

**ROBERTO TAMBINI
CHIEF EXECUTIVE**

Please reply to:

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Date: 2 May 2014

Notice of meeting:

Overview and Scrutiny Committee

Date: Tuesday 13 May 2014

Time: 7.30pm

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

To: Members of the Overview and Scrutiny Committee

P.A. Broom (Chairman)
A.E. Friday (Vice-Chairman)
F. Ayers
A. Ayub
C. A. Bannister

M. Bushnell
C.A. Davis
R.D. Dunn
C.M. Frazer
D. Gohil

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

AGENDA

Description	Lead	Timings	Page Number
1. Apologies			
To receive any apologies for non-attendance.	Chairman	7.30pm	
2. Disclosures of Interest			
To receive any disclosure of interests from members in accordance with the Overview and Scrutiny Procedure Rules.	Chairman		
3. Minutes			
To confirm the minutes of the meeting held on 11 March 2014 (copy attached).	Chairman		1 - 7
If any member of the committee has any issues arising from the minutes of the meeting held on 11 March 2014 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 from the minutes			
To consider any matters arising from the Minutes of the meeting held on 11 March 2014.	Chairman		
5. Call in of Cabinet decisions			
No decisions have been called in for Review.	Chairman		
6. Residents' Associations - engagement with key Council services and opportunities for involvement			
To discuss council services and how residents can become more involved through opportunities provided by the Localism Act 2011.	Chairman		
7. Leader's Task Groups			
To receive reports on a review of the work of the Leader's Task Groups for Fixed Assets and Environment and Waste. (copy attached)	Cllrs Leighton and Mitchell	8.30pm	8 - 13
8. Rail Transport update			
To receive a written update on rail proposals in the Borough. (copy attached)	John Brooks	8.50pm	14 - 20
9. Budget Issues			
To consider how to address the Budget gap in 2014-17.	Terry Collier	9.00pm	

Description	Lead	Timings	Page Number
10. Project Management methodology			
To receive a written update on progress with Project Management. (copy attached)	Chairman	9.15pm	21 - 35
11. Waste Strategy and Management update			
To receive a written update on waste and recycling activities in the Borough. (copy attached)	Chairman	9.25pm	36 - 54
12. Cabinet Forward Plan			
A copy of the latest forward plan is attached.	Terry Collier	9.35pm	55 - 58
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.			
13. Work Programme			
The Chairman to report at the meeting on the Work Programme.	Chairman		
14. Any Other Business			
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	Terry Collier	9.40pm	

**Minutes of the Overview and Scrutiny Committee
11 March 2014**

Present:

Councillor P.A. Broom (Chairman)
Councillor A.E. Friday (Vice-Chairman)

Councillors:

C.A. Bannister
C.A. Davis
R.D. Dunn

C.M. Frazer
D. Gohil
I.T.E. Harvey
M.J. Madams

M.W. Rough
D. Saliagopoulos
S. Taylor

Apologies: Councillors F. Ayers and A. Ayub

In Attendance:

Councillor N. Gething – Cabinet member for Economic Development and Fixed Assets

Councillor V.J. Leighton – Cabinet member for Planning and Corporate Development

Louise Punter – Chief Executive, Surrey Chamber of Commerce

Dean Akinjobi – Lower Sunbury Business Group

Dr Sabine Lohman – Chairman, Spelthorne Business Forum

51/14 Disclosures of Interest

There were none.

52/14 Minutes

The minutes of the meeting held on 22 January 2014 were agreed as a correct record.

53/14 Matters Arising

The Chairman advised that the invitation to representatives of Residents' Associations to attend a meeting of the Committee in relation to Council service provision and Localism had been postponed due to the flooding crisis.

54/14 Call in of Cabinet Decisions

No decisions had been called in.

55/14 Capital Monitoring

The Committee received an update on the capital expenditure against the budget position of the schemes within the capital programme for the period April 2013 to January 2014.

The Chief Finance Officer reported that £1.279m had been spent to date, which represented 68% of the revised budget. The projected outturn showed that there was an anticipated spend of £1.540m which represented 81% of the revised budget.

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Members asked questions in relation to capital spend on Staisafe Radio and Laleham Park, and agreed to receive written responses.

The Chairman requested an update at the next meeting in relation to the impact of the flooding crisis on next year's finances and the issue of slippage with some capital projects.

RESOLVED that

- (1) the report of the Chief Finance Officer outlining the current capital spend and forecast position for the period to January 2014 be noted and
- (2) an update report be provided to the next meeting.

56/14 Revenue Monitoring

The Committee received an update on the net revenue expenditure and forecast outturn position for the period April 2013 to January 2014.

The Chief Finance Officer reported that the forecast outturn at net expenditure level was £12.368m which resulted in a projected favourable variance of £214k, after taking into account the use of carry forwards. Interest earnings would exceed the budget by £20k.

He explained the impact of the flooding on the revenue budget and the types of expenditure which could be claimed back from central Government.

He also outlined the measures the Council was taking to assist residents and businesses affected by the recent flooding, which included:

- 3 month Business Rates relief for businesses;
- 3 month Council Tax discount for households who suffered internal flooding;
- Grants for businesses impacted directly or indirectly: he advised that the Government's allocation to Spelthorne Borough Council was being challenged and
- A Repair and Renew grant scheme for both residents and businesses to undertake works to protect their properties from flooding in the future: the Council was still awaiting final details from the Government on this scheme.

The Committee was concerned that it wasn't clear whether there was any support forthcoming to assist residents and businesses after the Council's 3 month relief/ discount period ended, as it was aware that many would not be able to reoccupy their property within that timescale.

RESOLVED that the report of the Chief Finance Officer outlining the current net revenue spend and forecast position for the period to January 2014 and the measures being taken to assist those affected by the flooding, be noted.

Overview and Scrutiny Committee, 11 March 2014 - continued

57/14 Leader's Task Groups

The Committee received reports from the Leader's Task Groups looking at Economic Development and Fixed Assets on the work undertaken to date.

Economic Development Task Group

Councillor Gething, the Lead Member on the Economic Development Task Group reported that the development of an Economic Strategy for Spelthorne had been its most notable achievement and he congratulated John Brooks, Deputy Head of Planning and Housing Strategy for guiding through the Strategy in record time.

The Strategy had been widely welcomed and received positive comments from the business community; it had raised interest from potential new business partners. The Strategy included an action plan which the Task Group would oversee.

Two sub-groups for Staines-upon-Thames and Ashford had been created to support economic development specifically in these towns; a strategy document was being prepared for Ashford, aiming to make the main street, Church Road, more attractive for people to shop and work and a Staines-upon-Thames Day would be held on 29 June 2014 to showcase the town and emphasise that in spite of recent weather conditions it was open for business and a vibrant area to invest in.

Louise Punter, Chief Executive, Surrey Chamber of Commerce, Dean Akinjobi – Lower Sunbury Business Group and Dr Sabine Lohman – Chairman, Spelthorne Business Forum gave their feedback as representatives of the business community on their relationship with the Council.

All three were very positive about their experience of working with the Council; its willingness to involve the business community, the rapport built with staff and the support it had given to their activities.

Surrey Chamber of Commerce commented that they found the Economic Strategy useable, readable and actionable. It had assisted the Chamber with mapping an action plan focussed on how it can help the Spelthorne area; an international worker would be placed in Spelthorne first to launch a service helping businesses get started in international trade.

Each representative highlighted their main areas of work for the immediate future and outlined their members' experience of the flooding crisis.

The Chairman thanked the representatives from the business community for attending and contributing to the discussions.

Fixed Assets Task Group

Councillor Leighton, the Lead Member on the Fixed Assets Task Group gave an update on the work it had completed to date:

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- A room was now available with independent access for evening meetings, reducing the cost of having the entire building open for an evening with associated staff costs.
- Flooding had delayed lease negotiations on the Towpath asset.
- Options for Churchill Village Hall would be discussed at the next meeting of the Task Group, with a recommendation to be made to Cabinet.
- The Task Group was overseeing a tendering exercise for valuation services, seeking to apply a tariff approach to the valuation of assets with the aim of proposing a standard scale for rental income for potential leaseholders and identifying the overall benefits the Council was giving user groups through subsidies or other contributions.

RESOLVED to:

- (1) note the work undertaken to date by the Leader's Task Groups for Economic Development and Fixed Assets and
- (2) receive a more detailed report on the work of the Fixed Assets Task Group at the next meeting including information on the outcome of the valuation exercise.

58/14 Planning Enforcement – update

The Head of Planning and Housing Strategy gave an update on the revised planning enforcement list which had been overhauled to make it easier to use. Cases were now listed by ward and detailed the enforcement history. Once the document had been signed off by the portfolio holder it would be sent to all councillors monthly. A public version would be circulated on the Planning Committee agenda on a quarterly basis.

The Committee suggested the confidential version of the list should be circulated on gold paper to make clear to members the confidential nature of its contents.

RESOLVED that:

- (1) the update on the revised planning enforcement list be noted and
- (2) the enforcement list circulated to all councillors be produced on gold paper to emphasise its confidential nature.

59/14 Housing Issues – update

The Joint Heads of Housing and Independent Living gave an update on the housing and welfare reform issues affecting Spelthorne. They covered a wide range of issues; from the extent of the problems, to some of the 'solutions'. These included:

- Increased numbers on Housing register and facing homelessness

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- flexible and helpful approach of Housing Benefit administration to assist private sector landlords
- discussions held with Kwasi Kwarteng MP to highlight welfare benefit issues locally and the difficulties in implementing conflicting legislation ie around discharge of homeless duty and suitability of accommodation given the acute shortage of affordable, reasonable quality, private rented properties
- extensive work assisting people in relation to housing issues during the flooding
- meeting of Strategic Housing Group representatives with local Registered Social Landlords such as Thames Valley, Paragon and A2D to discuss ways of providing more affordable accommodation locally
- proactive work with people affected by the benefit cap; encouraging people back into work, including case study examples
- innovative use of Discretionary Housing Payments
- employment of a specialist housing adviser to draw together an action plan of good practice and practical ways the Council can increase the supply of temporary and other accommodation
- negotiations (almost complete) to convert two Council-owned park's properties to use as temporary accommodation

The officers explained the dilemma they faced between proactively encouraging those affected by benefit cap/under occupation to seek solutions such as return to employment or downsizing rather than simply paying any rental shortfall to them and the consequent underspend on the discretionary housing payment (DHP) budget as a result of this approach. It was possible that in future years the Council would be penalised due to this underspend, by a reduction in the budget for DHP, whereas those authorities that didn't undertake as much proactive work and spent the full budget for DHP might see an increase.

The Committee was concerned by this situation and asked the officers to highlight the issue to Kwasi Kwarteng, MP in a briefing note.

Members expressed concern about allegedly incorrect service charges being issued to residents by A2Dominion which was putting people in arrears and at risk of homelessness. The Chairman suggested that the matter be added to the Committee's work programme.

RESOLVED to:

- (1) note the update on Housing issues;
- (2) congratulate and thank the Housing teams for their creative approach to addressing problems;
- (3) ask the officers to brief Kwasi Kwarteng MP on the dilemma between encouraging solutions to those affected by welfare reforms and facing a reduction in the DHP budget and

Overview and Scrutiny Committee, 11 March 2014 - continued

- (4) include on the Committee's future work programme a session with A2Dominion Housing Group.

60/14 Localism Act

Councillors Friday and Dunn reported back on the progress of the working party looking at what the Council was doing to address Localism. Councillor Dunn explained the work that other councils were doing to inform residents about the opportunities available by way of neighbourhood plans but was not aware of any work undertaken in this area by Spelthorne Borough Council. He agreed to source materials from other authorities for ideas on how to progress this area. Councillor Friday gave an overview of what the Council was doing in relation to Business Rates discounts, the General Power of Competence and Assets of Community Value. The former two needed to be kept under review but the latter had been progressed and was due to be launched in the spring edition of the Borough Bulletin.

The Committee discussed how it might engage local community groups in Localism and agreed it would be useful to raise the opportunities available to communities with representatives of Residents' Associations at the next meeting. In the meantime the working party was asked to produce an 'easy guide' to Community Rights for residents in advance of the next meeting.

RESOLVED to:

- (1) note the report of the working party and thank them for their work on Localism;
- (2) invite representatives of Residents' Associations to the next meeting to hear about their Community Rights and
- (3) ask the working party to produce an 'easy guide' to Community Rights for residents in advance of the next meeting.

61/14 Cabinet Forward Plan

The Committee received the Cabinet Forward Plan.

RESOLVED to note the Forward Plan.

62/14 Work programme 2013/2014

The Chairman noted the items currently on the Work Programme for the May 2014 meeting as follows:

- Discussion with residents about Localism
- Financial reports
- Addressing the Budget gap
- Reports from Leader's Task Groups
- Updates on transport links and Streetscene

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She also confirmed that A2Dominion would be included on the Work Programme as discussed at this meeting and that a special multi-agency meeting would be organised to consider the issues raised as a result of the flooding crisis.

63/14 Any other business

No other business was reported.

Overview and Scrutiny Committee

13 May 2014

Title	Report of Fixed Assets Task Group		
Purpose of the report	To note		
Report Author	David Phillips Head of Asset Management & Office Services		
Cabinet Member	Councillor Vivienne Leighton	Confidential	No
Corporate Priority	Value for money Council		
Cabinet Values	Community and Opportunity		
Recommendations	Members are requested to note the content of this report.		

Purpose of Report

The purpose of the report is to review the work undertaken by the Fixed Assets Task Group during the past year.

1. Background

The Leader set up three task groups in June 2013 comprising both Cabinet members and ward councillors to address the Council's strategic priorities.

There were two main aims:

- a) To promote our agenda of localism and ensure that ward councillors and residents were more closely involved in identifying needs and developing solutions for their wards.
- b) To streamline the multitude of existing groups/committees responsible for economic development, fixed assets and environment and waste management – and establish clear reporting lines and accountability within the Council.

2. Terms of Reference

Fixed Assets Task Group

- a) To conduct reviews, on a cyclical basis, of the fixed property assets held by Spelthorne Council, with a view to reviewing the usage of all such assets held by SBC to determine whether they are either fulfilling their potential for generating revenue, or best meeting the needs of our communities.

- b) To establish subgroups to investigate the opportunities for all under-utilised assets, including development where appropriate to generate revenue and capital receipts for the benefit of the council
- c) To establish a subgroup to review the use of the Knowle Green Office as a “Public-Sector”, or any alternative office location and resulting development opportunities if appropriate.
- d) To work with our residents and community groups to ascertain their needs and identify opportunities for use of our fixed assets.

3. Attendance

There have been 6 meetings of the Task Group since June 2013. The

Members are:

Councillor Leighton Chair

Councillor Frazer

Councillor Friday

Councillor Gohil

Councillor Saliagopoulos (Assigned to the group in December)

Councillor Spoor

Councillor Grant

The dates and attendance are as follows:

	Cllr Leighton	Cllr Frazer	Cllr Friday	Cllr Gohil	Cllr Saliagopoulos	Cllr Spoor	Cllr Grant
29 July 2013	✓	✓				✓	
1 October 2013	✓	✓	✓	✓		✓	
5 December 2013	✓	✓	✓			✓	
29 January 2014	✓	✓	✓		✓	✓	✓
11 March 2014	✓	✓	✓		✓	✓	✓
6 May	✓	✓	✓		✓	✓	✓

4. The topics on the agenda for the Task Group have been:

4.1 Reviewing all the fixed assets held by Spelthorne.

- a) Officers were asked to produce a comprehensive data set to show all the relevant information on all leases, easements, licences or agreements that affected the councils land and property assets.
- b) Members made various suggestion regards the format of the information such as splitting the information into wards and types of

facilities, Day Centres, village halls etc to assist them in reviewing the information.

