

**Roberto Tambini
Chief Executive**

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Our Ref: GH/Cabinet
Date: 11 November 2010

NOTICE OF MEETING:

CABINET

DATE: TUESDAY 23 NOVEMBER 2010

TIME: 5.00 p.m.

PLACE: GODDARD ROOM, COUNCIL OFFICES, KNOWLE GREEN, STAINES

[Refreshments for Members will be made available in the Members' Room from 4.00pm]

TO: MEMBERS OF THE CABINET:-

Members of the Cabinet	Cabinet Member Areas of Responsibility
J.D. Packman [Chairman]	Leader of the Council
R.A. Smith-Ainsley [Vice-Chairman]	Planning and Housing
F. Ayers	Community Safety
S. Bhadye	Independent Living
C.A. Davis	Economic Development
G.E. Forsbrey	Environment
Mrs. D.L. Grant	Young People and Culture
Mrs. V.J. Leighton	Finance and Resources
Mrs J.M. Pinkerton	Communications

EMERGENCY PROCEDURE [THE LIFT MUST NOT BE USED]

In the event of an emergency the building must be evacuated. All councillors and staff should assemble on the Green adjacent to Broome Lodge. Members of the public present should accompany the staff to this point and remain there until the senior member of staff present has accounted for all persons known to be on the premises.

[PLEASE NOTE THAT THIS AGENDA IS AVAILABLE IN LARGE PRINT ON REQUEST TO GILLIAN HOBBS ON TEL: 01784 444243]

IMPORTANT PUBLIC NOTICE

MOBILE TECHNOLOGY – ACCEPTABLE USE

Use of mobile technology (e.g. mobile telephones, Blackberries, XDA's etc.) in meetings can:

- Interfere with the Public Address and Induction Loop systems;
- Distract other people at the meeting;
- Interrupt presentations and debates;
- Mean that you miss a key part of a decision taken.

PLEASE:

Either switch off your mobile telephone etc. **OR** switch off its wireless/transmitter connection and sound for the duration of the meeting.

THANK YOU FOR YOUR CO-OPERATION IN THIS MATTER.

AGENDA

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|---|----------------|
| 1. APOLOGIES FOR ABSENCE
To receive any apologies for non-attendance. | |
| 2. MINUTES
To confirm the Minutes of the Meeting held on 28 September 2010. | 7 - 10 |
| 3. DISCLOSURES OF INTEREST
To receive any disclosures of interest from Members in accordance with the Council's Code of Conduct for Members. | |
| 4. PARKING FEES AND CHARGES - KEY DECISION
<i>[Councillor Davis]</i> | 11 - 24 |
| 5. PETITION
<i>[Councillor Davis]</i>
To consider a petition received from the residents of The Avenue and Elmbrook Close, Sunbury on Thames, seeking the removal of car parking charges from Orchard Meadow Car Park in that they are indirectly creating a safety risk in The Avenue.

The petition was presented to Council at its meeting on 22 July 2010 and under Standing Order 15.4 (c) it was resolved that the petition be referred to the Cabinet for consideration and a response. | |
| 6. MINUTES OF THE SPELTHORNE YOUTH COUNCIL MEETINGS HELD ON 16 SEPTEMBER AND 12 OCTOBER 2010
<i>[Councillor Mrs Grant]</i>
To receive the Minutes of the Spelthorne Youth Council meetings held on 16 September and 12 October 2010. | 25 - 28 |
| 7. MINUTES AND RECOMMENDATIONS OF THE LOCAL DEVELOPMENT FRAMEWORK (LDF) WORKING PARTY HELD ON 25 OCTOBER 2010
<i>[Councillor Forsbrey]</i>
To receive and consider the Minutes and recommendations of the Local Development Framework Working Party held on 25 October 2010.

(A copy of the Annual Monitoring Report 2010 has been placed in the Member's Room.) | 29 - 30 |

8.	MINUTES AND RECOMMENDATIONS OF THE MEMBERS DEVELOPMENT STEERING GROUP HELD ON 27 SEPTEMBER 2010	31 - 32
	<i>[Councillor Mrs Pinkerton]</i>	
	To receive and consider the Minutes and recommendations of the Members Development Steering Group held on 27 September 2010.	
9.	TREASURY MANAGEMENT HALF-YEARLY REPORT 2010-11	33 - 38
	<i>[Councillor Mrs Leighton]</i>	
10.	REVENUE BUDGET MONITORING	39 - 78
	<i>[Councillor Mrs Leighton]</i>	
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	<i>[Councillor Mrs Leighton]</i>	
12.	PROPOSALS FOR NEW GOVERNANCE MODELS – KEY DECISION	87 - 96
	<i>[Councillor Packman]</i>	
13.	ADOPTION OF STATEMENT OF LICENSING POLICY 2011- 2014 - KEY DECISION	97 - 102
	<i>[Councillor Ayers]</i>	
14.	REVISION OF HACKNEY CARRIAGE AND PRIVATE HIRE LICENCE REQUIREMENTS POLICY	103-106
	<i>[Councillor Mrs Pinkerton]</i>	
15.	A PLAN FOR WASTE MANAGEMENT	107-116
	<i>[Councillor Forsbrey]</i>	
16.	RE- LETTING OF ST MARTIN’S COURT HALL	117-120
	<i>[Councillor Mrs Grant]</i>	
17.	REVENUE GRANTS	121-126
	<i>[Councillor Mrs Pinkerton]</i>	
18.	COMMUNITY ENGAGEMENT	127-132
	<i>[Councillor Mrs Pinkerton]</i>	
19.	ISSUES FOR FUTURE MEETINGS	
	Members are requested to identify issues to be considered at future meetings.	
20.	URGENT ITEMS	
	To consider any items which the Chairman considers are urgent.	
21.	EXEMPT BUSINESS	
	To move the exclusion of the Press/Public for the following item(s), 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.

22. EXEMPT REPORT - WRITE OFFS [Gold Paper]

133-139

[Councillor Smith-Ainsley]

[Paragraph 1 – Information relating to any individual]

If you wish to read the report for an item, Ctrl and click on the underlined heading will take you to the report document.

MINUTES OF THE CABINET

28 SEPTEMBER 2010

PRESENT:

Councillor R.A. Smith-Ainsley (Deputy Leader of the Council, Vice-Chairman of the Cabinet and Cabinet Member for Planning and Housing (IN THE CHAIR);
Councillor F. Ayers (Cabinet Member for Community Safety);
Councillor C.A. Davis (Cabinet Member for Economic Development);
Councillor G.E. Forsbrey (Cabinet Member for Environment);
Councillor Mrs D.L. Grant (Cabinet Member for Young People and Culture);
Councillor Mrs. V.J. Leighton (Cabinet Member for Finance and Resources) and
Councillor Mrs J.M. Pinkerton (Cabinet Member for Communications) and

Apology: Councillor J.D. Packman, (Cabinet Member and Leader of the Council)

1632. MINUTES

The Minutes of the Meeting held on 20 July and of the Special Meeting held on 23 August 2010 were confirmed as a correct record.

1633. MINUTES OF THE SPELTHORNE YOUTH COUNCIL MEETING - 20 JULY 2010

The Cabinet discussed the Minutes of the Spelthorne Youth Council meeting held on 20 July 2010. The Cabinet was concerned to note that no responses had been received from the MEPs regarding funding for a trip to the European Parliament.

RESOLVED to note the Minutes of the Spelthorne Youth Council meeting held on 20 July 2010.

1634. MINUTES OF THE MEMBERS DEVELOPMENT STEERING GROUP – 13 JULY 2010

The Cabinet considered the Minutes and recommendations of the Members Development Steering Group held on 13 July 2010.

The Cabinet were informed that in respect of Recommendation (d) Skills Portal the Cabinet Member, Cllr Mrs J. Pinkerton had requested the Chief Executive, in consultation with the Leader, to approve under urgent action, expenditure to enable Spelthorne to obtain and set up the Members' Development Skills Portal in time to have it available for members' use in the last 8 months of this administration.

RESOLVED that Cabinet notes the urgent action as set out above, and approves the recommendations of the Members Development Steering Group held on 13 July 2010.

1635. [CAPITAL MONITORING REPORT APRIL - JULY 2010](#)

CABINET – 28 SEPTEMBER 2010

The Cabinet considered a report on the Capital Programme spending figures for the period April to July 2010.

RESOLVED that the Capital Monitoring Report for the period April to July 2010 be noted.

1636. REVENUE MONITORING REPORT APRIL - JULY 2010

The Cabinet considered a report on Revenue spend figures and how resources were spent on providing services for residents for the period April to July 2010.

RESOLVED that the Revenue Monitoring report for the period April to July 2010 be noted.

1637. STREET CLEANSING VEHICLE REPLACEMENT PROGRAMME

The Cabinet considered a report on the procurement of Street Cleansing mechanical sweepers and the procurement methods to be adopted.

The options considered were in the main body of the report.

RESOLVED that the Cabinet authorises Streetscene to obtain costs for both lease and purchase options for the procurement of six specialist vehicles through a framework agreement to replace the equivalent number for use in the Council's street cleaning services.

1638. * NEW GOVERNANCE MODELS - OUTCOME OF CONSULTATION

The Cabinet considered a report on the outcome of the consultation undertaken by the Council on the "Strong Leader v Elected Mayor" new governance model.

The options considered were in the main body of the report.

RESOLVED that Cabinet recommends the Council at its December 2010 meeting that the Strong Leader model be adopted as the form of governance for Spelthorne Borough Council.

1639. REVISED BUILDING CONTROL FEE CHARGING SCHEME

The Cabinet considered a report on a proposed revised building control fee charging scheme following a change in legislation.

The options considered were in the main body of the report.

RESOLVED that the Cabinet approves the proposed charging scheme for building control fees outlined in Appendix 1 of the report of the Assistant Chief Executive, for implementation from 1 October 2010.

1640. CHRISTMAS LIGHTS

The Cabinet considered a report on the award of the contract for Christmas lighting in Staines and the future funding of Christmas lights in the borough.

The options considered were in the main body of the report.

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RESOLVED that the proposed 3 year contract for Christmas lighting in Staines Town Centre be awarded to the Festive Lighting Company Ltd and officers be instructed to work with Chambers of Commerce and traders in the borough to take responsibility for Christmas lights.

1641. CAPITAL FUNDING FOR SALIX PROJECT

The Cabinet considered a report on capital funding for the draught proofing of windows at the Knowle Green Council Offices.

The options considered were in the main body of the report.

RESOLVED that Cabinet approves a net capital contribution of £21,500 (and a gross capital provision of £43,000) to proceed with the Salix funded project to draught proof the Knowle Green Council Offices.

1642. EXEMPT BUSINESS

RESOLVED that under Section 100A(4) of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in the paragraph, of Part 1 of Schedule 12A of the Act, indicated below.

1643. EXEMPT REPORT - WRITE OFFS

[Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)]

Cabinet considered a report seeking approval to write off debts over the delegated amount contained in Standing Orders.

The options considered were in the main body of the report.

RESOLVED that Cabinet approves the write off of debts in the cases listed in Appendix 1 of the report of the Chief Finance Officer.

1644. EXEMPT REPORT - STANWELL NEW START PROJECT – UPDATE ON NEGOTIATIONS

[Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)]

The Cabinet considered an update report on the negotiations with A2Dominion since the last Cabinet report in October 2009, and which sought agreement to revisions to the proposed transaction.

The options considered were in the main body of the report.

RESOLVED that Cabinet agrees:-

- 1) To proceed with the Stanwell New Start project under the revised Heads of Terms, as set out in section 2 of the report (option 3.1) of the report of the Deputy Chief Executive;

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- 2) To proceed with the sale of Council land to facilitate the scheme, provided the Council's advisors can confirm its permissibility under the General Disposal Consent and section 123 of the Local Government Act 1972; and
- 3) any other subsequent changes / variations to the scheme which may arise, either before or after the completion of the Sale and Development Agreement, provided that all statutory obligations of the Council are complied with.

NOTES:-

- (1) **Members of the Overview and Scrutiny Committee are reminded that under Overview and Scrutiny Procedure Rule, the "call-in" procedure shall not apply to recommendations the Cabinet makes to the Council. The matters on which recommendations have been made to the Council, if any, are identified with an asterisk [*] in the above Minutes.**
- (2) **Members of the Overview and Scrutiny Committee are entitled to call in decisions taken by the Cabinet for scrutiny before they are implemented, other than any recommendations covered under (1) above.**
- (3) **Within three working days of the date on which a decision of the Cabinet or a Cabinet Member is published, not less than three members [one of whom must be the Chairman] of the Overview and Scrutiny Committee are able to "call in" a decision;**
- (4) **To avoid delay in considering an item "called in", an extraordinary meeting of the Overview and Scrutiny Committee will be convened within seven days of a "call in" being received if an ordinary meeting is not scheduled in that period;**
- (5) **When calling in a Cabinet decision for review the members doing so should in their notice of "call in":-**
 - **Outline their reasons for requiring a review;**
 - **Indicate any further information they consider the Overview and Scrutiny Committee needs to have before it in order to conduct a review in addition to the written report made by officers to the Cabinet;**
 - **Indicate whether, where the decision was taken collectively by the Cabinet, they wish the Leader or his nominee (who should normally be the Cabinet Member) or where the decision was taken by a Cabinet Member, the member of the Cabinet making the decision, to attend the committee meeting; and**
 - **Indicate whether the officer making the report to the Cabinet or the Cabinet Member taking the decision or his/her representative should attend the meeting.**
- (6) **The deadline of three working days "for call in" by Members of the Overview and Scrutiny Committee in relation to the above decisions by the Cabinet is the close of business on 5 October 2010.**

CABINET – 28 SEPTEMBER 2010

PARKING FEES AND CHARGES - KEY DECISION

Cabinet: 23 November 2010

Resolution required

Report of the Assistant Chief Executive

REPORT SUMMARY

How does the content of this report improve the quality of life of Borough Residents

Car parks provide off street facilities for residents and visitors to park their cars but they do have to be maintained and patrolled to ensure safety and compliance.

Purpose of Report

To propose new charges where appropriate to cover maintenance costs and the VAT increase.

Key Issues

- Current level of car park income
- Economic circumstances in our town centres
- Level of income to the Council

Financial Implications

The proposals as identified will increase the income target by £66k which will cover the VAT increase and increased operational costs.

Corporate Priority, .A Cleaner and Greener Environment, Economic Development

Officer Recommendations

- 1. The Head of Corporate Governance be authorised to make alterations to the off street car parking order and to publish notices in the local press to bring about the identified changes in charges for our car parks in Staines, to increase the charging period) in Riverside and Bridge Street car parks to 7.00am to 12.00 midnight.**
- 2. The Cabinet is asked to agree the revised charges in Appendix 1.**

Report Author: Sandy Muirhead Head of Sustainability and Leisure

Area of Responsibility: Assistant Chief Executive Liz Borthwick 01784 446376

Cabinet member: Councillor Colin Davis

MAIN REPORT

1. BACKGROUND

- 1.1 The Council aims to provide easy access to safe, secure and clean facilities that meet the demands of residents and businesses in the Borough. The service has attained the Park Mark status for all car parks, an initiative of the Association of Chief Police Officers and the British Parking Association. Park Mark encourages the use of car parks to help maintain economic growth by ensuring car parks are safe, well-lit and attractive to users.
- 1.2 Car parks represent a considerable part of the Council's asset portfolio. Whilst they predominantly focus on town centres, particularly Staines, they are recognised as a key to providing facilities for local people and visitors
- 1.3 The need for good quality car parking, with appropriate charging, is important in achieving and maintaining economic buoyancy. Car park charges, except in Laleham park, have not been increased since July 2009.
- 1.4 In the current economic climate it is very difficult to predict the use of car parks even this Christmas, normally the busiest period.

2. KEY ISSUES

- 2.1 Income from our car parks is a significant part of the Council's budget. In 2010/11 the expected outturn income to be received from parking services, excluding on-street enforcement, is expected to be £1,880k compared to the budget estimate of £1,793k, a favourable variance of £87k. However a precautionary note should be added that the comprehensive spending review (CSR) and uncertainty in the economy may impact on income achieved this year during our normally busiest period i.e. the months before Christmas and January sales. The setting of charges for 2011/12 is important, both from the income it will bring to the Council but also the effect that such charges could have on the economic vitality of our town centres.
- 2.2 The recommendation in February 2010 was to maintain most car park charges at their current level until August 2010. The only alterations made were to charges in Laleham to the first hour.
- 2.3 In addition in July 2010 The Avenue Neighbourhood Watch forwarded a petition asking for the removal of parking charges for Orchard Meadow Car Park, Sunbury. The petition claimed that since the introduction of charges in the car park (Dec 2009) there had been an increase in vehicles parking in The Avenue. This increase in parked vehicles was causing safety issues to road users and to residents entering and leaving their homes.
- 2.4 Parking services acknowledged the petition and immediately undertook their own survey. In reference to the evidence contained in the petition (letters/e-mails/ photographs) it is clear that there are two problems that need to be considered. First, there is the safety of pedestrians and road users. The second is that the layout of The Avenue (long and straight); this type of layout can encourage drivers to drive at speed and this is evident in the evidence supplied. In looking at some of the individual concerns raised in the petition it may be that returning the car park to its formally free status may alleviate some of the

parking problems on The Avenue, but this is doubtful as evidence has shown that the car parks are normally well used. Also there would be no guarantee that the safety issues associated with the parking would be fully addressed.

- 2.5 To fully address the safety issues in The Avenue, Parking Services would suggest that single or double yellow lines are introduced along the southern section of The Avenue, Sunbury. This will deter motorists from parking in The Avenue and choose to use the car park. The parking charges that are vital for the maintenance and future development of the car park would not be removed and this car park does raise £10,000/year towards these costs.
- 2.6 It is common now in many town centres to charge in the evening. Guildford introduced evening charging in pay and display car parks in April 2010 and Woking has charged in the evening for some time (£1 after 6pm). Bridge Street and Riverside car parks are occupied in the evening and people prefer to park as close as possible to a restaurant or bar. Therefore there are opportunities for Staines to charge in the evening.

3. OPTIONS

- 3.1 Having considered comparative charges in other town centres, and in the light of the financial strategy, there is the option to raise charges across the board, but if this were set at too high a level then it could deter people from coming to Staines or divert them to other car parks. Therefore, modest increases have been suggested as in Appendix 1 with reasons given and where appropriate estimated increase in income. However, the proposed increase is disproportionate on first hour charges in Staines car parks. This is because a 10p rise is the easiest lowest denominator to move the price by. A £1 for the first hour is suggested to also minimise a significant operational consequence particularly for the 90p charge in terms of refilling hoppers with 10p coins.
- 3.2 Not to increase charges would potentially see the Council receive a reduction in its income as charges for maintenance, business rates and general operations rise, and the amount of VAT it has to deduct from income increase from January 2011 (full year effect approximately £32k).
- 3.3 There is an option to charge in the evening in Staines town centre car parks, which could have a beneficial impact on income. Charging in the evening has until now only been carried out in Manor Park until 9pm but it is suggested that perhaps this charge is discontinued for the time being.
- 3.4 Another possibility is to look at options of removing the first free hour in car parks serving the parks and putting in a charge of 20p or 50p for the first hour. This would mitigate the effects of those individuals who do return and obtain another free ticket at the end of the free hour. As illustrated by the introduction of the Laleham first hour charge this summer it does have a significant effect on income (£21k increase) Although other car parks are perhaps not as busy (except the Walled garden) it is likely to lead to an increase in income of around £10k, possibly more.

4. PROPOSALS

- 4.1 In the current economic climate it is very difficult to assess what impact any increase in charges would have in our main car parks. Under the circumstances, it is recommended that a modest increase be levied at the present time to maintain income streams as specified in Appendix 1. First hour charge increases in Staines town centre car parks are a higher proportionate increase for reasons explained in 3.1.
- 4.2 It is also proposed that evening charges are introduced in the town centre car parks of Riverside and Bridge Street; this concentrates evening charges to our main town. Woking, Guildford and Kingston have such charges as these centres provide the main night time economy for the area. Bridge Street will require some “tidying” up but this has been provided for in this year’s budget. A trial has been undertaken on evening charging in Manor Park but it is considered appropriate at the moment to remove the evening charge.
- 4.3 It is also suggested that Riverside has a graduated charge in line with other town centre car parks rather than a two hour fixed charge
- 4.4 For Season tickets and permits it is suggested they are increased by just 3%.
- 4.5 It is proposed that to continue to maintain the car parks in Sunbury charging should remain in force at Orchard Meadow and discussions with Surrey take place to alleviate the parking issues on the Avenue as raised in the petition received in July 2010.

5. FINANCIAL IMPLICATIONS

- 5.1 Account needs to be taken of the impact of the increase in VAT by 2.5% from 5 January 2011, which in a full year will result in the Council paying over to Customs an additional £32k per annum
- 5.2 The proposed changes would, it is estimated, generate about £66k (Appendix 1 for detailed breakdown) extra income which would cover the VAT increase and operational /maintenance costs such as updating machines to new tariffs. In the current economic climate it is appropriate to cover our costs but not provide disincentives for residents and visitors to use our car parks.

6. BENEFITS AND SUSTAINABILITY

- 6.1 By only raising charges modestly it will help mitigate impacts on residents due to the recession.

7. LEGAL IMPLICATIONS /OTHER CONSIDERATIONS.

- 7.1 The proposed charges will have to be published for consultation. If any representations are made against the proposals, then they will have to be reported back to Cabinet for consideration before any final decision is made.

8. RISKS AND HOW THEY WILL BE MITIGATED

- 8.1 There is the risk that if charges are raised then this will act as a disincentive to people using our car parks and lead them to either not visit the Borough’s shopping centres or use other operator’s car parks. Historically it has been noted that Two Rivers tend to keep their prices in line with Spelthorne’s. However, in relation to the evening charging it should be noted that as part of the cinema lease Two Rivers are required to have free evening parking.

9. TIMETABLE FOR IMPLEMENTATION

- 9.1 Due to the necessary processes associated with consultation and order making it is unlikely the revised charges will be implemented before February 2011.

Report Author: Sandy Muirhead Head of Sustainability and Leisure 01784 446318

**Background Papers:
There are none**

Appendix 1

Note that overall it has been attempted to organise a modest increase in fees and charges but because of rounding up factors this can sometimes result in higher percentage increases on that tariff or tariffs for activities available considered at long stay charges low for all day charges (Lammas and Laleham).

Elmsleigh surface and multi storey car parks

Note suggested increase of 90p to £1.00 which has operational benefits in terms of reducing staff time spent filling hoppers with change in pay on foot machines or pay and display machines and is unlikely to impact greatly on usage. However, for longer periods of time it is suggested charges at Elmsleigh are maintained as this car park appear to be receiving less users. It is considered important to maintain income and attract shoppers back to this car park particularly as Two Rivers are creating an extra 50 spaces which is likely to have the biggest impact on this car park.

Elmsleigh	Current	Proposed
Up to 1 hour	90p	1.00
1-2 hours	1.60	1.70
2-3 hours	2.20	2.30
3-4 hours	3.50	3.50
4-5 hours	6.80	6.80
Over 5hrs	12.00	12.00

There is a need to regularise the position with regards to lost tickets at Elmsleigh Multi-storey and Surface car parks. It is suggested that this be set at £12 which is the same as the all day parking charge.

Long stay car park - Staines

Bridge Street / Kingston Road / Tothill MSCP

Monday to Sunday - 8am-7pm

	Current	Proposed
Up to 1 hour	£0.80	£1.00
Up to 2 hours	£1.60	£1.70
Up to 3 hours	£2.20	£2.30
Up to 5 hours	£3.30	£3.30
Over 5 hours	£6.80	£7.00
Bridge Street	As this car park is quite popular in evenings charging is suggested	Extend hours to 12 midnight
7-10pm	Improvements will be made to lighting and safety	£1.00

It is estimated that changes in daytime charges will provide the following extra income
 Bridge Street £4,200
 Kingston road £5,000
 Tothill MSCP £10,140

However, it is difficult to currently predict the impact of evening charges. To provide estimates of evening usage, counts are ongoing in these car parks. It should be noted that because of the shift patterns available resources are limited for patrolling and this would need to be evaluated against likely increase in income.

Max stay car park -

Riverside Surface suggested this is changed to a car park with similar charges to Elmsleigh and also charge after 7pm

Monday to Sunday - 8am-7pm

	Current
Up to 2 hours	£1.70

Riverside	Proposed
Up to 1 hour	1.00
1-2 hours	1.70
2-3 hours	2.30
3-4 hours	3.50
4-5 hours	6.80
Over 5hrs	12.00
7-12 midnight	1.00

As it is suggested that the charging regime changes, increased income is difficult to predict but for evening charging based on preliminary occupancy figures the extra income generated could be £9.5k per year. However, as mentioned in relation to Bridge Street, the cost of enforcement needs to be examined. It is possible the new daytime charging regime may result in an extra £5k/year.

Long stay car park - Ashford

Monday to Saturday - 7am-7pm

Ashford	Current	Proposed
Up to 30 minutes	£0.30	£0.40
30mins-2 hours	£1	£1
Over 2 hours	£1.20	£1.30

	Current	Proposed
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Up to 1hr	£0.30 for 30 minutes	£1
1-2 hours	£1	£1.10
Over 2 hours	£1.20	£1.50

Until Surrey decide on future parking restrictions on the highway it is anticipated that year on year only modest increase in income (£3k) will be achieved.

Long stay car parks - Laleham

Laleham Park and Thameside

Monday to Sunday - 7am-7pm

Laleham	Current	Proposed
Up to 1 hour	£0.50	£0.50
Up to 2 hours	£1.50	£1.60
Up to 4 hours	£2.50	£2.60
Over 4 hours	£4.00	£5.00

Charging for the first hour in Laleham along with other increased charges based on recent experience suggests a £21k increase in income

Recreation Grounds - Staines

Lammas

Lammas car park tends to have less seasonal use than Laleham due to its proximity to Staines town centre. So it is often quite busy for example in the period before Christmas. Raising charges is likely to generate about £10k/year.

Monday to Sunday - 7am-7pm

Lammas	Current	Proposed
Up to 1 hour	£0.50	£0.50
Up to 2 hours	£1.50	£1.60
Up to 4 hours	£2.50	£3.00
Over 4 hours	£4.00	£5.00

Long stay car parks - Shepperton

Manor Park

Monday to Sunday - 7am-9pm proposed revert to 7am to 7pm

	Current	Proposed charging 7am to 7pm
Up to 1 hour	Free	Free
Up to 2 hours	£1	£1.10
Over 2 hours	£1.50	£1.50

The modest increase will generate about £350 extra per year. From July 2009 this car park has been charged for in the evening. However, there is concern locally about the evening charging and it is proposed to end the trial.

Shepperton Village Hall

Monday to Sunday - 7am-7pm

	Current	Proposed
Up to 1 hour	Free	Free
Up to 2 hours	£1	£1.10
Over 2 hours	£1.50	£1.50

The modest increase is likely to result in an increase in income of about £150/year.

Dumsey Meadow / Abbey Drive / The Broadway/Old Bathing Station

Suggest as these car parks are not so well used keep tariffs as are though monitor Abbey Drive particularly in summer to see if there is misuse of first hour free ticket.

Monday to Sunday - 7am-7pm

	Current	Proposed
Up to 1 hour	Free	Free
Up to 2 hours	£1.00	£1.00
Over 2 hours	£1.50	£1.50

As these car parks are not so well used it is proposed charges stay the same.

Long stay car parks - Sunbury

Thames Street / Orchard Meadow / Green Street / The Walled Garden

Monday to Sunday - 7am-7pm

	Current	Proposed
Up to 1 hour	Free	Free
Up to 2 hours	£1	£1.10
Over 2 hours	£1.50	£1.50

The proposed increase will lead to an extra £1,160 per year for these four car parks.

Season tickets

To take account of the continuing uncertainty in the economy but to assist with costs a 3% increase in all season and resident permit tickets is proposed.

Season tickets - Staines

	Current	Proposed
Up to three months	£195	£201
Up to six months	£365	£376
Up to 12 months	£690	£710

Season tickets - Railway, Kingston Road

	Current	Proposed
1 month	£ 65	£67
3 months	£200	£206
12 months	£650	£670

Season tickets - Laleham

1 April - 30- September £70 Proposed £72

Contract permits - South Street, Elmsleigh Road

Monday - Sunday

	Current	Proposed
Up to 1 month	£67.12	£69

Up to 2 months	£134.20	£138
Up to 3 months	£201.28	£207
Up to 4 months	£268.36	£276
Up to 5 months	£335.44	£346
Up to 6 months	£402.52	£415
Up to 7 months	£469.60	£484
Up to 8 months	£536.68	£555
Up to 9 months	£603.76	£622
Up to 10 months	£670.84	£691
Up to 11 months	£737.92	£760
Up to 12 months	£805.00	£829

Season tickets - Ashford Ashford MSCP

Monday - Saturday

	Current	Proposed
1 month	£12	£14
3 months	£34	£35
6 months	£65	£67
1 year	£125	£130

Ashford Chamber of Commerce *No change*

Monday - Saturday

Members of Ashford Chamber of Commence	£20
First member employees of Ashford Chamber of Commence	£30
Additional member of employees	£100

Residents Permits – Sunbury

Thames Street, Old Bathing Station, Orchard Meadow, Green Street, The Walled Garden

Monday – Sunday

	Current	Proposed
Up to 3 months	£10	£11
Up to 6 months	£15	£15.50

Up to 12 months	£20	£21
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Residents Permits –

Manor Park/Laleham/Dumsey Meadow

Monday – Sunday

	Current	Proposed
Up to 3 months	£10	£10.50
Up to 6 months	£15	£15.50
Up to 12 months	£20	£21

Business Permits –

Thames Street, Old Bathing Station, Orchard Meadow, Green Street, The Walled Garden/ Manor Park/Dumsey Meadow

Monday – Sunday

	Current	Proposed
Up to 3 months	£25	£26
Up to 6 months	£37.50	£38.50
Up to 12 months	£50	£52

Blue Badge Holders – White Card

Elmsleigh Surface, Elmsleigh Multi Storey

Monday - Sunday

	Current	Proposed
Up to 3 months	£25	£26
Up to 6 months	£50	£51.50
Up to 9 months	£75	£77
Up to 12 months	£100	£103

Miscellaneous charges

Staines and Ashford

Description

Dispensation

Charge

£10 per vehicle
Proposed £11.

Comment

This charge will be waived for charities and voluntary

Suspensions used to reserve parking spaces	£25 one off administrative charge and then £10 per day Proposed £26 then £11 per day	organisations This charge will be waived for charities and voluntary organisations
Film company dispensations and suspensions	£10 per day per vehicle Proposed £11/day	
Lost or replacement season tickets for Elmsleigh Surface Car Park	£10 per ticket or card Proposed £12/ticket	This charge is also applicable should the owner change their vehicle and require a new card.

