Tandridge District Council

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To: MEMBERS OF THE STRATEGY & RESOURCES COMMITTEE
Councillors Elias (Chair) M.Cooper ((Vice-Chair),
Botten, Bourne, Caulcott, D.Cooper, Davies, Duck, Jecks,
Langton, Lee, Milton, and N.White.

Substitute Councillors: Bloore, Lockwood and Orrick.

for any enquiries, please contact:
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c.c. All Other Members of the Council.

17th July 2019

Dear Sir/Madam,

STRATEGY & RESOURCES COMMITTEE
THURSDAY, 25TH JULY 2019 AT 7.30 P.M.

The Agenda for this meeting of the Committee to be held in the Council Chamber, Council Offices, Station Road East, Oxted is set out below. If a Member of the Committee is unable to attend the meeting, please notify officers accordingly.

Should Members require clarification about any item of business, they are urged to contact officers before the meeting. In this respect, reports contain authors' names and contact details.

If a Member of the Council, not being a Member of the Committee, proposes to attend the meeting, please let the officers know by no later than noon on the day of the meeting.

Yours faithfully,

Louise Round
Chief Executive

AGENDA

1. **MINUTES OF THE MEETING HELD ON THE 13TH JUNE 2019** (previously circulated within the Council Book)

2. **APOLOGIES FOR ABSENCE** (if any)

3. **DECLARATIONS OF INTEREST –** All Members present are required to declare, at this point in the meeting or as soon as possible thereafter:

   (i) any Disclosable Pecuniary Interests (DPIs) and / or
   (ii) other interests arising under the Code of Conduct

   in respect of any item(s) of business being considered at the meeting. Anyone with a DPI must, unless a dispensation has been granted, withdraw from the meeting during consideration of the relevant item of business. If in doubt, advice should be sought from the Monitoring Officer or his staff prior to the meeting.

continued…

4. TO DEAL WITH QUESTIONS SUBMITTED UNDER STANDING ORDER NO. 29(2)

5. FINAL ACCOUNTS 2018/19 (page 3 - Appendix A enclosed as a separate document – Appendices B, D and E to follow)

6. COMMITTEE DELIVERY PLAN 2019/20 – QUARTER 1 MONITORING (page 18 and Appendix 'A)

7. WORKING WITH SURREY COUNTY COUNCIL (page 35 and Appendix 'A)

8. DESCRIPTIONS OF COUNCILLORS IN COUNCIL PUBLICITY (page 70)

9. ANY OTHER BUSINESS WHICH THE CHAIRMAN IS OF THE OPINION SHOULD BE CONSIDERED AT THE MEETING AS A MATTER OF URGENCY

10. TO CONSIDER PASSING THE FOLLOWING RESOLUTION:-

R E S O L V E D – that members of the press and public be excluded from the meeting for the following item of business under Section 100A (4) of the Local Government Act 1972 (as amended) on the grounds that:

(i) it involves the likely disclosure of exempt information as defined in the paragraphs detailed below of Part 1 of Schedule 12A of the Act; and

(ii) for the item the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Item No.	**Nature of Exempt Information**
11	Paragraph 1

11. APPOINTMENT PROCESS FOR STRATEGIC DIRECTOR OF RESOURCES AND HEAD OF LEGAL SERVICES (MONITORING OFFICER) (confidential copy enclosed as a separate document)

REPORT TO THE STRATEGY & RESOURCES COMMITTEE - 25TH JULY 2019 - AGENDA ITEM 5	
FINAL ACCOUNTS 2018/19	
Report of:	Brian Thompson – Chief Finance (Section 151) Officer - 01883 732718 bthompson@tandridge.gov.uk
Purpose of Report :	To submit for approval the Council's audited Statement of Accounts for the financial year 2018/19, together with the Annual Governance Statement, the report of the External Auditors and Management Representation Letter.
Publication status:	Unrestricted
Recommendations:	That, in accordance with its delegated powers, the Committee; A. approves the Council's audited Statement of Accounts 2018-19; B. approves the Annual Governance Statement; C. notes the External Auditors' report; and D. approves the Management Representation Letter.
Appendices	Appendix 'A': draft Statement of Accounts 2018-19 (separate document) Appendix 'B': External Auditors' report (ISA 260) (to follow) Appendix 'C': Annual Governance Statement (page 8) Appendix 'D': Management Representation Letter (to follow) Appendix 'E': Audited Statement of Accounts 2018-19 (to follow)
Background papers defined by the Local Government (Access to Information) Act 1985	None

1. Background

1.1 This report submits for approval the Council's audited accounts for 2018/19 in accordance with statutory requirements, together with the Annual Governance Statement, Management Representation Letter and the report of the external auditors. Ben Sheriff, Director at Deloitte LLP (the Council's External Auditors) will attend the meeting and present the audit report.

2. Annual Statement of Accounts 2018/19

2.1 The Accounts and Audit Regulations provide for the signing, approval and publication of the Statement of Accounts containing the Annual Governance Statement as follows:

> The responsible financial officer must, no later than 31st May immediately following the end of a year, sign and date the statement of accounts, and certify that it presents a true and fair view of the financial position of the body.

The Statement of Accounts are audited by the Council's external auditor, Deloitte LLP.

The responsible financial officer must re-certify the presentation of the audited Statement of Accounts before the relevant body approves it.

Strategy and Resources Committee, as the relevant approving body, must no later than 31st July immediately following the end of a year, consider the audited accounts and audit report (ISA260) and subsequently approve the statement of accounts.

Following approval, the person presiding at the committee meeting approving the Statement of Accounts must sign and date the statement of accounts.

