

**ROBERTO TAMBINI
CHIEF EXECUTIVE**

Please reply to:

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Date: 2 September 2013

Notice of meeting:

Overview and Scrutiny Committee

Date: Tuesday 10 September 2013

Time: 8.00pm

Place: Council Chamber, Council Offices, Knowle Green, Staines

To: Members of the Overview and Scrutiny Committee

P.A. Broom (Chairman)
D. Patel (Vice-Chairman)
F. Ayers
A. Ayub
C. A. Bannister

M. Bushnell
C.A. Davis
R.D. Dunn
C.M. Frazer
A.E. Friday

D. Gohil
I.T.E. Harvey
M.J. Madams
M.W. Rough
S.D. Taylor

AGENDA

Description	Lead Person	Timings	Page Number
1. Apologies			
To receive any apologies for non-attendance.	Chairman	8.00pm	
2. Disclosures of Interest			
To receive any disclosures of interest from members.	Chairman		
3. Minutes			
To confirm the minutes of the meeting held on 9 July 2013 (copy attached).	Chairman		1 - 5
If any member of the Committee has any issues arising from the minutes of the meeting held on 9 July 2013 that they wish to raise at the meeting please inform Terry Collier, Assistant Chief Executive 24 hours in advance of the meeting.			
4. Matters Arising			
To consider any matters arising from the Minutes of the meeting held on 9 July 2013.	Chairman		
5. Call in of a Leader, Cabinet or Cabinet Member Decision			
No decisions have been called in for Review.	Chairman		
6. Capital Monitoring			
To consider the attached report of the Assistant Chief Executive.	Adrian Flynn, Senior Accountant	8.05pm	6 - 11
7. Revenue Monitoring			
To consider the attached report of the Assistant Chief Executive.	Adrian Flynn, Senior Accountant	8.15pm	12 - 26
8. Leader's Task Groups			
To receive update reports on progress with the Leader's Task Groups. (next steps attached)	Cllrs Gething, Leighton and Mitchell	8.25pm	27 - 31

Description	Lead Person	Timings	Page Number
9. Health and Wellbeing Strategy			
To receive the attached briefing paper on the Health and Wellbeing Strategy.	Liz Borthwick, Assistant Chief Executive	8.35pm	32 - 38
10. Planning Enforcement Policy			
To consider the attached report on planning enforcement in Spelthorne and a draft Planning Enforcement Policy.	Heather Morgan, Head of Planning and Housing Strategy	8.45pm	39 - 67
11. Social Media Policy			
To consider the attached report on the Council's use of Social Media.	Vicky Ellis, Web and Graphics Officer	9.00pm	68 - 84
12. Remote Working			
To receive a presentation on remote working in the Council.	Jonathan Bramley, Environmental Health Manager (Commercial)	9.20pm	85 - 102
13. Leisure and Culture Strategy			
To consider the attached second draft of the Leisure and Culture Strategy and receive feedback from the Task Group.	Lisa Stonehouse, Leisure Services Manager	9.35pm	103 - 150
14. Cabinet Forward Plan			
A copy of the latest forward plan is attached. If any members of the committee have any issues contained in the Cabinet Forward Plan they wish to look at please inform Terry Collier, the Assistant Chief Executive, 24 hours in advance of the meeting with reasons for the request.	Terry Collier, Assistant Chief Executive	9.50pm	151 - 152
15. Work Programme			
The Chairman to report at the meeting.	Chairman		

Description	Lead Person	Timings	Page Number
16. Any Other Business	Terry Collier, Assistant Chief Executive	9.55pm	
<p>If any member wishes to raise an issue at the meeting could you please notify Terry Collier, Assistant Chief Executive on 01784 446296 or email t.collier@spelthorne.gov.uk 24 hours prior to the meeting otherwise the request may not be accepted</p>			

**Minutes of the Overview and Scrutiny Committee
9 July 2013**

Present:

Councillor P.A. Broom (Chairman)
Councillor D. Patel (Vice-Chairman)

Councillors:

A. Ayub	C.M. Frazer	I.T.E. Harvey
C.A. Davis	A.E. Friday	M.W. Rough
R.D. Dunn	D. Gohil	S.D. Taylor

Apologies: Councillors F. Ayers, C.A. Bannister, M. Bushnell and M.J. Madams

In Attendance: Councillor P. Forbes-Forsyth, Cabinet member for Community Safety, Young People, Leisure and Culture and Councillor N. Gething, Cabinet member for Economic Development and Fixed Assets attended the meeting and took part in the discussion on those items relevant to their Portfolio.

174/13 Disclosures of Interest

Councillor C. Davis disclosed a pecuniary interest in Item 5. Update on Spelthorne's Allotments, as he is a tenant of a Spelthorne owned allotment.

175/13 Minutes

The Minutes of the meeting held on 23 May 2013 were approved as a correct record.

176/13 Call in of a Leader, Cabinet or Cabinet Member Decision

No decisions had been called in.

177/13 Update on Spelthorne's Allotments

The Committee received a briefing paper from the Head of Sustainability and Leisure on the management of the Council's allotment sites. It noted the work being done to reduce waiting lists and gradually move the sites over to self-management.

RESOLVED to note the update on Spelthorne's allotments.

178/13 Housing Issues in Spelthorne during the economic downturn

The Committee received a briefing paper on housing issues during the economic downturn including: the acute shortage of affordable accommodation both in the public and private rented sector; challenges arising as a result of the welfare reform changes; the rising costs to the Council associated with implementing homeless legislation and administering discretionary housing payments and the uncertainty faced by the Housing Benefit staff over their future.

Overview and Scrutiny Committee, 9 July 2013 - continued

The Vice-Chairman asked the officers to provide statistics on the number of households facing difficulties due to the welfare reform changes and how the Council is dealing with the costs associated with implementing homeless legislation.

RESOLVED to note the briefing paper on Housing Issues.

179/13 Update on Economic Strategy programme

The Committee received an update on the actions which had been taken to prepare an Economic Strategy for the Borough, following this Committee's recommendation to Cabinet of the need for such a strategy. Public consultation on a Local Economic Assessment, a forerunner to preparation of the strategy itself, and a business survey had both been carried out. The results of these were currently being analysed and would be available by the end of this month, with the draft strategy being ready in September/October 2013.

RESOLVED to note the update on the Economic Strategy programme.

180/13 Planning – TRA review and levels of customer satisfaction

The Committee received an update on the improvements which had taken place in the planning service following the Trevor Roberts Associates review of 2009. A survey in 2011 showed higher levels of customer satisfaction and highlighted further areas for improvement which had also been addressed.

Members commented that Planning was a particularly sensitive issue for residents, which took up most of their time so they welcomed the improvements that had been made to the service.

The Committee discussed the TRA recommendations and other improvements that could be made to the planning application process and considered whether it may wish to look at this further as part of its work programme.

RESOLVED to note the update on the Planning TRA review and levels of customer satisfaction.

181/13 Update on Spelthorne's Project Management methodology

The Committee received an update on progress with the Project Management methodology. There were now 24 Flagship Projects, which it acknowledged was a large number to manage for an authority of Spelthorne's size.

The Committee noted that it would receive updates at every meeting.

In response to a question about the plan for Laleham Park, officers advised that the way forward was being discussed at the Leader's task group on Environment and Waste, before a new master plan was drawn up.

RESOLVED to note the update on Spelthorne's Project Management methodology.

Overview and Scrutiny Committee, 9 July 2013 - continued

182/13 Provisional Capital Outturn 2012/13

The Committee received the provisional Capital outturn for 2012/13. It noted that £634k had been spent against a revised budget including carry forwards from 2011/12 of £1.753m. A large proportion of the £1.119m underspend would be carried forward to 2013/2014.

The Committee was concerned about the high amount of carry forwards and whether this might indicate a lack of management. The Chief Finance Officer explained that most of the capital programme was spent on projects and now that improvements and additional resources were in place, this would help ensure the Council delivered more projects in the coming year.

He confirmed that the Portfolio Holder for Finance, with officers, would be reviewing the capital programme over the summer period.

The Chairman informed the Committee that she had asked for an update on remote working from the Assistant Chief Executive and this would be added as an item in its work programme.

The Committee noted that it had found the previous use of written narrative to explain delays in capital spending useful and asked that this be reinstated.

The Committee discussed the Council's IT projects and due to its concerns about the ability of the Council to manage the Voice over Internet Protocol (VOIP) project agreed to add this to the work programme.

RESOLVED

- (1) to note the provisional capital outturn spend for 2012/13;
- (2) to include an item on remote working in the Committee's work programme for 2013/14 and
- (3) to include an item on ICT projects including VOIP in the Committee's work programme for 2013/14.

183/13 Treasury Management Annual Report 2012/13

The Committee discussed the Treasury Management Annual Report on treasury performance for 2012/13, covering the council's activities in the borrowing and investment market.

The Assistant Chief Executive explained that given the Council's dependency on investment returns to balance the budget it was considered appropriate to evaluate alternative investment options with a view to achieving higher returns into the future. An appropriate new strategy was developed during the year and had now been fully implemented, delivering healthy initial returns.

The Assistant Chief Executive reassured the Committee that the Council's portfolio would be kept under constant review in consultation with our treasury advisors to optimise investment performance whilst keeping risk to a minimum.

RESOLVED to note the Treasury Management Annual Report 2012/13.

Overview and Scrutiny Committee, 9 July 2013 - continued

184/13 Provisional Revenue Outturn 2012/13

The Committee discussed the report on the provisional Revenue outturn for 2012/13 and noted that £11.707m had been spent against the original budget of £12.371m. The Principal Accountant explained that the favourable outturn enabled the Council to protect its balance sheet position by not using Interest Equalisation Reserve in 2012/13, to accommodate carry forwards of £164k into 2013/14 and replenish invest to save reserves.

The Chairman advised that she had queried the garden waste bin situation with the Head of Sustainability and Leisure and that she would provide an update of the current situation.

RESOLVED:

- (1) to note the provisional Revenue outturn for 2012/13 and
- (2) that the Head of Sustainability and Leisure provide an update on the current situation with regards to garden waste bins.

185/13 Leisure and Culture Strategy

The Committee received a presentation from the Leisure Services Manager on the draft Leisure and Culture Strategy for 2013-2016, which following further discussions would be amended to include more on the health and wellbeing and economic benefits of leisure facilities.

The Committee endorsed the comments of the Portfolio Holder for Leisure and Culture that as the strategy relates to a discretionary service, it was important to make a compelling business case to justify the service and entice external funding in order to ensure its future viability.

The Committee discussed areas which they felt had been omitted from the draft Strategy, such as tourism, the river and uniformed youth organisations and suggested these be included. It agreed to establish a task group led by Councillor Frazer, with Councillor Friday assisting, to work with the officers to further develop the draft strategy, which would be brought back to the next meeting for further consideration.

RESOLVED:

- (1) to note the draft Leisure and Culture Strategy 2013 – 2016;
- (2) to form a mini task group with Councillor Frazer as lead and Councillor Friday assisting to work with the officers in developing the Strategy and
- (3) to consider the second draft of the Strategy at the Committee's next meeting.

186/13 Overview and Scrutiny Committee Arrangements

The Vice-Chairman, Councillor D. Patel, gave a presentation explaining the meaning of Scrutiny and the role and work of the Committee.

Overview and Scrutiny Committee, 9 July 2013 - continued

A summary of the work undertaken by the Committee during the last year was circulated at the meeting.

The Chairman gave an update on the work of each of the Task Groups established last year.

- The Projects Task Group had completed its work and produced templates to assist new task groups in managing their work.
- The Planning Post-Implementation Task Group had not progressed its work.
- The Parks and Open Spaces (including Skate Parks) Task Group had merged into the Laleham Park Task Group.
- The Assets Task group had been superceded by a Leader's Task group.

She reminded members that if they were sitting on one of the three Leader's Task Groups that they would not be able to scrutinise the work of those Task Groups.

The Committee then split into three discussion groups to identify the areas they would like to include in their work programme for the coming year. They considered topics under the headings of: internal (critical support services); external (delivery of direct residents' services); formal partnerships; informal partnerships, and residents.

The groups fed back the outcome of their discussions and the Chairman advised that she would meet with the Vice-Chairman and officers to draft a work programme for the Committee based on the areas identified.

187/13 Cabinet Forward Plan

The Committee received the Cabinet Forward Plan.

RESOLVED to note the Forward Plan.

188/13 Work Programme

The Chairman confirmed once more that she would be working with the Vice-Chairman and officers to pull together the work programme from the ideas generated in the discussion groups.

She asked members to contact her if they had any further thoughts on topics they would like to see included.

RESOLVED to note the arrangements to produce a work programme.

189/13 Any Other Business

No other business reported.

Overview and Scrutiny Committee

10 September 2013



Title	Capital Monitoring Report		
Purpose	Resolution required		
Report of	Chief Finance Officer	Confidential	No
Cabinet Member	Councillor Tim Evans	Key Decision	No
Report Author	Adrian Flynn		
Summary and Key Issues	<p>To provide Overview and Scrutiny Committee with the spend figures for the period April to July 2013 on the Capital Programme.</p> <ul style="list-style-type: none"> • The current position shows that we have spent/committed £486k to date which represents 25% of the revised budget. • The projected outturn shows that we are anticipating to spend £1.749m which represents 91% of the revised budget. • Agree to increase the Customer Relationship Management (CRM) budget by £80k. 		
Financial Implications	As set out within the report and appendices		
Corporate Priority	All Priorities		
Recommendations	<p>To note the current spend position and the recommendations to Cabinet:</p> <p>To allow £80,000 that was originally agreed back in 2011/12 to be added to the CRM project budget, now that the project is underway.</p> <p>That the Capital Programme provision for Laleham be re-phased with 2013-14 provision reduced by £200k and the provision for 2014-15 increased by £200k</p> <p>The Capital Programme provision for Virtual Desktop be re-phased with 2013-14 provision reduced by £147k and 2014-15 increased by £147k</p>		

1. Background

- 1.1 The purpose of this report is to update Overview and Scrutiny Committee on the capital spend against the budget position of the schemes within the capital programme.
- 1.2 To inform Overview and Scrutiny Committee of the reasons for the variances
- 1.3 This may be the last financial year, where Spelthorne will have sufficient capital funds to fully fund anticipated future capital programmes, thereafter we will need to start either drawing down revenue reserves, making revenue contributions to capital or finding additional funding sources.

2. Key issues

- 2.1 A large proportion of the projects that were carried over from 2012/13 (£723k) have either being completed in the first four months of the new financial year or have been started with completion dates ranging from autumn 2013 to March 2014. A key issue in 2012-13 was that a number of capital projects slipped, with increased focus on tighter project management across the Council it is anticipated that outturn will be much closer to budget in 2013-15.
- 2.2 Attached as Appendix A and B is the actual spend to date on capital covering the period April to July 2013.
- 2.3 For the period ending July 2013, capital expenditure was £245k (22%) of the original budget and (13%) of the revised budget.
- 2.4 The difference between the original budget and the revised budget is £791,244. The £791,244 is broken down as £723,619 worth of carry forwards from 2012/13 and £67,625 worth of supplementary estimates.
- 2.5 Transactions involving all projects are reviewed on a regular basis throughout the year to ensure that they meet the definition of capital expenditure as laid down by our external auditors KPMG and accounting standards. Any transaction that fails to meet the capital definition will be transferred to revenue.

Significant Developments/variances

- 2.6 The following projects are worth noting :
 - (a) Meals on wheels Vans: The budget of £50k may no longer be required, as a result of a contract being signed with Appetito by December of this year which will include the transportation of meals to residents.
 - (b) The fencing project worth £64k has being put out to tender and work is anticipated to start on the contract in Oct 2013.
 - (c) Bring site Initiative (£60K): The current sites are being reviewed with new bins purchased and to be put in place by the end of Autumn 2013.
 - (d) Laleham park Upgrade (£200K): The majority of the budget will not be spent until 2014/15 therefore it would be better to amend the budget to better reflect the actual spend pattern on this project.

- (e) Kenyngton Manor Pavilion: Awaiting results of the feasibility study which is currently taking place, before the club can submit an application to the football foundation for funding.
- (f) ICT Projects involving Customer Relationship Management (CRM) and Voice over internet(VOIP) (£307k) are both under way, with completion dates of March 2014 for VOIP and CRM early 2014/15. The budget for Virtual Desktop should also be amended to better reflect the actual spend pattern on the project.

3. Options analysis and proposal

- 3.1 Overview and Scrutiny Committee is asked to note the current spend position.

4. Financial implications

- 4.1 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.

5. Other considerations

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

6. Risks and how they will be mitigated

- 6.1 Regular monitoring and updating of the actual figures will enable changes to be picked up and allow corrective action to be taken where necessary in a timely manner.

7. Timetable for implementation

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

Background papers: None

Appendices: A &B

Appendix A

CAPITAL MONITORING REPORT P.4 JULY 2013/14

Portfolio Member	ORIGINAL BUDGET	CARRY FORWARDS	SUPPLEMENTARY ESTIMATE	REVISED BUDGET	ACTUALS YTD	COMMITMENTS	MANAGERS PROJECTED OUTTURN	MANAGERS PROJECTION TO REVISED BUDGET
Cllr Webb - Planning & Housing	301,600	-	(4,717)	296,883	14,409	-	296,883	-
Cllr Pinkerton - Health Wellbeing & Ind Living	50,000	75,601	-	125,601	13,512	6,418	60,501	(65,100)
Cllr Mitchell - Environment	85,000	5,000	(34,246)	55,754	2,500	5,000	90,000	34,246
Cllr Gething - Parks and Assets	364,700	288,318	26,588	679,606	176,392	135,383	539,604	(140,002)
Cllr Sexton - Communications	327,900	271,100	80,000	679,000	41,272	66,908	679,000	-
Cllr Forbes-Forsyth - Comm Safety & Young People	-	13,000	-	13,000	-	23,900	13,000	-
Cllr Evans - Finance & Resources	-	70,600	-	70,600	(3,200)	3,200	70,600	-
	1,129,200	723,619	67,625	1,920,444	244,886	240,809	1,749,588	(170,856)

Appendix B

CAPITAL MONITORING REPORT P.4 JULY 2013/14

Portfolio Member / Service Head	Cost Centre	Description	Original Budget	Carry Forwards	Supplementary Estimate	Revised Budget	Actuals YTD	Commitments	Managers Projected Outturn	Managers Projection to Revised Budget	Comments
<u>Housing Investment Programme</u>											
<u>Cllr Webb - Planning & Housing</u>											
Lee O'Neil	40203	Disabled Facilities Mandatory	520,000	-	-	520,000	110,981	-	520,000	-	On target to spend budget. DCLG have awarded SBC an additional grant of £4717
Lee O'Neil	40204	Disabled Facilities Discretion	29,600	-	-	29,600	-	-	29,600	-	No spend likely until much later in financial year
Lee O'Neil		Less Specified Capital Grant	(285,000)	-	(4,717)	(289,717)	(96,572)	-	(289,717)	-	
		Net Cost of Disabled Facilities Grants	264,600	-	(4,717)	259,883	14,409	-	259,883	-	
Lee O'Neil	40207	Equity Release Scheme	10,000	-	-	10,000	-	-	10,000	-	Home Improvement Trusts equity release scheme has been closed. Replacement scheme being sought.
Lee O'Neil	40209	Home Improvement Agency grant	27,000	-	-	27,000	-	-	27,000	-	Annual Invoice to be received later in financial year
		Total	37,000	-	-	37,000	-	-	37,000	-	
Total For HIP			301,600	-	(4,717)	296,883	14,409	-	296,883	-	
<u>Other Capital Programme</u>											
<u>Cllr Pinkerton - Health Wellbeing & Independent Living</u>											
Deborah Ashman	42271	Fordbridge Day Centre	-	20,716	-	20,716	11,127	186	20,716	-	Works are still being carried out, anticipated to be finished by December 2013
Deborah Ashman		External Funding	-	(3,276)	-	(3,276)	(3,276)	-	(3,276)	-	
Deborah Ashman	41013	Wellbeing Centre	-	69,144	7,000	76,144	72,744	6,232	76,144	-	All works are finished, waiting on the closure report to be signed off
Deborah Ashman		External Funding	-	(60,083)	(7,000)	(67,083)	(67,083)	-	(67,083)	-	
Deborah Ashman	42014	Housing Locata	-	24,000	-	24,000	-	-	24,000	-	Project kick off dependant on the outcome of the future Search Moves partnership arrangements and the ratification of the Housing Allocations Policy. As these are now in place the project is close to kick off. Anticipated go live date January 2014
Deborah Ashman	40106	Meals on Wheels Vans	50,000	-	-	50,000	-	-	-	(50,000)	This budget may not be needed, waiting for contracts to be signed with Appetito by December 2013
		Total	50,000	50,501	-	100,501	13,512	6,418	50,501	(50,000)	
Lee O'Neil	41314	Air Quality	-	25,100	-	25,100	-	-	10,000	(15,100)	£25,100 is the outstanding balance on a DEFRA grant to be used for air quality action planning purposes. Project expected to be completed by March 2015
		Total	-	25,100	-	25,100	-	-	10,000	(15,100)	
<u>Cllr Mitchell - Environment</u>											
Jackie Taylor	41502	DCLG Lorry	180,000	-	-	180,000	214,246	-	214,246	34,246	Lorry has been delivered. Overspend will be funded from DCLG revenue grant
Jackie Taylor	41601	DCLG Bins	48,000	-	-	48,000	47,500	-	48,000	-	Bins have been delivered. Budget for year will be fully spent
Jackie Taylor		DCLG Grant	(228,000)	-	(34,246)	(262,246)	(262,246)	-	(262,246)	-	
		Total	-	-	(34,246)	(34,246)	(500)	-	-	34,246	
Sandy Muirhead	40602	HeatingRepairs&DraughtProofing	25,000	-	-	25,000	3,000	-	25,000	-	Monies to be spent later in year on addressing fuel poverty issues
Sandy Muirhead	41309	Critical Ditches	-	5,000	-	5,000	-	5,000	5,000	-	This will be put towards a Felix Lane ditch project, to take place in Autumn
Sandy Muirhead	42047	Bring Site Initiative	60,000	-	-	60,000	-	-	60,000	-	Bring sites currently being reviewed. New bins to be bought & put in place in Autumn 2013
		Total	85,000	5,000	-	90,000	3,000	5,000	90,000	-	
<u>Cllr Gething - Parks and Assets</u>											
Dave Phillips	41015	Runnymede Estates	-	-	-	-	-	63,861	-	-	Actuals to be transferred at end of year
Dave Phillips	41028	Fire Alarm Systems	29,000	-	-	29,000	-	-	29,000	-	Upgrade Fire Alarm systems at Greeno & Fordbridge Day Centres. Delays in Tendering
Dave Phillips	41031	Fencing	64,000	-	-	64,000	-	-	64,000	-	Project out to tender, contract to start October 2013
Dave Phillips	41618	Esso Site Stanwell	-	20,000	-	20,000	-	-	20,000	-	Leisure have expressed an interest in running the site for football. Costs of decontamination and levelling of site to be obtained
Dave Phillips	42007	Lammas Park Water Mains	-	35,000	-	35,000	32,480	5,870	35,000	-	Works due to be completed end of September 2013
Dave Phillips	42043	Renewal of Toilet Facilities	20,000	20,000	-	40,000	-	19,347	40,000	-	Works have commenced on 1st phase. Should be completed by end of August
Dave Phillips	42050	Knowle Green reception	-	45,657	-	45,657	160	-	45,657	-	Works to commence shortly regarding new work areas for Housing options and ICT.
Dave Phillips	42053	Knowle Green Heating	-	25,561	-	25,561	-	46,306	25,561	-	Works continuing to renew old valves at Knowle Green. Testing to be done in September 2013. Estimated outturn is £26k, commitment to be cleared once final invoices received
		Total	113,000	146,218	-	259,218	32,640	135,383	259,218	-	
Lisa Stonehouse	41006	Kenyngton Manor Pavilion	33,000	-	-	33,000	-	-	33,000	-	Feasibility study taking place in order to apply for football foundation funding
Lisa Stonehouse	41007	Sunbury Skate Park	18,700	-	-	18,700	7,654	-	18,700	-	Lighting has been installed. CCTV hoping to be in place by the end of August 2013
Lisa Stonehouse	41018	Pool Covers	-	14,500	-	14,500	14,526	-	14,526	26	Project complete
Lisa Stonehouse	42274	SkatePark+Multi use games area	-	6,000	-	6,000	-	-	6,000	-	Retention payment on the contract, due to be paid in August 2013
		Total	51,700	20,500	-	72,200	22,180	-	72,226	26	

CAPITAL MONITORING REPORT P.4 JULY 2013/14

Portfolio Member / Service Head	Cost Centre	Description	Original Budget	Carry Forwards	Supplementary Estimate	Revised Budget	Actuals YTD	Commitments	Managers Projected Outturn	Managers Projection to Revised Budget	Comments
Sandy Muirhead	41023	Technical Equipment	-	-	26,588	26,588	-	-	26,588	-	Strong leader decision to purchase Christmas lights for Staines Town Centre
Sandy Muirhead	41026	Laleham Park Upgrade	200,000	-	-	200,000	-	-	60,000	(140,000)	Surveys of the site taking place over the summer. Building work not expected to take place until 2014/15
Sandy Muirhead	41207	Combined Heat & Power	-	121,600	-	121,600	121,572	-	121,572	(28)	Project complete
Total			200,000	121,600	26,588	348,188	121,572	-	208,160	(140,028)	
Cllr Sexton - Communications											
Helen Dunn	43003	New Software	40,000	-	-	40,000	1,868	-	40,000	-	Will be spent throughout the year on various software enhancements
Helen Dunn	43310	Virtual Desktop (VDI)	100,000	47,000	-	147,000	-	-	147,000	-	Project hoping to be underway in this financial year - meeting arranged to discuss outcome of feasibility study at end of Sept
Helen Dunn	43311	Voice Over Internet (VOIP)	75,000	85,000	-	160,000	-	-	160,000	-	Project progressing, design document drawn up, suppliers found and quotes received
Helen Dunn	43314	Integra Upgrade	24,000	-	-	24,000	-	13,900	24,000	-	Phase 1 of 2 of Integra upgrade underway, going live in Sept 2013. Phase 2 - eSeries 2 to be done early 2014
Helen Dunn	43315	GOSS (Runnymede)	-	-	-	-	-	23,073	-	-	All costs to be recharged to Runnymede
Helen Dunn	43507	Car Parks Link	12,000	-	-	12,000	210	-	12,000	-	Project underway, surveys to take place & project to be completed by January 2014
Helen Dunn	43601	Remote & Mobile Working, Depot	-	16,000	-	16,000	-	-	16,000	-	Awaiting evaluation report linked to 43307 - EHBC Mobile Working project
Helen Dunn	43603	Server Updates	30,000	-	-	30,000	-	-	30,000	-	No specific requirements as yet, but will be spent later in the year
Helen Dunn	43604	Desktop Upgrades	10,000	-	-	10,000	7,999	-	10,000	-	Spend to date relates to laptops purchased for new employees
Helen Dunn	43608	Other Hardware	10,000	-	-	10,000	4,695	-	10,000	-	Replacement of Digital Film Scanner (Microfiche) purchased for Reception area
Helen Dunn	43609	ICT Security	26,900	-	-	26,900	-	-	26,900	-	Project split into Intrusion Detection & Protective Markings. PC Monitoring Endpoint Security took place in 2012/13
Total			327,900	148,000	-	475,900	14,772	36,973	475,900	-	
Jan Hunt	41608	HR and Payroll system	-	12,500	-	12,500	(3,500)	5,379	12,500	-	Phases 1 & 2 complete. Phase 3 (self-service) is in progress. Phase 4 (automated workflows & e-recruitment) Report to MAT in Autumn
Total			-	12,500	-	12,500	(3,500)	5,379	12,500	-	
Lee O'Neil	43307	EHBC Mobile Working	-	15,600	-	15,600	-	-	15,600	-	Report to Overview & Scrutiny Committee on 10th Sept 2013 on the main key elements relating to the project. Comprehensive evaluation report to MAT by end of Sept 2013. Subject to MAT agreement, progress options for reducing office space occupied by EH and BC services and "hot desking" arrangements
Total			-	15,600	-	15,600	-	-	15,600	-	
Linda Norman	43505	CRM Solution	-	80,000	80,000	160,000	30,000	22,762	160,000	-	Capita Connect and Engage products were purchased in June 2013. They are currently both in test and are due to be launched to the public in September 2013. The project team are currently evaluating 2 systems for the back office integration and the second company is due to deliver a proof of concept in September 2013. It is anticipated that the procurement of the preferred supplier will go to Cabinet in November 2013 and is anticipated to be in the region of £90k. A further £13k has been allocated with Civic
Total			-	80,000	80,000	160,000	30,000	22,762	160,000	-	
Rowena Davison	43304	GOSS - Website Upgrade	-	15,000	-	15,000	-	1,794	15,000	-	The project itself was completed in 2012/13, however there is ongoing work with various fixes and bugs etc that are currently being worked on with GOSS
Total			-	15,000	-	15,000	-	1,794	15,000	-	
Cllr Forbes-Forsyth - Community Safety & Young People											
Keith McGroary	41605	Staisafe Radio	-	13,000	-	13,000	-	-	13,000	-	A new report will be going to cabinet as there has been a change in the initial bid regarding the radio type
Keith McGroary	41604	Stanwell CCTV	-	60,000	-	60,000	4,727	23,900	60,000	-	CCTV cameras have been installed in August 2013
Keith McGroary	S106 Funding		-	(60,000)	-	(60,000)	(4,727)	-	(60,000)	-	
Total			-	13,000	-	13,000	-	23,900	13,000	-	
Cllr Evans - Finance & Resources											
Sandy Muirhead	41302	Parking Handhelds	-	-	-	-	(3,200)	3,200	-	-	Waiting for special creditor to clear
Sandy Muirhead	41317	Car Park Improvements	-	70,600	-	70,600	-	-	70,600	-	Will go towards some form of Automatic Number Plate Reader system. Project to go out to tender in September 2013, to be installed by March 2014 at latest
Total			-	70,600	-	70,600	(3,200)	3,200	70,600	-	
Total For Other			827,600	723,619	72,342	1,623,561	230,477	240,809	1,452,705	(170,856)	
Total Expenditure			1,642,200	846,978	113,588	2,602,766	678,790	240,809	2,431,910	(170,856)	
Total Funding			(513,000)	(123,359)	(45,963)	(682,322)	(433,904)	-	(682,322)	-	
GRAND TOTAL			1,129,200	723,619	67,625	1,920,444	244,886	240,809	1,749,588	(170,856)	

Overview and Scrutiny Committee

10 September 2013



Title	Revenue Monitoring Report		
Purpose	Recommendation required		
Report of	Chief Finance Officer	Confidential	No
Cabinet Member	Councillor Tim Evans	Key Decision	No
Report Author	Adrian Flynn		
Summary and Key Issues	<p>To provide Overview and Scrutiny Committee with the net revenue spend figures to the end of July 2013.</p> <ul style="list-style-type: none"> • The forecast outturn at net expenditure level is £12.099m against the revised budget of £12.244m; A projected favourable variance of £145k. • After taking into account the use of carry forwards, the net position is approx £309k Favourable variance. • Interest earnings are forecast to be in line with budget. 		
Financial Implications	As set out within the report and appendices.		
Corporate Priority	All Priorities		
Recommendations	Overview and Scrutiny Committee is asked to note the report		

1. Background

- 1.1 The purpose of this report is to update Members on the net revenue spend and forecast outturn position as at the end of July 2013.
- 1.2 To inform members of the reasons for the variances identified against the budget agreed in February 2013 and revised for carry forwards.
- 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 The forecast underspend at net expenditure level is £145k (1.1%) against the revised budget. Once we take into account the use of carry forwards, the under spend increases to approximately £309k.

- 2.2 **Appendices B and C1 to C8** the major areas causing the year to date budget to be higher or lower than the actual spend to date are detailed.

2.3 Details of Monitoring

- 2.4 Budgets are profiled where there is a normal expected payment date e.g. National Non-Domestic rates (NNDR) payments are profiled to be paid in May, salaries in 12ths, grants on the month they are received previously, contracts on the payment frequency agreed, rentals on a quarterly basis etc. This still means however that the majority of the expenditure, profiled in 12ths to be spent, is reliant upon Service Heads ordering goods and services on a regular basis. In reality the major proportion of spend is generally made in the second half of the year. There will always be some timing differences which do not reflect underlying budget variances.

- 2.5 The major area of spend relates to Housing Benefit payments which are made 4 weekly at varying levels from £1.7m max to £20k minimum. However the grant income received comes in monthly based on estimates agreed at the start of the year. An Interim adjustment payment is paid or repaid after the midyear claim is submitted. Timing differences in excess of £1.5m in one month could occur if 2 large benefit payment runs occur within the same month.

- 2.6 Appendices B and C1 to C8 give a summarised breakdown of the revenue spend by portfolio area, firstly in overall terms and then breaking each portfolio down by cost centres.

3. Options analysis and proposal

- 3.1 Overview and Scrutiny Committee are asked to note the current net revenue spend and forecast position.

- 3.2 The following highlights the more significant or material variances:

Corporate Development

Chief Executive: £15k adverse variance – Staines upon Thames regeneration part time post not included within the original budget.

Planning and Housing

Homelessness: £200k adverse variance – Increased expenditure on bed and breakfast accommodation.

Homelessness: £223k favourable variance – Increased Income.

Finance

Car Parks: £70k favourable variance - Increased Income from Penalty charge notices, pay and display and season ticket income.

Economic Development & Fixed Assets

Print unit: £20k adverse variance – Overspent on lease of photocopiers.

Environment

Direct Services Management and support: £89k favourable variance – Vacant posts.

Public conveniences: £54k adverse variance – Termination charges in relation to the JC Decaux contracts which are higher than anticipated.

Refuse collection: £65k favourable variance – Vacant posts.