- c) Members were able to scrutinise all the information and were concerned around some of the more historic agreements and the variations in the income, but overall were re-assured that the majority of the assets were being managed effectively.
- d) Members identified three vacant properties and supported officers in the way forward to re-let the properties to achieve additional revenue income by going out to tender on the open market.
- e) Members also investigated the existing process used by officers for re-letting properties when their existing agreement comes to an end and gave clear direction on how officers should manage renting assets in the future to assist in maximising income.
- f) Officers informed Members of a proposal to go out tender for Valuation services for assets in order to make efficiency and cost savings. Members proposed that we try to use a tariff system to bring similar simplification and standard approach for longer term usage as already used for fees and charges. This would also have the effect of reducing the need for external valuer's advice.
- g) The council planning service also use valuers to advise on various development issues and this provision will also be included within the invitation to tender. In addition Elmbridge Council were approached to see if they were interested in providing valuation services in some form of partnership with Spelthorne and we have received a positive response.
- h) Members will be consulted on the draft specification for the tender and on the firms included on the select list to tender.
- i) Members noted that the review on the use of the Knowle Green Office as a "Public-Sector", or any alternative office location is subject to leader level consideration and at the moment Group only receives.

4.2 Receive reports and updates on priority Asset Projects. Investigate the opportunities/development for all assets and where appropriate to generate revenue and capital receipts for the benefit of the council. Topics considered were:-

- a) Churchill Village Hall – review all proposals and make recommendation to Cabinet.
- b) Staines Preparatory School – reviewed proposals and have instructed Head of Service to progress and discuss way forward with the school.
- c) Tender for lease of land at 355 London Rd
- d) Sale of Land at Annett Close Upper Halliford
- e) Redevelopment into Car Park, land at Plots 12 & 13 Shepperton Tow Path.
- f) Tendering of vacant facilities at Fordbridge Park and Cedars Park

- g) Redevelopment of allotment site in Stanwell for Airport Parking
- h) Redevelopment of Ashford Multi Storey Car Park
- i) De-contamination and redevelopment of land at Short Lane Stanwell
- j) Knowle Green Hub
- k) Stanwell New Start
- l) Meeting rooms – reducing costs for evening meetings
- m) Properties in Parks-temporary accommodation

5. To work with our residents and community groups to ascertain their needs and identify opportunities for use of our fixed assets.

Members have discussing how we can take forward the work with residents and community groups and the tie in with the initial proposals for consultation on the Flagship projects survey.

6. Contribution of Task Group

The Task Group has given guidance to the Heads of Asset Management on all of the agenda items listed above. The Task Group will review and monitor progress on an ongoing basis.

7. Outcomes and achievement of aims

- a) The main outcome for the Task Group will be to reinforce the focus on increasing income for Spelthorne Council from fixed assets.
- b) This will predominantly be from a larger number of leases for council land and property but also a reduced outgoing for tendering services in relation to negotiating the lease. This will be by outlining a more streamlined approach, with adhering to legal processes, in order to gain best value for money.

8. Financial implications

The income for the various projects and opportunities will be reported to Cabinet as and when they are agreed.

9. Timetable for implementation

The timetable for these items are is a “rolling programme” and will depend on lease terms/end dates and as detailed in the various project plans within the council’s project management system.

Background papers: There are none

Appendices: There are none

Overview and Scrutiny Committee – 13 May 2014

Report of Environment and Waste Task Group

Purpose of Report

To review the work undertaken by the Environment and Waste Task Group during the past year.

1. Background

The Leader set up three task groups in June 2013 comprising both Cabinet members and ward councillors to address the Council's strategic priorities.

There were two main aims:

- To promote our agenda of localism and ensure that ward councillors and residents were more closely involved in identifying needs and developing solutions for their wards.
- To streamline the multitude of existing groups/committees responsible for economic development, fixed assets and environment and waste management – and establish clear reporting lines and accountability within the Council.

2. Terms of Reference

- To conduct regular reviews of our current Environmental Strategy, including planning policies.
- To establish a subgroup determine whether this strategy meet the current needs of the Borough and National Statutory obligations.
- To conduct a review of our current waste management contracts.
- To work with residents and officers to ensure that our services meet expectations and are delivered to an excellent standard.

3. Attendance

The Task group, chaired by Cllr Tony Mitchell, has held 3 meetings since July 2013 and has 8 members as follows.

Members are:-

Cllr Tony Mitchell

Cllr Sam Budd

Cllr Colin Strong/Richard Dunn

Cllr Mary Madams

Cllr Dick Smith-Ainsley

Cllr Spencer Taylor

Cllr Robin Sider

Cllr Judy Dale

Attendance

Cllr	Mtg date 11.7.13	26.9.13	30.1.14
Cllr Mitchell	✓	✓	✓
Cllr Budd	✓	✓	
Cllr Strong/Dunn	✓	✓	
Cllr Madams	✓		
Cllr Smith- Ainsley		✓	✓
Cllr Sider	✓	✓	✓
Cllr Spencer Taylor	✓	✓	
Cllr Dale			
Cllr Frazer (invited)		✓	

4. Topics considered

Initially a range of topics were considered but the group considered the most important issues to concentrate on were the development of a masterplan for Laleham Park and increasing our recycling rates.

5. Scope

The scope of the Task Group is to review the current work, processes and procedures for environmental issues and make recommendations as to how Spelthorne's environment and waste activities can be improved.

6. Contribution of Task Group

The Task Group focused on two key areas of work:-

The foremost being the development of proposals for improving Laleham Park. The Head of Sustainability and Leisure was given guidance on next steps to be progressed on this project resulting in plans developed for public consultation.

The other piece of work focused on improving waste services through increasing recycling, including provision of services for WEEE and textiles collections.

7. Outcomes and achievement of aims

The main outcome for the Task Group was to develop a route forward on Laleham Park and to ensure through a meeting of staff and councillors in October 2013 and public consultation in February 2014 that all views were expressed in development of the masterplan for Laleham Park.

For waste, recognition of the issues in ensuring our residents recycle more were covered with development of ideas for increasing recycling rates.

Overview and Scrutiny Committee

13 May 2014

Update Report on Rail Proposals

1. Purpose of the Report

- 1.1 The purpose of this report is to respond to a request from the Committee for an update on rail issues and in particular those relating to Heathrow.

2. Background

- 2.1 There is a lot of background to this subject and in the last few years various studies and significant steps towards improvements in rail provision either within or close to the Borough have taken place. The following is intentionally a 'highlights' report identifying key points rather than an exhaustive resume of what is a substantial subject.

- 2.2 The broader context is a continued growth of road transport and associated road congestion nationally which has led to attention being focussed on encouraging what is referred to as 'modal shift'. Particular attention has been given to rail use which has seen significant levels of passenger growth in recent years.

- 2.3 There are a number of high profile rail projects which have or are currently being delivered in the London area, e.g. Crossrail and Thameslink. There are also a number of significant new projects in the early stages of planning including:

- a. HS2 (linking London to the north – plus a link to Heathrow).
- b. Crossrail 2 (linking north and south London with links into the suburbs including Shepperton).
- c. Western Rail Link (linking Heathrow to Reading).
- d. Southern Rail link to Heathrow.

- 2.4 The momentum of growth in national rail use and its network (what is often referred to as 'heavy rail') has also led to some proposals for light rail proposals, such as the idea of a light rail link from Staines to Heathrow.

- 2.5 The following sections briefly set out some of the background and are intended to 'paint a picture' for Members of what is happening. The headings used generally provide a project/study based structure.

3. Spelthorne Council's policy position

a. Core Strategy and Policies DPD (adopted February 2009)

- 3.1 This sets out a policy and 'position' on non-car access to Heathrow and also on the then Airtrack proposals. In particular it reflected the 'requirement' at that time to 'safeguard' the Airtrack route (this is not the same as supporting it but

merely prevents development being approved which would prevent it). The key part of the policy is the first sentence.

3.2 Policy CC4 of the Core Strategy states:

'The Council will encourage measures to improve the accessibility of Heathrow Airport from the Borough by non-car based modes, where improvements can be achieved in an environmentally acceptable manner.

The Council will work with those involved in promoting the Airtrack scheme to ensure that potential alternatives are fully evaluated, and that the environmental impacts, particularly on Staines Moor and Staines town centre and those living near the track, are fully assessed and effective mitigation is proposed to minimize and compensate for adverse impacts. It will consider the extent to which detailed proposal overcome environmental impacts in deciding whether to support any proposal to construct the scheme that may be brought forward in the future.

The route of Airtrack through Spelthorne will be safeguarded'.

b. Spelthorne's Economic Strategy, December 2013

3.3 Among the document's 30 Actions, five relate to transport infrastructure and Action A30 specifically relates to rail. Action 30 is to be implemented by supporting the work of Surrey Future in progressing the Surrey Rail Strategy and lobbying the Government as appropriate. The wording of Action 30 is as follows:

'The Council will actively support the implementation of the Surrey Rail Strategy and improvement to rail services generally. In particular:

- a. A southern rail access to Heathrow*
- b. Improved rail capacity in the Waterloo approaches through Crossrail 2.*
- c. Shorter term proposals to improve surface access to Heathrow'.*

4. HS2

4.1 Whilst this project is primarily intended to provide additional rail capacity from London to the north of England, some form of link with Heathrow is envisaged. This reflects not only the importance of Heathrow as a European 'hub' airport but also nationally as the most important coach 'hub' and with the potential to be a very significant rail 'hub'.

5. Crossrail

5.1 This is a project intended originally to provide a west/east link across London from Maidenhead to Shenfield and other east London destinations. Its construction is well underway and due for completion in 2019.

5.2 With major refurbishment and expansion of Reading Station taking place it has been announced that Crossrail services will be extended to Reading. There is also potential for Crossrail services to be taken into Heathrow (via the Central Terminal Area to T5). This possibility is now being actively promoted.

6. Crossrail 2

- 6.1 This is a proposal to provide a north/south 'heavy rail' link across London and will link key rail stations. It will in particular allow services on the South West Mainline to avoid Waterloo and go in tunnel north of Wimbledon to the north London terminus stations. This is intended to provide greater connectivity to and within London and in turn relieve capacity at Waterloo allowing further capacity for growth to this terminus.
- 6.2 Crossrail 2 has various suggested links into the London suburbs from its main 'spine' route, including to Shepperton. These wider links are referred to as the 'regional scheme'. There are clearly some wider benefits to Spelthorne residents from this scheme with links to Crossrail 2 itself as well as its role in creating more rail capacity at Waterloo for future growth in services.
- 6.3 The scheme is being investigated and this has been supported by government funding.

7. Airports Commission

- 7.1 The Commission's Interim Report was published in December 2013. It included not only a shortlist of sites for a new runway but also final recommendations to government on measures to be undertaken in the short term
- 7.2 One of the short term final recommendations in relation to 'enhanced surface transport links' was for Heathrow. It recommended that

'the Government should work with Network Rail to undertake a detailed study to find the best option for enhancing rail access into Heathrow from the south'.
- 7.3 The report commented that initial indications are that up to roughly 15% of Heathrow's passengers in London and the South East region could benefit from improved southern access.
- 7.4 The Chancellor in his autumn statement announced this project would be taken forward by Network Rail.
- 7.5 Heathrow Airport Ltd recognises the potential road traffic implications of a third runway/6th terminal and accepts the need to increase non-car access from 40% to 50%. Significant rail capacity enhancement is a key way of delivering this 'modal shift' and is therefore critical to the airport expansion plans. Spelthorne fully supports these expansion plans because of their economic benefits.

8. Network Rail

a. Southern Rail Link to Heathrow

- 8.1 The current study by Network Rail of rail access to Heathrow from the south effectively started just before Christmas 2013 and is due to take 18 months. Heathrow Airport Ltd has a wish to see a link in place by 2025 (prior to the opening of a third runway). The study is being sponsored by the Department for Transport. The Surrey Rail Strategy identified 3 possible routes but Network Rail may identify more in their study before coming to its conclusions.

b. Heathrow Western Connection

- 8.2 Work is progressing to develop the proposals for a Western Rail Link from Heathrow to Reading (with access then to the Midlands, Wales and the South West). It has received government monies (£500m) and is programmed for completion in 2020/21.

c. General Capacity Enhancement

- 8.3 In the shorter term Network Rail is spending £300m on additional rolling stock and station platform extensions to allow 10 car train operation (as against 8 car). Staines Station has already had platforms extended.
- 8.4 There are other changes in the wider network including a planned longer term growth of freight traffic.

9. Surrey Rail Strategy

- 9.1 In November 2012 Surrey County Council (SCC) appointed consultants Arup to help them prepare a Surrey Rail Strategy. The study was to form part of the Surrey Transport Plan.
- 9.2 Its preparation recognised that many rail improvements were required across the County and that if those that most benefitted Surrey were to be secured the County Council needed clear priorities and a focus to its lobbying. The Strategy refers to all the projects covered in this report.
- 9.3 This Council was consulted on the draft Strategy and Spelthorne's Cabinet considered it on 25 June 2013.
- 9.4 The key elements of the Strategy affecting Spelthorne are:
- a. Short term:
 - i. Support for train lengthening on the South West Mainline and Windsor lines.
 - ii. Commence strong lobbying for Crossrail 2 'regional scheme' to deliver more capacity on South West Mainline.
 - iii. Improve road-based access to Heathrow.
 - b. Medium term:
 - i. Support improved capacity at Waterloo.
 - ii. Monitor demand growth – including on Windsor lines.
 - iii. Support Heathrow Western Connection to Reading.
 - iv. Engage with all options which seek to address access to Heathrow (this was caveated with the need for light rail promoters to develop a business case for their schemes if they were to be progressed).
 - v. Raise potential for a Crossrail 1 extension to Staines in discussions on Airtrack Lite (Airtrack Lite is an idea of Wandsworth BC for a 'cut-down' version of Airtrack).
 - vi. Recognition that the medium term strategy may change following the Airports Commission report.

- c. Long term
 - i. Identify upgrades on South West Mainline and enabling schemes for Crossrail 2 or other measures to relieve the network close to London.
 - ii. Secure policy support for a southern rail access to Heathrow through the rail industry long term planning process.

9.5 Cabinet confirmed its support for the then draft Surrey Rail Strategy but also added that it *'encourages the proponents of light rail schemes from Heathrow to Staines to develop their business case(s) so they can be considered by SCC alongside other options'*.

9.6 The Strategy was subsequently adopted by SCC and published in September 2013.

10. Surrey Rail Strategy – Surface Access to Airports Study

10.1 This study followed on from the main Rail Strategy and was completed in October 2013. There was no public consultation phase but our officers were involved in an advisory capacity.

10.2 This study's short/medium term actions (2013-2019) relevant to Spelthorne are:

- a. Support for improved bus and coach services to Heathrow from Surrey as an interim measure pending longer term rail infrastructure.

10.3 Long term measures (2019 onwards) relevant to Spelthorne are:

- a. Engage with stakeholders to develop a southern rail access to Heathrow Airport that could facilitate the extension of Crossrail 1 services into Surrey.
- b. Develop a concept for creating a new rail link broadly parallel to the M25 from Heathrow Airport into Surrey, potentially linking through to Gatwick Airport and beyond.

10.4 The Study recognises that, in relation to a southern rail access to Heathrow, BAA (as it was then) had proposals for Airtrack. That proposal originally came forward as an idea in the late 1990s and in July 2009 a proposal under the Transport and Works Act was submitted by Heathrow Airport Ltd to the Secretary of State. The scheme was eventually abandoned in 2011 by HAL, citing lack of funding, other priorities and there were several technical problems.

11. Light rail proposals

11.1 Proposals for light rail solutions between Heathrow and Staines have emerged over the past couple of years and are commented on below.

11.2 It is relevant to note that any rails scheme in the country requires approval under the Transport and Works Act (TWA) and the demands of the TWA process are no less for light rail than heavy rail. The TWA process provides a single consent regime for a range of statutory powers including planning (and Environmental Assessment), compulsory purchase, highways, and consents needed to operate a railway. Schemes also have to demonstrate they have a

robust business case and funding is available – including any monies sought from government. Approval is granted by the Secretary of State for Transport.

11.3 To successfully secure a TWA approval any scheme must be:

- a) Feasible – show it can be physically accommodated and built - including overcoming any environmental issues, and is fully costed
- b) Business case – that passenger use and charges cover the construction and operating costs
- c) Capable of implementation –this will include showing the scheme is better than any other options and is consistent with any strategic approach to rail provision.

11.4 The two light rail schemes that have emerged are:

- a. Ultra Personal Rapid Transit – Heathrow T5 to Staines (PODS). In relation to this the Surface Access Study states (page 34):

'No formal business case has been put forward for this proposal and this is not considered the most appropriate mode for providing southern access to Heathrow from Surrey as it would be difficult to extend further into the County. It is not included in the surface access strategy.'