The Council must publish on the Council's website the Statement of Accounts together with any certificate, opinion or report issued by the auditor by the 31st July 2019.

2.2 The draft 2018/19 Statement of Accounts which were prepared by the 31st May deadline for audit by Deloitte are enclosed as a separate document (**Appendix A**).

2.3 The audit being carried out by Deloitte LLP is currently still in progress. Consequently, as the draft 2018/19 Statement of Accounts are currently still subject to audit at this time, the final audited 2018/19 Statement of Accounts **Appendix E will follow**, on the conclusion of the audit by Deloitte.

3. Statement of Accounts – an explanation

3.1 The Statement of Accounts as presented, in line with statutory requirements, is complex. The following information is provided in order to aid Members' understanding of the statement prior to approval.

Why do we have accounts at all?

3.2 The accounts are a statutory requirement. They also form a major part of good corporate governance, demonstrating sound stewardship of public funds and submitting the organisation's financial affairs to external scrutiny.

Governance issues appertaining to the introduction of International Financial Reporting Standard (IFRS) for Local Authorities

3.3 IFRS is maintained under the auspices of the International Accounting Standards Board. One of the objectives of this organisation is to *"develop, in the public interest, a single set of high quality, understandable and enforceable global accounting standards that require high quality, transparent and comparable information in financial statements and other financial reporting to help participants in the world's capital markets and other users make economic decisions."* The Council's Accounts are based upon the IFRS via compliance with the Local Authority Code of Practice.

Role of Officers, Members and External Auditors

3.4 The Chief Finance Officer is responsible for preparing the financial statements, in accordance with relevant legal and regulatory requirements and to certify that the accounts present a true and fair view of the Authority's financial position.

3.5 The Authority (Members) is required to consider and subsequently approve the Statement of Accounts and also is responsible for putting in place proper arrangements to secure economy, efficiency, and effectiveness in its use of resources, to ensure proper stewardship and governance and regularly to review the adequacy and effectiveness of these arrangements.

3.6 The external auditors have a responsibility to audit the accounting statements and related notes and to give their opinion as to whether they give a true and fair view of the financial position of the Authority and its income and expenditure for the year. The auditors are also required to be satisfied that proper arrangements have been made by the Authority for securing value for money in its use of resources.

3.7 The Audit Report (ISA260) of the external auditors**,** is currently in preparation by the external auditors and will be despatched to members of the Committee when the audit is concluded. Deloitte have indicated that currently, they have not identified any issues which would prevent them from issuing an unqualified audit opinion on the Authority's 2018/19 Statement of Accounts. The Audit Report (ISA260) **Appendix B will follow.**

4. Narrative Report

4.1 This forms a key part of the Statement of Accounts. It sets out the major issues for the 2018/19 financial year and the issues for the forthcoming financial year. Members are referred to this section, which is set out on pages 4 to 10 in the draft Statement of Accounts.

5. Annual Governance Statement

5.1 This Statement is shown at **Appendix C** (page 8). Requirements under the Accounts and
Audit (England) Regulations states: *"the relevant body is responsible for ensuring that the financial management of the body is adequate and effective and that the body has a sound system of internal control which facilitates the effective exercise of that body's functions and which includes arrangements for the management of risk. The relevant body must conduct a review at least once in a year of the effectiveness of its system of internal control and following the review, the body or committee must approve an Annual Governance Statement, prepared in accordance with proper practices in relation to internal control."* The Annual Governance Statement must accompany the Statement of Accounts.

5.2 Governance is about how Local Government bodies ensure that they are doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable way. It has been defined as "*the systems and processes and culture and values, by which Local Government bodies are directed and controlled and through which they account to, engage with and, where appropriate lead their communities"*. The format of the Statement is largely determined by regulations and it must be signed by the most senior officer (Chief Executive) and most senior Member (Leader).

5.3 Best practice dictates that this Statement should be given separate consideration by Members and not just be subsumed within the documentation making up the final accounts. The Annual Governance Statement is therefore separately presented for Members' consideration.

5.4 The Annual Governance Statement is also being presented to the Overview & Scrutiny Committee. The Chief Executive, Head of Finance and Lead Legal Specialist commend the document to Members.

6. Management Representation Letter

6.1 The Management Representation Letter provides assurance to the external auditors that the accounts have been prepared properly in accordance with the Code of Practice on Local Authority Accounting and that they present a true and fair view of the financial position of the Council. The Management Representation Letter **Appendix D will follow.**

7. Financial / risk Implications

7.1 The draft pre-audit financial outturn of both the General Fund (GF) and the Housing Revenue Account (HRA) for 2018-19 was reported to this Committee at its meeting on 13th June 2019. At that time, the GF was reported to have a net underspend against budget of £63,820 and the HRA shows a net transfer to reserves of £1,276,200. This position is unchanged following the external audit of the accounts.

8. Legal Implications

8.1 Section 151 of the Local Government Act 1972 requires all Councils in England and Wales to make arrangements for the proper administration of their financial affairs. This report satisfies the requirements of this legislation in terms of reporting on the Council's budgets.

9. Equality Impacts

9.1 Consideration of impacts under the Public Sector Equality Duty are as follows:

Questions	Answer	
Do the proposals within this report have the potential to disadvantage or discriminate against different groups on the community?	No	
What steps can be taken to mitigate any potential negative impact referred to above?	Not applicable	

10. Data Protection Impacts

Following the completion of a Data Protection Impact Assessment, consideration of potential data protection implications arising from this report are as follows:

Questions	**Answer**
Do the proposals within this report have the potential to contravene the Council's Privacy Notice?	No
Is so, what steps will be taken to mitigate the risks referred to above?	Not applicable

---------- end of report ----------

APPENDIX 'C'
to Agenda Item 5

APPENDIX 'C'
to Agenda Item 5

Annual Governance Statement

Scope of responsibility

Tandridge District Council is responsible for ensuring it conducts its business in accordance with the law and proper standards and that public money is safeguarded and properly accounted for, as well as used economically, efficiently and effectively. This covers both the Council and group companies. Tandridge District Council also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

In discharging this overall responsibility, Tandridge District Council is responsible for putting in place proper arrangements for the governance of its affairs, facilitating the effective exercise of its functions and which includes arrangements for the management of risk.