Waste Recycling: £ 71k favourable variance – Lower contractor costs as a result of a low gate fee.

Sustainability Admin: £32k favourable variance – Maternity leave and vacant post savings.

Communications, ICT & Procurement

Corporate Publicity £41k favourable variance - Vacant Posts.

4. Financial implications

4.1 As set out within the report and appendices

5. Other considerations

5.1 There are none

6. Risks and how they will be mitigated

6.1 A projected balanced outturn depends on Management team (MAT), heads of service and all Budget Managers, managing their budgets within the parameters which 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

- 6.2 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.

7. Timetable for implementation

- 7.1 Bi – monthly reports are produced for Management team.

Background papers: There are none

Appendices: A, B, C1 to C8

APPENDIX A

2013/14 Net Revenue Budget Monitoring
As at end of July 2013

	13/14	13/14	13/14	13/14
	Budget		Forecast	Variance
	Original £	Revised £	Outturn £	to Revised £
Gross Expenditure	51,897,500	52,061,787	52,104,467	42,680
Less Benefits (offset by grant)				
Total Gross Expenditure excluding Benefits	51,897,500	52,061,787	52,104,467	42,680
Less Specific fees and charges income	(39,578,400)	(39,577,900)	(40,005,374)	(427,474)
Net Expenditure - broken down as below	12,319,100	12,483,887	12,099,093	(384,794)
Corporate Development	1,577,100	1,594,100	1,623,565	29,465
Planning and Housing	1,191,300	1,197,300	1,134,400	(62,900)
Health Wellbeing and Independent Living	1,381,400	1,394,070	1,346,286	(47,784)
Environment	2,835,400	2,798,000	2,629,100	(168,900)
Economic Development and Fixed Assets	2,262,400	2,385,137	2,359,757	(25,380)
Communications, ICT, Procurement	1,254,800	1,250,900	1,201,798	(49,102)
Community Safety ,Young People,Leisure & Culture	206,500	211,670	221,394	9,724
Finance	1,610,200	1,652,710	1,582,793	(69,917)
NET EXPENDITURE AT SERVICE LEVEL	12,319,100	12,483,887	12,099,093	(384,794)
Salary expenditure - vacancy monitoring	(160,000)	(160,000)	-	160,000
Salary Savings efficiencies			-	-
Restructuring Savings	(40,000)	(40,000)	-	40,000
Partnership Savings	(40,000)	(40,000)	-	40,000
Resources to address project management issues	-	-	-	-
NET EXPENDITURE	12,079,100	12,243,887	12,099,093	(144,794)
NET EXPENDITURE	12,079,100	12,243,887	12,099,093	(144,794)
Interest earnings	(345,000)	(345,000)	(345,000)	-
Extraordinary Item				-
Appropriation from Reserves:				
Feasibility Study for Knowle Green Hub	(70,000)	(70,000)	(70,000)	-
Spend to Save (APC's)	(56,500)	(56,500)	(56,500)	-
Interest Equalisation reserve	(70,048)	(70,048)	(70,048)	-
BUDGET REQUIREMENT	11,537,552	11,702,339	11,557,545	(144,794)
Baseline NNDR Funding	(1,685,030)	(1,685,030)	(1,685,030)	-
Revenue Support grant	(2,532,841)	(2,532,841)	(2,532,841)	-
New Homes Bonus	(910,300)	(910,300)	(910,300)	-
DCLG Transitional LCTSS grant	(16,000)	(16,000)	(16,000)	-
NET BUDGET REQUIREMENT	6,393,381	6,558,168	6,413,374	(144,794)
Collection Fund Surplus/(deficit)	28,800	28,800	28,800	-
CHARGE TO COLLECTION FUND	6,422,181	6,586,968	6,442,174	(144,794)
2012/13 Revenue carryforward			(164,290)	(164,290)
Net Position				(309,084)

Appendix B						
REVENUE MONITORING 2013/14						
EXPENDITURE AND INCOME SUMMARY 31 JULY 2013						
Results to 31-Jul-13	Budget		Actual YTD £	Commitments £	Forecast Outturn £	Variance to Revised £
	Revised £	YTD £				
Corporate Development						
Employees	1,237,100	401,233	385,289	7,891	1,262,600	25,500
Other Expenditure	359,200	116,460	110,262	4,290	368,200	9,000
Income	(2,200)	(1,200)	(35,816)	0	(7,235)	(5,035)
	1,594,100	516,493	459,735	12,181	1,623,565	29,465
Planning and Housing						
Employees	2,229,400	732,733	735,398	0	2,202,900	(26,500)
Other Expenditure	31,451,200	10,479,033	10,091,241	50,590	31,652,100	200,900
Income	(32,483,300)	(10,861,400)	(11,013,791)	0	(32,720,600)	(237,300)
	1,197,300	350,366	(187,153)	50,590	1,134,400	(62,900)
Health Wellbeing and Independent Living						
Employees	1,646,300	551,201	533,385	0	1,639,300	(7,000)
Other Expenditure	789,170	367,175	391,923	73,304	774,200	(14,970)
Income	(1,041,400)	(450,200)	(707,638)	0	(1,067,214)	(25,814)
	1,394,070	468,176	217,670	73,304	1,346,286	(47,784)
Environment						
Employees	2,505,700	850,200	772,372	2,960	2,323,800	(181,900)
Other Expenditure	1,583,700	506,400	595,657	655,160	1,601,300	17,600
Income	(1,291,400)	(619,320)	(500,223)	1,755	(1,296,000)	(4,600)
	2,798,000	737,280	867,806	659,875	2,629,100	(168,900)
Economic Development and Fixed Assets						
Employees	731,400	241,755	262,301	132	748,220	16,820
Other Expenditure	3,766,837	1,436,568	1,255,180	781,024	3,817,337	50,500
Income	(2,113,100)	(1,031,643)	(1,112,481)	0	(2,205,800)	(92,700)
	2,385,137	646,680	405,000	781,156	2,359,757	(25,380)
Communications,ICT,Procurement						
Employees	631,100	216,500	178,755	0	582,000	(49,100)
Other Expenditure	668,200	332,400	443,245	81,159	668,200	-
Income	(48,400)	(24,200)	(19,196)	0	(48,402)	(2)
	1,250,900	524,700	602,804	81,159	1,201,798	(49,102)
Community Safety and Young People						
Employees	180,200	59,800	80,714	0	183,000	2,800
Other Expenditure	224,570	106,133	110,714	13,686	224,600	30
Income	(193,100)	(62,267)	(71,804)	0	(186,206)	6,894
	211,670	103,666	119,623	13,686	221,394	9,724
Finance						
Employees	2,620,530	865,877	738,513	11,402	2,597,030	(23,500)
Other Expenditure	1,437,180	761,793	726,026	228,644	1,459,680	22,500
Income	(2,405,000)	(680,530)	(689,789)	4,570	(2,473,917)	(68,917)
	1,652,710	947,140	774,749	244,616	1,582,793	(69,917)
NET EXPENDITURE AT SERVICE LEVEL	12,483,887	4,294,501	3,260,236	1,916,568	12,099,093	(384,794)
Total Employees	11,781,730	3,919,299	3,686,727	22,385	11,538,850	(242,880)
Total Other Expenditure	40,280,057	14,105,962	13,724,246	1,887,858	40,565,617	285,560
Total Income	(39,577,900)	(13,730,760)	(14,150,738)	6,325	(40,005,374)	(427,474)
	12,483,887	4,294,501	3,260,236	1,916,568	12,099,093	(384,794)
Total Expenditure	52,061,787	18,025,261	17,410,973	1,910,243	52,104,467	42,680
Total Income	(39,577,900)	(13,730,760)	(14,150,738)	6,325	(40,005,374)	(427,474)
Net	12,483,887	4,294,501	3,260,236	1,916,568	12,099,093	(384,794)

Appendix C1						
Corporate Development						
Results to	Budget		Actual	Forecast	Variance	Comments
	Revised	YTD	YTD	Outturn	to Revised	
	£	£	£	£	£	
31-Jul-13						
Employees	98,700	32,934	37,153	112,700	14,000	
Other Expenditure	5,800	1,800	581	5,800	-	
Income	0	0	0	0	-	
MaT Secretariat & Support	104,500	34,734	37,734	118,500	14,000	
Employees	304,900	101,333	100,482	304,900	-	
Other Expenditure	6,600	2,300	449	6,600	-	
Income	0	0	(30)	(30)	(30)	
Assistant Chief Executives	311,500	103,633	100,901	311,470	(30)	
Employees	189,200	62,933	60,567	204,700	15,500	Staines upon Thames Reg in part time post not in budget
Other Expenditure	8,000	1,400	2,277	8,000	-	
Income	0	0	(27)	(27)	(27)	
Chief Executive	197,200	64,333	62,816	212,673	15,473	
Employees	273,900	89,633	87,078	273,900	-	
Other Expenditure	23,200	15,660	17,143	23,200	-	
Income	(1,200)	(1,200)	(29,780)	(1,200)	-	
Legal	295,900	104,093	74,441	295,900	0	
Employees	145,800	48,400	35,394	145,800	0	
Other Expenditure	27,500	3,500	1,247	27,500	0	
Income	0	0	0	0	0	
Committee Services	173,300	51,900	36,641	173,300	0	
Employees	90,300	30,000	29,810	90,300	0	
Other Expenditure	0	0	626	0	0	
Income	0	0	(10)	(10)	(10)	
Corporate Governance	90,300	30,000	30,426	90,290	(10)	
Employees	0	0	0	0	0	
Other Expenditure	10,900	3,600	781	10,900	0	
Income	0	0	0	0	0	
Elections	10,900	3,600	781	10,900	0	
Employees	115,900	29,900	29,819	115,900	0	
Other Expenditure	25,600	7,300	2,263	25,600	0	
Income	(1,000)	0	(5,968)	(5,968)	(4,968)	
Electoral Registration	140,500	37,200	26,113	135,532	(4,968)	
Employees	18,400	6,100	4,986	14,400	(4,000)	NI saving
Other Expenditure	251,600	80,900	84,896	260,600	9,000	Responsibility allowances overspend of £10k partially offset by and underspend on conference expenses of (£1k)
Income	0	0	0	0	0	
Democratic Rep & Management	270,000	87,000	89,882	275,000	5,000	
Total Employees	1,237,100	401,233	385,289	1,262,600	25,500	
Total Other Expenditure	359,200	116,460	110,262	368,200	9,000	
Total Income	(2,200)	(1,200)	(35,816)	(7,235)	(5,035)	
	1,594,100	516,493	459,735	1,623,565	29,465	

Appendix C2						
Planning and Housing						
Results to 31-Jul-13	Budget		Actual	Forecast	Variance	Comments
	Revised	YTD	YTD	Outturn	to Revised	
	£	£	£	£	£	
Employees	0	0	0	0	0	
Other Expenditure	327,300	109,233	137,502	528,200	200,900	Will be overspent due to increased usage of Bed & Breakfast
Income	(139,400)	(46,400)	(153,439)	(362,700)	(223,300)	
Homelessness	187,900	62,833	(15,938)	165,500	(22,400)	
Employees	527,000	174,233	178,711	535,600	8,600	Salaries will be overspent due to 3 posts being agreed after the original salaries budget was completed
Other Expenditure	33,500	11,200	14,562	33,500	0	
Income	(495,300)	(165,000)	(165,112)	(495,300)	0	
Housing Benefits Admin	65,200	20,433	28,161	73,800	8,600	
Employees	0	0	0	0	0	
Other Expenditure	30,883,000	10,294,300	9,890,763	30,883,000	0	
Income	(30,988,000)	(10,363,300)	(10,357,066)	(30,988,000)	0	
Housing Benefits Payments	(105,000)	(69,000)	(466,303)	(105,000)	0	
Employees	563,800	178,467	175,500	563,800	0	
Other Expenditure	41,200	7,200	6,921	41,200	0	
Income	(2,200)	0	(8)	(2,200)	0	
Housing Needs	602,800	185,667	182,413	602,800	0	
Employees	56,500	18,600	18,710	56,500	0	
Other Expenditure	1,600	0	686	1,600	0	
Income	(180,000)	(60,100)	(71,004)	(188,000)	(8,000)	Income ahead of target
Land Charges	(121,900)	(41,500)	(51,609)	(129,900)	(8,000)	
Employees	656,600	218,900	211,022	636,000	(20,600)	
Other Expenditure	53,700	17,800	22,871	53,700	0	
Income	(369,300)	(123,000)	(126,848)	(369,300)	0	
Planning Development Control	341,000	113,700	107,045	320,400	(20,600)	
Employees	167,700	56,000	63,406	150,000	(17,700)	
Other Expenditure	97,500	33,700	11,747	97,500	0	
Income	(1,000)	(1,000)	(65)	(100)	900	
Planning Policy	264,200	88,700	75,088	247,400	(16,800)	
Employees	257,800	86,533	88,049	261,000	3,200	
Other Expenditure	13,400	5,600	6,189	13,400	0	
Income	(308,100)	(102,600)	(140,248)	(315,000)	(6,900)	
Building Control	(36,900)	(10,467)	(46,011)	(40,600)	(3,700)	
Total Employees	2,229,400	732,733	735,398	2,202,900	(26,500)	
Total Other Expenditure	31,451,200	10,479,033	10,091,241	31,652,100	200,900	
Total Income	(32,483,300)	(10,861,400)	(11,013,791)	(32,720,600)	(237,300)	
	1,197,300	350,366	(187,153)	1,134,400	(62,900)	

Appendix C3						
Health Wellbeing and Independent Living						
Results to	Budget		Actual	Forecast	Variance	Comments
	Revised	YTD	YTD	Outturn	to Revised	
	£	£	£	£	£	
31-Jul-13						
Employees	0	0	0	0	-	
Other Expenditure	309,000	199,300	205,310	309,000	-	
Income	0	0	(1,500)	(1,500)	(1,500)	
General Grants	309,000	199,300	203,810	307,500	(1,500)	
Employees	89,900	29,700	34,461	92,000	2,100	
Other Expenditure	10,500	2,058	3,368	10,500	0	
Income	0	0	0	0	0	
Com Care Administration	100,400	31,758	37,829	102,500	2,100	
Employees	572,800	190,434	169,616	550,000	(22,800)	
Other Expenditure	193,400	72,300	104,630	193,400	0	
Income	(432,200)	(177,600)	(333,946)	(432,200)	0	
Day Centres	334,000	85,134	(59,699)	311,200	(22,800)	
Employees	67,800	22,200	20,700	65,000	(2,800)	
Other Expenditure	86,800	24,600	22,946	84,000	(2,800)	
Income	(185,800)	(46,900)	(96,587)	(192,000)	(6,200)	
Meals On Wheels	(31,200)	(100)	(52,942)	(43,000)	(11,800)	
Employees	87,400	29,000	29,993	87,400	0	
Other Expenditure	67,770	13,200	30,854	57,000	(10,770)	
Income	(280,100)	(166,300)	(193,472)	(279,000)	1,100	
Span	(124,930)	(124,100)	(132,625)	(134,600)	(9,670)	
Employees	111,500	36,900	40,601	128,000	16,500	Employment of a temp member of staff
Other Expenditure	51,400	28,300	8,420	50,000	(1,400)	
Income	(113,800)	(43,800)	(44,088)	(113,800)	0	
SAT	49,100	21,400	4,933	64,200	15,100	
Employees	716,900	242,967	237,914	716,900	0	
Other Expenditure	31,500	10,600	2,298	31,500	0	
Income	(10,500)	0	(22,614)	(22,614)	(12,114)	
Environmental Health Admin	737,900	253,567	217,598	725,786	(12,114)	
Employees	0	0	0	0	0	
Other Expenditure	12,000	4,600	3,086	12,000	0	
Income	(5,100)	(7,600)	(3,675)	(5,100)	0	
Environmental Protection Act	6,900	(3,000)	(589)	6,900	0	
Employees	0	0	0	0	0	
Other Expenditure	1,300	767	609	1,300	0	
Income	(3,000)	(1,000)	(475)	(3,000)	0	
Food Safety	(1,700)	(233)	134	(1,700)	0	
Employees	0	0	100	0	0	£100 actual expenditure is misposted and will be transferred during August
Other Expenditure	5,400	2,100	1,978	5,400	0	
Income	(8,900)	(5,000)	(8,466)	(12,000)	(3,100)	
Public Health	(3,500)	(2,900)	(6,388)	(6,600)	(3,100)	
Employees	0	0	0	0	0	
Other Expenditure	20,100	9,350	8,424	20,100	0	
Income	(2,000)	(2,000)	(2,816)	(6,000)	(4,000)	
Rodent & Pest Control	18,100	7,350	5,608	14,100	(4,000)	
Total Employees	1,646,300	551,201	533,385	1,639,300	(7,000)	
Total Other Expenditure	789,170	367,175	391,923	774,200	(14,970)	
Total Income	(1,041,400)	(450,200)	(707,638)	(1,067,214)	(25,814)	
	1,394,070	468,176	217,670	1,346,286	(47,784)	

Appendix C4						
Environment						
Results to 31-Jul-13	Budget		Actual	Forecast	Variance	Comments
	Revised	YTD	YTD	Outturn	to Revised	
	£	£	£	£	£	
Employees	0	0	0	0	0	
Other Expenditure	500	0	0	0	(500)	
Income	0	0	0	0	0	
Abandoned Vehicles	500	0	0	0	(500)	
Employees	0	0	0	0	0	
Other Expenditure	57,500	42,600	43,371	66,000	8,500	Increased Electricity and business rates costs and renting of the vending machine.
Income	0	0	0	0	0	
Depot	57,500	42,600	43,371	66,000	8,500	
Employees	589,000	195,800	164,049	500,000	(89,000)	Staines Market manager post vacant plus two streetcleaning posts also included within the budget.
Other Expenditure	61,500	16,800	18,035	59,000	(2,500)	
Income	(21,200)	(16,600)	(99)	(21,200)	0	
DS Management & Support	629,300	196,000	181,984	537,800	(91,500)	
Employees	1,045,700	362,300	324,683	980,000	(65,700)	Vacant posts
Other Expenditure	786,300	220,300	261,780	805,000	18,700	
Income	(537,400)	(437,900)	(448,875)	(542,000)	(4,600)	
Refuse Collection	1,294,600	144,700	137,588	1,243,000	(51,600)	
Employees	0	0	0	0	0	
Other Expenditure	9,500	2,400	35	9,500	0	
Income	0	0	0	0	0	
Energy Initiatives	9,500	2,400	35	9,500	0	
Employees	0	0	0	0	0	
Other Expenditure	15,300	3,800	7,788	15,300	0	
Income	0	0	(12,030)	0	0	
Environmental Enhancements	15,300	3,800	(4,242)	15,300	0	
Employees	312,800	106,800	100,973	280,800	(32,000)	Maternity leave and vacant post saving
Other Expenditure	28,000	7,000	17,503	37,500	9,500	Insurance claim
Income	(34,100)	(6,820)	(4,240)	(34,100)	0	
Enviro Services Administration	306,700	106,980	114,237	284,200	(22,500)	
Employees	558,200	185,300	182,668	563,000	4,800	Increased overtime and national insurance contributions
Other Expenditure	318,600	102,700	94,671	318,600	0	
Income	(47,700)	7,300	(46,329)	(47,700)	0	
Street Cleaning	829,100	295,300	231,009	833,900	4,800	
Employees	0	0	0	0	0	
Other Expenditure	190,800	63,700	37,763	120,000	(70,800)	
Income	(651,000)	(165,300)	11,349	(651,000)	0	
Waste Recycling	(460,200)	(101,600)	49,113	(531,000)	(70,800)	
Employees	0	0	0	0	0	
Other Expenditure	500	0	0	500	0	
Income	0	0	0	0	0	
Technical Projects	500	0	0	500	0	
Employees	0	0	0	0	0	
Other Expenditure	101,700	41,600	110,977	156,000	54,300	Overspending due to termination charges in relation to JC Decaux contract. A transfer of £50k will be funded from reserves at year end.
Income	0	0	0	0	0	
Public Conveniences	101,700	41,600	110,977	156,000	54,300	
Employees	0	0	0	0	0	
Other Expenditure	8,000	3,000	3,470	8,400	400	
Income	0	0	0	0	0	
Emergency Planning	8,000	3,000	3,470	8,400	400	
Employees	0	0	0	0	0	
Other Expenditure	5,500	2,500	263	5,500	0	
Income	0	0	0	0	0	
Water Courses & Land Drainage	5,500	2,500	263	5,500	0	
Total Employees	2,505,700	850,200	772,372	2,323,800	(181,900)	
Total Other Expenditure	1,583,700	506,400	595,657	1,601,300	17,600	
Total Income	(1,291,400)	(619,320)	(500,223)	(1,296,000)	(4,600)	
	2,798,000	737,280	867,806	2,629,100	(168,900)	

Appendix C5						
Economic Development and Fixed Assets						
Results to 31-Jul-13	Budget		Actual	Forecast	Variance	Comments
	Revised	YTD	YTD	Outturn	to Revised	
	£	£	£	£	£	
Employees	159,500	49,825	49,175	159,500	-	
Other Expenditure	119,800	15,250	10,209	119,800	-	
Income	0	0	0	0	-	
Asset Mgn Administration	279,300	65,075	59,384	279,300	0	
Employees	0	0	0	0	-	
Other Expenditure	2,200	2,200	3,417	5,600	3,400	Business rates & storage costs
Income	0	0	0	0	-	
Sea Cadets	2,200	2,200	3,417	5,600	3,400	
Employees	0	0	0	0	-	
Other Expenditure	107,000	23,250	71,945	107,000	0	Carry forwards of £15k for Fire Risk Assessments & £27k for Bereford House
Income	(21,800)	(5,450)	(14,438)	(43,000)	(21,200)	Additional income not in budget
General Property Expenses	85,200	17,800	57,507	64,000	(21,200)	
Employees	0	0	0	0	-	
Other Expenditure	34,537	1,100	2,074	34,537	-	Carry forward of £24,537
Income	0	0	0	0	-	
Memorial Gardens	34,537	1,100	2,074	34,537	0	
Employees	0	0	0	0	-	
Other Expenditure	27,400	24,700	25,019	27,400	-	
Income	0	0	0	0	-	
Bus Station	27,400	24,700	25,019	27,400	0	
Employees	172,000	58,100	66,705	172,000	-	
Other Expenditure	448,200	273,167	256,157	448,200	-	
Income	(144,900)	(58,200)	(68,042)	(144,900)	-	
Knowle Green	475,300	273,067	254,819	475,300	0	
Employees	0	0	0	0	-	
Other Expenditure	82,900	28,567	25,074	102,900	20,000	Photocopier Lease budget will be overspent by £20k
Income	0	0	0	0	-	
Print Unit	82,900	28,567	25,074	102,900	20,000	
Employees	0	0	0	0	-	
Other Expenditure	546,800	182,233	103,270	546,800	-	Planned maintenance and service agreement budgets to be used fully by year end in partnership with Runnymede BC
Income	0	0	(3,170)	0	-	
Planned Maintenance Programme	546,800	182,233	100,100	546,800	0	
Employees	0	0	0	0	-	
Other Expenditure	155,500	51,833	61,476	155,500	-	Responsive maintenance budget to be used fully by year end in partnership with Runnymede BC
Income	0	0	0	0	-	
Responsive Maintenance Program	155,500	51,833	61,476	155,500	0	
Employees	0	0	0	0	0	
Other Expenditure	6,200	2,200	4,668	10,200	4,000	Essential grounds maintenance work
Income	(43,200)	(12,510)	(13,072)	(37,600)	5,600	Allotments at 80% capacity
Allotments	(37,000)	(10,310)	(8,404)	(27,400)	9,600	
Employees	0	0	0	0	0	
Other Expenditure	17,000	620	535	17,000	0	
Income	0	0	0	0	0	
Staines Metro Commons	17,000	620	535	17,000	0	
Employees	128,300	43,910	46,985	140,000	11,700	
Other Expenditure	1,682,800	573,200	445,325	1,682,800	0	
Income	(190,600)	(106,400)	(113,427)	(214,000)	(23,400)	
Grounds Maintenance	1,620,500	510,710	378,884	1,608,800	(11,700)	
Employees	0	0	0	0	0	
Other Expenditure	110,600	47,000	49,015	110,600	0	
Income	(117,700)	(62,933)	(60,363)	(117,700)	0	
Parks Strategy	(7,100)	(15,933)	(11,348)	(7,100)	0	
Employees	2,600	900	1,500	2,600	0	
Other Expenditure	19,400	15,291	9,007	19,400	0	
Income	(47,000)	(45,000)	(45,336)	(47,000)	0	
Arts Development	(25,000)	(28,809)	(34,829)	(25,000)	0	
Employees	5,000	0	273	5,000	0	
Other Expenditure	2,800	1,400	568	2,800	0	
Income	0	0	0	0	0	
Festivals	7,800	1,400	841	7,800	0	
Employees	207,800	71,100	75,244	211,800	4,000	Staffing overspend due to casual working over the summer months for various events (Surrey Youth games etc..). However it is anticipated expenditure should breakeven by year end.
Other Expenditure	10,400	3,433	3,043	10,400	0	
Income	0	0	(1,500)	0	0	
Leisure Administration	218,200	74,533	76,786	222,200	4,000	
Employees	10,200	2,720	6,800	10,200	0	
Other Expenditure	25,400	16,700	12,112	25,400	0	
Income	(12,500)	(4,300)	(11,073)	(12,500)	0	
Leisure Development	23,100	15,120	7,838	23,100	0	
Employees	0	0	0	0	0	
Other Expenditure	19,000	12,000	11,866	19,000	0	
Income	0	0	0	0	0	
Leisure Grants	19,000	12,000	11,866	19,000	0	
Employees	0	0	0	0	0	
Other Expenditure	4,400	3,600	3,512	4,400	0	
Income	(8,000)	(8,000)	(8,000)	(8,000)	0	
Museum	(3,600)	(4,400)	(4,488)	(3,600)	0	
Employees	0	0	720	720	720	
Other Expenditure	7,800	4,300	2,847	7,800	0	
Income	(45,700)	(20,350)	(24,834)	(45,700)	0	
Public Halls	(37,900)	(16,050)	(21,267)	(37,180)	720	

Economic Development and Fixed Assets						
	Budget		Actual	Forecast	Variance	
Results to	Revised	YTD	YTD	Outturn	to Revised	Comments
31-Jul-13	£	£	£	£	£	
Employees	0	0	0	0	0	
Other Expenditure	51,000	11,000	12,835	51,000	0	
Income	(237,600)	(224,200)	(229,876)	(237,600)	0	
Spelthorne Leisure Centre	(186,600)	(213,200)	(217,041)	(186,600)	0	
Employees	0	0	0	0	0	
Other Expenditure	8,300	8,300	10,079	8,300	0	
Income	0	0	0	0	0	
Sunbury Leisure Centre	8,300	8,300	10,079	8,300	0	
Employees	0	0	0	0	0	
Other Expenditure	21,100	15,299	14,000	28,000	6,900	Increase grounds maintainnce cost's. Eg tree works
Income	(321,400)	(96,100)	(110,129)	(351,000)	(29,600)	Increased number of larger burials taking place in the 1st half of the year.
Cemeteries	(300,300)	(80,801)	(96,129)	(323,000)	(22,700)	
Employees	0	0	0	0	0	
Other Expenditure	0	0	0	0	0	
Income	(42,200)	(8,200)	(8,200)	(42,200)	0	
Sunbury Golf Club	(42,200)	(8,200)	(8,200)	(42,200)	0	
Employees	19,400	6,400	6,109	19,400	0	
Other Expenditure	160,000	80,000	70,145	160,000	0	
Income	(580,500)	(280,000)	(284,407)	(580,500)	0	
Staines Town Centre Management	(401,100)	(193,600)	(208,153)	(401,100)	0	
Employees	0	0	0	0	0	
Other Expenditure	84,700	36,025	31,218	95,500	10,800	Management costs and electricity higher than budget
Income	(300,000)	(100,000)	(107,515)	(315,000)	(15,000)	Increased Demand for Pitches
Staines Market	(215,300)	(63,975)	(76,297)	(219,500)	(4,200)	
Employees	26,600	8,800	8,791	27,000	400	
Other Expenditure	11,600	3,900	15,764	17,000	5,400	Expenditure relating to Staines upon Thames Day
Income	0	0	(9,100)	(9,100)	(9,100)	Staines upon Thames Day sponsorship
Economic Development	38,200	12,700	15,456	34,900	(3,300)	
Total Employees	731,400	241,755	262,301	748,220	16,820	
Total Other Expenditure	3,766,837	1,436,568	1,255,180	3,817,337	50,500	
Total Income	(2,113,100)	(1,031,643)	(1,112,481)	(2,205,800)	(92,700)	
	2,385,137	646,680	405,000	2,359,757	(25,380)	

Appendix C6						
Communications, ICT, Procurement						
Results to 31-Jul-13	Budget		Actual	Forecast	Variance	Comments
	Revised	YTD	YTD	Outturn	to Revised	
	£	£	£	£	£	
Employees	173,000	63,900	46,374	132,000	(41,000)	
Other Expenditure	75,400	800	14,076	75,400	-	
Income	0	0	(2)	(2)	(2)	
Corporate Publicity	248,400	64,700	60,448	207,398	(41,002)	
Employees	0	0	0	0	-	
Other Expenditure	13,000	4,400	0	13,000	-	
Income	0	0	0	0	-	
Research & Consultation	13,000	4,400	0	13,000	0	
Employees	458,100	152,600	132,381	450,000	(8,100)	Currently underspent due to unfilled vacancies
Other Expenditure	579,800	327,200	429,169	579,800	0	Overspent YTD because of prepayments on maintenance and support
Income	(48,400)	(24,200)	(19,194)	(48,400)	0	Currently under target as RBC not yet invoiced for website work
Information & Comms Technology	989,500	455,600	542,357	981,400	(8,100)	
Total Employees	631,100	216,500	178,755	582,000	(49,100)	
Total Other Expenditure	668,200	332,400	443,245	668,200	0	
Total Income	(48,400)	(24,200)	(19,196)	(48,402)	(2)	
	1,250,900	524,700	602,804	1,201,798	(49,102)	

Appendix C7						
Community Safety, Young People ,Leisure & Culture						
Results to 31-Jul-13	Budget		Actual	Forecast	Variance	Comments
	Revised	YTD	YTD	Outturn	to Revised	
	£	£	£	£	£	
Employees	0	0	0	0	-	
Other Expenditure	2,700	1,133	2,521	4,000	1,300	
Income	(76,000)	(25,300)	(22,876)	(76,000)	-	
Taxi Licensing	(73,300)	(24,167)	(20,354)	(72,000)	1,300	
Employees	96,100	31,700	47,705	96,000	(100)	
Other Expenditure	173,300	92,200	94,839	175,100	1,800	
Income	(15,000)	(5,000)	(25,706)	(25,706)	(10,706)	
Community Safety	254,400	118,900	116,838	245,394	(9,006)	
Employees	84,100	28,100	32,631	87,000	2,900	
Other Expenditure	3,900	1,300	4,889	6,000	2,100	Increased legal costs
Income	(100,600)	(31,100)	(18,960)	(83,000)	17,600	
Licensing	(12,600)	(1,700)	18,559	10,000	22,600	
Employees	0	0	378	0	0	
Other Expenditure	44,670	11,500	8,465	39,500	(5,170)	
Income	(1,500)	(867)	(4,263)	(1,500)	0	
Youth	43,170	10,633	4,580	38,000	(5,170)	
Total Employees	180,200	59,800	80,714	183,000	2,800	
Total Other Expenditure	224,570	106,133	110,714	224,600	30	
Total Income	(193,100)	(62,267)	(71,804)	(186,206)	6,894	
	211,670	103,666	119,623	221,394	9,724	

Appendix C8						
Finance						
Results to 31-Jul-13	Budget		Actual	Forecast	Variance	Comments
	Revised	YTD	YTD	Outturn	to Revised	
	£	£	£	£	£	
Employees	0	0	0	0	0	
Other Expenditure	0	0	43	0	0	Expenditure to be moved to correct code during August
Income	0	0	0	0	0	
Corporate Service	0	0	43	0	0	
Employees	164,300	54,900	53,239	164,300	-	
Other Expenditure	17,600	8,033	4,948	17,600	-	
Income	(42,200)	(21,100)	(15,604)	(42,200)	-	
Audit	139,700	41,833	42,582	139,700	0	
Employees	0	0	0	0	-	
Other Expenditure	18,500	(2,400)	1,855	18,500	-	
Income	0	0	0	0	-	
People & Partnerships	18,500	(2,400)	1,855	18,500	0	
Employees	213,500	70,900	77,585	220,000	6,500	
Other Expenditure	9,300	4,100	1,606	9,300	-	
Income	(42,200)	(21,200)	(10,683)	(42,200)	-	
HR	180,600	53,800	68,508	187,100	6,500	
Employees	50,400	16,500	16,860	50,400	-	
Other Expenditure	1,000	100	866	1,500	500	
Income	0	0	(20)	(20)	(20)	
Payroll	51,400	16,600	17,706	51,880	480	
Employees	0	0	0	0	-	
Other Expenditure	0	0	0	0	-	
Income	(2,000)	0	0	0	2,000	We no longer have any mortgages
Mortgages	(2,000)	0	0	0	2,000	
Employees	47,200	19,800	33,569	47,200	0	
Other Expenditure	162,800	56,767	30,457	174,800	12,000	Treasury advisory fees increase £2k and Legal consultation costs overspend £10k
Income	(9,100)	0	0	(9,100)	0	
Corporate Management	200,900	76,567	64,026	212,900	12,000	
Employees	0	0	0	0	0	
Other Expenditure	10,000	0	(525)	10,000	0	
Income	(8,500)	0	0	(8,500)	0	
Misc Expenses	1,500	0	(525)	1,500	0	
Employees	720,300	237,900	115,585	720,300	0	
Other Expenditure	11,600	3,600	769	11,600	0	
Income	0	0	0	0	0	
Unapportionable CentralO/Heads	731,900	241,500	116,354	731,900	0	
Employees	381,600	128,433	108,400	351,600	(30,000)	Vacant post
Other Expenditure	8,900	2,500	2,151	8,900	0	
Income	0	0	0	0	0	
Accountancy	390,500	130,933	110,552	360,500	(30,000)	
Employees	0	0	0	0	0	
Other Expenditure	0	0	0	0	0	
Income	(139,700)	0	0	(139,700)	0	
Business Rates	(139,700)	0	0	(139,700)	0	
Employees	714,730	229,144	226,686	714,730	-	
Other Expenditure	125,080	30,500	26,645	125,080	-	
Income	(144,300)	(1,300)	(11,352)	(144,300)	-	
CServ Management & Support	695,510	258,344	241,979	695,510	0	
Employees	0	0	0	0	0	
Other Expenditure	222,700	1,200	0	222,700	0	
Income	0	0	(897)	(897)	(897)	
Insurance	222,700	1,200	(897)	221,803	(897)	
Employees	328,500	108,300	106,589	328,500	0	
Other Expenditure	849,700	657,393	657,211	859,700	10,000	Equipment maintenance overspend £10k
Income	(2,017,000)	(636,930)	(651,234)	(2,087,000)	(70,000)	Over recovery of PCN, season tickets and pay and display income partially offset by loss at Laleham (re barbeque removal) and Tothill multi storey decreases.
Car Parks	(838,800)	128,763	112,567	(898,800)	(60,000)	
Total Employees	2,620,530	865,877	738,513	2,597,030	(23,500)	
Total Other Expenditure	1,437,180	761,793	726,026	1,459,680	22,500	
Total Income	(2,405,000)	(680,530)	(689,789)	(2,473,917)	(68,917)	
	1,652,710	947,140	774,749	1,582,793	(69,917)	