This scheme has not been progressed further by its proposers

- b. Staines Rapid Rail – part of London Air Rail Transport System (LARTS). This involves a Staines to T5 link with a park and ride at Stanwell. Its promoters say it has potential to extend to Heathrow Terminals 1-4 and into Surrey to the South West mainline at Byfleet and also to carry freight. In relation to this the Surrey Rail Strategy study states:

'There is currently no business case for this scheme so the feasibility of the scheme and the benefits for Surrey are unclear. The provision of a light rail solution will prohibit further growth and may not be suitable for future demand on a corridor to Staines and beyond. For Heathrow Airport trips from Surrey, interchange would be required between transport modes at either Staines or Byfleet. This option is therefore not included in the surface access study.'

11.5 The Strategy comments in para 1.6 generally on new ideas that are not yet proven and states:

'In all cases, SCC and partners should be convinced that there is a robust business case for any option before they give their full support and certainly before any funding is committed.'

11.6 The proposers of Staines Rapid Rail (LARTS) are still seeking to gain support for their idea and made a presentation to the Economic Development Task Group at its last meeting on Thursday 17 April 2014. The level of detail available is still at a 'conceptual' level and appears no greater than some 18 months ago. They have still not even undertaken a detailed feasibility study upon which a robust business case would have to be developed. There are for example no detailed plans to show how a new twin track railway can be acceptably 'threaded' through Staines town centre to the existing station (they cannot use existing tracks). They accept such a feasibility study would cost

several hundred thousand pounds. They appeared to have an unrealistic understanding of the complexity of developing a case and had yet to even contact Network Rail who is undertaking the southern rail access study.

- 11.7 What is clear from the extensive work now being undertaken on a variety of rail projects is recognition of the need for additional rail capacity. Feasibility studies that have been done point to the need for integrated rail solutions with through services provided where ever possible and keeping to a minimum the occasions where a change of trains or mode is required. Changing trains is recognised as a major impediment to the potential attraction of rail users to new services where there are realistic choices to use other modes. Light rail solutions to Heathrow do not fit with tis approach.
- 11.8 The current study by Network Rail (at the DfT's request) on a southern rail link to Heathrow gives a strong indication of the governments leanings toward integrated 'heavy rail' solutions. Given the government would make the final decision on any rail proposal under the TWA process it suggests that LARTS may have no future.

12. Conclusions

- 12.1 The above shows substantial activity and rail investment with rapid progress being made toward the delivery of new schemes. Surrey County Council's Rail Strategy has provided a helpful focus on those schemes which will provide the greatest benefit to Surrey residents and businesses including Spelthorne.
- 12.2 An important question is how can Spelthorne assist in further advancing schemes of benefit to local residents and businesses. We are of course neither the statutory transport body for our area (that is Surrey County Council) nor a public transport provider. Neither do we have the capacity or technical expertise to lead on what are complex and specialist issues.
- 12.3 We do, however, have an important role as a Council in giving support to those proposals that are of proven benefit to local residents and businesses and arguing for their funding and implementation. It is also important that when specific schemes comes forward that we assess these thoroughly to ensure they best meet local needs and any concerns (e.g. as we did with the Airtrack scheme).
- 12.4 Through its planning polices and the recently adopted Economic Strategy the Council has 'positioned' itself on credible approaches and projects of benefit to the local economy. This is a positive 'signal' to the promoters of schemes as well as to prospective new businesses to the Borough.

INFORMATION

Overview & Scrutiny Committee – 13 May 2014

Briefing Paper from the Head of Customer Services

Update on Spelthorne's Project Management Methodology

1. Background

1.1 This provides an overview of the progress being made with the projects and the work of the corporate project office since the last briefing report presented in November 2013. On-going project monitoring and review work continues as a core part of the teams role

2. Current position

2.1 The latest Corporate dashboard was presented to Cabinet Briefing on the 10 February (Appendix 1)

2.2 'Projects made Simple' area on Spelnet continues to be expanded to include;

(a) Dashboards, risk registers and an overview of projects governed by the internal project boards.

(b) Corporate project dashboard and risk register

(c) Project closure reports (including lessons learnt)

2.3 Several flagship projects have now been successfully completed including:

(a) Staines upon Thames Market management

(b) Supporting Families'

(c) Implementation of the Older Persons review project programme

2.4 Since the last report the number of projects has reduced from 43 to 37 (see Spelthorne Projects Map - Appendix 2). This is due to projects either being completed / amalgamated or projects being closed early and the scope being reviewed. Projects have been split into the following areas:

(a) Priority (12)

(b) Statutory (7)

(c) Income Generation (5)

(d) Service Delivery (13)

2.5 The Individual Electoral Registration project has now commenced. This along with the other statutory flagship projects are all currently at green status.

2.6 There are a number of new projects identified which are in the pipeline and due to commence shortly. These will be reported in the next progress report.

2.7 There are still a large number of projects to manage with the current available staff pool. This is identified as a corporate project risk both for resources and for finances as additional resources and funding may be required to deliver the work.

2.8 There are significant risks which need to be considered around the delivery of 50% of the Priority flagship projects as they are partnership projects and not wholly within the Council's direct control. Partnership projects include the Staines-upon-Thames development programme, the Stanwell New Start programme being managed by A2D and the Knowle Green public sector hub in partnership with Surrey County Council. These projects need to be closely tracked for benefits realisation and progress against milestones.

2.9 Discussions are continuing with Surrey County Council on the Knowle Green public sector hub with a view of widening the scope of the project. Once discussions have been completed the original project will be closed and a new project opened.

- 2.10 The Head of Planning and Housing Strategy has now been seconded to the programme full time and funding has been agreed for 2014/15 to resource the programme, which is focusing on the following areas:
- (a) Elmsleigh Phase IV
 - (b) Bridge Street car park
 - (c) Riverside Car Park
 - (d) Promotional Document
 - (e) Elmsleigh Surface Car Park
- 2.11 To support project managers with paperwork, the corporate project team are providing additional support to some project managers in the completion of the project documentation.
- 2.12 An escalation process map for dashboard reporting has been produced to assist project managers in delivering paperwork on time. (Appendix 3) This underpins the guidance that at least 80% of documentation needs to be complete prior to moving onto the next stage of the project.
- 2.13 To assist Project Sponsors to ensure that a project is being managed using the Spelthorne methodology, a checklist of questions has been prepared which summarise the steps involved in delivering a project. (Appendix 4) The checklist covers the three main stages of project initiation, project delivery and project closure.

3. Next Steps

- 3.1 A 'projects' area is planned for the Councils main website (www.spelthorne.gov.uk) to publicise the successful delivery of projects to the community, as well as to promote the Priority flagship projects. The Corporate Project Team are working with the Communications team to create and publish this area. (Appendix 5 – good news stories examples)
- 3.2 To ensure that the Assistant Chief Executives are fully appraised of the status of the projects within their areas, arrangements have been put in place for the Project Coordinator to meet them on a quarterly basis. These meetings are due to commence. In addition the Chief executive is meeting monthly with both the Project Coordinator and the Programme Manager for the Staines-upon-Thames Regeneration programme.
- 3.3 Detailed project plans are being developed by the Project Assurance Officer to identify resource requirements across the organisation for 2014/15. The Project Assurance Officer will be meeting with Project Managers' of the priority projects in the first instance to capture this information which will then be plotted against the plans and circulated to support service heads so they are aware of the resources required from their areas.
- 3.4 Additional funding of £11.5k has been received from partner organisations to ensure the delivery of the Housing Locata project by the Corporate Project Manager and this money is being used to provide a Project Support Officer for a 6 month period to assist the Corporate Project Officer in the delivery of her projects.

Linda Norman - Head of Customer Service 017844 446375

Appendix 1 - Corporate Dashboard (as at 10 February 2014)

Appendix 2 - Spelthorne's Project Map

Appendix 3 - Escalation process for Internal Board reporting

Appendix 4 - Project Sponsors checklist

Appendix 5 – Examples of good news stories

Corporate – Priority and Statutory Project Status dashboard

Appendix 1

Priority Flagship Projects – Asset Management Board										
Project Name	Budget	Progress against Milestones	Benefits Realisation	Risks & Issues	Stakeholder Engagement	Resources	Project Manager	Project Sponsor	Anticipated Completion Date	Project Status
Laleham Park Masterplan Development (Priority 1)	Green	Amber	Green	Amber	Green	Green	SM	LB	Mar-14	Project status: Green. Latest highlight report received 27/01/14. Meeting with Staines Football club. Discussions held with the appointed consultants to finalise their work. Arrangements being made for the public consultation to take place
Knowle Green – Public Sector Hub (Priority 2)							DP	TC	tbc	Awaiting outcome of discussions with SCC on the re engagement of stakeholders and new Scope of the Project
Development of Tothill car park / Elmsleigh Phase IV (Priority 3 (1))	Green	Green	Green	Green	Green	Amber	HM	RT	01/06/17 development completed	Project status: Green. First highlight report received 22/01/14. Professional development and legal advice being obtained. Approval given to progress with redevelopment proposal for retail supermarket with associated car parking plus the re location of the library and the museum. Meeting arranged with SCC to discuss library requirements.
Development of Bridge Street Car Park (Priority 3 (2))	Green	Green	Green	Green	Green	Amber	HM	RT	07/07/16 development completed	Project status: Green. First highlight report received 22/01/14. Professional development and legal advice being obtained. Residential development appraisal undertaken. Approval given to progress with redevelopment proposal for high quality private residential development.
Development Riverside Car Park (Priority 3 (3))	Green	Green	Green	Green	Green	Amber	HM	RT	01/06/15 development completed	Project status: Green. First highlight report received 22/01/14. Professional development and legal advice being obtained. Flood risk assessment completed. Approval given to progress with redevelopment proposals for (1) car park site (2) Memorial Gardens site for restaurants /cafes.
Staines-upon-Thames promotional document Priority 3 (4))	Green	Green	Green	Green	Green	Green	HM	RT	01/05/14	Project status: Green. . First highlight report received 22/01/14. Project team established and kick off meeting arranged. In addition to promotional document a separate tourism leaflet to be produced.

Priority Flagship Projects – Asset Management Board Cont..

Project Name	Budget	Progress against Milestones	Benefits Realisation	Risks & Issues	Stakeholder Engagement	Resources	Project Manager	Project Sponsor	Anticipated Completion Date	Project Status
Elmsleigh Surface Car Park (Priority 3 (5))	Green	Green	Amber	Green	Green	Green	CM	RT	31/03/14	Project status: Green. Latest highlight report received 28/01/14. Cabinet have agreed that the project will commence on the condition that the sale and development of Riverside and Tothill car parks go ahead. Cushman and Wakefield have commenced property consultancy work.
Ashford Town Development Multi Storey Car Park (Priority 4)	N/A	Amber	Income Generation	Green	Green	Green	CM	TC	Mar- 15	Project Status: Green. Latest highlight report received 31/01/14. Discussions continuing on commercial sale of site. Marketing brief for the site is being produced.
Knowle Green Accommodation	Green	Green	Green	Green	Green	Green	DP	TC	Mar-14	Project Status: Green. Latest highlight report received 23/01/14 Office moves continuing to take place in line with the work programme.

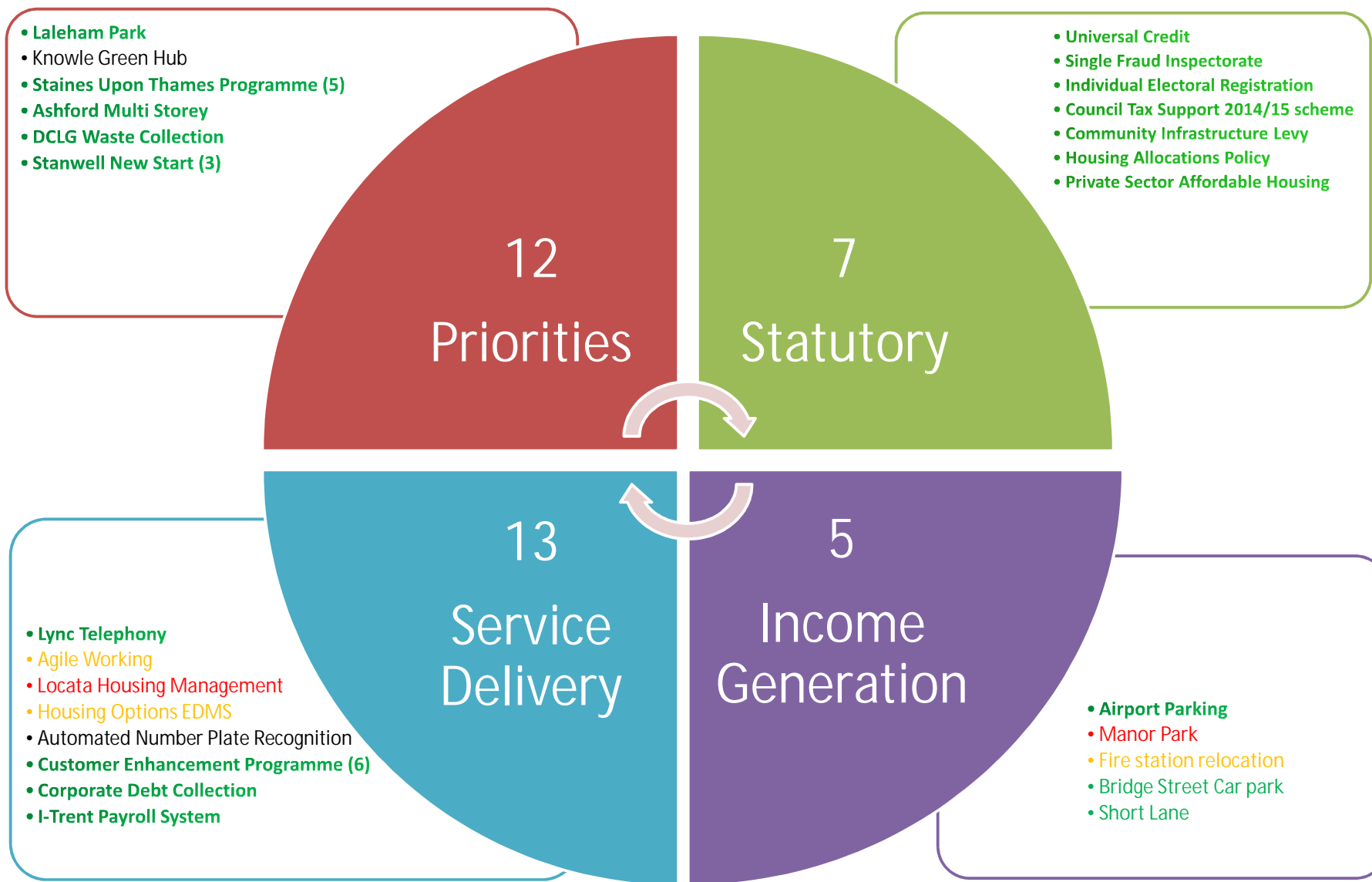
Priority Flagship Projects – Strategic Housing and Community Board

Project Name	Budget	Progress against Milestones	Benefits Realisation	Risks & Issues	Stakeholder Engagement	Resources	Project Manager	Project Sponsor	Anticipated Completion Date	Project Status
Stanwell New (Start*** Priority 6)	Green	Green	Amber	Amber	Green	Green	KS	LB	2015/16 (inclusive of phase 4)	Project Status: Green. Latest highlight report received 28/01/14. Meetings taking place to progress the commencement of Phase 4 of the project. A new planning application will need to be submitted for this Phase. SCC have provided plans showing what highways that will need to be adopted. There is still the issue around the viability of Phase 4 does not produce all affordable housing and open space for whole scheme as agreed through outline planning permission. Monitoring meetings with A2D regarding delivery progress and community facility management held..
Stanwell – Open Spaces***	Green	Green	Green	Green	Green	Green	CM	LB		
Stanwell – Community Halls***	Green	Green	Green	Green	Green	Green	LS	LB		

Note: ***Partnership Projects SBC not lead authority

Statutory Flagship Projects –Housing and Community Board										
Project Name	Budget	Progress against Milestones	Benefits Realisation	Risks & Issues	Stakeholder Engagement	Resources	Project Manager	Project Sponsor	Anticipated Completion Date	Project Status
Welfare Reform Universal Credit	Green	Green	Green	Green	Green	Green	JDB	DA	Fully implemented by 2017	Project status: Green. Latest highlight report received 07/11/13. Background research on-going on DWP timetable and requirements for roll out of Universal Credit.
Welfare Reform Single Fraud Investigation Service	Green	Green	Green	Green	Green	Green	JDB	KS	Apr-15 subject to change	Project status: Green. Latest highlight report received 10/01/14. Joint housing tenancy fraud initiative with A2D progressing as are other internal fraud initiatives
Review of the Local Council Tax Support Scheme	Amber	Green	Green	Green	Green	Green	HM	TC	Apr-14	Project Status: Green. Latest highlight report received 18/12/13. Council meeting on 19/12/13 adopted new scheme from 01/04/14 for two years. Risks around sufficient funding to be available to complete the project.
Priority Flagship Projects – ICTSIG										
Project Name	Budget	Progress against Milestones	Benefits Realisation	Risks and Issues	Stakeholder Engagement	Resources	Project Manager	Project Sponsor	Anticipated Completion Date	Project Status
Introduction of Individual Electoral Registration	Green	Green	Green	Green	Green	Green	JMcE	MG	June-15	Project Status: Green. First highlight report received 13/01/14. Decision made by the Cabinet Office in December 2013 on the move to individual electoral registration. Funding built into the 2014/15 budget.
Priority Flagship Projects – Waste Management Board										
Project Name	Budget	Progress against Milestones	Benefits Realisation	Risks and Issues	Stakeholder Engagement	Resources	Project Manager	Project Sponsor	Anticipated Completion Date	Project Status
DCLG Waste Collection Project (Priority 6)	Green	Green	Green	Green	Green	Green	JH	JT	Mar-15	Project Status: Green –Latest Highlight report received 27/01/14 Total number of properties on weekly rubbish, recycling and food waste collection is now 850 properties. On average 2tonnes of recycling being collected weekly. Positive feedback from residents on information pack on changeover of collection service received. On target for all suitable properties to be transferred to weekly rubbish and recycling collections by March 2015.