This statement explains how Tandridge District Council has complied with the code and meets the requirements of regulation 10 of the Accounts and Audit Regulations 2015.

The purpose of the governance framework

The governance framework comprises the systems, processes, culture and values by which the authority is directed and controlled and the way in which it engages with and leads the community. It enables the authority to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost-effective services.

The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of Tandridge District Council's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised and to manage them efficiently, effectively and economically.

The governance framework has been in place at Tandridge District Council for the year ending 31 March 2019 and up to the date of approval of the statement of accounts.

The governance framework

The key elements of the systems and processes which comprise the authority's governance arrangements are summarised below:

Identifying and communicating the authority's vision of its purpose and intended outcomes for citizens and service users

Information about what the council does, what we have achieved and our plans for the future is available under the Your Council section of our website. This includes details about our Council structure, management and pay, as well as how the Council is run and key financial information.

The Council produces the Tandridge Magazine, which is published three times a year and is delivered to all households and businesses. The most recent residents survey (2017) shows:

86% of respondents read the magazine.
62% of respondents think it keeps them informed about the council's work and local services.

62% of respondents also use the Council's website every few months to get information. All council and committee agendas and subsequent minutes are published on the website.

The most recent survey shows that:

68% of respondents are satisfied with the way the council runs things and 61% trust the council.
71% think the council keeps them well informed and 77% strongly feel they belong to their local area.

Reviewing the authority's vision and its implications for the authority's governance arrangements

Each year, the administration running the Council presents a set of key corporate objectives to the Strategy and Resources Committee. These priorities reflect a number of factors including key issues for residents, available resources, statutory requirements and demand for services. These are considered and endorsed by the Strategy and Resources Committee before being agreed by Full Council.

The key corporate objectives are delivered through committee delivery plans which set detailed core objectives for each of the policy committees and are reviewed and agreed by policy committees annually.

This process is undertaken at the same time as detailed committee budgets, key performance indicators and risks are agreed to ensure priority setting, budget setting, performance monitoring and risk management are fully integrated. In addition to containing core objectives, the committee delivery plans also contain key corporate objectives and risks relating to the services for which that committee is responsible.

Progress against the delivery plans is reported to the policy committees and the Overview & Scrutiny Committee quarterly. This approach enables committees to monitor outturn, identify trends in performance and if necessary, take remedial action.

By reviewing key corporate priorities annually, we are able to ensure that we can continue to provide the right services at the right cost and deliver our overarching vision. For 2019/2020 the key corporate objectives are:

Our vision

Aspirational for our people, our place and ourselves.

Our objectives

Providing high quality, customer focused services.
Making a difference in our community by supporting those who need support most.
Creating a thriving economy while protecting the local environment.
Working in partnership with the community and other public services to create opportunities for all.
Improving the quality of our residents' lives, including by enabling access to decent and affordable homes.
Being a proactive, flexible learning environment.

Measuring the quality of services for users, ensuring they are delivered in accordance with the authority's objectives and ensuring they represent the best use of resources

Tandridge District Council, through its budget monitoring and control processes, ensures financial resources are used effectively through regular reporting to the Corporate Management Team (CMT) and committees. Each policy committee reviews its budgetary position quarterly and the Strategy Resources Committee considers the overall council position with the same regularity. Progress against delivery plans and key performance indicators are monitored in the same way, with the Overview and Scrutiny Committee also receiving regular reports on performance and risk. That committee also considers the outcome of internal audit reviews.

Service quality is reflected in resident satisfaction surveys. In the most recent survey 83% of respondents were satisfied with the area as a place to live and 41% agreed or strongly agreed the council provides value for money. Surveys are carried out biannually with the next due to take place in the second half of 2019.

We have also started to run focus groups in which we discuss how customers interact with the council, as well as how services and access to these could be improved.

In their 'Report to those charged with governance' Deloitte LLP stated that: we have concluded that the Authority has adequate arrangements to secure economy, efficiency and effectiveness in its use of resources." The Council has recently reviewed its procurement arrangements to ensure contracts entered into represent value for money.

Defining and documenting the roles and responsibilities of the Council, committees, scrutiny and officer functions, with clear delegation arrangements and protocols for effective communication

The Council is a "fourth option" authority with a retained committee system where policies and decisions are determined and scrutinised by specialist policy committees and recommendations, where appropriate, endorsed by all members through debate at Council.

It does not, in line with statute, have an Executive. At Council on 29 April 2010 members resolved to continue with the present arrangements rather than adopt the "strong Leader" model of the Executive arrangements as proposed by the Local Government and Public Involvement in Health Act 2007.

The terms of reference of committees and delegation by the Council to committees and officers are detailed in the Council's Constitution (Part E). The duties/functions/provision for each committee are detailed as well as those decisions the committee may take itself ('to resolve') and those decisions which the committee may only recommend to the full Council ('to recommend'). The delegation to officers for each of the committees is also detailed. Members receive training on the constitution as part of their induction process. This is led by the Chief Executive and the Chairman of the Council.