Meeting Next Steps



Title: Economic Development Task Group

Date: 18 July 2013

Present:

N. Gething (Chairman)	R.D. Dunn	I. Harvey
A. Ayub	M.P.C. Francis	M.W. Rough
C.A. Davis	A.C. Harman	C.L. Spencer
C. Frazer		

In attendance:

Terry Collier	Heather Morgan	Sam Nicholls
Keith McGroary	John Brooks	

Next Steps

No.	Action	By whom	When
1.	It was agreed at the meeting that Councillors Ayub, R. Dunn, Harman and Frazer as the Chairman would formulate an Ashford sub-group. Councillor Frazer to liaise with members of the sub-group to determine their first meeting date and report back to officers.	Cllr Frazer	22 July
2.	It was agreed that Councillors Francis, Rough, Patel and Davis as the Chairman would create a Staines-upon-Thames sub-group. Councillor Davis to liaise with members of the sub-group to determine their first meeting date and report back to officers.	Cllr Davis	22 July
3.	Terry Collier to arrange a meeting with Keith McGroary, Heather Morgan, and John Brooks to discuss who will be the lead officer for each sub-group.	T Collier	22 July
4.	It was agreed that Councillor Frazer will act as a conduit between the Economic Development and Fixed Assets Task Groups and report back to each group.	Cllr Frazer	29 July
5.	It was agreed that a business presence will be needed at future task group meetings. In particular key players in local organisations. Suggestions included, Chambers of Commerce, Surrey County Council, Strategic Partnership, Business Community, Mike Wylie – Chairman of the	Cllr Gething	3 Sept

Meeting Next Steps



	Spelthorne Business Forum, Richard Smith on behalf of BP and small local businesses. It was agreed that there should be a vote on suggested additional members at the next meeting.		
6.	All councillors agreed to attend a seminar presented by the Senior Executive of the M3 Area Partnership which will be held in the Council Chambers between 10.30-11.30am on 7 August.	All	7 August
7.	First draft of the Local Economic Development Strategy to be distributed at the next meeting for consultation.	J Brooks & K McGroary	3 Sept
8.	It was agreed that the next meeting of the Economic Development Task Group will be held on 3 September at 7.00pm.	All	3 Sept

Meeting Next Steps



Title: Leader's Task Group on Environment and Waste

Date: 11 July 2013

Present:

Cllr. Mitchell	Cllr. Budd	Cllr. Madams
Cllr. Sider		

Apologies:

Cllr. Napper		

Next Steps

No.	Action	By whom	When
1.	<p>Laleham Park: (a). Sandy Muirhead to liaise with consultants, Chris Blandford Associates, to ask them to prepare a brief on a phased approach to revitalising the park with a new pavilion, new toilets, cafeteria, children's water feature, etc.</p> <p>(b). Sandy Muirhead to approach Bretts in relation to pitch provision in the park for Laleham recreation football club.</p> <p>(c). undertake stakeholder consultation with residents using volunteers, e.g. on a Saturday to canvass opinions, sending letters and putting questionnaires in libraries. Sandy Muirhead to take resulting ideas back to the consultants.</p>	<p>Sandy Muirhead</p> <p>Sandy Muirhead</p> <p>Sandy Muirhead</p>	
2.	Grundon's Contract: no action required.		
3.	<p>Recycling: (a). to explore the possibilities of a textile sale.</p> <p>(b). to explore the possibilities</p> <p>(c). to renew the Sustainable Development Strategy</p>	<p>Lucy McSherry and Jackie Taylor</p> <p>Lucy McSherry</p>	<p>September 2013</p>

Meeting Next Steps

Title: Leader's Fixed Assets Task Group

Date: 29 July 2013

Present:

Councillor Leighton (Chairman)	Cllr Frazer	Cllr Spoor
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In attendance:

Terry Collier	Dave Phillips	Cathy Munro
Karen Sinclair	Gill Hobbs	

Apologies: Cllrs Grant, Friday and Gohil

Next Steps

No.	Action	By whom	When
1.	<p>Introduction</p> <p>Purpose to look at assets other than those under remit of Economic Development Task Group. Key project Knowle Green Hub</p>		
2.	<p>Assets held by SBC</p> <p>Dave Phillips gave a presentation on range and nature of assets held. Dave summarise previous reviews and opportunities being considered</p> <p>Chairman asked for an indication of extent we are maximising value. Dave explained the role independent valuation advice plays. Dave to provide supplementary financial summary (particularly current income stream, when last reviewed, and term of agreement) of assets listed in the appendix to inform the Task Group. Dave to re-group the listing into geographic groupings and also by category of asset.</p> <p>Chairman queried what is happening about piece of land along Shepperton towpath, Revelstoke.. Dave to add to the list. (To be reviewed by ED TG)</p> <p>Task Group to liaise with the Economic Development Task Group re the list of assets for review transferred to Economic</p>	<p style="text-align: center;">DP</p> <p style="text-align: center;">DP</p> <p style="text-align: center;">DP & Cllr</p>	<p style="text-align: center;">Next meeting</p> <p style="text-align: center;">Next meeting</p>

Meeting Next Steps

	Development	Leighton	
3.	<p>Knowle Green Hub Project. Objective of the project is to address approaching £3m estimate backlog maintenance, use accommodation more efficiently and generate additional rental income and enabling more joining up of service provision across public sector organisations. Officers and Cabinet members meeting with SCC colleagues in September. Task Group to receive update following the September meetings.</p>	DP & TC	End of Sept
4.	<p>Flagship Projects</p> <p>Cathy Munro feedback on:</p> <ol style="list-style-type: none"> 1) Ashford Multi-storey car park (which will fall under the remit of sub-group of Economic Task Group). 2) Airport parking site - significant potential income stream – reporting to Cabinet November 3) Stanwell Short Lane, adjacent to Esso site, old landfill site with contamination. Project to invite expressions of interest in August 4) Fordbridge Skills Centre – funding bid outcome will be known by end of August 5) Stanwell , Long Lane – community café being set up <p>Cathy to provide regular updates on key projects</p>	CM	
5.	<p>Stanwell New Start</p> <p>Karen Sinclair summarised the background and what the project is delivering. A partnership project between the Council and A2Dominion. Development split into 4 phases. Phase 1 built (52 premises); Phase 2 built (125 units including extra care units); Phase 3 (100 units – partially completed); Phase 4 (46 units – subject to detailed planning application this autumn). Karen summarised the successful outcomes resulting from the s106 negotiations.</p>		
6.	<p>Date of next meeting: Late September/beginning of October. Gill Hobbs to suggest a couple of dates</p>	GH	31/7

Overview and Scrutiny Committee

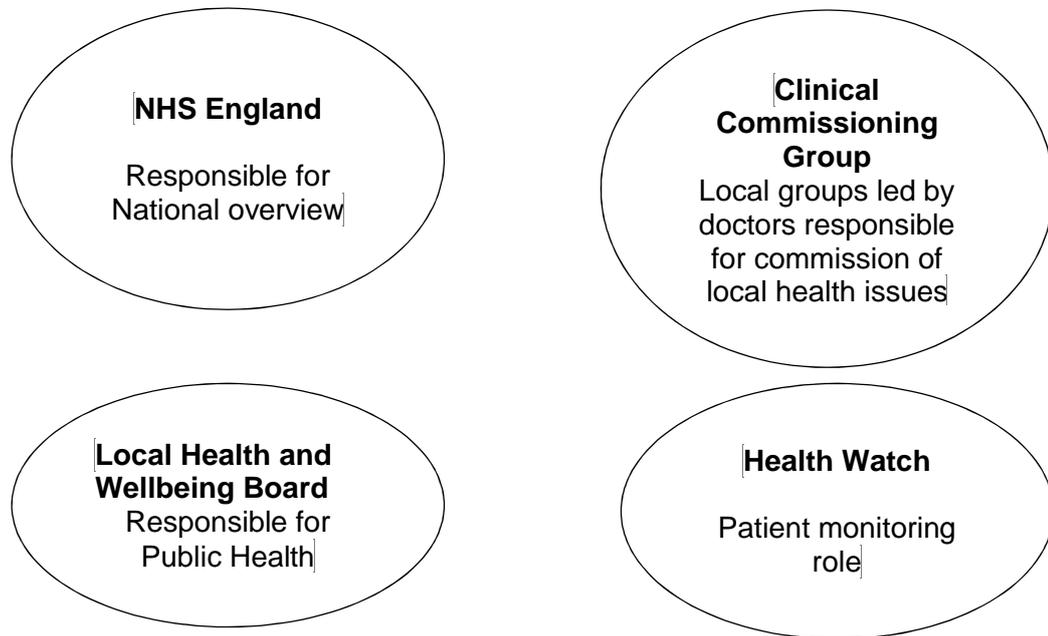
10 September 2013



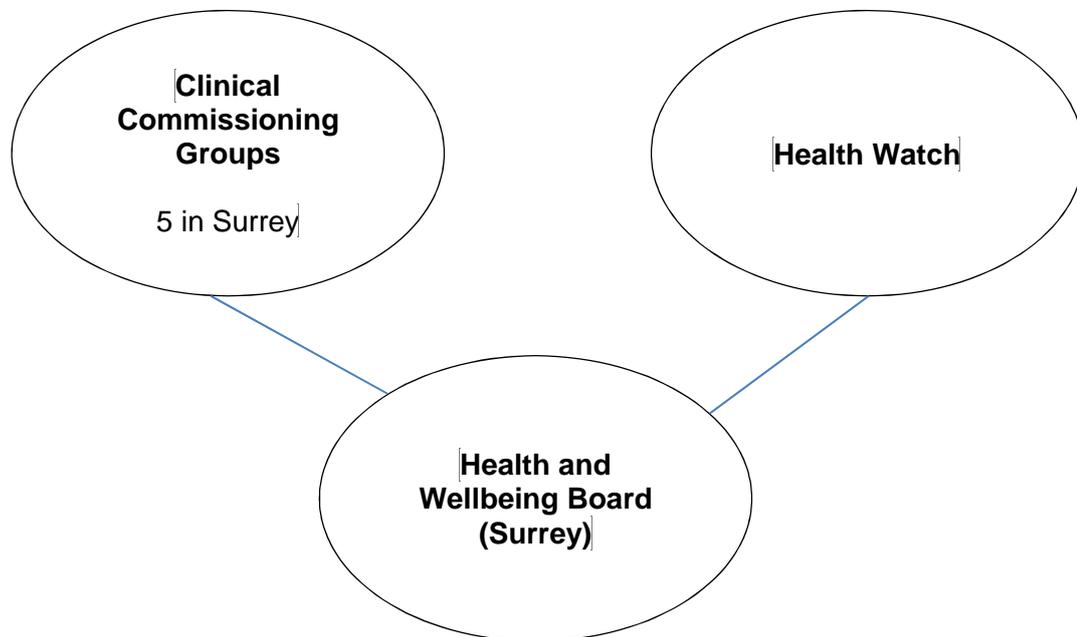
Title	Health and Wellbeing in Spelthorne		
Purpose	For Information		
Report of	Assistant Chief Executive	Confidential	No
Cabinet Member	Councillor Mrs Jean Pinkerton	Key Decision	No
Report Author	Liz Borthwick		
Summary and Key Issues	To update Overview and Scrutiny about a) Clinical Commissioning Groups b) Health and Wellbeing Strategy c) Spelthorne's own health issues		
Financial Implications	None arising from this report		
Corporate Priority	Service delivery Supporting independent living		
Recommendations	For Overview and Scrutiny to note the report		

1. Background

1.1 The Health and Social Care Act 2012 saw the demise of the Primary Care Trust and split health services into the following arrangements.



1.2 In March this year the Surrey Primary Care Trust, along with all other Primary Care Trusts ceased to exist resulting in the following arrangements for Surrey.



1.3 **Spelthorne issue** – all GP Health Centres are part of the NW Surrey Clinical Commissioning Group. This Group consists of one Acute Hospital – Ashford and St. Peters Hospital NHS Foundation Trust. This group of GP’s are

responsible for the commissioning of all local health services.

The population includes Runnymede, Elmbridge (part), Spelthorne and Woking.

The Clinical Commissioning Group is split into three areas and the relevant areas to Spelthorne are:

- (a) Stanwell, Ashford, Staines, Shepperton and Egham (known as Sasse)
- (b) Thames Medical (includes Sunbury practice)

1.4 **Budget:**

The NW Surrey CCG has in the region of £300m per annum to spend.

Relevant Contacts:

Dr. Liz Lawn – Chair of NW Surrey PCT

Julia Ross – Chief Officer

1.5 **CCG and Priorities**

Following extensive research and consultation the CCG is rating its priorities with the final strategy being launched later this year. The priorities at present are:

- Fragility and Dementia
- Cardiovascular, stroke, diabetes
- Children and young people
- Musculoskeletal optimised elected pathways
- Cancer
- Neurological
- Hearing disabilities (adult and children)
- Mental health

2.

2.1 **Public Health (Health and Wellbeing)**

As from 1 April 2013, the public health responsibility transferred to top tier Councils. The purpose of public health is to improve the health and wellbeing of the community and providing advice on health protection issues.

2.2 **Health and Wellbeing Survey**

Surrey County Council has had a shadow Health and Wellbeing Board since 2011 which became formally constituted in April 2013. There has been extensive health research carried out between social care services and health

services resulting in the Joint Strategic Needs Assessment which was first produced in 2008. Since that time it has been continually updated.

Together with consultation with the Community during 2012-13 the following are the main priorities:

- Improving children's health and wellbeing
- Developing a proactive approach
- Promoting emotional wellbeing and mental health
- Improving older adult health and wellbeing
- Safeguarding the population

2.3 **Spelthorne Issue**

Surrey County Council became responsible for a number of public health functions. Surrey County Council's role is as follows:

- Health improvements for the population of Surrey – especially the most disadvantaged.
- Informing and advising on public health issues.
- Providing professional public health advice to the six CCG's, Borough and Districts and all those who commission lead on social care services.

2.4 **Key Contacts**

Councillor Michael Gosling, Co-Chair of Surrey Health and Wellbeing Board
Dr Joe McGilligan, Co-Chair of Health and Wellbeing Board

3. **Spelthorne Health**

The health profile for Spelthorne (2012) identifies that the health of the people in Spelthorne is mixed compared with the England average. Compared to England, deprivation is lower than average but there are 2600 children living in poverty.

Life expectancy is 4.7 years lower for men in the most deprived areas of Spelthorne.

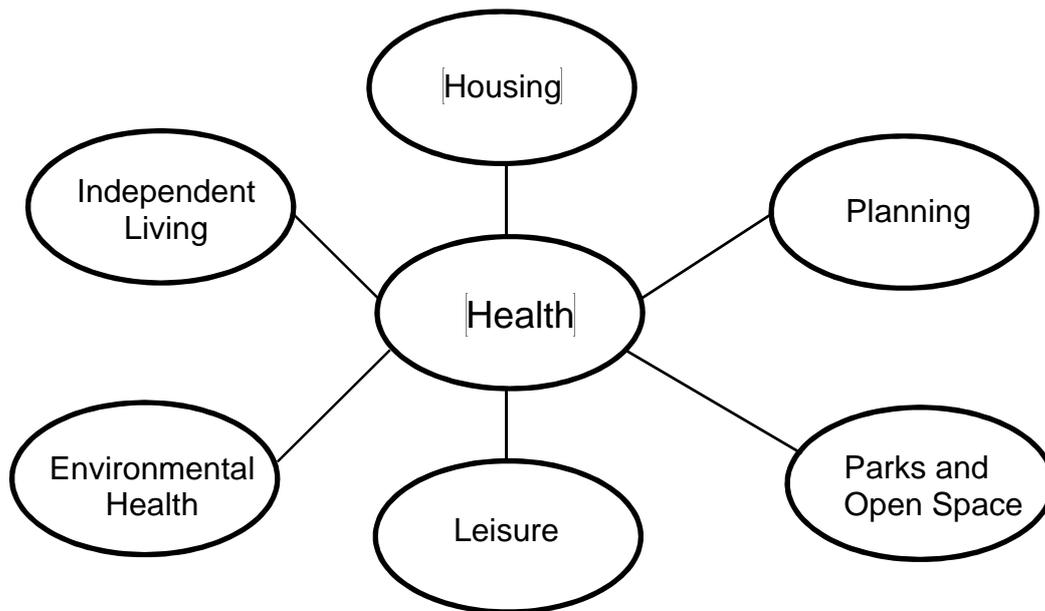
About 19% of Year 6 children are classified as obese.

Around 24% of adults smoke and 26% are obese.

Priorities in Spelthorne include diabetes, alcohol and smoking.

3.1 **What does the Council do to support health priorities and the health issues in Spelthorne?**

The Council provides a range of services which support the health and wellbeing of the residents in Spelthorne. See chart below:



Many of the services that the Council provides support the wider health (physical and mental) of Spelthorne. Health inequalities often come about due to poor housing, lack of income, poor open spaces and many other factors.

Attached in **Appendix A** is a table of what the Council does to support the priorities of the CCG and the Health and Wellbeing Strategy.

3.2 Local Governance of Health and Wellbeing

One of the theme groups in the Local Strategic Partnership is Health and Wellbeing. This group comprises officers from the Council, Voluntary Sector, Surrey County Council and the health centre.

The Health and Wellbeing Theme Group is now working with the Runnymede Health and Wellbeing Group and have developed a work programme together to improve the health and wellbeing of residents in Spelthorne and Runnymede.

The health and wellbeing of Spelthorne residents is also supported by the following strategies.

- Leisure and Culture Strategy
- Economic Strategy
- Youth Strategy
- Older Persons Strategy
- Housing Strategy

Reference papers:

- Surrey Health and Wellbeing Strategy
- Health and Social Care Act 2012

Appendices: Appendix A – Council support to priorities of CCG and Health and Wellbeing Strategy

CCG Priorities – How the Council Supports

CCG Priority	SBC Programmes	Lead Service
Frailty and Dementia	<ul style="list-style-type: none"> - Wellbeing Centre Greeno - Activities at day centres - Funding / accommodations for third sector 	<ul style="list-style-type: none"> - Housing and Independent Living - Community Development
Cardiovascular, Stroke and Diabetes	<ul style="list-style-type: none"> - Exercise referral schemes - Exercise Programmes - Healthy eating promotions 	<ul style="list-style-type: none"> - Leisure / Leisure Centres - Environmental Health
Children and Young People	<ul style="list-style-type: none"> - Sports Programmes - Arts programmes 	<ul style="list-style-type: none"> - Leisure / Leisure Centres
Musculoskeletal and optimised elective pathways	<ul style="list-style-type: none"> - Gentle exercise - Exercise for the over 50's - Walking for health 	<ul style="list-style-type: none"> - Leisure / Leisure centres - Independent Living
Cancer	<ul style="list-style-type: none"> - Healthy lifestyles 	<ul style="list-style-type: none"> - Leisure
Neurological	None directly	
Learning disability (Adult and Children)	<ul style="list-style-type: none"> - Improved adaptations at the Leisure Centre 	<ul style="list-style-type: none"> - Leisure / Leisure centres
Mental Health	<ul style="list-style-type: none"> - Wellbeing Centres - Support via grants to agencies supporting mental health 	<ul style="list-style-type: none"> - Independent Living - Community Development

Surrey Health and Wellbeing Strategy

	SBC Programmes	Lead Service
Children's Health and Wellbeing	<ul style="list-style-type: none"> - Sports / leisure and cultural opportunities through health - Supporting Health and Wellbeing via Family Support Team 	<ul style="list-style-type: none"> - Leisure - Family Support Team Elmbridge and Spelthorne
Older Adults Health and Wellbeing	<ul style="list-style-type: none"> - Provision of day centres / community centres, Meals on wheels, transport and telecare to support older adults health - Range of activities including healthy walks 	<ul style="list-style-type: none"> - Independent Living - Leisure
Developing a preventative approach	<ul style="list-style-type: none"> - Warm front – heating initiative - Promoting benefits of health and offering a wide range of opportunities 	<ul style="list-style-type: none"> - Environmental Health - Leisure / Leisure Centres
Emotional Wellbeing and Mental Health	<ul style="list-style-type: none"> - Wellbeing Centres - Range of Activities for Health and Wellbeing 	<ul style="list-style-type: none"> - Leisure - Independent Living
Safeguarding the population	<ul style="list-style-type: none"> - Robust safeguarding policies / staff well trained. 	<ul style="list-style-type: none"> - Leisure - Independent Living

Overview and Scrutiny Committee

10 September 2013



Title	Planning Enforcement in Spelthorne		
Purpose	Recommendation required		
Report of	Assistant Chief Executive	Confidential	No
Cabinet Member	Councillor Suzy Webb	Key Decision	No
Report Author	Paul Underwood – Assistant Head of Planning		
Summary and Key Issues	<p>The attached report sets out an overview of the way planning enforcement is provided. The key issues are:</p> <ul style="list-style-type: none"> • Need to prioritise our resources so we can deal with those matters which have the greatest impact effectively and efficiently • Caseload requires two permanent full time members of staff (as now) to deliver the current level of service • Whilst work is largely reactive by nature, we do respond proactively (article 4) and decisively (injunctions) where we need to • No issues in terms of performance (appeals lost etc.) 		
Financial Implications	There are none.		
Corporate Priority	Service delivery		
Recommendations	<ol style="list-style-type: none"> 1. To note the contents of the report attached at Appendix 1. 2. To consider whether Overview and Scrutiny wish to review in detail any aspects of the planning enforcement service. 3. To consider the Planning Enforcement Policy document attached at Appendix 2 and to give Overview and Scrutiny views to Cabinet on 24 September as appropriate. 		

1. Background

- 1.1 Councillor Broom (Chair of Overview and Scrutiny) has requested that a report be submitted which sets out the work and performance of the Planning Enforcement service. It was also requested that an update be provided on the production of the Planning Enforcement Policy document (which was already on the Forward Plan and due to be considered by Cabinet on 24 September).

2. Key issues

- 2.1 These are set out in the report attached as Appendix 1.

3. Options analysis and proposal

- 3.1 There are none. The priorities and workload set out in Appendices 1 & 2 can be delivered within existing resources.

4. Financial implications

- 4.1 Not Applicable.

5. Other considerations

- 5.1 Planning Enforcement is a legal process which means it often takes a lot longer to achieve a result than Councillors or the general public would wish.

6. Risks and how they will be mitigated

- 6.1 Risks are covered in the Policy document (attached at Appendix 2) by prioritising the caseload to ensure that those with the highest risk (in terms of permanent effect, impact on the environment or amenity) have the highest priority, so we can deal with these as quickly as legal constraints allow to mitigate the impact.

7. Timetable for implementation

- 7.1 Not applicable

Appendices:

Appendix1: Planning Enforcement in Spelthorne report

Appendix 2: The Council's Policy towards dealing with unauthorised development

Appendix 3: Planning Enforcement - Frequently Asked Questions

PLANNING ENFORCEMENT IN SPELTHORNE

1.0 What is planning Enforcement?

- 1.1 Planning Enforcement is broadly the processing of complaints relating to unauthorised work to land and buildings and the resolution of those issues in an acceptable way.
- 1.2 Planning permission is needed for the erection of many types of buildings and for the making of a material change in use of land or buildings. Permission is also required to erect many forms of advertisements and there are controls to protect Listed Buildings and preserved trees. Unauthorised development in the main therefore covers the following
- The erection of buildings or the making of a material change of use without the necessary planning permission
 - The carrying out of development which varies from the planning permission (and shown on the approved plans)
 - Carrying out development without complying with conditions or a subsequent breach of those conditions which apply in perpetuity.
 - The display of advertisements without advertisement consent
 - Felling of, and works to, trees included in a Tree Preservation Order or to trees of a certain size in a Conservation Area.
 - Demolition of Listed Buildings and of certain buildings in Conservation Areas, and works to Listed Buildings which affect their historic status, without the necessary consent.

2.0 Who provides this service?

- 2.1 We have two dedicated full time Planning Enforcement Officers. They are based within the Development Management Team under the day to day management of the Assistant Head of Planning. These two officers investigate the majority of complaints but planning officers do from time to time become involved in this area of work when they need to provide evidence to support an appeal against the serving of an enforcement notice.
- 2.2 In addition to this we rely heavily on the services of the Council's Legal team particularly when non-compliance with an Enforcement Notice requires prosecution in the Courts or some other form of action (e.g. an injunction).

3.0 What is the Council's approach towards dealing with complaints?

3.1 The Council's approach towards unauthorised development has historically been based on the governments national policy guidance set out in Planning Policy Guidance (PPG) 18 - Enforcing Planning Control .This document contained a number of key themes:

- The Council should seek to resolve issues arising from the carrying out of unauthorised development initially by persuasion and negotiation. The serving of a legal notice should be the last resort unless urgent legal action is clearly required.
- The Councils response to unauthorised development should be proportionate, reflecting the harm which it causes to the environment or to peoples amenity.

3.2 In March 2012 the government published its National Planning Policy Framework (NPPF) and revoked the previous guidance set out in PPG 18. It encourages Local Planning Authorities to publishing a local enforcement plan to manage enforcement proactively that is appropriate to their area. We have produced such a plan which is due to be considered by the Cabinet on 24 September 2013. A copy of that is attached at Appendix 2.

4.0 The workload

4.1 The workload of the enforcement team can be broadly divided into two areas. The first, which takes up the vast majority of their time, is the dealing with complaints about alleged unauthorised work, and the resolving of those issues in a satisfactory way. The second area is the proactive monitoring of development to ensure it is carried out strictly in accordance with the planning permission given. The amount of time spent on reactive and proactive work is determined by the resources we have available.

Reactive - complaints

4.2 Each year the Council investigates on average about 300 cases relating to alleged unauthorised work. The Trevor Roberts report on Planning at Spelthorne (which is referred to in more detail below) stated that the maximum sustainable workload of an enforcement officer can only be set at 150 complaints per year if there is adequate administrative support. As previously noted with 2 enforcement officers this is broadly in line with the number of complaints we receive. With each of these cases there may be a number of complainants that will need to be responded to. On investigation a number of these cases are not pursued

Appendix 1

because it will be established that there has been no breach of planning control usually because:

- Planning permission has been given for the work
- The work does not need planning permission
- The work is “permitted development”
- The breach is immune from enforcement action and has become lawful because of the length of time it has been in existence.

4.3 Where the Council's permission is required, some cases will be resolved because the owner will stop the unauthorised work and remove the structures. In other cases the owner will agree to submit a planning application which may be subsequently approved.

4.4 In those cases where the breach of planning control cannot be resolved through agreement a legal notice will be served (there are a variety of Enforcement Notices that are applicable to different types of breaches.) In many instances the owner will decide to appeal against the serving of the Notice and that appeal will be considered by the Planning Inspectorate and will be heard at a Public Inquiry, a local hearing, or by the exchange of statements.

4.5 In those cases where the appeal is dismissed, and the Enforcement notice comes in to effect, the Council's Enforcement Officer will need to ensure it is complied with within the timescales set out in the Notice. In a limited number of cases compliance with Enforcement Notices need to be secured through the Courts. This is a lengthy and time consuming process both for the Enforcement Officer and also the Council's solicitor seeking prosecution.

4.6 The following table seeks to quantify some of those key stages in the process outlined above and compares the workload to previous years.

	2010/11	2011/12	2012/13
Complaints received	333	332	244
Enforcement Notices served	11	26	22
Enforcement Notice Appeal Lodged	3	3	10
Appeals Dismissed	2	0	2
Appeals Allowed	0	2	1
Prosecutions	1	2	0

Proactive – monitoring

4.7 In addition to investigating complaints about unauthorized work we also seek to proactively monitor key planning permissions to ensure development is built in accordance with the approved plans and complies with the conditions attached to the permission. Each year we determine about 750 applications and each of these are subject to a number of conditions (in large residential schemes it is usual for the permission to contain some 20+ conditions). It is not possible for planning officers to monitor the construction of all of these developments at the same time as processing current planning applications. We do however liaise with Building Control and are informed when schemes start. The setting out of commercial development and new residential development (i.e. houses and flats but excluding domestic extensions) is physically checked on the site by Building Control and compliance with any pre commencement conditions is checked by planning officers (such as the need for a contaminated land assessment before construction starts).

5.0 Notable achievements

5.1 Many of the complaints we investigate relate to relatively low key issues. Whilst their satisfactory resolution is welcomed by those living close by, that achievement is often not widely recognised. There have however been a number of cases recently which have a higher profile and affect a greater number of people. Recent successes have included:

1. In March 2012 we served an enforcement notice relating to the use of Green Belt land at London Road Ashford for airport parking. The owner appealed against the serving of the Notice and the appeal was heard at a Public Inquiry. The appeal was subsequently dismissed in May 2013 with costs being awarded against the appellant in the Councils favour. The use has now ceased and the hardstanding associated with it removed.
2. More recently in November 2012 we served an enforcement notice relating to the use of land adjoining the Blue Velvet PH in Upper Halliford Road Shepperton for the parking of caravans. The appeal was dismissed in July 2013 and the Enforcement Notice confirmed. The Notice requires the removal of the caravans within 8 weeks (and six months for those being lived in as the sole dwelling).
3. In February 2013 we responded proactively to the concerns of local residents in Sandhills Meadow and Las Palmas Estate that a large area of wooded green belt land was being sold in individual plots. Whilst not being able to prevent the selling of the land we did serve an Article 4 direction

which removed permitted development rights and prevented the enclosure of each plot with fences/walls. It also prevents certain temporary uses of the land taking place without consent (e.g. car boot sales etc.). We also served a Woodland Tree Preservation Order (replacing an older Area Order) to give us greater control over the felling of trees.

6.0 The Trevor Roberts Review

6.1 In 2009 Trevor Roberts Associates carried out a review of the Development Control section. The report concluded that “many aspects of the Development Control service in Spelthorne are essentially sound”. It did however identify significant changes were required to how we dealt with unauthorized development. The review concluded that if development and monitoring and enforcement were seen as high priorities in Spelthorne a specialist team reporting to a team manager was required. The review recommended the creation of a number of new posts. These have not been progressed due to financial constraints. The report suggested however that if the Councils approach remained reactive rather than proactive the present staffing level of two posts was reasonable.

6.2 Other key recommendations have however been carried out including:

- Additional enforcement training for Members
- Improved information relating to enforcement on the web
- Clearer guidance produces on prioritising how we investigate complaints, reflecting the level of harm associated with the development
- Closer monitoring and management of enforcement officers
- Revised delegated authority for taking enforcement action
- Regular reports to Planning Committee on outstanding cases

6.3 With regard to the second bullet point above we have produced a user friendly guide to enforcement in the form of a series of Frequently Asked Questions (FAQ's). The guidance explains the process, gives details as to how to complain about unauthorized work, and sets out the level of service the customer can expect. A copy of those FAQ's is attached.

7.0 Recent improvements to the service

7.1 Since the beginning of 2013 the two Enforcement Officers have been given training and are issuing their own Enforcement Notices for the more routine cases. This has been done to minimise the delay in the serving of non-urgent notices which in the past had to be given a lower priority by the Councils solicitors in view of commitments to other services.

Appendix 1

- 7.2 We have also sought to improve how we communicate enforcement matters to Members. In addition to the quarterly report to the Planning Committee we are now emailing a monthly list to all Members which sets out, in ward order, the details of those unresolved cases which are subject to Enforcement Notices. The report also includes a list of cases closed in the preceding month.
- 7.3 We will look to continue to improve the service in the future with in the resources we have available.

8.0 Appendices:

Planning Enforcement - The Councils policy towards dealing with unauthorized development

Frequently asked Questions

Planning Enforcement – The Council’s policy towards dealing with unauthorised development

Introduction

This document aims to assist you get the best out of the Enforcement Service. It sets out the main service areas and explains how Spelthorne Borough Council carries out its enforcement activities. In order to give the best possible service, it is vital that the Council gives clear guidance on what we can do and what we cannot do, and how we balance demands on our services against the resources available to us.

From the information provided below, we hope that you will be able to measure our performance and decide if we have met our own demanding standards. Should you not be satisfied with our performance to date, we hope that Council officers can rectify any relevant problem you have experienced, or explain why we cannot meet your expectations.

The Council have also published a separate list of frequently asked questions which cover other matters areas related to Planning Enforcement. This can be viewed on our web site.

What you can expect from the Council

We will consider the full range of powers when conducting investigations (including appropriate negotiations and retrospective planning applications) and where appropriate take immediate action.

We will minimise the costs of compliance by ensuring that any action we require is proportionate to the risks.

We will take particular care to work with small businesses and voluntary and community organisations so that they can meet their legal obligations without unnecessary expense, where practicable.

Generally we will prosecute individuals or organisations who do not comply with any formal notice served on them, and when appropriate will take direct action, having regard to degree of harm and public safety.

We will carry out our duties in a fair, equitable and consistent manner.

We will consider each individual matter on its merits. There will be a consistent approach to enforcement action against breaches of similar nature and circumstance.

Information and advice will be provided in plain language on the rules that we apply and we will publish this as widely as possible.

We believe that prevention is better than cure and that we should work with customers to advise and assist with compliance.

Officers will provide a courteous, prompt and efficient service and letters will provide a contact point and telephone number for customers to contact when seeking advice and information.

Officers will not tolerate abusive language or behaviour either in person or in correspondence.

Definition of unauthorised development

Planning permission is needed for the erection of many types of buildings and for the making of a material change in use of land or buildings. Permission is also required to erect many forms of advertisements and there are controls to protect Listed Buildings and trees with a Tree Preservation Order. Unauthorised development in the main therefore constitutes the following

- The erection of buildings or the making of a material change of use without the necessary planning permission
- The carrying out of development at variance to that given in the planning permission (and shown on the approved plans)
- The carrying out of development not in accordance with the conditions on the permission or subsequent breach of those conditions which do not relate to the initial construction of the development
- The display of advertisements without advertisement consent
- Felling of, and works to, trees included in a Tree Preservation Order or trees of a certain size in a Conservation Area.
- Demolition of Listed Buildings and of certain buildings in Conservation Areas, and works to Listed Buildings which affect their historic status, without the necessary consent.

The Council's approach to unauthorised development

Enforcing against unauthorised development is a discretionary power and the Council is not legally bound to act. The Council however consider it is essential that where unauthorised development occurs which has harmful consequences either to the environment or to people living nearby that swift action is taken to prevent it continuing.

The nature of the harm which arises from the unauthorised development will be the primary factor which influences the course of action the Council will take to deal with the issue. The Council will also prioritise addressing those cases which cause most harm. The purpose of planning enforcement is not punitive but to enforce and resolve breaches in planning control and unauthorised development which cause harm to public amenity and the environment.

Some unauthorised development occurs intentionally and on some occasions the person carrying out the work is not aware that it needs permission, or does not comply with the terms of any consent given. The Council will respond sympathetically to those situations where a breach of planning control has genuinely occurred unintentionally (particularly in relation to household development) but will take the necessary steps to resolve any harm arising from the work.

In all, but the most serious of cases, the Council will seek to first resolve the matter through discussion with the owner/person carrying out the work. The Council will seek to avoid any formal legal action coming "as a bolt out of the blue". Where this approach fails the Council's general approach will in the case of development

significant harm (see categories 1 and 2 below), to serve a Temporary Stop notice. This has the effect of stopping the construction of the development, or the activity continuing for a temporary period of 28 days. This will give the owner the opportunity to resolve the issue. It may however be necessary to serve an Enforcement Notice after that period expires.

The Council will generally seek to prosecute those people who have felled or damaged a preserved tree, or demolished or damaged a listed building.

The Council wish to support activities which contribute to economic growth and will have regard to the impact of any enforcement action on businesses. In particular the Council will ensure that the periods of compliance in any Notice are sufficiently long enough to minimise any disruption to the business and if possible avoid any permanent loss of employment.

Priorities

To make the most effective use of resources, all reports of suspected breaches of planning control will be investigated and progressed in accordance with the priority rating below. This is not an exhaustive list.

Category 1: Serious harm – this includes:

- Unauthorised demolition of Listed Buildings, ancient monuments and demolition of locally Listed Buildings.
- Felling or lopping of a preserved tree or tree in a Conservation Area.
- Where development has started and is subject to planning conditions which are required to be agreed before commencement (e.g. contamination, archaeology, nature conservation or trees).
- Development or breach of conditions likely to cause serious harm/danger to people or amenity
- Harmful unauthorised development which is about to become immune from any action being taken against it because of the passage of time periods set in legislation

Category 2: Significant and widespread harm to local amenity:

- Unauthorised development causing significant or widespread harm.
- Breaches of planning conditions causing serious nuisance to adjoining residents.
- Breaches that are contrary to well established planning policies such as Green Belt
- Unsightly buildings or untidy land that is causing serious harm to the amenity of neighbours

Category 3 – Other – these may include:

- Breaches of a technical nature and not in significant conflict with planning policy
- Breaches which are temporary and unlikely to result in any long term harm

- Advertisements not included above
- Breaches of other planning conditions
- Other changes of use
- High hedges
- 1. Unauthorised pitching of caravans
- 2. Businesses being operated from home
- 3. Development not in accordance with the plans during the build process

Individual cases may be re-prioritised as the investigation progresses and as new evidence comes to light.

To ensure that an adequate overall service is provided, the allocation of resources will be periodically reviewed. The quality of evidence and support provided by complainants can also have a significant bearing on the outcome of an investigation and where such support is likely to increase the chances of a successful outcome, the matter will be prioritised.

Investigation of suspected breaches of planning control

Receipt of complaint

To start a planning enforcement investigation, please contact us by:

- email at planningdm@spelthorne.gov.uk
- filling out the standard form on our web site
- over the phone on (01784) 451499
- by letter to Planning Enforcement, Spelthorne Borough Council, Council Offices, Knowle Green, Staines Upon Thames, Surrey, KT18 1XB
- or in person at the Council Offices, opening hours are 08:45 – 17:00 Monday to Thursday, 08:45 – 16:45 Friday

When a complaint is received it is recorded on our database so it is important that we have the following information:

- name and contact details of complainant
- full address of the alleged breach of planning control
- nature of the breach and the harm it may be causing

All enforcement complaints are logged onto our computer system with a unique reference number so that each complaint can be monitored and the complainant updated on progress.

To avoid the unnecessary use of resources, anonymous reports of suspected breaches of planning control will not normally be pursued unless other evidence suggests that the breach is causing serious harm to the environment or the amenities of residents. Confidentiality of a complaint's identity will be safeguarded unless it is necessary for the complainant to give evidence at an appeal.

We will:

Acknowledge receipt of any complaint within five working days

Provide an initial response within 10 working days on the actions we are taking

Time frame for a site visit

A site visit will be required to establish whether or not a breach of planning control has occurred and there will need to be some research around the case prior to the site visit.

The initial site visit (where necessary) will be conducted within the following timescales. There will be exceptions to this, particularly in very urgent matters.

- High priority cases – within two working days
- Medium priority cases – within five working days
- Low priority cases – within ten working days

We will aim to meet these timescales in all cases investigated to ensure cases progress without undue delay from the outset.

These targets allow officers to carry out research before visiting a site. If carrying out the initial site visit within these time frames is problematic on a specific case the officer will notify the complainant. On completion of the initial site visit, the findings will be assessed and a view taken as to how the investigation will proceed. This may include taking legal advice about the case.

If no breach of planning control is established

A significant number of investigations are closed as there is no breach of planning control established. For example:

- there is no evidence of the allegation
- development has taken place but planning permission is not required, usually because it is permitted development
- it already has planning permission

Where this is the case the complainant will be notified either verbally or in writing within 10 working days of the initial site visit that no further action will be taken. We will also provide an explanation why.

Where further investigation is required

There are cases where the initial site visit does not provide sufficient evidence to prove whether a breach of planning control has taken place. Examples of these can include:

- business operated from home. This will often depend on the level of intensity and this may not be immediately apparent from the initial site visit
- alleged breaches of working hours conditions. If the operator denies the activity further investigations will be required
- building works are taking place but the owner claims it is to repair a previously existing structure.

The officer will need to establish what, if anything, previously existed. In these cases the complainant will be notified within 10 working days of the initial site visit that further investigation is required. Further investigation may involve additional site

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visits, documentary research, seeking advice from other services or agencies, or the owner or other persons responsible for the land or building. In some cases, we may ask the complainant for further details. If they are unwilling to help, we may not be able to take further action due to insufficient evidence.

We will also consider serving a Planning Contravention Notice to obtain information relating to the suspected breach. Drafting such a notice correctly can take time. Equally a person on whom it is served has 21 days to respond. Therefore it may be several weeks until the appropriate evidence can be collected.

Where there is a breach of planning control

When we receive a complaint, the case officer will check to see if there is a breach of planning control and that legislation allows us to take action. Each case is judged on its individual merits. In some cases whilst a breach of planning control has been identified it is not possible for the Council to take action against it because it has been occurring, or in existence, for a long period of time and is immune from Enforcement action. In most cases it is not possible to take action against buildings and structures which have been erected without consent if they have been in existence for more than four years. Similarly, a change of use of a building or land without permission, or the breach of a planning condition imposed on a permission, will be immune from enforcement action if it has occurred for more than 10 years.

Negotiation

Where it is considered that the breach of planning control is unacceptable, officers will initially attempt to negotiate a solution without going straight to formal action, unless the breach is causing very significant harm. Negotiations may involve scaling down or stopping an unauthorised use or activity, or changing or removing the unauthorised development.

In carrying out negotiations officers will look at the specific circumstances of the case (e.g. where there is an unauthorised business activity officers will consider whether relocation is possible and if so will seek to put a reasonable timescale in place).

Where initial attempts at negotiation fail, formal action will be considered on a case by case basis. We will also consider whether it is appropriate to serve a temporary stop notice to prevent the breach becoming worse.

Where we are unable to negotiate an acceptable solution within a reasonable timescale, or it is clear at the outset that the breach is not capable of being resolved through negotiation, we will proceed with formal enforcement action where it is expedient to do so.

In most cases relating to the loss of, or damage to, preserved trees and listed buildings there will usually be little need to negotiate and the Council will take whatever action is considered necessary through the Courts.

Not expedient to pursue formal action

There are some cases where it would not be 'expedient' or worthwhile for the Council to take enforcement action. Expediency is a test of whether the unauthorised activities are causing serious harm. The planning enforcement officer investigating the case will consider this and seek advice as appropriate. The outcome of this consideration will generally inform the course of the investigation. Taking formal

enforcement action is only one option with other courses open to the Council. Some examples of where it may not be expedient to take action are as follows:

- It may be the case that whilst a technical breach of planning control has been found the breach is so minor that it has no or very little impact on amenity . Such a breach would be considered 'de-minimus' in planning terms and no formal action would be taken in this respect.
- In some case it may not be expedient to take action because the work carried out is only marginally larger than that allowed under permitted development and that increase causes no harm. An example of this might be a fence which has been erected and is only a few centimetres above the normal allowance of 2m (where it does not front a road),
- There may also be cases where building work or a change of use has taken place but it is clear following an assessment, that retrospective planning permission is likely to be granted. The Council's approach to when a retrospective application is encouraged and how that application is dealt with is set out in the next section of this document.

It is clearly unsatisfactory for anyone to carry out development without first getting planning permission. However, an enforcement notice should not be issued solely to regularise development which is acceptable in planning terms, but for which permission has not been sought. In these cases the Council will ask for an application.

It is generally regarded as unreasonable for a Council to issue an enforcement notice solely to remedy the absence of a valid planning permission if there is no significant planning objection to the building works/use.

Where officers conclude that it is not expedient to take action the case will be closed (with a reasoned justification).

As a Council we also need to ensure that any action is proportionate to the breach. We investigate many technical breaches of planning control (e.g. a fence or a rear extension slightly higher than permitted development). In these cases it would clearly not be reasonable to require the removal of an entire building or fence where a slightly lower structure could be put up without permission.

We will work with owners to resolve the situation but ultimately it is highly unlikely that formal action could be warranted in the case of a technical breach.

Retrospective planning applications

In some cases, an unauthorised development may be acceptable by the imposition of conditions on a planning permission or consent. For example, a change of use to a restaurant may be acceptable in principle but give rise to concerns about late opening hours. In such a case rather than take formal action against the use, it would be appropriate to request a retrospective application. If that application was found to be acceptable having assessed the detail and taken into account the views of consultees. We could grant permission subject to a condition restricting hours of use.

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A retrospective application is processed in the normal way. This allows third parties to be formally consulted and make their views known. In addition to all those adjoining the site, the Council will notify anyone who originally complained about the unauthorised work. The fact that the development has been carried out in part or full has no bearing on the decision the Council makes on the application.

The Council will specify a time period in which a retrospective application needs to be submitted. The period given will vary from case to case but will reflect the complexity in preparing such a submission. Periods of 28 or 56 days are often given. If no application is submitted the Council will consider the expediency of taking further action having regard to the harm which arises from the breach (and lack of conditions imposed on a planning permission to control it). It may become necessary to serve an Enforcement Notice.

If the development is unlikely to receive permission the Council will not encourage the submission of a retrospective application although there remains a right to make such an application. Unless the Council has served an enforcement notice prior to the submission of the retrospective application (which relates to those matters sought permission in the application) the Council is duty bound to consider it.

The Council will, generally, refuse to process retrospective applications which are submitted after the serving of an enforcement notice unless by entertaining the application is likely to enable the proposal to be amended to overcome the reason for the serving of the notice.

Material and non-material amendments to planning permissions

The Council expect development to be completed strictly in accordance with the approved plans which form part of the planning permission. Following the grant of permission applicants often wish to make variations. This sometimes occurs because of problems during the construction process, or a change in the client's wishes. The Council's approval is required for any changes from the approved plans and this should be sought before work is carried out. Sometimes, however, changes occur without the Council's prior approval.

Where these alterations are materially different from the permission a new application for the whole development will be required.

Where the scale and nature of the alterations results in a development that is not substantially different from the one that has been approved, a "minor material amendment application" will be invited. This in effect seeks permission for the changes proposed rather than the whole scheme again. The Council will consult adjoining properties in the consideration of these types of application and take into account any representations submitted.

Where the changes proposed are extremely minor (such as the omission of a window or reduction in the size of an extension) the Council will request a "non-material amendment". This is also subject to a fee, but will usually be considered by exchange of letter and without notification to neighbouring properties.

Monitoring of Planning Permissions

It is not practical or proportionate to monitor all planning permissions granted by the Council, and all development carried out as permitted development. Most of the development occurring in the Borough is in built up areas close to adjoining properties. Indeed the majority of alleged breaches of planning control are reported by people living close to the development. Most of the Council's planning enforcement officers time is spent dealing with resolving these reported breaches.

However, the Council do monitor proactively the larger scale and the more sensitive schemes in the Borough. Working in liaison with building control, and following notification of commencement of work, critical dimensions in the setting out of new buildings are checked. Compliance with pre commencement conditions is also checked. In addition, planning officers will, as resources allow, check sensitive development at key stages of construction and on completion of the development.

In addition to this, solicitors acting for prospective purchasers of land, regularly seek confirmation from the Council that the work has been completed in accordance with the planning permission/permitted development allowance.

Taking formal enforcement action

Enforcement notice

Councils are able to serve an enforcement notice where development or a change of use has taken place without permission, and it is considered expedient to do so. We have to serve enforcement notices on the owner, occupier and any other person with an interest in the land.

An enforcement notice has to set out what we expect to happen (for example demolishing a building or stopping a car repair workshop) in order to:

- make sure a development complies with the terms of any planning permission which has been granted
- stop the use of the land or restore it to the condition it was in before the breach took place
- ensure that a development does not have an adverse impact on amenity

The notice will specify a timescale for the works to be carried out. A notice comes into effect a minimum of 28 days after it is served. There is a statutory right of appeal against the notice during this period to the Planning Inspectorate. Once the Planning Inspectorate has received a valid appeal, the enforcement notice has no effect until the appeal has been determined.

There are seven grounds of appeal against an enforcement notice. Any appeal may include one or all of these grounds:

- (a) that planning permission ought to be granted
- (b) that the development or change of use has not taken place
- (c) that the development or change of use does not need permission
- (d) that the development or change of use is immune from action (e.g. been in place or operating too long)
- (e) that the enforcement notice(s) were not served correctly

- (f) that the works/action to be carried out are excessive
- (g) that not enough time has been allowed for the works/action to be carried out

Given these rights of appeal it is important that all relevant matters are taken into account before serving an enforcement notice. This includes being clear about:

- What the specific breach is (e.g. building is too high, in the wrong place, agricultural building being used for industrial purposes)
- What we expect to be done to set it right (e.g. reduced height, demolish and re-build, stop the use)
- How long we give for the works/actions to be done (e.g. three months, 12 months).

If the breach of planning control relates to a listed building, or unauthorised demolition within a conservation area, we will consider the expediency of serving a listed building enforcement notice or a conservation area enforcement notice. Where appropriate, commence a prosecution in the Courts.

All enforcement notices are placed on the Council's enforcement register which is available to view on the Council's website.

Planning contravention notice (PCN)

This is often served prior to going down the enforcement notice. It can be served on the owner or occupier of the land in question or a person who is carrying out operations or using the land. The PCN gives those people 21 days to provide the information which the Council has asked for. If they do not give the information they can be prosecuted (maximum fine of £1,000). To knowingly provide false information on a PCN can result in a fine of up to £5,000.

Other requisition for information notices

The Council can also require anyone who receives a requisition for information notice to supply in writing details of their interest in a property and details of anyone else having an interest in the property. A reply must be supplied within 14 days. A person who fails to comply with the requirements of a notice or makes a false statement in a reply is guilty of an offence punishable by a fine of up to £5,000.

The Council also can require those individuals to state in writing the nature of their interest in a property and to state in writing the name and address of any other person known to them as having an interest in the property, such as a freeholder, mortgagee, lessee or otherwise. Failure to return the form or to provide a miss statement is an offence punishable by a fine up to £1,000.

Breach of condition notice (BCN)

This is served where a planning condition has not been complied with. We have to take into account the type of condition which has been breached (e.g. windows are not obscure glazed or contaminated land conditions has not been complied with) and what we expect to be done to set it right. Once issued the notice does not take effect for 28 days.

There is no appeal against a BCN and therefore can be more expedient than issuing an enforcement notice. The failure to comply with the notice is dealt with by a

prosecution in the Magistrates Court (maximum fine of £2,500). The BCN is ideal for matters where the steps to be taken are relatively simple and can be readily achieved.

Any BCN has to set out what we expect to be done to comply with the condition and when it needs to be done by.

Stop notice

The Council must consider the use of stop notices carefully as they carry with them significant statutory compensation provisions.

A stop notice must be served at the same time or after the service of an enforcement notice. We will consider serving a stop notice where urgent action is necessary to stop a relevant activity before the end date of the related enforcement notice.

The stop notice must refer to the enforcement notice, specify the activity or activities that have to stop and set the date when it comes into effect. Failure to comply with the notice is an offence (maximum fine on summary conviction is £20,000).

Temporary stop notice (TSN)

A TSN can be issued without an enforcement notice, and is designed to halt breaches of planning control for a period of up to 28 days. This comes into immediate effect and is used to stop work and to see if issues can be resolved within a limited timescale. These are most often served where a development has started but conditions on the planning information requiring further action before commencement have not been complied with (e.g. a contaminated land investigation and mitigation measures has not been agreed).

Whilst TSNs also carry some compensation provisions these are significantly lower than with a stop notice and therefore the risk to the Council is reduced.

Section 215 notice

In cases where the amenity of an area is adversely affected by the condition of land or buildings, we will consider serving what is called a Section 215 Notice (untidy land). This will set out what we expect to happen (e.g. remove building materials/shrubs/board up windows), when it needs to be done by and the date the notice takes effect.

A Section 215 notice takes effect after 28 days service during which time an appeal can be made in the Magistrates Court.

Time limits for taking formal action

The Council cannot serve a notice after four years where the breach of planning control involves building operations. For example:

- extensions to dwellings
- new buildings and laying hardstanding
- or the change of use of any building to a single dwelling.

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Other unauthorised changes of use and breaches of conditions are subject to a 10 year time limit (e.g. use of an agricultural building for industrial warehousing).

The Council are not able to take action on anything above the four or ten years, and the use becomes lawful. The landowner can apply for a Certificate of Lawful Existing Use or Development (CLEUD) and if the evidence is clear they can 'regularise' the situation. However it should be noted that even if a use is lawful it does not mean that the Council would have granted planning permission if this has been applied for before the development/change of use had taken place.

Serving an enforcement notice in respect of a particular development 'stops the clock' in relation to these four and ten year time limits. Therefore where the Council feel a breach may be close to the four or ten year time limit it may seek to take urgent enforcement action to prevent such a development or use becoming lawful.

The Localism Act has introduced a new enforcement power in relation to time limits. This allows Councils the possibility to take action against concealed breaches of planning control even after the usual time limit for enforcement has expired.

Failure to comply with formal notices

Where a notice has been served and has not been complied with there are three main options available to the Council.

Prosecution

We will consider prosecution proceedings against any person who has not done the works expected of them and where the end date has passed. This may be in relation to any of the following Notices:

- enforcement notice
- listed building enforcement notice
- conservation area enforcement notice
- breach of condition notice
- section 215 notice
- stop notice

Cases involving unauthorised works carried out to a Listed Building and unauthorised demolition in a Conservation Area also constitutes an offence in their own rights. We will consider whether it would be expedient to prosecute for these works rather than issuing a notice on a case by case basis.

Before commencing any legal proceedings we need to be satisfied that there is sufficient evidence to offer a realistic prospect of conviction and that the legal proceedings are in the public interest.

Direct action

Where any works/actions required by an enforcement notice or section 215 notice have not been completed within the time period (other than stopping the use of a piece of land), we will consider whether it is expedient to:

- enter the land and undertake the works (e.g. demolish the building); and

- recover from the person who is then the owner of the land any expenses reasonably incurred by them in doing so.

In most cases the Council will seek to prosecute the failure to comply with a notice before seeking to initiate direct action

Injunction

Where an enforcement notice has not been complied with and, because of the special circumstances of the case, either direct action or prosecution would not be an effective remedy, we will consider applying to the Court for an Injunction.

An injunction can also be applied for where there is clear evidence that a breach of planning control is anticipated but has not actually occurred. Such action will only be considered if the breach, actual or anticipated, is particularly serious and is causing or likely to cause exceptional harm (e.g. materials for hard standing being put on a site and services being laid).

Advertisements

The display of advertisements without consent is an offence. As such we can prosecute without the need to issue a notice. Where it has been considered that an advertisement should be removed an offender will normally be given one written opportunity to remove the advertisement voluntarily. Failure to do so will normally result in further action being taken without further correspondence.

We are also able to remove or obliterate posters and placards. We will consider using these powers as appropriate.

The recent Localism Act has introduced several new provisions in respect of dealing with advertisements. These are Removal Notices, Action Notices and the powers to remedy the defacement of property. Each provision includes rights of appeal to the Magistrates Court.

Removal notices

The Council can seek removal of any structure used to display and advertisement. Where the notice is not complied with we may remove the structure and recover the cost of doing so.

Action notices

Where there is a persistent problem with unauthorised advertisements an Action Notice can be issued specifying measures to prevent or reduce the frequency of the display of advertisements. Again where the notice is not complied with we may remove the structure and recover the cost of doing so.

Power to remedy defacement of premises

Where a sign is readily visible from somewhere the public have access, and is considered to be damaging the amenity of the area or is offensive, a Notice may be issued requiring the removal or obliteration of the sign. As with the above provisions

failure to comply with the notice will allow us to undertake the works in default and recover costs (except where it is on a flat or house or within the curtilage of a house)

Trees

Legislation protects trees which are the subject of Tree Preservation Orders (TPOs) or are within a Conservation Area from felling or other works without permission. As with advertisements such works are an offence and we can prosecute without a notice. However, such action would not remedy the harm caused.

We can also issue a replacement notice. This will require an appropriate replacement tree to be planted where a tree covered by a TPO has been removed.

High hedges

From the 1 June 2005 councils have had the power to deal with disputes over high hedges where all reasonable steps to resolve the issue have been taken by the relevant parties. In cases where we find in favour of the complainant we will ensure, through enforcement action if necessary, that any specified schedule of remedial works is carried out.

Complaints about the Planning Enforcement Service

Sometimes things do not proceed as planned. If you feel that there is unreasonable delay with an enforcement investigation, or you believe there is an error in the way an investigation is being carried out, you should contact the Assistant Head of Planning (contact details are given below). He will investigate the matter, review the circumstances and advise you within ten working days about what action will be taken. If a matter requires further investigation, you will be advised of this at the time.

If you are still dissatisfied with the service, then it is open to you to make a formal complaint. Please remember that the complaints procedure does not apply to matters that are directly related to a Council or Panel decision. You can, of course, contact your local Councillor at any time.

If you remain dissatisfied, you may write to the Local Government Ombudsman and information on how to do this will be given to you by the Head of Corporate Governance. The Ombudsman will not normally deal with a complaint unless it has first been through the Council's own complaint procedures and will deal only with matters relating to the conduct of the investigation.

Planning Enforcement – How the Council deals with unauthorised development

The following questions and answers are intended to explain how the Council uses its planning enforcement powers to protect amenity and ensure the right development takes place in an acceptable way.

Planning permission is needed for many types of development and changes in use of land or buildings. Permission is also required to erect many forms of advertisements and there are controls to protect Listed Buildings and preserved trees. When development or work takes place without permission, or not in line with a planning permission or condition placed on it, the Council has various legal powers to take what is called ‘enforcement’ action to remedy the problem.

The Council attaches particular importance to planning enforcement to ensure that the amenity of all residents and businesses is properly protected.

We also have an [on-line planning enforcement register](#) containing details of enforcement notices the Council has served.

Included in the following is information about when and what sort of planning enforcement action can be taken and how you can tell us about something you think is wrong.

If you have any suggestions or complaints about our enforcement work please [let us know](#).

Frequently Asked Questions

1. What does Planning Enforcement cover?
2. Is it illegal to build something without planning permission?
3. What is not covered by Planning Enforcement?
4. How do I report unauthorised development?
5. What does the Council do when it receives a planning enforcement complaint/query?
6. What type of action can the Council take?
7. How quickly will a complaint be dealt with and then resolved?
8. How do you prioritise planning enforcement work?
9. Will I be kept up-to-date with progress on a complaint?
10. What happens if an enforcement notice is not complied with?
11. What can the Council do about untidy land?
12. What is a Retrospective Application?
13. How do I report someone using his or her own home to run a business?
14. How do I report a development which is not being carried out in accordance with the approved plans?
15. How do I report work being carried out which I don't think has Planning permission?
16. What happens if a Planning Enforcement complaint is made against my property?
17. What happens if an enforcement notice is served on me?
18. Can those who make a complaint do so confidentially?
19. Can I appeal against the Council's Planning Enforcement decision?
20. Can the Council take action where high hedges are causing a problem?
21. Where can I find more information?

1. What does Planning Enforcement cover?

Planning Enforcement involves ensuring that planning permissions and any conditions imposed are complied with. It also includes situations where something requiring planning permission or related consents has taken place without permission being obtained, for example:

- Construction of buildings or works, e.g. wall or fence.
- Change of use of buildings or land.
- Display of advertisements.
- Works to protected trees and hedgerows.
- Work to buildings listed as being of special architectural or historic interest.
- Demolition of certain buildings in a Conservation Area.

The Council also has statutory powers to require land that is in a poor condition and has an unacceptable impact on public amenity to be tidied up.

2. Is it illegal to build something without planning permission?

Whilst building something without planning permission is not normally a 'criminal' offence, failure to comply with some notices to rectify a problem can be. However, unauthorised work to a 'listed' building, preserved tree or erecting advertisements without consent is a criminal offence.

3. What is not covered by Planning Enforcement?

Planning Enforcement cannot deal with the following issues, for which you will need to seek your own legal advice:

- Neighbour disputes.
- Land boundary or ownership disputes.
- Deeds of covenant issues.
- Works to party walls.
- Use of/development on highways or pavements (Please contact [Surrey County Council Highways Department](#)).

Some things can be dealt with by the Council through other powers relating to the [Building Regulations](#) (e.g. structural issues relating to building work) or [Environmental Health](#) (e.g. noise issues). Our [Streetscene section](#) deals with flyposting of adverts and 'A' boards which are placed on pavements or attached to other structures on the highway.

4. How do I report unauthorised development?

Please contact the Council by [email](#), using our [on-line form](#), telephoning Customer Services on 01784 451499 or writing to Planning Enforcement at the Council Offices with the following information:

- The exact location of the site, or address of the property in question – including which part of a site.
- Exactly what has or is happening and when.
- What harm it is causing you or your neighbours.
- When the problem started, e.g. date building work or use of a site started.

The more information you can give us the quicker we can resolve the problem.

5. What does the Council do when it receives a planning enforcement complaint/query?

The Council receives over 300 planning enforcement related queries every year and needs to deal with them in a consistent and fair manner, giving the greatest priority to the most serious and/or urgent cases. When we receive a complaint/query we will check the following:

- Does it need planning permission?
- Does it have planning permission?
- Are any conditions that were imposed with a permission not being met?
- Has a planning application relating to the problem already been submitted to the Council and is still to be decided?

The Council also has to check how long ago a development or change of use took place as there are time limits on when action can be taken. Generally changes of use are immune from action after 10 years and development after 4 years, although there are some qualifications. The Government is, however, seeking to introduce legislation to allow retrospective action at any time where works have been deliberately concealed to gain immunity.

When a matter needs to be investigated further we will prioritise the problem – see question 8.

The [attached flow chart](#) summarises the key questions and actions that the Council has to consider.

6. What type of action can the Council take?

The Council has to decide whether it is expedient to take action and will not pursue cases which are trivial and involve a very minor technical infringement where no actual harm has or could arise. Nor will it take action simply to regularise a development. We will act reasonably and seek to deal with matters in a manner proportionate to what has happened and which represents an effective use of public money.

In all cases we will need to establish the facts; this research can take some time, particularly where several site visits or surveys over a period of time are required.

Wherever possible and appropriate we will seek to resolve matters by negotiation as this may often be quicker and more cost effective for all concerned. However, we do have statutory powers to serve the following notices and action can be taken through the Courts when they are not complied with:

Planning Contravention Notices (PCNs): These are used to seek information and help us decide what has happened and what to do about it. There are penalties for failing to provide the information requested.

Breach of Condition Notices (BCNs): These are used where a condition of a planning permission is not being followed. Failure to comply with a BCN is a criminal offence.

Enforcement Notices: These can require unauthorised uses to cease, or unauthorised building works to be altered or removed. The notice must give a reasonable period for compliance. Failure to comply with an Enforcement Notice is a criminal offence. There is a right of appeal against an Enforcement Notice.

Stop Notices and Temporary Stop Notices: If the unauthorised development is causing a very severe problem, and we consider that the unauthorised development

Appendix 3

or use should be stopped immediately, we can serve a Temporary Stop Notice which stops all work for 28 days while issues are resolved, or a Stop Notice together with an Enforcement Notice. Failure to comply with a Stop Notice is a criminal offence.

Section 215 Notices: This is a power available under the Planning Act 1990 and can be used when the condition of land is adversely affecting the amenity of the area. The Notice can require that the land is cleared of rubbish and overgrown vegetation. It can also require the appearance of a dilapidated building to be improved.

Injunctions and other Court actions: Action can be taken through the Courts for 'criminal offences' which include unauthorised work to Listed Buildings and preserved trees or erecting advertisements. Injunctions are Court Orders preventing unauthorised development from taking place. If they are not complied with the Courts can impose severe penalties.

As a last resort the Council can take direct action to remedy a breach of planning control, such as removal of an unauthorised structure by its own contractors and recovering the costs by a 'land charge' on the property.

7. How quickly will a complaint be dealt with and then resolved?

We aim to respond to any complaint as quickly as we can. However, the time required to resolve an issue will vary considerably - from those where a quick discussion leads to an immediate stop, to an activity where formal notices have to be served. Complex cases can for example involve detailed research, including surveys of a site over several weeks, possible submission of retrospective planning applications and decisions on them, issuing of notices, appeals and further action to enforce compliance through the Courts.

We will aim to:

- Acknowledge receipt of any complaint within 5 working days and provide an initial response within 10 working days on the actions we are taking.
- Update you on significant stages in dealing with a case, e.g. submission of a retrospective planning application or serving an enforcement notice.
- Let you know when a case is finally resolved.

8. How do you prioritise planning enforcement work?

We prioritise planning enforcement work according to how serious it is and categorise it as follows:

Category 1: Serious harm – this includes:
<ul style="list-style-type: none"> i. Unauthorised demolition of Listed Buildings, ancient monuments and demolition of locally Listed Buildings. ii. Felling or lopping of a preserved tree or tree in a Conservation Area. iii. Development or breach of conditions likely to cause serious harm/danger to people or amenity. iv. Unauthorised work in a conservation area likely to lead to permanent harm v. Where development has started and is subject to planning conditions relating to either contamination, archaeology, nature conservation or trees which are required to be agreed before commencement. vi. Development which is unsafe.

Category 2: Significant and widespread harm to local amenity:

- i. Unauthorised development causing significant or widespread harm.
- ii. Breaches of planning conditions causing serious nuisance to adjoining residents.
- iii. Breaches of advert control causing a serious impact on amenity.

Category 3: Matters causing demonstrable harm or where quick action is expedient:

- i. Breaches of planning control or conditions where the time limit for enforcement action is less than 6 months.
- ii. Breaches likely to be resolved quickly by negotiation.

Category 4 – Other – these may include:

- i. Breaches of a technical nature and not in significant conflict with planning policy.
- ii. Breaches which are temporary and unlikely to result in any long term harm.
- iii. Advertisements not included above.
- iv. Breaches of other planning conditions.
- v. Other changes of use.
- vi. High hedges.
- vii. Unauthorised pitching of caravans.

9. Will I be kept up-to-date with progress on a complaint?

Please see question 7 and the [Planning Enforcement flow chart](#) for details of when we will contact you. However, you are welcome to contact the enforcement officers at any time to check on the progress of a complaint - preferably by email as they are often out on site.

10. What happens if an enforcement notice is not complied with?

The Council may prosecute offenders who do not comply with an Enforcement Notice. Those involved will be advised that the period for compliance has lapsed and they will be invited to state their intentions. If no agreement can be reached, they will be advised that non-compliance constitutes a criminal offence for which, if proven guilty through the courts, a fine of up to £20,000 can be imposed.

11. What can the Council do about untidy land?

Owners of untidy land or unkempt buildings which cause significant harm to amenity can be served with a notice under Section 215 of the Town and Country Planning Act 1990 which requires the problem to be resolved.

12. What is a Retrospective Application?

A retrospective application is a planning application which has been made after something has already been built or a change of use has started. Appropriate publicity and consultation will be carried out on such applications, and interested parties given an opportunity to comment before a decision is made.

13. How do I report someone using his or her own home to run a business?

Where a business use, e.g. use of a bedroom as an office, is relatively low key and incidental to the residential use of the property planning permission is not required. However, where the activity is significant it may not be appropriate and we will take action.

To let us know about a business activity which is causing a problem you can [email](#), use our [on-line form](#), send a letter to Planning Enforcement at the Council Offices, Knowle Green, Staines TW18 1XB or call our Customer Services on 01784 451499.

14. How do I report a development which is not being carried out in accordance with the approved plans?

You can [email](#), use our [on-line form](#), send a letter to Planning Enforcement at the Council Offices, Knowle Green, Staines TW18 1XB or call our Customer Services on 01784 451499.

15. How do I report work being carried out which I don't think has Planning permission?

Planning Permission may not necessarily have been required. You can check if there is a planning permission by accessing our '[Planning Applications Online](#)' or call Customer Services on 01784 451499 who will check for you.

16. What happens if a Planning Enforcement complaint is made against my property?

Officers investigating a report will usually contact you in person to establish the facts. The Council has a legal right to enter your land to investigate any reported breach.

Once we have established the facts, if it is clear a breach of control has occurred we will write to you formally and ask you to remedy the breach voluntarily in an agreed timescale.

If you fail to remedy the problem voluntarily the Council will take enforcement action and will again inform you of this in writing. At each stage of formal enforcement action the Council may, if appropriate, seek to offer you the option of voluntarily resolving the problem, which will help to avoid time-consuming and often costly appeals or prosecution proceedings.

17. What happens if an enforcement notice is served on me?

If you are issued with an Enforcement Notice you will be given the details of the breach, the reason for the action, the steps required to overcome the problem, and the time period for compliance. The notice will remain 'registered' against the land/property and not the person upon whom it is served.

18. Can those who make a complaint do so confidentially?

Under the Data Protection Act, the identity of the complainant is always kept confidential and will not be disclosed. However, if a case goes to court there are circumstances where these details may need to be revealed.

19. Can I appeal against the Council's Planning Enforcement decision?

Any person who has an enforcement 'notice' served on them has the right of appeal to the Planning Inspectorate – further information is available on the [Planning Portal website](#). The Planning Inspectorate is an independent body based in Bristol. Their main work is the processing of planning and enforcement appeals and other varied casework, including listed building consent appeals and advertisement appeals. An Inspector from the Planning Inspectorate will look into the case and decide whether the enforcement notice should be quashed or upheld.

If the notice is quashed (not agreed by the Inspector) then the Council can take no further action. The Inspector may, in some circumstances, grant planning permission for the activity that was the subject of the notice. If the notice is upheld, then the person must carry out the requirements of the notice, or risk prosecution. Sometimes the Inspector

will vary the enforcement notice, for example to allow a longer time to comply with the notice.

If a person does exercise their right of appeal, then the enforcement notice does not take effect whilst the appeal is being considered. During this time, which may be several months, the Council cannot prosecute for failure to comply with the requirements of the notice.

Any person who has a Section 215 Notice served on them has a right of appeal to the Magistrate's Court, on certain grounds.

There is no right of appeal against a Breach of Condition Notice and you will risk prosecution if you do not comply with it. The reason for this is that there is a right of appeal against the original imposition of a condition on a planning application.

For further advice on appeals you are advised to contact a solicitor or a planning agent.

The contravention of an injunction is contempt of court and the court can levy an unlimited fine or impose a custodial sentence.

20. Can the Council take action where high hedges are causing a problem?

The Government has given local authorities powers to deal with high hedges where they adversely affect someone's reasonable enjoyment of their property. However, government guidance makes clear that local authorities should only seek to act as a last resort where there is clear evidence that a complainant has tried and exhausted all other ways or resolving the hedge dispute over a reasonable period of time. This will include evidence of at least three exchanges of correspondence and a solicitor's letter. There is currently a nationally set fee of £496.10 for an authority to act on behalf of a complainant to resolve a hedge problem. Further guidance is available on the [Communities and Local Government](#) website. The Council recommends that a mediation service may be more appropriate than statutory powers, e.g. [Mediation North Surrey](#). (link to www.mediate.me.uk)

21. Where can I find more information?

More information on Planning Enforcement is available on the [Communities and Local Government website](#).

You are also welcome to discuss any matters with the Council – 01784 451499

What Spelthorne Council currently use social media for:

- To help channel shift. Every week communications meets with Customer Services to learn their top five calls of the week. Communications then tweets/FB about the five topics. Subsequently customer services have seen a decline in calls in relation to the five topics.
- To push our press releases out – all SBC press releases are automatically posted onto Facebook (FB) and Twitter.
- Notify residents about events – Leisure Services add all their events to the sites
- To answer ad hoc questions – Customer Services monitor FB and Twitter and answer any ad hoc questions that might be asked. Once they are answered they say on the site for everyone to see and read
- To engage with residents – communications ask residents questions through FB and Twitter, we have had some great responses regarding our parks, restaurants in the borough and the dog fouling campaign
- Actively monitor what people are saying about Spelthorne and manage SBC's reputation – channels are set up through Hootsuite so communications can monitor when 'Spelthorne' is being mentioned and we can act accordingly if necessary
- Use Hootsuite to schedule tweets and messages. So when we have a consultation we can schedule messages in advance and time them to go live.
- SBC advertise their FB and Twitter pages on the website homepage and in every Bulletin

What Spelthorne Council 'could' be doing with social media:

- To help further encourage channel shift – SBC should be retweeting important messages (eg traffic accident reports from Surrey Police), be more proactive when new projects are launched, push 'good news' stories and pre-empting what the residents want to know (SCC details in advance of Staines Bridge closure)
- Promote more two way conversations – engage with more residents, find out what they want and react
- Reach more audiences, SBC should engage with residents in ways that best suit their lives. "Britons spend an estimated 62 million hours each day on Facebook and Twitter" The Independent, April 2013.
- Currently SBC doesn't push any video through FB or Twitter. We could be adding many videos eg council meetings, Staines-upon-Thames day etc
- Questionnaires – we currently do not use social media for this. This is a missed opportunity
- Market research - we currently do not use social media for this. This is a missed opportunity
- Competitions - we currently do not use social media for this. This is a missed opportunity

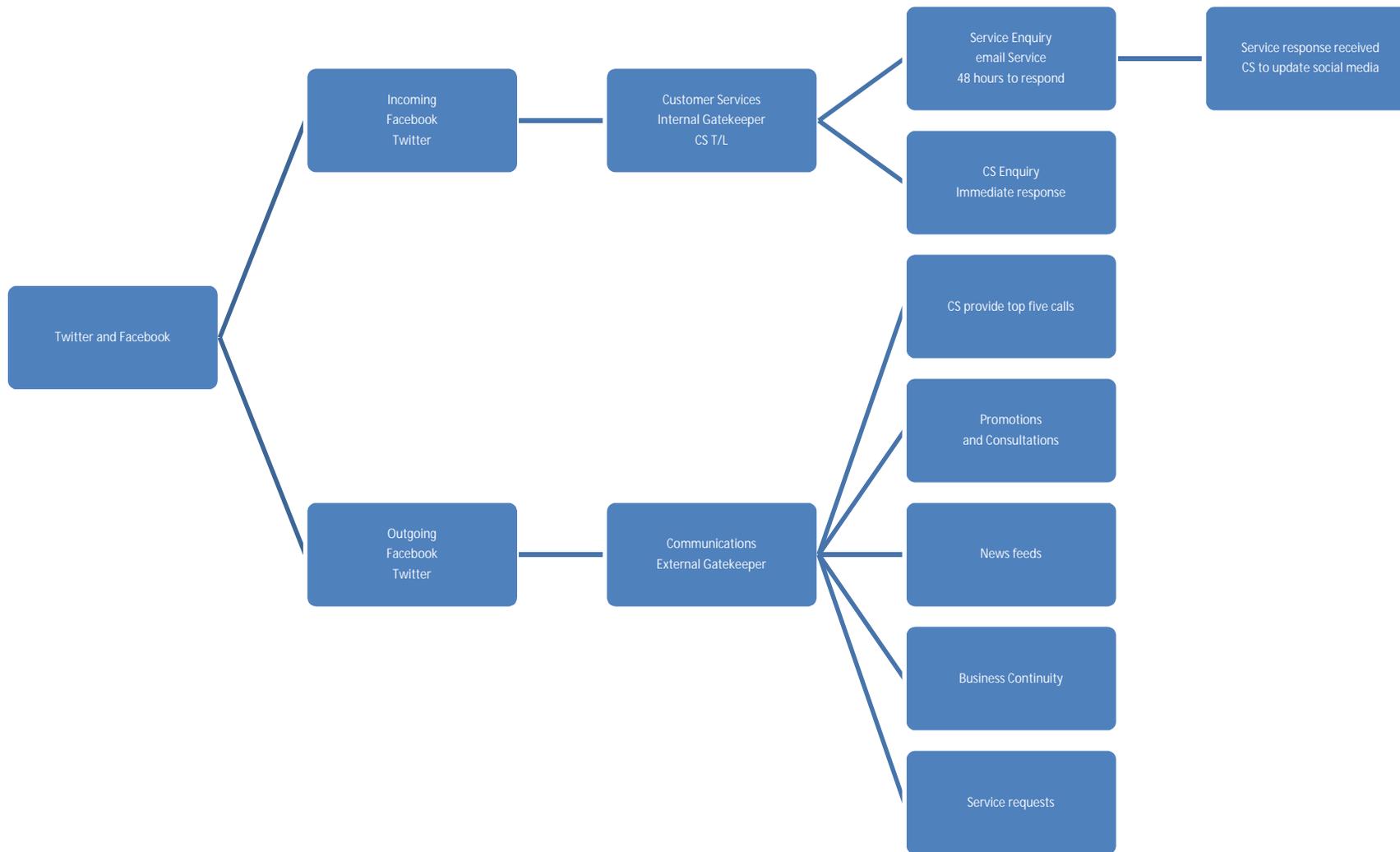
- Seasonal campaigns - we currently do not use social media for this. The only campaign that has been mentioned is dog fouling and we have had a positive response regarding the posters
- Consultations - Redbridge's Big Conversation used social media to provide a platform for local people to set priorities for spending and engage in policy discussion during a major borough-wide consultation, providing a place for local people to discuss issues.
- Webinar – invites through FB/Twitter – SBC could be doing webinars on controversial local issues such as the Heathrow expansion, or even on basic things such as 'how to submit a planning application'
- Promote tutorials – SBC could promote tutorials through FB and Twitter showing how to use our new Engage App
- To manage SBC's reputation to provide a more 'human' face, instead of bureaucracy
- SBC could create different areas/channels such as a section for planning or for businesses, or parents – better user experience, residents could focus on their areas of interest
- Use the sites to promote our lovely borough as an ideal film and television location

Why aren't we doing all of the above?

We do not have enough staff time currently allocated to social media. Staff are currently using it on top of their current busy work loads.

Surrey CC, Waverley BC and Surrey Heath DC all have dedicated Social Media Officers.

Social Media Workflow



Social Media in Spelthorne Borough Council: Guidelines and usage – draft, Vicky Ellis

Introduction

This document provides information on Spelthorne Council's social media guidance and usage; how, why and when to use social media; etiquette and best practice.

The purpose of the Guidelines is to:

- Ensure effective use of social media;
- Protect the Council and its community;
- Create consistency and coherence across Spelthorne Council's social media activities.

Key points

- Social media offers great opportunities for Spelthorne Council and individuals to listen and have conversations with the people they wish to influence.
- There is a need to highlight the guidance on offer to staff and train them in what is and isn't acceptable behaviour online.
- The next generation of Spelthorne Council staff will never have known a world without the internet or mobile phones. How Spelthorne Council embraces their use of social media is vitally important and crucial for sustaining an effective communication platform with its public.

Guidelines

Defining social media

Broadly, social media refers to any form of media that encourages online social interaction between users and content creators. Current leading examples of social media include [Facebook](#), [Twitter](#), [LinkedIn](#), [Flickr](#) and [YouTube](#), and tools such as wikis and blogs. However, the social media landscape can and does change rapidly: what is popular today may drop significantly in popularity the following year, and new tools may arise just as quickly.

With this in mind, Spelthorne Council's use of social media should be responsive, open to adaptation and prepared for the potential need to adopt new social media presences or cease involvement in underused social media sites.

How Spelthorne Council uses Social Media

Spelthorne Council has embraced the use of social media as an important and valuable part of its customer services, communications and marketing activities. Not only does social media allow us to share our news, events, activities and important information with our immediate audiences and with the wider world, but it also allows us to listen, respond and build relationships with our community.

In addition, social media helps us to understand what the public are saying about us, good and bad. Word of mouth is a key decision maker for people, through social media, we can find out how we are perceived. This can help Spelthorne Council in its other marketing and communications activities. This will also help limit certain calls to Customer Services as answers to common questions will be displayed for everyone to see.

Existing sites/groups

Currently Spelthorne has a presence on two social media sites and one monitoring site:

www.facebook.com

www.twitter.com

<https://hootsuite.com>

The Communications Team use Hootsuite to monitor our posts/tweets and also monitor what others are saying about us. Hootsuite searches both Facebook and Twitter for users mentioning 'Spelthorne'.

Anything added into our 'Latest News' area on our website (www.spelthorne.gov.uk) is automatically (via RSS feeds) added onto our Facebook and Twitter pages. This includes all press and news releases.

Encouraged practice

Spelthorne Council encourages the following uses of social media.

- **Collaboration** – Customer Services are tasked with answering all the day-to-day questions asked by the users (eg how do I get onto the Housing Register?). The Communication Team are tasked with interacting with the users (eg did you enjoy any of our parks over the weekend?) and alerting users with changes to our services (eg unfortunately no bins will be collected today due to the snow). Other departments are encouraged to add messages about their up-and-coming events/consultations/projects.
- **Promotion** - positive promotion of our activities/services can help Spelthorne Council communicate effectively with our community.
- **Engagement** - Effective and well-managed use of social media can help promote Spelthorne Council and has the potential to boost engagement levels and activities with Spelthorne residents (free market research).

Using social media – advice for staff

Know social media

First, get to know how social media works. Familiarise yourself with, for example, how Twitter works and how organisations promote themselves on Facebook, before considering how and why you should start using it. Other council's are a great source of inspiration, but looking at commercial organisations is also valuable. Setup your own private account to test with before using Spelthorne Council's.

Your goals

Do you want to improve internal communications, promote your area, or increase attendance at your events? Define what your main goal(s) are and how social media will help you achieve this (as part of your wider communications plan).

What is success?

Define how you will measure the success of your channel(s) – better communication? Increased web traffic? Increased event attendance? Decide how and when to evaluate your activity to ensure that your time is being spent effectively.

Be respectful

Anything you post on the site/group reflects directly on both Spelthorne Council and on your particular area. Be professional and respectful at all times and do not engage in arguments or extensive debates with anyone who is critical of Spelthorne Council. While it can be

appropriate to put right any incorrect assertions made by commenters, or provide extra detail to counteract any criticism, try to do so in a way that will be construed as friendly, rather than combative or oversensitive.

Timeliness is everything

Because social media allows us to share information almost instantly, audiences often expect information to appear straight away. While that's not always going to be feasible, you should be prepared to provide relevant information in response to new developments, announcements or emergencies, and to do so in a timely manner (48hrs maximum). A short amount of accurate information delivered at the time of need can often be more valuable than a lengthy report the day after.

However, if you think answering a question might take a while, making the commenter aware that you have seen and are dealing with their question is better than silence.

Tone of voice

Developing a tone of voice that is friendly and polite manner is essential – you are engaging in a social forum, so behaving in a social manner is going to be far more effective than talking in a dry, verbose or overly formal way. Write in the first person (I or we). Do not correct the users spelling or grammar.

However, using slang, 'text speak', or using sentence fragments is not appropriate. Poor spelling, punctuation and grammar reflect poorly on you and Spelthorne Council, so take time to write and check your posts – for both clarity of message and for errors – before publishing them.

Your content will live forever – think before you post

Remember that anything you share on social media is not private. It can and will be shared, stored and spread globally. Don't post anything online that could reflect negatively on Spelthorne Council or that you wouldn't feel comfortable seeing on the front page of a newspaper or the BBC website. Items can be deleted, but by the time you do, it could be too late.

Don't let social media absorb all of your time

A lot of time can be spent on social media without any gain. You may find it effective to schedule points during the day to post on and monitor your accounts.

Getting your audience's attention

Your posts are potentially competing for attention alongside hundreds of other posts, so you need to put some thought into what you post if you want to get the reader's attention.

Consider the **words** you use and the order you use them. For example, if you just repeat a headline from a news story you want to link to, you will most likely find that few of your followers will bother to click through to the actual story. Instead, pull out an interesting detail from the story to entice them to click on your link, front-load your post with the most important/interesting information, or draw out whatever is likely to be of most interest to your audience.

Posing a question is often an effective way of piquing a reader's interest. Humour is also acceptable, but avoid saying anything that might be construed as sarcastic or risks offence. Get a colleague or two to check a post if you're unsure.

Photos and video are a very effective means of capturing attention and generating conversation, as well as encouraging people to share your content. This type of content should either be relevant to your audience's interests, visually interesting or conveys something important about your area. Please note, however, that particular care should be taken when posting photographs and videos to ensure that consent has been attained. If you are posting photos which come from a source other than the Council's photography team, you

should also ensure that you have the appropriate rights to do so, and credit people appropriately where necessary (however, you won't need to credit SBC photographers). If you are in any doubt about whether you have the correct permissions, please contact the Communications Team.

In addition, it is not appropriate to make exaggerated claims or excessively use **capital letters** or **exclamation marks** to draw the reader's attention. The latter two can be overbearing and irritating if used too often.

Keep it relevant: linking to videos of cute kittens or funny stories is most likely not going to be appropriate.

Don't spam your followers

Keep an eye on the frequency of your posts. Too few and your site/group won't be effective, but post too many and you risk annoying your followers. As a broad rule of thumb, you should make fewer posts on Facebook (we suggest two to three a day, maximum) than on Twitter (which can handle tens of posts a day – if the content is interesting enough). Also, ensure that all content you post or share is likely to be relevant to a large section of your audience.

Evaluate

As well as setting aside time for full evaluation of your site/group, on-going evaluation should be part of your daily social media activity. Consider what content is most valuable to your audience and what gains the biggest response and adjust your approach accordingly. Also consider whether there is any existing account that you could instead promote your service/project through. Please follow this link to see our recommended evaluation tools and those available for you to use.

Further information and points to consider

- Hashtags # - Hashtags are used mostly on Twitter as a form of search and to keep Tweets together. Eg your tweet could be 'National PlayDay will take place in Ashford, 9 July, 12-4pm #spelthorne #nationalplayday' then anyone searching the term #spelthorne or #nationalplayday will come across your tweet. Please note there are no spaces between the # and the word/s that follow (#nationalplayday not # National Play Day). Our advice is to use a maximum of three Hashtags per tweet.
- @ tag – in Twitter you can use the @ symbol to tag others in your tweet and the tag person/organisation will be notified via their 'interactions tab'. Eg if a user contacts us about traffic lights we should reply 'thank you but this is a matter for @surreycouncil' and then Surrey County Council will be notified and the user doesn't have to do anything. Please note there are no spaces between the @ and the words that follow.
- Tiny URL – Twitter restricts your characters to 140. So your tweets must be brief, if you need to add in a URL which is long and taking up most of your characters you can shorten it by using Tiny URL: <http://tinyurl.com/>
- Know and follow Spelthorne's Staff Code of Conduct and IT Policy.
- Respect copyright laws.
- Further information regarding conduct and Internet usage can be found on the ICT policy page. Failure to comply with this protocol may result in disciplinary action.

Contact us

Web and communications:

Vicky Ellis: v.ellis@spelthorne.gov.uk

Mandy Binley: m.binley@spelthorne.gov.uk

Social Media in Spelthorne Borough Council: Step by step guide – **draft, Vicky Ellis**

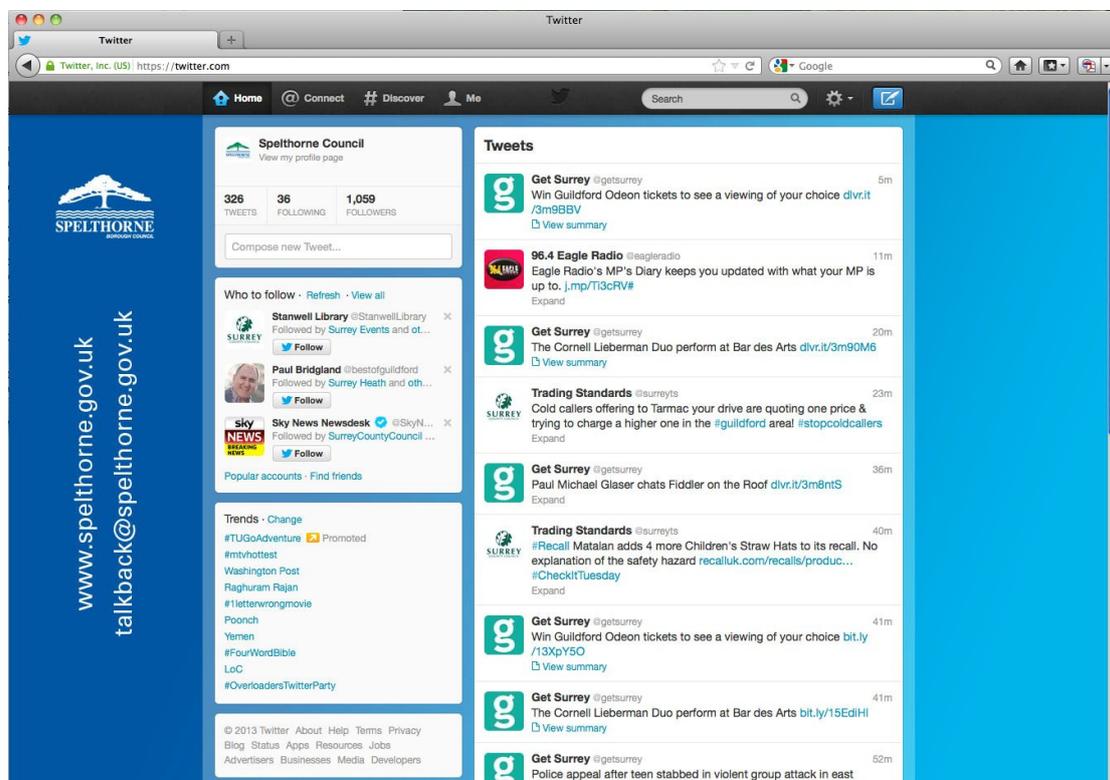
Twitter

1.1 Type www.twitter.com into the address bar at the top of the internet page.

1.2 There is a box on the homepage of Twitter which says 'User name' and 'password'. (Ask the Communications Team for details)

1.3 You are now within the Spelthorne Council Twitter site

1.4 Below is the first screen you are presented with:

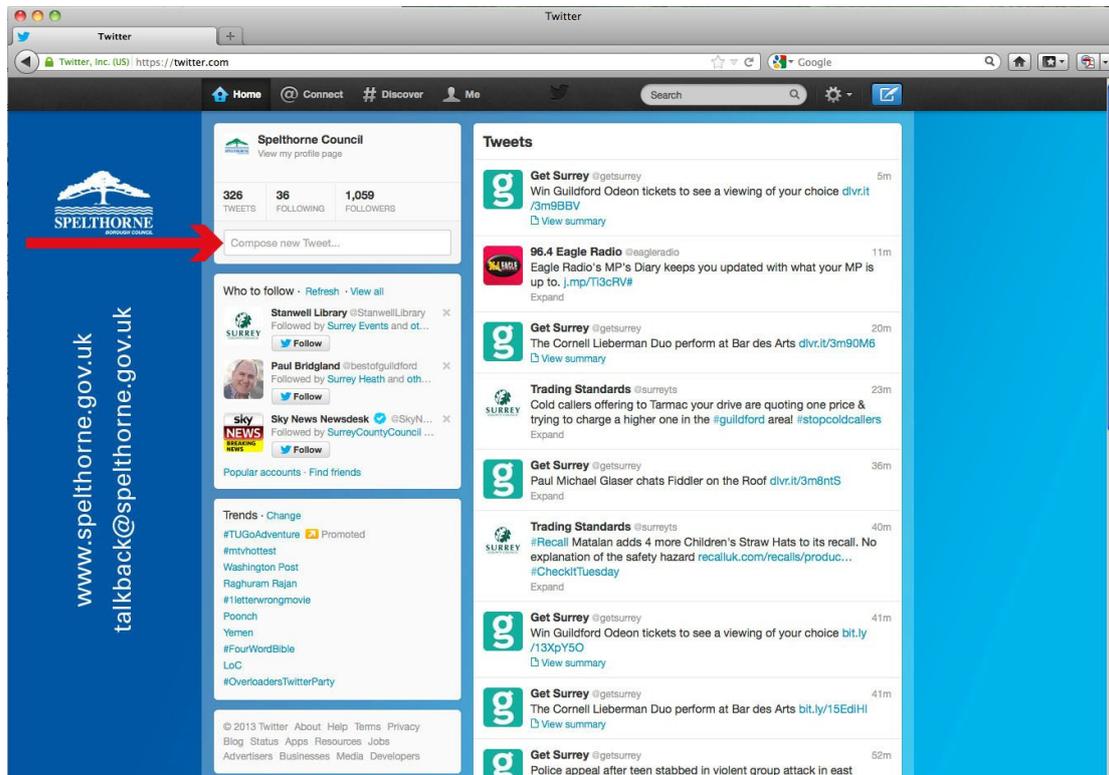


1.5 The news feed on the right will show the most recent tweets from the people you choose to follow. You can search for people you are interested in following or Twitter will suggest some people for you to follow.

1.6 The total number of tweets sent, the number of people you are following and the number of followers you have will show on the left.

1.7 Click on 'Spelthorne Council' in the top left hand side, this will take you to your own profile.

1.8 The most important box is the empty, white one at the top of the page displaying 'compose new Tweet' (see below, shown with red arrow):



2.0 This is where you write the next tweet.

Things to remember:

- You only have 140 characters, keep the message short and avoid long words. It is ok to miss out 'a' 'the' and use numbers instead of writing it in full (eg 1 instead of one) as long as the message still makes sense. Twitter will count down the characters for you and will not let you Tweet something that is too long (see screen shot below):



- AVOID text speak eg msg instead of message; b4 instead of before; gr8 instead of great; nxt instead of next.
- Use hash tags to keep your messages together. The common one the council uses regularly is: #spelthorne

If you are tweeting about a specific event it is worth creating and using the same hash tag to keep the messages together. For example #sbcplayday. There should be no spaces in the hash tag.

It is sometimes worth using someone else's hash tag if it is already getting a lot of coverage. For example during the snow in December 2010 BBC Surrey invented #surreysnow which was then used by all local authorities, press and residents to talk about the snow situation. By adding this to our tweets our messages were included in the conversations.

You can use more than one hash tag in a message (we would recommend a maximum of three per Tweet).

2.1 When you are happy with your message click 'Tweet' and it will be sent to all those people following you

2.2 By hovering over a tweet a set of instructions will appear in the bottom right hand corner (screen shot shown below). This includes reply, so you can reply to the message, retweet so you can forward on that message to all your followers, favourite so you can show your support for the tweet, ...more lets you share the Tweet via your own email.

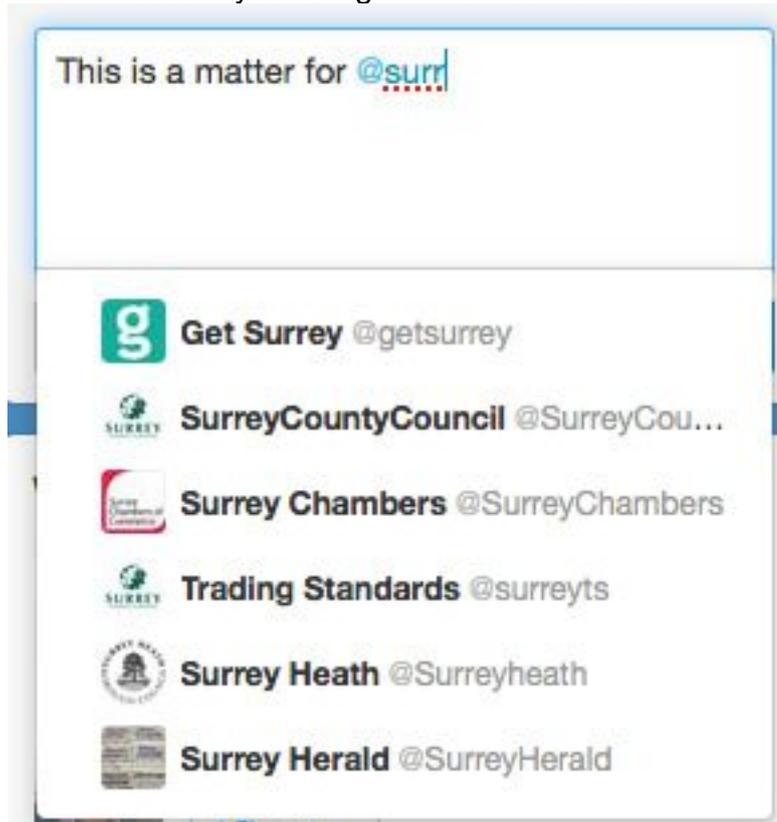


- 2.3 If the message you are hovering over is your own a delete option will also come up. Be aware that deleting your Tweet may remove it from your own feed but it will still be available on the internet. Twitter is an open, public social network.
- 3 Adding pictures to your Tweets is very simple and can make users want to engage with you further. When writing your Tweet simply press the camera button at the bottom right of your Tweet (see screen shot below) and follow the instructions to add an image (jpegs are preferable). Respect copyright laws.



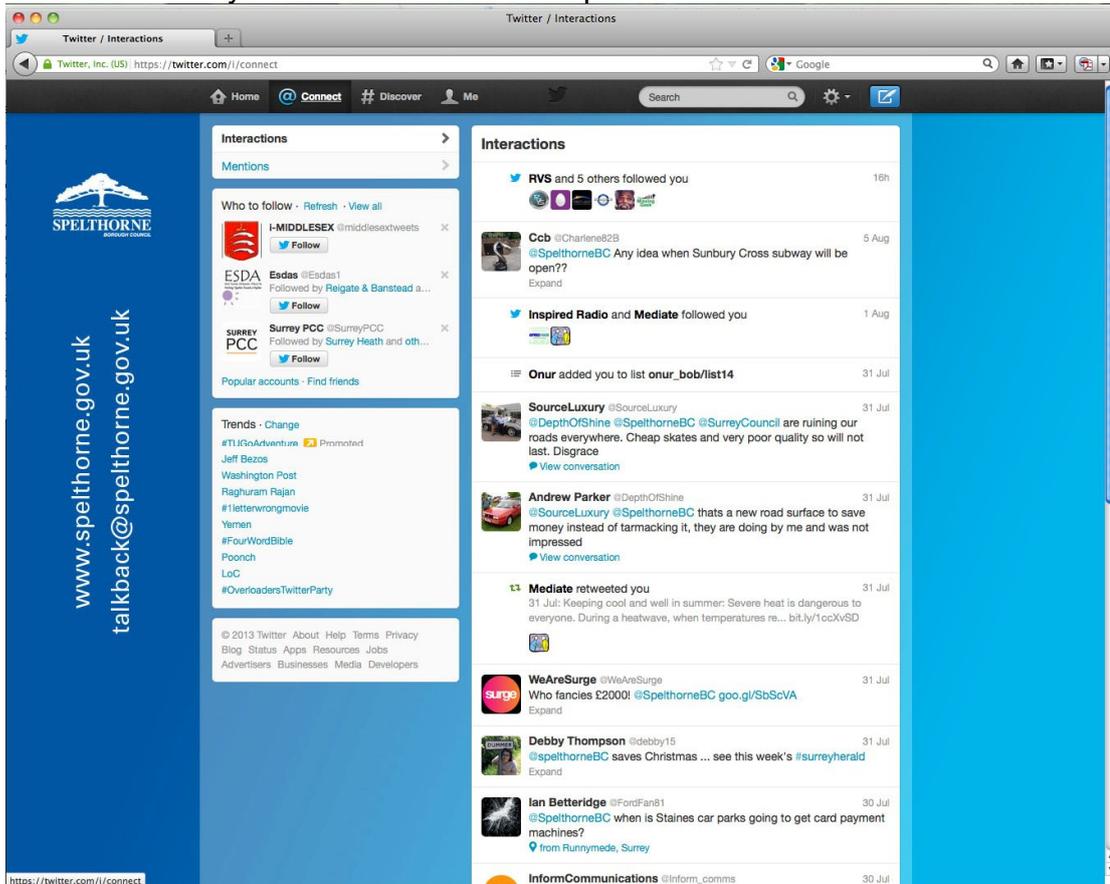
- 4 @tag others in your Tweets and replies. If you are Tweeting about a joint venture you should @tag your co-worker in your tweet and they will be notified. If you are replying to a user it can also be appropriate to @tag other organisations/users eg if a user asks SBC a question relating to traffic lights SBC should reply: This is a matter for @SurreyCouncil (no spaces). Once you begin to type @surr a drop down menu will appear for you to pick the appropriate Twitter account (see screen grab below). The

Twitter account you @tag will then be notified.



- 5 Interactions should be monitored by going to the 'connect' tab at the top of the screen. Here you will see everyone who has @tagged us in their

Tweet and everyone who has asked us questions



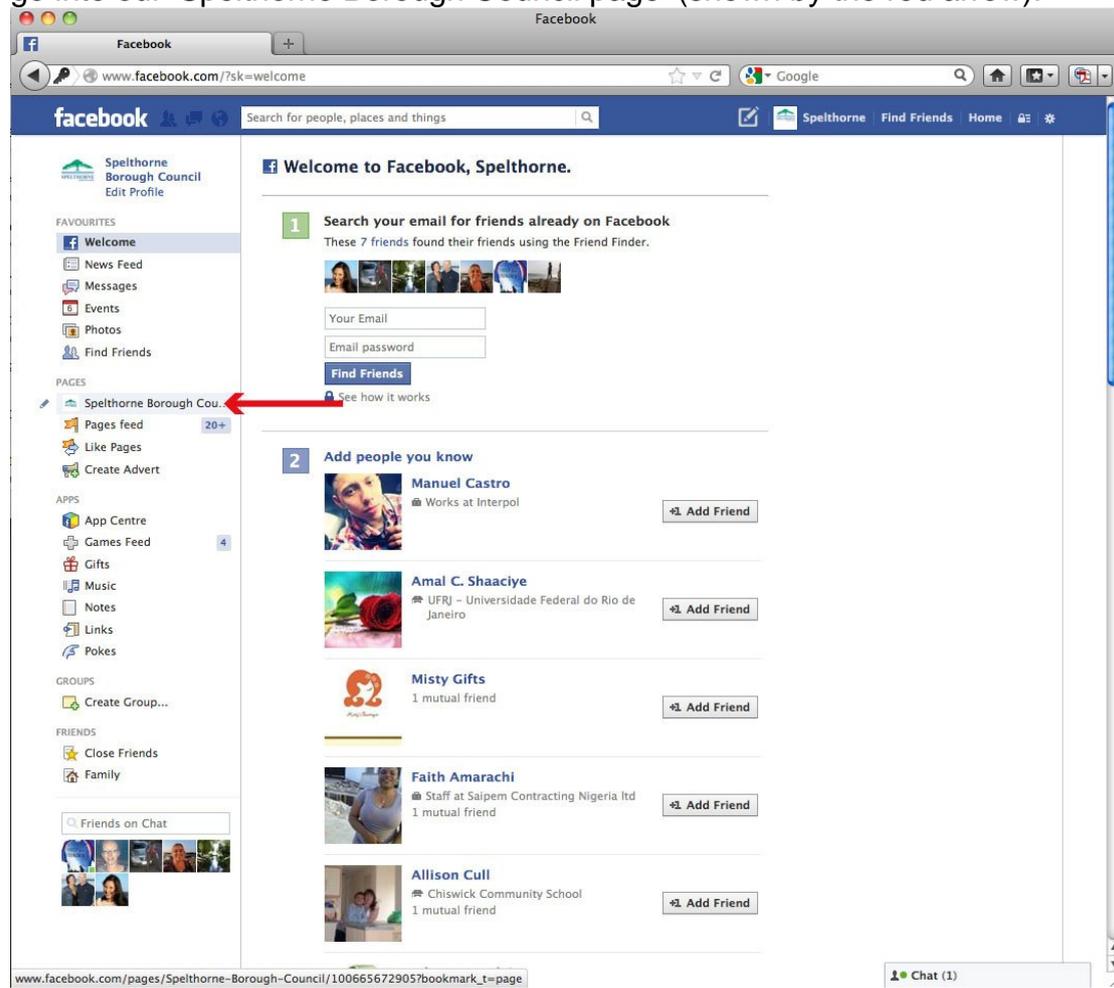
- 6 Tiny URL – Twitter restricts your characters to 140. So your tweets must be brief, if you need to add in a URL which is long and taking up most of your characters you can shorten it by using Tiny URL: <http://tinyurl.com/>

Facebook

1.1 Type www.facebook.com into the address bar at the top of the internet page.

1.2 There is a login at the top right hand side of the screen. Ask the Communications Team for username/password.

1.3 Below is the first screen you are presented with. From here you need to go into our 'Spelthorne Borough Council page' (shown by the red arrow).



1.4 You are now presented with our 'page' screen. (shown below)

The screenshot shows the Facebook Admin Panel for Spelthorne Borough Council. The interface is divided into several sections:

- Admin Panel:** Located at the top, it includes an 'Admin Panel' header with options like 'Edit page', 'Build Audience', 'Help', and 'Hide'. Below this is a table of posts with columns for 'Post', 'Total Reach?', 'Paid Reach?', and 'Promotion?'. The table lists several posts, including 'Sunbury mosaic unveiling - Spelth...' and 'http://bit.ly/13Ty6X'. A red number '1' is placed next to the second row.
- Messages:** A section on the right side of the Admin Panel showing a message from 'Sally Nash-Pawson' with a red number '2' next to it.
- Insights:** A section titled 'Try the new Page Insights' showing a graph of 'Post Reach' with a value of 456,123. A red number '3' is placed above the graph.
- Cover Photo:** A large image of a brick building with a clock tower. A red number '4' is placed over the Spelthorne Borough Council logo in the bottom left corner of the cover photo.
- Page Info:** Below the cover photo, the page name 'Spelthorne Borough Council' is displayed along with '285 likes · 5 talking about this · 107 were here'. A red number '5' is placed next to the '285 likes'.
- Navigation:** Below the page info are navigation tabs for 'About', 'Photos', 'Likes', 'Map', and 'Events'. A red number '6' is placed over the 'Photos' tab, '7' over the 'Likes' tab (showing 285 likes), and '8' over the 'Map' tab.
- Status Box:** A box for writing a status with a red number '10' next to the 'Write something...' text.
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1- shows the admin panel, how many people have viewed posts etc

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- 9- our events
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1.5 Things to Remember:

- You have more space here than in Twitter
- Make use of the ability to add images and videos
- You can add links to updates. Write the website address and Facebook will recognise this as a link and bring up some images from the homepage of that site for you to choose to accompany your update.
- Invite comments – don't be afraid, encourage engagement.

Contact us

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Remote working update Overview & Scrutiny Committee 10 September 2013

Lee O'Neil & Jonathan Bramley

What is remote working?

- Remote working
 - Ability to access “back office systems” in real time using laptop/tablet from one or more fixed locations via a router.
- Mobile (agile) working
 - Ability to access “back office systems” in real time, using laptop/tablet from any location using mobile phone/3G/4G technology.
- Flexible working
 - Flexible working gives employees flexibility on how long, where and when they work. The use of remote/mobile working technology can help facilitate this.

Why consider remote/mobile working?

- Reduce overhead costs/generate income
 - Less office space required
- More efficient working
- Increased productivity
- More flexibility
- Staff recruitment and retention
- Environmental benefits

The growth of remote/mobile working

- Public sector - examples
 - Eastbourne – Council-wide programme
 - Barnsley – Council-wide programme
 - Fife Council/Bedford Council – Regulatory services
 - Wakefield MBC – Responsive housing repair services
- Private sector - examples
 - Biffa Waste services – Automated data collection
 - Carillion plc – Fleet management services
 - E.ON – Metering and data collection
 - Many other companies.....

What others are saying



Our unmatched influence with government means we can get the best deal for business

Blog

Blog

Agility is moving the flexible working debate on

1 Comment
More by Author

Agility is about businesses thinking on their feet as they create and manage an increasingly mobile workforce in today's competitive and dynamic commercial landscape

A recent report from the **Agile Future Forum**, a business-to-business initiative founded by 22 companies and chaired by Lloyd's Banking Group's Sir Win Bischoff, makes the business case for workforce agility.

Drawing on **CBI research**, it says firms can save up to 13% of their workforce costs by embracing more sophisticated agile working.

Yes, this might mean offering flexible working hours to employees. But it also might mean multi-skilling staff so that they can fulfil multiple roles and know the business and its products better.

It might mean introducing easy-to-use digital tools to encourage communication in the workplace, as ITV's current five-year "Transformation Plan" does. Or, as IT solutions company Cisco has done, using office space more innovatively to save on operational costs.

This is agility in practice and it has real benefits for business. Better matching the workforce to fluctuations in demand, as a way of meeting customers' expectations and avoiding low productivity is another of them.

Take for example KPMG's 'Flexible Futures' scheme, which offered both employees and partners the opportunity to reduce their working hours on a temporary basis. More than 85% of employees and partners opted to join the scheme. 2200 of them benefitted from the scheme in the first 11 months alone, changing their work-life balance and finding ways of working that suited and motivated them. As a result KPMG in the UK saved around £4.7 million in times of recession.

But agility isn't just about saving money. It can lead to increased employee engagement and the retention of high-quality talent, whether that is women returning from maternity leave, employees mixing work and study, or staff phasing their retirement.

'Agility isn't just about saving money. It can lead to increased employee engagement and the retention of high-quality talent'
- Neil Carberry

The Telegraph

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Employers ditch 9-5 in favour of 'remote working'

Jobs are picking up but not as we know it, Louisa Peacock writes.



Employers are caring less about where you work, just as long as the job gets done, says the CBI. Photo: C.J.G. - Technology / Alamy

By Louisa Peacock, Jobs Editor
7:01AM BST 21 Jun 2011
Follow (4,008 followers)

1 Comment

The jobs market is "picking up" but employers appear to be ditching the traditional 9-5 day in favour of remote working.

A growing number of employers are allowing their staff to work flexibly, with many building "teleworking" into employees' contracts, research has found. The findings suggest the UK labour market could be on the brink of a new era governing the pattern of work, as the jobs market begins to pick up.

A third of all employers plan to increase the number of staff they hire within six months, according to the latest CBI/Harvey Nash employment trends survey. Job prospects are slowly improving for graduates, temps, professionals and highly-skilled workers, the study of 335 employers, published today, found.

However, while jobs may be improving, the way in which people work is starting to change significantly. Due to advances in modern technology and a greater will from employers to allow staff to work flexibly, the survey revealed a marked increase 'teleworking' - remote working which is written into employees' contracts.

Some 59pc of employers offered teleworking to staff in 2011, compared to 46pc in 2008 and just 14pc in 2006.

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15 July 2013 Flexible working could boost public purse by £1.4bn, report finds

Louisa Peacock

The public sector could achieve £1.4bn in cost savings and productivity gain by embracing flexible working, according to a new report.

The Flex Factor, published by think tank RSA and Vodafone UK finds that an average of five productive hours per week could be gained through better ways of working, the equivalent of £4,200 per employee.

Although the report shows local government is a high adopter of flexible working, 11% of public sector employees who want to work flexibly aren't being offered the chance. The report argues that productivity, performance and employee satisfaction are all linked to better ways of working.

Julian Thompson, director of enterprise at the RSA said: 'Our findings show a strong link between the adoption of flexible working and service quality, as these working practices drive innovation and better utilization of skills. In addition to enhancing existing services, this is vital if the public sector is going to find innovative approaches to tackling the mounting pressures and demands it faces, with limited resources.'

'Enabling people to work flexibly can make a significant difference to our country's economic and social prosperity, both now and in the future.'

Jeroen Heencamp, enterprise director at Vodafone UK said: 'While great strides have been made in central government departments, more public sector bodies need to adopt a new mind-set. Flexible working isn't just working from home. A culture change is needed and these findings reveal, with an optimized approach, the public sector can overcome any downsides and greatly increase efficiency and productivity as well as help reduce the deficit.'

A new report calls for more flexible working.

Top 10 coolest in the UK

Autumn State family tax bar over new black

In HR News

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What are we doing about remote/mobile working?

- Remote working identified as a potential way forward (Business Transformation Programme)
- Pilot project commenced February 2011 in Environmental Health and Building Control
 - Aims:
 - Assess what technology was available (esp. mobile)
 - Gather knowledge from other LAs using this
 - Assess cultural/organisational issues involved
 - Identify potential efficiency gains/other benefits
 - Weigh up against potential costs
 - Inform future decisions for organisation

Outline of work undertaken

- Officers given facilities to work from home
 - Used current Council software systems
 - Provided with laptop/iPhone
 - Developed procedures/protocols/performance reports
- Day centres set up as remote working sites
- Visited/contacted other Councils
- Demos from hardware and software suppliers
- Identified problems/issues – analysed performance
- Currently assessing potential scope/costs for introducing remote/mobile working across the Council

Project results to date (1)

- Evaluation of performance data revealed:
 - EH Service:
 - Improved first response time
 - Quicker resolution of service requests
 - BC Service:
 - Maintained year on year increase in income generation
 - Maintained 100% statutory turnaround time for Building Regulations applications, despite increase in number of applications received

Project results to date (2)

- Summary of staff questionnaire survey (based on questionnaires received to date):
 - 82% either agreed or strongly agreed that flexible working enabled more effective completion of office based tasks
 - 45% specifically mentioned that it improved their work output
 - 64% felt it gave them a better work/life balance
 - 36% said that it saved travelling time/costs and associated stresses
 - 100% of responders reported having reliable access to back office systems

Main issues identified (1)

- Technology
 - Has moved forward but mobile working technology still has limitations
 - Costs vary significantly – but coming down in price
 - Hardware considerations
 - Robustness, battery life, screen size/brightness
 - Telephony – mobile vs. Smartphone
 - Software requirements
 - Depends on where employee expected to work from
 - Must link to existing systems
 - Already have the basic systems to work remotely
 - Main limitation for mobile working – 3G connectivity
 - Security issues important

Main issues identified (2)

- Need specific driver(s)
 - Significant change to the way of working – need reason to embark on the journey
- Use driver(s) to set key objectives/clear goals
 - Ensure these goals are realistic
- Agree core principles
 - Who can work remotely? Not all jobs suitable
 - Level of office cover required
 - Compulsory or voluntary? Exception or the rule?
 - Use of hot-desking?
 - Open plan office?
 - How flexible do you want to be? (location/hours of work?)

Main issues identified (3)

- Policies and procedures
 - Explicit guidance and training required
 - Clear set of rules, instructions
 - Training for staff affected (directly or indirectly)
 - Lone working
 - Requires changes to current systems
- Performance management
 - Staff must be clear what we expect of them and that performance will be monitored
 - Focus on outputs and outcomes

Main issues identified (4)

- Communication
 - Enable effective interaction between staff & with public
 - Dealing with reactive work
 - Seamless telephony system (landline/mobile)
 - Telephone/video conferencing
 - Team meetings
- Inclusion and support
 - Maintaining contact with remote staff
 - Loss of team interaction/support
 - ICT helpdesk availability
 - Office equipment for home working environment?
 - Any allowance for additional costs incurred by employee?

Main issues identified (5)

- Employment conditions
 - Can we compel staff to take part?
 - Difficult – some don't have suitable home environment
 - Can make less attractive to work in office (hot-desking)
 - Change of contract
 - Staff/Unison consultation
- Change/project management
 - Major change project
 - Adequate resourcing essential
 - Equipment, office redesign, staffing, specialist advice
 - Communication/involvement of staff/Unison at an early stage to encourage 'buy-in' to proposed changes

Main issues identified (6)

- Must be willing to change/overcome resistance
 - Cultural change
 - Affects those working remotely and those in the office
 - Less people available in the office
 - Different office environment
 - Managing staff remotely
 - Need buy-in from staff, managers and Members
 - Organisational change
 - Business process change
 - Planned support (management/ICT)

In summary (1)

- Potential savings from remote working could be significant
 - Cost savings and income generation
- Adequate up front investment and resourcing required
 - Costs could be significant depending on solution
- Technology has moved on
 - BUT mobile working solutions are still problematic
 - By biding our time we have learned/benefited from others' mistakes - no other Surrey LA significantly ahead of us
 - We already have the technology available to enable a relatively simple remote working solution

In summary (2)

- Pilot suggests that productivity was generally the same or better than being office based
- Staff buy-in dependent on a clear direction and driver
- Need to recognise the organisational, cultural and technical challenges involved
- *‘Success depends on taking a strategic and holistic approach’*
- *‘The more we can reduce our operational costs the less pressure there will be to cut services’*

Further work required.....

- Gathering further feedback from staff affected by pilot
- Assessing potential number of Council employees who could work remotely/mobile
 - Obtain idea of office space required for office based workers and 'hot-desking'
- Calculating some ballpark figures for likely costs vs. income from rental
 - Costs of furniture/equipment/software
 - Income/m²
- Use information gathered to inform future decisions

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DRAFT

1 Introduction by Cllr Forbes-Forsyth

1.1 xxxxxxxxxxxxxxxxxxxx

2 The Way Forward

2.1 The aim of this plan is to explain how we will develop and promote high quality and accessible leisure and culture activities in Spelthorne until 2016. We start by giving an overview of Spelthorne today – what makes up our Borough and what we currently provide. We then give our vision of Spelthorne tomorrow – and what the Borough will look like by 2016. We draw on existing national and local policies to define our local leisure and culture values and explain how we will put them in place.

2.2 The plan aims to achieve the development and promotion of high quality and accessible leisure and culture activities for the whole community, which will continue to result in huge benefits for our residents. We recognise the financial climate which prevails at this time. We will not let this deter Spelthorne from continuing to thrive. This is a positive plan, which affirms the strong leadership which the Council will continue to give to this vital aspect of everyday living. The plan focuses on the following:-

- **Health and Wellbeing**

The role of leisure and cultural activities in enhancing the general mental and physical health of our residents.

- **Sport and Physical Activity**

The development and promotion of high quality sport and active lifestyle opportunities for residents of all ages and to increase participation.

- **Arts and Heritage**

The development and promotion of high quality arts and heritage opportunities for residents of all ages and to increase participation.

- **Children and Young people**

The provision of facilities, activities and events for young people aged between 5-19 years.

- **Facilities**

Ensuring that all borough sport and arts facilities are utilised to their full potential;

Liaison with organisations that use Spelthorne buildings or structures;

Seek funding opportunities to develop new facilities where appropriate and work with local clubs to investigate the possibility of self-management opportunities of Spelthorne facilities.

- **Building on the legacy of the 2012 Olympics and Paralympics**

Ensuring that residents continue to take up sporting and cultural opportunities within the borough and participate in Olympic legacy projects.

What are the objectives of the Leisure and Culture Strategy?

- To support our corporate priorities and vision for Leisure and Culture
- To promote the importance of leisure and culture for the well-being and enjoyment of people in the Borough of Spelthorne.
- To improve leisure and cultural provision within the borough.
- To help to promote Spelthorne as a tourist destination.
- To set priorities for the development of leisure and culture based on local needs
- To make leisure and cultural activities more accessible
- To promote and extend partnership working with the private, public and voluntary sector, to maximise leisure opportunities within the borough.
- To provide local direction for working towards national and regional objectives in Spelthorne.
- To help identify and achieve external funding opportunities.
- To help provide the best value leisure and cultural provision.

3 Spelthorne Today

Location and Transport Links

- 3.1 Spelthorne is located approximately 15 miles south-west of Central London. It borders three London Boroughs, the Berkshire Boroughs of Slough and Windsor and Maidenhead and the two Surrey Boroughs of Runnymede and Elmbridge. It is a relatively small (approximately 20 square miles) but quite densely populated Borough, with Heathrow Airport immediately to the north and the River Thames forming its southern boundary. Spelthorne's main towns are Ashford, Shepperton, Staines-upon-Thames, Stanwell and Sunbury on Thames.
- 3.2 Spelthorne has very good transport links to London and neighbouring boroughs. The borough is situated within the M25 motorway and the M3 motorway runs through Sunbury on Thames, providing easy access to London as well as the South Coast. There are 5 railway stations that serve the borough giving access to Central London in just over half an hour. Bus routes serve all areas of the borough making most areas fairly accessible by public transport. The River Thames runs through the Staines-upon-Thames, Sunbury on Thames and Shepperton.

Population and Ethnicity

- 3.3 Spelthorne has a current population of around 95,000 (Census 2011)¹. There are 41,200 dwellings of which 13% are social housing.
- 3.4 87.3% of the borough's population classifies their ethnicity as white which is slightly higher than England's average of 85.5% (Census 2011)². The breakdown of the ethnicity of the borough's population is shown below.

¹ Census 2011 (Office for National Statistics (ONS))

² Census 2011 (Office for National Statistics (ONS))

Ethnic group	% of Spelthorne population
White British	81%
White Other	6.3%
Mixed / Multiple ethnic	2.4%
Asian /Asian British: Indian	4.2%
Asian /Asian British: Pakistani	0.7%
Asian Other	2.7%
Black	1.6%
Other	0.9%

Economy and Tourism

Economy

- 3.5 This Leisure and Culture Strategy is being prepared at a time when the UK economy has been in recession for nearly five years. Overall 2012 saw a very slight growth in Gross Domestic Products (GDP) and there is emerging evidence that the economy is now set for slow but sustained recovery.³
- 3.6 The draft Local Economic Assessment for Spelthorne (2013)⁴ has identified that Spelthorne has a significant amount of business space, predominantly made up of warehousing, industry, offices and retail. There is a wide range of business sectors represented in Spelthorne, including a significant presence of national and international businesses. The close proximity to Heathrow Airport and its good communication links to London and the rest of the UK are a huge advantage.
- 3.7 High profile venues in Spelthorne including Kempton Park, which host a number of high profile horse racing and entertainment events and the Shepperton Studios, the world renowned film studios. London Irish Rugby Club will open a brand new rugby facility in Sunbury in 2014.

Tourism

- 3.8 Spelthorne is rich in local heritage. The main town, Staines-upon-Thames is a riverside town and has a recorded history that dates back to Neolithic times. Excavations have found significant evidence of Roman occupation and public art throughout the town are reminders of the historic significance of the area. The town of Sunbury on Thames has the famous Sunbury Clock, which was erected in June 1897 to celebrate the Queen Victoria's Diamond Jubilee. The annual Swan Upping ceremony has been taking place on the Thames for 500 years and begins at Sunbury Lock and proceeds to Abingdon, Oxfordshire. The Queen's Swan Marker and Swan Uppers weigh, measure, count and mark

³ Bank of England Monetary Policy Committee, February 2013.

⁴ Spelthorne Borough Council, Local Economic Assessment 2013

the swans on the Thames. The beautiful and historic Walled Garden in Sunbury is also a popular attraction. Shepperton was where WS Gilbert (Gilbert and Sullivan) lived, and is home to St Nicholas's, a fine 17th century Church within Shepperton Square. Shortwood Common in Ashford was the site of annual fairs, until the early 20th Century, which included the trading of livestock. Lord Knyvett, who arrested the Gunpowder Plotters in 1605, is commemorated in St Mary's, Church Stanwell. The Spelthorne Museum within Staines Library is a significant information source regarding the history of the area.

- 3.9 The River Thames is a popular attraction throughout Spelthorne. There are several beautiful towpath walks along the river and the riverside parks and open spaces in Staines, Laleham, Shepperton and Sunbury are popular for visitors of all ages and celebrate the beautiful river frontage. Several companies offer boat trips from Staines and the river is also popular with private boat owners. Several rowing, canoeing and sailing clubs regularly use the river and there are several well established regattas each year. A large part of the Borough is green belt. There are numerous parks and open spaces and several sites of special scientific interest such as Staines Moor and Shortwood Common and Dumsey Meadow in Shepperton. There are well-established community led fairs and events in all areas of the Borough.
- 3.10 Staines-upon-Thames is a bustling town, with a substantial retail area, including a pedestrianised High Street, The Elmsleigh Centre and the Two Rivers Shopping Centre. It offers a wide range of shops, cafes, restaurants and pubs. Ashford, Shepperton and Sunbury also have busy retail areas with a range of independent and national outlets.⁵ Spelthorne has several good hotels and lodges to suit all budgets and has a river side campsite in Laleham.

Employment

- 3.11 The Local Economic Assessment (2013)⁶ identified that although Spelthorne has some of the highest proportions of people in both full time and part time work in comparison to adjoining authorities and areas, there are more 16-24 year olds on Job Seekers Allowance and significantly more 16-18 year olds not in education, employment or training. It also identified that there are lower levels of educational attainment within the Borough. There are slightly higher proportions of people on other key unemployment benefits including those relating to health and incapacity. These levels are higher than the South East average.⁷ These issues are being addressed within the Economic Strategy, which is currently in draft form.⁸ Leisure activities contribute to several targets within the Economic Strategy. The economic benefits of leisure activities are outlined in appendix 3

⁵ Spelthorne Borough Council, Local Economic Assessment 2013

⁶ Spelthorne Borough Council, Local Economic Assessment 2013

⁷ Spelthorne Borough Council, Local Economic Assessment 2013

⁸ Spelthorne Borough Council Draft Economic Strategy September 2013

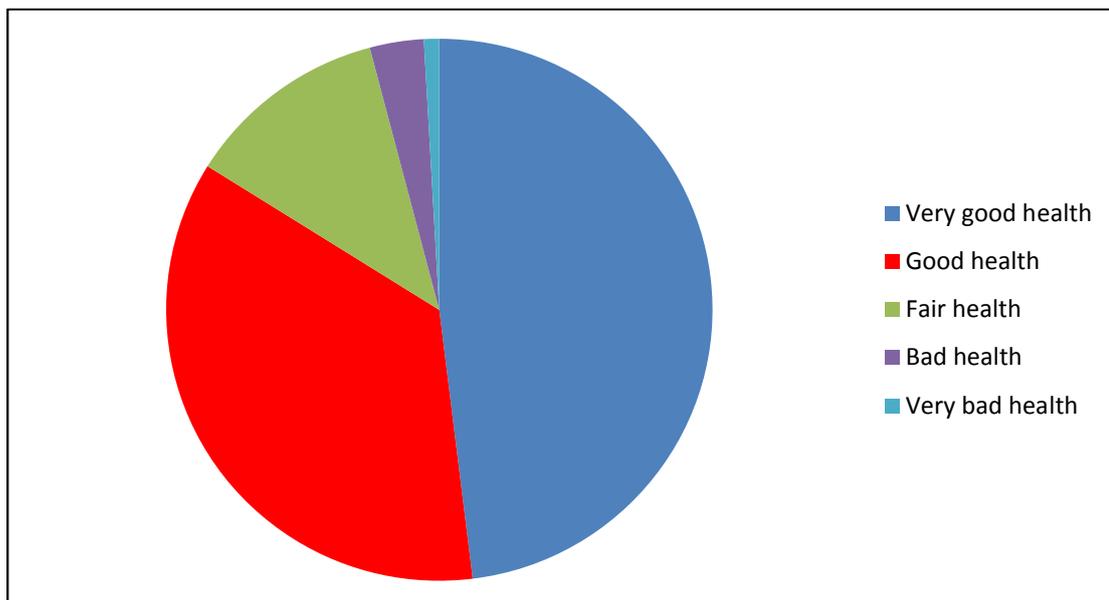
Deprivation

- 3.12 Whilst Spelthorne has pockets of deprivation in Stanwell North, Ashford North and Stanwell South, Ashford East and Sunbury Common (Census 2011)⁹, the Borough enjoys relative affluence in national terms.

Health

- 3.13 The health profile for Spelthorne in 2012¹⁰ shows that the average life expectancy for females in Spelthorne is 84.3 years and life expectancy for males is 80.2 years. Both are significantly better than the England average; however life expectancy for men living in the more deprived areas of Spelthorne is 4.7 years lower than those in the least deprived areas.
- 3.14 The North West Clinical Commissioning Group (CCG) have targets in Spelthorne in relation to the prevention of obesity, diabetes, ongoing support and advice for older and vulnerable people to maintain independence and increasing life expectancy for people with mental health and learning disability conditions. Surrey's joint Health and Wellbeing Strategy¹¹ has Surrey wide priorities to improve Children's health and wellbeing, developing a preventative approach, promoting emotional wellbeing and mental health, improving older adults' health and wellbeing and safeguarding the population.
- 3.15 The 2011 Census asked people about how healthy they were. They could choose one of five categories. Figure 1 provides the percentage response.¹²

Figure 1 Relative health of Spelthorne residents – March 2011



Source: ONS Census Table KS301EW

⁹ Census 2011 (Office for National Statistics (ONS))

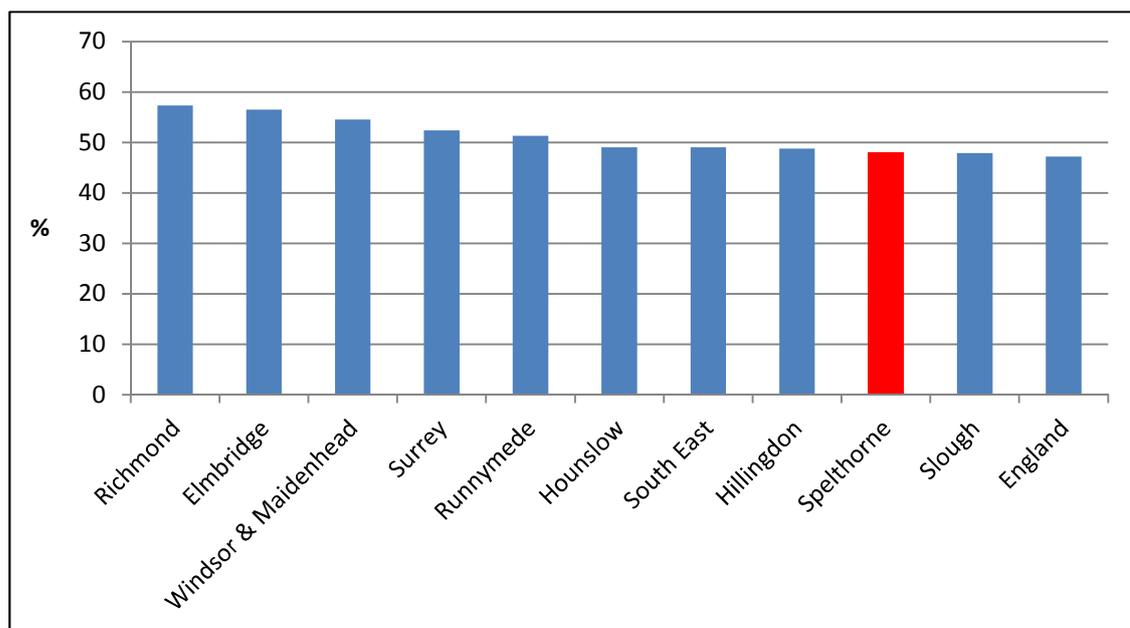
¹⁰ Department of Health, Health Profile, Spelthorne 2012

¹¹ Surrey's Joint Health and Wellbeing Strategy 2013

¹² Census 2011 (Office for National Statistics (ONS))

- 3.16 In the following bar chart (figure 2) those in 'very good health' in Spelthorne are compared to adjoining authorities, Surrey, the South East and England. Spelthorne has one of the lowest percentages at 48% when compared to other authorities. Only Slough and England as a whole have fewer people in 'very good health'.

Figure 2 Comparison of those in 'Very Good Health' – March 2011



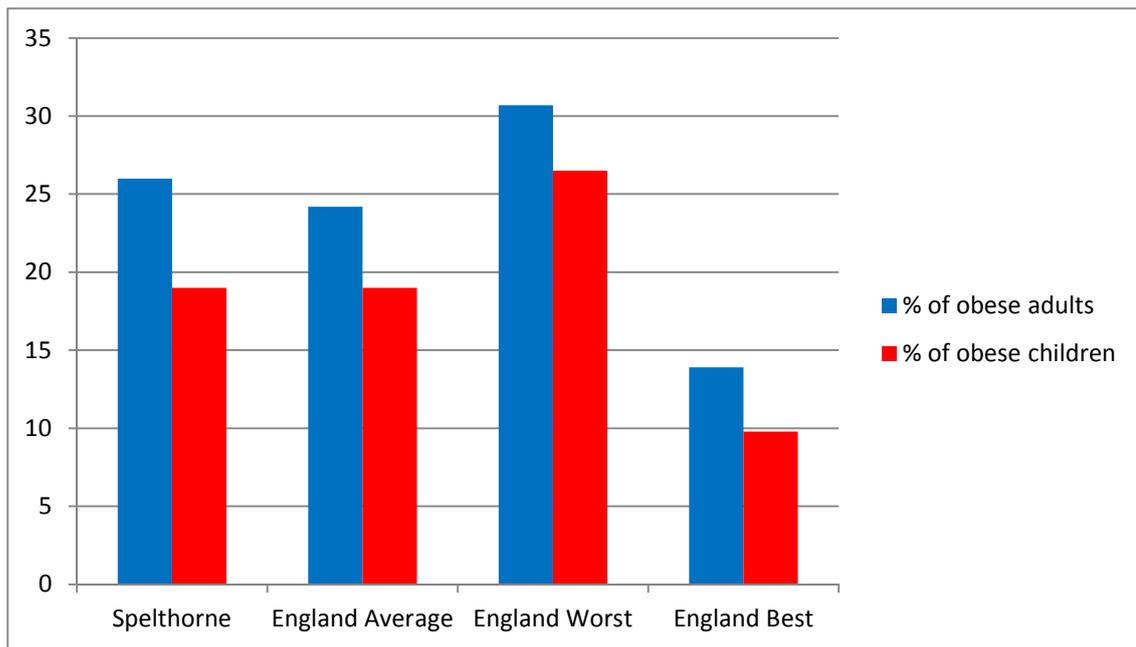
Source: ONS Census Table KS301EW

- 3.17 Close examination of the figures reveals that Spelthorne, in comparison to its low score in the 'very good health' category, is generally higher than most authorities in terms of the number of people in the 'good health' category. It has the highest percentage of all authorities in the 'fair health' category. Whilst the percentages with 'bad health' and 'very bad health' in Spelthorne are quite low at respectively 3.2% and 0.9% these are higher than most comparison authorities. Overall Spelthorne residents consider themselves less healthy than residents in most other comparison authorities/areas.
- 3.18 Figure 3 shows the percentage of obese adults and obese school children in year 6 (aged 10-11) in Spelthorne and compares this against England rates. An estimated 26% of adults and 19% of children aged 10-11 in Spelthorne are classified as being obese ¹³. For adults this is worse than the England average. For children, this is the same as the England average. Obesity is associated with major health problems including hypertension, cardiovascular disease and diabetes. ¹⁴

¹³ Department of Health, Health Profile, Spelthorne 2012

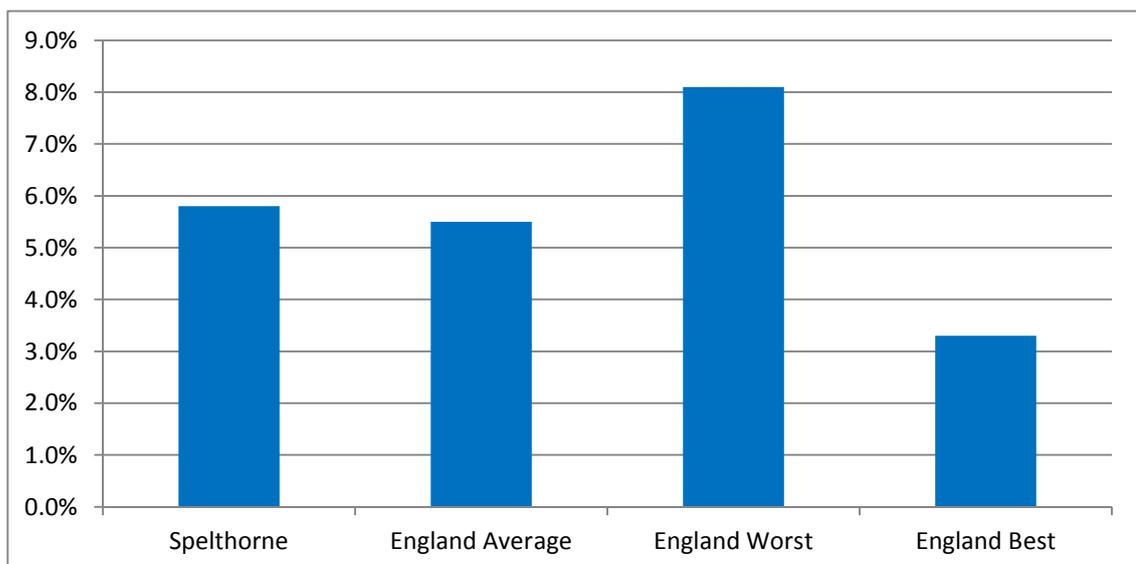
¹⁴ DH South East QIPP report 1 Overweight and Obesity (October 2010)

Figure 3 Percentage of obese adults (Health survey for England 2006-2008) and percentage of obese school children in year 6 (aged 10-11) 2010/11



3.19 Figures 4 shows the percentage of people on GP registers in Spelthorne with a recorded diagnosis of diabetes 2010/11 is worse than the England average. It is 5.8% in Spelthorne compared with an England average of 5.5%.¹⁵

Figure 4 Percentage of people on GP registers with a recorded diagnosis of diabetes 2010/11.



¹⁵ Department of Health, Health Profile, Spelthorne 2012

3.20 Participating in physical activity is crucial in order to maintain health (Appendix 2). The number of people in Spelthorne participating in physical activity is measured by the national 'Active People' survey.¹⁶ This has identified that there has been a slight increase in the number of inactive adults in Spelthorne since the first survey was undertaken in 2005. There has been a slight increase in the number of people taking part in sport or physical activity on at least one day each week. (Appendix 5)

Spelthorne Leisure Facilities

3.21 Spelthorne Borough Council provides a wide range of leisure facilities, including the following:-

- Two Leisure Centres (Spelthorne and Sunbury) operated by Sports and Leisure Management.
- Parks and Recreation Grounds in all areas of the borough
- Sports pitches and pavilions
- Skate parks
- Tennis Courts, Basket Ball Courts and multi-use games areas within parks
- Children's play areas
- Allotments

3.22 Spelthorne also own the following facilities that are operated by volunteers.

- Riverside Arts Centre
- Spelthorne Museum
- Laleham Heritage Centre

3.23 Three local bowls clubs have self-management arrangements. Lease negotiations are continuing with a fourth club.

3.24 Spelthorne Borough Council provide a number of activities for all ages. Examples include:-

- **Young People**

Sports activities, art and craft activities, skate events, youth theatre and youth music workshops.

¹⁶ Active People Survey
http://www.sportengland.org/research/active_people_survey/active_people_survey_6.aspx

- **Adults and older adults**

Walking for Health, Sing Spelthorne, sports activities and various community centre activities.

3.25 There is a wide choice of private health and fitness clubs in Spelthorne, which include:

- Virgin Active in Staines and Sunbury
- The Thames Club in Staines
- Lifestyle Fitness at Matthew Arnold School, Staines
- The Meadhurst Club at BP, Sunbury
- Holiday Inn, Shepperton

3.26 Many of the local senior schools also provide indoor sports hall and drama facilities.

3.27 Outdoor playing pitches are available in several areas of the Borough, as listed in the council's Playing Pitch Strategy (2013).¹⁷

3.28 There are a wide range of sport, arts and play activities provided by private providers, local schools and voluntary organisations. The majority of leisure facilities and activities are listed in the Spelthorne Leisure Directory, which is published by the Council. Spelthorne Sports Council and Spelthorne Arts Council are umbrella bodies for the various sport and art clubs within the borough.

3.29 The Borough is a member of The Active Surrey Partnership, The Surrey Arts Partnership and The Surrey Museums Consultative Committee, which enable us to work in partnership with experts in the relevant fields and other Boroughs to ensure that we provide good quality leisure provision.

¹⁷ Spelthorne Playing Pitch Strategy 2013 (Spelthorne Borough Council)

4 Spelthorne Tomorrow

4.1 “Culture, arts and sport are fundamental to building sustainable communities in which people want to live and work. Participation in cultural and sporting activities enhances people’s personal enjoyment, development and fulfilment and improves their physical and mental health and wellbeing”¹⁸

4.2 Our vision:

To provide the opportunity for everyone to improve their quality of life through access to good leisure and cultural activities.

4.3 Our aspiration for 2016 is that:

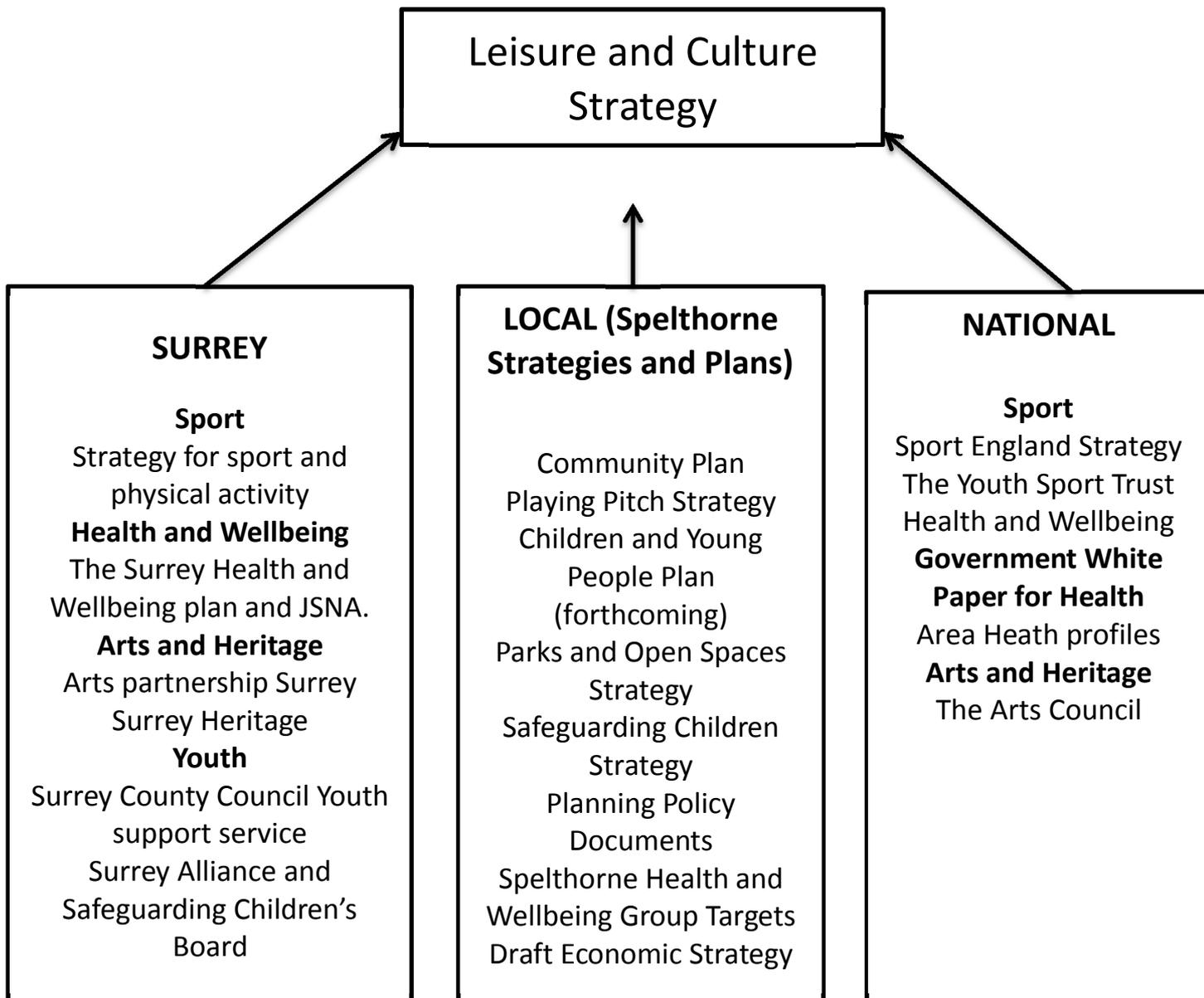
- There will be a high level of public awareness of the benefits of the participating in leisure and cultural pursuits, as a vital part of health and well-being;
- More people will be taking part;
- There will be optimum use of our facilities and open spaces;
- There will continue to be active volunteering in sports clubs and arts bodies;
- Spelthorne will be a high-profile connected and thriving leisure and cultural community.

¹⁸ Town and Country Planning Association 2013. Improving culture, arts and sporting opportunities through planning. A good practice guide

5 Local, Regional and National Plans

5.1 The context for this strategy has been provided by several local regional and national plans, as outlined in the diagram below. The details of the plans are summarised in Appendix 1.

Figure 5 Local, Regional and National documents which influence the Strategy



5.2 In addition, three important areas of information have informed our plan. Appendix 2 summarises the huge health and wellbeing benefits of leisure activities and how leisure and culture can prevent or control many health issues. Appendix 3 summarises the economic and social benefits of participating in leisure activities; Appendix 4 contains the Department of Health

recommendations for physical activity (2011); and the Active People Survey results for Spelthorne are listed in Appendix 5.

- 5.3 The corporate plan and community plan approved by Spelthorne Borough Council provide the vision and principles for the work of the Council; the new economic strategy and development plan is also key to this vision.
- 5.4 The Council's Corporate Plan 2012-2015¹⁹ has five priorities. The table below outlines how leisure services contribute to these priorities:-

Spelthorne priorities	How Leisure Services contribute to this
Service delivery	We will ensure that our leisure activities are accessible to a wide range of residents.
Communication	We communicate in a variety of different ways including bulletins, leaflets, press releases, website, Facebook and Twitter.
Efficient use of assets	We are working with clubs who wish to take on self-management of Spelthorne facilities.
Reducing crime and antisocial behaviour	Leisure services provide a range of leisure facilities and activities to ensure that all ages of the community can take part in positive activities.
Supporting independent living	Leisure services and the leisure centres provide a range of leisure facilities and activities to keep older people active such as the Walking for Health Scheme and the Exercise Referral Scheme.

- 5.5 The Spelthorne Community Plan 2005-2020 is published and delivered by partners working in collaboration under the umbrella of Spelthorne Together (Local Strategic Partnership) Their vision is to make Spelthorne a safe, healthy, inclusive, prosperous and sustainable community. It has five key aims to improve Spelthorne as an area to live, work, travel and take part in leisure activities.

- To build a safer community;

¹⁹ Spelthorne Borough Council Corporate Plan 2012-2015 (updated 2010)

²⁰ Spelthorne Community Plan 2005-2015 (updated 2010) Spelthorne Borough Council

- to involve all young people so that they are engaged and given every opportunity to succeed;
- to improve health and well-being with access to appropriate services for everyone;
- to support and develop opportunities for businesses in the Borough to survive and thrive;
- to enable improvements to ensure Spelthorne is a place where people want to live, work and play.

5.6 The key priorities within these aims that are the Leisure and Culture will help to achieve are:-

- Young should have places to go, be safe and have the information to be healthy and enjoy and achieve.
- Improve the mental health and well-being of the Spelthorne population by combating loneliness and social isolation, stress and depression, initially targeting older people and then younger people.

5.7 Our plans for 2013-2016 apply these core principles to leisure and culture. Each one matters; each one identifies the value which leisure and culture services bring to local residents, because they support and respect the needs and aspirations of all ages and groups within the community and enhance Spelthorne as a whole.

6 Themes

6.1 We embrace the threads which run throughout these local and national policies. As the Spelthorne Community Plan recognises, if people have places to go, to be healthy, to enjoy and achieve, this is good for their general wellbeing, and encourages them to make positive lifestyle decisions.

6.2 Certain members of the community can be particularly vulnerable to isolation and poorer health, such as older people, or people with mental or physical disabilities and may need the extra support and bonus which leisure and cultural activities bring.

6.3 All of us need to know what opportunities there are to get out and about. People need places to go to and the Council's role in using its land and assets for the benefit of the community is vital. The Council cannot act alone: Working in partnership with other bodies gives great opportunities to develop the best possible services.

6.4 People and Participation, Places, and Partnership: are the themes which underpin our action plan. We will work on a number of actions under these themes within the sport and active lifestyle, arts and heritage and young people areas of work. The action plan is outlined on page 19.

- 6.5 Get Involved! This is your Borough and your plan for leisure and culture: To get more involved, or to find out more, please contact Leisure Services on 01784 446433 or leisure@spelthorne.gov.uk

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Leisure and Culture Strategy Action Plan

People and Participation

Sport and Active Lifestyle		
Target	Action	By when
Promote local sport and physical activity opportunities	Utilise a variety of communication techniques such as the Leisure Directory, Borough Bulletin, Website, Facebook and local events.	On-going
	Produce 2014 Leisure Directory hard copy and on the website.	Feb 2014
	Sport/physical activity article in every Bulletin.	Every quarter as appropriate
Focus on promoting sport and active lifestyle activities for those who are most at risk from sedentary living, eg older people, women, young adults, people with disabilities .	Promote Walking for Health in health centres and usual marketing techniques.	2013/2014
	Launch Cycling for health scheme.	2014 Spring
	Physical activity sessions for older people at Stanwell Community Hall will commence	Sept 2013
	Promote Sportivate sports sessions for those aged over 16	Spring 2014
Continue to support the Spelthorne Disability Sports Club	Weekly, term time sessions at Spelthorne Leisure Centre	On-going
	Deliver the new Boccia project for young people and adults, thanks to funding from Sport England.	Taster sessions Aug/Sept 2013. Weekly sessions Autumn.
	Running Boccia leaders course	Nov 2013

Target	Action	By when
Encourage young people to participate in new sports and have the chance to take part in competition.	Coordinate free coaching P&G Surrey Youth Games sessions for young people from April and compete in the games.	April 2014 (coaching) June 2014 (compete in games)
Continue to provide physical activity schemes and encourage increased physical activity participation.	Continue to support the Walking for Health scheme, Continue to promote the self-led walks pack New Cycling for Health Scheme Bike maintenance course Cycle track or walk track	3 walks each week Spring 2014 Autumn 2013 Spring 2014
Continue to promote the Exercise Referral and Weight Management scheme run by Spelthorne Leisure Centre.	Exercise Referral scheme promoted in Bulletin in autumn 2013	Autumn 2013
Support the organisation of the annual Staines 10k event	Continue to have regular meetings with the Staines 10k committee (Runnymede Runners, Staines Strollers) to plan the annual race.	May 2014
Set up a 'Back to Netball' project	Run the Back to Netball 11 week scheme. This will extend if successful. Work with local clubs such as Ashford Netball Club to encourage new adult players to continue to play and support the netball now scheme to encourage casual match play opportunities. Support England netball with Netball Now	October 2012 Summer 2014
Promote cycling as part of the Surrey Cycle Legacy project; to combine resources and funding to enable residents to cycle.	Work with Active Surrey & Surrey CC to continue to commence planning.	Autumn 2013

Target	Action	By when
Encourage volunteering in Sport and Active Lifestyle activities	Recruit volunteers for projects such as Surrey Youth Games, Staines 10k, Walking for Health, Cycling for Health, Disability Sport.	2 volunteers by 2014
Apply for funding to coordinate low cost or free sports sessions	Apply for Sportivate funding for cardio tennis Surrey Youth Games sessions	Autumn 2013 Spring 2014
Promote Olympic legacy projects that encourage participation in sport.	Liaison with Surrey County Council at meetings throughout the year	Throughout year
Support the Spelthorne Sports Council awards and Active Surrey awards	Support both events	Autumn/winter 2013
Arts		
Work in partnership with Surrey Arts partnership	Arts Officer attend meetings	On-going
Continue to coordinate and support the Resource Centre scrap store facilities for the community and coordinate art and craft activities for children	Resource Centre craft activities will run weekly term time and at least 2 open day during the year.	On-going
Continue to support and coordinate the Spelthorne Youth Theatre	Find a new venue for autumn term. Run weekly sessions in term time.	On-going
Promote the availability of Spelthorne Leisure Grants	Promoted in Bulletin	Sept 2014
Continue to support the 'Sing Spelthorne' community choir and work with them to ensure their future	Find new venue for the autumn term and support the choir to become more sustainable	Autumn 2013
Continue to provide summer concerts in the Sunbury Walled Garden and other appropriate parks	Arrange a programme of concerts with local bands.	Summer 2014
Encourage the use of high street venues for suitable leisure activities to engage with a greater number of residents and visitors	Trial 2 street performances/events	Summer 2014
Continue to support the Spelthorne Museum	2014 and 2015 mark historic anniversaries for our Borough. 2014 is the centenary of the outbreak of the Great War, and it will be 800 years since Magna Carta was signed in 1215; We are marking both events locally and are liaising closely with county wide and national institutions.	

Target	Action	By when
	Meet with Museum and relevant Cllrs to make plans for both events and develop action plan Regularly meet with the museum committee	Dec 2013 Four times a year
Young People		
Develop a new Children and Young People Strategy	Write a new strategy and seek approval from Children and Young People partnership and cabinet	Dec 2013
Re launch the youth council	Youth Council recruited in September at the beginning of the new school term.	Autumn 2013
Ensure that youth facilities are well maintained and continue to be popular and suitable for use.	All play and skate facilities inspected by Lotus and faults rectified.	On-going
Continue to administer the play scheme voucher project for families on benefits.	Assess budget position for 2014. Seek additional funding if necessary.	Feb 2014
Provide a varied menu of community activities throughout the year to get young people more involved.	Action plan - plan in liaison with Youth Council	March 2014
Continue to support the 'Sound Hive' youth music project.	Regular meetings to evaluate progress	On-going
Coordinate the Spelthorne Youth Achievement awards.	Plan and run event in liaison with Youth Council	Summer 2014
Constantly review our Safeguarding Children policy; which is an important statutory requirement for children's protection.	On-going review in liaison with Surrey County Council	Section 11 meeting autumn 2013. Regular attendance at Surrey meetings.

Target	Action	By when
General		
Continue to promote the huge range of leisure opportunities within the Borough.	Update and publish Leisure Directory Update and publish summer events leaflet On-going promotion of all activities by other marketing opportunities. Events will be advertised via the Borough Bulletin, website, press releases and Facebook/Twitter.	Feb 2014 May 2014 On-going
Continue to administer the Free Access for County Sports People (FACS) and promote the Surrey elite athlete scheme.	Liaise with Active Surrey to promote both schemes	On-going
Places		
The Thames is an important recreational and tourist asset and we will ensure that this is promoted.	We will protect facilities such as the short term moorings and slipways, that enable boating and water based sporting activities. We will support the maintenance and provision of visitor facilities, to promote the use of the Thames. Various departments involved, including Asset Management, Streetscene and Sustainability.	On-going
The Spelthorne and Sunbury Leisure Centres are contracted to Sport and Leisure Management (SLM) until 2021; we will undertake a needs analysis in 2013/14 to assess the current and likely future demand for the types/venues of such facilities that best suit the Borough.	Needs analysis completed	Dec 2013
Implement the actions within the Playing Pitch Strategy to enable the continued development of pitch sports within the borough.	Follow Playing Pitch action plan targets	On-going

Target	Action	By when
Work with local sports clubs; to take on self-management of borough facilities where appropriate and financially viable -	Work with Colne Valley Girls and Ladies Football Club, The Middlesex Football Association and the Football Association to pursue self-management of Kenyngton Manor Park pavilion. This is subject to funding from the Football Association. Complete final lease negotiations with Fordbridge Park Bowls Club.	Will commence March 2014 Autumn 2013
Continue to work in liaison with the Riverside Arts Centre, who lease a council facility in Lower Sunbury.	Continue to work in liaison. Promotion of their activities as requested.	On-going
Review the actions within the Parks and Open Spaces Strategy 2010-2020 and develop specific parks management plans. Support the Surrey Wildlife Trust in their proposed open space project, to promote the psychological and physical benefits of using local green spaces for leisure activities.	Two parks management plans Surrey Wildlife Trust project underway	March 2014 Summer 2014
Allotments: Spelthorne has 13 allotments sites, 12 of which are managed by the Council and 1 is self-managed; we value the social and recreational importance of these plots and will encourage their use.	There is currently a waiting list for allotments. Ongoing advertisement continues. Sustainability Department – continue to promote self-management of the allotments	September 2014
Liaise with Surrey County Council to ensure that improvements in the Spelthorne cycle network are being planned and prioritised.	Meetings with Surrey CC to establish next steps.	Autumn 2013
Work in liaison with A2 Dominion and the Stanwell Community group to ensure that a wide range of positive activities are provided at the new community hall.	A range of positive activities planned.	Autumn 2013
Partnership		
Promote and support the Active Surrey club and coach development workshops and club development forums.	Liaise with Active Surrey to run 2 workshops a year in Spelthorne.	Sept 2014
Promote information regarding club accreditation, good practice and funding opportunities to all clubs.	Liaise with Active Surrey to promote this.	On-going

Target	Action	By when
Work in liaison with our clubs and charitable organisations, to ensure that leisure activities are promoted and volunteers are utilised and supported.	Ensure that all clubs are invited to advertise in the Leisure Directory.	Autumn 2013
We will work in liaison with the team responsible for tourism to ensure that we work in partnership.	Link in with proposed Tourism Plan	When the tourism plan is developed
We will liaise with the North West Surrey Clinical Commissioning Group (CCG), Surrey Public Health, Sports England Active Surrey, Surrey Sports Board and national governing bodies for sport, to encourage local residents to participate in physical activity and sport and seek funding to develop project in liaison with them.	Attend regular meetings. Investigate possibility of and implement actions seeking funding via CCG and Public Health	on-going
We will work with the Arts Partnership Surrey to implement their programme (see appendix 6).	Arts officer attends meetings and implements joint actions	on-going
Support local clubs to share facilities where appropriate and to work in liaison with local schools to ensure that their facilities are used.	Support Active Surrey to increase use of schools for sport	on-going
Continue to be represented on the Stanwell hub.	Youth and Arts Manager attend meetings	on-going

7 Appendix 1: Local Regional and National Plans that influence the Leisure and Culture Strategy

- 7.1 The Leisure and Culture Strategy links to a number of key strategies, action plans and departments, both locally and nationally. These plans and strategies have helped support the development of this Strategy by providing context and rationale for developing this document. In turn the Leisure and Culture strategy and implementation of the action plan will help to deliver the aims and objectives of these other strategies. The key points of these strategies and plans are summarised below:-

Spelthorne's Strategies

Spelthorne's Playing Pitch Strategy

- 7.2 This Playing Pitch Strategy ²¹ provides a complete assessment of playing pitch provision across Spelthorne and was undertaken during 2012/2013. It replaces the previously adopted strategy from 2007. The report follows the methodology recommended by Sport England, as set out in the publication "Towards a Level Playing Field" and contains several recommendations to improve pitch provision within the borough, which will enable pitch sports to continue to develop within the borough.

Spelthorne Youth Strategy

- 7.3 A new Children and Young People Plan will be written in autumn 2013 in liaison with the youth council and the Children and Young People Partnership. This plan will link in with the Leisure and Culture Strategy and the Children and Young People Partnership (CYPP)
- 7.4 The CYPP is integral to support the work that is carried out by many different agencies to ensure that young people are engaged and given every opportunity to succeed. The partnership ensures children and young people have a voice in Spelthorne. The CYPP supports a range of key strategies and policies which support statutory and voluntary sector delivery. The Youth Council is due to be re-launched in September and will provide an opportunity for young people to make a major contribution to decision making regarding services and facilities for young people in the borough. A number of project groups may also be created, as the Youth Council develops. Youth consultation regarding the new youth council and strategy is currently taking place in schools and youth centres.

²¹ Spelthorne Playing Pitch Strategy 2013 (Spelthorne Borough Council)

Spelthorne Safeguarding Children Strategy

- 7.5 The corporate Safeguarding Children Policy for Spelthorne²² is written and implemented by Leisure Services. It adheres to the Surrey Safeguarding Board guidelines and Spelthorne is represented at the local safeguarding meetings.

Spelthorne's Development Plan Documents

- 7.6 The Councils planning policies²³ set out detailed policies for guiding and controlling the development and use of land and buildings. With regards to open space and sport and recreation facilities, the policies require that there is the provision of sufficient open space, which is well sited and suitable to meet a wide range of outdoor, sport, recreation and open space needs, that services and facilities meet the needs of the community and that existing services and facilities are retained, or replaced adequately to meet local need.

Spelthorne's Economic Strategy

- 7.7 The draft Economic Strategy sets out the actions the Council will be taking over the coming few years to further secure the sustainable growth of the local economy. The strategy was based on the Local Economic Assessment (2013). Much of the work will be in partnership with other organisations and will build on the strengths of the economy, as well as any issues that need improving.

Spelthorne's parks and open spaces development strategy (2010 2020)

- 7.8 Spelthorne's parks and open spaces strategy provides an outline of facilities within Spelthorne and highlights the positive impact that open space and sport and recreational facilities have on wellbeing and quality of life of residents. There are significant areas of open space within the Borough that perform a valuable role in providing facilities for sport and recreation.

Surrey Strategies

Surrey's Strategy for Sport and Physical Activity

- 7.9 The Surrey Sports Board Sport and Physical Activity Strategy²⁴ presents the views of multiple agencies and stakeholders with regards improving sport and physical activity provision across Surrey. Spelthorne is a member agency of this partnership. It focuses on delivering 4 outcomes to create "a more active and successful sporting county".

- Everyone has the opportunity to be active for life

²² Draft Safeguarding Children Strategy 2013 Spelthorne Borough Council

²³ Core Strategy and Policies Development Plan Document, February 2009 and Allocations Development Plan Document, December 2009 (Spelthorne Borough Council)

²⁴ Surrey Sport and Physical Activity Strategy 2011-2015 Surrey Sport Board

<http://www.activesurrey.com/about-us/surrey-sports-board>

- Strong Sustainable infrastructure is available in every community.
- Sufficient, well managed facilities meet Surrey's needs
- Talented performers are supported

The Surrey Health and Wellbeing Board

7.10 The Surrey Health and Wellbeing Board has been recently established as part of the Government's changes to the NHS. The board is made up of NHS, public health, social care, local councillors, district and borough representatives and user representatives, who work together to improve the health and wellbeing of the people of Surrey. The Board has produced a Joint Health and Wellbeing Strategy containing priorities for action for Surrey. The Board used the Joint Strategic Needs Assessment as the basis for Surrey's priorities, along with consultation with stakeholders to help develop a set of priorities for the first Joint Health and Wellbeing Strategy.

7.11 The priorities are:-

- Improving Children's health and wellbeing
- Developing a preventative approach
- Promoting emotional wellbeing and mental health
- Improving older adults' health and wellbeing
- Safeguarding the population

Arts Partnership Surrey

7.12 Arts Partnership Surrey (APS) is a strategic alliance of 9 local authorities and trusts representing the boroughs, districts and county council in Surrey. Spelthorne is a member agency of this partnership. The Arts Partnership work together to shape and deliver cultural services for Surrey. By working and creating together they aim to maximise resources to achieve large scale art projects which would be impossible to achieve as stand-alone organisations. They also research and assess need in order to develop cultural activity in Surrey. The APS have a key role in strengthening the partnership with organisations such as Farnham Maltings, who work with communities across South East England to encourage the greatest number of people to make, see and enjoy the best art possible.

Surrey Heritage

7.13 Surrey Heritage is the Surrey County Council department responsible for preserving and celebrating the county's past. The department based at Surrey History Centre in Woking, preserve the written memory of Surrey, protect its archaeology, historic environment and artifacts and celebrate the diversity of history and experience.

7.14 Surrey Museums Consultative Committee (SMCC) is an umbrella organisation working on behalf of museums in Surrey working in partnership with the district and borough councils of Surrey and Surrey County Council. They provide advice, information and practical assistance to anyone connected with Surrey's museums and we develop partnerships with those in tourism, arts, heritage, culture, education, archives, libraries and area museum councils.

Surrey Youth Centres and Youth Support Service

7.15 Surrey County Council is responsible for the statutory youth provision throughout Surrey. The contract to run the five Spelthorne Youth Centres in Ashford, Shepperton, Staines, Stanwell and Sunbury was awarded to the Lifetrain Trust in 2012. They work with the youth centre boards (majority young people) to oversee the running of the youth centre and to ensure it is delivering a suitable programme of activities for young people.

7.16 The Youth Support Service (YSS) works across the whole of Surrey, with a team for each borough or district in Surrey. The YSS work with partners including health professionals, schools, colleges, police, voluntary organisations and local boroughs with the key objectives to support young people who:

- are 16-19 years old and not in education, employment or training
- are 10-17 years old and are in the youth justice system
- display a range of risk factors linked to becoming NEET (not in education, employment or training) or offending

7.17 The service works to support vulnerable young people to:-

- Participate in education, training and employment (PETE),
- Prevent problems that cause barriers to becoming and remaining in education training and employment,
- Reduce offending and anti-social behaviour,
- Support for homeless young people and preventing homelessness in young people who are 16 and 17 years old.

7.18 The service is a multi-agency partnership between Surrey County Council, Surrey Police, Surrey and Sussex Probation Trust, NHS Surrey and Catch 22.

Surrey Alliance and Safeguarding Children's Board

7.19 The Surrey Alliance for Children, Young People and Families is Surrey's overarching partnership arrangement for children and young people. It brings together the key organisations involved in commissioning and delivering children's services in Surrey and who are committed to working together to improve outcomes for children and young people. The principal purpose of the Surrey Alliance is to strengthen joint working to support vulnerable children, work with high need families and enable the children and young people's workforce and volunteers to work together more effectively.

The Surrey Safeguarding Children Board (SSCB)

The Surrey Safeguarding Children Board (SSCB) is an inter-agency forum which brings together the Local Authority, police, health workers and all others in the community responsible for child protection to help them work more effectively to safeguard children from abuse and neglect. Surrey Safeguarding Children Board has representatives from Education, Health, Legal Services, Police, Probation, Social Care, Youth Justice, Districts and Boroughs, Voluntary Organisations, Prisons, Children and Family Court Advisory and Support Service (CAFCASS), Army Welfare Service.

National Strategies

Sport England Strategy 2012-2017

7.20 Sport England's strategy, 'A sporting habit for life' (Department for Culture Media and Sport 2012), sets out the objectives for the national sports policy until 2017. The strategy sets out actions to transform sport in England, to create a meaningful and lasting community sport legacy from London 2012 Olympic and Paralympic Games at the grassroots level. Sport England want to ensure that sport becomes a habit for life for more people and a regular choice for the majority. The strategy will:

- See more people taking on and keeping sporting habit for life;
- Create more opportunities for young people;
- nurture and develop talent;
- provide the right facilities in the right places;
- support local authorities and unlock local funding;
- ensure real opportunities for communities

7.21 Sport England will work with National Governing Bodies (NGBs), County Sport Partnerships, Local Authorities and other partners to achieve these outcomes:

The Youth Sport Trust

7.22 The Youth Sport Trust Strategic Plan 2013-2018 ²⁵ outlines their mission to use the power of sport to change young people's lives.

7.23 The organisation has gained knowledge and understanding of how PE and sport can make a lasting difference to young people's lives and can make an impact on academic achievement, school ethos and whole school standards.

7.24 The plan makes it clear that:

- every child needs the best possible sporting start in life
- all young people deserve a sporting chance
- all young people should be supported to achieve their sporting best in school and in life.
- Within the plan the Youth Sport Trust has set some ambitious targets over the next 5 years to have:
 - changed the lives of **one million** primary school children
 - reached **250,000 young leaders, volunteers and teachers**, dedicating time to change young people's lives
 - enabled **2.5 million young people** to achieve their personal best

Arts Council

7.25 Arts Council England is the lead agency for developing the arts in England. The arts council framework aims to build long-term collaborations between arts organisations, cultural partners and local authorities to encourage inspiring, sustainable art programmes. They have produced a strategic framework (Arts Council England 2010), to focus their work over the next 10 years and a plan to prioritise their work from 2011-2015 (Arts Council England 2011). Two of their goals (there are five goals in total), are particularly relevant to work at borough council level:-

More people experience and are inspired by the arts.

7.26 More people are involved in arts in their communities and are enriched and inspired by arts experiences. The priorities for 2011-2015 to achieve this are:-

- Developing arts opportunities for people and places with the least engagement.

²⁵ Youth Sport Trust – “Sport Changes Lives” Strategic Plan 2013-2018
<http://www.youthsporttrust.org/about-us/youth-sport-trust-strategic-plan.aspx>

- Strengthening the distribution of excellent art through touring and digital platforms.
- Encouraging funded organisations to be even more focused on attracting new audiences.

Every child and young person has the opportunity to experience the richness of the arts.

7.27 Ensure that children and young people have the best current and future artistic lives they can have and enable them to develop their artistic capabilities and engage with, and shape, the arts. The priorities for 2011-2015 to achieve this are:-

- Improving the delivery of arts opportunities for children and young people.
- Raising the standard of art being produced for, with and by children and young people.

The Children Act 2004

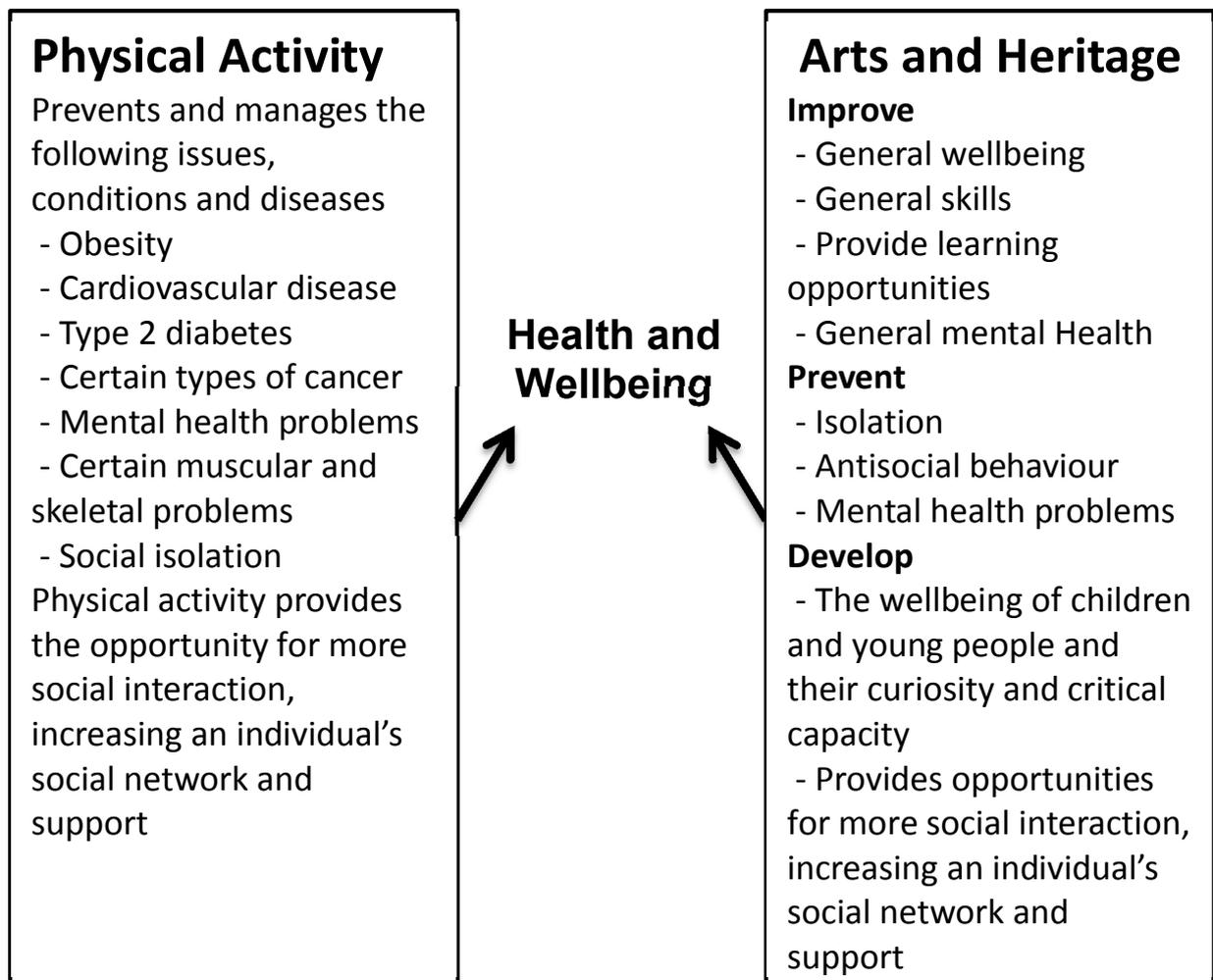
7.28 The Children Act (2004) refers to five outcomes that are key to children's wellbeing and enable all children to have the opportunity to achieve their full potential:-

- Stay safe
- Be healthy
- Enjoy and achieve
- Make a positive contribution
- Achieve economic well-being

7.29 Spelthorne Borough Council work alongside all statutory and voluntary agencies to ensure that their work with young people adhere to these outcomes.

8 Appendix 2: The health and wellbeing benefits of participating in leisure activities

Figure 6 The Health and Wellbeing Benefits of Participating in Leisure Activities



Physical Activity

- 8.1 Increasing physical activity levels is a key component of reducing cardiovascular disease (CVD), cancer, diabetes and obesity²⁶ helping inactive people to move to a moderate intensity activity level will produce the greatest reduction in risk of ill health and premature death. Achieving the recommended levels of activity can be used effectively to manage and prevent over 20 conditions and diseases including coronary heart disease, stroke, type 2 diabetes, cancer, obesity, mental health problems and musculoskeletal

²⁶ Department of Health 2009, Let's Get Moving. A new physical activity care pathway for the NHS. Commissioning Guidance.
http://www.dh.gov.uk/en/publichealth/healthimprovement/physicalactivity/DH_099438

conditions. Even relatively small increases in physical activity are associated with some protection against chronic disease and improved quality of life.

- 8.2 Physical activity helps people feel better about themselves, as well as helping to reduce physiological reactions to stress. In line with the NICE clinical guidelines for depression, it is recommended that patients of all ages with mild depression should be advised of the benefits of following a structured and supervised exercise programme.²⁷
- 8.3 Many of the health priorities outlined in the Surrey Joint Health and Wellbeing Strategy and by the North West Clinical Commissioning Group (CCG) have targets in relation to the prevention of issues such as obesity, diabetes which can lead to Coronary Heart Disease and Stroke. Both agencies have also highlighted actions in relation to improving the health and wellbeing for older and vulnerable people and promoting emotional wellbeing and mental health. Spelthorne Leisure Services will be able to play a huge part in this prevention agenda.
- 8.4 The Department of Health physical activity recommendations²⁸ are outlined in appendix 4.

The Arts

- 8.5 The arts can contribute to the development and well-being of children and young people and helps to develop their curiosity and critical capacity. It is vital that children engage with the arts early in their lives²⁹
- 8.6 The arts can foster and sustain resilience in communities during difficult economic times by improving wellbeing, developing skills and providing learning opportunities. This is especially important for people who may be isolated and who do not have networks of family or friends.³⁰

²⁷ National Institute for Health and Clinical Excellence (NICE), 2008 Mental Wellbeing and older people (PH16) <http://publications.nice.org.uk/mental-wellbeing-and-older-people-ph16>

²⁸ Department of Health (2011) UK physical activity guidelines. Guidance from the Chief Medical Officer on how much physical activity people should be doing. 11 July 2011, London.

²⁹ The Arts Council England (2010). Achieving great art for everyone. A strategic framework for the arts www.artscouncil.org.uk

³⁰ Local Government Association, 2013 Driving growth through local government investment in the arts

9 Appendix 3: The Economic Benefits of participating in Leisure Activities

General Economic Benefits

- 9.1 The Department of Health³¹ estimated that a 10 per cent increase in adult physical activity would benefit the UK by £500 million per year, saving £6,000 lives; this calculation does not include the potential economic impact of improved mental wellbeing.
- 9.2 It is estimated that for every £1 spent by councils on the arts, leverage from grant aid and partnership working brings up to £4 in additional funding.³² Arts can also bring benefits such as creating jobs, filling vacant shops and reducing youth offending. Simple arts projects such as dance and street entertainment can increase footfall and spend in a high street.³³

Reducing the economic Impact of poor health

- 9.3 The Spelthorne Local Economic Assessment and Draft Economic Strategy (2013)³⁴ highlights the findings of the 2011 Census figures³⁵ and identifies that in general, a higher proportion of Spelthorne residents have poorer levels of health than many adjoining areas. In comparison with other authorities, Spelthorne has more people of working age who are 'limited a lot' in their day to day activities by a poorer health. In addition, as stated in section 3.6, Spelthorne has more obese people than the national average and more people with diabetes than the England average.
- 9.4 Although the Census information relies upon people's subjective view of their health, this has been identified by The Local Economic Assessment as an issue in relation to the possibility of reducing the impact of poorer health on the labour market. Although the reasons for the poor health are not specified within the Census findings, research has shown that exercise can benefit physical health and mental health, which can potentially keeping people fitter for longer and reducing the reliance on local services to carry out their day to day activities:-
- 9.5 Research by the University of Essex on behalf of the charity Mind³⁶, found that 94% of those who took part in Mind green exercise activities (gardening projects, walking groups, conservation work running and cycling) said that green exercise activities had benefited their mental health and 90% commented that it had benefited their physical health. They also undertook research involving more than 30,000 people and identified that green exercise had three key benefits:-

³¹ Department of Health (2004) At least five a week: evidence on the impact of physical activity and its relationship to health, London:

³² Local Government Association (2013) Driving growth through local government investment in the arts

³³ Local Government Association 2013 Driving growth through local government investment in the arts

³⁴ Spelthorne Borough Council, Local Economic Assessment 2013

³⁵ ³⁵ Census 2011 (Office for National Statistics (ONS))

³⁶ MIND (2007) Ecotherapy, The green agenda for mental health. Mind week report, May 2007

- Improved psychological wellbeing by enhancing mood and self-esteem, while reducing feelings of anger, confusion, depression and tension
- Has a wide range of physical health benefits
- Facilitates social networking and connectivity

9.6 Research has demonstrated that a supervised programme of exercise can be equally as effective as antidepressants in treating mild to moderate depression³⁷³⁸

The link between Leisure and employment

9.7 The Local Economic Assessment for Spelthorne (2013)³⁹ identified two issues in relation to:-

- improving educational attainment to enable residents to be more competitive in the labour market; and
- unemployment among the 16-24 age group (particularly 16-18 year olds) and those aged 24-65 (particularly the longer term unemployed) within the Borough:-

9.8 Research has identified that participation in leisure activities can result in significant benefits. Although the research is not directly related to employment, the physical, social and psychological benefits that participation in leisure activities create, can only be a bonus when competing in the job market.

9.9 A wide range of factors influence young people's transition to adulthood.⁴⁰

9.10 They include:

- their experience of the education system and labour market;
- the society and culture in which they grow up;
- their relationships with parents and families; and

³⁷ Halliwell E. (2005), Up and Running? Exercise therapy and the treatment of mild or moderate depression in primary care, Mental Health Foundation, London

³⁸ Richardson C.R., Faulkner G., McDevitt J. et al. (2005), 'Integrating Physical Activity Into Mental Health Services for Persons With Serious Mental Illness', *Psychiatric Services* 56 (3): 324–31

³⁹ Spelthorne Borough Council, Local Economic Assessment 2013

⁴⁰ Department for Children, Schools and Families (2007) Aiming high for young people: a ten year strategy for positive activities. HM Treasury.

- their experiences with their peers and in their leisure time.
- Participation in constructive leisure-time activities, particularly those that are sustained through the teenage years, can have a significant impact on young people's resilience and outcomes in later life⁴¹
- International evidence demonstrates that participation in positive activities can: help to improve attitudes to, and engagement with, school; build social and communication skills; help young people avoid taking risks such as experimenting with drugs or being involved in anti-social behaviour or crime; and improve their self-confidence and self-esteem⁴²

9.11 Participation in positive activities also provides opportunities for building relationships with positive role models, and for mixing with, and bridging gaps between, young people from different ethnic and faith groups as well as different generations and building community cohesion. They can also act as a gateway to support services, which can provide additional help if and when things start to go wrong. It is therefore important to increase participation by young people in positive activities, including a wide range of activities including sports, creative activities such as dance, drama & music, volunteering, engagement in the local community projects and clubs.⁴³

Leisure and Tourism

9.12 High quality cultural and sports facilities help to make places more attractive, help to boost economic activity and prosperity, and aid the development of shared identities and increased understanding between different communities⁴⁴.

⁴¹ Feinstein L and Robson K, May (2007) Leisure Contexts in Adolescence and their Effect on Adult Outcomes: A More Complete Picture.

⁴² Harvard Family Research Project (2007) List of all Out-of-school time program evaluations, published at www.harvard.edu.

⁴³ Department for Children, Schools and Families (2009) Positive Activities, Qualitative Research with Young People, Solutions Research, Research report DCSF-RR141 August 2009

⁴⁴ Town and Country Planning Association (2013) Improving Culture, arts and sporting opportunities through planning – a good practice guide.

10 Appendix 4: The Department of Health recommendations for physical activity⁴⁵

Early Years (under 5s) – For infants who are not yet walking

Physical activity should be encouraged from birth, particularly through floor-based play and water-based activities in safe environments.

All under 5s should minimise the amount of time spent being sedentary (being restrained or sitting) for extended periods (except time spent sleeping).

Minimising sedentary behaviour is also important for health and development and may include:

- Reducing time spent in infant carriers or seats
- Reducing time spent in walking aids or baby bouncers (these limit free movement)
- Reducing time spent in front of TV or other screens

Children and young people (5-18 year olds)

All children and young people should engage in moderate to vigorous intensity physical activity for at least 60 minutes and up to several hours every day.

Vigorous intensity activities, including those that strengthen muscle and bone, should be incorporated at least three days a week.

All children and young people should minimise the amount of time spent being sedentary (sitting) for extended periods.

Adults (19-64 years old)

Adults should aim to be active daily. Over a week, activity should add up to at least 150 minutes (2½ hours) of moderate intensity activity in bouts of 10 minutes or more –one way to approach this is to do 30 minutes on at least 5 days a week.

Alternatively, comparable benefits can be achieved through 75 minutes of vigorous intensity activity spread across the week or combinations of moderate and vigorous intensity activity.

Adults should also undertake physical activity to improve muscle strength on at least two days a week.

⁴⁵ Department of Health (2011) UK physical activity guidelines. Guidance from the Chief Medical Officer on how much physical activity people should be doing. 11 July 2011, London.

All adults should minimise the amount of time spent being sedentary (sitting) for extended periods.

Older adults (65+ years)

Older adults who participate in any amount of physical activity gain some health benefits, including

maintenance of good physical and cognitive function. Some physical activity is better than none, and more physical activity provides greater health benefits.

Older adults should aim to be active daily. Over a week, activity should add up to at least 150 minutes (2½ hours) of moderate intensity activity in bouts of 10 minutes or more – one way to approach this is to do 30 minutes on at least 5 days a week.

For those who are already regularly active at moderate intensity, comparable benefits can be

achieved through 75 minutes of vigorous intensity activity spread across the week or a combination of moderate and vigorous activity.

Older adults should also undertake physical activity to improve muscle strength on at least two days a week.

Older adults at risk of falls should incorporate physical activity to improve balance and co-ordination on at least two days a week.

All older adults should minimise the amount of time spent being sedentary (sitting) for extended periods.

Individual physical and mental capabilities should be considered when interpreting the above guidelines.

11 Appendix 5: The Active People Survey in Spelthorne

The Active People Survey⁴⁶ commissioned by Sport England is the largest survey of physical activity patterns ever undertaken. It is an annual survey involving telephone interviews with approximately 500 adults in every local authority area in England. Since the initial survey in 2006 there have been a further 5 surveys to date allowing trends relating to sport and physical activity to be tracked over a number of years. A selection of results from the survey is outlined below:-

Sport England want to see a year on year increase in the proportion of people who play sport once a week for at least 30 minutes. In particular they want to raise the percentage of 14-25 year olds playing sport once a week and reduce the proportion dropping out of sport.

The results of the Active people survey show that there has been a slight increase in the number of inactive adults in Spelthorne since the first survey was undertaken in 2005. They also show however that there has been a slight increase in the number of people taking part in sport or physical activity on at least one day each week. Club membership numbers has increased over the last 5 years and are well above the regional and national averages. The number of adults receiving tuition or coaching in Spelthorne is also higher than the regional and national averages although the figure has decreased slightly over the study period. Despite higher than average numbers involved in clubs and tuition, those involved in organised competition has slightly decreased in Spelthorne over the last 5 years. The number competing does however remain higher than the national average. The question regarding satisfaction with sports provision has not been included in the recent surveys but levels of satisfaction in Spelthorne have remained similar over the study period and are slightly lower than the national average.

Market Segmentation

Building on the results of the Active People Survey, Sport England developed market segmentation data which helps us to understand the nation's attitude to sport and their motivation for taking part, along with the barriers that prevent them taking part. Understanding which of the market segments are most common in Spelthorne can help to anticipate the demand for certain sports.

The 19 market segments as defined by Sport England are shown below, along with the percentage of Spelthorne's population that has been classified in that segment. For comparison the regional and national figures are also shown.

⁴⁶ Active People Survey

http://www.sportengland.org/research/active_people_survey/active_people_survey_6.aspx

Active People Survey Results

Frequency of participation in 30 minutes Sport and Active Recreation

<i>Area and year</i>	<i>0 days per week</i>	<i>Occasionally but less than 1 day per week</i>	<i>1 day per week</i>	<i>2 days per week</i>	<i>3 or 4 days per week</i>	<i>5 days per week</i>
Spelthorne						
2005/6	46.4%	11.0%	12.4%	8.2%	11.3%	10.7%
2009/11	48.4%	8.9%	11.4%	10.4%	11.5%	9.4%
South East						
2005/6	46.2%	9.5%	12.9%	8.5%	10.4%	12.5%
2009/11	45.3%	9.8%	13.1%	8.9%	10.7%	12.2%
England						
2005/6	50%	8.8%	12.0%	8.0%	9.6%	11.7%
2009/11	48.2%	9.1%	12.4%	8.3%	10.6%	11.3%

Satisfaction with local sports provision

<i>Area</i>	<i>2005/6</i>	<i>2007/8</i>	<i>2008/9</i>	<i>2009/10</i>	<i>2010/11</i>
Spelthorne	68.1%	62.1%	70.0%	68.1%	N/A
South East	71.8%	69.9%	71.2%	71.0%	N/A
England	69.5%	66.6%	68.4%	69.0%	N/A

Name allocated	Description	Spelthorne	South East	England
Ben	Competitive Male Urbanites	6.7%	6.0%	4.9%
Jamie	Sports Team Drinkers	2.2%	3.9%	5.4%
Chloe	Fitness Class Friends	6.5%	6.1%	4.7%
Leanne	Supportive Singles	2.1%	3.1%	4.3%
Helena	Career Focused Females	5.8%	5.2%	4.5%
Tim	Settling Down Males	13.3%	11.4%	8.8%
Alison	Stay at Home Mums	7.4%	6.3%	4.4%
Jackie	Middle England Mums	4.7%	4.6%	4.9%
Kev	Pub League Team Mates	2.3%	3.5%	5.9%
Paula	Stretched Single Mums	1.7%	2.7%	3.7%
Philip	Comfortable Mid-Life Males	10.1%	9.7%	8.6%
Elaine	Empty Nest Career Ladies	7.3%	6.8%	6.1%
Roger & Joy	Early Retirement Couples	8.7%	7.3%	6.8%
Brenda	Older Working Women	1.9%	2.8%	4.9%
Terry	Local 'Old Boys'	1.6%	2.4%	3.7%
Norma	Later Life Ladies	1.1%	1.3%	2.1%
Ralph & Phyllis	Comfortable Retired Couples	6.2%	6.5%	4.2%
Frank	Twilight Year Gents	3.4%	3.5%	4.0%

Name allocated	Description	Spelthorne	South East	England
Elsie & Arnold	Retirement Home Singles	7.0%	6.8%	8.0%
	Total	100.0%	100.0%	100.0%

The 5 most dominant segments within Spelthorne are Tim, Philip, Roger and Joy, Alison and Elaine. The characteristics of these segments along with the sports and activities they are most likely to take part in are shown below.

Segment name	Characteristics	Sports most likely to participate in
Tim	<p>Aged 26 – 45</p> <p>Married or single</p> <p>May have Children</p> <p>Professional</p> <p>27% of this segment take part in 3 x 30mins sport each week</p> <p>37% of this segment have done no sport in the last month</p> <p>66% of this segment would like to do more sport.</p>	<p>Cycling</p> <p>Keep Fit/Gym</p> <p>Swimming</p> <p>Football</p> <p>Athletics</p>
Philip	<p>Mainly aged 46 – 55</p> <p>Married with Children</p> <p>Full time employment</p> <p>Owner Occupier</p> <p>19% take part in 3 x 30</p>	<p>Cycling</p> <p>Keep fit/ gym</p> <p>Swimming</p> <p>Football</p> <p>Golf</p>

Segment name	Characteristics	Sports most likely to participate in
	<p>minutes of sport each week</p> <p>50% have done no sport in the last month</p> <p>58% would like to do more sport</p>	
Roger and Joy	<p>Mainly aged 56 – 65</p> <p>Married</p> <p>Full time employment or retired</p> <p>Slightly less active than average adult.</p> <p>10% participate in 3 x 30 minutes sport each week.</p> <p>66% have done no sport in the last month</p> <p>44% would like to do more sport.</p>	<p>Keep fit / gym</p> <p>Swimming</p> <p>Cycling</p> <p>Golf</p> <p>Angling</p>
Alison	<p>Mainly aged 36 – 45</p> <p>Married</p> <p>Stay at home mum</p> <p>Have Children</p> <p>Above average participation in Sport</p> <p>20% take part in 3 x 30 minutes sport each week</p> <p>46% have done no sport in last month.</p>	<p>Keep fit / gym</p> <p>Swimming</p> <p>Cycling</p> <p>Athletics</p> <p>Equestrian</p>

Segment name	Characteristics	Sports most likely to participate in
	72% of this segment would like to do more sport	
Elaine	<p>Mainly aged 46 – 55</p> <p>Married</p> <p>Children have left home</p> <p>Similar to average activity levels</p> <p>12% do 3 x 30 minutes of sport each week</p> <p>62% have done no sport in the last month.</p> <p>55% would like to do more sport.</p>	<p>Keep fit / gym</p> <p>Swimming</p> <p>Cycling</p> <p>Athletics</p> <p>Tennis</p>

Appendix 6

2013-2014 Draft/Plan of Activity Surrey Arts Partnership

Introduction

The Arts Partnership Surrey is a strategic alliance of nine local authorities, with district, borough and county councils working together to shape & deliver a cultural offering for Surrey that addresses social, economic, learning and health needs. Following consultation with all the member authorities of the APS, we have agreed the following priorities for 2013-2014:

- **Health & Well Being**
- **Older People**
- **Families**
- **Disadvantaged Communities**

In addition APS will undertake a programme of Research & Development to include:

- Key Celebrations – planning APS involvement in, for example, the WW1 centenary (2014-2018)
- Models of Working – ensuring that successful models of working identified in previous projects are captured and rolled out in other areas where possible
- New Shoots – building on the success of the early years programme

We will also continue to improve the infrastructure of the Arts Partnership itself and of the arts sector within the county.

- Coordination – strengthen our partnership with National Portfolio Organisation, Farnham Maltings, to deliver central coordination services for the Partnership
- Internship – offer a paid internship to an emerging arts administrator within the county
- Website – continue to develop the APS website, hosted on an in-kind basis by Surrey County council, to ensure that it is a valuable resource for the artists and communities of Surrey

In developing our plan of activity for 2013-2014 we have been led by the following Guiding Principles:

- Partnership – not undertaking activity alone if we can do it better with others
- Sustainability – ensuring projects have the capacity to continue where possible
- Value – using the APS investment to lever in funding from alternative sources

March 2013

Arts Partnership Surrey draft/Activity Plan 2013-2014

project	priorities	overview	aims	outcomes	Budget
Creative Seated Dance	Health & Well Being Older People	This project will train and mentor staff and volunteers in Day Centres and Care Homes across Surrey to deliver seated creative dance.	<ul style="list-style-type: none"> ▪ To improve the physical, mental and social health of older people by working with experienced dance artists and movement therapists to deliver training days and mentoring sessions in venues across Surrey 	<ul style="list-style-type: none"> ▪ The sessions will inspire staff and volunteers and improve confidence ▪ Staff and volunteers will develop new skills and ways of working ▪ Participants will develop new friendships and become more confident socially & physically. ▪ Improved physical and mental health and a greater sense of well-being as isolation is reduced and options in life are increased 	Total cost: £10k APS: £10k
Keepsake	Health & Well Being Older People	Artists will 'animate' memory boxes in Day Care Centres across Surrey. Themes might include 'the children's room' with toys, books and nursery aids or 'take good care of yourself' with pills, essences, smells and remedies. The boxes will provide a jumping off	<ul style="list-style-type: none"> ▪ To run a series of artist workshops for older people in day centres using memory boxes. ▪ To train staff to use the memory boxes to stimulate creative activity. ▪ To organise a celebratory event to showcase the project 	<ul style="list-style-type: none"> ▪ improved access to creative opportunities for people attending day care centres in Surrey ▪ increased awareness of the power of making to improve and protect wellbeing ▪ increased uptake of creative activities at day care centres 	Total cost: £16.4k APS: £12.5k In kind: £3.9k

		point for a range of creative activity such as storytelling, performance and craft. We will also train staff and volunteers in using art in a day care setting.		<ul style="list-style-type: none"> greater levels of social contact and support resulting in improved feelings of well-being 	
Vitamin G	Health & Well Being Older People Families Disadvantaged Communities	A programme of work to revitalise forgotten or neglected outdoor spaces using art as the catalyst, providing opportunities for social interaction as well as access to the proven therapeutic benefits of art	<ul style="list-style-type: none"> To help vulnerable older people to deal with life-changing events which often come with age (e.g. retirement, bereavement, care-giving, physical & mental 	<ul style="list-style-type: none"> new gathering places for all will result in greater community cohesion strengthened social networks will increase confidence & self-esteem, improve health & well- 	<p>Total cost: £57k APS: £10k Other: £47k (est)</p>

DRAFT

Spelthorne Borough Council - Forward Plan - 02/09/2013

	A	B	C	D	E	F	G	H	I	J	K	L
1	Report title or issue	Officer	C/Member	Key	Exempt	MAT	Briefing	Cabinet	Licensing	O&S	Audit	Council
2	Youth Strategy (1st draft)	LStonehouse	PFF	Key		04-Sep	09-Sep					
3	Housing Options accommodation works - request for supplementary capital	DPhillips	NG			04-Sep	09-Sep	24-Sep				
4	IIP assessment action plan	JHunt	VL			04-Sep						
5	Annual Governance Statement	TCollier	TE			04-Sep					19-Sep	
6	Supporting Families	LBorthwick				09-Sep						
7	Workforce monitoring	DOSullivan	VL			09-Sep						
8	Annual Auditors' report	TCollier	TE			09-Sep					19-Sep	
9	External Audit report on audit and statement of accounts	TCollier	TE			09-Sep					19-Sep	
10	Lease at Sunbury Leisure Centre - for information	LBorthwick	JP			09-Sep						
11	Remote Working project	Jbramley				24-Sep						
12	Communications and welfare reform issues - review	MAT/JJones				01-Oct						
13	Social Media Policy (1st draft)	LNorman				22-Oct				12-Nov		
14	Major income (positive performance)	MAT			Confidential	29-Oct						
15	Paradigm Private Sector leasing	JHesbrook	SW	Key		22-Oct	11-Nov	26-Nov				
16	Private Sector Housing Provision	TWillmott-French				22-Oct	11-Nov	26-Nov				
17	Project Management Dashboard	JBrownlow	RW			29-Oct	11-Nov					
18	Leisure and Culture Strategy 2013-16 (final)	LStonehouse	PFF	Key		29-Oct	11-Nov	26-Nov				19-Dec
19	Surrey Local Flood Risk Management Strategy	SMuirhead	TM			29-Oct	11-Nov	26-Nov				
20	Update on appointment of new Market Contractor	JTaylor	NG			29-Oct	11-Nov	26-Nov				
21	Health and Wellbeing Strategy (Bfg - presentation: not for MAT)	LBorthwick	JP				11-Nov					
22	Housing Strategy review	JHesbrook	SW	Key		29-Oct	11-Nov	26-Nov				19-Dec
23	Procurement of CRM System	LNorman	JS			29-Oct	11-Nov	26-Nov				
24	Corporate Enforcement Policy	JBramley/LON	RW			29-Oct	11-Nov	26-Nov				
25	6-month Capital Monitoring	AFlynn	TE			29-Oct	11-Nov	26-Nov				
26	Staines-upon-Thames Programme	HMorgan	NG			29-Oct	11-Nov	26-Nov				
27	Revenue monitoring & projected outturn	AFlynn	TE			29-Oct	11-Nov	26-Nov				
28	Airport parking	CMunro	NG	Key	Yes	05-Nov	11-Nov	26-Nov				
29	Sale of land to Surrey CC at Kingston Road, Ashford	DPhillips	NG	Key	Yes	29-Oct	11-Nov	26-Nov				
30	Economic Strategy	JBrooks	NG	Key		19-Nov	02-Dec	17-Dec				19-dec?
31	Capital Programme 2014-2015 (1st draft)	AFlynn	TE			19-Nov	02-Dec	17-Dec				
32	Licensing policy 2014-2019 (final)	DMorrison	PFF	Key		19-Nov	02-Dec	17-Dec	04-Dec			19-Dec
33	Homelessness Strategy	JHesbrook	SW			19-Nov	02-Dec	17-Dec				
34	Scrap Metal Dealer Licensing	DMorrison	PFF			19-Nov	02-Dec	17-Dec	04-Dec			19-Dec
35	Youth Strategy	LStonehouse	PFF	Key		19-Nov	02-Dec	17-Dec				
36	Technical reforms to Council Tax discounts and premiums (adoption)	HMorgan	SW	Key		19-Nov	02-Dec	17-Dec				19-Dec
37	Localisation of Council Tax support (adoption)	HMorgan	SW	Key		19-Nov	02-Dec	17-Dec				19-Dec

Spelthorne Borough Council - Forward Plan - 02/09/2013

	A	B	C	D	E	F	G	H	I	J	K	L
1	Report title or issue	Officer	C/Member	Key	Exempt	MAT	Briefing	Cabinet	Licensing	O&S	Audit	Council
38	Outline Budget	AFlynn	TE	Key		19-Nov	02-Dec	17-Dec				27-Feb
39	Ashford multi-storey car park	CMunro	NG	Key	Yes	26-Nov	02-Dec	17-Dec				
40	Anti-fraud, Bribery and Corruption report	DHarris	TE			26-Nov					12-Dec	
41	Corporate Risk Management report	PTalwar	TE			26-Nov					12-Dec	
42	Audit Services half-yearly report	DHarris	TE			26-Nov					12-Dec	
43	Confidential Reporting Code	DHarris	TE			26-Nov					12-Dec	
44	Review of the successes and achievements of O&S	MAT				03-Dec						
45	Recommendation from Audit Cttee on Corporate Risk Management		TE				13-Jan	28-Jan				
46	Project Management Dashboard	JBrownlow	RW			17-Dec	13-Jan					
47	Short Lane	CMunro	NG	Key	Yes	07-Jan	13-Jan	28-Jan				
48	Annual Grants	Lborthwick	JP			17-Dec	13-Jan	28-Jan				
49	Revenue Budget 2014-2015 (1st draft)	AFlynn	TE			17-Dec	13-Jan	28-Jan				
50	Capital programme 2014-2015 (2nd draft)	AFlynn	TE			17-Dec	13-Jan	28-Jan				
51	Fees and charges	AFlynn	TE	Key		17-Dec	13-Jan	28-Jan				27-Feb
52	Procurement for management of the Council's temporary accommodation	KSinclair	JP	Key		17-Dec	13-Jan	28-Jan				
53	Treasury Management Strategy	AFlynn	TE	Key		17-Dec	13-Jan	28-Jan				27-Feb
54	Pay Policy Statement	JHunt	VL	Key		17-Dec	13-Jan	28-Jan				27-Feb
55	Annual review of recruitment and retention allowances	JHunt	VL			17-Dec						
56	Revenue Budget (Final)	AFlynn	TE	Key		28-Jan	10-Feb	25-Feb				27-Feb
57	Capital Programme (Final)	AFlynn	TE	Key		28-Jan	10-Feb	25-Feb				27-Feb
58	Capital monitoring	AFlynn	TE			28-Jan	10-Feb	25-Feb				
59	Revenue Monitoring	AFlynn	TE			28-Jan	10-Feb	25-Feb				
60	Incident Register - review	LNorman/SMann				28-Jan						
61	Review of the outcomes of the Leader's Task Groups	MAT				28-Jan						
62	Appraisal timetable for 2014	JHunt	VL			25-Feb						
63	Capital monitoring	AFlynn	TE				10-Mar	25-Mar				
64	Revenue Monitoring	AFlynn	TE				10-Mar	25-Mar				
65	Consultation on draft schedule for Community Infrastructure Levy	GDawes	SW	Key		18-Mar	31-Mar	15-Apr				24-Apr