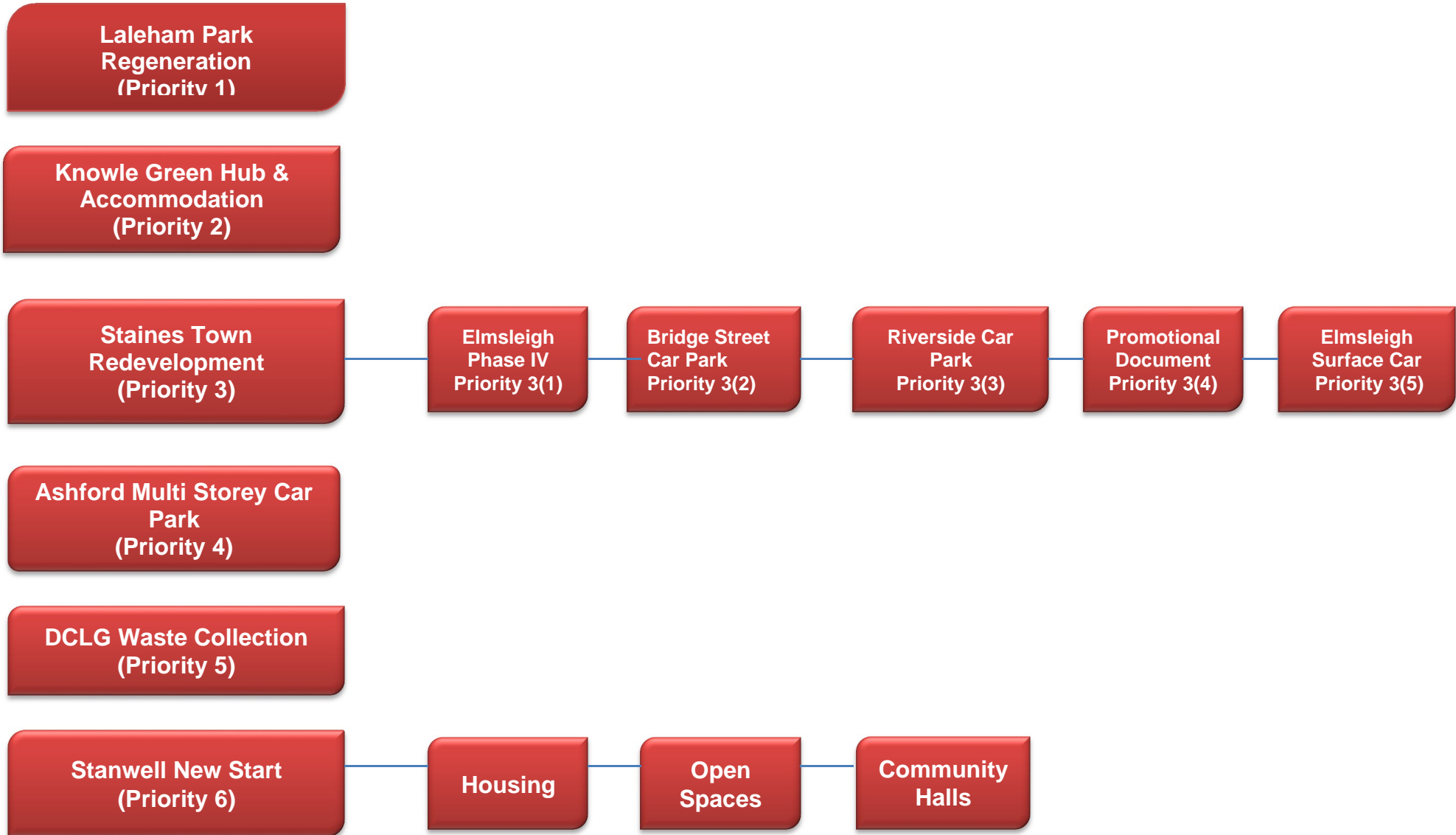
Note: ***Partnership Projects SBC not lead authority



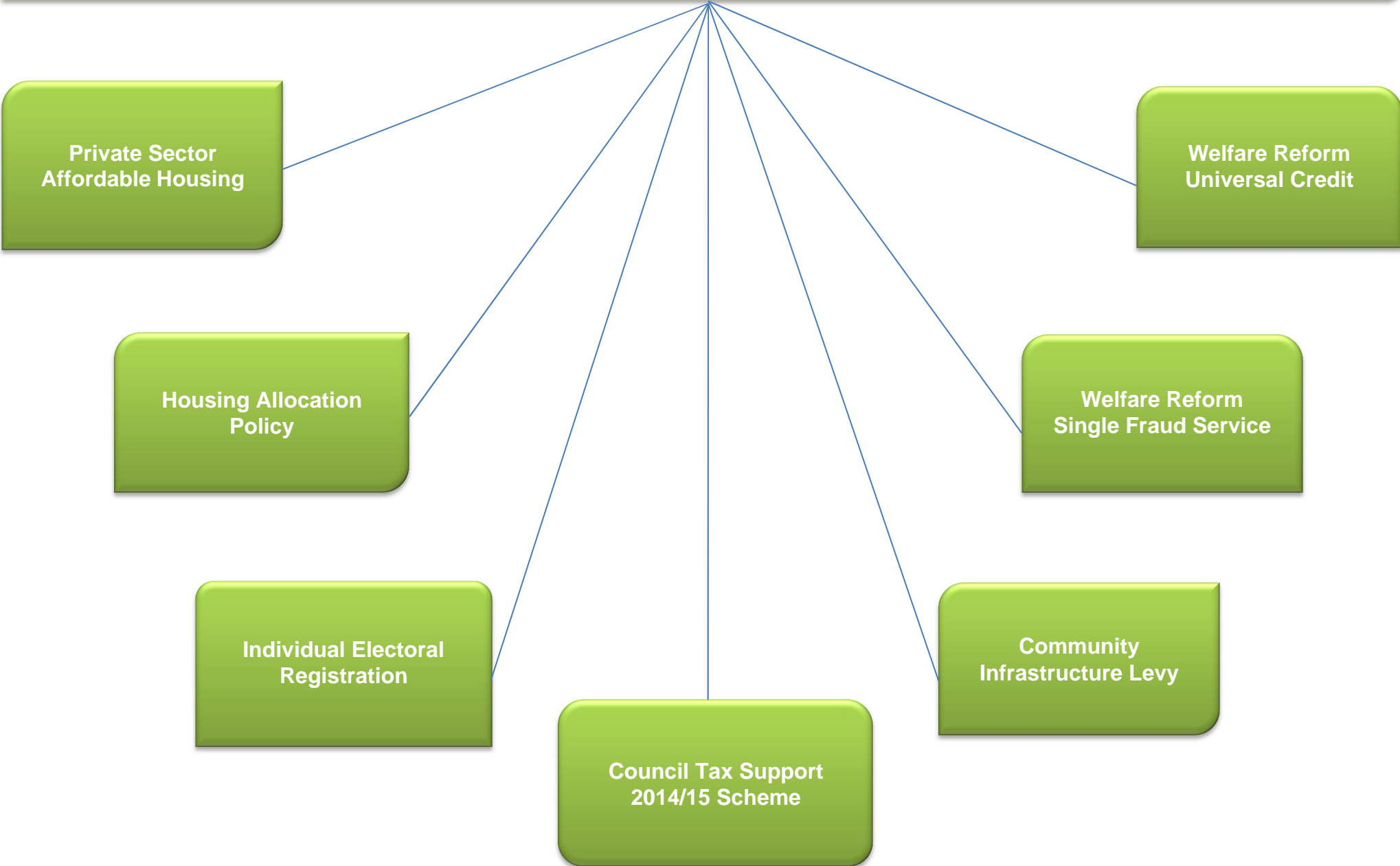
Project Status Key

- Escalate to Project Board
- Project not on track in one or more area
- No current issues
- Project not yet started

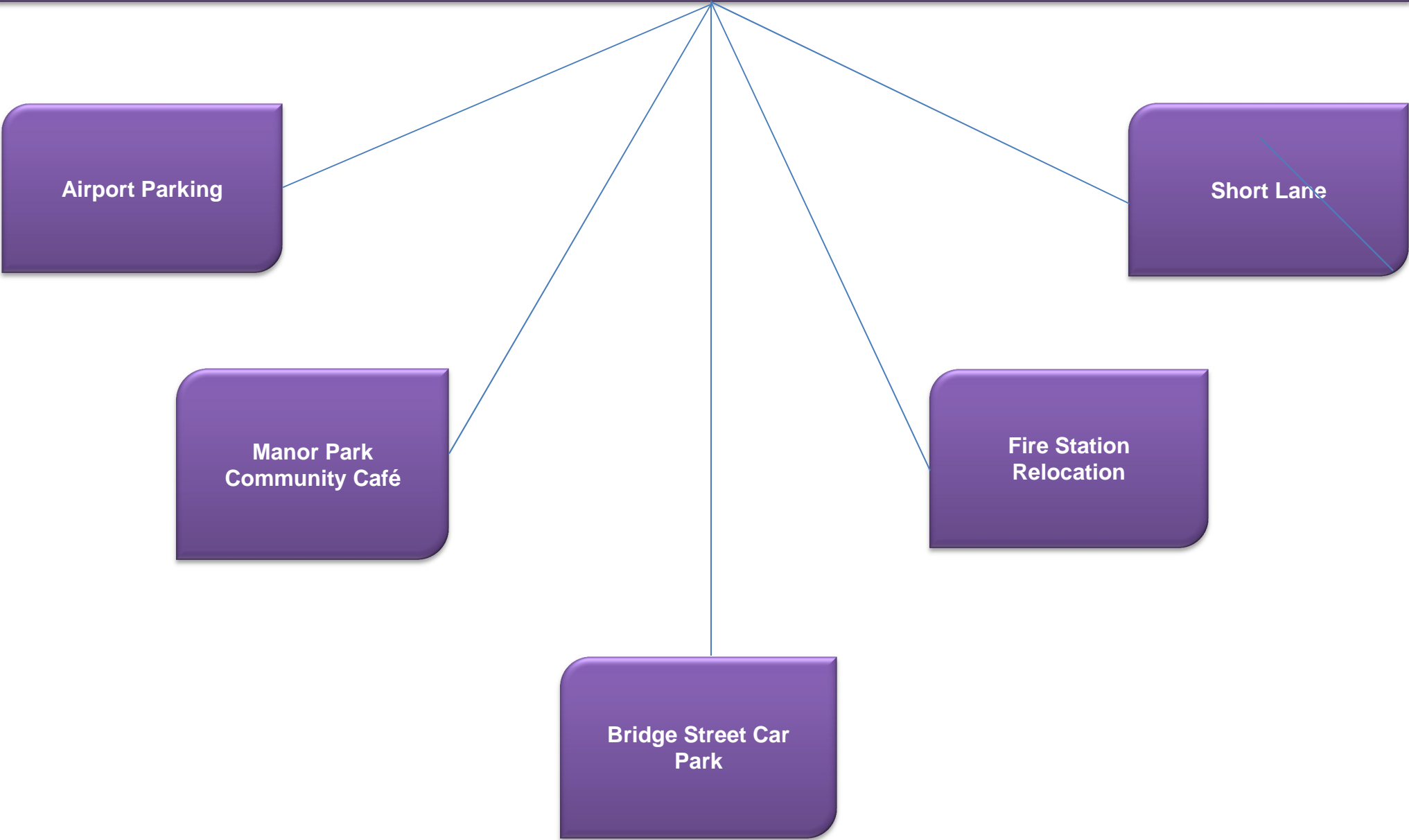
Priority Projects



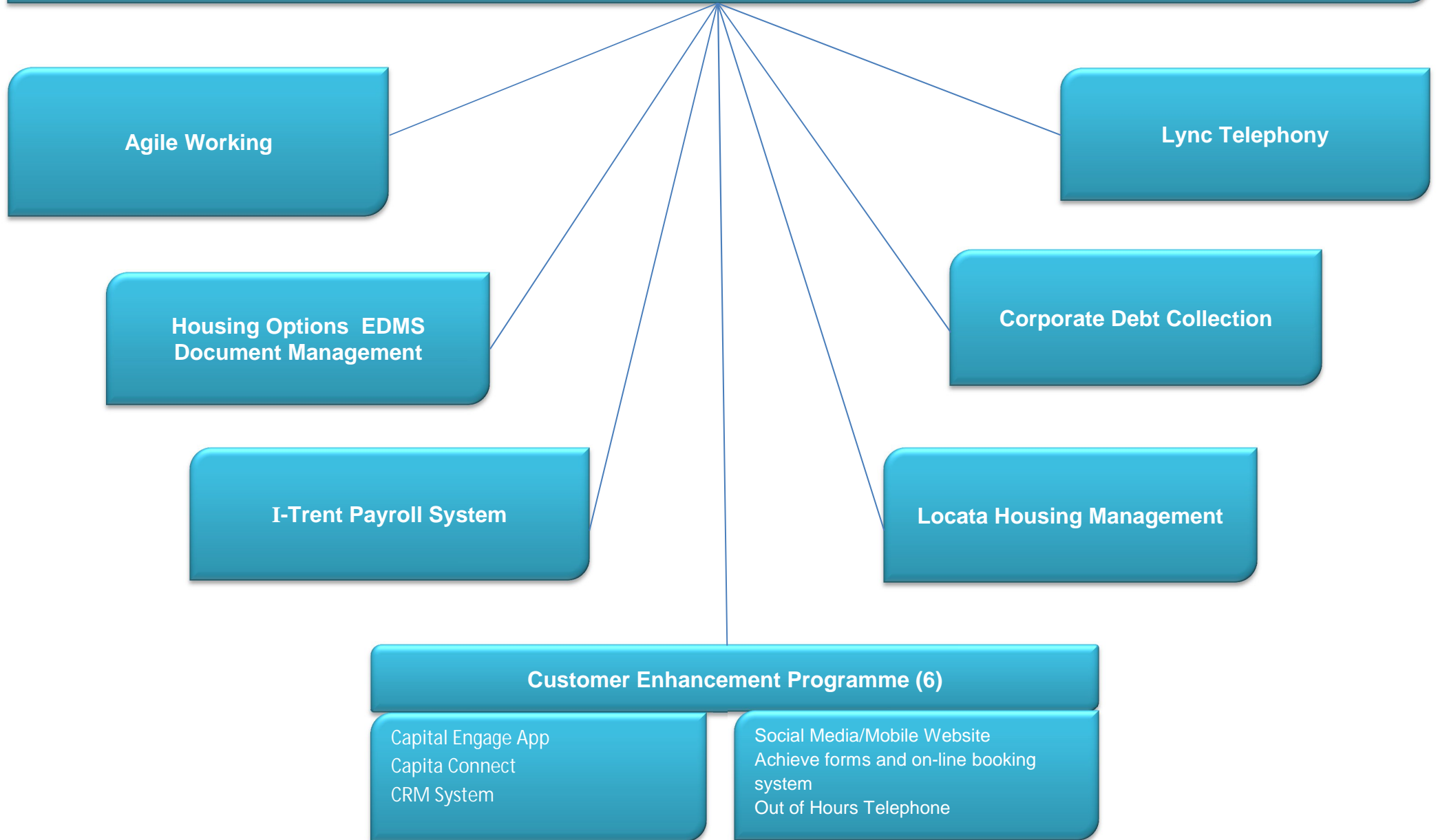
Statutory Projects



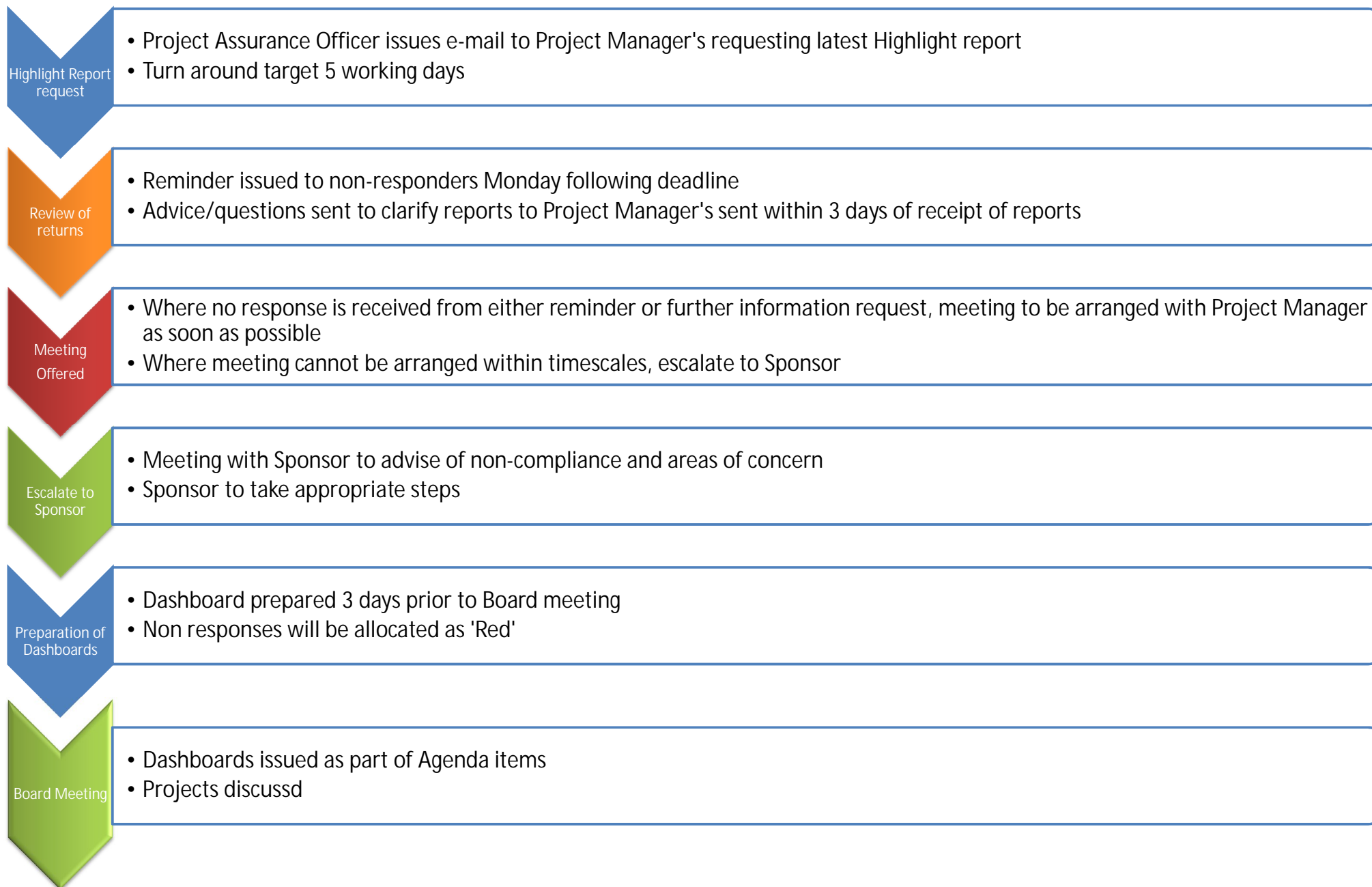
Income Generation Projects



Service Delivery Projects



Escalation process for internal Board reporting



Project Sponsor



Project Initiation

- ✓ Kick Off Document
- ✓ Project Consideration Document
- ✓ PID
- ✓ Business Case

Project Delivery

- ✓ Highlight Reports
- ✓ Project Plan
- ✓ Risk Register
- ✓ Budget Monitoring
- ✓ Communication Plan
- ✓ Stakeholder Engagement

Project Closure

- ✓ Closure Report

Check List

Project Initiation

Project Delivery

Project Closure

- Has the Project Manager completed start up documents:
 - Kick Off Document
 - Project Consideration Document
 - Project Initiation Document
 - Business Case
- Have key staff been identified
- Have Support Services been consulted
- Have different options been considered
- Have the Procurement rules been followed
- Have risks been quantified & mitigated
- Are project controls reasonable
- Have Stakeholders been identified
- Where is the budget coming from

- Does the highlight report give sufficient information to identify the current position of the project
- Do the key milestones align with the Business Case
- Have the risks & issues been accurately recorded
- Have project meetings been held with the Project Team
- Is the risk register up to-date with new risks and issues
- Is the project plan updated to reflect progress
- Is the Stakeholders engagement progressing
- Is the budget monitoring up to date
- Is the Communication Plan up to date
- Have Support Services been updated with resource requirements
- Is there a need to complete a change request form

- Has a closure meeting been set up
- Did the project deliver the benefits as outlined in the Project Initiation Documents
- Was the project completed within budget
- Was the project completed on time
- Have the lessons learned been recorded
- If the project involved the purchase of goods or services was the procurement process followed
- Did any major unexpected issues occur
- Have the Key stakeholders been informed
- Are there any residue works to be undertaken
- Has the transition to business taken place
- Undertake formal project sign off

Staines upon Thames Market

Appendix 5



This project **successfully oversaw** the competitive tendering process and appointment of a supplier to manage the Staines upon Thames market. The contract to manage the day to day activities associated with running the market including setting up of stalls, handling stall holder enquiries, advertising the market, introducing new traders and supervising trading licenses was awarded to Ritagate Ltd t/a Bray Associates. The contract commenced early November 2013 for a period of 3 plus 2 years.

The market will continue to generate an important income for the Council which will help to ensure that the Councils other vital front line services are maintained.

The market is very popular with both residents and visitors and currently operates in the town every Wednesday, Friday and Saturday, with the potential to extend the number of trading days to accommodate specialist markets.

The new contract will continue to be regularly monitored and during the first 3 years there will hopefully be an opportunity to consider options for the potential 2 year extension.



Enhancing the Customer Experience Programme – Capita Connect

This project provides a complete suite of e-enabled transactions on Revenue and Benefits to promote channel shift, improve efficiency and introduce customer self service. The self-service not only improves access for the public but promotes the green agenda, delivers cost savings and allows flexible access to on line services.

The modules are contained within Capita Revenue & Benefits system and Capita provide ongoing maintenance at no additional cost. Upgrades will be applied automatically as will new functionality as it becomes available. The Connect software meets all relevant security standards and regulations and provides a safe and secure experience for the customer and the Council

A wide range of frequently used Council services can now be accessed online by residents, landlords and businesses, allowing them to deal with the Council at a time which suits them and include:

- ✓ Online authentication to e-services
- ✓ E-benefit notifications
- ✓ E-arrangements
- ✓ Landlord access
- ✓ E-reminders and finals
- ✓ On-line arrangements
- ✓ On-line Change of address updates
- ✓ On-line single person discount
- ✓ E-benefit claim form
- ✓ On-line Benefit change of circumstances

As part of the project, Capita are assisting Spelthorne with the promotion and marketing of the Connect software to ensure that we can maximise take up and maximise channel shift, ensuring the success of the digital by default strategies

The marketing campaign included winning a Christmas hamper and advertisement in the Christmas edition of the Borough Bulletin. The project is on time and on budget to complete by March 2014, when an analyse of the take up will be undertaken

Save time **DO IT ONLINE!**

Residents

- check the Council Tax band of a property
- view your account online
- apply for Housing Benefit and Council Tax Support
- apply for a Council Tax discount
- arrange to pay by Direct Debit
- notify a change of address
- notify a change in circumstances and a lot more...

Visit: www.spelthorne.gov.uk/connect

SPELTHORNE

Implementation of the older persons review - Development of a Well-being Centre



This project was established to carry forward the recommendations from the Older Peoples service review for the:

- ✓ Development of well-being centre at the Greeno Day Centre
- ✓ Transfer services from Lord Knyvett Hall to Stanwell Community Centre and the relocation of Meals on wheels service and
- ✓ Set up a new High Needs Group at the Greeno Centre

All of the above were successfully completed.

The Wellbeing Centre will be a focal point for information and support services relating to memory loss, dementia and associated problems. Specialist support workers from organisations such as the Alzheimers Society and Age UK will hold sessions at the centre to help sufferers and carers work through the maze of services and cope with the physical and emotional effects of the condition. The new centre also includes a telecare demonstration suite where people can see the various types of equipment designed to help people to stay living in their own home. The new centre was officially opened on 11 July 2013 by Councillor Jean Pinkerton OBE, Cabinet Member for Health, Wellbeing and Independent Living.

The key benefits of developing this well-being centre were:

- ✓ Day centres that are more relevant and proactive in meeting the current and emerging needs of the local older community
- ✓ Better organisational structure for, and management of services for the local older community
- ✓ Establishment of a hub that encourages information sharing among Spelthorne's professionals working in the field of dementia, as well as help raise awareness in the local community of equipment, support and activities available to them
- ✓ Improve partnership working with local voluntary sector and other partners.

Overview and Scrutiny Committee

13 May 2014



Title	Waste Strategy and Management update		
Purpose of the report	To note		
Report Author	Sandy Muirhead		
Cabinet Member	Councillor Tony Mitchell	Confidential	No
Corporate Priority	Council Assets		
Cabinet Values	Community and Opportunity		
Recommendations	For Overview and Scrutiny to note activities on waste strategy and management		

1. Introduction

- 1.1 This report provides an update on waste and recycling activities within Surrey and our own local activities. Rubbish and recycling is a very visible service the Council runs but it also has significant environmental and cost implications.
- 1.2 We participate in the Surrey Waste Partnership and a summary of the key activities undertaken/being undertaken is provided in Appendix 1
- 1.3 In 2013, through the Surrey Waste Partnership, we participated in a cross Surrey waste composition analysis. This comprises of an analysis of what goes into our rubbish, and is particularly useful in giving us a picture of the recyclables continuing to enter our waste stream rather than being recycled. This information allows us to target messages on recycling and to develop further communication tools to assist residents to recycle more.

2. Key issues

Recycling

- 2.1 The table below shows our recycling rate for the past 5 years (as a % of all kerbside collections). It shows that only our garden waste recycling rate is increasing year on year, and that this plus food waste are maintaining the recycling rate.

Period	Comingled %	Garden %	Bring %	Food %	Total Recycling %
2009/10	32.4	4.5	0.3	n/a	37.2
2010/11	32.5	7.2	0.3	n/a	40.0
2011/12 *	31.4	7.9	0.4	6.5	46.1
2012/13	29.5	9.4	0.4	6.6	45.8
2013/14 **	28.5	9.9	0.3	6.0	44.7

* Only 6 months food waste data ** 9 months data

- a) The flat lining of recycling rates is reflected across Surrey but SBC rates are still lower than others using the same collection systems. For example Elmbridge and Woking, which operate similar co-mingled collections to Spelthorne have recycling rates of 50 and 56% respectively. Runnymede who changed to a co-mingled system last year have a recycling rate of nearly 56% and Epsom and Ewell who currently do not collect everything are achieving 47%. Appendix 1 shows data from 2013 for Surrey authorities compared to the previous period in 2012 demonstrating a decrease in recycling rate in a number of authorities. Increases shown are usually related to a change in service e.g. Tandridge moving to co-mingled collections. In the last year all authorities have seen a 1-3% drop in recycling rates as a result of the Environment Agency reclassifying street sweepings and particularly leaf fall as rubbish.
- b) Our results may be lower than other local authorities partly due to demographics. Other authorities do have more resources devoted to communications and we are looking closely at current resources to address this. By increasing the recycling rate we also increase income, through recycling credits, as well as reducing rubbish disposal costs.
- c) To assist us in greater targeting of campaigns, in 2013 a waste composition analysis took place across Surrey. This has provided us with useful data, together with the ability to monitor who has put out bins. This data has allowed us to analyse, and continue to analyse ongoing information on participation, so we can identify target areas moving forward (Appendix 2).
- d) The results show, for example, that in early summer we see higher levels in the rubbish of garden waste, wood and hazardous chemicals probably as a result of more people doing gardening and house/DIY tasks. For garden waste we need to encourage use of the garden waste service but also educate residents to take their “hazardous” products to the community recycling centre. Also in June waste we see domestic appliances and textiles, probably associated with a “clearing” out in late spring.
- e) In November there is an increase in the rubbish collections of “avoidable” food waste and nappies and cat litter. The latter are probably due to children and cats being indoors more in winter! However, we need to also target food waste to ensure residents recycle this product rather than put it in the rubbish bin.

- f) The waste composition analysis demonstrated there is still a considerable amount of paper and card and plastic bottles in the rubbish waste stream, which could be recycled.
- g) As a result of this analysis we will be developing campaigns to target relevant topics over the coming year. Since last year we have undertaken a number of targeted campaigns, which have been successful, particularly the food waste roadshows at schools and the larger supermarkets. The schools work is good for targeting parents and these roadshows will be rolled out further to build on the success of those to date. We will also be tying this work into the Surrey Waste Partnership recycling improvements plan which focuses on communication with and to residents.

Main activities in 2013/14

2.2 DCLG project

The DCLG funded project targeted at meeting hard to reach properties requiring weekly collections continues to be rolled out successfully. 1100 properties have now been moved onto the system including 300 being moved across to the new system in Stanwell over the next few months. The latter has been a joint approach between A2D and the Council including the development of new bin areas to make recycling easier. The project is on target to achieve its aims of moving over 4000 properties.

2.3 Roadshows

We have undertaken a number of targeted campaigns which have been successful particularly the food waste roadshows at schools and the larger supermarkets. The roadshows have reached 2000 residents to date. Further food waste roadshows will be undertaken but we will also be targeting plastics to educate residents on what and what cannot be recycled amongst plastics. We ensure we maximise our impact by using national campaigns to help deliver the message and we intend to have an additional focus on plastics in June 2014.

2.4 Bring Sites

The number of bring sites have been reduced due to "abuse" at some sites but also we have brought in new bin housings at remaining sites to improve their look and prevent residents putting in material which contaminates the recycling collected. We were having to divert tonnage to the rubbish stream as a result of contamination of the recycling, but the new system is already preventing this.

2.5 Surrey Waste Partnership Projects

The Partnership has undertaken a waste composition analysis for the whole of Surrey which allows us to more effectively target communications due to the knowledge gained on materials that can be recycled not being recycled.

To improve recycling rates the Partnership is further developing examples of best practice and methods of improving recycling rates.

To enable us all to reduce administration of “tickets” received on tipping and to claim more quickly for recycling credit a system has been developed for automatic entry of information on tipping. This is going live in early May 2014. The partnership has developed projects looking at best practice for DSO’s and opportunities for joint working/procurement which are expected to deliver ideas for implementation in 2014. Those authorities with outsourced rubbish and recycling collections are working towards a joint contract.

2.6 **Garden Waste**

This scheme is currently running at capacity for the two vehicles operating the service. We have about 8,300 customers (numbers fluctuate slightly each season). Once this year’s customers have signed up we will examine if there is any scope for further expanding the service as there does seem to be high demand. It does need careful evaluation to determine the business case for a third vehicle to ensure at a minimum the service breakeven.

Future Activities (14/15) and areas of focus

2.7 **Textiles and WEEE**

Other Boroughs and districts have introduced kerbside WEEE (waste electrical equipment) and textile collection services. This was because they benefited from a significant income stream. However, when SBC recently undertook an exercise asking for submissions to take away collected material prices were not overly beneficial. This may have been a result of changes in the market as recycling product prices do fluctuate quite significantly. This will be investigated further especially as there are significant levels of textiles in our recycling leading to contamination.

2.8 **Surrey Waste Partnership**

This year the Partnership intend to continue to develop projects including going live with waste data management project to reduce administrations costs, improve data quality and allow for more timely claiming of recycling credits. The Partnership will also deliver on recommendations of work ongoing looking at joint procurement/best practice. We will participate in the improvement of recycling programme as all authorities have seen a dip in recycling and all recognise the need to reverse this trend. This year the Partnership will review and revise the Joint Municipal Waste Management Strategy first developed in 2006 and now come to the end of its current lifespan.

2.9 **Materials Recovery Facility**

Currently our recycling material is taken to the material recovery facility (MRF) at Colnbrook and operated by Grundons. MRF operators as a result of the contention over the quality of the recycled product are being pressurised by DEFRA through the MRF code of conduct to improve the quality of their recyclate so it meets EU rules. For us this means we need to reduce levels of contamination and avoid costly disposal via incineration or landfill of contaminated loads.

- 2.10 The quality of recycling material produced by MRFs is also impacting on local authorities through TEEP (“Technically, Environmentally and Economically practicable). In essence this places an onus upon local authorities, and follows on from a requirement to meet specific targets for “separately collected fractions”. In setting this out, the EU commission laid down Article 11 of the revised Waste Framework Directive (rWFD), which states that: “by 2020 the preparing for reuse and the recycling of waste materials such as at least paper, metal, plastic and glass from household and possibly from other origins as far as these waste streams are similar to waste from households, shall be increased to a minimum of overall 50% by weight”.
- 2.11 Of concern to local authorities is whether existing recycling services meet the new technical requirements of the waste framework directive (WFD). However, as highlighted by DEFRA, there’s still a place for the co-mingled collection of wastes, which makes up a significant proportion of the UK’s waste collection process. The reason for this is that it is not economically viable to provide separate collections for recyclables in suburban areas in particular. This is best highlighted where a single vehicle is used for the collection of all recyclable materials (hence the term co-mingled), thus reducing the environmental burden, financial burden and need to put more vehicles on already congested streets. This, in effect is the crux of the current issue- whether existing infrastructure will meet the new requirements of the rWFD and all local authorities collecting co-mingled material will, this year, have to ensure they have a robust justification under TEEP. The Surrey Waste Partnership is also aware of this and a task this year will be for us to develop our case to meet the WFD requirements.
- 2.12 Additionally with the MRF code of conduct Grundon’s will be less flexible in terms of levels of contamination on recycling loads. If a load is rejected and each load is about 6 tonnes we have to pay for disposal at a cost of about £100 per tonne. Therefore, this adds to the incentives to ensure we devote further resources to educating our residents as the costs benefits to us in terms of income and costs could be significant.
- 2.13 Given the waste composition analysis and the TEEP issues we will be ensuring we have robust marketing campaigns which are both timely and draw on Surrey Waste partnership experience and knowledge. It has been shown that constant drip feeding of information is key to ongoing success and Woking recognising this, recently employed extra recycling staff. Increasing recycling rates also means increased payments of recycling credits.
- 2.14 The other area for targeting is flats which were moved to alternate weekly systems but are not performing well. To ensure success there needs to be greater input through door knocking to residents and liaison with management companies to improve bin sites, though this will require resources to achieve the outcomes necessary. Given the number of flatted properties in the Borough it is important to improve tonnages from these sites to assist in environmental and cost improvements through greater recycling of material.
- 2.15 Movement of properties onto the weekly system for recycling and rubbish will continue under the DCLG project.

Next Steps

- a) Improvement of recycling performance through communications and roadshows including reduction in contamination to improve recycling rates by 3% over the next year.**
- b) Improving recycling at flats through better systems and education of residents covering at least 2000 properties**
- c) Continued rollout of DCLG project**
- d) Use Surrey Waste Partnership projects to enhance our recycling rates and ensure all we do meets with best practice**

Appendices: Appendix 1 Summary of collection rates
Appendix 2 Analysis of waste composition data with Borough recycling trends
Appendix 3 Summary of Surrey Waste Partnership activities

Appendix 1 **July to September 2013 Collection Arrangements and recycling rates across Surrey**
(Increases or decreases comparing to same period July to Sept 2012)

Authority Household Size?	Residual Collection Tonnes %?	Recycling Collection Tonnes %?	Number of Banks?	Where to?	Food Waste: How? Tonnes %?	By Whom? Ends?
Elmbridge 55,970	Fortnightly Bin 6,375 50.13% ↗	Fortnightly Commingled 6,341 49.87% ↘	6	Grundon L'head	Split Body Dustcart 860 6.57	Veolia 2017
Epsom & Ewell 30,990	Fortnightly Bin 3,847 53.34% ↗	Weekly Kerbside 3,365 46.66% ↘	10	SWM L'head and Epsom	Pod Dustcart 481 6.66%	In house ∞
Guildford 56,620	Fortnightly Bin 5,472 46.30% ↘	Weekly Kerbside 6,345 53.70% ↗	39	Various	Pod Kerbsider 901 8.10%	In house ∞
Mole Valley 37,216	Fortnightly Bin 4,210 47.41% ↗	Fortnightly Commingled 4,651 52.59% ↘	10	Grundon L'head	Split Body Dustcart 502 5.69%	Biffa 2019 br/c 2018
Reigate & Banstead 58,210	Fortnightly Bin 5,441 46.56% ↘	Fortnightly Commingled 6,245 53.44% ↗	40	Earlswood Depot for bulking	Introduced 23 7 2012 474	In house ∞
Runnymede 34,560	Fortnightly Bin 2,207 44.22% ↘	Fortnightly Commingled 2,738 55.78% ↗	31	Biffa Depot Surrey Heath	Started 1 Oct 2012 590 8.4%	In house ∞
Spelthorne 41,130	Fortnightly Bin 4,724 56.51% ↗	Fortnightly Commingled 3,635 43.49% ↘	8	Grundon Colnbrook	October 2011 544 6.9%	In house ∞
Surrey Heath 35,270	Fortnightly Bin 2,858 40.33% ↗	Fortnightly Commingled 4,229 59.67% ↘	43	Camberley then So'ton	Pod Dustcart 730 10.30%	Biffa 02 2017
Tandridge 35,410	Fortnightly Bin 3,159 45.78% ↘	Fortnightly Commingled 3,741 54.22% ↗	34 Pa Ca Gl Me Ba Te	Edmonton, Allington, Agrivert, Biogen KPS	Pod 685.44 10.14%	Biffa 10 2019
Waverley 51,530	Fortnightly Bin 4,575 50.60% ↗	Fortnightly Commingled 4,462 49.40% ↘	11 Ae Fo Pa Ca Pl Te Gl Me Ga	SWM Slyfield	Split Body 705 8.05%	Veolia 11 2019
Woking 40,952	Fortnightly Bin 3,802 43.36% ↗	Fortnightly Commingled 4,966 56.64% ↘	21 Pa Ca Pl Gl Me Ba Te Tet	Grundon L'head	Split Body Dustcart 709 8.09%	Biffa 2017

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

↑ = Increase, ↓ = Decrease, → = Same, ↗ = Slight Increase, ↘ = Slight Decrease, (Slight = c. 1%)

Surrey-Wide Waste Collected	Total Residual Collected	Total Recycling Collected	Total Recovered Collected *
228,219	108,829	119,390	6,249
100%	47.69	52.31	2.74 (of 47.69)

Surrey CRCs Overall Figures

Total Waste	Total Residual	Total Recycled	Total Recovered *
130,831	55,910	68,672	6,249
Percentage	43%	52%	5%

* this column relates to wood and to carpets

Surrey CRCs (by site)	CRC Site	District/Borough location	Recycling rate
	Blenheim Road, Epsom	Epsom & Ewell	54.7%
Slyfield Estate, Guildford	Guildford	57.4%	
Ranmore Road, Dorking	Mole Valley	56.3%	
Randals Road, Leatherhead	Mole Valley	56.3%	
Earlwood, Redhill	Reigate & Banstead	55.0%	
Lyne Lane, Chertsey	Runnymede	54.5%	
Charlton Lane, Shepperton	Spelthorne	58.9%	
Wilton Road, Camberley	Surrey Heath	56.4%	
Swift Lane, Bagshot	Surrey Heath	58.3%	
Bond Road, Warlingham	Tandridge	57.9%	
Chaldon Road, Caterham	Tandridge	54.0%	
Bourne Mill, Farnham	Waverley	63.5%	
Nanhurst, Elmbridge Road, Cranleigh	Waverley	61.1%	
Petworth Road, Witley	Waverley	62.3%	
Martyrs Lane, Woking	Woking	53.1%	

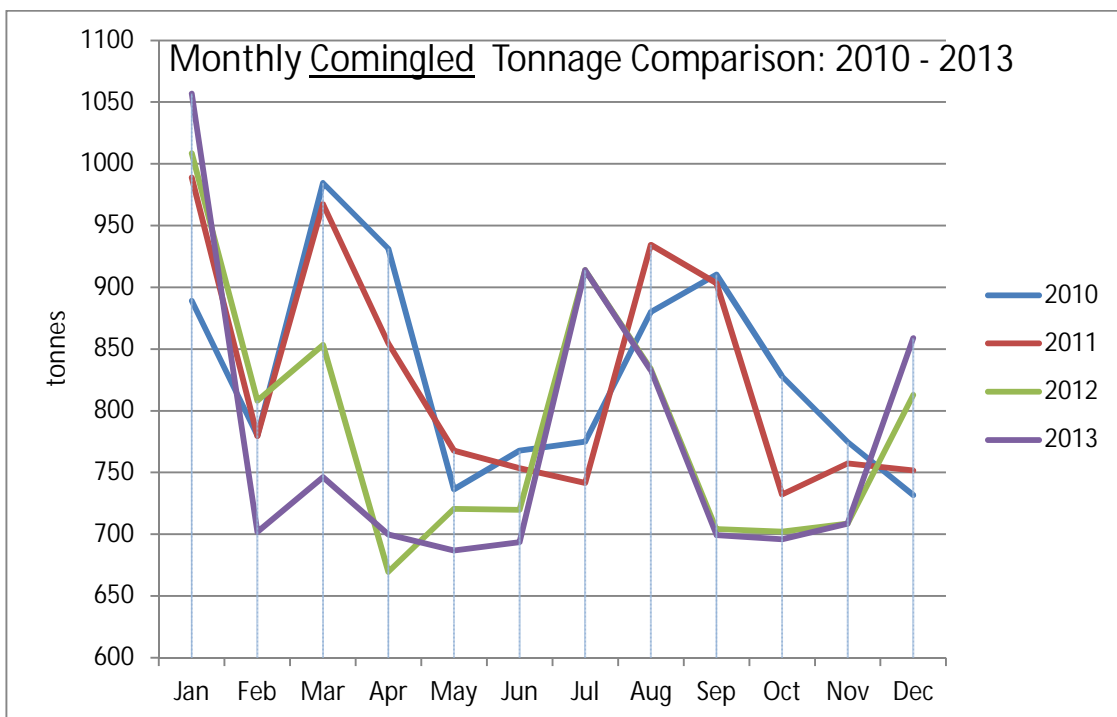
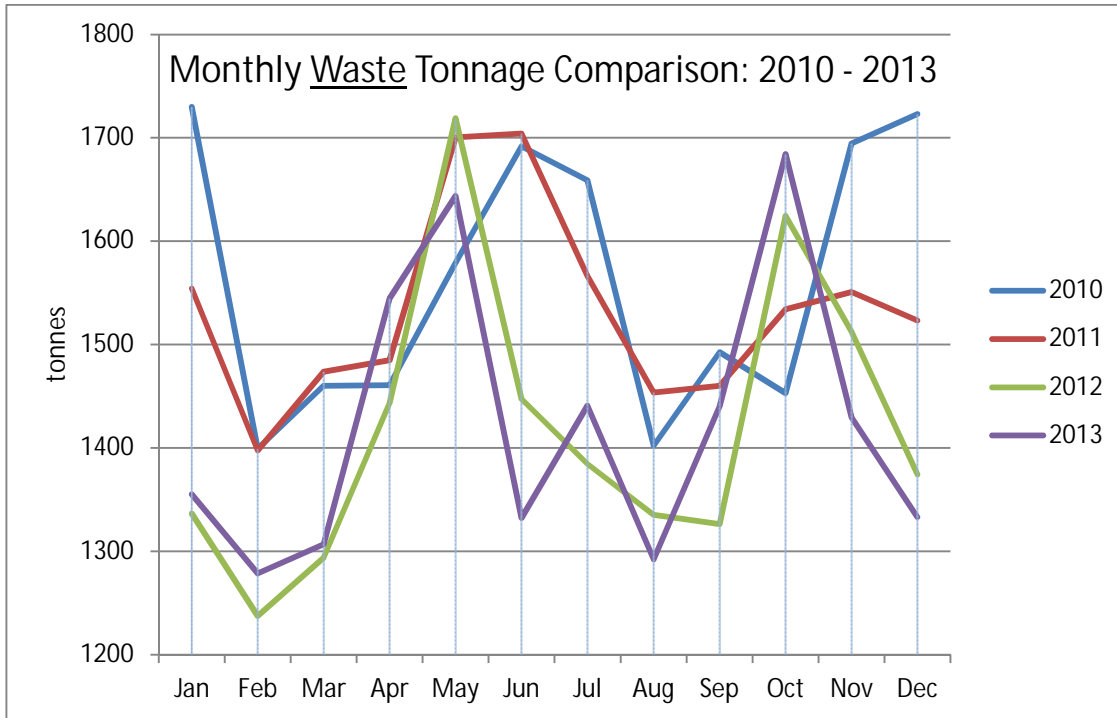


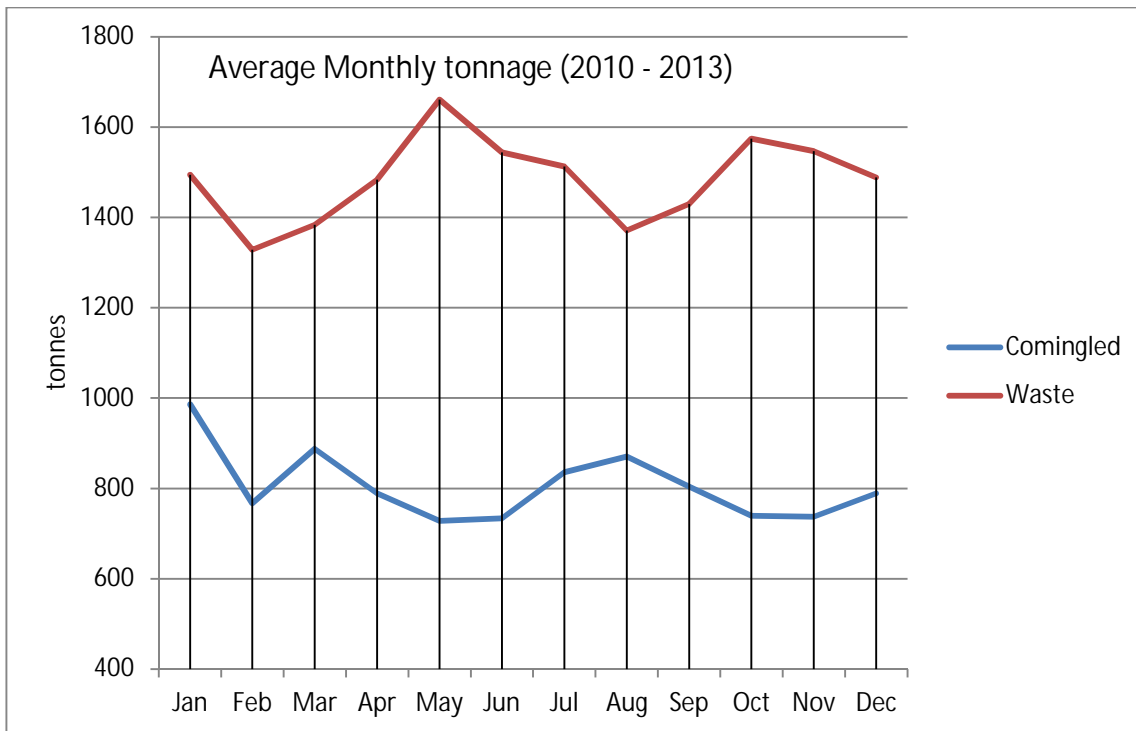
July to September 2013 Collection Arrangements: a Commentary

1. The general level of recycling has been broadly maintained year-on-year, even though there has been a range of national challenges to recycling performance.
2. The performance of the Community Recycling Centres remains high, with some achieving in excess of 60% recycling.
3. The alignment to fortnightly collections and commingled recycling has brought enhanced results.
4. Changing recycling systems to align with best practice enhances results.
5. New initiatives bring increased results.
6. The difference between rates of performance has considerably narrowed.
7. More waste is recycled than disposed-of.

Appendix 2 June and November 2013 Waste Composition Analysis

Every year there is a peak in waste tonnage in late spring/early summer and then again in autumn. Both peaks have corresponding drops in comingled recycling (see graphs below).





In 2013 two composition analyses of our waste took place; in June and November (data attached).

Below is a summary of those categories of waste which were found to be present in considerably higher quantities in either month (accounting for an excess of >1% of waste stream in either month).

Category	June %	Nov %	Difference	Surrey difference	Tonnage equivalent of this 'difference' based on kerbside waste 2010-13 (June = 1544t, Nov=1547t)
Garden waste	5.2%	2.2%	3% > in June		46 tonnes
Wood	2.4%	0.3%	2.1% > in June		32 tonnes
Dense plastics	3.2%	2%	1.2% > in June		19 tonnes
Domestic appliances	2.2%	0.4%	1.8% > in June		28 tonnes
Textiles*	7.6%	4%	3.6% > in June		56 tonnes
Other metals (ferrous & non-ferrous)	1.9%	0.4%	1.5% > in June		23 tonnes

The above 6 categories represent 22.5% of kerbside waste in June but only 9.3% in November. They account for 347 tonnes of waste in June, 204 tonnes more than in November.

* Textiles: all categories are higher in June but most of the June increase is made up of 'other household textiles' i.e. recyclable not re-useable textiles.

Avoidable food waste	21.4%	28%	6.6% > in Nov		102 tonnes
Nappies & sanitary products	6.9%	11.7%	4.8% > in Nov		74 tonnes
Cat litter	0.5%	2.3%	1.8% > in Nov		28 tonnes
Non recyclable paper/card	5.4%	7.4%	2% > in Nov		31 tonnes
The above 4 categories represent 49.4% of kerbside waste in November compared to 34.2% in June. They account for 764 tonnes of waste in November, 235 tonnes more than in June.					

Spelthorne also had the following categories which were higher in June but which were not backed up by Surrey figures and, therefore, will need more data/understanding; Paint/varnish and other hazardous chemicals, Non avoidable food waste and incontinence waste.

Summary

Early Summer

Some of these categories are easy to understand e.g. garden waste, wood, hazardous chemicals and due to people doing more gardening and house/garden DIY in the summer.

Others such as domestic appliances and textiles are not as obvious but probably associated with people more actively 'clearing out' in the spring and a by-product of the increased DIY at this time of the year.

Dense plastics (pipes, wiring, flooring, utensils, toys etc, etc) can also be associated with spring/summer DIY trend as above and the same could be true for 'other metals' (non-packaging metals).

Possible actions to reduce these categories from the waste stream:

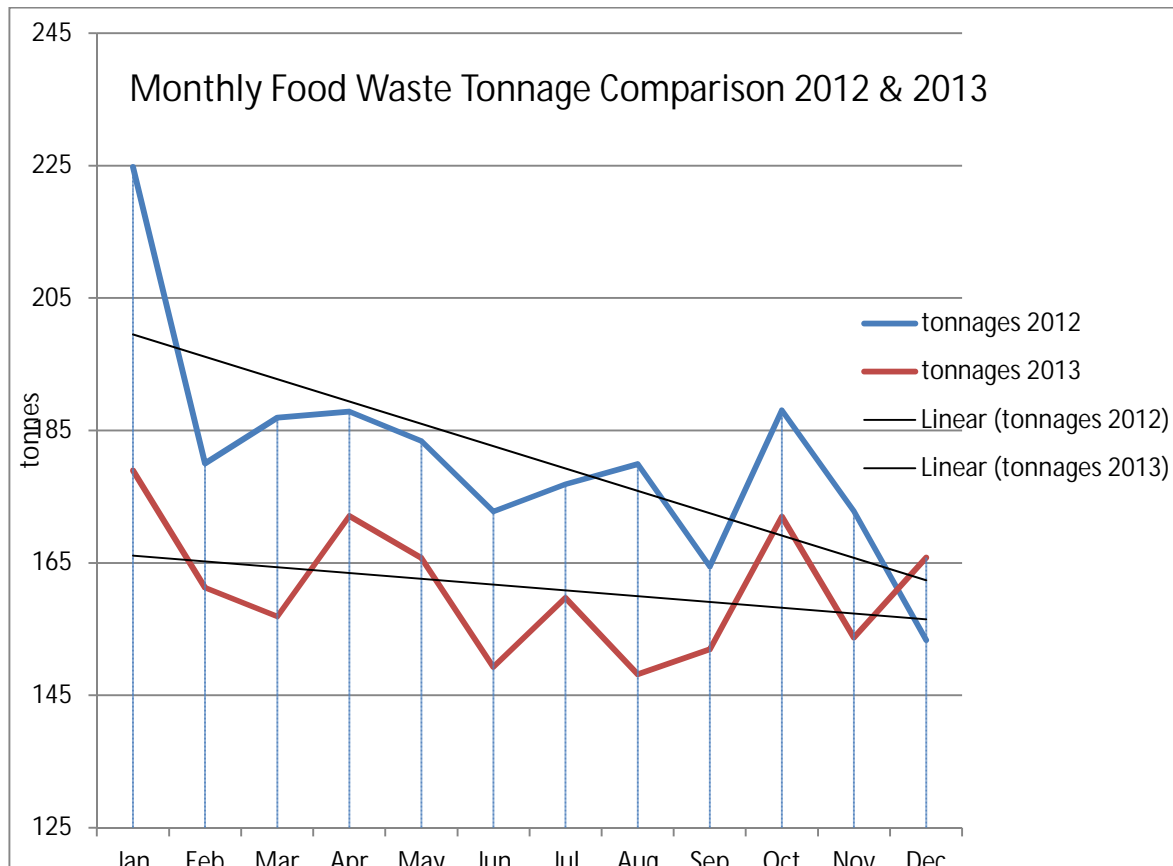
- Increase and promote garden waste collection capacity
- Promote importance of correct disposal of hazardous waste/chemicals and building materials and use of Charlton Lane – Bulletin, social media, Agrippa panels etc
- Promote use of Charlton Lane and bring sites for e.g. wood, dense plastics and metals
- Introduce WEEE and textile kerbside collections

Note, some categories such as WEEE, wood and hazardous waste are barely present in November composition analysis so potential services/promotion could be seasonal.

Autumn/Winter

In November, there's a very clear increase in avoidable food waste in the waste stream, and corresponding dip in food waste being recycled (see below). This suggests that some food waste is

being diverted from recycling to waste, and that people are simply less likely to use food waste caddies in November.



Nappies and sanitary products are present in greater amounts in November which is understandable – e.g. parents tend to potty train in spring/summer and not winter. Also, cat litter is, again, more widely used in winter months when animals are kept inside more.

Possible actions to reduce these categories from the waste stream:

- More targeted promotion of food waste service leading up to winter – schools and Bulletin, social media, Agrippa panels etc
- Trial kerbside nappy recycling as soon as available and feasible

Conclusion

June

June categories are more varied but most can be associated with DIY/clear-out/gardening – people taking advantage of the better weather to do jobs/projects around the house and garden.

The spring/summer waste peak appears to be the result of people simply throwing out more 'stuff' when in the weather is better and the days are longer. Much of this is recyclable but not currently kerbside recyclable (e.g. textiles, WEEE) except for garden waste.

November

November categories are less varied and the autumn waste peak appears to be a result of (1) recycling 'laziness' (primarily food waste, but also comingled recycling to a lesser extent*) plus (2) a higher presence of products that are intrinsically used more in colder months (cat litter, nappies).

* Of the kerbside recyclable comingled categories (glass, recyclable paper, recyclable plastics, recyclable metals), only glass and packaging metals show any strong seasonal difference; each accounting for approximately 0.5% more of the waste stream in November than in June.

This is an increase from June to November of 29% and 35% respectively so it shows an inclination to recycle less in the winter (and this trend is slightly stronger in flats). However, it is not strong enough to account for the peaks and troughs in the comingled recycling seen in the top graphs (averaging 30%). These trends must be due to patterns of seasonal consumption as well as recycling being diverted to waste at certain points in the year. Further research required.

Other data

Major categories of waste

75% of the waste analysed in the combined phases is made up of 4 categories, as follows:

Food	36%
Plastics	15%
Paper	13%
Offensive	11%

However, of the 15% plastic in the waste, only 4% can be recycled kerbside, the majority cannot (e.g. LDPE (7.5%) and dense plastics (2.5%)).

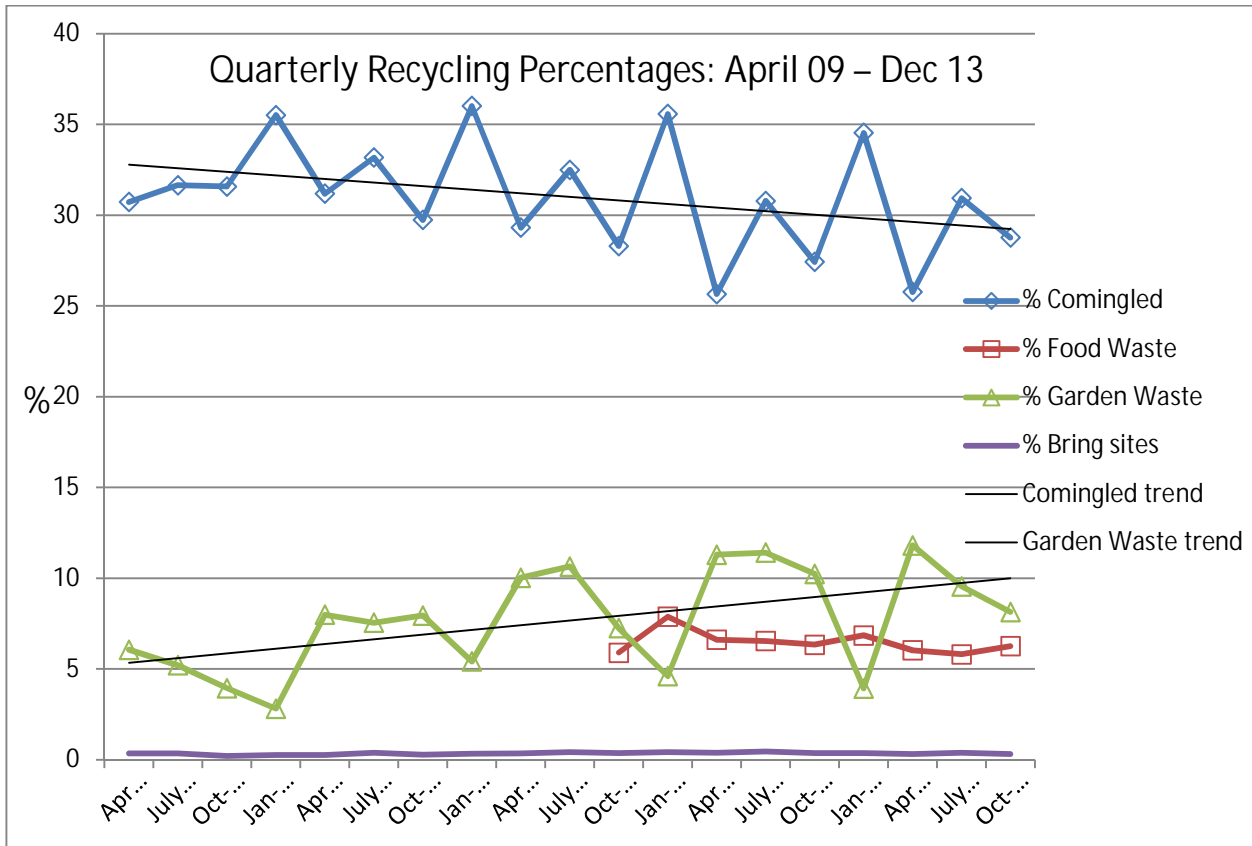
Of the 13% paper in the waste stream, less than 6% can be recycled kerbside.

Spelthorne recycling rate

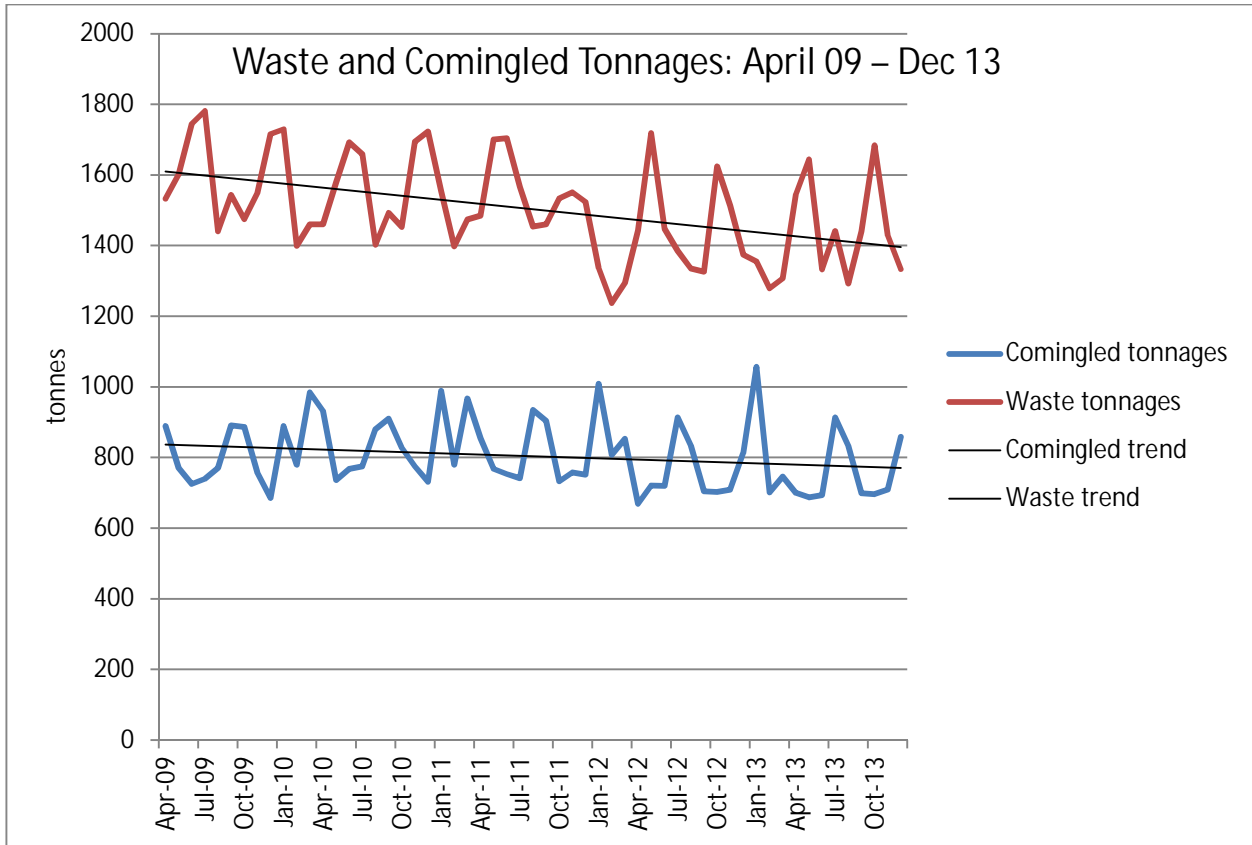
The table and chart below show our recycling rate for the past 5 years (as a % of all kerbside collections). It shows that only our garden waste recycling rate is increasing year on year, and that this plus food waste are holding up the recycling rate.

Period	Comingled %	Garden %	Bring %	Food %	Total Recycling %
2009/10	32.4	4.5	0.3	n/a	37.2
2010/11	32.5	7.2	0.3	n/a	40.0
2011/12 *	31.4	7.9	0.4	6.5	46.1
2012/13	29.5	9.4	0.4	6.6	45.8
2013/14 **	28.5	9.9	0.3	6.0	44.7

* Only 6 months food waste data ** 9 months data



Note, our waste tonnages are also decreasing year on year, but at a faster rate than our comingled tonnages (see graph below).



Appendix 3



Surrey Waste Partnership

Waste Members Group

Present

Authority	Member	Officer
Guildford BC	Matt Furniss	Chris Wheeler
Epsom and Ewell BC	Cllr Jean Smith	Jon Sharpe
Spelthorne BC	Cllr Robert Watts	Sandy Muirhead
Reigate and Banstead BC	Cllr Allen Kay	Nic Martlew
Waverley BC	Cllr Donal O'Neill	Rob Anderton
Surrey CC	Cllr John Furey Cllr Mike Goodman Cllr David Harmer Cllr Keith Taylor	Matt Smyth
Surrey Heath BC	Cllr Vivienne Chapman (Chairman)	Tim Pashen
Woking BC	Cllr Beryl Hunwicks (Vice Chairman)	Sue Barham
Elmbridge BC	Cllr Glenn Dearlove	Anthony Jeziorski
Runnymede BC	Cllr John Edwards	Steve Fuggles
Mole Valley DC	Cllr Corinna Osborne- Patterson	Steve Ruddy
Tandridge DC	Cllr Childs/Cllr T Elias	Paul Barton
Surrey Waste Partnership		Peter Maudsley

1. Surrey Litter Campaign

An issue raised via Surrey Leaders is the one of litter and that this would be addressed in partnership with other Local Authorities. It had been identified that motorists, cyclists, pedestrians, school children and pet owners were the worst offenders of creating litter. It was important to take ownership of this problem and Reigate and Spelthorne would be the leads on this campaign, which would be launched in March.

Some Members noted that the A3 was the most littered road in Surrey and steps were needed to address this.

It was also noted that relationships between other organisations needed to be looked at, as some issues occur on land out of Local Authorities remit e.g. rail companies, Rail Track, and the Highways Agency. It was suggested that a publicity campaign was needed and the use of signs on traffic lights could be considered. These signs could highlight the antisocial aspect of littering and show the cost to the tax payer to clear it up. It was also suggested that information be taken into schools to educate the young, which would then be taken home. All suggestions would be referred back to the communications team.

2. Waste Data Management

A new IT system which would be more reliable and efficient has gone live in April to ensure tonnages of waste enter the system more quickly and in live time rather than as now a three month time lag for key waste information to be produced. Across Surrey it is expected to save 80% of data entry time for reporting national and local reporting. Automating the recycling credit claim will reduce loss of interest to districts and boroughs as payment will be more timely.

3. Partnership Funding

All Surrey Authorities except Tandridge (and they are considering) have agreed to the top -sliced recycling credit, to fund the partnership going forward. This has resulted in 2% of the annual 3% increase in recycling going to the Partnership. This was agreed by cabinet in November 2013 and would mean this year a one off reduction of £12k but if we use the work of the partnership and proactively seek to increase recycling rates we will more than recoup this potential loss.

4. Joint Municipal Waste Management Strategy Review 2014/15

The Partnership is aware that the strategy needs reviewing and the 2010 targets particularly needed examination. The 70% recycling target had been challenging but now a decision had to be made to concentrate on weight or other recycling metrics. A small Working Group with the Chairman and Vice Chairman as members has been put together to look at this.

It should be noted that street sweepings are no longer included in household waste recycling, due to Environment Agency advice; this had already affected Surrey Heath's recycling figures by 5%.

5. Commingled Recycling and TEEP

The Partnership has considered the report on the European Directive to return to kerbside sorting of recycling, including the background to the waste regulations and the dismissed judicial review and various reactions to this judgement.

The TEEP test (technical, environmental, economic and practicability test) has been discussed within the Partnership and it has been concluded that each authority will need to produce a full justification under TEEP as to why we should retain co-mingled recycling.

6. Joint Selling of Commingled Recycling

It was noted that Surrey County Council with a number of other authorities had gone out to tender to see if better prices could be obtained for co-mingled material. Unfortunately at the time submission went out there was a dip in process for paper and card thus impacting on prices and with the uncertainty of exact dates for authorities to join the scheme prices were not better than currently seen. Therefore, it has been concluded that a joint tender exercise will be more worthwhile in two years when a number of authorities will come to the end of current contracts and there will also be more certainty on sites for bulking material. The timetable for tender submissions would end this week and there would be 10 days to evaluate them.

7. Joint Waste Collection Services Contract Project Group

The authorities, who outsource their waste collections, together with Rushmoor Borough Council are developing a process and tender for going out to tender for one contract as significant savings are expected. These authorities have agreed to sign the Inter Authority Agreement and Constitution for the Joint Waste Committee. Specifications for street cleaning have been drawn up and the next step is to engage with the market.

8. DCLG Guidance on Weekly Collections

There have also been discussions on the DCLG guidance on weekly collections. It was felt that it was inappropriate for Government to dictate a weekly residual waste collection. The report summarised the DCLG guidance, listing various alleged myths, what the Government had done and case studies.

The paper concluded that the Group would be unable to support the guidance from the Secretary of State to return to weekly collection of residual household waste.

It was noted that the guidance had not shown a comparison of weekly and fortnightly collections and it hadn't considered the quality of the service. It was agreed that any lobbying at this stage would be put on hold.

9. Direct Services Organisations (DSO)

As with out-sourced waste collections authorities the DSOs are looking at ways to work and procure jointly to identify best practice and where possible savings. This is initially involving a benchmarking exercise to identify best practice and opportunities for joint procurement/efficiency savings.

Spelthorne Borough Council - Forward Plan - 01/05/2014

	B	C	D	E	F	G	H	I	J	K	L	M
1												
2	Report title or issue	Officer	C/Member	Key	Exempt	MAT	Briefing	Cabinet	Licensing	O&S	Audit	Council
3	Annual turnover, recruitment and establishment changes monitoring to 31 March 2014	JHunt	RW			13-May						
4	Leisure Team re-structure	LBorthwick	PFF			27-May						
5	Annual sickness monitoring to 31 March 2014	JHunt	RW			27-May						
6	Street Cleansing	JTaylor	TM	Yes		22-Apr	09-Jun	24-Jun				
7	Car Leases	JHunt				14-May	09-Jun	24-Jun				
8	Replacement payment system for Elmsleigh surface and multi-storey car park	SMuirhead / TSapinski	DP			27-May	09-Jun	24-Jun				
9	Project Management Dashboard update	JBrownlow	RW			27-May	09-Jun	24-Jun		08-Jul		
10	Transfer of land at Annett Close, Shepperton	DPhillips	NG			27-May	09-Jun	24-Jun				
11	Sale of land off Staines Road West	DPhillips	NG	Yes		27-May	09-Jun	24-Jun				
12	Homelessness Strategy	JHesbrook	JP			27-May	09-Jun	24-Jun				
13	Bailiff contract review	LNorman	TE			27-May	09-Jun	24-Jun				
14	Revenue monitoring	AFlynn	TE			27-May	09-Jun	24-Jun				
15	Capital monitoring	AFlynn	TE			27-May	09-Jun	24-Jun				
16	Treasury Management Strategy - half yearly report	JHanger	TE			27-May	09-Jun	24-Jun				
17	Appointments to Outside Bodies	GHalliwel	RW			27-May	09-Jun	24-Jun				
18	Capital Outturn	AFlynn				17-Jun	01-Jul	15-Jul				
19	Revenue Outturn	AFlynn				17-Jun	01-Jul	15-Jul				
20	Leisure Centre Needs Analysis	Cmoore	JP	Key		17-Jun	01-Jul	15-Jul				
21	Housing Development briefing	LBorthwick				17-Jun	01-Jul	15-Jul				
22	Review of Discretionary Compensation Policy	JHunt				17-Jun	01-Jul	15-Jul				
23	Employment monitoring	JHunt	RW			17-Jun	01-Jul	15-Jul				
24	Tender for valuation services	DPhillips	NG			17-Jun	01-Jul	15-Jul				
25	Corporate Enforcement Policy	JBramley/LON	RW			17-Jun	01-Jul	15-Jul				
26	Draft training plan for 2014/15	JHunt	RW			24-Jun						
27	Summary from Appraisal Feedback	JHunt	RW			08-Jul						
28	Christmas opening for 2014	JHunt	RW			29-Jul						
29	Capital monitoring	AFlynn				02-Sep	15-Sep	30-Sep				
30	Revenue monitoring	AFlynn				02-Sep	15-Sep	30-Sep				
31	Project Management Dashboard update	JBrownlow	RW			02-Sep	15-Sep			04-Nov		
32	Workforce Monitoring					August						
33	Annual Review of Internal Audit	Dharris				02-Sep					18-Sep	
34	Annual Governance Statement	DHarris				02-Sep					18-Sep	
35	Corporate Risk Management	DHarris				02-Sep					18-Sep	
36	External Audit report on audit and statement of accounts	Tcollier				02-Sep					18-Sep	
37	6 month Capital monitoring and projected outturn	AFlynn				21-Oct	03-Nov	18-Nov				
38	6 month Revenue monitoring and projected outturn	AFlynn				21-Oct	03-Nov	18-Nov				
39	Introduction of cows to Sunbury Park - review of pilot	SMuirhead				21-Oct	03-Nov	18-Nov				

Spelthorne Borough Council - Forward Plan - 01/05/2014

	B	C	D	E	F	G	H	I	J	K	L	M
	Report title or issue	Officer	C/Member	Key	Exempt	MAT	Briefing	Cabinet	Licensing	O&S	Audit	Council
2												
40	Parking fees and charges review					21-Oct	03-Nov	18-Nov				
41	Review of Members Allowances					21-Oct	03-Nov	18-Nov				
42	Project Management Dashboard update	JBrownlow	RW			18-Nov	01-Dec			20-Jan		
43	Capital programme 2015-2016 1st draft	Tcollier				18-Nov	01-Dec	16-Dec				
44	Outline Budget 2015-2016	Tcollier		Yes		18-Nov	01-Dec	16-Dec				26-Feb
45	Audit Services half-yearly report	DHarris				25-Nov					11-Dec	
46	Confidential Reporting Code	DHarris				25-Nov					11-Dec	
47	Corporate Risk Management	DHarris				25-Nov					11-Dec	
48	Annual review of recruitment & retention allowances	JHunt	RW			09-Dec						
49	2015											
50	Revenue Budget 2015-2016 1st draft					18-Dec-14	12-Jan	27-Jan				
51	Capital programme 2015-2016 2nd draft					18-Dec-14	12-Jan	27-Jan				
52	Fees and Charges 2015-2016			Yes		18-Dec-14	12-Jan	27-Jan				
53	Treasury Management Strategy			Yes		18-Dec-14	12-Jan	27-Jan				26-Feb
54	Pay Policy Statement for 2015/16.	JHunt				18-Dec-14	12-Jan	27-Jan				26-Feb
55	Recommendation from Audit on Corporate Risk Management					18-Dec-14	12-Jan	27-Jan				
56	Calendar of meetings 2015-2016					18-Dec-14	12-Jan	27-Jan				
57	Revenue Budget 2015-2016 final			Yes		27-Jan	09-Feb	24-Feb				26-Feb
58	Capital Programme 2015-2016 final			Yes		27-Jan	09-Feb	24-Feb				26-Feb
59	Capital monitoring					27-Jan	09-Feb	24-Feb				
60	Revenue monitoring					27-Jan	09-Feb	24-Feb				
61	Food and Health and Safety Service Plans					27-Jan	09-Feb	24-Feb				
62	Discretionary Rate Relief					27-Jan	09-Feb	24-Feb				
63	Capital monitoring					24-Feb	09-Mar	24-Mar				
64	Revenue monitoring					24-Feb	09-Mar	24-Mar				
65	Annual Grants Awards 2015-16					24-Feb	09-Mar	24-Mar				
66	Spelthorne Pay Award 2015					24-Feb	09-Mar	24-Mar				
67	Project Management Dashboard update	JBrownlow				24-Feb	09-Mar			17-Mar		
68	External Auditors report					10-Mar					26-Mar	
69	Corporate Risk Management report					10-Mar					26-Mar	
70	Annual Audit services plan					10-Mar					26-Mar	
71	Appraisal Timetable 2015	Jhunt				March						
72	Hackney carriage and private hire Licence fees					31-Mar	14-Apr	28-Apr				
73	Annual sickness monitoring to 31 March 2015	Jhunt				May						
74	Annual turnover, recruitment and establishment changes monitoring to 31 March 2015	JHunt				May						
75	Revenue monitoring	AFlynn				May		June				
76	Capital monitoring	AFlynn				May		June				
77	Treasury Management Strategy - half yearly report	JHanger		Yes		May		June				

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	B	C	D	E	F	G	H	I	J	K	L	M
	Report title or issue	Officer	C/Member	Key	Exempt	MAT	Briefing	Cabinet	Licensing	O&S	Audit	Council
2												
78	Discretionary Housing Payments Policy					May		June				
79	Appointments to outside bodies					May		June				
80	Anti-Fraud, Bribery and Corruption Strategy					June					June	
81	Annual Audit Services report					June					June	
82	Corporate Risk Management report					June					June	
83	Draft training plan for 2015/16	JHunt				June						
84	Capital Outturn	AFlynn				June		July				
85	Revenue Outturn	AFlynn				June		July				
86	Summary from Appraisal Feedback	JHunt				July						
87	Christmas opening for 2015	Jhunt				July						
88	Workforce Monitoring					August						
89	Capital monitoring	AFlynn				August		Sep				
90	Revenue monitoring	AFlynn				August		Sep				
91	Annual Review of Internal Audit	Dharris				Sep					Sep	
92	Annual Governance Statement	DHarris				Sep					Sep	
93	Corporate Risk Management	DHarris				Sep					Sep	
94	External Audit report on audit and statement of accounts	Tcollier				Sep					Sep	
95	6 month Capital monitoring and projected outturn	AFlynn				Oct		Nov				
96	6 month Revenue monitoring and projected outturn	AFlynn				Oct		Nov				
97	Parking fees and charges review			Yes		Oct		Nov				
98	Review of Members Allowances					Oct		Nov				
99	Project Management Dashboard update	JBrownlow				Nov				Jan		
100	Capital programme 2015-2016 1st draft	Tcollier				Nov		Dec				
101	Outline Budget 2015-2016	Tcollier		Yes		Nov		Dec				Feb
102	Corporate Plan			Yes		Nov		Dec				
103	Audit Services half-yearly report	DHarris				Nov					Dec	
104	Confidential Reporting Code	DHarris				Nov					Dec	
105	Corporate Risk Management	DHarris				Nov					Dec	
106	Annual review of recruitment & retention allowances	JHunt				Dec						
107	2016											
108	Leisure and Culture Strategy 2016 -			Yes		May		June				
109	Gambling Act Policy 2016 -			Yes		Oct		Nov				
110	2017											
111												
112	2018											
113	Playing Pitch Strategy 2018 -			Yes		June		July				
114												

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2												
115	A = Annual report											