Blue badge permits

A valid blue badge needs to be displayed in your car window to park in the disabled bays. Permits can be obtained for the Elmsleigh surface and multi storey car parks. The costs of the permits are:-

Up to one month - £ 10

Up to one year - £100

Potential Income generated from proposals

Car Park	Proposed income increases £
Bridge Street	4,200
Kingston Road	5,000
Tothill MCSP	10,000
Riverside daytime	5,000
Ashford	3,000
Laleham summer	21,000
Laleham winter	912
Lammas	10,000
Shepperton and Manor Park	500
Sunbury car parks	1,160
Permits/season tickets	5,500
	66,272

**SPELTHORNE YOUTH COUNCIL
MINUTES**

16 September 2010

Held in the Goddard Room, Council Offices, Knowle Green, Staines

PRESENT:

Charles Brooker	George Daubney	Amir Miah
Adam Carr	Ian Doggett	Grace Millard
Krissy Clark	Tara Goodfellow	Olivia Ortega
Sophie Clark	Dominic Hillman	Abby Roberts-Gould
Tom Critchell	Joe McVey	Matthew Sutch

Apologies: David Porter

In attendance:

Leigh Middleton - SCC Youth Development Officer

Katie Gardner - SCC Youth Development Worker

Andy Holdaway - SBC Youth and Arts Manager

Gill Hobbs - Committee Manager

33/10 MINUTES

The minutes of the meeting held on 20 July 2010 were agreed as a correct record.

34/10 WELCOME AND INTRODUCTIONS

Andy Holdaway welcomed all youth councillors, both old and new members, to the first meeting of this new year and everyone introduced themselves.

35/10 INTRODUCTION TO SPELTHORNE YOUTH COUNCIL

Andy gave an introduction to the work of the Youth Council and explained the role of the Management Committee. Youth councillors described their experiences as members of the Youth Council and the qualities required from those wishing to join the Management Committee.

36/10 PROJECTS - PAST AND FUTURE

Andy reported on the past projects of the Youth Council which had been successful such as the Youth Awards, the SpYC residential, Citizencard and Knives Wreck Lives Campaign. He hoped that the Youth Awards and Residential would take place again next year and currently the Youth Council was working on arrangements for a trip to Westminster, to visit the Houses of Parliament and meet the new MP and a visit to the European Parliament.

He asked those present to work in groups and suggest further ideas for future projects, which included:

Music event - Live music night/Battle of Bands

Support for Sports Clubs

Anti-drugs Campaign

Confidence building course

Ice rink

Travel/transport in Surrey

Regeneration of towns - SpYC makeover incl. repaint/flowers/design a bin competition

Mini Olympics

Parks improvements - for younger children

Jobs for young people - one stop shop advertisement

Youth disco

Young Persons discount card - points/credits for volunteering work

Recruiting new members

Inter-generation project

Youth Café

Rebranding YC/Publicity

Junior YC

Fundraising

Youth Bulletin

The Youth Council agreed to vote on which projects they would work on in the coming year, at their next meeting.

37/10 ELECTIONS FOR POSITIONS ON MANAGEMENT COMMITTEE

Andy outlined the arrangements for election of members to the Management Committee, which would take place at the next meeting on Tuesday 12 October 2010.

He asked those who wished to stand for a position to prepare responses to three set questions and be ready to give them at the meeting. Only those people who had prepared answers would be allowed to stand for election.

Information about the roles and meeting arrangements for the Management Committee, together with the set questions would be available on the Council's website.

The link to this information is www.spelthorne.gov.uk/spycelections

**SPELTHORNE YOUTH COUNCIL
MINUTES**

12 October 2010

Held in the Goddard Room, Council Offices, Knowle Green, Staines

PRESENT:

Gemma Anscomb	Tara Goodfellow	Molly O'Neill
Charles Brooker	Dominic Hillman	Olivia Ortega
Adam Carr	Dan Hitch	David Porter
Tom Critchell	Amir Miah	Abby Roberts-Gould
Connie Cronin	Vivien Miller	Matthew Sutch
Ian Doggett	Lily O'Neill	Charlie Whitley

Apologies: Krissy Clark, Sophie Clark, George Daubney and Joe McVey

In attendance:

Leigh Middleton - SCC Youth Development Officer

Katie Gardner - SCC Youth Development Worker

Andy Holdaway - SBC Youth and Arts Manager

38/10 MINUTES

The minutes of the meeting held on 16 September 2010 were agreed as a correct record.

39/10 CABINET - 20 JULY AND 28 SEPTEMBER 2010

The report of the Cabinet Member for Young People and Culture on the work of Cabinet, which summarised the items of business discussed at the Cabinet meetings held on 20 July and 28 September 2010, was circulated with the agenda.

The Youth Council noted the report and agreed it would be happy to be consulted on future plans for Laleham Park. It also noted Cabinet's concern regarding the proposed trip to the European Parliament.

40/10 PROJECTS

Leigh Middleton updated youth councillors on progress of the European Parliament trip. A second letter had been sent to the MEPs and a meeting was due to take place with the Management Committee in the next week to discuss costings for the trip.

Agenda Item: 6

The Youth Council voted on the projects it wished to work on in the coming year.

The projects are:

Jobs for young people - to look at advertising opportunities in the Borough to make young people more aware of what is available.

Young Person's Discount Card - to look at encouraging businesses to offer a discount for holders of the current Citizencard.

41/10 ELECTIONS FOR POSITIONS ON MANAGEMENT COMMITTEE

The Youth Council elected the following as members of the Management Committee: George Daubney, Dominic Hillman, Amir Miah and Charlie Whitley. Tara Goodfellow was agreed as a reserve member if numbers on the Youth Council increased to over 20.

42/10 ANY OTHER BUSINESS

Andy explained that Surrey County Council had introduced a Youth Assured Quality mark for businesses in the area. Volunteer young people were needed to assess businesses for this accreditation but none came forward at this meeting.

LOCAL DEVELOPMENT FRAMEWORK WORKING PARTY

25 October 2010

Present:

Cllr G E Forsbrey (Chair)

Cllr J D Packman

Cllr A P Hirst

Cllr H R Jaffer

Cllr Mrs V J Leighton

Cllr L E Nichols

Cllr H A Thomson

1 Apologies

None

2 Report of the Deputy Chief Executive

a) Draft Annual Monitoring Report 2010

The Principal Planning Officer (Policy) gave a brief introduction to the report. It was explained that the format had been amended from that used in previous years to a shorter more narrative style, with detailed information set out in appendices. The report included a summary of progress in implementing the Core Strategy policies using a 'traffic light' system. The purpose of the report, however, remains the same, which is to provide a public document containing a wide range of planning related information to assist with an understanding of the issues faced by the Borough and the progress of the Council's planning policies in dealing with them. Officers would look to see how continuous improvement in the range of data could be made in future reports.

There was a wide ranging discussion of many issues covered by information set out in the report. Members confirmed that they found the new document format helpful.

Action points from the discussion were as follows:

1. In response to a query on how the Council could best ensure dwellings are of an appropriate size, it was noted this would be covered in the report on the first consultation on the draft Supplementary Planning Document (SPD) on the Design of Extensions and new Residential Development.
2. It was noted that Officers were working on an Infrastructure Delivery Plan which would support the Core Strategy and the proposed SPD on Infrastructure. It would be reported on further in the context of work on the Infrastructure SPD.
3. Officers would look to see if more up-to-date information on car ownership could be gathered for next year's report.
4. It was agreed that future reports could helpfully record the total number of Tree Preservation Orders and the number of new Orders created each year.

Agenda Item: 7

5. It was agreed that in the Monitoring Schedule in Section 6 a commentary would be provided against all 'amber' indicators and that cross references to information in the report would be included.
6. It was noted that there may need to be a review in due course of how an appropriate amount of special accommodation for older people is to be provided in the light of changing levels of funding from Surrey County Council for extra care accommodation.
7. It was noted there were various factual typographical corrections which officers would be making to the draft report.

It was agreed that the Annual Monitoring Report 2010 be recommended to Cabinet for approval.

b) Any other business

None

MEMBERS DEVELOPMENT STEERING GROUP

27 September 2010

Present:

Councillor Mrs J.M. Pinkerton (Chairman)

Councillor A.P. Hirst (Vice-Chairman)

Councillor Miss .M.M. Bain

Councillor Mrs V.J. Leighton

Councillor Mrs S.A. Dunn

Councillor Mrs M.W. Rough

APOLOGIES: Apologies were received from Councillor Miss N. Hyams

16/10 MINUTES

The minutes of the meeting held on 13 July 2010 were confirmed as a correct record.

17/10 MEMBER DEVELOPMENT ARRANGEMENTS

The Steering Group covered three specific topics relating to Member development arrangements as set out in the Assistant Chief Executive's report as follows:

(a) SEE Elected Members Development Skills Portal

The Steering Group discussed with the Assistant Chief Executive the timing of piloting the Member's Development Skills Portal. The Assistant Chief Executive confirmed that the software and portal had been obtained. The Steering Group noted that it was anticipated that the Skills Portal would be in full use by May 2011 for the newly elected Members.

The Assistant Chief Executive and Jan Hunt emphasised the importance that the Members Skills Portal be promoted and used amongst current Members to judge its validity and resourcefulness prior to Spelthorne Borough Council's elections.

The Steering Group **agreed** to encourage as many members as possible to complete the portal themselves.

(b) SE Charter for Elected Member Development Reassessment

The Steering Group discussed with the Assistant Chief Executive the programme for the Reassessment of the SE Charter for Elected Member Development which had been arranged for 9 November 2010 starting at 6.30pm.

The Chairman and the Assistant Chief Executive confirmed that the programme would include a session with the Steering Group and a workshop with non- Executive (Cabinet) and non-Steering Group Councillors. The Assistant Chief Executive confirmed that South East Employers had been contacted to provide some advice and guidance regarding the content of the workshop and programme.

The Steering Group agreed that a briefing session to consider and discuss other emerging priorities for the Reassessment of the SE Charter for Elected Members Programme take place on 21 October 2010.

(c) Members' Induction 2011

The Steering Group discussed in detail the arrangements for the Induction programme for newly elected Members following the election in May 2011.

The Steering Group considered the results of the New Members Survey on the 2007 Induction programme and discussed additional provisions and materials to be supplied to newly elected Members to enhance their training.

The Chairman identified the requirements for full training days for newly elected Members to take place as soon as possible after the election, as previously agreed and suggested by the Steering Group. The Steering Group discussed the possibility of induction events being held during weekends to ensure that Members could attend all training sessions. Consideration was also given to the possibility of having single skill sessions that would cover two or three specific topics at a time

The Steering Group considered the suggestion by the Assistant Chief Executive that the budget for the Induction and training programme be reduced to £4,500 for 2011/12 as compared with this year's budget of £4,900. It was noted that with more development and support being provided by Officers and through the Surrey Improvement Programme the reduction in the budget would be feasible.

The Steering Group agreed:

1. that the induction programme for newly elected Members include training in committee meeting procedures and additional skills sessions these events to be held soon after their election as possible;
2. A short survey be conducted on Members inviting feedback to the Steering Group on any concerns that may have arisen from the induction programme or any new suggestions that need to be incorporated in the 2011 Induction Programme.

The Steering Group agreed to recommend to the Cabinet that the budget for Members' training and development should be reduced from this year's budget of £4,900 to £4,500 for 2011/12.

17/10 DATE AND FUTURE MEETINGS

The Steering Group agreed that the next meeting would take place on 25 November 2010.

TREASURY MANAGEMENT HALF YEARLY REPORT 2010/2011

Cabinet: 23 November 2010

Resolution Required

Report of the Deputy Chief Executive and Chief Finance Officer

REPORT SUMMARY

How does the content of this report improve the quality of life of Borough Residents

The ability of the Council to generate maximum net investment returns with minimal risk provides significant resources for the General Fund revenue budget and the subsequent financing of the Council's services to local residents.

Purpose of Report

This report is to update members on treasury management activities for the first half year to 30th September 2010.

Key Issues

- To note the borrowing and investment strategies followed during the first half of 2010/11 and the policy for managing the Council's investments.
- To note the treasury position achieved against the prevailing interest rate and economic backgrounds operating during the first six months of 2010/11.
- To note the economic background and ongoing recovery in global banking systems and markets.

Financial Implications

The report is to update Members on past treasury performance so there are no financial implications.

Corporate Priority

All corporate priorities are supported.

Officer Recommendations

The Cabinet is asked to note the report.

**Contact: Terry Collier, Assistant Chief Executive and Chief Financial Officer
Tel : 01784 446219**

Cabinet member: Councillor Vivienne Leighton

MAIN REPORT

1. BACKGROUND

- 1.1 Treasury Management is “the management of the Council’s cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks”.
- 1.2 The criteria governing the Treasury Management function are set out in the Treasury Management Policy Statement. A revised and updated Treasury Management Code of Practice was issued by CIPFA at the end of 2009 to reflect the effects of the global banking crisis. Consequently the Council’s policy was reviewed and approved by this Committee in January 2010 and has been consistently applied since then.
- 1.3 This report is an interim statement of treasury activities for the first six months of the financial year, to the end of September 2010.
- 1.4 The Council has appointed Sector Treasury Services as professional advisors on all treasury management matters. Regular quarterly meetings are held with them to discuss the Council’s treasury options and all investment and borrowing decisions are made on their advice. Their current contract runs until 31st July 2011.

2. KEY ISSUES

2.1 Strategy for the year

- 2.2 Members approved the Annual Investment Strategy in January 2010 and the overall policy objective is the prudent investment of treasury balances. It is our aim to achieve the maximum return commensurate with proper levels of security and liquidity.
- 2.3 The Council seeks professional advice from Sector when considering treasury management investment decisions. Suitable investments for the prudent management of treasury balances are classified as specified and non specified investments and are set out in the DCLG guidance, which the Council adheres to.
- 2.4 The credit quality of counter-parties (issuers and issues) and investment instruments is assessed by reference to Fitch Ratings, or the equivalent Moody’s or Standard and Poor’s ratings. The Council’s counter-party credit policy is based on Sector’s suggested creditworthiness criteria and this is frequently reviewed to ensure that risk to the Council of counter-party defaults remains low. Counterparty ratings are usually reviewed on a weekly basis.
- 2.5 The Council’s investment strategy is kept under constant review, in consultation with Sector. Given Spelthorne’s dependency on investment returns to balance the budget it was considered appropriate to consolidate returns by moving a significant proportion into longer term fixed investments in the form of cash deposits and Euro-Sterling Bonds.
- 2.6 The Council has taken the decision that it will not use prudential borrowing to fund capital investment, but will use the available capital receipts. Borrowing activity is thus limited to managing our daily cash flow needs and our strategy is therefore simply to borrow at the lowest available rates for the minimum

period required. However, borrowing under the Prudential Regime may be an option for the future and would be considered on a case by case basis.

2.7 Economic Background

2.8 Following the general election in May 2010, the coalition government announced its plan to put in place austerity measures to reduce the public sector deficit over the next five years. The inevitable result will be big cuts in public sector expenditure which will have a knock on effect on consumers and business confidence.

2.9 House prices have already started a negative trend and mortgage approvals have been weak as people prepare for potential job losses. There have been small increases in unemployment since July and the trend is now likely to be upwards. Inflation has remained above the MPC target and although CPI fell back to 3.1% in August, RPI remains high at 4.7%. The MPC is confident that inflation will be under the target 2% within the next two years.

2.10 The Bank of England finished its programme of quantitative easing (QE) with a total of £200billion although there are expectations that this may increase. Bank rate has remained at 0.50% since March 2009 and it is Sector's view that there is unlikely to be any increase until the middle of 2011.

2.11 Prior to the general election, credit rating agencies had warned that there was a significant risk that the UK sovereign rating of AAA would be downgraded unless there was a major fiscal contraction. The austerity measures announced by the coalition government so far have been well received by international investors and confidence has returned that the UK AAA rating will remain.

2.12 The problems of sovereign debt in the Euro-zone have also been a major concern to investors. The crisis in Greece and their potential debt default affected confidence about Spain, Portugal and Ireland and culminated in the EU and IMF putting together a €750billion support package in mid May.

2.13 In the US, Europe and the UK economic recovery remains weak and there are concerns about the degree to which austerity measures in the UK will dampen growth further.

2.14 Compliance with Treasury Limits

2.15 During the first six months of the financial year the Council operated within the treasury limits and Prudential Indicators set out in the Council's Treasury Policy Statement, and the annual Treasury Management Strategy Statement and Annual Investment Strategy approved by Council in January 2010.

3. OPTIONS ANALYSIS

3.1 Borrowing Activity to 30th September 2010

3.2 At 30th September 2010, the Council had no outstanding short term borrowings. Short term borrowing rates are now at around 0.40% - 0.50% but borrowing has been restricted to meeting daily cash flow requirements and activity here is limited.

3.3 During February and March the Council's income is significantly reduced because no instalment monies are received for Council Tax and Business Rates and it is during this period that short term borrowing increases to fund cash flow shortfalls.

3.4 Investment Performance to 30th September 2010

- 3.5 The average rate of return for the first six months is 2.27%, which is 1.68% above the benchmark 3 month LIBID rate of 0.59% at 30th September. This outperformance is due to the Council's current bond investments and taking advantage of enhanced market rates when placing deposits whenever possible.
- 3.6 At the 30th September 2010, the Council's investment portfolio was £21.4m comprising of the following investments:

<i>Euro Sterling Bonds (bonds can be bought and sold in active market)</i>	Amount	Yield to Redemption	Maturity date
European Investment Bank 5.50% 7/12/11	3,000,000	3.69%	07-Dec-11
European Investment Bank 4.75% 6/6/12	1,000,000	4.20%	06-Jun-12
European Investment Bank 4.50% 14/1/13	2,000,000	4.88%	14-Jan-13
	6,000,000		
<i>Fixed Rate Investments</i>			
Bank of Scotland	1,000,000	1.80%	01-Jun-11
Santander	2,000,000	1.38%	28-Mar-11
Barclay Bank	2,000,000	0.88%	04-Jan-11
Bank of Scotland	2,000,000	1.80%	15-Oct-10
	7,000,000		
<i>Cash Flow Investments</i>			
Alliance & Leicester Call Account	700,000	0.80%	Instant access
Clydesdale Bank	2,000,000	0.75%	Instant access
Goldman Sachs Money market Fund	2,000,000	0.49%	Instant access
UK Treasury Bills	2,000,000	0.42%	11-Oct-10
UK Debt Management Office DMO	1,700,000	0.25%	04-Oct-10
Total – Internally Managed Funds	21,400,000		

Note that subsequently the £2m Bank of Scotland which matured on 15th of October was rolled over for a further year with bank of Scotland at 1.85%. The £2m cashflow investment in UK Treasury Bills were further invested in Treasury Bills (£1m to 8/11 and £1m to 22/11) and the £1m in UK Debt Management Office was reinvested with the DMO until 19 November)

- 3.7 The availability of funds for investment is dependant of the timing of precept payments, receipt of grants and progress on the capital programme. Consequently the core cash balance available for investment is £13m and the bulk of other funds are only available on a temporary basis pending cash flow activities.
- 3.8 The original estimate for net investment income to be credited to the General Fund in 2010/11 was £415,000 based on an interest rate of 1.44%. As at 30th September 2010 the net interest earned to date was £209k. However, the outturn for the full year 2010/11 is expected to be in the region of £390k, a shortfall of approximately £25k and this is due to the continuing low rate environment. The shortfall will be made up from the Interest Equalisation Reserve (current balance £593k) which was set up to manage the volatility in

investment returns due to the effect of market interest rates from one year to the next.

3.9 Investment Performance Monitoring

3.10 Regular meetings are held with Sector, our treasury management advisors and in-house performance is carefully monitored every month. The Council is heavily dependent on investment returns to support the General Fund and the stability of those returns is an important part of our ongoing financial objectives.

3.11 Sector believes that interest rates will remain at 0.50% until September 2011 before steadily rising to the level of 2% by September 2012. Accordingly, fixed term deposits have been made to lock into higher rates where possible and to achieve an element of stability of returns.

3.12 Credit ratings are monitored on a weekly basis and the Council maintains a policy of high quality counter-party criteria, based on Fitch Ratings and creditworthiness criteria suggested by Sector. Following the banking crisis many once highly rated institutions have had their credit rating significantly downgraded and this has resulted in fewer available investment counterparties for the Council to choose from.

3.13 Conclusions for 2010/11

3.14 Returns on short term and cash flow investments are still fairly low due to the ongoing low rate environment although the current investment strategy of taking advantage of enhanced fixed rates and holding EIB bonds to maturity has had a positive impact on our overall returns. This should continue to create stability in the level of returns in the future and our low risk credit policy should minimise the risk of default.

4. PROPOSALS

4.1 Treasury management activity and interest earned on investments will continue to be closely monitored each month to ensure that the maximum overall return is achieved for the Council, subject to minimising risk.

4.2 Sector provides a weekly update of the credit ratings of major institutions. This update also uses credit default swaps data to assess the creditworthiness of counterparties to supplement and improve decision making for maturing investments. This information is currently used for reference and decision making purposes.

4.3 A full review of counterparty credit policy was carried out and updated in the Annual Investment Strategy presented to Council in January 2010 and the Council's priorities remain to achieve the optimum return with low level of risk to ensure security of capital.

5. BENEFITS AND SUSTAINABILITY

5.1 The ability of the Council to generate maximum net investment returns with minimal risk provides significant resources for funding the Council's services.

6. FINANCIAL IMPLICATIONS

6.1 The financial implications are as set out in this report. The ability to maximise interest returns is paramount to generate sufficient funds to support the General Fund and even a small move in interest rates can mean a significant

reduction in cash returns. Therefore, it is our aim to continue to maintain flexibility commensurate with the high level of security and liquidity and minimal risk when making investment decisions.

7. LEGAL IMPLICATIONS / OTHER CONSIDERATIONS

7.1 The Council fully complies with best practice as set out in the CIPFA Prudential Code for Capital Finance in Local Authorities, the DCLG Guidance on Investments issues in March 2004 and the CIPFA Code of Practice on Treasury Management in the Public Sector 2009 and Cross Sectional Guidance Notes.

8. RISKS AND HOW THEY WILL BE MITIGATED

8.1 Risks are identified and mitigated within the Council's Treasury Policy.

9. TIMETABLE FOR IMPLEMENTATION

9.1 Treasury management is an ongoing activity and there is no specific timetable for implementation and this report reflects past performance.

Report Author: Jo Hanger

Background papers: There are none

**2010-11 REVENUE BUDGET MONITORING AND PROJECTED
OUTTURN REPORT**

Cabinet: 23 November 2010

**Resolution Required
Report of the Chief Finance Officer
EXECUTIVE SUMMARY**

How does the content of this report improve the quality of life of Borough Residents

This report shows the Authority's revenue spend figures and how resources were spent on providing services for residents for the six month period, April to September 2010.

Purpose of Report

To provide Members with the revenue spend figures

Key Issues

- The actual spend to date, at net expenditure at service level, shows that we have spent £4.816m against the year to date budget of £7.158m and the full year budget of £13.851m.
- The interest earnings for the period amounted to £209k and the full year earning's forecast is £391k.
- Loss of Government grants totalling £149,000, affecting planning development control and economic development.
- Despite the loss of the above grants, the forecast projected outturn variance is currently estimated as a £273k underspend.

Financial Implications

As set out within the report and appendices.

Corporate Priority

All 12 Priorities.

Officer Recommendations

Cabinet is asked to note the report.

Contact: Terry Collier, Chief Finance Officer (01784 446296)

Cabinet Member: Cllr Vivienne Leighton

MAIN REPORT

1. BACKGROUND

- 1.1 The purpose of this report is to update Members on the revenue spend position as at the 30 September 2010.
- 1.2 To inform Members of the reasons for the variances identified against the budget agreed in February 2010.
- 1.3 In the budgets agreed for Heads of Service, it is always anticipated that there will be budget variances from the original budget. This ensures that the Authority meets any change in the needs of the service to adapt to any unexpected changes which happen in the period.

2. KEY ISSUES

- 2.1 In [Appendix A](#) the actual spend is £4.816m against the full year budget of £13.851m. Timing issues relating to housing benefits grant, quarterly concessionary fares payments; upfront receipt of green waste income etc account for why spend to date is less than 50% at end of September.
- 2.2 [Appendices B1](#) to [B9](#) gives a summarised breakdown of the revenue spend by portfolio Area, firstly in overall terms and then breaking each portfolio down by cost centres
- 2.3 Major provisional outturn variances, to the original budget together with officer comments on more significant expenditure/income variances are as follows:

(a) Economic Development

Cost Centre	Comment	Significant Variance
Car Parks	Costs of temporary staff to cover vacant permanent positions exceed vacant post savings.	£100k adverse
	Increased pay and display, season ticket and on and off street enforcement income.	£50k favourable
Staines Town Centre	Income better than budget	£55k favourable
Economic Development	Loss of Government grant	£49k adverse

(b) Planning and Housing.

Cost Centre	Comment	Significant Variance
Building Control	Income budgets were increased for 10/11, but activity levels are lower than in previous years, resulting in lower fee income.	£27k adverse

Housing Benefits admin	Vacancies for five months of the year.	£29k favourable
Housing Benefits Payments	Better overpayments recovery than anticipated.	£200k favourable
Private Sector Leasing (PSL)	The present PSL scheme has come to an end, resulting in no spend for 10/11.	£76k favourable

Land Charges	Higher income due to more activity.	£74k favourable
Development Control	Predominantly due to loss of housing/ planning delivery grant and lower fee income, as not many large applications being received.	£112k adverse

(c) Health and Independent Living

Cost Centre	Comment	Significant Variance
Meals on Wheels	Temporary staff to cover long term sickness.	£11k adverse
Spelride	Increased fuel and maintenance costs plus expenditure incurred on setting up of the partnership with Elmbridge. Increased use of the service.	£27k adverse £13k favourable
Environmental Health admin	Staff vacancies.	£47k favourable

(d) Environment

Cost Centre	Comment	Significant Variance
Streetscene Management and Support	Staff vacancies. Contribution from A2D towards Stanwell community warden costs (see community safety).	£49k favourable £18k favourable
Refuse Collection	Staff Vacancies. Lower consultant, leasing and	£35k favourable £156k favourable

	hired transport costs. Increased hire of green waste bins.	£100k favourable
Depot	Costs of security patrols and increased business rates.	£14k adverse
Street Cleaning	Staff vacancies. Hired transport and plant costs.	£20k favourable £29k favourable
Recycling	Lower collection costs. Lower recycling credits.	£89k favourable £96k adverse

(e) Young People and Cultural Services

Cost Centre	Comment	Significant Variance
Grounds Maintenance	Staff vacancies - changes to the structure of the nursery. Savings on verges and non-contract works costs arising from integrated patrolling.	£60k favourable £58k favourable
Parks Strategy	Drop in football, lettings, licences and Lammas car park income.	£38k adverse

(f) Communications and Engagement

Cost Centre	Comment	Significant Variance
Business Improvement	Staff vacancy.	£18k favourable
Taxi Licensing	Fewer applications received.	£13k adverse

(g) Community Safety

Cost Centre	Comment	Significant Variance
Community Safety	A2D contribution £16k now reflected within Streetscene management and support.	£23k adverse
Knowle Green	Airtrack public inquiry income, partly offset by increased income from Surrey Police and	£13k adverse

	SCC Local Director.	
Responsive Maintenance	Increased maintenance.	£20k adverse

(h) Resources

Cost Centre	Comment	Significant Variance
Audit	Staff vacancies. Loss of partnership income from Surrey Heath Borough Council.	£16k favourable £33k adverse
Legal	Higher legal and court costs. Increased fee income.	£21k adverse £23k favourable
Customer Services	Temporary post made permanent.	£12k adverse
Assistant Chief Executives	Redundancy costs.	£33k adverse
Accountancy	Full year savings due to early retirement originally proposed not achievable due to covering long term sickness.	£20k adverse
Corporate Management	Valuation fees relating to Stanwell New Start. Venue hire and funding from Surrey, Safer, Stronger communities board.	£21k adverse £12k favourable
Council Tax	Reimbursement of legal costs. Temporary staff costs and overtime payments to cover increased workload.	£28k favourable £36k adverse

2.4 Taking into account the above variances the projected outturn at net service expenditure level (see Appendix A) is projected to be an underspend of £297k. Investment income to date is £209k, with projected outturn income of £391k, an adverse variance of £24k.

2.5 Taking account of the investment variance total net variance for the year is projected to be £273k underspend. This would be used to strengthen reserves.

3. PROPOSALS

Management Team are asked to note the current revenue spend and projected outturn position.

4. BENEFITS AND SUSTAINABILITY

- 4.1 Careful monitoring of the budgets enables greater transparency of budget problems and action to be taken, when required, on areas identified as areas of concern
- 4.2 A systematic approach to budget monitoring will hopefully alleviate problems of major discrepancies not being highlighted until year end.
- 4.3 Constant monitoring of the budgets enables Heads of Service to be held more accountable for their budgetary spend and any major unidentified variations which occur.

5. FINANCIAL IMPLICATIONS

- 5.1 As set out within the report and appendices.

6. LEGAL IMPLICATIONS / OTHER CONSIDERATIONS

- 6.1 There are none

7. RISKS AND HOW THEY WILL BE MITIGATED

- 7.1 A projected balanced outturn depends on Management Team (MAT), Heads of Service and all Budget Managers, managing their budgets within the parameters that were originally agreed and achieving, where necessary, corresponding growth and savings within those budgets. Careful monitoring of the budgets on a monthly basis ensures that any problems or anomalies are identified and investigated at an early stage.
- 7.2 Any necessary corrective action on major budget variations, which cannot be remedied within the Service, are reported to MAT immediately in order to ensure that as much time and opportunity is had to enable the position to be rectified quickly within the current financial year.

8. TIMETABLE FOR IMPLEMENTATION

- 8.1 Bi-monthly reports are produced for Management Team.

Report Author: Adrian Flynn 01784 444268

Background Papers: There are none

2010/11 Revenue Budget Monitoring							
	10/11	10/11	10/11	10/11	10/11	09/10	09/10
	Budget		Actual	Year End	Forecast	Actuals	YTD
	Full Year	YTD	YTD	Forecast	vs Budget		
	£	£	£	£	£	£	£
Economic Development	(719,100)	(108,592)	(127,285)	(661,500)	57,600	(599,395)	48,397
Planning and Housing	2,095,800	1,461,654	(146,226)	1,829,600	(266,200)	1,710,369	918,198
Health and Independent Living	1,626,700	519,050	364,828	1,559,800	(66,900)	1,638,251	588,415
Environment	3,293,300	1,449,225	1,241,474	2,889,600	(403,700)	3,627,883	1,662,619
Young People and Cultural Services	1,488,200	671,050	464,599	1,411,320	(76,880)	1,722,446	692,025
Communications and Engagement	1,027,400	569,925	510,672	1,024,000	(3,400)	909,231	628,299
Community Safety	1,041,200	569,650	558,664	1,119,800	78,600	1,249,771	553,771
Resources	3,997,500	2,026,089	1,949,996	4,080,870	83,370	3,391,475	2,044,278
NET EXPENDITURE AT SERVICE LEVEL	13,851,000	7,158,051	4,816,722	13,253,490	(597,510)	13,650,032	7,136,001
Salary expenditure - vacancy monitoring	(300,000)			0	300,000		
Salary Savings efficiencies				0	-		
Business Improvement Target Savings				0	-		
Less Support not charged to revenue	(50,000)			(50,000)	-		
NET EXPENDITURE	13,501,000	7,158,051	4,816,722	13,203,490	-297,510	13,650,032	7,136,001
NET EXPENDITURE	13,501,000	7,158,051	4,816,722	13,203,490	-297,510	13,650,032	7,136,001
Interest income	(415,000)		(209,237)	(391,000)	24,000		
Reserves - General					-		
Reserves - New Schemes Fund / HIF	(250,000)			(250,000)	-		
Area Based Grant	(22,500)			(22,500)	-		
Appropriation from Reserves:							
Direct Services BIP contribution					-		
Growth items funded from reserves					-		
Interest Equalisation reserve	(293,122)			(293,122)	-		
Air track	(60,000)			(60,000)	-		
Transport study					-		
LPSA reward grant : general budget	(80,000)			(80,000)	-		
LPSA reward grant: waste ring fenced					-		
BUDGET REQUIREMENT	12,380,378	7,158,051	4,607,485	12,106,868	-273,510	13,650,032	
National Non Domestic Rates	(4,958,868)			(4,958,868)	-		
Revenue Support Grant	(720,094)			(720,074)	-		
NET BUDGET REQUIREMENT	6,701,416	7,158,051	4,607,485	6,427,926	-273,510	13,650,032	
Collection Fund Surplus/(deficit)	55,510			55,510	-		
CHARGE TO COLLECTION FUND	6,756,926	7,158,051	4,607,485	6,483,436	-273,510	13,650,032	

2010/11 CAPITAL MONITORING AND PROJECTED OUTTURN REPORT

Cabinet: 23 November 2010

Resolution Required

Report of the Chief Finance Officer

EXECUTIVE SUMMARY

How does the content of this report improve the quality of life of Borough Residents

Money spent on capital schemes enables the Authority to ensure that residents are able to have an improved standard of living and facilities.

Purpose of Report

To provide Cabinet with the spend figures, for the period April to September 2010 on the Capital Programme.

Key Issues

- The current position shows that we have spent £705k to date against an original budget of £2,204k and against a revised budget of £2,767k.
- The spend for the period of £705k is 32% of the original budget and 25% of the revised budget. The corresponding figures for the previous year covering the same period was a spend of £778k, which was 38% of the original budget and 31% of the revised budget.

Financial Implications

As set out within the report and appendices

Corporate Priority

All six priorities.

Officer Recommendations

Report Author: Adrian Flynn Senior Accountant (01784 444268)

Contact: Terry Collier, Chief Finance Officer (01784 446296)

Cabinet Member: Cllr Vivienne Leighton

MAIN REPORT

1. BACKGROUND

- 1.1 The purpose of this report is to update Cabinet on the capital spend against the budget position of schemes which have been included in the capital programme.
- 1.2 To inform Cabinet of the reasons for variances.

2. KEY ISSUES

2.1 Capital

- (a) Attached, as **Appendix A**, is the current spend to date on capital covering the period April to September 2010.
- (b) For the period ending 30 September 2010, capital expenditure £0.742m (34%) of the original budget and (27%) of the revised budget.
- (c) The equivalent spend in the corresponding period of the previous year was £0.778m.

2.2 The following significant variances are worth noting:

- (a) Verge maintenance equipment actual spend £63k against budget of £60k, excess spend to be funded from virement from wheelie bins provision.
- (b) Business transformation projects (Internet (GOSS); document management; mobile working and customer relationship management (CRM) project initiation is in progress of being completed and approved by the Business Improvement Board to ensure there are clear, measurable deliverables and resources available to deliver, hence the reason for the very limited spend to date. Due to resource constraints the CRM solution (£160k) will need to be scheduled for 2011-12.
- (c) Area Regeneration projects whilst only £14k spend/committed in first four months, the delivery of the project works to be undertaken in the autumn are anticipated to bring the spend up to Budget.
- (d) The HR/Payroll system £60k is unlikely to be spent in 2010/11, due to ongoing investigations into joint working with other authorities for either payroll services or joint working

3. PROPOSALS

- 3.1 Cabinet to note the current spend position.

4. BENEFITS AND SUSTAINABILITY

- 4.1 Careful monitoring of the budgets enables greater information on the likely outturn position which enables improved treasury management interest forecasts as predicted underspends or slippages can be incorporated when calculating the likely outturn position for investment income.

5. FINANCIAL IMPLICATIONS

- 5.1 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 identified.

6. LEGAL IMPLICATIONS/OTHER CONSIDERATIONS

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

7. RISKS AND HOW THEY WILL BE MITIGATED

- 7.1 Projected outturns are based on the best knowledge of the Heads of Service at a given point in time and may alter if there is a major change in circumstances. Regular monitoring and updating of the projections will enable these changes to be picked up and corrective action taken in a timely manner to ensure that necessary corrective can be taken.

8. TIMETABLE FOR IMPLEMENTATION

- 8.1 Bi-monthly monitoring reports are prepared for Management Team and incorporate revised actual and projected outturn figures.

Report Author: Adrian Flynn Senior Accountant (01784 444268).

Background Papers: There are none.

Capital Monitoring Report Up to Period Sept 1011

Cost Centre	Description	Full Yr	Actuals	Commitment	Total YTD	Mgr Proj	Comments
		Original	YTD				
		£	£	£	£	£	
HIP							
40114	Housing Enabling Fund	105,000	15,000	0	15,000	105,000	Could cut by half this year
Heather Morgan		105,000	15,000	0	15,000	105,000	
40601	Wall / Loft Insulation	50,000	0	0	0	25,000	
Catherine Munro		50,000	0	0	0	25,000	
40203	Disabled Facilities Mandatory	167,000	221,499	0	221,499	167,000	Spend to budget
40204	Disabled Facilities Discretionary	29,600	0	0	0	29,600	Spend to budget
40205	Home Repair Assistance Grants	189,000	38,881	20,163	59,044	189,000	Spend to budget
40207	Equity Release Schemes	10,000	0	5,000	0	10,000	Spend to budget
40209	Home Improvement Agency Grants	35,300	24,046	0	0	35,300	Spend to budget
Lee O'Neil		430,900	284,426	25,163	280,543	430,900	
Total For HIP		585,900	299,426	25,163	295,543	560,900	
NSF							
41326	Sunbury Improvement Project	199,800	14,340	13,320	27,660	199,800	} Should spend £600k in 10/11 against current capital of £500k
41327	Shepperton Improvement Project	194,900	27,135	27,570	54,705	194,900	
41328	Ashford Improvement Project	200,100	6,425	0	6,425	200,100	
	SCC Match Funding		0	-100,000	0	-100,000	Match funding from SCC
Nigel Lynn		594,800	47,900	-59,110	88,790	494,800	
42049	TP26 Cycle Route	200	1,115	61,125	62,240	200	Spend to budget - Funded by income from SCC
42052	Shortwood South Footpath	0	0	337	337	0	Spend to budget - Funded by income from SCC
42505	Playground Upgrade Unallocated	4,200	0	0	0	4,200	Spend to budget
Terry Collier		4,400	1,115	61,462	62,577	4,400	
Total For NSF		599,200	49,015	2,352	151,367	499,200	

Cost Centre	Description	Full Yr	Actuals	Commitment	Total YTD	Mgr Proj	Comments
		Original	YTD				
		£	£	£	£	£	
Other							
41024	5-a-side pitches	20,800	38,400	0	38,400	38,400	Update required
41624	Power Perfecto	0	8,791	0	8,791	0	Salix funding
Cathy Munro		20,800	47,191	0	47,191	38,400	
41020	Leisure Centres - Major Works	11,400	0	0	0	11,400	Spend to budget
41319	Lammas Park	0	0	8,520	8,520	0	Feasibility Studies
41325	Lammas Sea Cadets Relocation	10,800	0	1,595	1,595	10,800	Spend to budget
41612	Clockhouse Lane	50,000	170	3,700	3,870	50,000	Spend to budget
41618	Esso Site Stanwell	6,900	0	6,880	6,880	6,900	Spend to budget
Dave Phillips		79,100	170	20,695	20,865	79,100	
43304	GOSS	50,000	0	0	0	50,000	Spend to budget
43305	DocMangSys	100,000	4,638	8,500	13,138	100,000	Spend to budget
43307	EHBC Mobile	40,000	0	0	0	40,000	Spend to budget
43505	CRM Solution	160,000	0	0	0	0	Resources unavailable, defer until 11/12
Diksha Vyas		350,000	4,638	8,500	13,138	190,000	
43001	Web & Intranet General	10,000	2,400	3,405	5,805	10,000	} Spend to total IT budget
43002	Website Enhancement	10,000	0	1,200	1,200	10,000	
43101	Contract / Doc Management	10,000	0	0	0	10,000	
43301	Finance Suite	10,000	1,750	2,025	3,775	10,000	
43302	Payroll / HR	10,000	0	0	0	10,000	
43306	GIS	0	500	0	500	500	
43501	Revenue & Benefits	30,000	17,283	25,188	42,471	40,220	
43502	Housing Support	30,000	6,000	5,700	11,700	28,000	
43506	TLC	0	0	500	500	500	
43508	Elections	0	898	0	898	0	
43514	LILA	0	0	500	500	500	
43602	Secure Networking	30,000	6,595	11,725	18,320	28,000	
43603	Server Updates	30,000	367	0	367	28,000	
43604	Desktop Upgrades	50,000	18,755	3,353	22,108	46,000	
43605	Telephone/Data Communications	0	0	3,280	3,280	5,000	
43606	Misc software	20,000	1,655	525	2,180	18,028	
43607	Printing	10,000	67	11,185	11,252	11,252	
Helen Dunn		250,000	56,270	68,586	124,856	256,000	

Cost Centre	Description	Full Yr	Actuals	Commitment	Total YTD	Mgr Proj	Comments
		Original	YTD				
		£	£	£	£	£	
41609	VERGE MAINTENANCE EQUIPMENT	60,000	63434	0	63,434	63,434	Overspend to come from 41620 budget
41620	Wheelie Bins	100,000	41,170	47,880	89,050	96,566	Full spend once ESPO contract agreed by legal
42041	Recreation/Playground Fencing	0	9,951	169	10,120	10,120	Carry forward for Sunbury Cemetery Fencing
Jackie Taylor		160,000	114,555	48,049	162,604	170,120	
41608	HR & Payroll system	60,000	0	0	0	0	
Jan Hunt		60,000	0	0	0	0	
42111	Orchard Meadow	0	394	0	0	0	Transfer to Revenue required
John Brooks		0	394	0	0	0	
41315	Cont Land Investigation	57,500	-6,268	22,330	16,062	57,500	Spend to budget
Lee O'Neil		57,500	-6,268	22,330	16,062	57,500	
40103	Community Alarm System	31,000	9,427	0	9,427	31,000	Spend to budget
41025	Museum Refurb	0	92	0	92	0	Transfer to Revenue required
41035	Bowls Club self management	90,800	47,170	3,266	50,436	90,800	Spend to budget
41037	Long Lane Play	0	299	0	299	0	Update required
41713	Assisted Play Scheme Places	0	6,908	0	6,908	0	Transfer to Revenue required
42010	Stanwell DC	0	792	792	1,585	0	Funded by Capital receipt
Liz Borthwick		121,800	64,688	4,058	68,747	121,800	
41203	Tennis Courts	67,800	37,797	0	37,797	67,800	Spend to budget
41309	Critical Ditches	73,500	6,950	1,025	7,975	73,500	Spend to budget
41317	Car Parks Improvement	43,200	0	0	0	43,200	Spend to budget
41321	Solar P&D Machines	2,000	0	0	0	2,000	Spend to budget
41323	Transportation/Parking Study	0	0	0	0	0	Spend to budget
41625	Tothill Car Park Lighting	0	21,812	0	21,812	0	Salix funding
41626	Depot - Power perfector	0	0	43,000	43,000	0	Salix funding
41627	Low Carbon Mgt Prog - Salix funding	40,900	0	0	0	40,900	Spend to budget
41628	DC TRV's	0	2,250	0	2,250	2,250	Salix funding
41629	DC EE Lighting	0	0	7,277	7,277	7,300	Salix funding
42037	Biffa Award Match Funding	72,300	11,267	1,923	13,190	25,000	
42040	Allotments	25,000	0	0	0	25,000	Spend to budget
42044	Compost Bins	40,000	0	0	0	0	
Sandy Muirhead		364,700	80,076	53,225	133,301	286,950	
45002	Capitalised Salaries	50,000	0	0	0	50,000	Year end calculation
Terry Collier		50,000	0	0	0	50,000	

<u>Cost Centre</u>	<u>Description</u>	<u>Full Yr</u>	<u>Actuals</u>	<u>Commitment</u>	<u>Total YTD</u>	<u>Mgr Proj</u>	<u>Comments</u>
		<u>Original</u>	<u>YTD</u>				
		£	£	£	£	£	
41604	Stanwell CCTV	68,000	0	0	0	68,000	Spend to budget - to be funded by S106 receipt
41614	CCTV Shepperton	0	5,024	0	5,024	0	Funded by CDRP grants
41616	Safer Stronger Community fund	0	27,257	0	27,257	0	Funded by CDRP grants
Tim Kita		68,000	32,281	0	32,281	68,000	
Total For Other		1,581,900	393,995	225,444	619,045	1,317,870	
Grand Total		2,767,000	742,436	252,959	1,065,955	2,377,970	

PROPOSALS FOR NEW GOVERNANCE MODELS -- KEY DECISION

Cabinet: 23 November 2010, Council: 16 December 2010

Resolution Required

Report of the Monitoring Officer

REPORT SUMMARY

How does the content of this report improve the quality of life of Borough Residents:

There is no direct affect on the quality of life but the Council is required by law to pass a resolution with regards to new arrangements for governance.

Purpose of Report:

To consider proposals for a new governance model and to recommend to Council proposals to implement the new arrangements.

Key Issues:

- ⇒ A consultation on the two options ('Strong Leader' or 'Elected Mayor') was conducted in May-July 2010.
- ⇒ The Council is required to adopt a new form of decision-making (a change to its 'Executive Arrangements') with a resolution made not later than 31 December 2010, for implementation in May 2011.
- ⇒ Review of the Constitution

Financial Implications:

None arising from this report.

Corporate Priority:

This issue is not a corporate priority.

Officer Recommendations:

That Cabinet recommends to a Special Council on 16 December 2011 that:

- (1) The Leader and Cabinet model as set out in the Local Government Act 2000 (as amended by the Local Government and Public Involvement in Health Act 2007) and the published proposals set out in Appendix 1 to this report, be adopted with effect from the third day after the local elections in May 2011; and**
- (2) The Head of Corporate Governance be authorised to make consequential changes to the Council's Constitution.**

Report Author: Michael Graham, Head of Corporate Governance 01784 446227

Area of Responsibility: Nigel Lynn, Deputy Chief Executive 01784 4466300

Cabinet Member: Councillor John Packman

MAIN REPORT

1. BACKGROUND

- 1.1 The Local Government Act 2000, as originally enacted, radically changed the decision-making structures of English local government. The Act required most local authorities to adopt a new governance structure, moving away from decisions being taken by cross party committees and introducing an Executive with a wide-ranging leadership role.
- 1.2 Spelthorne, in common with the majority of councils, adopted a leader and cabinet model with the Executive taking collective responsibility for decision making.
- 1.3 Under the current arrangements, the Leader of the Council and up to nine Cabinet Members are appointed annually at a meeting of Council. However, this model has effectively been repealed as local authorities are required to adopt one of the two remaining models, as set out in detail in my report to a Special meeting of Cabinet on 29 April 2010. These models are a revised version of the leader and cabinet model (also known as the “Strong Leader” model) and the elected mayor and cabinet model.
- 1.4 Legislation required the Council to undertake public consultation on the two models. Consultation occurred between 1 May and 31 July 2010. On the 28 September 2010 I reported the consultation outcomes to Cabinet. The Cabinet resolved to recommend Council that the Leader and Cabinet option be approved as the preferred decision making structure.
- 1.5 In line with statutory requirements, a special meeting of the Council must be held to pass a resolution to move to the (new style) leader and cabinet model with effect from the third day after the Borough elections in May 2011. That is the date required by the 2000 Act, as amended.

2. KEY ISSUES

- 2.1 The responses to consultation showed a slight preference for the Strong Leader model even though the number of responses was low. It was noted that nobody challenged the Council’s reasoning for its initial preference of Strong Leader.
- 2.2 Given that the reasons for a Strong Leader model had been widely communicated and we did not meet any fundamental objection or opposition, the Cabinet was satisfied that it did not need to alter its original view.
- 2.3 The Cabinet resolved to recommend to Council that the Strong Leader model be adopted as the form of governance for Spelthorne Borough Council.
- 2.4 The Council will continue to set council tax and approve the budget and policy framework within which executive decisions will have to be made.
- 2.5 The arrangements for decision-making in relation to regulatory functions (e.g. licensing, planning) are not the responsibility of the Cabinet and will remain unchanged. No changes will be made to the Overview and Scrutiny arrangements.
- 2.6 The main differences between the old and new style Leader and Cabinet arrangements are that the Leader will:
 - continue to be elected by full Council, but for a four year period or until his or her term of office as a Councillor expires;

- determine the size of the Cabinet (two or more, up to a maximum of 9);
- appoint/remove a Deputy Leader and Cabinet Members;
- be responsible for all executive functions;
- have the option of delegating functions to the Cabinet, other Committees, individual councillors and officers.

2.7 The Council can take assume a power to remove the Leader by resolution. The Council consulted on the basis that this power to remove a Leader was a fundamental safeguard which differentiated the elected Mayor model. It would now be illogical not to propose assuming this power to include the power of removal within the constitution.

2.8 The current role of Mayor will continue unchanged under the Leader and Cabinet model.

2.9 A review of the Constitution has been initiated to ensure it supports the new decision making arrangements. In addition, the opportunity is being taken to review the wider Constitution, to include changes that will improve the efficiency and effectiveness of the Council's decision making in light of experience.

2.10 The Head of Corporate Governance will oversee this review and amendments to the Constitution will be recommended to Council prior to the implementation of the new model in May 2011.

3. OPTIONS ANALYSIS

3.1 The Cabinet can now make a formal proposal to Council for the preferred form of governance, but still only one of two options is allowed at this time; Strong Leader or Elected Mayor.

3.2 The Council has no choice but to adopt a new system next year, as this is a statutory requirement. It is anticipated that draft legislation (the Localism and Decentralisation Bill might alter the position, but this is not known for certain as yet).

4. PROPOSALS

4.1 I would therefore recommend that Cabinet proceeds to recommend to Council that the Strong Leader model be adopted as the form of governance for Spelthorne Borough Council. Proposals have been drawn up and these are shown in Appendix 1.

4.2 These Proposals provide for the election of the Leader for a four-year term or until his/her normal retirement as a councillor, if sooner. The Leader will determine the size of the Cabinet, appoint members to it and decide who exercises which functions. Provision is made for the appointment of a Deputy Leader who will act in the Leader's absence.

4.3 The legislation permits the arrangements to include provision for the Council to remove the Leader by resolution by a simple majority and this is included in the proposals. The proposed timetable is set out, as are transitional arrangements which will see the current Leader remaining in office until the new Leader is elected.

4.4 The proposals may provide for the Council's preferred option to be the subject of a referendum. If the proposals put to the electorate are approved by a majority of those voting, the Council would have to implement them. If the Council then

wished to change its governance arrangements in the future, it would be compelled to hold a further referendum (but not until after a period of 10 years had elapsed since the previous referendum). The cost of a referendum would be significant and given the low level of interest shown by the public during the consultation, it is felt that there is insufficient justification to undertake a referendum on proposals. Accordingly, I recommend that no referendum be held as to the form of executive arrangements to be adopted.

5. BENEFITS AND SUSTAINABILITY

5.1 Not applicable.

6. FINANCIAL IMPLICATIONS

6.1 No direct financial implications arising from the adoption of the Strong Leader model at this time. Preparation of a new constitution will be handled within current resources.

7. LEGAL IMPLICATIONS / OTHER CONSIDERATIONS

7.1 As discussed in the main body of the report.

7.2 As required by the Act, the proposals for the new Executive arrangements will be made available for public inspection and a notice published in the local newspaper setting out the main features of the proposed model, prior to the Special Council meeting at which these proposals will be considered. Any comments received following the publication of these proposals, will be notified to the Council meeting.

8. RISKS AND HOW THEY WILL BE MITIGATED

8.1 None apparent.

9. TIMETABLE FOR IMPLEMENTATION

9.1 Work to prepare the new Constitution is underway and will continue through the winter.

9.2 It is proposed to make the decision at a Special meeting of the Council prior to the scheduled Council meeting on 16 December 2010, with the new Constitution finalised prior to May 2011.

Report Author: Michael Graham, Head of Corporate Governance 01784 446227

Background Papers:

There are none.



SPELTHORNE BOROUGH COUNCIL

PROPOSALS FOR NEW EXECUTIVE ARRANGEMENTS

The Local Government and Public Involvement in Health Act 2007 requires the Council to make changes to its decision-making arrangements. The new arrangements will come into effect the third day after the elections in May 2011. The Council is required under the Act to publish proposals following the conclusion of a consultation exercise. These proposals will be considered by the Council at a Special Meeting on 16 December 2010.

Proposed New Executive Arrangements

It is proposed that, with effect from the third day after the May 2011 elections, the Council adopts the Leader and Cabinet Executive (England) model, as set out in the provisions of the Local Government Act 2000 (as amended). In consultation and in the press this has been called the "String Leader Model".

The key elements of the proposals are:

1. Election of Leader

The Leader is elected by the Council at its post-election annual meeting (or, if the Council fails to elect a Leader at that meeting, at a subsequent meeting of the Council). The term of office of the Leader starts on the day of his/her election as Leader and ends on the day the Council holds its first annual meeting after the Leader's normal day of retirement as a councillor unless he/she:

- ⇒ is removed from office or resigns
- ⇒ ceases to be a councillor
- ⇒ is disqualified from being a councillor

before that day.

2. Appointment of Cabinet and Scheme of Delegation

The Leader determines the size of and appoints between 2 and 9 Members of the Council to the Cabinet in addition to himself/herself, allocates any areas of responsibility (portfolios) to them, and may remove them from the Cabinet at any time. The Leader determines the scheme of delegation for the discharge of the executive functions of the Council.

The Leader will report to the Council on all appointments to and changes to the Cabinet.

3. Appointment of Deputy Leader

The Leader appoints one of the Members of the Cabinet to be his/her deputy, to hold office until the end of the term of office of Leader (unless the Cabinet Member resigns as Deputy Leader, ceases to be a councillor, is disqualified or is removed from office by the Leader).

The Leader may, if he/she thinks fit, remove the Deputy Leader from office, but must then appoint another Cabinet Member in his/her place.

4. Absent Leader

If for any reason the Leader is unable to act or the office of Leader is vacant, the Deputy Leader must act in the Leader's place. If the Deputy Leader is unable to act or the office is vacant, the Cabinet must act in the Leader's place or arrange for a Member of the Cabinet to do so.

5. Removal of Leader

Section 44C of the Local Government Act 2000 (as amended) states that the executive arrangements providing for a Leader and Cabinet executive may include provision for the Council to remove the Leader by resolution.

It is proposed that the Council should have the power to remove the Leader by way of resolution by a simple majority, with detailed provision to be included in the revised Constitution of the Council.

The Act specifies that, if the Council passes a resolution to remove the Leader, a new Leader is to be elected:

- (a) at the meeting at which the Leader is removed from office, or
- (b) at a subsequent meeting.

6. Referendum

Under the Act, the Council has the option to make its proposals subject to a referendum. A referendum would require registered electors to endorse the Council's proposals. The cost of a referendum is considerable (estimated at £80,000 for which there is no provision in the budget) and given the low levels of interest shown by the public during the recent consultation exercise on leadership arrangements, it is felt that there is insufficient justification to undertake a referendum in addition to the consultation exercise. Accordingly it is proposed that there is no referendum as to the form of executive arrangements for Spelthorne Borough Council.

7. Timetable for Implementation

Stage	Date
New leadership arrangements to be considered at Cabinet	23 November 2010
New leadership arrangements to be agreed at a Special Meeting of Council	16 December 2010
Revised constitution to be agreed	28 April 2011
New arrangements come into effect 3 days after elections of 5 May 2011	9 May 2011
Leader elected at Annual Meeting of Council	26 May 2011
Appointment of Deputy Leader, Cabinet Members and allocation of Cabinet responsibilities	Following the Leader's election at the Annual Meeting of Council on 26 May 2011 or as soon as possible thereafter
Revisions to the constitution to reflect the Leader's scheme of delegation	As soon as possible following the Leader's election.

8. Transitional Arrangements

Under the Act, the Council must agree transitional arrangements for the period following the local elections up until the Annual Meeting of Council.

From the election date to the date of the third day after the elections the present Leader and Cabinet system will operate.

From the third day after the elections until the Annual Council meeting the Chief Executive will make any executive decisions which are urgent and cannot wait until the appointment of the Leader at the Annual Council Meeting (or thereafter). In exercising this delegation the Chief Executive will consult with the majority group on the Council following the elections of 5 May 2011 or, where there is no overall control, with all groups. All decisions taken by the Chief Executive at this time will be reported to councillors at the Annual Council meeting.

9. Continuous Improvement

In drawing up the proposals, the local authority must consider the extent to which the proposals, if implemented, would be likely to assist in securing continuous improvement in the way in which the local authority's functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

The Council already operates a form of Leader and Cabinet governance which is well established and understood. The model operates efficiently, effectively and economically.

Appendix 1

It is considered that the Council will continue to demonstrate improvement under the proposals set out above and that the Leader and Cabinet model of governance offers the best value for residents of Spelthorne.

10. The Constitution

Detailed changes to the Council's existing constitution to include the above proposals will be agreed by the Council prior to the date on which the proposals come into effect.

11. Allocation of Functions

The Act requires a statement of the extent to which functions are to be specified as the responsibility of the Cabinet. The Council proposes that the allocation of functions will continue as currently operated until revised by the Leader or by the Council under the new governance arrangements.

12. Public Inspection

Notice of these proposals have been advertised. The proposals are available for public inspection at the Council Offices, Knowle Green, Staines during normal office hours Monday to Friday. A copy of the proposals is also available on the Council's website www.spelthorne.gov.uk/governance

Michael Graham
Head of Corporate Governance
Spelthorne Borough Council
Knowle Green
Staines
Middlesex
TW18 1XB

Appendix 2

NEW LEADERSHIP ARRANGEMENTS IN SURREY

Authority	Currently	Consultation	Resolution	Outcome
Elmbridge	Leader & Cabinet ¹	14 Jun – 9 Aug 2010	6 October 2010	Strong Leader May 2011
Epsom ²	Alternative Arrangements	N/A	N/A	N/A
Guildford	Leader & Cabinet	16 Nov 2009 – 8 Feb 2010	8 April 2010	Strong Leader May 2011
Mole Valley	Leader & Cabinet	Oct 2009 – Jan 2010	30 Nov 2010	Awaited
Reigate	Leader & Cabinet	4 Dec 2009 – 26 Feb 2010	30 Sep 2010	Strong Leader May 2011
Runnymede	Alternative Arrangements	N/A	N/A	N/A
Spelthorne	Leader & Cabinet	1 May 2010 – 31 July 2010	16 Dec 2010	Awaited
Surrey CC ³	Strong Leader	Oct – Nov 2008	9 December 2008	Strong Leader May 2009
Surrey Heath	Leader & Cabinet	8 Feb 2010 – 10 May 2010	8 December 2010	Awaited
Tandridge	Alternative Arrangements	N/A	N/A	N/A
Waverley	Leader & Cabinet	7 July 2010 – 20 August 2010	14 Dec 2010	Awaited
Woking	Leader & Cabinet	28 Sep 2009 – 21 Dec 2009	22 April 2010	Strong Leader May 2011

Position as of October 2010

¹ Spelthorne uses the term 'Cabinet', others 'Executive'. The description 'Leader and Cabinet' includes all authorities operating Cabinet Executives

² Authorities with a population of less than 85,000 were permitted to retain "alternative arrangements" and were not obliged to move to new executive arrangements (or change existing arrangements). Epsom, Runnymede and Tandridge have decided to retain modified committee systems.

³ Surrey County Council was amongst the first tranche of authorities designated to decide on new arrangements by 31 December 2008 (Section 65 of and Schedule 4 to the Local Government and Public Involvement in Health Act 2007)

Appendix 2

**THE LICENSING ACT 2003 – ADOPTION OF STATEMENT OF LICENSING
POLICY 2011 – 2014 - KEY DECISION**

Cabinet: 23 November 2010; Council: 16 December 2010

Recommendation Required

Report of the Assistant Chief Executive

REPORT SUMMARY

**How does the content of this report improve the quality of life of Borough
Residents**

A Statement of Licensing Policy provides a clear framework to promote the four licensing objectives within the borough.

Purpose of Report

The purpose of the report is to seek members' approval to adopt Spelthorne's Statement of Licensing Policy 2011 – 2014 (the Policy).

Key Issues

- There is a requirement under Section 5 of the Licensing Act 2003 that Spelthorne's Licensing Policy be revised at least every three years, following a period of consultation. The existing policy, published in 2008, must therefore be reviewed and updated by the start of January 2011.
- The consultation process for the draft revised policy started on 30 June 2010 and concluded on 16 September 2010. Only two responses to the draft policy were received within this consultation period. Some minor amendments have been made to the Policy as a result of these responses.
- The Policy has primarily been updated to reflect legislative changes in the period since the policy was last updated.
- On the 6 October 2010 the Licensing Committee agreed to recommend to Cabinet the proposed amendments to the Policy. A copy of the proposed Policy is in the Members Room.
- A recent Central Government consultation has proposed changes to the Licensing Act 2003, which if passed by Parliament, may require our policy to be reviewed again in the near future.

Financial Implications

- The costs of implementing the proposed policy will be met within existing budgets.

Corporate Priority

Safer Spelthorne and Economic Development.

Officer Recommendations

Cabinet is asked to recommend to Council the adoption of the proposed Licensing Policy for implementation from 5 January 2011.

Contact: Liz Borthwick, Assistant Chief Executive Tel: 01784 446376

Cabinet Member: Councillor Frank Ayers

MAIN REPORT

1. BACKGROUND

- 1.1 This Council's existing policy of 2008 – 2011 which was published on 5 January 2008 has, over the last three years, promoted the four licensing objectives laid out in the Licensing Act 2003 (2003 Act).
- 1.2 The four licensing objectives of prevention of crime and disorder, public safety, the prevention of public nuisance and protection of children from harm, still remain in place.
- 1.3 Guidance on the 2003 Act (issued under section 182) from the Department of Culture, Media and Sport, first published in July 2004 has had several revisions since 2008 to take into account supplementary legislation and emerging case law.

2. KEY ISSUES

- 2.1 Section 5 of the 2003 Act requires each local authority to review, update and publish their Statement of Licensing Policy every three years. Spelthorne's existing policy expires on 5 January 2011 and must therefore be reviewed and replaced.
- 2.2 On 29 June 2010 Spelthorne's Management Team approved a draft version of the policy to be adopted for consultation with responsible authorities, such as Surrey Police, Surrey Fire and Rescue Service, Surrey County Council and other stakeholders. This process ended on 16 September 2010.
- 2.3 Information about the consultation process was sent to the consultees listed in Annex 1 of the Policy. In addition a link was created on the home page of the Council's website to the Policy and an accompanying on-line questionnaire.
- 2.4 Only two responses were received. One was from a Spelthorne Councillor and the other from Surrey Police. These are summarised in **Appendix A**.
- 2.5 As a result of these responses some minor amendments have been made to the proposed policy. A copy of the proposed policy is located in the Members Room. The highlighted tracked changes in the text of the document show the proposed amendments that have been made following the consultation process.
- 2.6 The review process has also taken into account the following factors:
 - Current government guidance on the 2003 Act.
 - Changes to the 2003 Act or its associated regulations.
 - Practical issues experienced by officers of this Council, residents, or other responsible authorities
- 2.7 Apart from some small amendments to wording, the main changes to the existing policy were as follows:
 - a) To give an explanation on the amendments to the 2003 Act in light of the requirement to accept certain applications electronically.
 - b) To explain that the legal definition of "Interested Parties", that is, those that have the right to comment on applications or call licences in for review, has been expanded to include Spelthorne Councillors.

- c) To update the examples of Government strategies.
- d) To update the Crime and disorder statistics provided by Surrey Police.
- e) To give more examples of conditions for off licences.
- f) To give an explanation about new mandatory conditions with which licence holders must comply.
- g) To give guidance on what licence holders who have licences for the sale of alcohol for consumption on the premises should do in relation to drinks promotions.

2.8 On the 6 October 2010 the Licensing Committee agreed to recommend to Cabinet the proposed amendments to the Policy.

2.9 A recent Central Government consultation (entitled “Rebalancing the Licensing Act”) has proposed changes to the Licensing Act 2003, which if passed by Parliament, may require our policy to be reviewed again in the near future. However, this consultation only ended on 8 September 2010 so it is too early to predict what legislative changes may occur.

3. OPTIONS ANALYSIS

3.1 The preferred option is that the proposed policy is approved for adoption in accordance with the timetable set out in paragraph 9.1.

3.2 There is an option to either amend the proposed policy or reject it and propose an alternative version of the policy. However, if the latter course of action was followed this would cause a delay in implementing any final policy beyond the required time limit.

4. PROPOSALS

4.1 It is proposed that the Statement of Licensing Policy is recommended to Council for adoption and publication by 5 January 2011.

5. BENEFITS AND SUSTAINABILITY

5.1 An up to date Licensing Policy provides the Council with an adequate framework to protect residents close to, and customers of premises offering licensable activities.

6. FINANCIAL IMPLICATIONS

6.1 The cost of implementing the proposed policy will be met within existing budgets.

6.2 There are no proposals to change the fee structure under the 2003 Act, because only Central Government have this authority.

7. LEGAL IMPLICATIONS / OTHER CONSIDERATIONS

7.1 Under the 2003 Act there is a legal requirement to have approved and published a licensing policy statement at least every three years.

7.2 This Council has fulfilled its obligation to widely consult on its three yearly review of its policy.

7.3 The Council’s Legal Services have been included in this process and support the proposed policy.

8. RISKS AND HOW THEY WILL BE MITIGATED

- 8.1 There is always a possibility that in the future if someone feels aggrieved with the content of the policy they may seek to challenge it by Judicial Review. However, this Council have conducted a thorough and comprehensive review of its policy and widely consulted on it. Therefore, the chances of such a Judicial Review succeeding are likely to be remote.

9. TIMETABLE FOR IMPLEMENTATION

- 9.1 The timetable for implementation of the proposed policy would be as follows:
- (a) Cabinet recommend to Council adoption of the policy – 23 November 2010
 - (b) Council adopt proposed policy – 16 December 2010.
 - (c) Publish final policy – 5 January 2011.

**Report Author: Jonathan Bramley Environmental Health Manager (Commercial)
Manager Tel. 01784 446280.**

Background Papers:

There are none.

Appendix A

Table of Responses to Spelthorne Borough Council's Draft Statement of Licensing Policy 2011 – 2014

Response From	Summary of comments made	Proposed amendment
Surrey Police	<p>Suggested additions to conditions for off licences</p> <p>Suggested a link to the Home Office document in relation to irresponsible drinks promotions</p> <p>Temporary Events Notice (TEN) states the Police can object to a Temporary Events Notice on the grounds of crime and disorder or insist on certain conditions – conditions though are not enforceable on a TEN.</p> <p>Authorisation of Sales states available for inspection by Police, trading standards or licensing officers. Requested that the wording “police staff” be added to acknowledge that some non –uniformed police staff undertake such duties.</p> <p>Smokefree: it appears that premises are getting mixed messages as to where persons should now smoke and it would be useful if Council and Police could consult on the appropriate advice to give premises that deals with the crime and disorder and health and safety aspects.</p> <p>Enforcement: The policy states that in general, action will target “problem” premises through the review process. Where offences / breaches have occurred we would like to see offences also dealt with via prosecution as a relevant conviction is then very relevant evidence for police to use to object to further applications submitted by the individual.</p> <p>Page 17 Paragraph B is not clear and should be clarified.</p> <p>On page 16, in relation to the new</p>	<p>Wording added in paragraph 20.1 in the policy.</p> <p>Para 20.1.3 and 20.1.4 p18-19. Link not added as no longer on Home Office website</p> <p>Wording added in paragraph 6 in the policy.</p> <p>Wording added in paragraph 7.1 in the policy.</p> <p>Wording added in paragraph 20.3.2 in the policy.</p> <p>General comment so no need to amend policy in this respect.</p> <p>Cannot be amended as this is an extract from the legislation.</p> <p>General comment</p>

	<p>conditions that came into effect on the 6th of April this year, it is understood that the Council did not issue new licences, possibly due to cost. It could make life difficult and be a possible due diligence defence for them in any proposed prosecution.</p>	<p>so no change to policy necessary. SBC followed Government advice in this respect.</p>
<p>Spelthorne Councillor</p>	<p>Positive responses to consultation and no suggestions made for amendments.</p>	<p>No action necessary in relation to the policy.</p>

**REVISION OF HACKNEY CARRIAGE AND PRIVATE HIRE LICENCE
REQUIREMENTS POLICY**

Cabinet: 23 November 2010

Resolution Required

Report of the Assistant Chief Executive

REPORT SUMMARY

How does the content of this report improve the quality of life of Borough Residents

Spelthorne's hackney carriage and private hire vehicles requirements policy provides a clear framework to ensure the maintenance of standards of Spelthorne licensed hackney carriage and private hire vehicles and provision of a safe service to customers using them.

Purpose of Report

To seek approval from Cabinet to amend the hackney carriage (HC) and private hire (PH) requirements policy (the Policy) following a consultation proposing to remove discounted licence fees for vehicles with swivel seats.

Key Issues

- On 9 June 2010 Cabinet gave approval to consult on whether to remove a 50% fee reduction for HC and PH vehicles fitted with a passenger swivel seat. Vehicles specially adapted to carry customers in wheelchairs would continue to receive a 50% discount to their vehicle licence fee.
- This consultation process began on 13 July 2010 when letters were sent to all Spelthorne licensed hackney carriage, private hire drivers and a local organisation representing disabled people, inviting comments by 10 August 2010.
- Only one written objection to this proposal was received from a HC driver within this consultation period.
- On the 6 October 2010 the Licensing Committee agreed to recommend to Cabinet the proposed amendments to the Policy.
- This proposed amendment to the Policy requires the Council's fees and charges scheme to be changed, therefore final approval lies with Cabinet. A copy of the amended Policy is in the Members Room.

Financial Implications

There are minimal financial implications.

Corporate Priority

Safer Spelthorne, Value for money.

Officer Recommendations

Cabinet is asked to approve the proposed amendments to the Policy with reference to the removal of the 50% dispensation for PH or HC vehicles fitted with swivel seats.

Report Author: Jonathan Bramley, Environmental Health Manager, 01784 446280

Area of Responsibility: Liz Borthwick, Assistant Chief Executive, 01784 446376
Cabinet member: Councillor Jean Pinkerton

MAIN REPORT

1. BACKGROUND

- 1.1 Sections 47 and 48 of the Local Government (Miscellaneous Provisions) Act 1976 (Act of 1976), allows licensing authorities to attach certain conditions that they may consider reasonably necessary to the granting of hackney carriage and private hire vehicle licences.

2. KEY ISSUES

- 2.1 On 9 June 2010 Cabinet gave approval to consult with the local HC and PH trades on whether to remove a 50% fee reduction for HC and PH vehicles fitted with a passenger swivel seat. Vehicles specially adapted to carry customers in wheelchairs would continue to receive a 50% discount to their vehicle licence fee.
- 2.2 This consultation process began on 13 July 2010 when letters were sent to all Spelthorne licensed hackney carriage, private hire drivers, inviting comments by 10 August 2010. Views were also sought from the Vice Chair of Spelthorne Committee for Access Now (SCAN), a local organisation representing disabled people.
- 2.3 Only one written objection was received within the consultation period from a Spelthorne licensed HC driver. He stated that the removal of the dispensation for vehicles with swivel seats was “unfair”, because his vehicle “...is of great service to the elderly and disabled passengers who have difficulty in getting into the higher vehicles”.
- 2.4 The majority of Spelthorne licensed vehicles that receive this discounted rate have been specially adapted to carry customers confined to a wheelchair. These vehicles are typically used on the Surrey County Council home to school service for young people with a variety of disabilities.
- 2.5 Swivel seats are not normally a standard fitting on Spelthorne’s HC and PH vehicles but an optional extra, whatever the model, at a minimum cost of £475.00. Currently there are five HC and PH vehicles in Spelthorne with this swivel seat feature that are claiming the 50% reduced licence fee.
- 2.6 Unlike the vehicles specially adapted to take customers in wheel chairs, we still believe that vehicles with swivel seats provide minimal benefit for disabled customers. Furthermore, no other local authority in Surrey currently provides any licence fee discount for such vehicles.
- 2.7 Bearing in mind paragraphs 2.4, 2.5 and 2.6 above, and the fact that only one objection was received, which did include any representations from SCAN, it is proposed to remove the existing 50% discount for vehicles with swivel seats from the Policy.
- 2.8 On the 6 October 2010 the Licensing committee agreed to recommend to Cabinet the proposed amendments to the Policy.
- 2.9 This proposed amendment to the policy requires the Council’s fees and charges scheme to be changed, therefore approval lies with the Cabinet. A copy of the amended Policy is in the Members Room.

3. OPTIONS ANALYSIS

- 3.1 The preferred option is for Cabinet to approve the proposed amendments to the Policy.
- 3.2 There is an option for members to either reject the suggested amendments or propose their own changes to the Policy. However, if members pursue an alternative option they need to be satisfied that there is a genuine benefit to disabled customers in using HC or PH vehicles with swivel seats.

4. PROPOSALS

- 4.1 It is proposed that the amendments detailed in 3.1 be approved.

5. BENEFITS AND SUSTAINABILITY

- 5.1 To ensure the maintenance of standards of Spelthorne licensed hackney carriage and private hire vehicles and provision of a safe service to customers using them.

6. FINANCIAL IMPLICATIONS

- 6.1 There are minimal financial implications.

7. LEGAL IMPLICATIONS / OTHER CONSIDERATIONS

- 7.1 See paragraph 1.1 in this report.

8. RISKS AND HOW THEY WILL BE MITIGATED

- 8.1 We believe that the proposed changes to the Policy are reasonable and can be justified, as outlined in this report. However, the only option available is for aggrieved persons to seek a judicial review of the Policy.

9. TIMETABLE FOR IMPLEMENTATION

- 9.1 If Cabinet agree to approve the proposed amendments to the Policy it will come into effect immediately.

Report Author: Jonathan Bramley, Environmental Health Manager, 01784 446280.

Background Papers: There are none.

A PLAN FOR WASTE MANAGEMENT 2010

Cabinet: 23 November 2010

Resolution required

Report of the Assistant Chief Executive

REPORT SUMMARY

How does the content of this report improve the quality of life of Borough Residents

The Waste Management Plan will assist in focusing on a major environmental and financial issues for waste and will provide the most cost effective and sustainable methods for dealing with Surrey's waste.

Purpose of Report

The Surrey Joint Municipal Waste Management Strategy is a statutory document, originally produced in 2006 and adopted by all authorities in Surrey at the end of 2006 or early in 2007. It set out a 20 year plan for the management of household waste in Surrey. A review was agreed by the Surrey Waste Partnership because of new local and national targets, changes and impending changes in legislation and heightened public interest in the environment and waste related issues. Regard has also been had to what has been achieved in the original Strategy, as well as issues which are now out-of-date. Members will recall that details of this review were set-out in a report to Cabinet on 20 July 2010 this year. The review, including extensive consultation, has now been completed. This report describes the process of completing the review and seeks agreement from the Council to adopt the Revised Plan for Waste Management 2010.

Key Issues

Legislation and future costs of dealing with household waste.

Financial Implications

None at this stage

Corporate Priority A Cleaner and Greener Environment,

Officer Recommendations

The Cabinet is asked to adopt the attached Plan or Strategy for implementation.

Report Author: Sandy Muirhead, Head of Sustainability and Leisure

Area of Responsibility: Liz Borthwick, Assistant Chief Executive, 01784 446376

Cabinet member: Councillor Gerry Forsbrey

MAIN REPORT

1. BACKGROUND

- 1.1 .In 2006, Spelthorne Borough Council, along with all Surrey authorities, adopted the current Joint Municipal Waste Management Strategy (JMWMS).It set out a plan for managing household waste in Surrey until 2026. Defra proposed five yearly reviews of JMWMS in its guidance. The EU waste Directive suggests six yearly. Surrey's JMWMS is about half-way through its first term, and Surrey Waste Partnership (SWP), representing all the Surrey authorities, agreed to an interim review because of refocusing of targets locally and new legislation about to be put in place. The JMWMS was subject to public consultation in 2006 and the revised Plan for Waste Management has also been carried-out with a public consultation exercise
- 1.2 Surrey Waste Partnership (SWP) has been actively working on the revised Plan for Waste Management during this year. The process commenced in February, with the first draft proposals being considered officers. The Consultation Draft was agreed by the Waste Members' Group in April and reported to this Council on the 20 July 2010. The public consultation closed mid-August. Waste officers and the relevant Members' Groups have been fully briefed throughout the process
- 1.3 Changes were proposed to the original Strategy because of: new legislation including both English law and EU Directives; new national targets, such as the National Waste Strategy 2007; new local targets, including the agreed Surrey target of 70% recycling by 2013/14, the move to anaerobic digestion for food waste, and the preference for advanced thermal treatment; the need for the inclusion of a waste reduction plan; and because of areas in the original JMWMS which have been achieved or are now out-of-date.

2. KEY ISSUES

- 2.1 Dialogue by Design was appointed by SWP to carry out public consultation. They were best placed to undertake this work, having previously carried out the 2006 consultation, worked with Surrey County Council on the County Minerals Plan, and being a recognised expert in this field, ensuring authenticity and reliability. As well as the consultation document leaflet, which was previously drawn to Members' attention, the consultation has included press releases and media interviews, a specially developed website as well as individual councils' websites, local displays, presentations to Local Committees and a Workshop for relevant organisations and individuals. Responses from the Consultation, including a formal response from this Council, have been considered. The vast majority of responses were supportive of the main directional shifts in the Strategy (now called 'A Plan for Waste Management') which include: the addition of the comprehensive waste reduction programme; the recycling target of 70% by 2013/14; the move from in vessel composting to anaerobic digestion for food waste; and the move away from mass burn incineration for the disposal of residual waste to a preference for advanced thermal treatment (gasification)
- 2.2 When the consultation closed on the 12th of August, 333 responses had been received from residents, organisations and councils. Most were multiple issue

responses, amounting to over 200 pages of typed responses, with several to each page. All the responses and the officer comment on each is available to view at www.surreywastepartnership.org.uk Most (72%) of the responses were received on-line. 21% used the form provided. 60% of respondents were aged 45 to 74, only 3% aged under 24 This Council also responded as a formal consultee, and our response was covered in the 20 July Cabinet report. A full report outlining the consultation and the full analysis of the responses has been produced by Dialogue for Design and the report will be available in October 2010 at www.surreywastepartnership.org.uk. It needs to be reiterated that most comments received were supportive of the proposed direction of the Plan. Some were able to be understood but did not align with the proposed strategic or political, and a few comments were unable to be supported because of what they were proposing.

- 2.3 A complete copy of the final proposed version, incorporating the proposed changes, has been laid in the Members' Room for Members to inspect. It is entitled 'A Plan for Waste Management'. It can also be viewed on the website referred to earlier

3. OPTIONS ANALYSIS

- 3.1 To adopt the revised Waste Management Plan for Surrey with changes as proposed in **Appendix 1**.
- 3.2 Not to adopt the plan, which would place us out of line with the Surrey Waste Partnership and not assist in dealing with the future of Spelthorne's domestic waste.

4. PROPOSALS

- 4.1 It is proposed that the Waste Management Plan is adopted, recognising it as the first revision to the statutory Joint Municipal Waste Management Strategy 2006 since its adoption. It is also recognised that there are compelling reasons for a revision at this time, creating an alignment with current and forthcoming legislation, national and local targets, different priorities and increased concern about environmental issues.

5. BENEFITS AND SUSTAINABILITY

- 5.1 Dealing with waste in Surrey in a more sustainable manner will reduce the need for landfill with its associated environmental problems. A focus on waste reduction and recycling will also reduce use of declining natural resources issues

6. FINANCIAL IMPLICATIONS

- 6.1 None at this stage

7. LEGAL IMPLICATIONS / OTHER CONSIDERATIONS

- 7.1 None at this stage

8. RISKS AND HOW THEY WILL BE MITIGATED

- 8.1 With increasing costs of disposal of waste and no clear strategy to deal with this waste the Council faces increasing costs into the future.

9. TIMETABLE FOR IMPLEMENTATION

9.1 The Plan will be implemented as soon as all authorities have adopted it (expected November 2010).

Report Author: Dr Sandy Muirhead Head of Sustainability and Leisure 01784 446318

Background Papers:

Appendix 1 Proposals for change to the text of the Plan

The additional changes to the Plan proposed as a result of the consultation are set-out in the following table:

<p>a) The target of 70% recycling by 2014 needs to be extended to a longer term target</p>	<p>A paragraph will be added: The 70% target is calculated from actions that the authority intend to carry out, in conjunction with waste collection authorities through the Joint Municipal Waste Strategy, as set out in the World Class Waste Solution policy. This is a challenging target requiring the implementation of invest to save policies by Surrey CC and a review of collection methods and policies by many of the waste collection authorities, and a greater level of partnership working between all twelve authorities. A great deal of work is required to achieve our target and resources are currently focused on meeting it. Progress against meeting the 2014 target, successes and difficulties met along the way, will influence the setting of longer term targets in the future. But at this stage, due to the speed of development and implementation of the strategy it is more appropriate to review the need for future targets as we approach 2014. Achievement of the 70% target in 2014 would put Surrey at the forefront of recycling achievement, and a further review will be essential in maintaining this position.</p>
<p>b) It is not clear how the 70% target will be achieved by the WCAs and the CRC performance. A breakdown of the contribution from the WCAs and the CRCs and any other means is needed</p>	<p>A section will be added: Progress Recycling is an area that has seen significant progress since 2006, rising from an average of 27.9% (2005/6) to current levels of 48%. The recycling target within the original strategy was 60% by 2025. At current increases, Surrey is projected to reach 50% by the summer 2010.</p> <p>Current levels The 15 Community Recycling Centres (CRC) across Surrey also contribute to the recycling rate. Recent redevelopments and improvements to sites has seen performance rise to recycling at over 70%. The redevelopment programme continues with two further sites being developed in 2010/11. By the end of 2010/11 most of the 11 Waste Collection Authorities (WCAs) will have commenced food waste collection, which makes a major contribution to increased recycling levels.</p> <p>Future progress Current WCA action plans indicate that they can collectively achieve a recycling rate of 60% and SCC's CRC development plan projects a recycling rate of 70% by 2013. This would lead to an overall recycling rate of 63%, leaving a 7% 'innovation gap'. It is proposed that bridging this gap can be achieved through:</p> <ul style="list-style-type: none"> • Targeted behaviour change campaigns to encourage further recycling

	<ul style="list-style-type: none"> • Additional improvements to collection systems • Improvements to the bring bank network • Additional reuse of furniture and white goods • Further exclusion of illegal commercial waste from the municipal stream. <p>Indicative combinations of recycling rates necessary to achieve an overall 70% rate are for example WCAs at 64% and CRCs at 87%.</p> <p>A series of partnership projects are already underway to address the issues outlined above in order to bridge this innovation gap and achieve a 70% recycling rate by 2013.</p>
<p>c) More needs to be done to encourage supermarkets to reduce the amount of packaging</p>	<p>The current section within the strategy regarding our approach to supermarkets will be enhanced.</p> <p>In 2005, over 40 major retailers, brand owners, manufacturers and suppliers signed up to a voluntary agreement called the Courtauld Commitment to develop solutions across the whole supply chain to reduce both household packaging and food waste. These organisations worked with the Waste and Resources Action Programme (WRAP) to develop solutions across the whole supply chain, including innovative packaging formats, reducing the weight of packaging (e.g. bottles, cans and boxes), increasing the amount of recycled content in packaging, designing for recyclability, increasing the use of concentrates, refill and self-dispensing systems and collaborating on packaging design guidance. They are also working on solutions for reducing food waste through innovative packaging, in-store guidance, and the Love Food Hate Waste consumer campaign.</p> <p>Earlier this year, 29 major retailers and brand owners signed up to Courtauld Commitment 2 to work with WRAP to meet three key targets:</p> <ul style="list-style-type: none"> • Reduce the carbon impact of grocery packaging by 10% • Reduce UK household food and drink waste by 4% • Reduce waste in the grocery supply chain by 5%. <p>There is therefore a great deal of work going on regarding packaging reduction at a national level. The Surrey Waste Partnership looks to influence this agenda through lobbying government and our relationship with both WRAP and a number of national retailers. The Partnership also has a role in ensuring that residents are aware of this work to show that all sectors of the community are working towards the same waste reduction goals.</p>
<p>d) The target of 70% should be an aspirational target. Individual WCAs' current performance varies</p>	<p>It is agreed that because of current performance and the range of projects currently in place that the 70% target is achievable. However it is recognised that projects are also in place to establish ways to achieve the target. Therefore Policy 4 will be changed to:</p> <p>"We will commit significant efforts and resources to achieve an aspirational household recycling and composting targets of 70% by 2013/14"</p>

<p>dramatically and some are concerned regarding the speed of achieving the target</p>	
<p>e) There has been considerable confusion within the responses regarding the Waste Plan, Minerals Plan, the Waste Strategy (the JMWMS) and the individual Action Plans.</p>	<p>The following section will be added to the strategy:</p> <p>1. Role of SCC – waste disposal authority Surrey County Council is the Waste Disposal Authority (WDA) for Surrey. The WDA is responsible for disposing of municipal waste collected by district and borough councils and for providing community recycling centres (CRCs) for residents to take any household waste not otherwise collected by the district and borough councils. Recycling and disposal of wastes from CRC's is also the responsibility of the WDA.</p> <p>2. Role of SCC – Planning authority The County Council is also the Waste Planning Authority (WPA) for Surrey. The WPA is responsible for developing a land-use plan for waste management facilities within Surrey. The land use plan for Surrey is called the Surrey Waste Plan and was adopted by the county council in 2007. The plan identifies land suitable for the development of waste management facilities to deal with all types of waste, including commercial, industrial and municipal wastes. The WPA is also responsible for the determination of planning applications for new waste facilities within Surrey.</p> <p>3. Role of district and boroughs The 11 district and borough councils in Surrey are Waste Collection Authorities (WCAs), responsible for the collection of municipal wastes. WCAs are also responsible for the delivery of recycling and composting schemes based on the separation of suitable materials within the household waste stream. This is usually achieved through 'kerbside' waste collection schemes that operate in conjunction with the normal waste collection and are supplemented through the provision of convenient recycling facilities in places such as supermarkets, shopping centres and car parks. The residual waste collected is passed to the County Council for disposal. The waste collected for recycling can either be passed to the County Council or can be sent directly to recycling facilities for reprocessing, such as a paper mill.</p> <p>4. Strategies in context (National waste strategy, Surrey Waste Plan, JMWMS, Action plans) The Surrey Waste Plan is a land-use plan produced by Surrey County Council in its role as Waste Planning Authority. It contains a list of sites and policies against which planning applications for waste management facilities will be judged. For example it identifies 4 sites in Surrey that are suitable for thermal waste technologies. The Surrey Waste Plan deals with</p>

	<p>all waste arising in Surrey including commercial, industrial and household wastes. There was a full consultation on the Surrey Waste Plan prior to its adoption in 2008.</p> <p>The Plan for Waste Management is our strategy to manage waste across the county. This plan was first published in 2007 and was called the Joint Municipal Waste Management Strategy. The new strategy will set revised targets for recycling, reducing waste and managing Surrey's waste in the most sustainable and cost-effective way.</p> <p>The individual action plans set out how each authority will deliver the strategy. The Waste Disposal Authority's Action Plan is the World Class Waste Solutions report.</p>
f) It was identified in the workshop that was held and also evident in some responses that there needed to be more information regarding the technologies proposed to deal with the waste.	<p>1) Additional information will be added to Appendix C: Residual Waste Treatment Technologies. This will include a summary of the specific Batch Oxidation System technology gasification and the specific anaerobic digestion technology proposed by the WDA.</p> <p>2) Additional Appendices will be added to provide details on technology and outputs for both the treatment technologies.</p>
g) Has an equality impact assessment been carried out?	An Equality Impact Assessment will be carried out on the revised strategy.
h) The table on pg 22 which details each WCA information is out of date. Information on the Community Recycling Centres needs to be added	<p>The latest version will be added to replace the previous table. As this will require updating more regularly than the strategy, a version will be added to the website which will be updated regularly.</p> <p>The CRC information will also be added to the table</p>
i) There is not a target for household waste produced	This will be added and the target will be the relevant National Indicator (NI191 Residual household waste per household)

<p>j) Action “With food waste collection, and wherever possible, we will seek to align collection arrangements and treatment methods” doesn’t make sense. This needs to be reviewed.</p>	<p>Proposed change to action: Wherever possible, we will seek to align collection arrangements. For example with food waste collections that are being introduced.</p>
<p>k) Areas of the Waste Reduction Programme in which respondents would like SWP to prioritise are: 1) bulky items; 2) food waste; 3) junk mail</p>	<p>These areas will be prioritized</p>
<p>l) Items that were identified for prioritising separate collection were: 1) plastics, and 2) drinks cartons</p>	<p>These areas will be prioritized for further investigation into the feasibility of separate collections.</p>
<p>m) Role of districts and Boroughs in achieving recycling targets needs to be set-out clearly as an Action</p>	<p>An additional Action will be incorporated as follows: “district and borough partners to develop affordable kerbside and bring site collection schemes designed to achieve or exceed recycling and composting rates of 60% by 2013/14.</p>
<p>Changes agreed at the Surrey Waste Members’ Meeting on the 28th of September</p>	
<p>n) Reference needs to be made to safely at waste management</p>	<p>Action 33 will be changed to include reference to this with the following additional words: “Safe, efficient and appropriate transportation is an important consideration”.</p>

sites,	
o) Comment j) above remains with an unclear response.	The word "with" needs to be inserted after "For example" in the text.
p) The answer to comment b) above needs to be illustrated with a graphical representation of the various contributions to the 70% recycling rate.	A diagramme has been introduced on page 20.



A Plan for Waste Management

Joint Municipal Waste Management Strategy

**Revision # 1
September 2010**

Surrey Local Government Association

Joint Municipal Waste Management Strategy and Joint Waste Prevention Plan

Background

The current JMWMS was adopted by all Surrey Authorities in 2006 following a period of public consultation. Much has changed in the subsequent years and this revision seeks to address new directives, new legislation and new actions.

Consultation

A Consultation Draft version of the Joint Municipal Waste Management Strategy (JMWMS) was issued in May 2006 and was designed to canvass the views of Surrey's residents, key stakeholders and the 12 waste authorities. This revision was similarly issued as a Consultation Draft to elicit a wide range of views which have been considered before the report is adopted.

For further information on waste management in Surrey please visit www.surreywastepartnership.org.uk

Acknowledgements

The 2006 Strategy was produced on behalf of Department for Environment Food and Rural Affairs Direct Consultancy Support Local Authority Support Unit in partnership with Entec UK Ltd.

The Surrey Local Government Association (SLGA) represents the 12 authorities of Surrey: the County Council and the 11 district councils.

The SLGA has acknowledged the advice and assistance given in the preparation of this document by:

- SLGA Waste Members' Group
- SLGA Waste Officers' Group

and for their further work in preparing this first revision.

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2010 Revision published by

Surrey Waste Partnership (SWP), formally the SLGA Waste Members' Group.

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1. Introduction

1.1 Objectives of the Strategy

The Joint Municipal Waste Management Strategy (JMWMS) was produced by the Surrey Local Government Association (SLGA). This revised Plan for Waste Management has been produced by the Surrey Waste Partnership (SWP) on behalf of the SLGA. The SWP was formally the Waste Members Group of the SLGA. It constitutes a revision to the 20 year plan for the future of waste management in the County, covering the period running from 2006 until the year 2026. This represents the first revision.

This revised strategy presents a forward looking vision towards a more sustainable future for Surrey, consistent with the vision statement set out below.

Vision Statement

To provide Surrey with a forward-looking Strategy for a more sustainable future.

The vision is for a County in which resources are used and managed efficiently so that by 2026:

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

1.2 Background

Municipal Waste

The primary focus of this revised Strategy is the management of municipal waste, as defined below. This is the waste which the authorities comprising the SWP control and will continue to manage for the foreseeable future.

The municipal waste collected in Surrey comprises:

- Household waste collected directly from residents' households (residual waste, dry recyclables, organic waste, bulky waste and clinical waste);
- Household waste delivered to bring sites and Community Recycling Centres by residents (excluding soil and rubble);
- Other household waste collected by a waste collection authority, for example, schools waste or waste from a charity, street sweepings and litter collected by local authorities;
- Commercial and industrial waste collected by the district and borough councils

Local authorities have been set clear objectives and targets by government for the management of municipal waste.

These requirements exert a significant influence in finding the most appropriate way forward for Surrey.

What are the SLGA and the Surrey Waste Partnership?

The SLGA represents the 12 authorities of Surrey: the County Council and the 11 district councils.

The SLGA provides a forum in which the individual authorities can work in partnership to improve services in Surrey. The Surrey Waste Partnership (SWP) is that vehicle for waste management.



The Previous Strategy

In September 2003, the document '*Towards an Integrated Waste Management Strategy for Surrey*' was developed on behalf of the SLGA and issued for public consultation. It aimed to create coordinated waste management arrangements that would achieve the targets set by central Government at that time.

To take account of new objectives, changing targets and further Government guidance, a new and revised joint strategy was required. Published and adopted in 2006 this now requires further revision, which is contained in this version for 2010. This version builds on both the previous strategies where appropriate and represents a revised Joint Municipal Waste Management

Strategy, produced by the SWP, for the SLGA.

1.3 Roles and Responsibilities

Progress towards the delivery of JMWMS targets and objectives established in this document will continue to require a collaborative contribution by district councils (the Waste Collection Authorities (WCAs)), the County Council (the Waste Disposal Authority - (WDA), and partners. It is therefore important to understand the roles and responsibilities of each authority.

District Councils

There are 11 district councils in Surrey which are responsible for the collection of household wastes (Waste Collection Authorities).

These WCAs are also responsible for the delivery of recycling and composting schemes based on the separation of suitable materials within the household waste stream. This is usually achieved through 'kerbside' waste collection schemes that operate in conjunction with the normal waste collection and are supplemented through the provision of convenient recycling facilities in places such as supermarkets, shopping centres and car parks. The residual waste collected is passed to the County Council for disposal. The waste collected for recycling can either be passed to the County Council or can be sent directly to recycling facilities for reprocessing, such as a paper mill. The waste collected for composting can also be passed to the County Council or can be sent directly to composting facilities.

Surrey County Council

The County Council has two distinct roles with regard to municipal waste.

First, it is the Waste Disposal Authority (WDA) for Surrey. This entails arranging for the acceptance of municipal waste collected by district councils and the provision of facilities for its subsequent treatment and disposal. The County Council also provides Community Recycling Centres (CRCs) for residents to deliver household waste not otherwise collected by the WCAs. Recycling and disposal of wastes from these sites is also the responsibility of the WDA.

The County Council is also the Waste Planning Authority for Surrey. This role involves the identification and allocation of land suitable for the development of waste management facilities. The process involves the production of a Waste Local Plan. The land use plan for Surrey is called the Surrey Waste Plan and was adopted by the county council in 2007. The plan identifies land suitable for the development of waste management facilities to deal with all types of waste, including commercial, industrial and municipal wastes. The Planning Authority is also responsible for the determination of planning applications for new waste facilities within Surrey.

Strategies in context (National Waste Strategy, Surrey Waste Plan, JMWMS, Action plans)

The Surrey Waste Plan is a land-use plan produced by Surrey County Council in its role as Waste Planning Authority. It contains a list of sites and policies against which planning applications for waste management facilities will be judged. For example it identifies four sites in Surrey that are suitable for thermal waste technologies. The Surrey Waste Plan deals with all waste arising in Surrey including commercial, industrial and household wastes. There was a full

consultation on the Surrey Waste Plan prior to its adoption in 2008.

This Plan for Waste Management is the Surrey Waste Partnership's strategy to manage waste across the county. This plan was first published in 2006 and was called the Joint Municipal Waste Management Strategy. This new strategy will set revised targets for reducing and recycling waste and managing Surrey's waste in the most sustainable and cost-effective way.

The individual action plans set out how each authority will deliver the strategy.

The Environment Agency

The Environment Agency is responsible for the regulation of waste facilities in England and Wales. This is achieved through a system of consents, licences and permits that must be applied for by the waste facility operator.

Before a waste facility can begin operations it will usually need both a planning permission and either an Integrated Pollution Prevention and Control (IPPC) permit or waste management licence.

The Waste Industry

The private sector waste management industry is a major provider of waste services nationally. This is achieved through gaining waste management contracts with local authorities or by developing facilities for use by industrial and commercial waste producers.

In September 1999, Surrey County Council entered into a contract with Surrey Waste Management Ltd (SWM) to provide waste management services for a period of 25 years. SWM is a wholly owned subsidiary of SITA

(UK) one of the largest waste management companies operating in the UK.

The contract requires SWM to operate the 15 CRCs and four waste transfer stations within the County. SWM is also contracted to provide treatment and disposal facilities to deal with the municipal waste delivered by the 11 district councils and collected by the CRCs within Surrey.

At Leatherhead, Guildford and Epsom, facilities with large bays have been constructed by SWM to provide local points where Surrey district councils can deliver recyclable materials collected from householders and recycling banks. A fourth facility has also been constructed at Shepperton which includes equipment to separate mixed recyclable materials.

Mole Valley District Council has worked with Grundon Waste Management Ltd to develop a Materials Recycling Facility (MRF) at Leatherhead.

The Business Sector

The Environment Agency estimates that well over 1 million tonnes of commercial and industrial waste is produced in Surrey every year. The industry therefore has a key role to play in reducing waste and carbon produced in the County.

Businesses also have a key role to play in designing out waste during the production and consumption of their products. This includes the design of the product itself, using recycled materials during production, packaging and recyclability.

Residents

Residents are able to reduce the amount of waste produced in the

County and increase the amount recycled and composted through the choice of products they buy and consume and participation in reuse and recycling initiatives.

Residents and local communities have an important role to play in waste prevention and recycling. This influence can be exerted through exercising choice over the products consumed, participating in re-use and recycling initiatives and reducing the quantity of waste produced for disposal.

2. The Challenge Ahead

2.1 Current Waste Generation

Waste management practices continue to be varied throughout Surrey both in terms of what levels of recycling are being achieved and how these levels are being achieved. A summary of waste arisings by type can be seen in Table 2.1.

In 2008/9 568,745 tonnes of municipal waste was generated in Surrey. The extensive recycling schemes across the County were successful in recycling and composting 40.5% of household waste. Interim waste contracts with an out of County Energy from Waste (EfW) diverted 9.5% residual waste from landfill. The remaining 50% was sent for disposal to landfill in Surrey and other counties.

In the same year the 11 Waste Collection Authorities (WCAs) recycled or composted an average of 37% of the waste they collected (individual authorities ranging from 25% to 51%), and performance continues to rise. Details of each individual authority's waste arisings can be found in the separate Action Plans and at Table 3.4.1.

The Waste Disposal Authority recycled or composted 53.4% of the waste arriving at CRCs. The performance of individual sites was variable, ranging between 18% and 63%.

Table 2.1 Total Municipal Waste Arisings 2008/09

Waste Types	Tonnes
Household :	
Recycling, Composting & Re-use (kerbside and bring banks)	148,437
Residual	249,580
Commercial/trade	13,753
Street cleanings	13,726
Fly tipping	1,344
CRCs:	
Recycling, Composting & Re-use	74,294
Rubble	12,564
Residual	65,558
TOTAL	568,745

Waste Composition

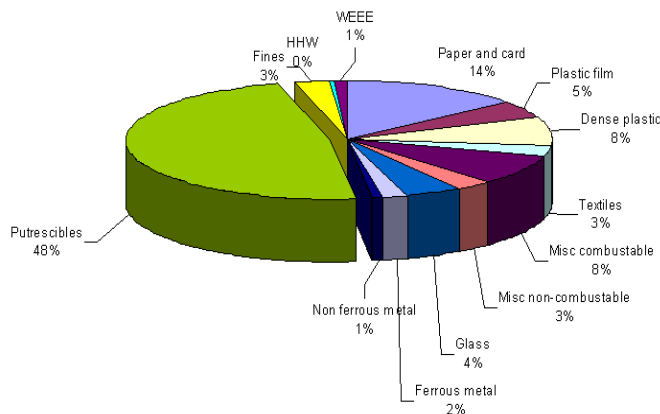
Waste composition is an important factor in determining what levels of recycling and composting can be achieved. Recycling can only take place on waste materials that are actually recyclable. Thus the recycling systems should reflect the materials that are present in the waste stream and that might easily be separated. The availability of markets must also be reflected in the choices that are made.

An analysis of household waste composition in Surrey was conducted during 2007/08. This detailed the materials that were present in the household waste stream including wastes collected by the districts. Waste taken to CRCs and street

sweepings were subject to analysis in a separate survey.

The key results of this are shown as the countywide composition of all Surrey's household waste in Figure 2.1.

Figure 2.1 Household Waste Composition



HHW: Household waste
WESEE: Waste Electrical and Electronic Equipment

2.2 Future Waste Trends

Trends in levels of household waste arising have been almost continuously upwards over the last 20 years. However, over the last 5 years the upward trend has reduced and the last 2 years have seen substantial reductions in household waste volumes. The trend in Surrey is consistent with the national picture. However there is a risk that the volumes will increase in the future. The more waste there is, the greater the number or size of facilities required to deal with it.

The Surrey Waste Partnership has developed a 4-year action plan that aims to reduce municipal waste by at least 30,000 tonnes by 2013/14.

Waste tonnages will continue to be closely monitored during the period and additional waste reduction

projects will be developed as appropriate.

2.3 Drivers for Change

There are many pressing reasons for continuing to improve the way waste is managed in Surrey. There are clear environmental benefits associated with making fewer products, making products with fewer natural resources and reducing the amount of waste that needs to be transported and treated. There is also significant cost savings associated with this.

Improved performance in the amount of waste being recycled has enabled Surrey authorities to increase their overall recycling, composting and reuse target for household waste to a world class level of 70%.

Continuing to send municipal waste to landfill is not sustainable, either in terms of the environmental impact or cost to the tax payer. Landfill represents a huge waste of natural resources that could be reused, recycled or composted, or used to produce energy. The rapid filling of landfill sites also means that Surrey needs alternative waste facilities to deal with its waste.

Policies set out in European and national waste legislation have a direct impact on the approach to waste management taken by local authorities in the UK. Supplementary Paper SR-2 describes in more detail the key current and proposed legislation and policies that need to be considered when making future decisions regarding the management of municipal waste arising in Surrey. These include:

Landfill Directive: requires an increasing amount of biodegradable municipal waste to be either pre-treated (to reduce its biodegradability) or managed by methods other than landfill. There are likely to be heavy penalties for

councils failing to meet Government targets.

National Waste Strategy for England 2007 and Regional Waste Strategies: require decisions on waste management systems to be based around issues such as sustainability and proximity as well as detailing a number of actions and mechanisms that will move waste management up the 'waste hierarchy', encouraging waste prevention, re-use, composting and recycling.

Reuse, Recycling and composting targets: statutory National Indicators set targets for measuring performance standards for reuse, recycling and composting.

2010	40%
2015	45%
2020	50%

The SWP aims to exceed these targets and achieve a recycling, reuse and composting rate of 70% by 2013/14.

The EU Waste Directive will require 50% by 2020 and this will be transposed into law by late 2010. Authorities will need to collect paper, metals, glass and plastics as a minimum, with bio-waste collected separately.

Recovery Targets: municipal recovery targets to divert waste from landfill have been set for the region equivalent to:

2010	52% recovered
2015	74% recovered
2020	83% recovered
2025	84% recovered

Producer responsibility: requires more recycling and recovery of waste materials from specific types of goods (such as packaging), with the responsibility placed on the producer to achieve the improvements.

Landfill Tax: Landfill tax will increase at a rate of £8 per tonne per year from £48 in 2010/11 to £72 in 2013/14, giving a large incentive to use alternative waste management methods.

3. Meeting the Challenge

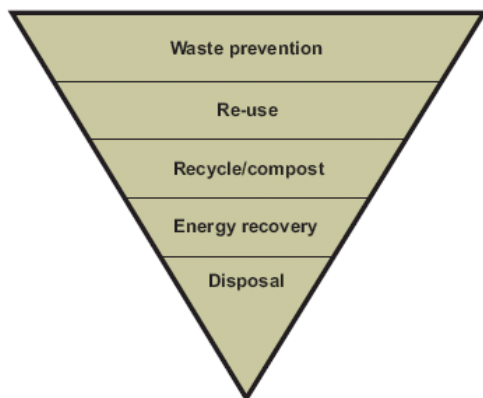
3.1 Waste hierarchy

Policy 1
We will work in partnership with each other and other stakeholders to promote sustainable waste and resources management in Surrey, and support national and regional policies for carbon reduction and mitigation as well as net self-sufficiency

The Surrey Waste Partnership has adopted the waste hierarchy (see Figure 3.2.1) as outlined in the National Waste Strategy for England 2007.

The stages of the waste hierarchy are described by Figure 3.1.1 below.

Figure 3.1.1 The Waste Hierarchy



The waste hierarchy

- The most effective environmental solution is often to reduce the generation of waste - prevention.
- Products and materials can sometimes be used again, for the same or different purpose - re-use.

- Resources can often be recovered from waste - recycle or compost.
- Value can also be recovered by generating energy from waste - energy recovery.
- Only if none of the above offer an appropriate solution should waste be disposed of.

Actions A1, A2, A3, A4 & A5

- We will plan for net self-sufficiency for dealing with waste in Surrey, through the provision of waste management capacity equivalent to the amount of municipal waste arisings
- We will identify mechanisms for the implementation and monitoring of the Joint Municipal Waste Management Strategy
- We will develop mechanisms and opportunities for joint working between the authorities
- We will seek partnerships with the community and waste industry
- We will seek joint opportunities for external funding to implement the objectives of the Joint Municipal Waste Management Strategy, and review financial arrangements among the partners

3.2 Partnership Working

Policy 2

We will work in partnership to develop and deliver coordinated waste education and awareness programme, which focus on all aspects of sustainable waste management, in line with the priorities of the waste hierarchy

This strategy seeks to enhance the partnership and levels of joint working between the Waste Collection Authorities and Waste Disposal Authority, to ensure that collection and waste management systems are complementary, and are made public in the most efficient and effective way.

There is increasing urgency to address the benefits of improved joint working. The partners will therefore explore avenues for increased joint working between authorities; further work is required to agree the best way to approach joint working.

A move towards more sustainable waste management will require additional resources to be invested in capital and revenue budgets. This will require all authorities to identify and pool funds. There are also access to external funding opportunities, for example funding from Defra and WRAP.

The community can provide valuable and sustainable waste management activities, particularly for the re-use of waste materials. These can complement the activities of local authorities and the waste industry, if properly coordinated. Community groups can often target niche markets at a local level which are otherwise difficult to access.

We acknowledge that the County of Surrey should aim to be self-sufficient in terms of managing the waste generated within its boundaries, where appropriate.

3.3 Waste Awareness and Prevention

Policy 3

We will vigorously pursue the prevention of waste to achieve continued reduction in waste arisings, through common public messages, lobbying retailers and enforcement activities

Research carried out by the County Council in 2009 found that there was no typical profile of a world class waste authority. However, this work did identify a set of common characteristics and activities that define world class, which include the need to focus attention on preventing waste from being created, in line with the waste hierarchy.

The Surrey Waste Partnership aims to reduce the amount of municipal waste produced in the County in line with the waste hierarchy. This includes both waste prevention and reuse activities to reduce the amount of waste materials requiring treatment and the exclusion of illegal commercial waste from the municipal stream.

Action A11

We recognise waste prevention as the first stage of the waste hierarchy and will emphasise the need to reduce waste at source both domestically and commercially

As discussed in section 2.2, the last two years have seen substantial reductions in household waste volumes. The Surrey Waste Partnership aims to reduce waste

arisings by at least an additional 30,000 tonnes by 2013/14.

Action A12
We will seek to decouple waste volumes from economic activity and aim to reduce waste arisings by at least 30,000 tonnes by 2013/14

The amount of waste produced in Surrey is dependent on a large number of factors that the Waste Partnership may or may not be able to influence, e.g. the development of internet shopping. Further, the impact of specific waste reduction initiatives can be difficult to measure against a backdrop of other variables. Resources and efforts in this area therefore need to be focused on:

- Issues that the Surrey Waste Partnership has the ability to control and influence
- Areas of work that can demonstrate a measurable impact on the amount of waste produced.

Review of Options

A review aimed at identifying a world class waste reduction and reuse programme was carried out in conjunction with Waste and Resources Action Programme (WRAP) and the Business Resource Efficiency and Waste Centre for Local Authorities (BREW) who both advise local authorities on waste issues on behalf of government. This work included a review of the National Waste Strategy 2007.

In order to reduce municipal waste, the Surrey Waste Partnership believes that work is required with all sectors of the community, in line with national guidance.

The National Waste Strategy 2007 encourages local authorities to use their role as local community leaders to achieve a more integrated

approach to resources and waste in their area.

In addition, Defra have created a framework for pro-environmental behaviour that segregates the population into seven key groups and identifies their social and cultural norms and different barriers and motivations to changing their behaviours. Change therefore requires a variety of approaches, which are encompassed in the Defra 4Es model of behaviour change, as shown in figure 3.3.1 below.

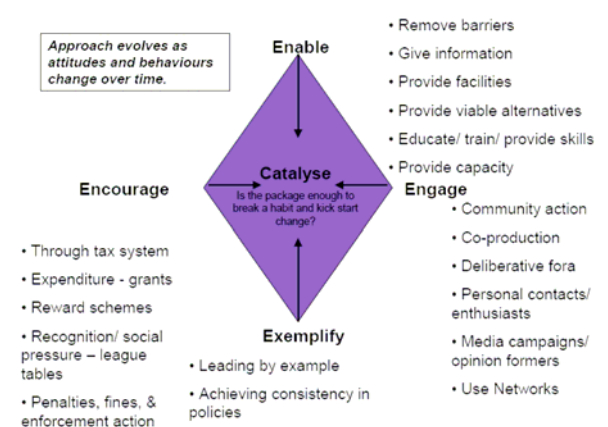


Figure 3.3.1 Defra 4Es Model of Behaviour Change

This framework suggests that different social groups require a different mix of approaches to change their behaviour, within the Enable, Engage, Encourage and Exemplify model outlined above. The approach taken to changing behaviours around each of these materials uses this best practice methodology.

Key audiences in Surrey are:

- Residents
- Businesses
- Schools and young people
- Community groups
- Surrey Waste Partnership member authorities
- Public sector partners

Whilst the impact of work with some of these audiences on waste behaviours can be difficult to quantify, they are nevertheless key components of a world class waste reduction and reuse programme.

Approach

The world class waste reduction and reuse solution is to identify a work programme that fulfils the following criteria:

- Potential for significant tonnage reduction
- Ability to influence
- Ability to measure
- Targeted to specific audiences
- Strong return on investment

Detailed project plans have been developed for initial projects and will be revised as appropriate, dependent on outcomes and new sector developments. The plans will be reported annually as part of the JMWMS annual update and regularly monitored.

The Surrey Waste Partnership will promote this work using the partnership iconography where possible and will participate in national campaigns.

Action A8
We will work towards promoting our waste related activities under an overarching message/logo, and participate in relevant national campaigns

Residents

Using the criteria outlined above, the Surrey Waste Partnership has identified a number of materials in the waste stream on which to focus attention with residents, which are:

- Food waste reduction

- Green waste reduction
- Reuse of bulky items such as furniture and white goods
- Reusable nappies
- Junk mail reduction

General attitudes towards each of these materials influence the quantity of waste materials produced. These are determined by a number of factors and are deeply embedded in social situations, institutional contexts and cultural norms. Creating new social norms around waste reduction and reuse therefore requires a comprehensive approach that segregates the population and identifies and addresses key motivations and barriers.

The public consultation, 17th May 2010 to 12th August 2010, revealed that residents wanted the Surrey Waste Partnership to continue to prioritise the areas of Bulky Items, Food Waste Reduction and Junk Mail Reduction as part of the Waste Reduction Programme.

Food Waste Reduction

In the UK, WRAP estimates that 8.3 million tonnes of food is thrown away annually which costs the average family £680 per year. It also has significant environmental implications both in terms of its transportation, production and storage and once it has been disposed of in a landfill.

In Surrey, householders produce around 100,000 tonnes of food waste per year. In line with the waste hierarchy, there is an opportunity to help residents reduce the amount of food they waste which complements the collection of unavoidable food waste that will continue to be produced. This will yield significant environmental and financial savings in terms of avoided production and disposal and will help residents to save money.

WRAP have designed a national behaviour change campaign called 'Love Food Hate Waste'. The Surrey Waste Partnership will deliver this campaign locally in order to address this significant waste stream.

Green waste reduction

There is an estimated 130,000 tonnes of compostable material in Surrey's waste stream and promotional initiatives continue to be employed to encourage residents to compost their garden and vegetable waste at home. This benefits residents' gardens and reduces the environmental and financial cost of transporting and treating this material.

The Surrey Waste Partnership is aware of the need to promote home composting to complement chargeable green waste collections (which are already implemented across the county) and green waste taken to CRCs.

Action A17
We will continue to promote home composting and digesting as well as kerbside organic collections

Reuse of Bulky Items such as Furniture and White Goods

There are an estimated 3,000 tonnes of potentially reusable furniture and white goods in Surrey's household waste stream. There are a number of furniture reuse organisations in the county who collect some of these unwanted items and refurbish and distribute them to disadvantaged parts of the community. However, a large proportion of these items are currently going to landfill.

The Surrey Waste Partnership is working with these groups to help them increase the amount of

furniture and white goods that are reused for the benefit of the local community.

Action A15
We will support and encourage reuse events and centres to enable goods and materials to be reused, repaired and exchanged

Reusable Nappies

There are around 13,400 babies born in Surrey every year who will each require anything from 4,000 to 6,000 nappy changes. This results in over 15,000 tonnes of disposable nappy waste produced in Surrey every year.

The Surrey Waste Partnership aims to increase awareness of real nappies to encourage more parents to use real nappies for their children. This will be done via promotional campaigns and working with key groups such as Children's Centres and the National Childbirth Trust (NCT).

Junk Mail Reduction

The National Waste Strategy for England 2007 estimates that direct marketing accounts for 550,000 tonnes of household waste per year. Of this, 181,500 tonnes is estimated to be addressed mail with the remaining 368,500 tonnes being unaddressed direct marketing material, through such means as the Mailing Preference Service.

If these figures are interpolated for Surrey, there are an estimated 4,100 tonnes of addressed and 8,500 tonnes of unaddressed mail in the County each year. Work therefore continues to reduce the amount of unwanted mail by enabling people to take more control of the mail that comes through their doors

Businesses

A number of district councils collect waste from their business communities, which means that this waste is in the category of municipal waste.

There is an estimated 20,000 tonnes of commercial waste illegally entering the municipal waste stream via kerbside collections, bring sites and Community Recycling Centres. The Surrey Waste Partnership will continue to educate businesses regarding their waste management responsibilities, support them in reducing costs via waste reduction initiatives and increase recycling.

In addition to the provision of these services and facilities, the Surrey Waste Partnership will aim to divert illegally placed commercial waste from the domestic stream, forcing the producer to take responsibility.

Action A13 & A25

- We will coordinate with appropriate authorities to enforce the exclusion of commercial waste from the household waste stream, and champion the principle that “the polluter should pay” in relation to creating and managing waste. At the same time we will support the prevention and recycling of commercial waste
- We will investigate opportunities to recycle commercial waste collected by authorities

In 2005, over 40 major retailers, brand owners, manufacturers and suppliers signed up to a voluntary agreement called the Courtauld Commitment to develop solutions across the whole supply chain to reduce both household packaging and food waste. These organisations worked with the Waste and Resources Action Programme (WRAP) to develop solutions across the whole supply

chain, including innovative packaging formats, reducing the weight of packaging (e.g. bottles, cans and boxes), increasing the amount of recycled content in packaging, designing for recyclability, increasing the use of concentrates, refill and self-dispensing systems and collaborating on packaging design guidance. They are also working on solutions for reducing food waste through innovative packaging, in-store guidance, and the Love Food Hate Waste consumer campaign.

In March 2010, twenty nine major retailers and brand owners signed up to Courtauld Commitment 2 to work with WRAP to meet three key targets:

- Reduce the carbon impact of grocery packaging by 10%
- Reduce UK household food and drink waste by 4%
- Reduce waste in the grocery supply chain by 5%.

There is therefore a great deal of work going on regarding packaging reduction at a national level. The Surrey Waste Partnership looks to influence this agenda through lobbying government and our relationship with both WRAP and a number of national retailers. The Partnership also has a role in ensuring that residents are aware of this work to show that all sectors of the community are working towards the same waste reduction goals.

Action A14 **We will lobby the manufacturing/retail sector and Government to tackle the issue of retail packaging waste**

Schools and Young People

Schools in Surrey produce an estimated 5,500 tonnes of waste per year, some of which is collected by Surrey’s district councils. There is significant waste reduction potential

that can lead to cost savings for both the schools themselves and the Waste Partnership.

In addition, it is widely accepted that children can be strong advocates for behavioural change at home, thereby impacting on the amount of waste produced by residents.

Work with schools and young people is therefore continuing to focus on both school operations and curriculum based educational resources for children.

Action A9
We will have a coordinated action plan both to reduce waste and to educate children in waste prevention, collection and treatment issues and help schools deliver coordinated education campaigns

Community Initiatives

Bottom-up or community led behaviour change initiatives can complement council led initiatives and have been shown to be successful in Surrey and other parts of the country. Work will continue to support social innovation and enable initiatives outside the traditional waste management industry to flourish and deliver long term behaviour change.

Action A16
We will strengthen partnerships with community and volunteer groups that support waste prevention and reuse

Surrey Waste Partnership Member Authorities

In line with the 4Es model of behaviour change discussed above, the Surrey authorities recognise that their own working practices can have a significant effect on the amount of

waste generated by their organisations as well as having a wider effect on behaviour change in the community. All authorities will continue to build on best practice in the county and improve in this area.

Action A10
We will demonstrate our commitment to resources management by our corporate actions and procurement processes, in particular the use of sustainable and environmental products and materials

Public Sector Partners

The Corporate Area Assessment methodology makes it increasingly important for statutory bodies to work together and share expertise. In addition, Surrey's local authorities are keen to show community leadership in this area by supporting public sector partners.

Waste collected from these bodies by district councils is classified as municipal waste, which means that there is also a financial incentive for this engagement.

Significant work has been carried out with Surrey's NHS and further work with partners will continue.

3.4 Waste Collection, Recycling and Composting

The Waste Collection Authorities in Surrey are responsible for the collection of both residual and recyclable and compostable household waste from residents. Collected residual waste is either landfilled or sent for onward treatment whilst recyclable and compostable materials are sent for onward reprocessing. Each WCA operates their own collection system and collects varying types and

amounts of recyclable and compostable materials. Systems are designed to complement each other in order to maximize recycling and composting.

Recycling and Composting Performance

Policy 4
We will commit significant efforts and resources to achieve an aspirational household recycling and composting targets of 70% by 2013/14

Recycling is an area that has seen significant progress since 2006, rising from an average of 27.9% (2005/6) to current levels of 48%. The recycling target within the original strategy was 60% by 2025. At current increases, Surrey is projected to reach 50% by the summer 2010.

The 15 Community Recycling Centres (CRC) across Surrey also contribute to the recycling rate. Recent redevelopments and improvements to sites has seen performance rise to recycling at over 70%. The redevelopment programme continues with two further sites being developed in 2010/11.

By the end of 2010/11 most of the 11 Waste Collection Authorities (WCAs) will have commenced food waste collection, which makes a major contribution to increased recycling levels.

Future progress

Current WCA action plans indicate that they can collectively achieve a recycling rate of 60% and SCC's CRC development plan projects a recycling rate of 70% by 2013. This would lead to an overall recycling rate of 63%, leaving a 7% 'innovation gap'.

It is proposed that bridging this gap can be achieved through:

- Targeted behaviour change campaigns to encourage further recycling
- Additional improvements to collection systems
- Improvements to the bring bank network
- Additional reuse of furniture and white goods
- Further exclusion of illegal commercial waste from the municipal stream.

Indicative combinations of recycling rates necessary to achieve an overall 70% rate are for example WCAs at 64% and CRCs at 87%.

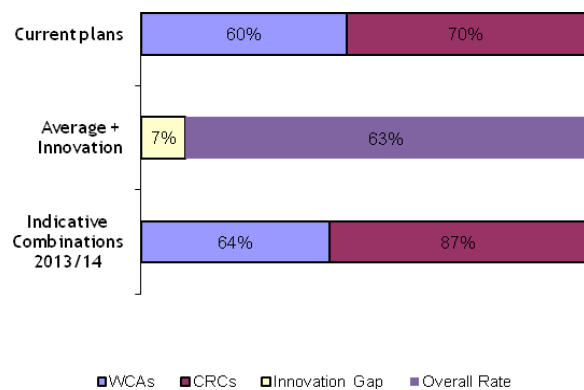


Figure 3.2 Indicative Breakdown of Performance Required to Reach a 70% Recycling and Composting Rate by 2013/14

A series of partnership projects are already underway to address the issues outlined above in order to bridge this innovation gap and achieve a 70% recycling rate by 2013.

Action A18
We will commit significant efforts and resources to achieve or exceed overall household recycling and composting targets of 70% by 2013/14

The 70% target is calculated from actions that the authority intend to

carry out, in conjunction with waste collection authorities through the Joint Municipal Waste Strategy, as set out in the World Class Waste Solution policy. This is a challenging target requiring the implementation of invest to save policies by Surrey CC and a review of collection methods and policies by many of the waste collection authorities, and a greater level of partnership working between all twelve authorities. A great deal of work is required to achieve our target and resources are currently focussed on meeting it.

Progress towards meeting the 2014 target, successes and difficulties met along the way, will influence the setting of longer term targets in the future. But at this stage, due to the speed of development and implementation of the strategy it is more appropriate to review the need for future targets as we approach 2014. Achievement of the 70% target in 2014 would put Surrey at the forefront of recycling achievement, and a further review will be essential in maintaining this position.

The waste prevention, publicity and recycling and composting measures described in this Strategy are designed to achieve very high targets, particularly when these are compared to the rate of 40.5% recycling and composting for Surrey achieved in 2008/09. The new targets meet those suggested in the regional waste strategy, and will remain the minimum targets of the partners, regardless of changing national goals. The partner Surrey authorities aspire to achieve a target of 70% recycling and composting by 2014, through the introduction and improvement of recycling and composting services, which would include kerbside collection schemes and bring sites.

The markets for materials are governed by the availability and

location of reprocessing and treatment facilities. Most existing markets are out of county because of the current lack of reprocessing and treatment facilities within the county. Whilst it is the intention to develop new composting and bulking/ pre-processing facilities within the county some recyclable materials can only viably be reprocessed on a regional or national scale. This plan acknowledges the development of composting and bulking/ pre-processing facilities within the county to achieve net self-sufficiency. The SWP should also influence and support the development of appropriate regional/ national reprocessing facilities for recyclable materials.

Action A20
We will collect a wide range of recyclable materials, consistent with the development of efficient and effective solutions considering collection, processing and materials value

District Collection Schemes

There are many ways to collect household waste.

The 11 authorities in Surrey regularly assess, consult and decide upon the most appropriate and best value collection options available to them. This results in a wide range of collection schemes being deployed by the authorities.

Action A19
Borough and district partners to develop affordable kerbside and bring site collection schemes designed to achieve or exceed recycling and composting rates of 60% by 2013/14

Table 3.4.1 shows the core frontline systems which the Collection Authorities deploy. Some of the systems are very similar in their operation or share some similarities, whether by using similar containers or by collecting similar materials. The collection systems will evolve over time as schemes are changed by the authorities in line with achieving diversion targets.

Action A21
We will liaise with our partners before introducing or changing kerbside collection systems

Research carried out by independent Consultants (as described further in Supplementary Report SR-4) has highlighted a variety of options for the future of collection schemes in Surrey.

This research identifies the materials which could be targeted by districts in order to achieve and exceed recycling, composting and reuse targets.

The research concludes that the probable optimum option for all Surrey Collection Authorities includes chargeable garden waste collections on a fortnightly basis and free food waste collections weekly. All authorities have now implemented chargeable garden waste collections. Five authorities have introduced weekly food waste collections with others at varying levels of considering implementing.

Action A22
We will develop systems to collect both garden waste and food waste from householders by the year 2013

Public consultation raised the desire for local authorities to collect a wider range of recyclable materials, particularly plastics. Improved

collection of plastics may require significant operational changes to collection systems and work on market development.

The provision of alternate weekly collections (AWC) to replace weekly household residual collections is a measure which around 100 authorities in England are currently adopting including 8 out of the 11 authorities in Surrey.

Alternate weekly collections have been proved to encourage recycling and waste prevention at the kerbside. By restricting both the frequency and capacity of residual waste collections, recycling has been promoted as the core function of the kerbside collection service. This is a useful way to help achieve higher recycling levels and therefore meet statutory targets.

Action A23
We will continue to promote the use of alternate weekly collections and other suitable means to reduce household residual waste

There are over 100,000 tonnes of food in Surrey's household waste. Biodegradable waste in landfill produces methane gas which is over 20 times more harmful to the environment than carbon dioxide.

The preferred method of dealing with food waste is to avoid its purchase, or to dispose of at home as discussed in section 3.2. However there will be a significant volume of food waste in any event

Evidence has shown that kerbside segregated food waste collections improve performance in three ways:

- Reduce the volume of waste by exposing the level of food wasted

- Divert food from landfill to recycling solutions
- Increase recycling of other products by reducing contamination and enabling complementary systems to be developed

Currently, five (out of eleven) WCAs have commenced food waste collection and three are in an advanced stage of consideration with three have the subject under consideration.

All WCAs who have commenced food waste collection are reporting recycling rates in the region of 53 to over 64%. All WCAs will need to be collecting food waste by 2013 for a 70% recycling rate to be achieved.

Action A24
Wherever possible, we will seek to align collection arrangements. For example, with food waste collections that are being introduced.

Table 3.4.1 Summary of Surrey Collection Schemes (End of Year 2009/10)

Authority Household Size?	Refuse Collection Tonnes pa? %?	Recycling Collection Tonnes pa? %?	What Collected? Banks? (Number)	Where to?	Food Waste	By Whom? Ends?
Elmbridge 54,124	Fortnightly Bin 28,034 56	Fortnightly Co-mingled 22,032 44	Pa Ca Pl Gl Me Ga Te 6	Grundon L'head	Split Body Dustcart	Veolia 2017
Epsom & Ewell 29,983	Fortnightly Bin 14,434 54	Weekly Kerbside 12,304 46	Ba Pa Ca Pl Te Gl Me Ga Ae Tet 10	SWM L'head and Epsom	Pod Dustcart	In house ∞
Guildford 55,602	Fortnightly Bin 24,613 54.79	Weekly Kerbside 20,306 45.21	Ba Ae Pa Ca Pl Te Gl Me Ga Fo 39	SWM Slyfield	Pod Kerbsider	In house ∞
Mole Valley 36,529	Fortnightly Bin 15,647 49.6	Fortnightly Co-mingled 15,885 50.4	Pa Ca Te Fo Tet 18	Grundon L'head	Planned	Biffa 2016
Reigate & Banstead 56,365	Weekly Bin 30,099 62.6	Weekly Kerbside 17,954 37.4	Pa Ca Me Ga 40	Earlwood Depot for bulking	Considering	In house ∞
Runnymede 33,565	Weekly Bin 20,736 75	Weekly Kerbside 6,907 25	Fo Pa Te Gl Me Ga 17	Abitibi Depot Walton on Thames	31 Jan 2011	Refuse: In house ∞ Recycling: Abitibi Bowater End 2010
Spelthorne 40,407	Fortnightly Bin 21,341 66.5	Fortnightly Co-mingled 10,731 33.5	Pa Ca Pl Gl Me Ga 26	Grundon Colnbrook	Considering	In house ∞
Surrey Heath 34,800	Fortnightly Bin 13,385 49.98	Fortnightly Co-mingled 13,393 50.02	Ae Fo Pa Ca Pl Te Gl Me Ga 43	Camberley then Aldridge	Pod Dustcart	Biffa 2017
Tandridge 34,713	Weekly Back door bin 19,686 68.1	Weekly Kerbside 9,239 31.9	Pa Ca Pl Gl Me Ga 66	Warren Lane Depot for bulking	Not planned	Biffa 10 2019
Waverley 50,963	Fortnightly Bin 23,402 62.6	Fortnightly Kerbside 13,981 37.4	Ae Pa Pl Gl Me Ga Tet Ca Fo Ba Te 25	SWM Slyfield	Round one 6000 homes start 06/10	Veolia 11 2012
Woking 40,041	Fortnightly Bin 17,849 55.15	Fortnightly Co-mingled 14,515 44.85	Pa Ca Pl Gl Te Me Fo Ba Ga 22	Grundon L'head	Split Body Dustcart	Biffa 2017

Key Pa=Paper Ca=Card Pl=Plastic Bottles Gl=Glass Me=Metals Fo=Foil Ba=Batteries Ae=Aerosols Ga=Garden Te=Textiles Tet=Tetra Pak

In order for the Surrey authorities to target the most significant materials in the waste stream, it is recognised that studies will need to continue to be undertaken to identify the changing composition of the waste stream during the life of this Strategy. This will require monitoring of the residual waste stream, recycling stream including food waste and municipal wastes collected through the Community Recycling Centres.

Action A26
We will monitor waste arisings and composition in order to ensure continued service improvement

Additional Collection Services

All of the district councils in Surrey offer residents the facility to have bulky household waste items collected directly from their properties. However, collection methods differ between authorities as does the cost charged to the public. All districts require residents to pay for the collection of bulky household waste, with the amount and charging mechanism varying between authorities.

Some bulky items collected by the districts are currently recycled, but further investigation is required on a district-by-district basis to enhance opportunities for re-use or recycling (e.g. items such as furniture can often be recycled by appropriate organisations).

Action A27
We will investigate and support options for maximising the re-use and landfill diversion of bulky items

Waste Electrical and Electronic Equipment (WEEE) recovery and

recycling is being facilitated through the Community Recycling Centres.

Recycling Facilities

The collection of dry-recyclable materials is recognised as a key contributor to landfill diversion in Surrey. Authorities will provide and continually improve the range of materials collected and the systems by which this is undertaken. In order for these materials to be processed, capacity is required which is large enough to satisfy the demands of this Strategy. The design and performance of these facilities will depend in part on the methods of collection and source segregation that WCAs plan to operate. The WDA is developing schemes to introduce bulking and pre-processing facilities at strategic locations, based at existing transfer stations across the county. The development of bulking and pre-processing facilities for recycling would have major carbon benefits which would derive from shorter journeys and waiting times. These benefits would assist in increasing recycling levels and avoiding the carbon cost of new manufacture.

Action A29
The Waste Disposal Authority will continue to provide and develop appropriate facilities for bulking and baling dry recyclables

Composting Facilities

The collection of both garden and food waste is recognised as an important advancement in Surrey with authorities being required to collect these materials in order to achieve long-term recycling and landfill diversion targets.

Currently there are insufficient facilities in Surrey to treat all of the

collected green waste that is potentially available from the Districts, and there are no facilities which can accept food waste.

The WDA recognises the need for permanent composting and anaerobic digestion facilities, including those for the treatment of food waste, and is therefore committed to providing these. In the meantime, the WDA has provided interim arrangements for transporting garden and food waste to processing facilities outside Surrey. This interim solution is not sustainable and will only continue until facilities in Surrey have been developed. This supports Policy 1 in terms of net self-sufficiency in Surrey. The WDA is investigating opportunities for in county facilities for both food waste and garden waste processing.

Surrey County Council regards Anaerobic Digestion (AD) as the most appropriate technology for food waste. AD is an organic technology which breaks down food waste in the absence of oxygen to produce two by-products:

- A compost material which can be used on agricultural land
- A biogas which can be used to generate electricity or to power vehicles

A 40,000 tonne per year AD facility is proposed for Surrey at Charlton Lane, Shepperton, and composting facilities to treat 80,000 tonnes of green waste at other places still to be determined.

The co-location of facilities is preferred because of operational and environmental benefits. This will also assist in the reduction of traffic movements.

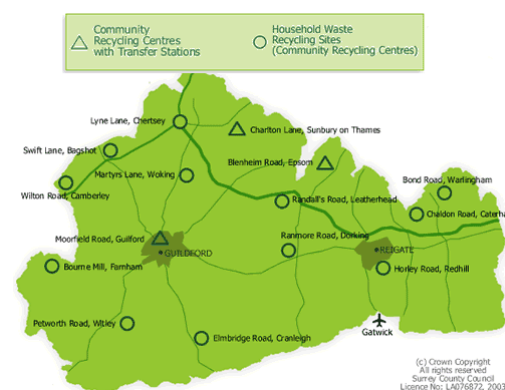
Action A30 & A31

- The Waste Disposal Authority will provide and develop composting capacity for garden waste by 2013/14
- The Waste Disposal Authority will provide and develop compost and digester capacity for food waste by 2013/14 with preference for anaerobic digestion

Community Recycling Centres

Surrey County Council currently operates 15 Community Recycling Centres across the County.

In 2008/09, some 150,000 tonnes (or approximately 28%) of municipal waste was collected at Community Recycling Centres, with about 2.7 million visits made by the local community. About 53% of the material was recycled or composted. The performance of individual sites was variable, ranging between 18% and 63%. The best performing sites in the country achieved a rate in excess of 60%.



Progressive development of the sites and increased staffing levels from 2007 have seen recycling levels at the sites increase to 65% in Quarter 1 2009/10. Further improvements will

achieve a reuse, recycling and composting level in excess of 70% within four years by:

- Providing two new sites to replace limited facilities in Bagshot and Tandridge areas, and improving facilities at three existing sites (Witley, Woking, and Leatherhead)
- Preventing illegal trade use of CRCs by operating a Van Permit Scheme from early 2010
- Further improving recycling performance based on analysis of detailed recycling data systems, by targeting additional staffing at areas of comparatively low performance
- Extending opening hours where planning conditions permit to provide longer opening during summer periods when usage is highest. This will enable improved service to customers who will be assisted in segregating waste more effectively
- Collection of additional materials for recycling such as carpet and mattresses
- Improving capture of furniture for reuse by providing separate collection points

Action A32
The Waste Disposal Authority will improve the Community Recycling Centres provision, with the aim to achieve diversion rates of 70% by 2013/14

3.5 Residual Waste Treatment

Policy 5
We will adhere to the waste hierarchy, with residual waste treatment preferred to landfill. Recovery and disposal facilities will be delivered to ensure compliance with the Landfill Directive. We will restrict the use of landfill to 0% by 2013/14

The Need for Waste Treatment

An alternative approach to the management of municipal waste is needed in Surrey. This is being driven by sustainability and legislative requirements that seek to avoid waste being produced, encourage recycling and composting, treat the biodegradable fraction (under the Landfill Directive), and recover value from the waste stream prior to final landfill. The regional targets are to divert the majority of waste away from landfill. Restricting the use of landfill to only deal with less than 16% of arisings by 2025 will mean a massive shift from the 76% that was land filled in 2005.

Reduction in waste arising and increased recycling and composting rates will contribute to the diversion, however, alone, are unlikely to meet long term targets for diverting waste from landfill, and further treatment of the residual fraction will still be required. To meet longer term sustainability objectives will therefore require the introduction of new residual waste processing and treatment technologies into Surrey at one or a number of sites, and careful consideration of the transport impacts.

The sizing and role of any treatment technologies has to be carefully considered, to ensure that the partnership continues to focus on

achieving a 70% recycling, reuse and composting rate. This would mean that no more than 30% of waste arisings should be sent to a residual waste treatment. However, any failure to achieve 70% recycling and composting could lead to more waste being sent to landfill, representing a waste of natural resources and higher costs. By fixing the amount of residual waste treatment, any failure to achieve the recycling and composting targets would represent a waste of natural resources and higher costs. This underlines the need first to reduce the amount of waste created, and then dramatically improve the performance of the recycling and organic waste collection services and CRCs network.

Original JMWMS Technology Review (2006)

The original supplementary report was produced to examine the relative performance of eight options to deal with residual waste, using a range of technical, sustainability and cost indicators (SR-5 Residual Waste Treatment). The options looked-at were:

- All residuals to landfill;
- Mechanical Biological Treatment to stabilise waste prior to landfill;
- Mechanical Biological Treatment to generate Secondary Recovered Fuel for third party facilities;
- Mechanical Biological Treatment to generate Secondary Recovered Fuel to take to a dedicated energy recovery facility;
- Anaerobic Digestion with gas capture and production of secondary Recovered Fuel to take to a dedicated energy recovery facility;
- Autoclave and production of

Secondary Recovered Fuel to take to a dedicated energy recovery facility;

- Energy from Waste; and
- Advanced Thermal Treatment with some pre-sorting.

A short description of each technology is provided at Appendix C. In terms of the comparative environmental performance, the supplementary report confirms that those options that combine higher levels of recycling with further systems to meet and exceed the critical Landfill Directive targets, have a better overall impact than continuing to send all residual wastes to landfill. Options that continue to rely on landfill do not meet landfill diversion targets.

The model clearly illustrates that in spite of the uncertainties in predicting future waste management costs from 2010 until 2026, the costs will rise substantially over that period. This increase in cost will be driven mainly by the implementation of new treatment systems and the underlying growth in waste. The costs of doing nothing will be much higher however, and therefore investing now to change the way waste is managed will not only avoid damage to the environment, but also save money in the future.

The 2006 report stated that the relative performance of each of the remaining options may be subject to change in the future, as more information becomes available on newer technologies.

A subsequent analysis has now been carried out by the technology advisors to the WDA and outlined in the following section.

The County Council Action Plan: World Class Waste Solutions, 2010

Surrey Waste Management holds a 25 year contract with Surrey County Council which commenced in September 1999.

In order to meet its recovery targets and move away from the reliance on landfill, SWM submitted planning applications to build two Energy from Waste (EfW) facilities in Surrey. Subsequently, a number of setbacks have occurred around the planning process. The most recent being a High Court decision in March 2009 to quash the planning approval for an EfW facility at Capel. There have also been increasingly difficult legal and financial issues relating to the delivery of EfW facilities within the remaining period of the existing Waste Disposal Project Agreement (WDPA), which expires in 2024. The County Council has decided to instruct SWM to withdraw the planning application for EfW at Trumps Farm and Capel.

Three factors have combined to present a major opportunity for the Council to address the imperatives for changes to the strategy for the management of residual waste:

- There has been a reduction in household waste nationally (5% in last year) but particularly in Surrey (10% in last year)
- There have been significant increases in recycling rates, -up 10% in last year with continuing increases projected. Recycling rates went up 5.6% between 2007/8 and 2008/9 (35.3% to 40.9%). These two factors and the new recycling and composting targets have resulted in the need for residual waste treatment to reduce from 270,000 tonnes to 160,000 tonnes

- New technologies have emerged which offer the prospect of lower cost and smaller scale operation

Throughout 2009 the County Council explored a number of solutions to treating the revised tonnage of residual waste and has sought approval from the Cabinet in February 2010 for the revised approach.

The new approach resulted from an options analysis that was carried out on all potentially deliverable options for residual waste treatment technologies and contractual delivery methods, using relevant advisors' input.

This exercise identified gasification technology, as the most beneficial overall solution, taking into account technology assessment legal risks and financial cost.

Mott MacDonald has provided an assessment of waste treatment technologies which concludes:

"EfW is still the proven technology for residual household waste, however there have been rapid developments in Advanced Thermal Treatment (ATT) (includes gasification) over the past three years which offer potential advantages of:

- Economic at lower capacities (and low visual impact)
- Recovery of energy eligible for Renewable Obligation Certificates (earning government grants)
- Immediate combustion of gases avoids production of noxious by-products

The new approach for management of Surrey's waste is to provide recycling, composting and residual waste treatment facilities within the county for the county to be net self-sufficient. The WDA will build upon its existing network of facilities and

provide new facilities to meet the waste management targets set out in this strategy. The WDA acknowledges that the development will be undertaken in a phased approach. Until the county achieves net self-sufficiency there will continue to be a need to export recyclables, organic and residual waste out of the County.

The WDA has identified a short term need (ie by 2013/14 or sooner) to provide 40,000tpa AD capacity for MSW food waste but a longer term need for AD in terms of timescale and quantity will be dependent upon the success of organic waste collection schemes in the County, organic waste reduction initiatives and commercial customer demands. This will be kept under review.

The WDA has identified a short term need (ie by 2013/14 or sooner) to provide 80,000 tpa IVC capacity for green waste. The longer term need for IVC in terms of timescale and quantity will be dependent upon the success of green waste collection schemes in the County, green waste reduction initiatives and commercial customer demands. This will be kept under review.

The WDA has identified a short term need (ie by 2013/14 or sooner) to provide 60,000 tpa capacity for residual waste but a longer term need to provide an additional 100,000 tpa capacity. The longer term need for residual waste treatment is based on a 70% recycling and composting target.

The WDA is investigating sites to develop the new facilities (which will be determined based upon the need at the time of review). These will be required countywide to provide a network of sites. Not all sites have been identified and this strategy annual report will report progress on this annually. The site that has been identified to date by the WDA is

Charlton Lane, Shepperton. This is a major existing CRC, MRF and TS and plays a strategic role in managing waste from the northern parts of the county. It is available for redevelopment and can accommodate an AD, residual waste treatment facility whilst maintaining existing MRF and CRC capacity.

Before a waste facility can begin operations it will need both planning permission and an environmental permit. As part of this process, applicants must undertake a detailed Environmental Impact Assessment, test the suitability of the site and the technology, and also prove that they are using the 'Best Available Techniques', to prevent or reduce emissions, and to reduce the impact on the environment as a whole.

The expansion of the recycling and composting infrastructure and the facilities for treating residual waste will create employment opportunities in the County. Skilled workers will be required to build, operate and manage these facilities.

Actions A33 & A34

- **The Waste Disposal Authority will provide improved waste transfer stations and bulking facilities to reduce the haulage on transporting municipal waste. Safe, efficient and appropriate transportation is an important consideration**
- **Where there is no reasonable prospect that waste can be recycled or composted, the Waste Disposal Authority will develop new treatment facilities, including those to increase materials recovery and recover energy from waste; such as advanced thermal treatment for treating residual waste and anaerobic digestion with gas capture for food waste**

3.6 Landfill

The vast majority of existing waste management capacity in Surrey is at landfill sites. This reiterates the fact that most of Surrey's waste, be it household or industrial and commercial, currently goes to landfill for disposal.

Modern engineered landfill sites are designed to prevent pollution incidents and maximise capture of the gases emitted by decomposing waste.

Some years ago, landfill was generally the lowest cost option for waste disposal in the UK, but this is no longer the case. This disposal route is increasingly diminishing for a range of reasons:

- Legislative requirements for the diversion or pre-treatment of waste (e.g. targets for reducing biological municipal waste to landfill);
- Reduction in available void space as current rates of landfill outstrip rates at which additional void space receives planning permission; and
- Increasing costs due to reduction in void space, more onerous environmental standards for managing and restoring sites, and the landfill tax escalator.

The adopted *Surrey Waste Plan* (Surrey County Council, June 2009) indicated that there has been a shortfall in landfill void from 2007 onwards, with more residual waste being created than can be landfilled. At the time of publication the preparatory studies had been unable to identify preferred sites for possible new landfills. This shortage of landfill void is likely to add to the pressures to find alternative ways to deal with

residual waste from both householders and local businesses.

The Landfill Tax is added onto the normal cost of landfill disposal, and is an incentive for councils and businesses to use more sustainable waste management techniques. Landfill tax rates will increase from £48 per tonne in 2010/11 to £72 per tonne in 2013/14, costing an extra £6m a year. In the long-term it will act to make landfill one of the most expensive options for managing our waste.

The cost of continuing to landfill waste, where current rates of disposal continue, is therefore unsustainable, not only from a legislative and environmental perspective, but also in terms of affordability.

3.7 Commercial Waste

It is in the interests of local authorities to reduce the amount of waste produced by businesses in their collection area as it is an element of the total material sent to landfill, even though this reduces the amount of commercial waste custom that may be realised by the authorities.

The Surrey Authorities recognise the benefit of investing time and resources in the reduction of commercial waste arisings through publicity and awareness campaigns, focused on local waste producers. Support is also required from national government which can have an influence, and ultimately impose mandatory restrictions, on commercial waste producers, especially national chains.

Of concern to local authorities is the illicit disposal of commercial waste in the domestic waste stream. This is a particular problem for authorities which collect commercial waste commingled with domestic waste, as

these streams are often hard to differentiate.

This domestically presented commercial waste can be reduced by stronger enforcement programmes, using the powers of the EPA 1990 and coordination with the Environmental Health departments of the authorities.

Awareness and publicity campaigning can also reduce this, as businesses are informed of the legality, and ultimate fines, for placing commercial waste in the domestic waste stream.

A composition study of commercial waste arisings conducted by Entec UK Ltd indicated that as much as 50% of businesses' waste for a large unitary authority could be recycled, with most of this being paper and cardboard. It would therefore appear to be beneficial to provide recycling services to commercial premises, charged at a rate to encourage recycling as an alternative to disposal.

Many businesses also dispose of equipment, furniture and other items whilst they are still usable or in a restorable condition, largely due to the purchase of new or more up to date equipment. Authorities could encourage re-use schemes from local businesses or even help to facilitate the setting up of re-use centres to divert items from the commercial waste collection system.

Local authorities recognise that they are not the only organisations able to create waste management facilities. The waste management industry and community sector organisations will also provide facilities and infrastructure and these organisations must be engaged with in delivering this Strategy.

In December 2009 the Government announced proposals to broaden the definition of municipal wastes to include much of the waste that is currently classified as commercial waste. This will mean that landfill diversion targets within the EU Directive will also apply to this type of waste. This will drive businesses to seek alternatives to landfill for their waste.

Action A28

- We will investigate opportunities to recycle commercial waste collected by authorities, and to lobby the manufacturing/ retail sector and national Government, in particular to tackle the issue of retail packaging

3.8 Other Municipal Wastes

The Surrey authorities are also responsible for the provision of other services which contribute to the total waste stream, including street sweeping and litter bins and collecting fly-tipped wastes and household clinical waste.

The provision of these services contributes a relatively low tonnage to the overall waste stream compared with other municipal wastes.

These services are constantly reviewed by the authorities to look at the feasibility of alternative treatment options.

Authorities across the UK, and some Surrey districts have implemented schemes for dealing with litter and litter bin waste in a more sustainable way. Schemes which could be adopted by the Surrey authorities include:

- The provision of specially designed litter bins for the segregation of recyclable materials;

- The extraction of recyclable materials from the co-mingled litter stream. The County Council holds composition study data for street sweepings and litter bin waste. This could be used to target specific materials in these waste streams; and
- Raising awareness among the public, specifically targeting litter bin waste.

Whilst contributing a relatively small component of the overall municipal waste stream, it is recognised that the diversion of these wastes could contribute to the overall performance of the Authorities.

3.9 Hazardous and Clinical Waste

Some of the Surrey authorities collect clinical waste from residents. Those authorities that provide clinical waste collection services undertake regular reviews both in terms of operation and cost, and make alterations as required. A major review of these established systems has therefore not been carried out for this Strategy.

The same is the case for those authorities which collect hazardous waste (generally at the Community Recycling Centres), where particular emphasis is placed on ensuring compliance with changing legislation.

4. Assessing the Strategy

4.1 Introduction

Sustainability Appraisal (SA) is a tool for appraising plans and policies to ensure they reflect sustainable development objectives (i.e. social, environmental and economic factors). The aim is to take account of the ways in which future waste development might affect the economy, environment and communities of Surrey.

The Sustainability Appraisal follows a series of stages in parallel with the preparation of the Surrey JMWMS.

A significant amount of work was carried out on the Sustainability Appraisal for the Surrey Waste Plan. This focuses on land-use issues. During this appraisal process this work was built upon, to avoid unnecessary duplication, and to integrate the Strategy with the Surrey Waste Plan.

In the future Surrey County Council may wish to adopt this revised Strategy as a Supplementary Planning Document within the Surrey Waste and Local Development Framework. It would then be an important (material) consideration in determining planning applications. In order for this to be a future option, the Sustainability Appraisal was carried out to fulfil a number of statutory requirements that require Sustainability Appraisals and Strategic Environmental Assessments for certain plans and programmes.

Two Sustainability Appraisal reports were produced by an independent consultancy, and are available on the web-site www.surreywaste.info.

- **Scoping Report:** The scoping stage includes setting the context and objectives, establishing the environmental, economic and social baseline and deciding on the scope of the appraisal. The information contained in the scoping report is used to inform the final Sustainability Report. It was sent to a range of people for consultation purposes to check its consistency with statutory requirements.
- **Sustainability Report:** This document reports on the detailed assessment of the likely significant effects of the JMWMS's emerging policies and alternative options. It also summarizes how the appraisal was undertaken and makes recommendations on mitigation and monitoring measures. It incorporates an Environmental Report as required by the European Directives.

4.2 Methodology

17 key Sustainability Objectives were selected to test how this strategy might affect the future sustainability of Surrey:

- O1: To safeguard the population's health;
- O2: To ensure equal access to services for all sections of the community in Surrey;
- O3: To reduce environmental crime, littering & fly tipping;
- O4: To increase the opportunities for the community to participate in and contribute to waste management decisions;
- O5: Making the best use of previously developed land and existing buildings; reducing land contamination and safeguarding soil quality and quantity;
- O6: To ensure air quality continues to improve;
- O7: Reducing emissions of greenhouse gases;
- O8: To conserve and enhance the biodiversity of Surrey;
- O9: To protect and, where appropriate, enhance local distinctiveness, the public realm and buildings and sites of historic interest;
- O10: To reduce road congestion and pollution levels by improving travel choice, and reducing the need for travel by car/lorry;
- O11: To reduce the global, social and environmental impact of consumption of resources by using sustainably and locally produced goods;
- O12: To reduce waste generation and disposal, and to achieve the sustainable management of waste;
- O13: To maintain and improve the quality of water resource management in Surrey and encourage sustainable water use;
- O14: To promote efficient use of energy and the use and generation of renewable energy;
- O15: To maintain sustainable levels of economic growth and a balanced and diverse economy;

- O16: To match jobs with the economically active workforce; and
- O17: To support facilities offering education, skills and lifelong learning in the community to meet local employment needs and encourage sustainable waste management.

The main policies and actions proposed in this Strategy (summarised in Appendix A), together with the eight options for residual waste treatment were then appraised against each objective in turn.

4.3 Results

The assessment of the JMWMS policies and actions shows that they perform reasonably well against the sustainability appraisal objectives. A number of 'no relationship' or 'uncertain' scores were identified due to the strategic nature of the policies and the fact that at this stage there is insufficient site or proposal specific information to merit a measurable score.

The policies remain substantially unchanged in this reviewed Strategy and therefore the review has not been subject to a repeat sustainability appraisal.

The detailed appraisal of the eight options for residual waste treatment (section 3.4, and report SR-5) has shown that all but one, the 'do nothing' landfill approach, display potential for meeting the key Landfill Directive targets up until 2026. The sustainability assessment indicated there is no clear preferred option. Separate technical and cost appraisals found wider differences.

The policies and actions brought forward to implement the JMWMS are not technology dependent, and the

assessment did not assume any one choice of residual treatment.

No explicit long-term negative relationships were identified during the appraisal, and the policies (summarised in Table 4.3.1) clearly perform well against eight identified receptors, as shown in Table 4.3.2 (p34).

In the shorter term the continued use of landfill scored a negative score in terms of amenity impacts and transportation.

The SA has methodically assessed the policy impacts and given a number of recommendations towards ensuring more effective and sustainable outcomes. The SLGA has considered these and outlined its response, indicating where changes to this draft have been made.

The SA recommended changes which could be made to the content and wording of policies to make them more robust. These changes have either been made in this Strategy, or appropriate responses have been offered in the SA document.

Overall, it is considered that the JMWMS provides a robust framework from which to progress sustainable waste management within the County.

Table 4.3.1 Key Strategic Policies

Policy 1 We will work in partnership with each other and other stakeholders in order to promote sustainable waste and resources management in Surrey, and support national and regional policies for carbon reduction and mitigation as well as net self-sufficiency

Policy 2 We will work in partnership to develop and deliver a coordinated waste education and awareness programme, which focuses on all aspects of sustainable waste management, in line with the priorities of the waste hierarchy

Policy 3 We will vigorously pursue the prevention of waste to achieve a continued reduction in residual waste, through common messages, lobbying retailers and enforcement activities

Policy 4 We will commit significant efforts and resources to achieve and exceed household recycling and composting targets of 70% by 2013/14

Policy 5 We will adhere to the waste hierarchy, with residual waste treatment preferred to landfill. Recovery and disposal facilities will be delivered to ensure compliance with the Landfill Directive. We will restrict the use of landfill to 0% by 2013/14

Table 4.3.2 Summary of Significant Policy Effects*

Air

The aim of self-sufficiency in Policy 1 will reduce the long term need for haulage of waste out of County, with resulting savings on vehicle emissions. Policies 2 and 3 are positive as they promote waste prevention, and with less waste to be disposed there will be a reduction in total emissions from waste management facilities. For Policy 5 the effect is dependent on the type of technology which will be selected for residual waste treatment and where it will be sited. This level of detail is not set out in the strategy. Effects on local air quality will, however, be mitigated through planning and environmental controls.

Landscape and Soil

The majority of the policies within the JMWMS have little relationship with the objectives relating to landscape and soil. Policy 4 could have a local benefit on soil quality through the promotion of composting; this would also reduce the requirement for peat. The effects of all types of facilities from the implementation of policies 4 and 5 on the local landscape will need to be carefully considered as part of any planning applications.

Biodiversity (Fauna and Flora)

Biodiversity can be affected by building on sensitive sites or increased road usage. From Policies 1, 3 and 4 it is clear that there is a need for more recycling, composting and treatment facilities in Surrey to manage its own waste arisings. However for Policy 5 the effects will be dependent on the location of new waste treatment facilities. This is not specified in the strategy: however it will be addressed through the Surrey Waste Plan. In addition these issues will need to be addressed in the Environmental Statement that is required for all major developments.

Climatic factors

Policy 1 promotes sustainable waste management, which seeks to reduce the reliance on landfill and therefore a reduction in greenhouse gas production. Policies 2, 3 and 4 will have a positive effect on climate factors as they encourage reduction, recycling and composting. This will result in less waste being sent to landfill and a reduced energy effect from producing and transporting virgin materials. Their effects relating to Policy 5 are uncertain as this is dependent on the type of technology, which will be used in the treatment of waste. If processes that would allow energy to be recovered in the form of electricity and/or heat were to be implemented, this would offset the need for fossil-fuel power stations, a major greenhouse gas producer.

Cultural heritage including architectural and archaeological heritage

Effects on cultural heritage were appraised to be uncertain in policies 1, 4 and 5. The move towards self-sufficiency will require new waste facilities for Surrey to become self-sufficient, but the effects on cultural heritage are dependent on the location of new waste treatment facilities. Construction on previously developed land (brown field sites) generally reduces the chances of disturbing cultural heritage. Any significant effects would be mitigated through planning controls.

Human health

The health benefits of policies 1, 2 and 3 are similar as for air issues, with less waste requiring transport and management and therefore less amenity impacts. In relation to Policy 5 potential odour, dust and noise effects are dependent on what type of technology will be selected for the treatment of waste and where such a facility will be located. This level of detail is not specified in the strategy. However any significant health effects would need to be mitigated through planning and environmental permitting controls.

Material assets

Material assets cover a wide range of provisions including natural resources and also features of the built environment. Effects on the built environment have already been assessed against the 'cultural heritage' objective which shows that the effects are uncertain for policies 1, 4 and 5. Waste reduction, recycling and composting will reduce the demand for raw materials, and save on natural resources. None of the policies have any clear relationship with the objective relating to water resources, although facilities will need to show how they re-use process water and prevent pollution instances.

Population

Population covers a wide range of effects on people. This includes effects on the natural and built environment and health. Issues of health and the natural and built environment are summarised above and are not considered here again. Policies 2 and 3 have a positive effect on providing equal access to services for all sections of the community as they are underpinned by actions to expand collection services and common and coordinated campaigns. Whether partnership working in Policy 1 will enable improved and equal access to services will largely depend on how the actions are carried out, and these factors need to be regularly considered.

Economy

The effect of Policy 1 is positive, as the emphasis placed on partnership working between local authorities and with the private sector and community should encourage the development of the local economy. By encouraging waste prevention and education initiatives Policies 4 and 5 should have a positive effect on opportunities for employment. Policy 4 has a positive effect on the economy through the promotion of recycling and composting and therefore the opportunities for new facilities, new technology developments and developing markets for recycled materials. The effect of Policy 5 is will depend on the nature of the residual treatment facilities selected.

* List of receptors derived from the European SEA Directive Annex 1 (f)

5. The Way Forward

5.1 Ongoing Review and Monitoring

This Strategy covers the period up to 2026, and it is certain that there will be changes which mean it has to be regularly updated.

Government guidance indicates that this Strategy should be fully reviewed at least every five years. We will also review the Strategy at other times, for example if there are major changes in local government structures or important new legislation is published. More recent guidance in relation to the EU Waste Directive recommends a 6-yearly revision with an interim review. This could be regarded as the first interim review being conducted some 3 years after the adoption of the strategy

It is also important that we report on progress made and obstacles encountered in implementing this Strategy. We will therefore publish an annual report, which will include a plan of action for the year ahead.

As part of the delivery of this Strategy we are also committed to looking at partnership working, as outlined in Chapter 3. This will mean that each partner is clear about their role in implementing this Strategy, and the timetables for when actions need to be completed.

Actions A6 & A7

- We will compile and review an annual report on progress made and obstacles encountered, and publish a plan of action for the year ahead
- The Strategy will be reviewed in the light of any future local government re-organisation

5.2 Summary Policies and Actions

The policies and actions proposed in this Strategy are all summarised in Appendix A.

These seek to address the key challenges facing Surrey over the next 20 years, and will lead to significant changes in the way our municipal waste is managed.

5.3 Action Plans

This Strategy adopts a more flexible 'action plan' approach to municipal wastes management. These are intended to set out the more detailed operational plans for improving performance towards the targets set by this Strategy.

The current Action Plans for your specific council, and the County as a whole, can be found on www.surreywaste.info or www.surreywastepartnership.org.uk. A number of new Action Plans will be developed over the coming years in order to implement the various policies and actions set out in this Strategy. These will include interim performance indicators and risk assessments as appropriate.

Each Action Plan will be updated regularly so that it is an active document. A corrections list is incorporated into each document to enable each partner to list their ongoing alterations to each plan.

5.4 Further information

A number of supplementary reports were produced for the 2006 strategy which provide more detailed information on particular options and issues. These reports are listed below and are available from the website www.surreywaste.info or www.surreywastepartnership.org.uk.

2006 Supplementary Reports:

SR-1 Waste Growth: This presents professional opinion of Entec on the possible future growth rates for municipal waste in the County of Surrey.

SR-2 Legislation and Policy Overview: This provides an overview of the current and proposed legislation that governs the waste management industry in the UK and may influence future strategic waste management decisions in the County of Surrey.

SR-3 Waste Minimisation and Awareness: This summarises the factors that influence waste minimisation in the UK. It discusses a variety of waste minimisation and awareness initiatives that could be used to increase public waste awareness and reduce municipal waste arisings in the County of Surrey.

SR-4 Municipal Waste Collection: This provides an introduction to the systems and methods which can be used to collect municipal waste.

Modelling WCA Collection Systems Costs, Performance and Outputs: This is research undertaken by

Eunomia, and discussed further in SR-4.

SR-5 Residual Waste Treatment: This presents the results of the identification and assessment of eight options that could be used to treat future municipal residual waste arisings in the County of Surrey.

SR-6 Waste Collection Authorities' Action Plans: This presents the Waste Action Plan for each Waste Collection Authority in Surrey (the District and Borough Councils). It sets out their specific approaches to waste collection during the next few years.

SR-7 Waste Disposal Authority Action

Plan: This presents the Action Plan for the County Council as Waste Disposal Authority. It sets out their specific approach to promoting waste minimisation, supporting the waste collection authorities, upgrading the CRCs, and developing new waste treatment facilities.

SR-8 Consultation Report: This records the public consultation process held in July 2006.

There are many other sources of information about waste and resources management. These range from very technical reports through to packs aimed at primary schools.

SR-9 Technology assessment updated 2009: Assessment by Mott MacDonald

Various contact details for other organisations are available on the website (www.surreywaste.info), or by contacting the SLGA using the details at the front of this document. The SLGA does not necessarily endorse all the views expressed by other parties.

Appendix A

Joint Municipal Waste Management Strategy

- Policies and Actions

Overall Vision
The vision is to provide Surrey with a forward-looking strategy for a more sustainable future
The vision is for a County in which resources are used and managed efficiently so that by 2026:
<ul style="list-style-type: none"> the amount of waste produced will continue to be reduced or reused materials reused, recycled or composted will exceed 70% the environment will be protected and enhanced for future generations

Policy Actions (Numbers are for reference only)

Policy 1 We will work in partnership with each other and other stakeholders to promote sustainable waste and resources management in Surrey, and support national and regional policies for carbon reduction and mitigation as well as net self-sufficiency	A1 We will plan for net self-sufficiency for dealing with waste in Surrey, through the provision of waste management capacity equivalent to the amount of municipal waste arisings
	A2 We will identify mechanisms for the implementation and monitoring of the Joint Municipal Waste Management Strategy
	A3 We will develop mechanisms and opportunities for joint working between the authorities
	A4 We will seek partnerships with the community and waste industry
	A5 We will seek joint opportunities for external funding to implement the objectives of the Joint Municipal Waste Management Strategy, and review financial arrangement among the partners
	A6 We will compile and review an annual report on progress made and obstacles encountered, and publish Policy Actions (Numbers are for reference only) a plan of action for the year ahead
	A7 The Strategy will be reviewed in the light of any future local government re-organisation

<p>Policy 2 We will work in partnership to develop and deliver a coordinated waste education and awareness programme, which focuses on all aspects of sustainable waste management, in line with the priorities of the waste hierarchy</p>	<p>A8 We will work towards promoting our waste related activities under an overarching message/logo, and participate in relevant national campaigns</p>
	<p>A9 We will have a coordinated action plan both to reduce waste and to educate children in waste prevention, collection and treatment issues and help schools deliver coordinated education campaigns</p>
	<p>A10 We will demonstrate our commitment to resources management by our corporate actions and procurement processes, in particular the use of sustainable and environmental products and materials</p>
<p>Policy 3 We will vigorously pursue the prevention of waste to achieve continued reduction in waste arisings, through common public messages, lobbying retailers and enforcement activities</p>	<p>A11 We recognise waste prevention as the first stage of the waste hierarchy and will emphasise the need to reduce waste at source both domestically and commercially</p>
	<p>A12 We will seek to decouple waste volumes from economic activity, and aim to reduce waste arisings by at least 30,000 tonnes by 2013/14</p>
	<p>A13 We will coordinate with appropriate authorities to enforce the exclusion of commercial waste from the household waste stream, and champion the principle that “the polluter should pay” in relation to creating and managing waste. At the same time we will support the prevention and recycling of commercial waste</p>
	<p>A14 We will lobby the manufacturing industry/ retail sector and Government to tackle the issue of retail packaging waste</p>
	<p>A15 We will support and encourage reuse events and centres to enable goods and materials to be re-used, repaired and exchanged</p>
	<p>A16 We will strengthen partnerships with community and volunteer groups that support waste prevention and reuse</p>
	<p>A17 We will continue to promote home composting or digesting as well as kerbside organic collections</p>

<p>Policy 4 We will commit significant efforts and resources to achieve an aspirational household recycling and composting targets of 70% by 2013/14</p>	A18 We will commit significant efforts and resources to achieve or exceed overall household recycling and composting targets of 70% by 2013/14
	A19 Borough and district partners to develop affordable kerbside and bring site collection schemes designed to achieve or exceed recycling and composting rates of 60% by 2013/14
	A20 We will collect a wide range of recyclable materials, consistent with the development of efficient and effective solutions considering collection, processing and materials value
	A21 We will liaise with our partners before introducing or changing kerbside collection systems
	A22 We will develop systems to collect both garden waste and food waste from householders by the year 2013
	A23 We will continue to promote the use of alternate weekly collections and other suitable means to reduce household residual waste
	A24 Wherever possible, we will seek to align collection arrangements. For example, with food waste collections that are being introduced
	A25 We will investigate opportunities to recycle commercial waste collected by authorities
	A26 We will monitor waste arisings and composition in order to ensure continued service improvement
	A27 We will investigate and support options for maximising the re-use and landfill diversion of bulky items
	A28 We will investigate opportunities to recycle commercial waste collected by authorities, and to lobby the manufacturing/retail sector and national Government, in particular to tackle the issue of retail packaging
	A29 The Waste Disposal Authority will continue to provide and develop appropriate facilities for bulking and baling of dry recyclables
	A30 The Waste Disposal Authority will continue to provide and develop composting capacity for garden waste by 2013/14
	A31 The Waste Disposal Authority will continue to provide and develop compost and digester capacity for food waste 2013/14 with preference for anaerobic digestion
A32 The Waste Disposal Authority will improve the Community Recycling Centre provision with the aim to achieve diversion rates of at least 70% by 2013/14	

<p>Policy 5 We will adhere to the waste hierarchy, with residual waste treatment preferred to landfill. Recovery and disposal facilities will be delivered to ensure compliance with the Landfill Directive. We will restrict the use of landfill to 0% by 2013</p>	<p>A33 The Waste Disposal Authority will provide improved waste transfer stations and bulking facilities to reduce the haulage on transporting municipal waste. Safe, efficient and appropriate transportation is an important consideration</p> <p>A34 Where there is no reasonable prospect that waste can be recycled or composted, the Waste Disposal Authority will develop new treatment facilities, including those to increase materials recovery and recover energy from waste; such as advanced thermal treatment for treating residual waste and anaerobic digestion with gas capture for food waste</p>
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Appendix B

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.

Biodegradable Waste

This is waste that is able to decompose through the action of bacteria or other microbes, including materials such as paper, food waste and garden waste.

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.

Central composting

Large-scale schemes which turn food and garden waste from households into compost and which may also accept green park waste.

Community

Recycling Centres (CRC)

Sites operated by either the Waste Disposal Authority (under the Environmental Protection Act 1990) or the local waste authority (under the Refuse Disposal (Amenity) Act 1978) where residents within a specified area can dispose of their household waste, in particularly bulky waste, free of charge.

Clinical waste

Clinical waste is generated by medical, nursing, dental, veterinary, pharmaceutical, premises and may present a risk of infection.

Commercial waste

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

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.

Dry recyclables

Materials such as paper, textiles and cans 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.

Fly-tipping

The illegal deposit of waste on land.

Gasification

Gasification is the process whereby carbon based wastes are heated in the presence of air or steam to produce a solid, low in carbon and a gas. The technology is based on the reforming process that used to produce 'town gas' from coal in the early 1900s.

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 street cleansing waste.

Incineration

This is the controlled burning of waste, either to reduce its volume or its toxicity, whose current emission standards are very high. Ash residues can either be recycled or land filled.

Kerbside collection

Any regular collection of recyclables from private 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.

Material Reclamation Facility (MRF)

A transfer station for the storage and segregation of recyclable materials. Also sometimes known as a Materials Recycling Facility or Materials Recovery Facility.

Minimisation (prevention or reduction)

Minimisation 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.

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 (NIs)

Effective from 1 April 2008, the NI is the only set of indicators on which central government will performance manage local government. It covers services delivered by local authorities alone and in partnership with other organisations.

Polluter Pays

Polluter Pays is about producers and others involved in the distribution and sale of goods taking greater responsibility for recovery of those goods at the end of the product's life.

Proximity Principle

Dealing with waste as near as practicable to its place of production.

Putrescible

Organic material with a tendency to decay, e.g. food waste.

Pyrolysis

During Pyrolysis organic waste is heated in the absence of air to produce a mixture of gaseous and/or liquid fuels and a solid, inert residue (mainly carbon).

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

Recovery is defined in Waste Strategy 2000 (see SR-2) as meaning obtaining value from waste through re-use; recycling; composting; other means of material recovery (such as anaerobic digestion); or energy recovery.

Reduction See 'minimisation'.

Renewables Obligation Order Certificates (ROCs)

These are certificates issued when electricity is generated from renewable sources. Under the Renewables Obligation Order Certificates (ROCs) 2002, only plants that generate electricity from biomass will be eligible although the biomass may be waste.

Re-use

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

Separate collection

Kerbside schemes where recyclables are collected separately to the ordinary household waste collection by a different vehicle/part of the vehicle or at a different time.

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.

Sustainable waste management

Using material resources efficiently, to cut down on the amount of waste we produce. Where waste is generated, dealing with it in a way that actively contributes to the economic, social and environmental goals of sustainable development.

Treatment

This involves the chemical or biological processing of certain types of waste to render them harmless, to reduce their volume before landfilling, or to recycle certain materials.

Unitary Authority

A local authority which has the responsibilities of both the Waste Collection and Waste Disposal Authorities.

Waste arisings

This is the amount of waste produced in a given area during a given period of time.

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.

Waste management industry

This comprises businesses and not-for-profit organisations carrying out the collection, treatment and disposal of waste.

Appendix C

Residual Waste Treatment Technologies

Mechanical Biological Treatment (MBT) is a general term for treatment systems consisting of a mechanical sorting system with an adjacent biological treatment facility. Systems can vary in terms of the degree of mechanical sorting and the type of biological process applied.

Consequently the materials sorted from the waste and the end products of the process can vary depending on the separation process employed. MBT is predominantly a volume-reducing process recovering recyclable materials from municipal waste and biologically treating the biodegradable component of the waste. Biological processes in use can be aerobic (composting or drying) or anaerobic (digestion) and produce a variety of end-products including stabilised biodegradable material, Secondary Recovered Fuel (SRF) - also termed Refuse Derived Fuel, as well as some recyclable materials.

Mechanical Biological Treatment Example: Several local authority contracts have been awarded for treatment options which include Mechanical Biological Treatment (MBT). Shanks operate an MBT plant in East London, using technology from Sistema Ecodeco, an Italian company. The majority of operational MBT plants are located in Europe and North America.

Autoclaving

Autoclaving (AC) is the process of sterilisation via a pressurised, high temperature steam process. It is sometimes called Mechanical Heat Treatment (MHT).

This helps sanitise and reduce residual MSW to a 'fibre' like material, with metals, plastics and glass partially cleaned for extraction as recyclables, but may melt some plastics making these more difficult to recycle. It is understood that a number of development projects and joint ventures are being created to generate useful markets for the fibre. At the moment the main expected use is as a Secondary Recovered Fuel (SRF). Typically, therefore AC in combination with mechanical treatment provides similar outputs to Mechanical Biological Treatment (MBT) processes.

Examples: Sterecycle currently operate a 100,000 tonne per year facility in Rotherham and has planning consent for a 200,000 tonne per year facility with combined heat and power plant in Cardiff.

Energy from Waste via incineration
Energy from Waste (EfW) via incineration is commonly taken to mean the processing of MSW by means of conventional combustion with no or minimal pre-processing of the residual waste stream, although is used for a range of technologies.

A number of different types of furnace are possible - the three principal types being grate-based combustion, kilns and fluidised beds. These processes convert about 25% of the input mass into a bottom ash and 3% of the input mass into Air Pollution Control residues (APC), with some added treatment agents. The bottom ash from EfW via incineration is usually suitable for construction uses, with most new facilities having dedicated processing plants. If there are no markets then it has to be sent to landfill as an inert waste. The APC stream needs to be treated (often solidified) and is sent to hazardous landfill.

Example: There are numerous EfW via incineration facilities around the country, including many commissioned in recent years, or under construction (e.g. Colnbrook, Portsmouth, Isle of Man, Cleveland, Chineham in Hampshire). A rotating kiln incinerator was opened in 2005 in north Lincolnshire and processes 80,000tpa of municipal waste.

A fluidised bed facility of approximately 500,000tpa is operational at Allington in Kent and is currently being used for about 100,000 tonnes per year of Surrey's waste.

Advanced Thermal Treatment
Advanced Thermal Treatment (ATT) describes those technologies in which the various sub-processes that occur within conventional combustion are separated spatially, often with the intent of achieving a greater degree of control of the overall combustion process.

Use of advanced thermal treatments generally requires the pre-treatment of "raw MSW" into a more homogenous feedstock. This will generally require the removal of over-size items, removal of incombustible material and size reduction to an appropriate size for the particular technology.

Pyrolysis produces a char (solid residue) rich waste material which represents at least 40% by weight of the incoming waste stream and either has to be combusted in another process or sent to landfill. Certain pyrolysis and gasification processes have been developed to produce a vitrified residue which is said to have a wider range of possible applications than bottom ash.

Gasification converts the bulk of the waste's carbon-containing

material into gases by heating it in the controlled presence of oxygen. The products from this process form low to medium heating value fuel gases together with tars, char and ash. These products are ultimately dependent on the type of reactor as well as the waste, but most systems produce a raw gas suitable for direct firing in kilns or boilers.

Some suppliers of advanced thermal technologies promote the concept that they can extract the gasifier product gas and use it as a feedstock for processes producing materials such as hydrogen, methanol or ammonia. Whilst this is commonplace in the petro-chemical industry where the feedstock (crude oil) is homogenous, it is not yet a proven concept on waste pyrolysis-gasification processes.

In recent years technology has emerged that does not require pre-treatment of waste. An example of this is a Batch Oxidation System Technology - the 'Planet Advantage' system operated by Ascot Environmental. In this technology, waste is placed in sealed gasification chambers and combusted under conditions where the oxygen supply is restricted, resulting in incomplete combustion. A gas is given off which is called synthesis gas (Syngas). The Syngas is then combusted in a secondary combustion chamber. Heat is generated which is carried by the exhaust gas through a boiler, where steam is generated. The steam is used to drive a turbine, which in turn drives a generator allowing production and export of electricity.

Example: Ascot Environmental has developed a batch oxidation gasifier in Dumfries, Scotland. This uses 'Planet Advantage' technology and has a capacity of 40,000 tonne per year. It is suitable for the treatment of raw unprocessed municipal waste.

Energos have constructed a 30,000 tonne per annum gasification plant on the Isle of Wight under Defra's new technology demonstrator programme. The plant uses technology developed in Norway. The company has several plants operating in other parts of Europe and is planning to develop further plants in the UK.

Appendix D Technologies proposed by the Waste Disposal Authority

Anaerobic Digestion

The anaerobic digestion facility is designed to treat 40,000 tonnes per annum of food waste. The facility can be separated into five general areas; reception, separation, anaerobic digestion, liquor treatment, biogas handling and odour control. This section provides an overview of the five areas and reviews issues related to the control of emissions to the environment.

1 Waste Reception Area

Waste will be brought to site by a variety of vehicles which, will be weighed, logged and dispatched to the Biowaste reception area. Access will be via fast acting doors to contain the reception area. Air will be extracted from the reception area by forced ventilation to draw all odours generated through the odour control system and discharge the treated air to atmosphere.

The reception hall is designed to hold 1 days worth of organic material. This will also allow compliance with state veterinary requirements for Animal By-Products Category 3 material.

The reception area is partitioned from the separation area by a physical wall separating the 'dirty' (reception hall) and 'clean' (processing hall) areas for animal by-products. In addition this partitioning allows general odour extraction from the waste reception at a rate of 2-3

air changes per hour for improved odour control.

2 Waste separation area

The waste separation area contains the process equipment designed to separate organic material, (for anaerobic digestion) from unwanted packaging and contamination. Packaging and contaminants will be screened out and discharged to skips where they can be transported for further processing at another facility.

3 Anaerobic digestion plant

The anaerobic digesters convert organic material to biogas (methane and carbon dioxide) by the fermentation of organic material in the absence of oxygen. The minimum retention time of the digester is approximately 20 days and biogas is collected within the roof space, which is connected to the biogas system

The combined heat and power units are generators converting biogas into heat and power. Electricity is generated from the combustion of biogas with air and heat is recovered from the cooling jacket, oil lubrication system and flue gas.

Electricity from the CHP engines will be exported to the national grid whilst the heat from the process will be used within the anaerobic digestion plant to run the pasteurisation process.

4 Liquor Treatment Plant

The anaerobic digestion process converts organics to methane and carbon dioxide, but in the process will also convert nitrogen to ammonia. This ammonia will report to the dewatered liquor from the centrifuge and will require treatment prior to discharge from the site.

5 Biogas System

The biogas holder is a double membrane system and has 2 primary functions. Firstly the gasholder is a safety device acting as a volume buffer to the digester and hydrolysis tank. When liquid is pumped out of one of the tanks the gasholder provides biogas to replace the lost volume, hence maintaining system pressure. Similarly when biogas is produced within the digester the gasholder acts as a storage volume preventing an increase in gas pressure.

Secondly the gasholder acts as a buffer for biogas production and use. The combined heat and power plant uses biogas at a fixed rate (approximately 483m³/hr), whereas biogas production may vary slightly above and below this figure. The gasholder acts as a buffer to allow the CHP to operate at a constant rate with varying gas production.

Odour Control System

Air extracted from the reception hall and processing hall by duty / standby extraction fans is pressurised before being passed through the bio filter vertically downwards and then discharged via a stack of 15m in height

Gasification (using Batch Oxidation System technology)

1 Introduction

Ascot Gasification process is designed to thermally treat waste and recover energy that would otherwise be lost to landfill.

The facility will receive up to 60,000 tonnes per annum of residual household waste

This material will be processed in Primary Gasification Chambers (PGCs), using a batch gasification process to produce a synthetic gas (syngas). This syngas is used to produce electricity through combustion in a secondary chamber and a steam generating boiler feeding a steam turbine.

The 60,000 tonne per annum facility will have three lines. Each line will comprise four batch PGCs, which are sequenced to feed a single Secondary Combustion Chamber (SCC) continuously. The exhausts from each SCC will be fed through a Waste Heat Boiler (WHB) which supplies the Steam Turbine System (STS) which then generates electricity. After the WHBs the flue gases pass through the Flue Gas Cleaning Plant (FGCP) and are emitted to atmosphere through a chimney with three internal ducts.

2 The Gasification Process

The following section outlines the processes used to generate energy from the waste input through gasification.

2.1 PRIMARY GASIFICATION CHAMBER

The gasification stage of the process occurs in the PGC, where the waste is thermally decomposed in an oxygen deficient atmosphere to produce a syngas. The syngas generated in the

PGC flows through a nozzle and duct work to the SCC.

Each PGC comprises a refractory lined carbon steel box and includes the following:

- One top waste loading door;
- One front ash discharge door;
- One rear ash discharge door;
- Fans at the top and bottom of the PGC which are used to control the gasification of the waste.
- Gas oil ignition burners at the top of each chamber which are used to ignite the waste at the beginning of each sequence.

During its operation, each PGC goes through six distinct phases of operation. These are:

Waste Loading Phase

Waste is loaded into the PGC through the top loading door by a telehandler with a special loading bucket. The telehandler operator loads the PGC by:

- Selecting from the available waste types and ensure that the waste streams are mixed as far as is reasonably practical (e.g. blending of waste with low calorific values to minimise supplementary fuel requirements).
- Adding 'heavy' waste on top of lighter waste material to prevent damage to the PGC refractory base and improve filling of the chamber.

The top loading door is then closed in preparation for the Ignition and Gasification Phases of the process.

Ignition Phase

On commencement of the Ignition Phase of the process, the valve controlling the connection to the SCC

is opened, and air is blown through the bottom of the chamber.

The gas oil ignition burners are then started. The flame of the burners ignites the waste and run until the temperature of the discharge gas from the PGC reaches 200°C, which takes approximately 15 minutes. At this point the burners are shut down and the gasification process should have become self-sustaining. The temperature of the discharge gas continues to be monitored. If the temperature is in excess of 150°C at the end of the Ignition Phase (approximately 30 minutes) the PGC enters the Gasification Phase. If the temperature of the discharge gas is less than 150°C the Ignition Phase is repeated.

Gasification Phase

In the Gasification Phase, the waste in the PGC is thermally decomposed in an oxygen deficient atmosphere to produce a syngas gas. This decomposition begins at the top of the chamber in the material heated by the gas oil burners, and moves downwards through the waste as the Gasification Phase progresses.

The suction in the SCC pulls the syngas from the PGC into the SCC. The level of oxygen in the PGC is controlled automatically through varying the flow of air through the bottom of the chamber.

During the Gasification Phase the flow of air through the PGC is gradually increased, with a corresponding increase in temperature. When the temperature reaches 850°C, the Gasification Phase is complete and the PGC enters the Residual Carbon Reduction Phase.

Residual Carbon Reduction Phase

During the Residual Carbon Reduction Phase, additional air is passed

through the PGC such that the process is no longer oxygen deficient but has excess oxygen. This allows combustion of the remaining carbon within the chamber. The flow of air through the PGC is controlled by both the bottom and top fans. As the amount of carbon remaining in the chamber reduces, the temperature falls. Once it falls below 700°C the PGC leaves the Residual Carbon Reduction Phase and enters the "Cool Down" Phase.

During the Residual Carbon Reduction Phase the flow of gas to the SCC remains. The gas passing through to the SCC contains excess oxygen which is used in the combustion of syngas from other PGCs.

"Cool Down" Phase

During the "Cool Down" Phase, air is blown through the PGC to cool the ash and PGC to a safe temperature that will permit the PGC to be opened and de-ashed.

Throughout this phase the flow of gas to the SCC remains. The gas passing through to the SCC contains excess oxygen which is used in the combustion of syngas from other PGCs.

At the end of the "Cool Down" Phase, both the under and over fans are switched off and the valve controlling the connection to the SCC is closed.

"De-ashing" Phase

"De-ashing" is accomplished through opening the front and rear discharge doors of the PGC. A telehandler with a special scraper tool is used to push the ash from the front discharge door through to the rear discharge door and then onto a conveyor running along the back of the PGCs. The conveyor discharges to the ash handling area of the facility, inside a contained building structure.

Sequencing of the Primary gasification chambers (PGC)

In order to maintain a continuous flow of syngas to the SCC, the operations of the four PGCs are sequenced.

Emergency Quenching of the PGCs

During an emergency shutdown of the gasification facility, controlled quenching of one or more PGCs may be necessary to stop gasification. Controlled quenching is achieved using four water quench nozzles located in each PGC.

2.2 SECONDARY COMBUSTION CHAMBER

Combustion of the syngas occurs in the SCC which is a refractory lined carbon steel cylindrical vessel. There is one SCC per line, each fed by four PGCs which have their own inlet nozzle into the combustion chamber. In normal sequential operation, the SCC will at any one time receive syngas from one PGC in the Gasification Phase and combustion air from the two PGCs in their Residual Carbon Reduction and "Cool Down" Phases.

Additional combustion air is supplied through an injection ring. Two gas oil burners are provided but are only required during start-up, shutdown and periods of input with low calorific value waste. Use of additional combustion air and the gas oil burners during combustion is controlled automatically to ensure that the flue gas exiting the SCC is maintained above 850°C. Following the SCC, the flue gas enters the WHB.

De-NO_x Control in the SCC

The control of nitrogen oxides exiting the SCC is provided by the following three systems:

- Staged Air combustion - staged combustion of the syngas in the SCC to reduce NO_x formation.
- Flue Gas Recirculation - recirculating approximately 15% of the total flue gas flow from the outlet of the WHB to the SCC air injection ring, thereby reducing oxygen content in the SCC and minimising the potential for NO_x formation.
- Urea Injection - injection of a urea liquid solution into the SCC which reacts with NO_x gases to form nitrogen gas, vaporized water and carbon dioxide.

Emergency Vent

A refractory lined emergency vent stack is provided on the discharge of each SCC. These are located above the discharge end of the SCC and typically run through the main building roof to atmosphere. The emergency vent stack is only opened during limited periods when no waste gasification is occurring; or in the event of failure of the downstream flue gas processing equipment or when there is the potential that downstream flue gas equipment will be damaged.

2.3 WASTE HEAT RECOVERY

Flue gases from the SCC are fed to the WHB, which is designed to cool the flue gas exiting the SCCs and recover the heat as superheated steam for use in the steam turbine.

The WHB comprises evaporators, a steam drum, an Economiser, a two-stage Super Heater and a Blowdown Vessel.

Electrical Generator

The shafts of the three steam turbines are coupled through two gearboxes which drive the electrical generator. This generates electrical power at 11KV, which will be exported to the national grid, as well as supplying the power requirements of the EFW facility. It is anticipated that the total electrical generation for the facility will be approximately 3.6MWe, with a parasitic load of approximately 0.4MWe, leaving 3.2MWe available for consumption on other areas of the site or export to the grid.

Condensing Plant

The resultant low pressure steam from the steam turbines is fed into air condensing units. The condensate is collected and discharged to the De-aerator Vessel, to be used as feed water for the WHB.

De-aerator and Make Up Water

The De-aerator Vessel removes air and other dissolved gases from the water and provides a buffer for the boiler feed water. The boiler feed water is preheated to 125°C using a small steam off take from the back end of the STS.

Make up water is required to maintain the correct amount of water in the WHB and STS. This is taken from town's water or borehole water and pre-treated through filtration and reverse osmosis prior to entering the De-aerator Vessel.

Back Up Generator

The gasification facility uses a diesel generation package as a standby generator, which comprises a diesel engine and electrical generator contained within an ISO freight container. The diesel generator provides emergency power for the gasification facility, which may be necessary if the steam turbine is off-

line and there is a failure of the national grid supply.

The diesel generator is rated to power the whole of the three stream gasification facility. The diesel generator is maintained in a permanent 'ready to start' state and as such, when required is capable of providing the full plant load within 30 seconds of grid failure.

2.4 FLUE GAS CLEANING

The flue gas exits the economiser at 180°C and then enters the FGCP.

The FGCP is a dry scrubbing system, which comprises a Reaction Tower (which doses sodium bicarbonate and powdered carbon), a Bag Filter, a Residue Bagging System, an Induced Draught Fan, a Continuous Emissions Monitoring System (CEMS) and a common multi-flue discharge Stack.

The flue gas cleaning plant is to be located in the main building, with the exception of the CEMS and stack. The stack and CEMS analyser are to be located adjacent to the north of the main building.

The purpose of the cleaning system is to remove residual ash, acid gas, dioxins and heavy metals from the flue gas, so that emissions to atmosphere are compliant with the Waste Incineration Directive.

ABBREVIATIONS

CEMS	Continuous Emissions Monitoring System
FGCP	Flue Gas Cleaning Plant
PGC	Primary Gasification Chamber
SCC	Secondary Combustion Chamber
STS	Steam Turbine System
WHB	Waste Heat Boiler

RE-LETTING OF ST MARTIN'S COURT HALL

Cabinet: 23 November 2010

Recommendation required

Report of Assistant Chief Executive

EXECUTIVE SUMMARY

How does the content of this report improve the quality of life of Borough Residents

Village/Community halls provide a valuable meeting place for the local community to participate in a wide range of activities.

Purpose of Report

To update Cabinet on the market testing exercise for St Martin's Court Hall and make recommendations for its future use.

Key Issues

- ♦ St Martin's Court is a useful community resource.
- ♦ The present lease has terminated with Jean Bamforth School of Dance.
- ♦ Members agreed to test the market to see what interest there was in the hall at its meeting in June 2010.
- ♦ Campsie have marketed the facility.
- ♦ The Kings Community Church has been the only bidder.

Financial Implications

The Council was receiving an annual rent of £16,000 per annum. The new offer is £17,500 per annum.

Corporate Priority

Health and well being, Young People and Culture.

Officer Recommendations

To agree to award a full repairing lease for fifteen years to The Kings Community Church for the annual sum of £17,500 per annum. The lease will include a break clause after two years of the term with an mutual rolling break of six months notice.

Report Author: Liz Borthwick, Assistant Chief Executive 01784 446376.

Cabinet member: Councillor Denise Grant

MAIN REPORT

1. BACKGROUND

- 1.1 In February 2005 (February) the Council agreed to lease St Martin's Court Hall in Ashford (see map attached) to Jean Bamforth School of Dance for £16,000 per annum for five years. The lease encouraged the leaseholder to let out the facility to other community groups.
- 1.2 Prior to this the Council operated the hall which had a declining use and an operating cost of £20,000 per annum.
- 1.3 A report was presented to Cabinet in June to request that the property be remarketed as the lease had come to an end.

2. KEY ISSUES

- 2.1 Campsie have marketed the facility and although there was some interest from a number of organisations, only one organisation submitted a bid.
- 2.2 The Kings Community Church (Registered Charity No. 288292) submitted an offer for the site.
- 2.3 The Church at present is based at Matthew Arnold School. The Church has been established for twenty-five years in Staines. The Church is led by a team of Elders, supported by a Board of Trustees. The Church are in the process of changing to a limited company.
- 2.4 A process of due diligence has taken place and carrying out financial statement checks. The financial checks have shown the Church to be in a sound financial position.
- 2.5 The Church is looking to have a base to fulfil it's vision and make a positive impact on the local community. The Church has run a number of community-based activities over a number of years at various local venues including mother and toddler groups, money management courses, quiz nights, etc. The Church has indicated that they would be happy to explore hire arrangements for existing or new community groups to use the premises.
- 2.6 Previously the Church has hire/leased the Oast House Staines, Mathew Arnold School and the Salvation Army, Ashford.

3. OPTIONS ANALYSIS

- 3.1 The proposals are as follows:
 - a) Offer a lease to the Kings Community Church.
 - b) Not to offer a lease to the Kings Community Church and for the Council to operate the facility.
 - c) Close the facility.
- 3.2 At the meeting in June, Cabinet agreed to market the facility.

4. PROPOSALS

- 4.1 The proposal is to lease St Martin's Court Village Hall to The Kings Community Church for 15 years with an unconditional contract break on the second

anniversary followed by a rolling six month break for the remainder of the lease. The lease will be a full repairing lease.

- 4.2 The break clause can be actioned by the Church or the Council.
- 4.3 The lease will include a rent review every five years and the Council will be seeking to agree rent deposit deed.
- 4.4 The lease will also state that there can be no formal assignment or sub letting.

5. BENEFITS AND SUSTAINABILITY

- 5.1 The Council has a number of self-managed village halls which operate for the benefit of the community. Evidence shows us that often community groups have pride and enthusiasm for operating such facilities.

6. FINANCIAL IMPLICATIONS

- 6.1 The rented income was £16,000 per annum and the offer is now £17,500 per annum, an increase of £1,500.

7. LEGAL IMPLICATIONS/ OTHER CONSIDERATIONS

- 7.1 Legal services have been involved in the marketing process and will now prepare a lease document including the Heads of Terms identified above.

8. RISKS AND HOW THEY WILL BE MITIGATED

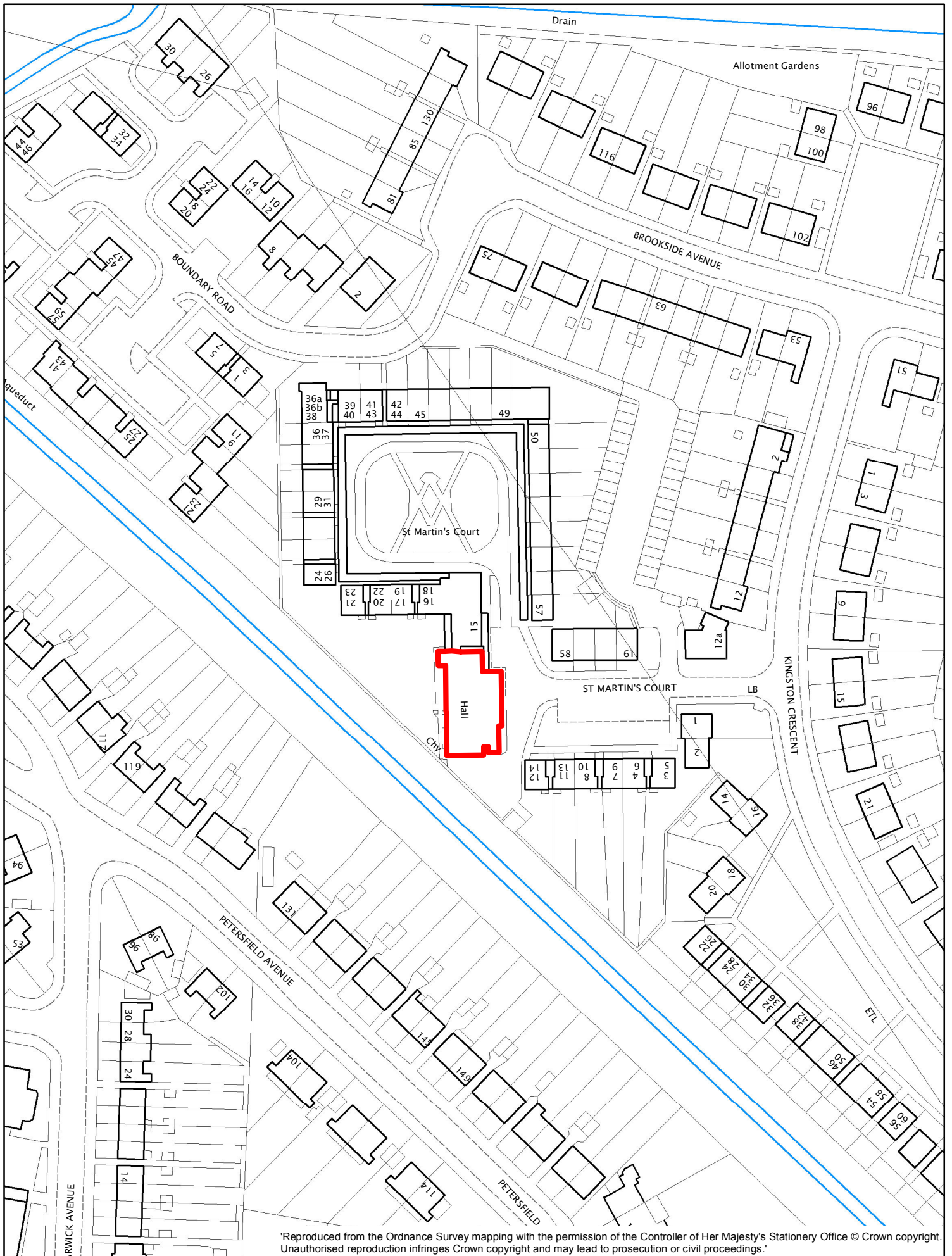
- 8.1 The key risks are that with a lease facility the Council still has health and safety risks, eg Legionella, testing of electrical equipment. The Council will ensure that any organisation who takes on the lease understands their responsibility. Annual monitoring of health and safety requirements now takes place via Asset Management and if there are concerns, then the Council would carry out the work and recharge the organisation.
- 8.2 The second risk would be failure of the Church to pay the rent and Audited accounts have been received and the Church is financially very healthy.

9. TIMETABLE FOR IMPLEMENTATION

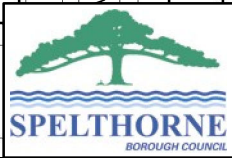
- 9.1 It is planned that a new lease will be in place by January 2011

Report Author: Liz Borthwick, Assistant Chief Executive, Telephone 01784 446376

**Background Papers:
There are none.**



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St. Martins Court Hall, Ashford.

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REVENUE GRANTS 2011/12

Cabinet: 23 November 2010

Recommendation Required

Report of the Assistant Chief Executive

EXECUTIVE SUMMARY

How does the content of this report improve the quality of life of Borough Residents

The recommendations within this report set out funding to assist the financial stability of key voluntary sector organisations which provide crucial services to the more vulnerable people of Spelthorne.

Purpose of Report

To consider the recommendations regarding voluntary sector organisation funding for 2011/12..

Key Issues

- Current policy
- Revenue grant applications
- Budget implications (also see below)
- Accommodation in Community Link

Financial Implications

The proposals show expenditure of £201,480 for 2011/12 compared to £227,900 in 2010/11.

Corporate Priority All 6 Priorities.

Officer Recommendation

Cabinet is asked:

- 1. To agree funding for the various organisations as recommended at Appendix A**
- 2. To receive a report on accommodation at the next Cabinet meeting.**

Contact: Brian Harris, Assistant Chief Executive
Portfolio Holder: Councillor Jean Pinkerton

MAIN REPORT

1. BACKGROUND

- 1.1 In 2006 the Executive made a number of decisions relating to the funding of voluntary and community sector organisations in the future. These included the establishment of 10 'priority' grant organisations with 4 year funding (to commence in the second year of the life of the newly elected Council). These decisions were taken following recommendation from the Improvement & Development Committee and the Grants Task Group.
- 1.2 Subsequently, in view of the impending world recession the Executive agreed that funding should be for 3 years for the 10 'priority' grant organisations – covering 2008/09, 2009/10 and 2010/11.
- 1.3 The 3 year funding arrangements finish at the end of this financial year and the Cabinet agreed at its March 2010 meeting:-
- (a) Funding for 2010/11
 - (b) To hold further talks with the 10 priority organisations regarding their future funding and report back to Cabinet in September 2010.
 - (c) To hold talks with the organisations in Community Link regarding their accommodation, and
 - (d) To hold talks with local businesses regarding the provision of Christmas lights.
- 1.4 This report covers (b) and (c) above in order to give the organisations early warning about the Council's funding intentions. It was agreed with Councillor Pinkerton to wait until after the Coalition Government's autumn statement on public sector expenditure before making recommendations. (d) above regarding Christmas lights was discussed at last month's Cabinet.

2. KEY ISSUES

- 2.1 Liz Borthwick and I have met with the 10 key organisations and all are very aware of the Council's financial position as well as the general situation regarding voluntary sector funding. Several of them are talking with similar organisations in other Boroughs/Districts regarding possible mergers, eg the Cabinet will be aware of the proposed merger of Spelthorne and Runnymede Age Concerns and Spelthorne and Runnymede Citizen Advice Bureaux. At this stage, there is a great deal of uncertainty as to how some of the organisations may be configured in a few years time.
- 2.2 Each organisation did say that they rely on the Council's funding to a large extent and that they particularly liked the certainty of 3 year funding despite there being no index linking. The suggestions later in the report are to agree funding for 2011/12. The principle of 3 year funding needs to be considered as part of next year's report.
- 2.3 Successful discussions have taken place with Two Rivers, who have agreed to fund Shopmobility by £15,000 each year over the next 3 years. For the past few years the Council has funded Shopmobility to the tune of £30,000, thus there is an immediate saving of £15,000 on last year's expenditure.
- 2.4 As well as the Council's £15,000 saving on Shopmobility, it is suggested a further 5% is taken out of the budget.

2.5 In addition, Surrey Chamber of Commerce are in the process of moving out of the Knowle Green offices and it is felt no longer appropriate to fund them (2010/11 funding £5,400). It is suggested that at this stage, some of this money - £4,200 - is ring fenced as follows:-

Shepperton Traders (formerly Chamber of Commerce) NB: no application has been received for 2010/11 or 2011/12 for Shepperton to date	£2,600	£1,750 Christmas lights £850 administration
Sunbury Cross Traders Stanwell Traders	£300 £300	To set up new trade organisations in that locality
Economic Development	£1,000	See 2.6 below

2.6 An Economic Development budget has only recently been established and is currently £5,000. It covers the Spelthorne Business Forum meetings and other initiatives.

2.7 The proposed ring fencing totals £4,200. It is suggested the remaining £1,200 is taken out of the budget as well, thus saving £26,420 on this year's budget or 11.6%.

2.8 The other aspect of this report concerns Community Link which has been established for over 15 years. Again, discussions have been taking place with the following 10 organisations currently residing at Community Link:-

- Age Concern
- CAB
- One to One
- VAIS
- Rentstart
- Carers
- Alzheimers
- Crest
- Crossroads
- Matrix

2.9 At the same time, discussions are taking place throughout Surrey regarding the co-location of similar services across different public services. The Cabinet will be aware of the impending arrival of the Surrey Police neighbourhood team to work closely with Spelthorne Borough Council Community Safety staff. Similarly, Surrey County Council are reviewing their current property portfolio and seeking to locate their local teams in the particular area. Liz Borthwick has spoken with them about the possibility of approximately 26 staff (10 desks) moving into Knowle Green and working closely with Spelthorne Borough Council Independent Living staff and Age Concern.

- 2.10 The accommodation issue is proving very challenging in view of the changing scene and the need to get more income from Knowle Green. We are hoping that we can continue to accommodate the majority of the 10 Community Link organisations at 2.8 above within appropriate Council offices/buildings although it might involve hot-desking, less space for them than present and a charge for electrics and heating. The Chamber of Commerce moving out will also free up more space.
- 2.11 In view of the complexity and sensitivity of this issue, it is suggested a separate report is written for the next Cabinet meeting.

3. OPTIONS ANALYSIS

- 3.1 There are several options for the Cabinet to consider. Firstly, to discontinue grants to the voluntary/community sectors. This could have severe repercussions on the community as a whole especially at a time of recession and on the Council itself, as it would fall on the Council to run many of the services. The organisations themselves would also face severe hardship at a time when other public sector funders such as Surrey County Council and NHS Surrey are looking at their funding regimes.
- 3.2 Another option is to partly agree the recommendations which would again severely restrict the voluntary/community organisations and the work they undertake.
- 3.3 The third option is to agree the recommendations on funding as set out at Appendix A.

4. PROPOSALS

- 4.1 The proposals are set out in Appendix A.

5. BENEFITS AND SUSTAINABILITY

- 5.1 These are covered in the report.

6. FINANCIAL IMPLICATIONS

- 6.1 The financial implications show a spend of £201,480, a reduction of £26,420 or 11.6% on 2010/11.

7. LEGAL IMPLICATIONS / OTHER CONSIDERATIONS

- 7.1 The voluntary sector offer services to a wide range of the Spelthorne community. The collapse of any of them could have profound effects on crime and disorder, equalities and diversity, social inclusion and other aspects of Spelthorne life especially at a time of recession.

8. RISKS AND HOW THEY WILL BE MITIGATED

- 8.1 If any of the voluntary organisations did collapse it would undoubtedly lead to more Council involvement in those activities with significant resource implications.

Report Author: Brian Harris, Assistant Chief Executive

Background Papers: There are none

Organisation	2010/11	2011/12	
	Paid £	Requested £	Recommended £
Voluntary/Care			
VAIS	18800	18800	17900
Age Concern	24000	24000	22800
Homestart	15700	17000	14900
CAB Staines and Sunbury	95300	126,924	90500
Spel Crossroads Care Att Sch	2600	2678	2500
Rentstart	25000	45000	23750
One to One Charity	500	500	475
Relate	3000	4500	2900
Spel Cruse Bereavement Care	800	1000	760
Shopmobility	30000	30000	14300
SCAN	500	1000	475
Surrey Law Centre	0	6860	
Surrey Welfare Rights Unit	0	2500	
Deafplus south	300	1000	285
Vitalise		352.75	
Heathrow Special Needs Farm			
Daybreak	1000	2000	950
Sub Total	217500	284114.75	192495
Economic development			
Ashford Chamber of Commerce	2700		2600
Lower Sunbury Traders	900	2000	855
Shepperton Chamber of Commerce *			
Spelthorne Chamber of Commerce	5400	9500	0
Sub Total	9000	11500	3455
Community/Leisure			
Shepperton Village Fair	700	1500	665
Sunbury Amateur Regatta	700	6500	665
Sub Total	1400	8000	1330
Carers Support	0	0	
Totals	227900	303614.75	197280

**Bold Italics
= Priority
Grants**

For 2010/11
£2700 agreed in principle but still to be
* paid out. See report, para 2.5

Para 2.5
suggests
ringfencing a
further £4200 as
follows:

Shepperton Traders (Chamber)	2600
Sunbury Cross Traders	300
Stanwell Traders	300
Economic Development Budget	1000

Total 201480

COMMUNITY ENGAGEMENT

Cabinet: 23 November 2010

Report of the Chief Executive EXECUTIVE SUMMARY

How does the content of this report improve the quality of life of Borough Residents

Holding effective community engagement events will increase the knowledge and satisfaction of residents with the services provided by the Council and partners.

Purpose of Report

The report looks back at the most recent round of Have Your Say events and makes proposals for future community engagement events.

Key Issues

- Feedback from the recent 2010 Have Your Say programme.
- Proposals for the future.

Financial Implications

There are no financial implications as a result of this report.

Corporate Priority

All six priorities

Officer Recommendations

To replace the local Have Your Say events with theme specific meetings at central, sizeable venues but Officers, Councillors and Partners to attend Resident Association meetings on an annual basis and also consider a range of communication channels as set out in paragraph 4 of this report.

Contact: Brian Harris, Assistant Chief Executive (People & Partnerships) 01784 446249

Portfolio Holder: Councillor Jean Pinkerton

MAIN REPORT

1. BACKGROUND

- 1.1 The Council's Constitution states that area forums will be constituted for the five main areas of Spelthorne. Their role is to allow residents the opportunity to meet their local councillors and make known their views on local issues, as well as to receive information and raise issues of concern. The Area Forums were renamed Have Your Say in 2009.
- 1.2 The Cabinet receives regular reports about community engagement events. Such reports have looked back at the previous set of the forums and forward to the next set.
- 1.3 The Coalition Government is increasingly expecting Councils to engage with its communities through its proposals on localism and the Big Society. Have Your Say events could be key elements in these initiatives.

2. KEY ISSUES

Summer 2010 Have Your Say

- 2.1 At the October 2009 meeting of the Cabinet it was agreed to continue to hold a sixth event at Sunbury Common and the Ashford meeting start time would revert to 7pm in line with the others.
- 2.2 On 30 March 2010 the Cabinet agreed a number of changes to arrangements for the Have Your Say events. These changes included –
 - Requesting the Shepperton event shared with the Residents' Association (RA) to be weighted towards an Have Your Say meeting.
 - Ward councillors be encouraged to sit at the front
 - Increase use of banners for publicity
 - Bring forward the Stanwell event (from July 15)
 - Arrange an additional – seventh – event for Charlton Village
- 2.3 The summer forums achieved some good attendances and one or two disappointing ones – see **Appendix A** for further details. The poor turnout at Sunbury Common was surprising given the breadth of publicity given to this event – including notices on A2Dominion estate notice boards and a mention in the school newsletter to 350 homes in addition to the usual publicity. The audience at Charlton Village dwindled during the half-time break, following the RA section of the meeting. The turnout at Shepperton was high and everyone remained despite a power-cut during the latter part of the evening.
- 2.4 The cost of each forum is approximately £600 to cover venue, postage, printing, publicity and the administrative staff costs prior and at the meeting. These costs do not include the salaries of senior officers as they do not receive additional payments for attending the meetings.
- 2.5 Partners continued to support Have Your Say with Surrey County Council, Surrey Fire and Rescue Services and Surrey Police attending all of the meetings. Other partners attended particular meetings such as A2Dominion and Ashley House at Stanwell, NHS Surrey at Shepperton.

2.6 All the Have Your Say events received presentations from Michael Graham, Head of Corporate Governance, on the Strong Leader versus Elected Mayor issue. Other details were as follows:

Area	Date	Venue	Chairman	Local Topic
Charlton Village*	12 May	Village Hall	Cllr Smith-Ainsley	Fire service update
Stanwell	25 May	St David's Hall	Cllr Ayers	Stanwell New Start St David's Health Centre Surrey Police restructure Health Trainers scheme
Sunbury Common	10 June	Kenyngton Manor School	Cllr Smith-Ainsley	Sunbury Cross regeneration Police restructure Fire service update
Ashford	17 June	Thomas Knyvett College	Cllr Trussler	Ashford Regeneration Police restructure Fire service update
Shepperton *	22 June (8-10pm)	Shepperton Village Hall	Cllr Sider	Shepperton Regeneration
Staines	24 June	Methodist Church Hall	Cllr Budd	Fire service update
Lower Sunbury	1 July	Sunbury Manor School	Cllr Hirst	Planning Review Police restructure

* Event shared with Residents' Associations.

2.7 Again, the market place sessions proved popular with Partners very keen to use the opportunity to meet and discuss issues with members of the public.

- 2.8 The advertising for the forums comprised: two articles in the Borough Bulletin, press releases and diary dates, website articles, e-newsletter alerts; letters to all residents' associations and neighbourhood watches, via Police Active Citizen network, increased number of banners, information to all Councillors asking them to publicise, via Local Strategic Partnership network and VAIS network, plus posters which were sent to local businesses and libraries and displayed on the Council's notice boards.
- 2.8 When questions were received in advance, verbal answers were given at the meetings. Written replies were also sent to people not present.
- 2.9 The local aspect of each forum is also reflected in the questions asked by the public. The Lower Sunbury forum, for example, always has questions about planning development and air pollution, thus we ensure the appropriate officers are present to answer the questions. At Shepperton, NHS Surrey was present to field questions on the Health Centre.
- 2.10 Written summaries of the meetings were produced and will be posted on the Council's website. These were brief outlines of the topics and Q&A part of the meetings. In previous years, verbatim reports of the Q&A sessions have been produced at great length, posted on the website, publicised in posters and sent to the local libraries to hold for reference. Summaries of the issues raised at the forums were also displayed on the Council's notice boards along with information on how to get a full copy of the notes. Investigations into the necessity for this indicated that very few "hits" of the relevant web pages had been made in the previous 12 months, and no requests to see copies of the notes had been made by any member of the public, partner or member.
- 2.11 Following the events partners were invited to feed back their views.
- a) Holding events in conjunction with Residents' Associations was not favoured. Reasons given were that this did not appeal to people who were not RA members. Also, RA members did not stay for the HYS part of the meeting – notably at Charlton Village where 50% left at the interval.
- b) Topic-led HYS events were considered preferable and worth trying in future. Partners felt residents would be willing to travel if the topic interested them; pressure on partners to attend all events would also be relieved.
- c) Only criticism of the marketplace session was at the RA-shared event in Shepperton, where the hall is not big enough to allow the stands to be displayed or visited during the break. This was mentioned in last year's feedback report and, although efforts were made to display material this year, it did not work.
- 2.12 Pointers for improvement
- a) The locations for banners were extended since last year, and an additional banner purchased for Shepperton. A couple of the banners were tampered with when they were put up in public – details of times and venues removed, and one complete banner was stolen.
- b) Ward Councillors sat at the front as requested, and in the main the partners were introduced at the start of the evening at the majority of events. While individual chairing styles are to be encouraged, certain protocols need to be followed and this is not always done – e.g. ensuring questioners' names are recorded properly.

c) The decision to change the date of the Stanwell HYS from 15 July to 25 May was taken after the July date had been officially confirmed and published in the Bulletin. This led to some confusion and necessitated an explanatory notice in the next Bulletin and extra posters publicising the change to be put up for both meetings.

- 2.13 A fundamental question is whether we should continue to hold Have Your Say events in a concentrated programme in the summer bearing in mind the costs, logistics and preparation needed especially when weighed up against the small proportion of Spelthorne residents attending? In addition, are Area Forums/ Have Your Say events still valid and adding value. The original purpose was to hold an event that enables that community to raise concerns and find out about relevant issues in their locality. To some extent this would seem to cover the 'localism' agenda.
- 2.14 However, an alternative could be to hold more theme-specific meetings with the public throughout the year at central, sizeable venues so residents would be drawn by the topic rather than by the locality. This would also dispense with the need for multiple presentations on a single topic (e.g. Michael Graham presented seven times on Strong Leader V Elected Mayor).
- 2.15 Additionally, discussions could take place with Residents Associations regarding Ward Members and Officers attending particular RA meetings on an annual basis thus keeping in touch with that locality's issues. .

3. OPTIONS ANALYSIS

- 3.1 The options for further community engagement events are as follows:
- (a) To continue as previously
 - (b) To replace the local Have Your Say events with theme specific meetings at central, sizeable venues but Officer, Councillors and Partners to attend RA meetings on an annual basis
 - (c) To discontinue HYS meetings but consider a range of communication channels accessible to different age groups to allow residents to engage with the Council through electronic media (e.g. virtual meetings).

4. PROPOSALS

The Cabinet is asked to agree with

3.1 b) plus consider a range of communication channels as set out in c) above.

5. BENEFITS AND SUSTAINABILITY

- 5.1 It is beneficial to enable detailed discussion with residents on given topics and for the residents to be able to question key public sector partners on specific issues.

6. FINANCIAL IMPLICATIONS

- 6.1 There are no financial implications as a result of this report.

7. LEGAL IMPLICATIONS / OTHER CONSIDERATIONS

- 7.1 The community engagement events promote an open and positive relationship between the Council and local residents.

8. RISKS AND HOW THEY WILL BE MITIGATED

- 8.1 Not to hold the events would risk dissatisfaction amongst the regular attendees and also reduce the level of engagement with residents, at a time when the government are advocating more community engagement.

9. TIMETABLE FOR IMPLEMENTATION

- 9.1 If 3.1 above is adopted a timetable will be drawn up for the rest of 2010/11 and 2011/12 with possible topics avoiding the election purdah period but at suitable locations throughout the Borough.

**Report Author: Brian Harris, Assistant Chief Executive (People & Partnerships)
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**Background Papers:
Appendix A – HYS Attendances**