Developing, communicating and embedding codes of conduct, defining the standards of behaviour for members and staff

The standards of conduct and personal behaviour expected of the Council's Members, Officers and partners are defined and communicated through codes and protocols.

In Autumn 2018, workshops took place with senior officers and councillors to review the Protocol on Member/Officer Relations. These were externally facilitated and led to a new protocol being drawn up. The Chair of Overview and Scrutiny made a significant contribution to the new document, which was further discussed at a meeting to which all political group leaders were invited. That new protocol was adopted by full Council in February 2019.

The Code of Conduct for Members continues to feature as a key component of the New Member Induction session which all other Councillors are welcome to attend. There have been three Councillors who have been subject of complaints regarding alleged breaches of the Council's Code of Conduct in 2018/19. These allegations did not result in any formal investigations as no breach of the Code was found in any of these matters. In addition, there have been two formal investigations against Parish Councillors in 2018/19 and again, no breach of the Code was found in either matter.

Reviewing and updating standing orders, standing financial implications, a scheme of delegation and supporting procedure notes/manuals, which clearly define how decisions are taken and the processes and controls required to manage risks

The Council's Constitution includes procedural Standing Orders, Contracts Standing Orders, Financial Regulations, powers delegated to committees, and various schemes and protocols. Reviews of different aspects of the Constitution during 2018/19 resulted in three changes to the Council's governance arrangements, these are:

the creation of a single £200 million Investment & Development Fund and criteria for using the Housing Revenue Account to facilitate the Council's house building programme, with consequent amendments to Financial Regulation 17. Financial Regulation 17 specifically defines the delegation and approval process for acquiring commercial property assets through the utilisation of the Investment and Development Fund. Additional governance processes for the application of the Fund are contained within the Council's Commercial Property Investment Strategy;

alterations to the Members' Allowances Scheme, informed by the recommendations of an independent remuneration panel;

an updated protocol for Member / Officer relations.

Undertaking the core functions of an audit committee, as identified in CIPFA's *Audit Committees – Practical Guidance for Local Authorities*

The Council's Overview and Scrutiny Committee receives all internal and external audit reports and recommendations, as well as oversees statutory financial and regulatory requirements.

The terms of reference for the Overview and Scrutiny Committee state it is to be responsible for the review and scrutiny of the decisions and performance of the Council, audit arrangements and providing opportunities for other organisations to present / explain key aspects of their local services, including:

(i) Exercising the right to call-in, for reconsideration of, certain decisions made, but not yet implemented by the Policy Committees.

(ii) Consideration of matters arising from the Internal and External Audit functions.

(iii) Monitoring the Council's performance against targets which seek to ensure the provision of cost effective, quality services to the community (as part of the Council's own performance management regime);

(iv) Responding to any government sponsored assessment regime.

(v) Calling upon representatives of outside organisations to present information about services which have a significant impact on local residents, including measures to minimise crime & disorder delivered via the Community Safety Partnership.

(vi) To act as the local Crime & Disorder Committee.

Ensuring compliance with relevant laws and regulations, internal policies and procedures, and that expenditure is lawful

Tandridge District Council has a duty to ensure it acts in accordance with the law and various regulations in the performance of its functions. The Council has developed policies and procedures for its officers to ensure, as far as is possible, all officers understand their responsibilities both to the Council and to the public.

Compliance is ensured via a number of methods; the lead legal specialist, who also acts as Monitoring Officer, receives the agendas and minutes of all committee meetings and attends when necessary. New legislation and regulations, such as the General Data Protection Regulation, are also raised when applicable in reports.

Wider dissemination occurs via the minutes, departmental team meetings or internal meetings such as the Asset Management Board, the Procurement Board and the Health and Safety Working Committee. All committee reports are reviewed by the Head of Legal and Monitoring Officer and the Chief Finance Officer (CFO) and contain legal, equalities, financial and risk management implications where relevant. There has been no successful court action in the last 12 months concerning any alleged non-compliance.

The corporate induction processes include sections on data protection and freedom of information.

In accordance with the requirements of the "Code of Practice on Local Authority Accounting" it is confirmed that the CFO is professionally qualified and a part of the CMT. The CFO reports directly to the Chief Executive and is in a position to provide advice to the elected representatives to inform decision-making.

Whistle blowing and receiving and investigating complaints from the public

The Council has a Whistle blowing Policy set out in its Conditions of Service. This is available to all staff via the intranet.

The Council also has a complaints procedure which was reviewed in 2016 and is administered by a central team. Complaints are reviewed quarterly at CMT. The procedure will be reviewed again in 2019.

If a complaint about a member of staff was upheld and relevant action needed to be taken we would, in appropriate circumstances, invoke the Disciplinary Policy. This also forms part of the Conditions of Service.

Identifying the development needs of members and senior officers in relation to their strategic roles, supported by appropriate training

In March 2018, a Member Support and Development Strategy was agreed by the Strategy and Resources Committee. This reflected a survey of councillors' views about the scope for improving the New Member Induction process; the content of future training / briefing sessions and other initiatives. The strategy also acknowledged the need for heightened awareness of the procedures and processes governing the conduct of meetings.

A management development programme is available for all managers through the Surrey Learning Partnership (SLP) Training Programme which includes modules on disciplinary, grievance, performance management etc. A Leadership Programme is being developed for Managers in the Authority's new structure.

We are moving from an annual appraisal process for officers to a monthly "check in" process which allows for more regular objective setting (based on the corporate objectives) and monitoring and is intended to be more focussed on development. Officers will still receive and annual rating using an Attitudes and Approaches Framework which was developed with staff.

Establishing clear channels of communication with all sections of the community and other stakeholders, ensuring accountability and encouraging open consultation

The Council regularly reviews equalities procedures, practices and its overall approach to ensure it complies with the Equality Act 2010, helping ensure all groups in our community have a voice, can be heard and are suitably consulted.

Surveys and consultations are based on both random samples and targeted groups, whichever is the most appropriate.

Council meetings are open to the public. The public are able to address the Planning Committee. Petitions and questions from the public are encouraged at all Council meetings. Webcasting has been introduced to record and stream council meetings.

Council publications are available in a range of formats and social media is used as a channel to inform customers and to respond to enquiries.

The website is responsive across all devices and accessible to all. A special accessibility tool supports a wide range of disabilities, from visual impairment to dyslexia. There is ongoing development of the website to make it easier for residents and businesses to access services and information.

A new locality team has been established, part of whose remit is to build stronger links with the community.

Incorporating good governance arrangements in respect of partnerships and other group working, as identified by the Audit Commission's report on the governance of partnerships and reflecting these in the authority's overall governance arrangements

Tandridge District Council has a proven record in the use of partnerships to develop effective and efficient relationships which benefit service delivery and the taxpayer.

Our Audit Partnership extends to cover ourselves, Mole Valley DC, Epsom and Ewell BC, Reigate and Banstead BC, Waverley BC and Surrey Police. This is a joint agreement which delivers elements of bench marking into a cost efficient internal audit service.

The Council is the host partner in the Southern Building Control service, which comprises Reigate and Banstead Borough Council and Mole Valley District Council. Our environmental health and licensing functions are carried out on our behalf by Mole Valley. Both arrangements are overseen by partnership boards comprising elected members from the relevant councils. These three councils also run a family support service on behalf of Surrey County Council.

Tandridge is working closely with Mole Valley District Council and Reigate & Banstead Borough and Epsom and Ewell Borough Council through an East Surrey Community Safety Partnership.

The Council also have strong links with Sevenoaks DC., a neighbouring council based in Kent. They provide ICT support to Revenues and Benefits and Financial Management and carry out the Council's off street parking enforcement,

Governance frameworks exist for all the major partnerships, with either memoranda of understanding or other vehicles to ensure joint understanding. Leadership of all significant partnerships is through an agreed structure, with clear decision-making processes and funding arrangements.

All partnerships are subject to agreed review and re-assessment, and will only continue while their benefits exceed their costs

Review of the system of internal audit

The Internal Audit function at Tandridge District Council is contracted through an East Surrey Consortia (comprising Epsom and Ewell, Mole Valley, Reigate and Banstead, Waverley and Tandridge Councils and Surrey Police), to RSM Risk Assurance Services LLP. This contract was renewed in 2012 for five years and in 2017 for a further 2 years ending on the 31 March 2019. Through the consortia, the Council has now entered into a new contract for internal audit services with Southern Internal Audit Partnership to provide an independent internal audit function from the 1st April 2019 going forward.

Along with all other UK Internal Audit Standard Setters, CIPFA has adopted a common set of Public Sector Internal Audit Standards (PSIAS). RSM Risk Assurance Services LLP (RSM) have affirmed their internal audit services to Tandridge District Council are designed to conform to the PSIAS. Under the standards, internal audit services are required to have an external quality review at least once every five years.

RSM's risk assurance service line commissioned an external independent review of its internal audit services in 2016 to provide assurance about whether its approach met the requirements of the International Professional Practices Framework (IPPF) published by the Global Institute of Internal Auditors (IIA) on which PSIAS is based. The external review concluded that "there is a robust approach to the annual and assignment planning processes and the documentation reviewed was thorough in both terms of reports provided to audit committee and the supporting working papers." RSM was found to have an excellent level of conformance with the IIA's professional standards.

The risk assurance service has in place a quality assurance and improvement programme to ensure continuous improvement of its internal audit services. Resulting from the programme, there are no areas which RSM believe warrant bringing to our attention as impacting on the quality of the service they provide to us.

Performance and financial management and the financial control environment

The Council's CMT meets every month to consider detailed reports and monitor performance management, there are also regular briefing meetings in between. The Chief Executive meets regularly with the Leader/Deputy Leader and the chairs of Committees Group, to review progress against objectives and performance issues and to ensure there is effective co-ordination across the Council's policy functions.

The Chief Executive also meets with other group leaders. The Overview and Scrutiny Committee and policy committees monitor Key Performance Indicators quarterly and action is taken where targets are not likely to be met. Staff appraisals have taken place annually and performance is a key component of this.

The authority has an established system of reviewing financial management. This comprises reporting to a meeting of the Strategy and Resources Committee during the June cycle of meetings on the outturn of the Revenue budget and Capital programme for the preceding year. This is followed by reports on the Medium Term Financial Strategy and the Audit of Final Accounts during the autumn cycle of committees.

During the year the Council's overall budget monitoring position is reported to the Strategy and Resources Committee and all policy committees receive budget monitoring reports.

Individual policy committees consider their budgets for the forthcoming year during the winter cycle, culminating in Strategy and Resources Committee and the Council setting Council Tax and Housing Rents at special meetings in February.

The Council has approved a 4 year Capital and Investment Strategy which provides a framework of control within which capital investment plans are delivered and financed to deliver the Council's Vision and Key Capital Objectives.

This overarching strategy includes a separate Commercial Property Investment Strategy (CPIS) for the acquisition and disposal of commercial property assets producing a positive return for the Council. This control framework sets out the governance, risk assessment, investment evaluation criteria and acquisition and disposal procedures. Financial Regulations set out delegations and approval levels for financial matters.

Council also has approved an annual Treasury Management Strategy which ensures that the cashflow of the Council is planned and that cash is available when needed and where surplus funds are available these are invested with counterparties or within instruments commensurate with the Council's low risk appetite. The Treasury Management Strategy also ensures that the Council plans it borrowing to meet its longer term capital spending obligations.

The Council's four Project Boards: Community Services, Housing, Planning and Strategy & Resources have oversight over the procurement of all goods and services in their area.

Monthly each project board scrutinises:

Progress on strategic projects for which the relevant committee is responsible.
Key performance indicators (including those relating to performance of the Councils major contracts)
New requests for procurement of goods and services (over £10k)
Progress updates on previously approved procurement requests
Upcoming expiring contracts.

On a quarterly basis the Strategy & Resources project board also scrutinises:

Top 100 spend – the Councils spend against contract with the 100 highest value suppliers.
The procurement pipeline for the next 2-3 years to ensure adequate resourcing

This information is provided by the procurement specialist who also leads on all large procurements projects and ensures that the Council is compliant with all relevant UK and EU legislation.

The Council's procurement strategy is available at http://www.tandridge.gov.uk/Portals/0/Documents/Business-and-Licensing/Doing%20business%20with%20the%20council/Selling%20to%20Tandridge%20District%20Council/Procurement-strategy-2016.pdf

The system of internal financial control can provide only reasonable and not absolute assurance that assets are safeguarded, transactions are authorised and properly recorded, and material errors or irregularities are either prevented or would be detected within a timely period.

The system of internal financial control is based on a framework of regular management information, financial regulations, administrative procedures (including segregation of duties), management supervision, and a system of delegation and accountability. Development and maintenance of the system is undertaken by Chief Officers and managers within the Council and is monitored by the Council's Internal Audit contractor.

The Council's Constitution provides that the Chief Finance Officer shall, for the purposes of Section 151 of the Local Government Act, 1972, be responsible for the proper administration of the Council's financial affairs.

Review of effectiveness

Tandridge District Council has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control. The review of effectiveness is informed by the work of the executive managers within the authority who have responsibility for the development and maintenance of the governance environment, the Head of Internal Audit's annual report and by comments made by the external auditors and other review agencies and inspectorates.

The Annual Assurance report on Internal Audit. The purpose of this report is to meet the Head of Internal Audit's annual reporting requirements as set out in the Public Sector Internal Audit Standards. The overall comment from the Internal Auditors states:

"For the 12 months ended 31 March 2019 based on limited audit coverage the organisation has an adequate and effective framework for risk management, governance and internal control.

However, our work has identified further enhancements to the framework of risk management, governance and internal control to ensure that it remains adequate and effective".

The Corporate Management Team overviews the system of financial control, reviews performance indicators and receives all internal audit reports. The Internal Auditors' annual assurance report is considered by Overview & Scrutiny Committee.

The Council's External Auditors 'Report to those charged with Governance (ISA 260) 2018/19' states "We have concluded that Tandridge District Council has made proper arrangements to secure economy, efficiency and effectiveness in its use of resources."

In addition, the Council's External Auditors in its opinion on the accounts for 2018/19, indicate that they "intend to issue an unqualified audit opinion on the Authority's financial statements for the deadline of 31 July 2019.

Improvements during the year

The improvements in governance made during 2018/2019 include:

A revised and more extensive member induction programme
A new protocol for member/officer relations (see above)
New guidance for decision making has been produced
A new Asset Management strategy has been agreed by members.
The introduction of a tighter process for authoring recruitment, including of agency staff, run the by the CFO and the lead HR Specialist on a weekly basis.

Significant governance issues

Areas identified to address governance issues or further development work to be carried out in 2019/20:

A new performance framework, including a revised set of performance indicators
A revised set of contract standing orders and revised procurement strategy
A revised financial management system, to allow budget holders better access to timely budget information

We propose over the coming year to take steps to address the above matters to further enhance our governance arrangements. We are satisfied these steps will address the need for improvements which were identified in our review of effectiveness and will monitor their implementation and operation as part of our next annual review.

Signed	_____	_____
	Louise Round	Tony Elias
	Chief Executive	Leading Member
Date:	25/07/2019	25/07/2019

REPORT TO THE STRATEGY & RESOURCES COMMITTEE - 25TH JULY 2019 - AGENDA ITEM 6	
STRATEGY & RESOURCES COMMITTEE DELIVERY PLAN 2019/20 – QUARTER 1 PROGRESS REPORT	
Report of:	Charlotte Parker - Interim Head of Policy, Projects and Performance cparker@tandridge.gov.uk - 01883 732866
CMT Lead Director	Elaine Jackson - Interim Strategic Director of Resources ejackson@tandridge.gov.uk - 01883 732717
Purpose of report:	To report progress against the agreed 2019/20 Strategy and Resources Committee Delivery Plan for Quarter 1.
Publication status:	Unrestricted.
Recommendations:	That performance against the agreed Strategy & Resources Committee Delivery Plan for the first quarter of 2019/20, as attached at Appendix 'A', be noted.
Appendices:	Appendix 'A' - Strategy and Resources Committee Corporate Delivery Plan - 2019/20 – Quarter 1 Progress Report (page 22)
Background papers defined by the Local Government (Access to Information) Act 1985	None.

1. Background

1.1 Our Corporate Strategy provides a framework for us to deliver our vision for the district which is to be ***"aspirational for our people, our place and ourselves".*** This vision encompasses the Council's role in relation to Tandridge residents and business, its crucial responsibility in relation to the district's physical environment (natural and built) and also says something about the kind of organisation we want to be.

1.2 The Corporate Strategy is comprised of key corporate objectives which are reviewed annually by the Council Administration, Strategy & Resources Committee and then agreed by Council. These objectives reflect a number of factors including key issues for residents, available resources, statutory requirements and demand for services.

1.3 The key corporate objectives for 2019/20 are:

A. Providing high quality, customer focused services.
B. Making a difference in our community by supporting those who need it most.
C. Creating a thriving economy while protecting the local environment.
D. Working in partnership with the community and other public services to create opportunities for all.
E. Improving the quality of our residents' lives, including by enabling access to decent and affordable homes.

1.4 Shown visually, our vision, and key corporate objectives are:

1.5 The key corporate objectives will be delivered through a single Corporate Delivery Plan which will be agreed by the Policy Committees. The Delivery Plan sets out the projects and programmes the Council will deliver in order to achieve the key corporate objectives. The Delivery Plan also sets performance indicators and risks so we can monitor how we are delivering our services.

1.6 Progress against the Delivery Plan is reported to each Policy Committee quarterly. The Overview and Scrutiny Committee also receives regular updates about the progress of the Delivery Plans.

1.7 Progress against the agreed 2019/20 Delivery Plan for this Committee for Quarter 1 is set out at **Appendix 'A'**.

2. Quarter 1 Progress

2.1 Each Committee Delivery Plan identifies a set of key performance indicators (KPIs) and risks so the Committee can monitor how the Council is delivering its services. Where indicators are off target or below the same period in the previous year an explanation is provided. An explanation is also provided where risks have been added, removed or amended. For Quarter 1, the KPIs and risks which this applies to are as follows:

Performance Indicators

SR3A Days taken to process Housing Benefit/Council Tax new claims

This is a new indicator which replaces the combined new claims and change events processing indicator. This indicator focuses just on new claims processing which reflects government reporting practice. Due to a higher number of claims this indicator is off target. Processes are currently being reviewed and officers are now working to a specific work type i.e. new claims or existing claims and performance is forecast to improve.

SR3B Days taken to process Housing Benefit/Council Tax change events

This is a new indicator which replaces the combined new claims and change events processing indicator. This indicator focuses just on change events processing which reflects government reporting practice. The target for 19/20 has been set at 12 days to reflect the introduction of the Customer First Programme and likely impact new processes will have on performance.

SR6 Staff Turnover

SR6 Staff turnover remains slightly above target on a rolling basis, however 8% of those leaving were planned leavers, i.e. through retirement, redundancy and those on fixed term appointments. Furthermore, it is noted that first quarter figures are 4.05% which is much improved.

SR7 Percentage of calls answered within 60 seconds by Customer Services

This a new indicator and measures the overall service level across all the teams. The target was benchmarked against other authorities but was ambitious for a new team going through a transformation process. Whilst the target was missed for Q1, it is to be expected given it was the most turbulent period of change, however overall the average speed of answer for the quarter was 1.24mins. The period also coincided with a particularly high number of calls due to the District and European elections in May and June respectively, the issuing of new Council tax bills, and communication to customers on the roll-out of new waste bins. If we compare to the previous Committee indicator regarding the percentage of abandoned calls, the figure for Q1 would have been 9.2% which would have met target of being below 10%.

Overall performance is considered acceptable and is expected to gradually improve over the course of the year. In April four new customer services advisors were recruited and trained over a six-week period, which put pressure on existing resources, and at a time where we saw increased call volumes due to two elections. The introduction of the new salesforce CRM system slowed down productivity initially but has since improved as staff become more familiar with the system.

The transition of staff between teams has also impacted on performance as functions such as Housing repairs previously carried out at the Warren Lane depot are being incorporated into the Customer Services and Case teams based at the Council offices. There is a programme of cross-training in place.

3. Financial / Risk Implications

3.1 Costings for projects identified within the Delivery Plan will be individually costed as projects come forward.

4. Legal Implications

4.1 There is no regulatory service planning regime imposed by central government upon Local Authorities and the Council, therefore, has discretion about how to prioritise its services and monitor their effectiveness.

4.2 There is no regulatory performance management regime imposed by central government upon Local Authorities. The Council therefore, has discretion about how to measure the quality of key services / activities.

5. Equality Impacts

5.1 Consideration of impacts under the Public-Sector Equality Duty are as follows:

Questions	Answer	
Do the proposals within this report have the potential to disadvantage or discriminate against different groups on the community?	Not at this point.	All projects within the Delivery Plan will consider equality impacts.
What steps can be taken to mitigate any potential negative impact referred to above?	Not applicable	

6. Data Protection impacts

Following the completion of a Data Protection Impact Assessment, consideration of potential data protection implications arising from this report are as follows:

Questions	**Answer**
Do the proposals within this report have the potential to contravene the Council's Privacy Notice?	No.
Is so, what steps will be taken to mitigate the risks referred to above?	

---------- end of report ----------

APPENIDX 'A'
to Agenda Item 6

APPENIDX 'A'
to Agenda Item 6

STRATEGY & RESOURCES COMMITTEE
2019/20 DELIVERY PLAN – QUARTER 1 PROGRESS

About this Committee

The Strategy & Resources Committee plays an important role in setting the Council's overall strategic and financial direction.

Each year, the Committee sets the Council's overall corporate objectives and priorities. It also sets the Council's annual budget, oversees Committee budgets and sets Council Tax levels.

In addition, the Committee is responsible for developing and agreeing a range of strategies including those relating to:

Economic Development and Regeneration
Community Safety
Health and Wellbeing
Assets and Property
Emergency Planning
Performance & Risk Management
Data protection
IT

The Committee also oversees a range of Council functions including:

Reviewing the Council's constitution
Councillor representation on local groups and organisations
Councillors allowances
Appointment of senior Council staff
Complaints procedure

Each year, the Strategy & Resources Committee agrees a Delivery Plan. The Delivery Plan sets out how the Committee will deliver the Council's corporate objectives and priorities for that year. It also sets performance indicators and risks so the Committee can monitor how the Council is delivering its services.

Progress against the Delivery Plan is reported to the Strategy and Resources Committee quarterly. The Overview and Scrutiny Committee also monitors the work of this Committee and receives regular updates about the progress of the Delivery Plan.

The Committee has proportional representation from each of the political groups. For 2019/20, the Committee will be made up of will be 5 Conservatives, 4 OLRG Independents Alliance representatives and 4 Liberal Democrats.

Priorities

Vision

The Council's vision is to be *"aspirational for our people, our place and ourselves".* This will be fulfilled by the following corporate objectives and priorities for 2019/20:

Objectives

A. Providing high quality, customer focused services.
B. Making a difference in our community by supporting those who need it most.
C. Creating a thriving economy while protecting the local environment.
D. Working in partnership with the community and other public services to create opportunities for all.
E. Improving the quality of our residents' lives, including by enabling access to decent and affordable homes.
F. Being a proactive, flexible learning environment.

Projects

The programmes and projects below set out how we will deliver the corporate objectives for 2019/20.

Each programme and project has a detailed plan and is overseen by a Board and Committee. This section provides a summary of each project. More detailed reports will be considered by the respective Committees during the year.

SR1. SOUTH GODSTONE GARDEN COMMUNITY

WHAT: The new garden community will comprise around 4000 new homes, a secondary and primary schools, open spaces, new health provision and improved road and rail infrastructure.

WHAT WE WILL DELIVER: An options appraisal of the approaches to be taken by the Council for the delivery of the new community will be completed and the preferred option will be worked on in tandem with the approval process for the Local Plan. This element of the Garden Community will be overseen by the Strategy and Resources Committee. However, all planning policy elements and the preparation of the Area Action Plan will be a matter for the Planning Policy Committee.

KEY DATES: Options will be considered by the Strategy & Resources Committee in Spring/Summer 2019. Delivery of the preferred option will be dependent on Local Plan timescales. Preparation of the Area Action Plan will commence once the Local Plan examination has suitably commenced and the Council are further forward in the options appraisal.

QUARTER 1 UPDATE:

Outcomes	Timescale	Budget	Risks
Green	Green	Green	Green

The further Avison Young delivery and land acquisition options report requested by Strategy and Resources Committee on 5th February 2019 for the Garden Community was considered by Planning Policy Committee on 25th June 2019. They resolved to delay consideration of this report by the Strategy and Resources Committee until their November meeting when it was felt there would be greater likelihood of funding from Homes England and further progression on the Local Plan examination process with the Inspector's thoughts better understood.

The project gained Homes England recognition as a Garden Community on 27th June 2019. South Godstone was one of 19 new projects approved across the country. Each project will receive £150,000 in funding to help progress the design and delivery of the Garden Community and ensure resources are available to support this. In addition, extensive support and expertise will be available from Homes England and other government agencies to help overcome any barriers which might affect the delivery of the Garden Community.

SR2. DEVELOPMENT OF PROPERTY PORTFOLIO

WHAT: Support delivery of corporate priorities through development of our property portfolio. This will include properties acquired by Gryllus Property Investment Ltd, the Council-owned arms-length company set up to enable the purchase of investment properties outside the District. It will also include those sites already owned by the Council and sites acquired within the district.

WHAT WE WILL DELIVER: The Medium Term Financial Strategy (MTFS) projects £376,000 per year new revenue income through property investment activity.

KEY DATES: Ongoing throughout 2019/20 in relation to specific projects

Outcomes	Timescale	Budget	Risks
Amber	Amber	Green	Amber

Following the acquisition of Quadrant House on 2nd April plans are progressing to provide a co-working /community business hub which will provide flexible workspace options for businesses. The hub will help businesses start up and thrive through networking events, social media forums, mentoring and business support services which will include financial and legal clinics.

It is felt that this model will offer more long-term benefits and provide the most opportunities to encourage innovation leading to future growth.

Plans are also progressing for the refurbishment of the building. An update on the proposals was considered and the approved by the Strategy & Resources Committee in June 2019

The outcomes, timescale and risks remain amber as the availability of potential investments in the district remains a concern. We continue to investigate opportunities within the wider economic area.

The budget remains sufficient to sufficient to cover potential investment purchases and development opportunities. Several properties have been introduced by Agents and are being tracked.

SR3. CATERHAM & NORTH TANDRIDGE REGENERATION

WHAT: Support delivery of aspirations set out in Caterham Masterplan and North Tandridge One Public Estate Programme to regenerate Caterham and North Tandridge.

WHAT WE WILL DELIVER:

- Work with landowners to bring forward proposals for redevelopment of the Church Walk shopping centre.
- Subject to funding, commence detailed design work on enhancements to Station Avenue and Croydon Road.
- North Tandridge Public Service Plan setting out options for better public services and use of public assets in North Tandridge.
- Continue to look for opportunities to protect and provide commercial/business space.

KEY DATES:

- Completion of pre-feasibility work on Station Avenue (April 2019)
- Planning Committee consider application for Church Walk redevelopment (April 2019)
- North Tandridge One Public Estate Public Service Plan completed (Spring 2019)
- Completion of Rose & Young site redevelopment (Winter 2020)

QUARTER 1 UPDATE:

Outcomes	Timescale	Budget	Risks
Amber	Amber	Green	Amber

Key areas of work under this project are progressing. