joint strategy for management of municipal waste, and keep this under review.
- 1.4 In 2006, the Waste Members' Group of the Surrey Local Government Association (SLGA) produced the first Joint Municipal Waste Management Strategy for Surrey, which was adopted by Spelthorne Borough Council

¹ Waste Emissions and Trading Act 2003

- 1.5 The SLGA Waste Members' Group then became Surrey Waste Partnership (SWP). This includes all of Surrey's authorities and is the main forum through which waste management matters are discussed and improvement actions are agreed. To reflect the dynamic nature of waste management in Surrey, SWP produced a revision of the joint strategy in 2010.
- 1.6 Again, much change has occurred since the 2010 revision and a second revision has now been prepared in order to ensure that our joint actions for the next ten years reflect the needs of our current times and aspirations for the future. This comprehensive revision includes a new aim, objectives and targets which are supported by a new set of specific and measurable actions.
- 1.7 The revised strategy was developed by combining the input of:
- Officers and Members of Surrey Waste Partnership via a project steering group and scrutiny at Partnership meetings
 - Best practice examples of other joint waste strategies
 - A consultation of residents and other key stakeholders
- 1.8 The consultation exercise across Surrey took place between July and October 2014 and focused on identifying residents' barriers to reducing, reusing and recycling more of their waste. Other stakeholders included the waste management industry, businesses, environment and conservation groups and other local authorities. The feedback from the consultation was incorporated into the final draft of the strategy which is commended to you by Surrey Waste Partnership for adoption by Spelthorne Borough Council.
- 1.9 Much has been achieved since 2006, and Spelthorne Borough council has actively participated in partnership working, making it responsible for many of the successes. Surrey's recycling rate has increased from 31% in 06/07 to 52% in 2013/14 and waste to landfill has decreased from 67% to 11% in that timeframe. Spelthorne's recycling rate has increased from 18% in 2007 to 43.1% in 14/15. Spelthorne is not able to recycle via its materials recovery facility as many materials as some other authorities but for our higher quality and less contaminated recycling we pay a lower gate fee so maximising the value of the recycling credit we currently receive for each tonne of recycling.
- 1.10 Whilst progress has been made over the last few years Surrey wide we are now facing a number of serious challenges:-
- Stalling performance
 - Changing legislation and regulation
 - Increasing population
 - Budget pressures
- 1.11 The strategy contains objectives and targets (SMART) which should enable us to address the challenges and move forward on rubbish and recycling aims for delivering a high quality cost effective service, working with others and maximising the value of waste.

2. Options analysis and proposal

- 2.1 Not to adopt the strategy would not assist us in moving to increase our recycling rates and reduce household waste.
- 2.2 To adopt the strategy in its entirety provides us with a clear direction on how to reduce costs of rubbish and increase recycling and reuse rates as well as ensuring we meet new legislative requirements.
- 2.3 To adopt the strategy in principle but certain items in the strategy: e.g. 6.3 work area 9 item 1 – changing bin colour 6.3 and work area 11 item 2 – trade waste growth which are subject to extra resourcing requirements may not be deliverable or deliverable within the set timescale. Officers will report to the Surrey Waste Partnership (SWP) that we will consider these actions as part of any future waste review and will only adopt if they are deemed appropriate or affordable. This is the proposed route forward and with actions planned we should meet the aspirations of the strategy by 2020.

3. Financial implications

- 3.1 None at this stage over and beyond current pressures on rubbish and recycling budgets.

4. Other considerations

- 4.1 To deliver the strategy successfully, each partner, including Spelthorne Borough Council is required to develop an operational plan which delivers the actions. Delivery will be monitored annually, and the annual review will be considered by the Partnership. Being able to hold one another to account is key to realising the collective and individual benefits, whilst maintaining local responsibility for locally agreed operational plans is key to local governance.
- 4.2 SBC has a recycling action plan which we are currently implementing to assist in meeting the strategy's objectives, principally achieving 50% recycling rate by 2020. Examples of actions are:-
 - Food waste promotional campaigns and roadshows
 - Tackling contamination of recycling so reducing the chance of rejected loads which end up being burnt at over £100/tonne as opposed to normal gate fee of £13.52/tonne
 - Launch in March 15 of kerbside textiles collection service and a small waste electricals collection. to be added to in December 2015
 - Surrey Reuse Network now collecting all our bulky waste so majority is now recycled or reused rather than as previously going to landfill
 - Tackling hard to reach properties including flats with information, bin housing and visits to make recycling easier
 - Using Surrey Waste Partnership Funds to undertake detailed door stepping work of the lowest performing round in mid-October to understand the issues and encourage participation in recycling.
- 4.3 We are also undertaking a review of the service to identify opportunities to improve the service and make efficiency gains.
- 4.4 Targets and actions will be revised periodically during the life of the strategy, and a further revision of the whole document is anticipated as being necessary in 2019/20.

5. Timetable for implementation

5.1 From 2015 the strategy will be delivered and plans have been developed at a local level for delivery.

Background papers: There are none

Appendices: Appendix 1 Joint Municipal Waste Management Strategy Revision 2 (2015)



Joint Municipal Waste Management Strategy Revision 2 (2015)

Contents

1	Introduction.....	1
2	Background.....	4
3	Aim and targets.....	8
4	Core values.....	10
5	Objectives.....	12
6	Actions and outcomes.....	12
7	Plan for delivery.....	22
8	Glossary of terms.....	23

1 Introduction

This is the Surrey Waste Partnership’s plan for managing Surrey’s waste for the next ten years, up until 2024/25. It is the second revision of a strategy which was first published in 2006 then revised in 2010. It has been updated to ensure we continue to manage Surrey’s waste in the best way and work towards higher performing, better value waste services for the future. As part of this revision, we have consulted with a wide range of residents and other interested groups, to take their views into account.

1.1 The Surrey Waste Partnership - who are we and what do we do?

We are the Surrey Waste Partnership (SWP) which is made up of Surrey County Council (SCC) and the 11 district and borough councils in Surrey (shown in Figure 1). SWP aims to manage Surrey's waste in the most efficient, effective, economical and sustainable manner.

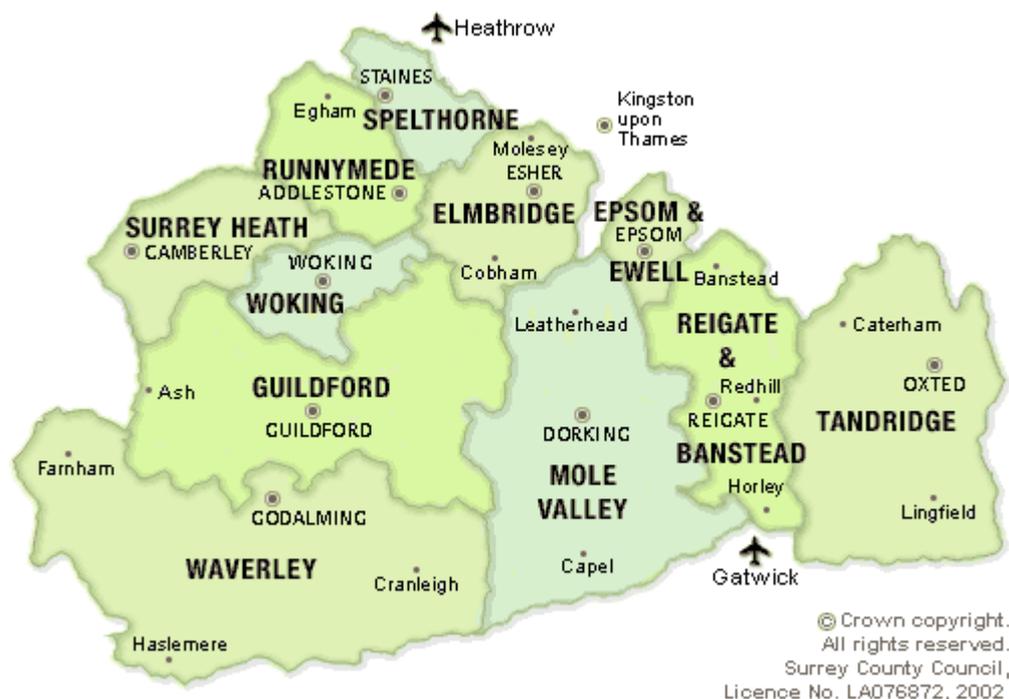


Figure 1: Map of Surrey showing the district and boroughs

The 11 district and borough councils are Waste Collection Authorities (WCAs) and are responsible for the collection of Surrey's municipal waste which includes waste from households. SCC is the Waste Disposal Authority (WDA) and is responsible for the disposal and treatment of Surrey's municipal waste collected at the kerbside and waste and recycling from Surrey's Community Recycling Centres (CRCs).

The WCAs provide residents with a kerbside collection service for household waste and recycling. All WCAs currently collect recycling and residual waste on alternate weeks, alongside a weekly food waste recycling collection and an optional (charged for) garden waste collection. As part of this service, all WCAs offer the collection of the following 'dry recyclables':

- Glass bottles and jars
- Paper and cardboard
- Metal tins and cans
- Plastic bottles, pots, tubs and trays

Additional materials such as textiles, waste electrical items, batteries, foil, aerosols and Tetra Pak cartons are collected by some, but not all WCAs. Additionally, all WCAs provide bulky waste collections, local recycling banks or bring sites, street sweeping services and, in some cases, commercial waste collections.

SCC has two key roles as a WDA. First, it makes arrangements for the acceptance of municipal waste collected by WCAs and the provision of facilities for its treatment and disposal. Secondly, it provides CRCs for residents to recycle and dispose of their municipal waste. So far as it is practicable, CRCs are designed and operated so that all residents can use them.

1.2 Why do we have a joint waste strategy?

The roles of the WCAs and the WDA in Surrey are different, but both manage the same waste. To do this effectively, all SWP partners recognise the need to work together. We have a joint strategy to plan how the WCAs and the WDA will work with each other to manage Surrey's waste in the best way.

1.3 Why are we revising the strategy?

The waste management industry is influenced by many factors which change regularly such as: environmental laws, markets for waste materials, new technologies, economic conditions and national and local politics. It has been five years since the previous strategy revision, so it is time to revise it again to make sure that our plans are based on the most up-to-date picture of the industry. By revising the strategy, we are also:

- Ensuring that Surrey tax payers are getting a consistent and value for money waste service.
- Re-focusing the activities of SWP.
- Helping residents, businesses and other stakeholders to understand our aims and work with us to reach our objectives.
- Complying with our legal duty to have a joint waste strategy and keep it under review.

1.4 How does the strategy work?

This strategy document is broken into several sections. These are:

- **Background** - explaining how we have managed waste in the past, how we performed against the requirements of the previous strategy and the challenges that we currently face as a partnership.
- **Aim and targets** - explaining the aim of this strategy and the targets that we will use to measure our performance against the aim.
- **Core values** - these are the important considerations that will be in our minds when we implement the strategy.
- **Objectives** - high level statements of what we are planning to achieve with the strategy.
- **Actions and outcomes** - a detailed breakdown of the work required to achieve each objective and the overall aim and targets. This section will form the basis of each partner's own operational plan, which will result in improvements on the ground.
- **Plan for delivery** - this sets out: responsibilities for delivering the strategy; how we plan to monitor and evaluate our performance; and the process for revision.

Most of the above sections will remain unchanged until the strategy is next reviewed. However the 'actions and outcomes' section is more detailed and therefore sensitive to short-term changes in the waste industry, so it will be reviewed more frequently, as described in Section 7.3.

2 Background

2.1 Past performance

The vision set out in the previous version of the strategy was for a county in which resources are used and managed efficiently so that:

- the amount of waste produced will continue to be reduced or reused,
- materials reused, recycled or composted will exceed 70%, and
- the environment will be protected and enhanced for future generations.

This vision was supported by five policies and 32 actions. We have performed well against many of these actions, with achievements since 2010 that include:

- Aligning collection methodologies for nine out of the eleven WCAs.
- Providing recycling facilities for a wide range of materials including introducing kerbside food waste collections in all Surrey districts and boroughs.
- Redeveloping a number of CRCs to improve access and quality of service for the public.
- Successful behaviour change initiatives promoting activities such as food waste reduction and recycling and home composting.
- Promoting the reuse of furniture and white goods whilst supporting disadvantaged residents and low income households through the Surrey Reuse Network.
- Exploiting opportunities for partnership working including selling materials together, such as garden waste and textiles, and forming a project to join up kerbside collection services in at least four Surrey WCAs.

Performance in some of the other key areas is described below.

Waste reduction

The quantity of household waste generated in Surrey has decreased by around 50,000 tonnes since its peak in 2007/8 (see Figure 2) despite population increases during this time.

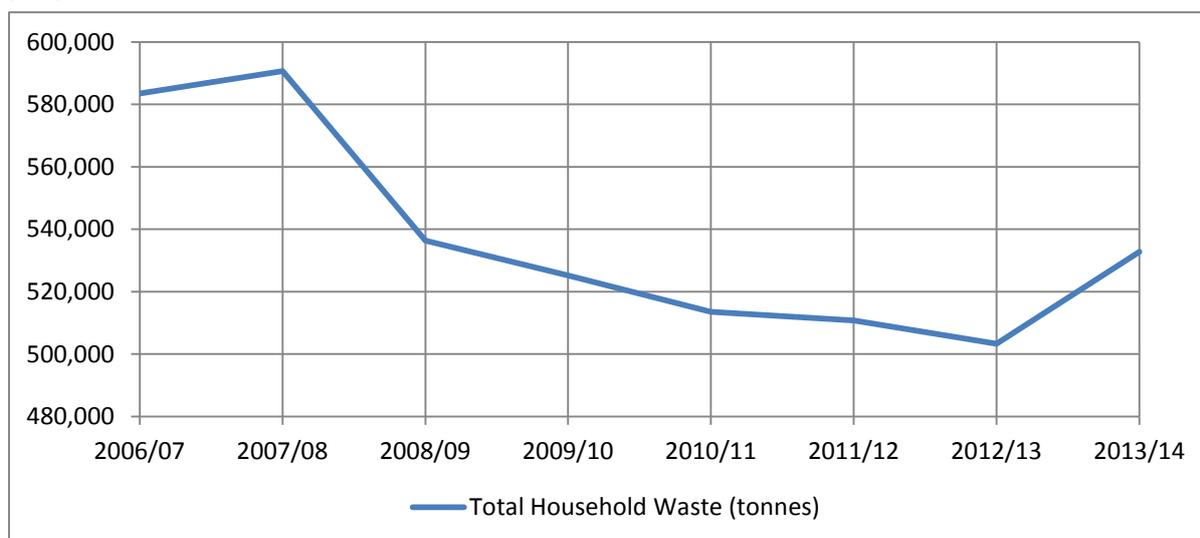


Figure 2: Total household waste produced in Surrey

The previous strategy revision aimed to continue the downward trend by reducing household waste by 30,000 tonnes between 2009/10 and 2013/14. We were on target to achieve this, with a 25,000 tonne decrease recorded in 2012/13, however there was a significant increase in 2013/14 which went against the downward trend and meant that the target was not met. This increase is thought to be caused by a combination of factors, including:

- Extreme weather in the final quarter which resulted in a large amount of extra waste from flood damage, street sweepings and power outages.
- Possible increases in consumerism as a result of a return to pre-financial crisis levels of economic growth.

2013/14 could have been an unusual year, but we will continue to monitor performance closely to see if this is the start of an increasing trend.

Landfill diversion and recycling

The amount of waste sent to landfill has declined dramatically from 67% in 2006/07 to 11% today (see Figure 3) making us one of the leading authorities in the country. Reducing waste to landfill even further remains a key priority.

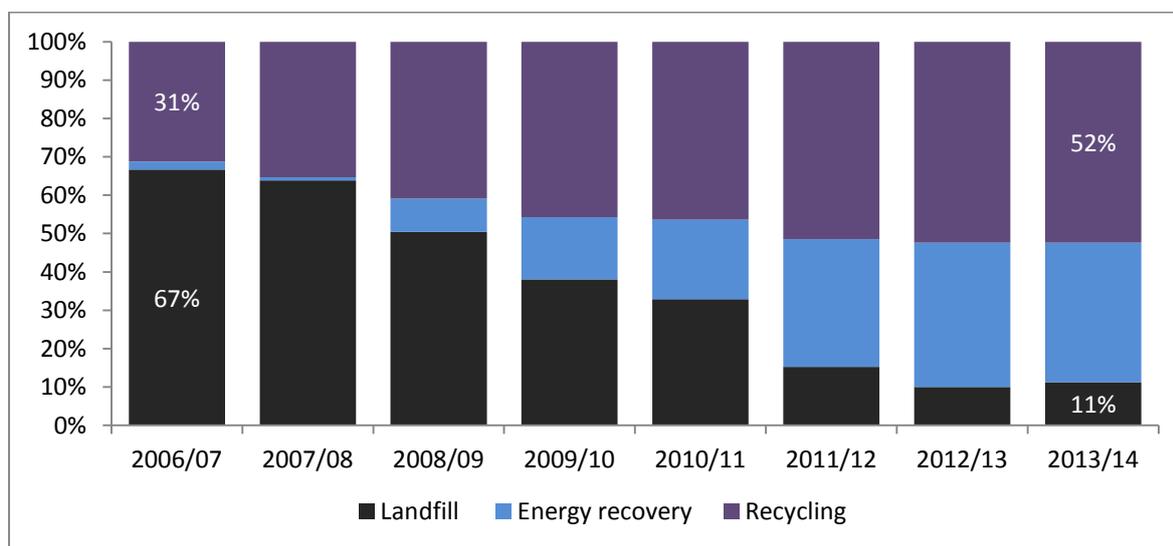


Figure 3: Proportion of waste recycled, recovered and landfilled

Recycling has increased from 31% in 2006/7 to 52% in 2013/14, which is a significant achievement, however we haven't met our aspirational target of 70% recycling. Whilst this target was always ambitious, some changes in legislation around the categorisation of waste materials (e.g. wood and leaf fall) have made reaching 70% recycling even more challenging. Yet Surrey is still a top performer nationally for recycling compared against other similar authorities.

Cost of waste management

Waste and recycling is extremely expensive to manage. The net cost of managing Surrey's waste and recycling in 2013/14 was estimated to be £76 million. However, despite a rise in population and increases in the cost of waste disposal (e.g. landfill tax and haulage cost increases) the net cost has been contained at 2010 levels (see Figure 4). This represents a significant increase in value for money for the Surrey tax payer.

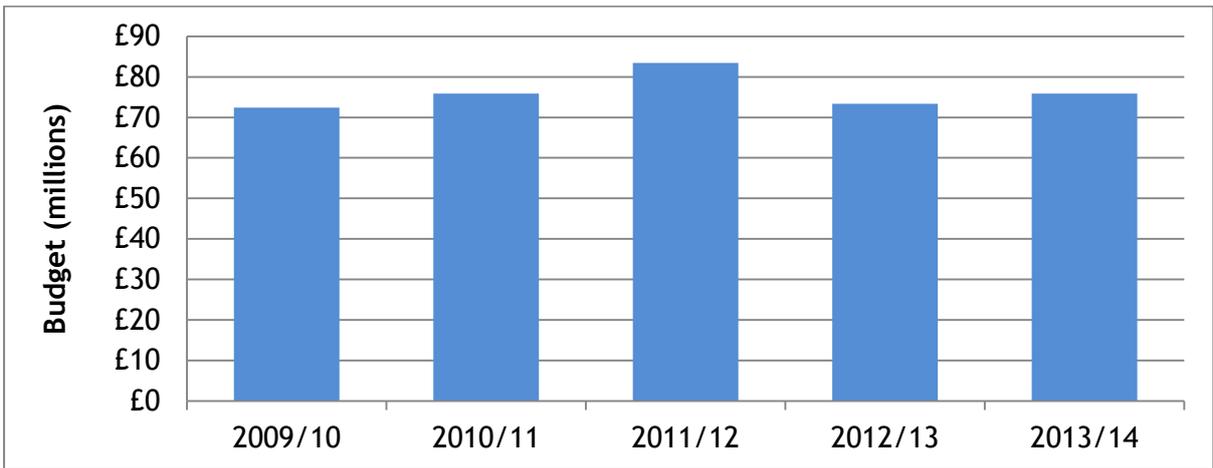


Figure 4: Budget estimates for the net total cost of waste management in Surrey

2.2 Current composition of waste

In order to manage our waste effectively we need to know what is in it. To work this out we did a detailed composition analysis of our household waste and recycling from kerbside collections and CRCs in 2013/14. The proportions of the different materials are shown in Figure 5.

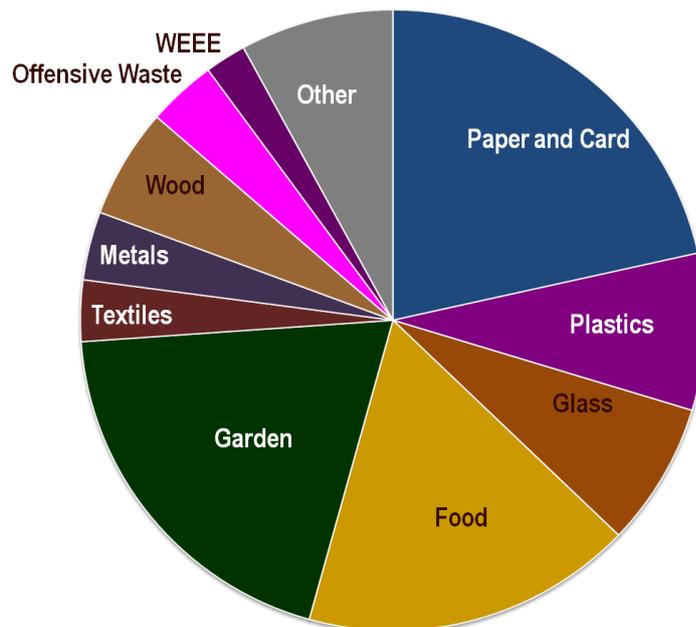


Figure 5: Composition of waste and recycling from the kerbside and CRCs in 2013/14

The composition shown in Figure 5 provides a strong indication of the types and proportions of materials that we will plan to manage as part of this strategy.

2.3 Current challenges

Whilst progress has been made over the last few years, we now have to overcome a number of challenges in order to make further improvements:

Performance has stalled

Recycling rates have started to level off and major changes will be required to make any significant improvements in the future. As Figure 6 shows, there is much variation in recycling performance amongst WCAs, with a 17% gap between the highest and lowest.

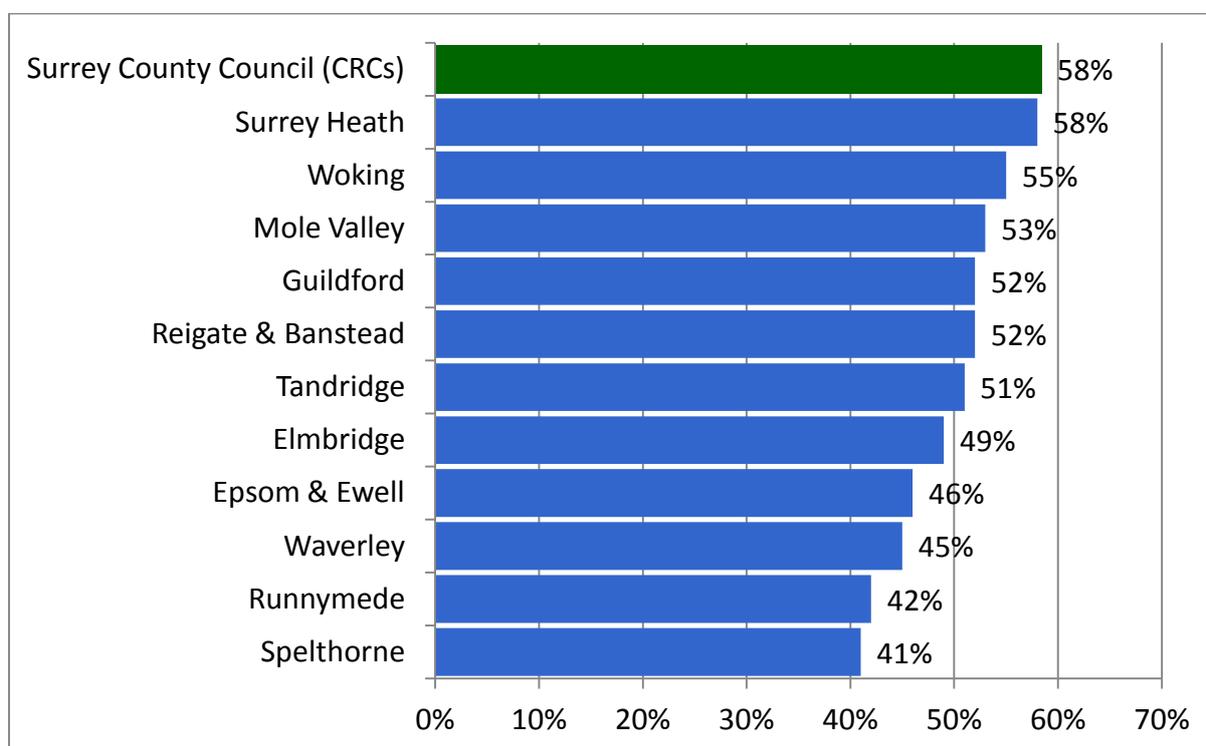


Figure 6: Household recycling rates in 2013/14 by partner authority

In addition, there was a big increase in total household waste in 2013/14 which may be the start of an increasing trend.

Changing legislation and regulation

Some waste disposal processes (e.g. composting of street-swept leaf fall) can no longer be counted towards recycling targets. In addition to this, revised Waste Regulations¹ came into force on 1 January 2015. These require authorities to collect paper, glass, metal and plastic by way of separate collection unless it is not necessary to increase the quality of the recycling, and it is not technically, environmentally or economically practicable to do so. This means that we must continually assess our methods for collecting waste to make sure that they are compliant with the new regulations.

Increasing population

Surrey's population is projected to rise by 89,000 people (an 8% increase) over the strategy period. This along with the associated increase in new homes will result in more waste and therefore more pressure on our services.

Budget pressures

Increases in population along with continued reduction in funding from central government will put pressure on all council services. It is expected that local authorities will have to make difficult choices about the services that they can provide in the future and waste

¹ <http://www.legislation.gov.uk/uksi/2011/988/contents/made>

collection and management will be seen as a key area for saving money. However, this is not likely to be straightforward because of the challenges outlined above and the fact that transporting and disposing of waste is likely to get more expensive in the future.

These challenges mean that the current situation is unsustainable and we need to look at new ways of working together to reduce costs and increase performance whilst still providing a high quality service to Surrey residents.

3 Aim and targets

Surrey is already a high performing county but we can and must continue to improve in order to succeed against the challenges described above. We have therefore adopted the following ambitious aim for this strategy: **To be the leading county area in England for waste management.**

But what makes a leading county area for waste management? There are several performance indicators that we can use to define this, and we think that the most suitable of these are as follows:

Household waste and recycling per person - By far the best way to manage waste is to prevent it occurring in the first place (see Figure 7). This indicator shows how much waste we produce each year as individuals and therefore how much we need to focus on reducing our waste. Rather than using a specific target (expressed as kg/person/year), we think that it is fairer to use a relative target, i.e. comparing Surrey to other authorities. This is because household waste per person is affected by factors outside of our control, such as the state of the economy, and as all other counties will be subject to these factors too, it is a fair way of monitoring performance.

Recycling and recovery rate - Rather than using the standard recycling rate metric, as described in Section 2, we think that a more suitable indicator takes into account both recycling and the recovery of certain materials² where recovery is preferable to recycling. The indicator that we are using is about 'doing the right thing' with each material and managing it as far up the waste hierarchy (see Figure 7) as reasonably possible, e.g. recovering energy from wood waste that is not clean enough for recycling.

The standard recycling indicator³ has been subject to changes by the government, including a ban on recycling street-swept leaves, and could be changed again in the future. By using a new indicator that we have control over, we can keep it the same during the strategy period so that it remains a valid way of assessing our performance.

Percentage of municipal waste sent to landfill - Landfill is the least favourable way of managing waste and we want to minimise landfill as much as possible by complying with the waste hierarchy (Figure 7). This indicator will help to show how successful we have been at doing this.

² For example street sweepings and non-clean wood waste

³ National Indicator 192

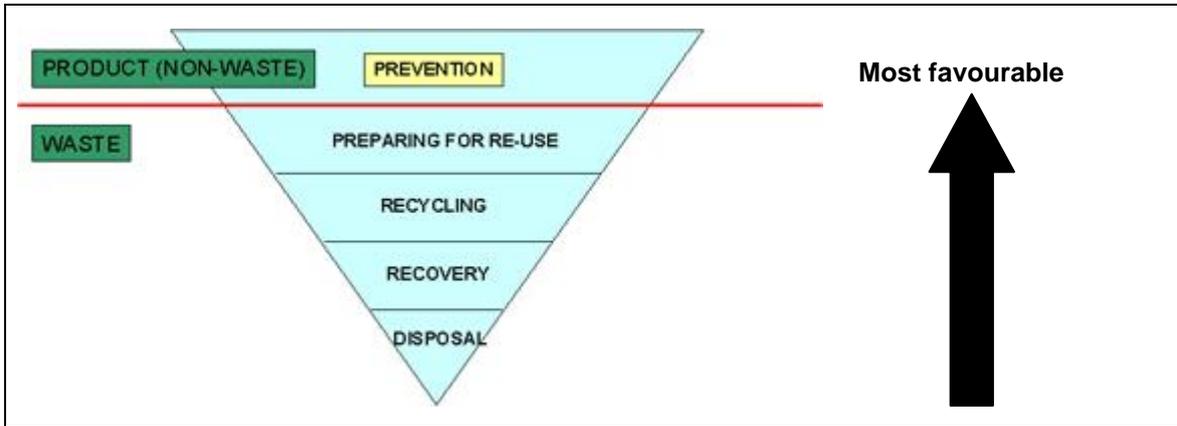


Figure 7: The waste hierarchy.

Cost of waste management per household - As Section 2 shows, waste is very expensive to manage and there is currently a strong imperative for local government to reduce its costs. This indicator will show us how well we are controlling the cost of waste for the average Surrey household.

The performance indicators are calculated using the methods summarised in 1 below.

Box 1: Methodology for calculating the strategy’s performance indicators

1. Household waste and recycling per person

This indicator is calculated using a nationally recorded metric called ‘BVPI 84a - Number of kilograms of household waste collected per head of population’. The calculation method is summarised below.

$$\frac{\text{Numerator: Total tonnage of household waste in Surrey}}{\text{Denominator: Population in Surrey}} \times 1,000$$

2. Recycling and recovery rate

This indicator is based on the nationally recorded recycling rate metric called ‘NI 192 - the percentage of household waste that is sent to reuse, recycling or composting’. However the calculation method used for the strategy is slightly different, for the reasons explained above. The calculation method is summarised below.

$$\frac{\text{Numerator: Tonnage of household waste sent for reuse, recycling or composting} + \text{Separately collected materials where recovery is preferable to recycling e.g. street sweepings and non-clean wood}}{\text{Denominator: Total tonnage of household waste}}$$

3. Percentage of municipal waste sent to landfill

This indicator is calculated using a nationally recorded metric called ‘NI 193 - the percentage of municipal waste sent to landfill’. The calculation method is as follows:

Numerator	Municipal waste sent directly to landfill, PLUS Municipal waste collected for recycling but rejected to landfill, PLUS Residual waste sent to landfill after an intermediate treatment (this does not include residues from thermal treatment)
Denominator	Total municipal waste

4. Cost of waste management per household

There is not a nationally recorded metric for this indicator. However, a SWP assessment of the total cost of waste is undertaken annually for all SWP authorities. The total cost is divided by the number of households in Surrey to calculate the indicator value.

‘The leading county area for waste management’ will perform well against all of the above indicators. However, it does not necessarily have to be the best in the country for each indicator as this may not be possible due to differences in geography. For example a rural county area is likely to have a high cost per household because houses are widely spaced which make collections less efficient.

We have looked at the performance of other county areas and assessed Surrey’s potential for improvement given its local constraints. From this we have developed targets against each indicator which are shown in Table 1.

Table 1: Strategy targets

#	Indicator	2013/14 performance	2019/20 target
1	Total household waste and recycling per person	Quartile 3 (463 kg/person)	Quartile 1
2	Recycling and recovery rate	59%	70%
3	Percentage of municipal waste sent to landfill	11%	0%
4	Cost of waste management per household	£158	No increase from 2013/14

The targets in Table 1 are to be achieved by the end of the year 2019/20 which is the middle year of the strategy period. They will be reviewed in 2019/20 for the remainder of the strategy period up to 2024/25.

4 Core values

In order to achieve our aim and meet our targets, we must deliver the work which is described in the sections below. To ensure that we do this effectively we have produced the following core values which we will always consider when undertaking our work:

Meeting the future needs of communities

We will ensure that the actions deliver a high quality service to everyone in our communities, both now and in the future. Past disposal routes such as landfill have resulted in long term environmental impacts and costs. This strategy is designed to avoid such issues for future generations.

Working in partnership

We will seek to work with the right partners from the public, private and community sectors that can help us to achieve our aim. This will include work with government and the private sector to reduce the quantity of materials entering the waste stream and work with the community sector to develop comprehensive systems of reuse.

As SWP partners, we must also work effectively with each other. To help us do this, we will work together more collaboratively, making more joint decisions and sharing budgets where feasible.

Best value to residents

We will seek to provide the best value to our residents through delivering waste management services that are both high quality and cost effective. We will work hard to continually improve the efficiency, effectiveness and cost of the services we provide.

Sustainable environment, society and economy

We will apply the principles of sustainable development. This takes into account three 'pillars' - our environment, society and the economy⁴. The development of our waste services will seek to protect our environment, support the wellbeing of Surrey's residents and benefit our economy, both now and in the future.

Treat waste as a resource

Traditionally waste has been viewed as something to be discarded. However, in line with national government policy we want to move towards a future where waste materials are fully valued, financially and environmentally. It means we reduce, reuse and recycle all we can, and throw things away only as a last resort.

Innovative thinking

We will develop new and innovative approaches to improve waste management. As part of this, we will move away from a culture of trying to solve our 'waste problem', towards positioning ourselves as suppliers of valuable commodities and fuel.

⁴ Guiding Principles for Sustainable Development, DEFRA



Figure 8: Our core values

5 Objectives

We have set a challenging and ambitious aim for this strategy. To achieve this, the following high level objectives set out what we are going to do:

High quality service: We will provide a high quality service that residents and businesses like, understand and use to its full potential.

Work with others: We will work innovatively with product manufacturers, community groups, other local authorities and the waste management companies to improve how we manage waste.

Maximise value: We will encourage and enable residents to deliver waste materials in the best way, then we will sustainably manage these materials to obtain maximum value.

6 Actions and outcomes

This section takes the objectives above and breaks them down further into work areas containing specific actions. These actions are detailed and represent the views of our officers, elected members, residents and other industry stakeholders on how to improve the management of Surrey’s waste.

The actions are shown in the tables below. Each action is accompanied by one or more ‘outcomes’ which are measurable indicators that will be used to show if the action has been achieved or not. The successful delivery of the actions will help to achieve this strategy’s targets. To demonstrate how each action relates to the targets, the third column in each table gives the numbers of the targets which will be most influenced.

These actions will be taken by each partner and turned into operational plans, which can then be delivered on the ground.

6.1 High quality service

Work area 1: In order to deliver a high quality service, we must take the views of residents including those with protected characteristics, and businesses into account. We will do this by:

#	Action	Outcomes	Contributes to target #	Who?
1	Regularly producing customer service surveys to find out what the barriers are to improving waste management and how we can improve the quality of the information that we provide	<ul style="list-style-type: none"> Periodic and targeted customer service surveys for waste management are produced and analysed at least once every three years. 	1,2,3,4	All partners
2	Providing simple, accessible and effective communication routes to give feedback	<ul style="list-style-type: none"> A question on the ease of accessibility of information is included in the above surveys 	1,2,3,4	All partners

Work area 2: Residents and businesses need to understand their role in waste management so that they feel engaged in the process and participate fully. We will make sure that residents including those with protected characteristics, and businesses understand their role in improving waste management by:

#	Action	Outcomes	Contributes to target #	Who?
1	Telling residents and businesses why it is important to reduce their waste and how they can do it	<ul style="list-style-type: none"> Include waste reduction as part of the county-wide communications campaigns described in Work area 7 	1,4	All partners
2	Providing all new residents with full information about their waste and recycling service	<ul style="list-style-type: none"> Information packs for new residents based on a best practice standardised format have been produced and are being issued to all new residents by 1 January 2016 	1,2,3,4	All WCAs
3	Engaging with specific residents and businesses that do not present recyclables for collection, or present contaminated recyclables for collection to understand their barriers to recycling and help overcome them	<ul style="list-style-type: none"> Each authority has a local procedure in place for following up contaminated collections by 1 January 2016 Each authority sees a year-on-year reduction in rate of contaminated recycling bin rejections 	1,2,3,4	All WCAs

#	Action	Outcomes	Contributes to target #	Who?
4	Publishing a charter each year showing residents and businesses where their waste and recycling is being sent for treatment	<ul style="list-style-type: none"> An annual charter is issued on the SWP website by July each year 	1,2,3,4	SWP manager

6.2 Work with others

Work area 3: We must engage with our communities to ensure they have sufficient support to improve waste management. We will support communities by:

#	Action	Outcomes	Contributes to target #	Who?
1	Engaging with and empowering volunteer and community groups	<ul style="list-style-type: none"> A partnership community engagement plan is produced by 1 January 2016 and is kept under annual review The community engagement plan includes actions that add social value to communities 	1,2,3,4	SWP manager

Work area 4: Working more effectively with other local authorities can improve performance and reduce costs due to economies of scale. We will work with other local authorities, both inside and outside of Surrey, to:

#	Action	Outcomes	Contributes to target #	Who?
1	Get better deals for goods and services e.g. new collection vehicles	<ul style="list-style-type: none"> Waste management related contracts, products and services are procured jointly unless deemed impractical after consultation with other partners 	4	All partners
2	Get better deals for contracts from waste management companies for collecting and/or managing our waste	<ul style="list-style-type: none"> The end dates of new waste management contracts are synchronised across similar contracts let by other SWP authorities to maximise opportunities for future joint procurement The costs of waste products and services reduce each year after the impact of inflation has been taken into account. 		

Work area 5: In Surrey, we work closely with the private sector in order to deliver some of our waste management services, but we could work together more effectively. We will work with the private sector companies that process our waste to:

#	Action	Outcomes	Contributes to target #	Who?
1	Clearly agree with reprocessors on what materials can be recycled, and pass on this information to our residents and businesses	<ul style="list-style-type: none"> MRF and reprocessor input contamination rates are checked quarterly by each authority and show a year-on-year reduction 	2,3,4	All partners
2	Make sure that both the Surrey taxpayer and the reprocessor get the best deal possible from selling the recyclables that we produce	<ul style="list-style-type: none"> Soft market testing is done on each material stream at least twice a year If prices are significantly worse than the market price, corrective action is taken where possible within the constraints of the contract 	4	All partners

Work area 6: The waste materials that Surrey produces are a large and valuable resource. We will use our influence as a major supplier of materials to:

#	Action	Outcomes	Contributes to target #	Who?
1	Lobby product manufacturers and retailers to design household products that minimise waste and are easy to recycle	<ul style="list-style-type: none"> The SWP is represented at all relevant forums and is in attendance at all relevant events involving waste authorities and product manufacturers 	1,2,3,4	SWP manager
2	Lobby central government to develop legislation that facilitates the reduction of waste and increases high quality recycling	<ul style="list-style-type: none"> SWP has provided a unified response to all relevant government consultations regarding waste management SWP actively lobbies central government on key matters 	1,2,3,4	SWP manager

6.3 Maximise value

Work area 7: By reducing the amount of waste produced by residents and maximising the proportion that is recycled, we can obtain more valuable recyclable materials and help the environment. We will do this by:

#	Action	Outcomes	Contributes to target #	Who?
1	Enabling residents to recycle any material where it is environmentally and financially beneficial to do so - at home, at community recycling centres and on the go	<ul style="list-style-type: none"> Waste hierarchy assessments take place as part of Waste Regulations compliance assessments (see Work area 10). These will determine if it is viable to recycle new materials. 	2,3,4	All partners
2	Ensuring controls are in place so that all new developments have sufficient space for waste and recycling containers	<ul style="list-style-type: none"> Each new development in a WCA's area has sufficient space for all recycling containers necessary to provide the full collection service 	2,3,4	All WCAs
3	Increasing the proportion of bulky waste that is reused and recycled	<ul style="list-style-type: none"> Each authority reuses and recycles at least 30% of bulky waste in 2016/17 and 40% in 2017/18 Each authority undertakes reuse and recycling using the community sector wherever possible 	2,3	All partners
4	Providing residents with as much capacity (bin space) for recycling as they need. This excludes garden waste which is chargeable throughout Surrey.	<ul style="list-style-type: none"> All WCAs provide free unlimited capacity for recycling (excluding garden waste) by 1 October 2015 	2,3,4	All WCAs
5	Reducing capacity for non-recyclable waste at the kerbside, to encourage residents to minimise their waste and use recycling bins	<ul style="list-style-type: none"> All WCAs are enforcing policies for no side-waste and closed lids on residual bins by 1 October 2015 Each WCA has provided each households with no more than 360 litres of residual waste capacity per month as standard by the end of each WCA's bin stock life or by 1 April 2020, whichever is sooner 	1,2,3,4	All WCAs

#	Action	Outcomes	Contributes to target #	Who?
6	Regularly identifying where and how recycling can be increased	<ul style="list-style-type: none"> • A high level annual assessment identifying recycling rates for individual materials is produced by SWP for each partner authority • From 1 April 2015, the WDA undertakes assessments at least once a quarter of recycling rates for each material at each CRC and identifies priority areas and improvement options • From 1 April 2015, all WCAs undertake assessments at least once a quarter, of: <ul style="list-style-type: none"> ○ MRF and reprocessor input contamination rates to determine what the contaminants are ○ Containers that are rejected because of contamination and where the problem areas are ○ Recycling rates at the individual round level to identify areas with high and low recycling rates • All WCAs undertake assessments of participation rates using the latest guidance and identify where problem areas are • Results of the above assessments are reported to SWP and summarised twice annually at the meetings 	N/A	All partners
7	Using targeted communication campaigns to increase recycling in the priority areas (identified by the six monthly analyses above)	<ul style="list-style-type: none"> • Measured improvements in priority areas for the above indicators 	1,2,3,4	All partners
8	Publicising any changes to collection services with clear and comprehensive information	<ul style="list-style-type: none"> • SWP communications guidance is used to provide clear communications • Each campaign performs well when evaluated using the SWP monitoring and evaluation template 	1,2,3,4	All WCAs

#	Action	Outcomes	Contributes to target #	Who?
9	Making communications campaigns more consistent across the county in order to increase their efficiency and maximise their impact	<p>From 1 April 2015:</p> <ul style="list-style-type: none"> • Have agreed a timetable for county-wide communications campaigns • Use 'Recycle for Surrey' branding on all communications • Abide by SWP guidance for consistency in local service communications • Use the SWP template for monitoring and evaluating communications campaigns 	1,2,3,4	All partners

Work area 8: We want our recyclable material to be as good quality as possible so that it can be turned into high quality products. We will maximise the quality of our recyclable materials by:

#	Action	Outcomes	Contributes to target #	Who?
1	Not collecting recycling containers containing contaminating waste materials, with clear information given to the affected resident as to why, and how they can reduce contamination in future	<ul style="list-style-type: none"> • Annual reductions in MRF and reprocessor input contamination rates • All WCAs provide regular training to crews on managing contamination by 1 January 2016 	4	All WCAs

Work area 9: We will get the best deals for all waste materials that we manage by:

#	Action	Outcomes	Contributes to target #	Who?
1	Collecting the same materials in the same way across Surrey	<ul style="list-style-type: none"> • At the end of each WCA's materials management contract for each material, or by 1 April 2020, whichever is sooner all WCAs will collect and present each household material stream in the same way • At the end of each WCA's bin stock life or by 1 April 2020, whichever is sooner, all WCAs will have an agreed form of consistent colour coding for their bins (for example bin bodies, or bin lids, or bin stickers). 	2,3	All WCAs

#	Action	Outcomes	Contributes to target #	Who?
2	Pooling and centrally managing all the material from each waste stream in Surrey, using economies of scale to attract the best possible prices	<ul style="list-style-type: none"> Each material waste stream is being centrally managed for all authorities once existing contracts have expired, if not before 	4	All partners
3	Investing in developing waste management infrastructure as appropriate, to give us more control over how materials are managed and help us ensure that we are getting the best deal environmentally and financially	<ul style="list-style-type: none"> An options appraisal for developing infrastructure for at least dry recyclables and textiles has been undertaken by 1 July 2015 	4	SCC

Work area 10: The way in which we collect waste is controlled by the Waste (amendment) Regulations 2011, which aims to promote high quality recycling and move us towards becoming a recycling society. Abiding by the regulations will help ensure that we collect waste in a way that is sustainable and provides best value. We will make sure that we are doing this by:

#	Action	Outcomes	Contributes to target #	Who?
1	Testing all of our collection systems against the requirements of the law and in particular assessing their cost and environmental impacts to make sure that they are compliant.	<ul style="list-style-type: none"> A Waste Regulations compliance assessment is undertaken and documented (at the individual authority level) whenever changes are proposed regarding <ul style="list-style-type: none"> The availability of recycling techniques and accessible facilities for materials that are currently difficult to recycle. The cost of vehicles. The cost of staff, value of recyclables and the costs of energy recovery or disposal. Collection, treatment or vehicle contracts coming to an end. 	4	All partners

Work area 11: Some of our WCAs already collect commercial waste, which they are allowed to charge for. This is a valuable income stream to them which helps to offset other waste management costs. We will generate more income from commercial waste by:

#	Action	Outcomes	Contributes to target #	Who?
1	Using existing collection vehicles and waste infrastructure to offer commercial waste collections across the county where financially viable	<ul style="list-style-type: none"> Each authority has been involved in an options appraisal exercise for creating or expanding commercial waste collections by 1 April 2016 Offer a commercial waste service at community recycling centres by 1 April 2016 	4	All partners
2	Offering commercial waste collection services that are excellent quality and competitively priced	<ul style="list-style-type: none"> Commercial waste collection prices are set at least annually by each partner at a level that is fair for customers and Surrey tax payers The size of the each partner's customer base and level of customer retention is assessed at least annually Each partner's customer base increases each year and customer retention levels do not decrease 	4	All partners
3	Making sure that businesses do not dispose of their waste through household waste services	<ul style="list-style-type: none"> Collection crews are trained to identify and report commercial waste abuse by 1 January 2016 Where household and commercial waste are collected together, an accurate and robust method will be used to calculate the proportions of each Cost effective measures to avoid commercial waste abuse at CRCs are implemented at all sites and monitored and recorded at least quarterly 	1,4	All partners

Work area 12: It is important that we do not forget about our existing arrangements for collecting and managing our waste. We will continually improve these by:

#	Action	Outcomes	Contributes to target #	Who?
1	Scrutinising existing arrangements regularly to identify opportunities for service improvement and cost savings	<ul style="list-style-type: none"> All contract monitoring frameworks involve constant scrutiny of performance and savings opportunities Key performance indicators for all contracts/arrangements are compared against peer authorities at least annually 	2,3,4	All partners
2	Making sure that our CRC network is optimised to provide a good service to residents whilst extracting maximum value from materials	By 1 April 2016 options have been assessed for: <ul style="list-style-type: none"> Charging for non-household waste Reducing opening days and/or hours Closing sites that are inefficient and can not be improved Selling reusable materials either on or off site 	4	SCC
3	Diverting our residual waste from landfill	<ul style="list-style-type: none"> All residual waste is diverted from landfill by 2019/20 	3,4	SCC
4	Improving our understanding of the total cost of managing waste and recycling in Surrey	<ul style="list-style-type: none"> A SWP cost assessment is undertaken by the end of each calendar year The cost capturing methodology is assessed annually prior to the assessment 	4	SWP Manager

7 Plan for delivery

7.1 Responsibilities

All SWP authorities have agreed to work together to deliver the actions of this strategy that are laid out above. The final column in each table says who is responsible for delivering each action. Where a partner has already achieved an action, they are responsible for helping other partners to do the same by providing advice and support.

Each partner will need to develop an operational plan which delivers the actions of the strategy. Partners will not be asked to submit their plans, but instead will be evaluated against the strategy's actions and outcomes as part of the annual performance review.

Working on behalf of SWP, the SWP manager is responsible for encouraging partners to deliver the strategy. They will monitor the performance of each partner closely and identify any actions that are at risk of not being delivered. They will then provide the necessary level of support to maximise the chances of successful delivery. Each partner should respect the SWP manager's position and offer them as much assistance as possible as they undertake the role.

7.2 Monitoring and evaluation process

The strategy has been set up so that each action has measurable outcomes attached to it which will help us to successfully monitor performance. The SWP manager will produce an annual review which will assess performance against each action and report on progress towards each target. This review will be in the form of a report that is presented to the SWP officer and Members' group meetings for discussion.

7.3 Revision process

This strategy's duration is ten years so that it terminates at the same time as SCC's waste disposal contract. It will be revised at the half way point - in the year 2019/20, and at the end - in 2024/25. However we recognise that both the strategy's targets and actions can quickly become outdated and need to be adjusted more regularly than once every five years. We will update the targets four times during the strategy period (as part of each revision and half way between each revision). The actions are quite specific, so we will update these every year as part of the annual performance review. The revision process is summarised in Table 2.

Table 2: Revision timetable - active years are shaded green

Year	Revision of targets	Revision of actions	Full strategy revision
2014/15			
2015/16			
2016/17			
2017/18			
2018/19			
2019/20			
2020/21			
2021/22			
2022/23			
2023/24			
2024/25			

8 Glossary of terms

Anaerobic Digestion

Anaerobic Digestion systems use natural processes to break down food wastes in the absence of oxygen to produce methane gas, which can be used as a fuel for the production of electricity.

Bring site

A bring site or bring bank is a localised collection point for recyclables such as glass, paper, cans, etc.

Bulky waste

Waste is considered 'bulky' if it weighs more than 25kg or any item that does not fit into the householder's bin; or if no container is provided, a cylindrical receptacle of 750mm in diameter and 1m high.

Community Recycling Centres (CRCs)

Sites operated by SCC where residents within a specified area can dispose of their household waste, in particularly bulky waste, free of charge.

Commercial waste

Commercial waste arises from premises used for trade, business, sport, recreation or entertainment, but excluding household and industrial waste.

Community sector

Also known as the voluntary or third sector, it includes organisations that are not-for-profit and non-governmental that undertake a duty of social activity, usually charities and non-charitable voluntary bodies.

Composting

The degradation of organic wastes in the presence of oxygen to produce a fertiliser or soil conditioner. This can either be an enclosed process (in-vessel) or operated as an 'open windrow' process.

Contamination rates

The amount of presented material that cannot be recycled as a proportion of the total amount of material that can be recycled at a MRF or other reprocessor.

Contaminated recycling

Material found in the recycling waste stream that cannot be recycled and affects the quality and value of the other material.

Dry recyclables

Materials such as paper, metals, plastics and glass that can be collected through kerbside schemes or bring banks.

The Environment Agency (England and Wales)

The Environment Agency for England was formed by the Environment Act 1995 to regulate emissions of and pollutants to air, land and water. The Agency's main role in the

management of waste is through its regulatory activities to protect the environment and human health.

Green waste

Vegetation and plant waste from household gardens and public parks and gardens.

Hazardous waste

Defined in the Landfill Regulations as any waste defined in Article 1 (4) of Directive 91/689/EEC on hazardous waste.

Household waste

Waste from domestic properties including waste from CRCs, material collected for recycling and composting, plus waste from educational establishments, nursing and residential homes and hostels, caravan parks, self-catering accommodation, prisons, places of worship, public meeting premises and street cleansing waste.

Kerbside collection

Any regular collection of recyclables from households and from commercial or industrial premises. It excludes collection services requested on demand.

Landfill sites

Landfills are areas of land in which waste is deposited, which often consist of disused quarries. In areas where there are limited, or no ready-made voids, the waste is deposited above ground and the landscape is contoured. This is known as land raising.

Market testing

Researching the cost of providing a new service or service change in current market conditions.

Material Reclamation Facility (MRF)

A place where mixed dry recycling is separated into its constituent parts - e.g. paper, card, cans, glass - usually by a mixture of specialised machines and manual sorting, before being sent elsewhere to be recycled into new products. Also sometimes known as a Materials Recycling Facility or Materials Recovery Facility.

Municipal waste

This includes all waste under the control of local authorities or agents acting on their behalf. It includes all household waste, street litter, waste delivered to council recycling points, municipal parks and garden wastes, council office waste, civic amenity site waste, and some commercial waste from shops and smaller trading estates where local authority waste collection agreements are in place.

National Indicators

Introduced on 1 April 2008, National Indicators were the only set of indicators on which central government performance managed local government. These were withdrawn in 2011, however local authorities are still obliged to report waste data and their performance against each indicator is still calculated.

Participation rates

The proportion of households that take part in a collection scheme at least once in a defined period of time, usually over three collection opportunities.

Recycling

Recycling involves the reprocessing of waste material, either into the same product or a different one. Many nonhazardous wastes such as paper, glass, cardboard, plastics and scrap metals can be recycled.

Recovery (other recovery)

The 2013 waste management plan produced by the Department for Environment, Food and Rural Affairs (Defra) says that 'other recovery' includes anaerobic digestion, incineration with energy recovery, gasification and pyrolysis which produce energy (fuels, heat and power) and materials from waste and some backfilling operations.

Reduction (prevention or minimisation)

Making less waste in the first place. Waste reduction can be accomplished through reviewing the production processes so as to optimise utilisation of raw (and secondary) materials and recirculation processes. This may lower disposal costs and the usage for raw materials and energy. Also householders can reduce waste by reusing products and buying goods with reduced packaging.

Rejects

Material that cannot be recycled or recovered by the reprocessor.

Reprocessor

A company that recycles or recovers waste.

Residual waste

Waste that has not been re-used, recycled or composted.

Re-use

The commercial sector can re-use products a number of times, such as re-usable packaging. Householders can buy refillable containers, re-use plastic bags, or donate bulky items such as furniture to re-use organisations. Re-use contributes to sustainable development and can save raw materials, energy and transport costs.

Side waste

Additional waste presented outside the container for collection e.g. an extra bag of rubbish left by your refuse bin.

Social value

A process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits to society and the economy, whilst minimising damage to the environment.

Sustainable development

Development which meets the needs of the present without compromising the ability of future generations to meet their own needs. Sustainable development, as defined by UK

Government [Defra. Securing the Future: delivering UK sustainable development strategy, March 2005], is the integration of social, economic and environmental objectives.

Waste Hierarchy

The Waste Hierarchy, introduced by the EU Waste Framework Directive, is an abstract framework that prioritises the options for waste management. It represents a sliding scale starting with the most sustainable option (reduction) and ending with the least sustainable option (disposal):

- reduction;
- re-use;
- recovery (i.e. recycling, composting and energy recovery); and
- disposal.

Cabinet

14 October 2015



Title	Proposed self-management of Fordbridge Park Tennis Courts		
Purpose of the report	To make a Key Decision		
Report Author	Mary West and Claire Moore		
Cabinet Member	Councillor Mrs Jean Pinkerton OBE	Confidential	No
Corporate Priority	Value for money Council		
Cabinet Values	Community and Opportunity		
Recommendations	<p>Cabinet is asked to:</p> <ul style="list-style-type: none"> • Authorise self-management of Fordbridge Park Tennis Courts • Authorise the grant of a lease of Fordbridge Park Tennis Courts and land adjacent to the tennis courts within Fordbridge Park to Community Tennis Ltd subject to the negotiation of the heads of terms including appropriate lease length. • Authorise the sole rights for the sale of refreshments in Fordbridge Park to be included as part of the lease for Community Tennis Ltd • Authorise the Head of Sustainability and Leisure in conjunction with the Head of Asset Management and the portfolio holder to negotiate and finalise the heads of terms so the lease can be granted 		

1. Key issues

1.1 There are currently 69 full size tennis courts and 6 mini tennis courts in Spelthorne. Of these, 24 full size and 6 mini courts are under ownership of Spelthorne Borough Council and are free for the public to use on a turn up and play basis. The other courts are on school or club sites. None of the council owned courts are currently floodlit. There are currently no public floodlit courts in the borough.

1.2 Spelthorne Borough Council have received a proposal from a company called Community Tennis Ltd and now have the opportunity to improve the tennis

offer in the borough whilst at the same time reducing the council's maintenance costs.

- 1.3 Community Tennis Ltd, have expressed an interest in leasing the tennis courts and land adjacent to the tennis courts at Fordbridge Park, to offer a community tennis centre.
- 1.4 Community Tennis Ltd are a not for profit company and are the parent company of Tennis Focus Academy (TFA) who have been running coaching activity in Fordbridge Park since April 2014.
- 1.5 Since April 2014 TFA have hired the tennis courts at Fordbridge Park from the Council. Since then they have built up a successful operation with over 1,000 registered subscribers to the TFA programme. TFA and their parent company Community Tennis Ltd are keen to develop the project further and allow more year round play with the addition of floodlights and additional facilities through building a pavilion at Fordbridge Park.
- 1.6 The terms of the lease will need to be negotiated however; Community Tennis Ltd will be responsible for the maintenance and repair of the property demised under the lease. Tennis Focus Academy will deliver the tennis coaching under contract from Community Tennis Ltd.
- 1.7 Planning permission has been approved to add floodlights to three of the four adult tennis courts and build a pavilion which will include an office, toilets and a kitchen in order to provide a café facility for members of the public. Residents were consulted prior to the planning application and no objections were received. It will be a condition of the lease that the floodlights are installed and a pavilion is built which gives access to a public toilet. External funding will be sourced by Community Tennis Ltd for these additional facilities. The company also have some of their own funds to invest in the project if required.
- 1.8 In addition to the additional facilities there will other benefits to the public of the project. These include an outdoor tap for dog walkers, a first aider on site and access to a defibrillator. The regular presence of people in the park will also reduce the risk of antisocial behaviour. Further benefits to the council and the public are listed in **Appendix 1**.
- 1.9 The Council undertook a public consultation exercise from 17 July – 16 August 2015. The consultation revealed that 73% of residents were in favour of the proposal (**Appendix 2**).
- 1.10 Approval is therefore sought to grant a lease of Fordbridge Park Tennis Courts and land adjacent to the tennis courts to Community Tennis Ltd. for a negotiated term for the purpose of a community tennis centre. It will be a condition of the lease that tennis coaching for the community is provided on site for the term of the lease, together with a pavilion.
- 1.11 Approval is also sought to grant the sole rights to the sale of refreshments in Fordbridge Park to Community Tennis Ltd as part of the lease as the sale of refreshments will help subsidise the tennis activity. Consideration can be given in the lease as to the type of refreshments that can be served on the premises.
- 1.12 The courts at Fordbridge Park which Community Tennis Ltd are looking to lease represent one sixth of the Council's full size tennis courts and two thirds

of the Council's Mini Courts. Community Tennis Ltd have mentioned that they may also be interested in looking at coaching agreements for other courts in the borough at a later date so there may be the possibility of extending this model in future.

2. Options analysis and proposal

The options for Fordbridge Park are included in the table below. The proposed option is self-management of Fordbridge park tennis courts by Community Tennis Ltd.

Option	Advantages	Disadvantages
<p>Self-Management of Fordbridge Park Courts by Community Tennis Ltd</p>	<p>Responsibility for maintenance and repair transferred from council</p> <p>The Council receive an annual rental income</p> <p>Improved tennis facilities</p> <p>Increased participation</p> <p>Improved public facilities including a café, toilet and an outdoor tap for use by dog walkers</p> <p>Increased footfall to park and borough</p> <p>Decreased risk of antisocial behaviour in the park due to increased presence.</p>	<p>Public no longer have unlimited free access to courts</p> <p>Risk of the site not being maintained properly. This will be mitigated by officers monitoring the site and exercising its obligations as landlord</p> <p>Leaseholder could have financial pressures due to lack of participants. Where appropriate the council will offer support to promote the facility</p>
<p>Tennis courts remain free of charge to public</p>	<p>Residents continue to benefit from free access to a public facility</p> <p>The Council may still be able to hire out the courts for coaching</p>	<p>Maintenance and repair costs remain with council and courts may have to close if budget cannot be found for maintenance/repairs</p> <p>No improvement to</p>

		facilities unless council can find funds
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3. Financial implications

Currently the cost to the council of providing the tennis courts at Fordbridge Park is approximately £6,500 – 7,000 per annum. This figure is based on the current expenditure minus the current income. The Council are unable to reduce expenditure costs on day to day maintenance of the courts e.g. weeding, moss removal until 2019 as it forms part of the grounds maintenance contract. It should be noted that the costs per tennis court could increase due to repairs being required from vandalism or wear and tear. If leased, the day to day maintenance costs to the council will remain similar due to incorporation in the grounds maintenance contract in 2019. However, as repairs would be over and above the contract there will be no additional costs as of now for repairs. Beyond 2019 and the courts are removed from the grounds maintenance contract the council will see an income of £3000+ per annum if a lease is granted. Rent reviews will be made every 5 years so income will increase over the term of the lease.

The table below highlights the financial implications for the current situation and if the courts are self-managed.

Financial implication	Current situation	If self-managed
Day to day repair and maintenance costs	The council bear all costs. Approximately £10,000 per annum for each set of courts in borough although exact cost difficult to establish due to inclusion in grounds maintenance contract.	£0.00 for Fordbridge Park after 2019 when grounds maintenance contract ends. There will be no cost saving until 2019 as the Council will need to continue paying this until the contract is renewed/re-negotiated. Community Tennis Ltd will have a full repairing lease. Costs for other park courts will remain similar to the current costs although Community Tennis have offered to provide specialist advice on repairs and maintenance of all of the boroughs Council owned courts so this may help reduce

		maintenance costs in future
Repair and refurbishment costs	The council bear all costs unless grants can be found. Over £162,000 costs since 2011 for all courts in the borough. Fordbridge courts were refurbished in 2011 at a cost of £49,500. Breakdown of expenditure in Appendix 3	£0.00 for Fordbridge. Community Tennis Ltd will have a full repairing lease.
Income	£5 per hour for adult courts, £3 per hour for mini courts. Income for 2014/15 was £3,770 but if courts cannot be hired there will be no income	£3,000 per annum starting rent with reviews every 5 years throughout lease term but also avoided maintenance costs

The approximate year on year income versus expenditure figures for The Council if the courts are self-managed are shown below

Year	Expenditure	Income	Overall cost to council (Grounds maintenance expenditure minus income generated)
2015/16	£10,000	£3000 - £3500	£6500 - £7000*
2016/17	£10,000	£3000	£7000
2017/18	£10,000	£3000	£7000
2018/19	£10,000	£3000	£7000
2019/20 – 2141/42	£0	£3000+ subject to rent reviews	£0 cost. £3000+ income generated

***repair costs will be in addition to this figure**

4. Other considerations

- 4.1 The Council's Legal department will prepare a lease of the tennis courts and adjacent land to Community Tennis Ltd.
- 4.2 Heads of Terms in respect of the lease are to be agreed between the Council's Head of Asset Management and Head of Sustainability and Leisure and Community Tennis Ltd in conjunction with the portfolio holder.
- 4.3 Due to the level of financial input in relation to building the new pavilion and cafe Community Tennis Ltd are seeking a lease of appropriate length and

sole rights to the sale of refreshments in Fordbridge Park. The term of the lease is to be negotiated.

- 4.4 Fordbridge Park is an open space, as defined in Section 336(1) of the Town and Country Planning Act 1990.
- 4.5 The Council has the power under Section 123 of the Local Government Act 1972 to dispose of land held (i.e. sell, lease etc.) by the Council in any manner the Council wishes. However, a Council cannot dispose of land consisting or forming part of an open space unless the following procedures have been followed:
 - (a) Advertise the Council's intention to dispose of the land for 2 consecutive weeks in a local newspaper for that area;
 - (b) The advert must specify the land in question; and
 - (c) The Council must consider any objections to the proposed disposal.
- 4.6 As the Council is proposing to lease an area of open space currently available to the public free of charge, to become a privately self-managed business, the Council is required to follow the procedures specified in paragraph 4.5.

5. Timetable for implementation

- 5.1 If Members were mindful of authorising the self-management of the Fordbridge Park tennis courts and granting the lease for a negotiated term to Community Tennis Ltd, officers will place a notice in a local newspaper of its intention to dispose of the land and consider any objections to the proposed disposal. Members should be aware that this procedure is separate to the consultation exercise that took place earlier this year.
- 5.2 Negotiations of the Heads of Terms for the lease will commence after the Council considers any objections it receives following advertisement of the public notice.

Background papers:

There are no background documents.

Appendices:

Appendix 1 Fordbridge Park consultation frequently asked questions

Appendix 2 Analysis of the Fordbridge Park consultation

Appendix 3 Breakdown of previous repair and refurbishment costs

Appendix 4 Tennis participation figures for Fordbridge Park

Fordbridge Park Tennis Project

Community Tennis Ltd has submitted a proposal to take on the management of the tennis courts in Fordbridge Park. Spelthorne Borough Council is keen to pursue the proposal to reduce costs, enhance the boroughs tennis offer and ensure the long term sustainability of the facility.

Frequently Asked Questions

1. What is the proposal for the Fordbridge Park Tennis Project?

The plans include the installation of floodlighting and a new pavilion and for Community Tennis Ltd to take on the management of the existing courts.

The proposed pavilion building would include an office, an accessible toilet, storage for equipment, a seated spectator area and a kitchen area which will enable the provision of a café service in the park. The site would become a professionally run outdoor community tennis centre. The centre would be run by Community Tennis Ltd, a not-for-profit limited company. Community Tennis Ltd would be responsible for maintaining the facilities and they would contract the tennis coaching to Tennis Focus Academy who currently provide tennis sessions in the park. The new facilities would be funded through Tennis Focus Academy and external funding bodies. There would be no cost to the council for the new facilities.

The majority of tennis sessions on the courts would become chargeable and Community Tennis Ltd would therefore become responsible for the daily maintenance of the facility as well as providing staffing. They would be fully responsible for maintenance, health and safety, and running costs of the building and the floodlights. Income would be generated through coaching activities, use of the floodlights and the sale of refreshments.

2. What are the benefits to the council and the community of this project?

This project will provide the following benefits to the community and the council.

- Community Tennis Ltd will take on all court cleaning, repairs and maintenance which will save the council money on maintenance costs.
- It will save the council money on insurance costs.
- Floodlights will be available to enable tennis to be played until 9pm each evening. This will help enhance tennis provision in Spelthorne as there are currently no floodlit public courts available in the borough.
- The provision of an onsite first aider and defibrillator within the park.
- An improvement to the facilities provided to the public, e.g. the café and additional accessible toilet.
- A regular presence in the park will reduce the risk of antisocial behaviour and vandalism, especially in the evenings.
- The provision of an outside tap for dog walkers.
- Community Tennis Ltd will provide specialist advice on the repairs and maintenance of all tennis courts throughout the borough.

- Maintenance of the notice boards next to courts. The boards would be used to promote tennis activities to encourage participation and to promote local council leisure services activities.
- Organised coaching sessions with community groups and a free racket loan system for community sessions will help to encourage residents to try tennis and hopefully to continue to participate regularly. This will help to increase physical activity in Spelthorne and therefore help to address the issues connected with inactivity such as obesity. Spelthorne currently has high rates of inactivity and obesity when compared with the rest of Surrey.
- The general public will be able to book a court, which is not possible at the moment.
- It will provide an additional focal point for tennis within the borough.
- It will encourage increased use of the courts by allowing the courts to be used all year round in the evenings.
- The community tennis project will engage with the local residents and local organisations. It will work closely with Spelthorne Borough Council Leisure Services and groups such as Age UK, The Lifetrain Trust, Spelthorne Mental Health Association and Spelthorne Disability Sports Club. Outreach work will take place with local schools to encourage participation and schools tournaments will be held in the park. The free court use and the free loan of rackets will ensure those from disadvantaged backgrounds will be able to continue to use the facilities. Tennis is a sport that can be played at all ages from 3 upwards and children, parents and grandparents can play together. The programme of activities will bring people of all backgrounds and ages together. Parents and carers will be encouraged to watch or join in activities whilst their child is playing, enabling them to benefit from the social aspects of the game.

3. What are the proposed charges for the courts?

There would be an average of 10 hours of free community use per week on the tennis courts, with free loaning of rackets at these times. Additionally, there will be two free holiday sessions for children per year, offered during February and October half terms.

Courts outside of the free times would have a minimal booking fee of:-

Adult Rate - £3 per court (£5 per court floodlit)

Junior/Over 65/Disabled £1.50 per court (£4 per court floodlit)

There will be a centre discount card available. The discount card would enable the user to have free use of the courts, 10% off group coaching, 10% off refreshments, free floodlights, booking of courts up to 7 days before.

The costs of the discount card would be:

£45 per household

£20 Adult (50% discount for over 65's and disabled adults)

£10 Juniors (50% discount for disabled juniors)

£5 Mini Tennis

4. Will I still be able to play tennis for free in Spelthorne?

There would be an average of 10 hours of free community use per week on the tennis courts at Fordbridge Park with the free loan of rackets at these times. In addition there is free public access at a number of other sites across the borough. The locations of these courts are shown below.

Park	Address	Number of Courts
Ashford Recreation Ground	Rosary Gardens, Ashford, TW15 2HH	6 full size and 2 mini
Cedars Recreation Ground	Green Street, Sunbury-on-Thames, TW16 6QQ	3
Staines Park	Commercial Road, Staines-upon-Thames, TW18 2QJ	3
Bishop Duppas Recreation Ground	Walton Bridge Road, Shepperton, TW17 8NR	3
Lammas Recreation Ground	Wraysbury Road, Staines-upon-Thames, TW18 4XZ	3
Stanwell Recreation Ground	Stanwell Close, Stanwell, TW19 7LL	2

Spelthorne is very well served for free tennis courts compared to other local boroughs as shown below.

Borough	Number of Free courts*	Population**	Residents Per Court
Spelthorne	24	90,390	3767
Hounslow	30	254,000	8467
Elmbridge	20	130,875	6544
Hillingdon	12	275,500	22959
Ealing	8	339,300	42412
Runnymede	3	80,510	26837
Woking	1	99,198	99198
Slough	10	141,838***	14184
Windsor & Maidenhead	5	144,560	28912
Surrey Heath	3	84,000	28000

*Based on figures from Sport England's Active Places Database

**Based on figures from 2011 Census

***Based on figures from 2012

Spelthorne has the lowest number of residents per court at 3767, and is geographically the smallest borough out of those listed above. On average, Spelthorne residents have less distance to travel to gain access to a free court.

5. How would I book a court at Fordbridge?

Bookings would be made online, either in advance, or if the courts are available, only 15 minutes before the desired time slot, using a tablet in the pavilion. Bookings would be made online to activate the lights, which will be operated with a code.

6. What hours will the courts and floodlights be in operation

The courts will be in operation from 8am – 9pm.

7. Will there be organised tennis activities available at Fordbridge Park?

Tennis Focus Academy would provide tennis coaching, social tennis, organised tournaments

and would also provide free community sessions to encourage participation. Tennis Focus Academy currently provides tennis coaching on a weekly basis at a large number of schools within the borough of Spelthorne and this will continue. Schools, Scouts, Guides and local community groups, such as the Mental Health Association will be encouraged to come and use the facilities for free.

Spelthorne Borough Council is keen to pursue the development and improvements of the facilities at Fordbridge Park and welcome comments on the above proposal. If you would like to comment on the Fordbridge Park Community Tennis Project, please complete the online form.

For more information, please email leisure@spelthorne.gov.uk or call 01784 446433.

Appendix 2 - Analysis of Fordbridge Park Consultation

The consultation on the proposal for Fordbridge Park was open from Friday 17 July – Sunday 16 August. 239 responses were received. The consultation was advertised in the borough bulletin, on the council website, at Fordbridge Park tennis courts, at local libraries and health centres.

Respondents were asked to provide their address details. Of the 239 respondents 229 live in Spelthorne, 8 live outside the borough and 2 didn't provide details. The following table shows the postcode areas of the respondents where this information was given.

Postcode area	Number of responses
TW13	3
TW14	1
TW15	91
TW16	15
TW17	13
TW18	73
TW19	10
TW20	1
TW7	1
KT13	1
KT15	1
KT16	1
GU20	1
No postcode provided	27

Q. Are you in favour of the proposed development for the facilities at Fordbridge Park?

175 (73%) were in favour, 59 (25%) were against and 25 (2%) were neither for nor against the proposal.

Q. Do you think the proposed charging for the facility is reasonable?

Residents were unclear if price was per court or per person. The price is per court not per person. This makes the proposed cost per head smaller.

People who objected to the proposal, requested that the facility should remain free of charge.

Those in favour were happy with the proposed charges.

Q. Do you think the proposed number of hours for free community access is reasonable?

The majority of residents voting against the proposals suggested that the courts should be able to be accessed at all times free of charge.

Other suggestions included:

2 hours per day during the week and 4 hours at the weekend

50% daylight hours

14 hours per week

4 hours per day.

It is recommended to trial the 10 hours of free access and then assess whether this is a suitable number of hours.

Q. Do you have a preference for the times of access for free community use?

The majority of residents would like the hours of access to be outside of school hours, during week day evenings and weekends. There were some requests for during the day between 9am-5pm. One suggestion was to consult with young people to find out what times they would be keen to access the courts and another expressed that the free access should be outside of organised sessions by Tennis Focus Academy. Some expressed that the current arrangement of one court always available for free public access should continue.

The frequent reasons for objections are listed below along with the counterbalance arguments to the points:

The residents are already paying for the facility in their council tax

All the public tennis courts in Spelthorne were chargeable until 2004. The courts became free to access after this time. Maintenance costs are increasing and if the council are to retain all their facilities in the long term, this type of project will assist us to do this. This project offers an opportunity for the courts to be managed externally, ensuring that they will be maintained to a high standard. The facility will be leased so the provider must be able ensure that they can pay the rent by generating income by charging to play on the courts.

The courts are free in other areas of Spelthorne so why should we pay in Ashford? Other areas of Spelthorne could be more suitable.

In comparison to neighbouring boroughs, Spelthorne is very well served with tennis courts. Ashford in particular, is fortunate to have 2 public parks with tennis courts as there are 6 adult courts and 2 mini courts at Clockhouse Lane (Ashford Recreation Ground). Other areas of the borough e.g. Shepperton and Sunbury only have one park, each with 3 courts. Fordbridge Park was the preferred location requested by the tennis provider. Lammis Recreation Ground has previously been considered for the project but was unsuitable due to the covenant on the park and also liability to flooding. The table below shows the comparison between Spelthorne and other local boroughs for free tennis courts.

Borough	Number of Free courts*	Population**	Residents Per Court
Spelthorne	24	90,390	3767
Hounslow	30	254,000	8467
Elmbridge	20	130,875	6544
Hillingdon	12	275,500	22959
Ealing	8	339,300	42412
Runnymede	3	80,510	26837
Woking	1	99,198	99198
Slough	10	141,838***	14184
Windsor & Maidenhead	5	144,560	28912
Surrey Heath	3	84,000	28000

*Based on figures from Sport England's Active Places Database

**Based on figures from 2011 Census

***Based on figures from 2012

Close proximity to Ashford Tennis Club and Elmsway Tennis Club

Again, Fordbridge Park was the preferred location for the project as requested by the tennis provider. Ashford is in the middle of Spelthorne so naturally draws participants from across the

borough. The project will offer a community tennis centre as opposed to a tennis club and therefore, will attract a different target audience to the neighbouring clubs. The prices for the community tennis centre are around 10% of club membership. The focus of the project is to attract new players to the sport and there will be the opportunity for people to progress on to a club environment if desired. There are regular sessions already taking place at Fordbridge Park, so the project is already currently operating.

Parking will be a problem

Fordbridge Park has an adequate car park for approximately 40-50 cars.

It will lead to additional traffic

The park is already well used and generates a reasonable traffic flow. We do not anticipate a substantial increase in traffic flow.

It will lead to additional litter

The park has numerous bins which are well used at the park. The pavilion will also provide both rubbish and recycling bins. Tennis Focus Academy staff often litter pick if necessary and will continue to do so.

The floodlights will be imposing on residents

When planning permission was submitted, neighbouring properties all received a letter informing them of the proposal. No letters of objections were received. Initially it was requested that floodlights could be available until 10pm but planning permission was granted until 9.30pm to be considerate to the neighbours.

Financial security of project

Spelthorne Borough Council's finance team have been involved with the project and have checked the business plan.

The company are about profit

Community Tennis Ltd are a not-for-profit company who will be responsible for the maintenance of the courts. Tennis Focus Academy will deliver the tennis coaching and the income received will cover the coaches' wages.

Loss of Public space/amenity

The park will remain open to the public and there will be some free access to the tennis courts. The addition of a pavilion will provide an additional public facility.

Residents cannot afford to pay

The prices have been considered carefully to be as inclusive as possible. There will an average of 10 hours per week free access with free loaning of rackets. Also, there will be free holiday camps run during February and October half terms. Families on low income will be entitled to discounted rates on the discount card.

Risk of noise/disturbance

The increased presence in the park is not anticipated to raise the noise level considerably. Some neighbouring residents have commented that they like the sound of a tennis ball being hit.

The council should be promoting well-being and activities for young people

The project is encouraging physical activity by offering an improved tennis facility which will benefit people of all ages. Tennis Focus Academy will also work with local school, youth groups and

charities to encourage participation and will also be offering some free tennis sessions. The floodlights will facilitate the opportunity for tennis to be played all year round. Therefore, the project will enhance the hours available, providing additional physical and social benefits.

There have been previous disagreements between Ashford Tennis Club and Tennis Focus Academy

Spelthorne Borough Council are aware that there was a personal 'disagreement' between parties, which is not a matter of public concern. Spelthorne Borough Council have worked with both the director of Tennis Focus Academy and Ashford Tennis Club for a number of years. We will continue to work in partnership with both organisations.

This is purely a cost saving initiative

The project will save the council money and this is an important consideration when public money is scarce. An important driver behind the project is the improvement in the tennis provision. The facility will be maintained to a higher standard.

There is no charge for other facilities e.g. play grounds, skate parks etc.

Local community clubs and organisations pay to hire the council's football pitches and tennis courts. As previously mentioned, all the tennis courts in the borough used to be chargeable. People expect to pay to participate in all other sports such as golf, swimming, table tennis etc.

There are other disused buildings in the park – why build another building?

All the buildings in Fordbridge Park are currently in use or there are plans for them to be occupied.

Longer opening times may introduce unsavoury behaviour

Over the summer period of 2014, whilst Tennis Focus Academy were coaching in the park, there were no crimes reported. The increased presence in the park will improve the park security.

Those in favour of the project commented on numerous advantages including:

The project will enable play all year round and improve the overall tennis experience.

In reference to the coaching that Tennis Focus Academy have recently been providing in the park the following comments are:

The set-up is a 'credit to the borough' and an enjoyable experience for the whole family.

People have commented that Fordbridge Park has a real buzz and the project can happily function alongside Ashford Lawn Tennis Club.

People have commented that there has been a reduction in anti-social behaviour.

Some residents feel it is affordable to all the public with a professional structure and provides the opportunity to nurture talent. By providing free tennis during school holidays will not only help families with childcare costs, but will keep children healthy and safe. Some residents feel reassured that they will not lose the courts in the future and that they will be looked after. Also, tennis participants, spectators and dog walkers welcome the idea of being able to buy a coffee.

Q. Do you have any other comments on the proposal including any ideas or suggestions on the facilities provided?

Residents have requested seated areas courtside, potentially offering benches. New fencing and gating needs to be considered. Additionally, the provision of centre bands on the nets and winders for the nets could be beneficial. Some residents have suggested considering alternatives such as speaking to Ashford Tennis Club regarding offering a 'pay and play' option.

The consultation has highlighted some issues to be considered which include:

The payment methods for courts as the facility of online booking suggests only card payments can be accepted. The floodlights will require the park to remain open later so we need to consider how the park will be closed. The usage of other local tennis courts may be increased so the council need to investigate the resurfacing of courts in Knowle Green.

In conclusion, as the consultation has shown that 73% are in favour of the proposal, we are keen to proceed with the project. There are some important issues to consider when proceeding which are all listed above.

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Appendix 3 – breakdown of repair and refurbishment costs since 2011

- Replacement of fencing and installation of 8 gates at Ashford Recreation Ground Courts in 2015- £43,000
- Total refurbishment of the Stanwell Tennis Courts in 2014 - £21,000. This included fencing, re surfacing and new nets. (External funding was sourced for this project).
- The refurbishment of Lammas Park courts in 2011 - £40,000
Colouring and lining of Lammas Park courts in 2012 - £3,000
Fence repairs at Lammas Park courts in 2014 - £500
- Refurbishment of courts in Fordbridge Park in 2011 - £49,500
Colouring and lining of Fordbridge Park courts in 2012 - £5000
Fence repairs at Fordbridge Park courts in 2013 - £450
- Fence and Gate repairs at Ceders Rec courts in 2014 - £870

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Appendix 4 – Participation Figures

Currently there are 1,024 registered subscribers to the Tennis Focus Academy (TFA) programme in Spelthorne. If the project goes ahead participation is likely to increase further.

Figures and information for Summer Term 2015

- **252** juniors aged 3-18 were attending the weekly programme at Fordbridge Park
- **97** Adults took part in Social Tennis and Tennis Express sessions at Fordbridge Park.
- **102** players took part in the Spelthorne Junior Open Tennis Championships and there were approximately **200-250** spectators.
- The Tennis Focus Academy Summer Holiday Week had **124** attendees
- The 2 courses held as part of the Spelthorne Sports Week organised by Spelthorne Borough Council were full with **36** children aged 11- 16
- **57** children attended the Surrey Youth Games training sessions held at Fordbridge park
- Over **170** new people attended the Lawn Tennis Associations (LTA's) Mini Tennis Month Event. TFA at Fordbridge was the No.1 venue in England for participation.
- Tennis Focus Academy at Fordbridge is a partner of the Disability Tennis Network, with **2** wheelchair and **1** visually impaired player. This is an area they are looking to focus on to increase participation and become one of Surrey's main hubs for disability tennis.
- **7** Junior Teams run from Fordbridge with 5 of them winning their league this year in the AEGON Surrey League.
- Touch tennis was introduced for adults aged 50+ and there are now **27** players registered with double figures attending on a regular basis.
- **32** players were involved in the Quorn Family Cup Tournament held at Fordbridge with the winners of the tournament just losing in the county finals.

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Cabinet

14 October 2015



Title	Capital Monitoring Report		
Purpose of the report	To note		
Report Author	Adrian Flynn		
Cabinet Member	Councillor Tim Evans	Confidential	No
Corporate Priority	Value for money Council		
Cabinet Values	Accountability		
Recommendations	To note the current spend position and approve a supplementary estimate of £30k for replacement on line booking system and £55k for the host replacement.		

1. Expenditure to date and Estimated Outturn

- 1.1 Attached as Appendix A & B is the actual spend to date on capital covering the period April to August 2015.
- 1.2 For the period ending August 2015, capital expenditure including commitments was £350k (17.9%) of the original budget (excluding the Knowle Green and Housing opportunity projects) and (17.1%) of the revised budget (excluding the Knowle Green and Housing opportunity projects).
The projected outturn shows that we are anticipating to spend £1.746m which represents (85.6%) of the revised budget (excluding the Knowle Green and Housing opportunity projects).

Key Issues

- 1.3 The £9m that has been allocated for Housing and Knowle Green relocation projects may not be spent in the current financial year and may need to be carried forward at year end.
- 1.4 To approve a supplementary estimate of £30k for a replacement on line booking system As part of the enhance the customer experience programme, an on line booking system is required to replace the current outdated system that has been operating since 2002 which has no on line capacity and requires all bookings to be made via customer services.
- 1.5 The new on line system will integrate with both the Council’s payment system to encourage upfront payments and also the invoice system if appropriate, it will allow events to be booked on line or via the Council website and the Spelthorne smartphone App.

- 1.6 To approve a supplementary estimate of £55k for the host replacement. Hosts are servers that are hardware on which we run all of our virtual servers. We also have 3 storage area networks (San's) which are hard disk memory for the hosts. The hosts and San's are over five years old and at the end of their useful life, their support costs are increasing with age and they are no longer performing to the required standard.

Significant Developments/Variances

- 1.7 1) Disabled Facilities grant Mandatory : Extra grant funding awarded of £62k
2) Kenyngton Manor Pavilion: £19k the project is ongoing with work expected to be completed within a few weeks.

2. Options analysis and proposal

- 2.1 Cabinet are asked to note the current spend position and approve the supplementary estimates of £30k & 55k.

3. Financial implications

- 3.1 Any underspend on the approved Capital Programme enables the authority to invest the monies to gain additional investment income or can be used to fund additional schemes.

4. Other considerations

- 4.1 Schemes which are currently incomplete and require a budget carry forward may have contractual obligations which could leave us liable to litigation if they are not allowed the funds to complete the works.

5. Timetable for implementation

- 5.1 Bi monthly monitoring reports are prepared for Management team and incorporate revised actual figures.

Background papers: None

Appendices: A&B

CAPITAL MONITORING REPORT AT 31 AUGUST 2015

Portfolio Member	ORIGINAL BUDGET	CARRY FORWARDS	SUPPLEMENTARY ESTIMATE	REVISED BUDGET	ACTUALS YTD	COMMITMENTS	MANAGERS PROJECTED OUTTURN	MANAGERS PROJECTION TO REVISED BUDGET
Cllr Pinkerton - Housing, Health, Wellbeing, Ind Living & Leisure	2,285,600	-	-	2,285,600	30,308	1,301	189,974	(2,095,626)
Cllr Davis - Environment	1,177,900	8,000	-	1,185,900	22,593	126,816	835,400	(350,500)
Cllr Gething - Asset Management	7,111,800	20,000	-	7,131,800	(29,781)	10,051	231,800	(6,900,000)
Cllr Harman - ICT	230,000	57,400	-	287,400	92,043	96,964	338,360	50,960
Cllr Mitchell - Comm Safety	150,000	-	-	150,000	-	-	150,000	-
	10,955,300	85,400	-	11,040,700	115,164	235,132	1,745,534	(9,295,166)

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CAPITAL MONITORING REPORT AT 31 AUGUST 2015

Portfolio Member / Service Head	Cost Centre	Description	Original Budget	Carry Forwards	Supplementary Estimate	Revised Budget	Actuals YTD	Commitments	Managers Projected Outturn	Managers Projection to Revised Budget	Comments
Housing Investment Programme											
Cllr Pinkerton - Housing, Health, Wellbeing, Independent Living & Leisure											
Lee O'Neil	40203	Disabled Facilities Mandatory	460,000	-	62,921	522,921	202,929	-	480,000	(42,921)	Based on current approvals and applications being processed, DFG payments are expected to meet the target of £480k for the year. DCLG have awarded us an additional grant of £62,921.
Lee O'Neil	40204	Disabled Facilities Discretion	29,600	-	-	29,600	-	-	29,600	-	This is expected to be spent by end of the year.
Lee O'Neil		Less Specified Capital Grant	(285,000)	-	(62,921)	(347,921)	(144,967)	-	(347,921)	-	
		Net Cost of Disabled Facilities Grants	204,600	-	-	204,600	57,962	-	161,679	(42,921)	
Lee O'Neil	40209	Home Improvement Agency (HIA) grant	81,000	-	-	81,000	-	-	81,000	-	#N/A
		HIA Funding	-	-	-	-	(26,353)	-	(52,705)	(52,705)	
		Total	81,000	-	-	81,000	(26,353)	-	28,295	(52,705)	
Total For HIP			285,600	-	-	285,600	31,610	-	189,974	(95,626)	
Other Capital Programme											
Cllr Pinkerton - Housing, Health, Wellbeing, Independent Living & Leisure											
Deborah Ashman	41622	Affordable Housing Opportunity	2,000,000	-	-	2,000,000	-	-	-	(2,000,000)	Continuing to look for the opportunities and in touch with Registered Social Landlords Partners.
Deborah Ashman	42271	Fordbridge Day Centre	-	-	-	-	(1,301)	1,301	-	-	Special Creditor payment waiting to be cleared
		Total	2,000,000	-	-	2,000,000	(1,301)	1,301	-	(2,000,000)	
Cllr Davis - Environment											
Jackie Taylor	41506	Spelride Bus Replacement	250,000	-	-	250,000	-	-	250,000	-	The project is underway and the tender exercise has started, evaluation is to take place during August. Build time for the vehicles will probably by 6 months. Expenditure is expected to be incurred in Jan/ feb. 2016 if everything goes to plan.
Jackie Taylor	41507	Streetscene Van Replacement	25,000	-	-	25,000	22,710	600	23,700	(1,300)	Vans have now been delivered
Jackie Taylor	41601	DCLG Bins	-	-	-	-	8,660	-	8,660	8,660	Funded through Department for Communities of Local Govt(DCLG)Grant
		DCLG Funding	-	-	-	-	(8,660)	-	(8,660)	(8,660)	
Jackie Taylor	41619	Small Scale Area Regeneration	700,000	-	-	700,000	-	-	550,000	(150,000)	Expected expenditure of £200,000 at this stage. Any residual amount then will be re-phased to 2016-2017
		External Funding	(350,000)	-	-	(350,000)	-	-	(350,000)	-	
Jackie Taylor	41620	Wheelie Bins	50,000	-	-	50,000	11,663	-	50,000	-	Orders will be placed throughout this financial year depending on need as and when identified.
		Total	675,000	-	-	675,000	34,373	600	523,700	(151,300)	
Lee O'Neil	41314	Air Quality	17,100	8,000	-	25,100	-	-	25,100	-	The contract is now signed with the consultant and now waiting for the work to start. Project is expected to be completed by end of March 2017. Balance will again be requested to be carried forward in the next financial year.
		Total	17,100	8,000	-	25,100	-	-	25,100	-	
Sandy Muirhead	42007	Energy Saving Measures	15,000	-	-	15,000	-	-	15,000	-	The project is expected to commence in winter months.
Sandy Muirhead	42047	Bring Site Initiative	-	-	-	-	(11,780)	11,780	-	-	Special Creditor waiting to be cleared
		Total	15,000	-	-	15,000	(11,780)	11,780	15,000	-	
Sandy Muirhead	41006	Kenyngton Manor Pavilion	98,900	-	-	98,900	-	-	99,700	800	A contractor has been appointed. The work is expected to start in August subject to the lease is signed by Football club
		External Funding	(79,700)	-	-	(79,700)	-	-	(79,700)	-	
Sandy Muirhead	41026	Laleham Park Upgrade	200,000	-	-	200,000	-	-	-	(200,000)	This project is currently being redefined to address changes to the project and the views of the task group are also being sought. It is highly unlikely that this project is completed in this financial year and requested to be carried forward or re-phased in the next financial year
		Total	219,200	-	-	219,200	-	-	20,000	(199,200)	
Sandy Muirhead	41317	Car Park Improvements	110,600	-	-	110,600	-	114,000	110,600	-	Contractor has been appointed and work to start soon. Project is expected to be finished by end of September 2015

CAPITAL MONITORING REPORT AT 31 AUGUST 2015

Portfolio Member / Service Head	Cost Centre	Description	Original Budget	Carry Forwards	Supplementary Estimate	Revised Budget	Actuals YTD	Commitments	Managers Projected Outturn	Managers Projection to Revised Budget	Comments
Sandy Muirhead	41320	Pay & Display Machines	141,000	-	-	141,000	-	436	141,000	-	Machines are expected to be installed in autumn/ winter time. Project is expected to be completed by end of this financial year.
Total			251,600	-	-	251,600	-	114,436	251,600	-	
Cllr Gething - Asset Management											
Dave Phillips	41007	Stanwell Skate Park	50,000	-	-	50,000	-	-	50,000	-	Contractor has been directed to start the work and the installation date is expected to be in the beginning of November
		External Funding	(50,000)	-	-	(50,000)	-	-	(50,000)	-	
Dave Phillips	41015	Runnymede Estates	55,600	-	-	55,600	(20,157)	-	55,600	-	Special Creditors are waiting to be cleared. Capitalised Planned Maintenance to be transferred at the end of the financial year
Dave Phillips	41028	Fire Alarm Systems	-	-	-	-	(269)	1,345	-	-	Special Creditor Retention payment is wating to be cleared
Dave Phillips	41031	Fencing	-	-	-	-	(325)	1,624	-	-	Special Creditor Retention payment is wating to be cleared
Dave Phillips	41618	Esso Site Stanwell	-	20,000	-	20,000	4,272	-	20,000	-	Bidder has now been selected subject to Planing. Next meeting scheduled at the end of August will determine whether the decontamination work is required. Project is expected to be completed by November 2015
Dave Phillips	42011	Replace Council Accommodation	7,000,000	-	-	7,000,000	-	-	100,000	(6,900,000)	Tenders for consultancy services have now been returned. These will be looked at and Report will be prepared for the Committee in September 2015. Balance will again be requested to be carried forward in the next financial year as the target move is July 2018.
Dave Phillips	42036	Plot 12&13 Towpath Car Park	56,200	-	-	56,200	-	-	56,200	-	Currently in negotiation with residents to develop the site. Project is expected to be completed by end of this financial year.
Dave Phillips	42053	Knowle Green Heating	-	-	-	-	(4,320)	3,600	-	-	Special Creditor Retention payment is wating to be cleared
Dave Phillips	42046	Greeno Centre Re-roofing	-	-	-	-	(8,982)	3,482	-	-	Special Creditor Retention payment is wating to be cleared
Total			7,111,800	20,000	-	7,131,800	(29,781)	10,051	231,800	(6,900,000)	
Cllr Harman - ICT											
Helen Dunn	43003	New Software	20,000	-	-	20,000	4,950	650	20,000	-	Expected to be spent by the end of this financial year on various software enhancements
Helen Dunn	43004	Host Replacement	-	-	-	-	37,945	5,867	55,000	55,000	Funded through Reserves
Helen Dunn	43314	Integra Upgrade	-	8,000	-	8,000	-	1,960	4,000	(4,000)	Expected to be spent by the end of the financial year
Helen Dunn	43608	Other Hardware	60,000	-	-	60,000	1,071	2,400	60,000	-	Expected to be spent by the end of this financial year on various hardware requirements
Helen Dunn	43611	Mobiles and Tablets	-	-	-	-	(1,334)	881	-	-	Special Creditors waiting to be cleared
Total			80,000	8,000	-	88,000	42,632	11,758	139,000	51,000	
Linda Norman	43505	CRM Solution	-	46,200	-	46,200	4,140	34,666	46,160	(40)	Work on Phase II has now been completed. Development work has started in August with User Acceptance Testing. Project is expected to be completed by end of this financial year
Linda Norman	43515	Corporate EDMS Project	150,000	-	-	150,000	45,271	47,360	150,000	-	Project has started with the focus on Planning. New software has also been installed and data migration work has started. Project is expected to be completed by March 2016.
Linda Norman	43308	Liquid Voice	-	3,200	-	3,200	-	3,180	3,200	-	Work on Phase III has started. Software is due to be installed in September followed by User Acceptance Testing and expected to go live in November.
Total			150,000	49,400	-	199,400	49,411	85,206	199,360	(40)	
Michael Graham	43504	Elections IER Equipment	-	-	4,548	4,548	4,548	798	4,548	-	IER funding through Cabinet Office
		External Funding	-	-	(4,548)	(4,548)	(4,548)	(798)	(4,548)	-	
Total			-	-	-	-	-	(0)	-	-	
Cllr Mitchell - Community Safety											
Keith McGroary	41621	CCTV Enhancement	150,000	-	-	150,000	-	-	150,000	-	Consultant has now been selected to do the work specifications. Project is expected to be completed by the end of this financial year
Total			150,000	-	-	150,000	-	-	150,000	-	
Total For Other			10,669,700	85,400	-	10,755,100	83,554	235,132	1,555,560	(9,199,540)	
Total Expenditure			11,720,000	85,400	67,469	11,872,869	299,692	235,930	2,639,068	(9,233,801)	
Total Funding			(764,700)	-	(67,469)	(832,169)	(184,528)	(798)	(893,534)	(61,365)	
GRAND TOTAL			10,955,300	85,400	-	11,040,700	115,164	235,132	1,745,534	(9,295,166)	

Cabinet

14 October 2015



Title	Revenue Monitoring Report		
Purpose of the report	To note		
Report Author	Adrian Flynn		
Cabinet Member	Councillor Tim Evans	Confidential	No
Corporate Priority	Value for money Council		
Cabinet Values	Accountability		
Recommendations	To note the current spend position in 2015/16.		

1. Overall Projected Outturn

1.1 To provide cabinet with the net revenue spend figures to the end of August 2015.

- The forecast outturn at net expenditure level is £14.290m against the revised budget of £14.536m; A projected favourable variance of £246k
- After taking into account the use of carry forwards, the net position is approximately £245k favourable variance.

1.2 Interest earnings are forecast to be lower than the budget due to the delayed sale of Bridge street car park by approximately £35k. This shortfall will be covered by a transfer from our interest equalisation reserve.

1.3 Key Issues

1.4 There is a forecasted £265k adverse variance on bed and Breakfast expenditure for the current financial year due to increased usage. Officers are working on options to mitigate further demand increases.

2. Options analysis and proposal

2.1 Cabinet are asked to note the current net revenue spend and forecast position.

2.2 The following highlights the more significant or material variances:

2.3 Housing, Health, Wellbeing, Independent Living and Leisure.

Democratic Representation and Management - £40k adverse variance: Four yearly councillors' computer costs incurred following the Borough elections. Housing Benefit Administration - £47k favourable variance: Vacant posts and reduction in working hours.

Finance

Accountancy - £28k favourable variance: Vacant post

Planning

Land Charges - £8k: favourable Variance: Vacant post

Planning Policy - £41k: favourable variance: Vacant posts

Building Control - £23k favourable variance: Vacant post and increased income.

Community Safety

Community Safety - £45k adverse variance: CCTV expenditure higher than budget due to procurement delays in bringing in a new system but offset by restructure savings and increased income.

Waste, Environment & Parking

Recycling - £135k favourable variance: Lower than anticipated gate fees for processing materials

Grounds maintenance - £39k favourable variance: savings on Highways verges staffing and increased income from the agency agreement with SCC.

Car Parks - £89k adverse variance: Increased Kingston road car park licence payments to Surrey County Council and higher business rates at Bridge Street. Agency costs have increased due to taking on staff to cover vacant posts offset by higher revenue collected due to increased usage.

Cemeteries - £27k adverse variance: Increased use of pre-paid plots.

Staines market - £20k adverse variance: increased competition from pound shops and discount stores.

Economic Development and Fixed Assets

Asset Management - £218k favourable variance: Knowle Green relocation budget will not be spent in full in 2015-16, savings from a vacant post offset by higher insurance and consultant fees. A carry forward likely to be forward.

3. Financial implications

3.1 As set out within the report and appendices

4. Other considerations

4.1 There are none

5. Timetable for implementation

5.1 Bi – monthly reports are produced for Management team.

Background papers: None

Appendices: A&B

2015/16 Net Revenue Budget Monitoring
As at end of 31 AUGUST 2015

	15/16	15/16	15/16	15/16
	Budget		Forecast	Variance
	Original	Revised	Outturn	to Revised
	£	£	£	£
Gross Expenditure	55,882,600	56,107,500	56,626,924	519,424
Less Benefits (offset by grant)				
Total Gross Expenditure excluding Benefits	55,882,600	56,107,500	56,626,924	519,424
Less Specific fees and charges income	(41,131,700)	(41,131,700)	(41,897,370)	(765,670)
Net Expenditure - broken down as below	14,750,900	14,975,800	14,729,554	(246,246)
Leader of the Council	443,800	445,000	435,247	(9,753)
ICT & Business Continuity of the Council	697,000	706,500	734,000	27,500
Housing, Health, Wellbeing, Independent Living and Leisure	2,558,000	2,561,400	2,781,742	220,342
Finance	3,491,000	3,511,500	3,502,463	(9,037)
Planning	1,805,500	1,888,300	1,825,600	(62,700)
Communication and Procurement	215,500	227,000	231,200	4,200
Community Safety and Licensing	108,800	108,800	159,200	50,400
Waste, Environment and Parking	3,634,200	3,634,200	3,414,500	(219,700)
Economic Development and Fixed Assets	1,797,100	1,893,100	1,645,602	(247,498)
NET EXPENDITURE AT SERVICE LEVEL	14,750,900	14,975,800	14,729,554	(246,246)
Salary expenditure - vacancy monitoring	(300,000)	(300,000)	(300,000)	-
Partnership Savings	(40,000)	(40,000)	(40,000)	-
Pay award	-	-	-	-
Efficiencies to offset pay award	(100,000)	(100,000)	(100,000)	-
Increased Employer contributions due to auto enrollment	-	-	-	-
NET EXPENDITURE	14,310,900	14,535,800	14,289,554	(246,246)
NET EXPENDITURE	14,310,900	14,535,800	14,289,554	(246,246)
Interest earnings	(635,000)	(635,000)	(635,000)	-
Staines Town Development/TaSF	(531,276)	(531,276)	(313,476)	217,800
BUDGET REQUIREMENT	13,144,624	13,369,524	13,341,078	(28,446)
Baseline NNDR Funding	(3,055,700)	(3,055,700)	(3,055,700)	-
Revenue Support grant	(1,330,600)	(1,330,600)	(1,330,600)	-
New Homes Bonus	(1,564,400)	(1,564,400)	(1,564,400)	-
NET BUDGET REQUIREMENT	7,193,924	7,418,824	7,390,378	(28,446)
Collection Fund Surplus/(deficit)	(266,400)	(266,400)	(266,400)	-
CHARGE TO COLLECTION FUND	6,927,524	7,152,424	7,123,978	(28,446)
2014/15 Revenue carryforward			(216,700)	(216,700)
Net Position				(245,146)

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Appendix B			
REVENUE MONITORING 2015/16			
EXPENDITURE AND INCOME SUMMARY 31 AUGUST 2015			
Results to	Budget	Forecast	Variance
	Revised	Outturn	to Revised
31-Aug-15	£	£	£
Leader of the Council			
Employees	423,600	425,600	2,000
Other Expenditure	94,600	82,900	(11,700)
Income	(73,200)	(73,253)	(53)
	445,000	435,247	(9,753)
ICT & Business Continuity of the Council			
Employees	473,100	480,000	6,900
Other Expenditure	271,800	292,600	20,800
Income	(38,400)	(38,600)	(200)
	706,500	734,000	27,500
Housing, Health, Wellbeing, Independent Living and Leisure			
Employees	3,416,400	3,383,142	(33,258)
Other Expenditure	33,469,200	34,428,300	959,100
Income	(34,324,200)	(35,029,700)	(705,500)
	2,561,400	2,781,742	220,342
Finance			
Employees	3,064,700	3,035,200	(29,500)
Other Expenditure	817,600	833,200	15,600
Income	(370,800)	(365,937)	4,863
	3,511,500	3,502,463	(9,037)
Planning			
Employees	1,911,500	1,859,400	(52,100)
Other Expenditure	1,238,200	1,238,200	-
Income	(1,261,400)	(1,272,000)	(10,600)
	1,888,300	1,825,600	(62,700)
Communication and Procurement			
Employees	111,300	112,400	1,100
Other Expenditure	125,700	125,700	-
Income	(10,000)	(6,900)	3,100
	227,000	231,200	4,200
Community Safety and Licensing			
Employees	203,700	195,300	(8,400)
Other Expenditure	142,700	206,900	64,200
Income	(237,600)	(243,000)	(5,400)
	108,800	159,200	50,400
Waste, Environment and Parking			
Employees	3,299,400	3,149,900	(149,500)
Other Expenditure	4,715,100	4,675,200	(39,900)
Income	(4,380,300)	(4,410,600)	(30,300)
	3,634,200	3,414,500	(219,700)
Economic Development and Fixed Assets			
Employees	277,700	248,700	(29,000)
Other Expenditure	2,051,200	1,854,282	(196,918)
Income	(435,800)	(457,380)	(21,580)
	1,893,100	1,645,602	(247,498)
NET EXPENDITURE AT SERVICE LEVEL			
	14,975,800	14,729,554	(246,246)
Total Employees	13,181,400	12,889,642	(291,758)
Total Other Expenditure	42,926,100	43,737,282	811,182
Total Income	(41,131,700)	(41,897,370)	(765,670)
	14,975,800	14,729,554	(246,246)
Total Expenditure			
	56,107,500	56,626,924	519,424
Total Income			
	(41,131,700)	(41,897,370)	(765,670)
Net			
	14,975,800	14,729,554	(246,246)

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Cabinet

14 October 2015



Title	Joint Enforcement Pilot (JET)		
Purpose of the report	To make a decision		
Report Author	Keith McGroary		
Cabinet Member	Councillor Tony Mitchell	Confidential	No
Corporate Priority	Delivering quality of life services		
Cabinet Values	Community		
Recommendations	<p>Cabinet is asked:</p> <p>To commend the delivery and success of the JET pilot.</p> <p>To support continued funding to enable the JET pilot to become a permanent service within the Council.</p>		

1. Key issues

- 1.1 On 15th November 2012 elections for Police & Crime Commissioners (PCC) took place across the country; in Surrey an independent candidate Kevin Hurley was successful. He was elected on the back of a promise to :-
- 1.2 Take a zero tolerance policing approach; more visible street policing; put victims at the centre of the criminal justice system; give the public a greater say in how the streets are policed and protect local policing.
- 1.3 One of the mechanisms developed to help deliver some of these promises is linked to the Joint Enforcement Team (JET) pilot; there is an expectation that this type of model to be rolled out through most, if not all of Surrey.
- 1.4 Reigate officially launched their pilot in June 2014, whereas the launch in Spelthorne was in December 2014. Spelthorne now has 4 part-time JET officers (2 full time equivalents, because half their time is spent on Streetscene issues such as refuse collection, street cleansing, parks and recycling etcetera), and a Neighbourhood Manager with responsibility for the JET Team; this represents about 33% of this officers duties. All five officers have been vetted by the police, and have passed the Community Safety Accreditation Scheme. At the time of writing this report JET are due to be accredited by the Surrey Chief Constable with additional powers similar to that of a Police Community Support Officer.
- 1.5 Spelthorne Council committed £100k from the 2014-15 budget and in the 2015-16 financial year the £100k was made available again. The Police & Crime Commissioner purchased 2 vehicles to support the scheme as well as

uniforms and various pieces of equipment. SBC has also gone on to purchase a further 2 vehicles so that the 4 officers can carry out independent patrols, sometimes in the company of Police Officers or PCSO's.

- 1.6 We have already experienced positive feedback and reaction from the general public due to the greater uniformed presence; for instance whilst attending a local school in the marked vehicle, parents quickly moved their cars away from the school entrance before the JET officers even alight from their vehicle. This occurred even though JET Officers do not have powers to deal with parking contraventions.
- 1.7 Productivity and enforcement: Since December 2014 to the end of July 2015, the JET have dealt with the following reports: - 194 fly-tips, 104 illegal estate agent boards, 108 abandoned vehicles, 36 illegal moorings, 45 dog fouling's, 183 fixed penalty tickets issued and 59 other interventions including reports of caravans illegally setting up onto SBC land. Although the scheme was not introduced to generate an income, a bye-product of effective enforcement does realise a degree of revenue which contributes in a small way towards the cost of running the JET. Whilst the figures capture some of the 'measurable' aspects of performance, it does not include factors such as public satisfaction and confidence. The above activities represent about 50% of the Teams duties and the other 50% are taken up with the Streetscene responsibilities mentioned above.
- 1.8 Many of these reports have originated from the residents of the Borough and the JET has proven to be an efficient, proactive and effective mechanism to deal with these complaints. This in turn helps to make our Borough a more attractive, cleaner and safer location to live, work and play.
- 1.9 The Surrey JET Board have commissioned a report to evaluate the 2 pilots delivered in Spelthorne and Reigate & Banstead, a draft copy has been completed, but this is not yet available for circulation until the final version has been approved. The document is very positive about the introduction of JET based upon qualitative and quantitative data. From a public perspective, there was a positive response to its implementation, one of the comments made read *'I feel that I am getting good value for money from my council because I know it sounds trivial but the things that affect me I do get frustrated if I am walking through the car park and kicking tin cans all about the place...I don't really think about the fact that Spelthorne collect my rubbish on time every week and there are no problems with it...you expect it, that's the norm what you are paying them for...this is just going that little bit further...I think there is a real opportunity there to say we are doing more and we are seeing there is a gap between the structure of the community and police and what we are doing...'* (Male, Resident, Spelthorne)
- 1.10 To complement the JET model and running alongside this pilot, SBC also introduced an out of hours call service in relation to statutory nuisance, particularly noise; this was implemented at the same time as the JET. The cost of this provision was £23,500. Since December 2014 to August 2015 there have been 92 reports of noise or environmental health related complaints (£192 per call); 58 calls were transferred to the call out service (£303 per call); 25 complainants were visited by the call out service (£705 each visit); 13 of the visits resulted in noise being heard (£1,356 each visit); there were zero incidents where a statutory nuisance was witnessed costing the provision for this service £23,500.

2. Options analysis and proposal

- 2.1 Option 1 would propose the continuation of the JET in its current format and that a growth bid is supported to make the JET a permanent service within Spelthorne Borough Council. This would retain the gains made in tackling some of the low level offences which in the past the Council has not been able to address. The volume of reoccurring issues that the JET have successfully dealt with and obtained prosecutions is something many other Local Authorities and their communities would dearly wish to have and indeed emulate. There has been a change of culture that has taken place which has allowed for superior communications and joined up activities, not just with Surrey Police but from within our own services, particularly those with enforcement powers. The risk of losing all these gains would be likely to lead to an increase of the offences that JET has successfully tackled, reduced and prosecuted. This was a pilot that began life with a degree of scepticism from many, and has developed into what could be argued one of the biggest success stories to have been delivered by Spelthorne Council.
- 2.2 Option 2 would bring an end to the pilot. This would result in the 2 existing converted Streetscene posts reverting to a role in which priorities tend to be operationally led by responding to issues associated with Streetscene services, with the enforcement role being much less of a priority. The other 2 JET post holders would be subject to redundancy. The level of offending would probably increase, residents would have difficulty in obtaining a satisfactory and timely response by Spelthorne Council, for some of the issues that negatively affect one way or another, the majority of our residents.
- 2.3 The recommendation is that the Cabinet support a growth bid which would enable the JET to continue in its current format on a permanent basis. JET would then be able to build on the lessons learnt from the pilot, thrive and grow even more effective and influential in shaping the appearance of the Borough as well as a resource to respond to community needs.
- 2.4 With regards to the out of hours call centre and call out service, this pilot has shown that there is a demand for this service, but it is extremely small. The figures indicate that as a Borough there is not sufficient demand to justify the overall cost of providing this service; at a time of austerity and reduced government grants, to continue with such a service would not be economically viable or financially defendable. This service would be a 'nice to have', but unaffordable when there are so many other competing demands from across the Council with far stronger business cases.

3. Financial implications

- 3.1 Two of the existing JET Officers are already accounted for within the annual budget process, so this report relates to a growth of two officers who are currently on a temporary contract. The financial implication is an additional £80k, which is £20k less than we have set aside for the previous year. This £80k would not include the retention of the out of hours call out service; this would be an additional £24k.

4. Other considerations

- 4.1 Several local authorities have expressed an interest in the scheme and have visited the Borough to look at how it is working. If the scheme is made permanent, other local authorities are likely to visit the Borough to learn from our experience, potentially enhancing Spelthorne's reputation as a forward

thinking, innovative and effective organisation. Effective 'policing' by the JET of fly tipping, may also help to reduce the annual cost to the Council with regards to the removal of rubbish compared to the likely volume if JET were not in place.

- 4.2 The JET Team have been very visible and well publicised, including regular articles within our own Bulletin. Residents may have developed an expectation that they are able to pick up the phone and the Council will respond to their issues, to withdraw that service would leave the Council without capacity to effectively and physically respond to some of the high volume, low level issues, that all too frequently blight the life of our communities.

5. Timetable for implementation

- 5.1 Officers and equipment including four new vehicles, body worn cameras, radios and much more is already in place. The timetable for implementation would be completed upon approval of the Cabinet approving the budget growth to allow the permanent implementation of the Spelthorne Joint Enforcement Team.

Background papers:

None

Appendices:

None

Cabinet

14 October 2015



Title	Changing an existing street name (Croysdale Avenue to Hazelwood Drive)		
Purpose of the report	To make a decision		
Report Author	Lesley Rosic and Ashley Boyce		
Cabinet Member	Councillor Vivienne Leighton	Confidential	No
Corporate Priority	This item is not in the current list of Corporate priorities but still requires a Cabinet decision		
Cabinet Values	Community		
Recommendations	Cabinet is asked to agree to change the road name of the central Croysdale Avenue to Hazelwood Drive.		

1. Key issues

1.1 Croysdale Avenue in Sunbury on Thames comprises three roads, as illustrated by the plan appended to this report. The central road leads directly to the London Irish Rugby training ground at the Hazelwood Training Centre. Whereas, the two outer roads are residential. The three roads do not lead into one another, so it is not possible for vehicles to cross from one road to another. Due to all three roads sharing the same name, there are concerns that coaches visiting the Hazelwood Training Centre may enter one of the residential roads in error and have difficulty manoeuvring out of the road once they realise their mistake. This may cause problems for visitors attending the Training Centre and also the residents of the two outer Croysdale Avenue roads.

2. Options analysis and proposal

2.1 The proposal is to alter the name of the central Croysdale Avenue road to Hazelwood Drive, in order to provide clarity and avoid confusion for those visiting the Hazelwood Training Centre. This will help prevent disruption and annoyance to residents.

2.2 There are two options available:

- (a) Change the name of Croysdale Avenue to Hazelwood Drive;
- (b) Do not change the name.

3. Financial implications

3.1 The price of changing the road signs will be approximately £150 for supply and installation.

4. Other considerations

- 4.1 The Ward Councillors and neighbours who live on the residential Croysdale Avenue roads have been consulted about the proposal to change the name of the road and no objections have been received.

5. Timetable for implementation

- 5.1 A notice will be posted at each end of the central Croysdale Avenue for a period of one month. Following the notice period, there will be a 21 day appeal period. If no appeals are made during that time, an Order will be made to alter the name of the street as soon as possible after the appeal period and new road signs will be erected.

Background papers:

There are none.

Appendices:

Plan



**Croysdale Avenue, Sunbury-on-Thames
(proposed renaming - part-of)**

Scale 1:1,250

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Cabinet

14 October 2015



Title	Appointment of a Council representative to Heathrow Community Noise Forum		
Purpose of the report	To make a decision		
Report Author	Greg Halliwell		
Cabinet Member	Councillor Tony Harman	Confidential	No
Corporate Priority	This item is not in the current list of Corporate priorities but still requires a Cabinet decision		
Cabinet Values	Community		
Recommendations	The Cabinet is asked to confirm the Leader's decision to appoint Councillor Colin Davis as the Council's representative on the Heathrow Community Noise Forum.		

1. Key issues

- 1.1 Cabinet appointed to the Heathrow Community Noise Forum (HCNF) for the first time in February 2015.
- 1.2 Mrs. Marian Rough, formerly Councillor Rough, was appointed at that time as the Council's representative on the HCNF.
- 1.3 Mrs. Rough was not re-elected as a councillor at the May 2015 General Election, thereby leaving the Council unrepresented on the Heathrow Forum.
- 1.4 The Forum asked the Council to appoint a new representative.
- 1.5 In his capacity as Strong Leader, Councillor Robert Watts took the decision to appoint Councillor Colin Davis as the Council's representative.
- 1.6 The purpose of the Forum is:
 - To keep local residents and stakeholders informed on airspace issues.
 - To improve Councillors' understanding of airspace issues.
 - To inform the communications approach to public consultations.

2. Other considerations

- 2.1 Cabinet might want to appoint a deputy representative to attend the Forum on those occasions when the main representative is unable to attend.

3. Timetable for implementation

- 3.1 The appointment(s) will take immediate effect.

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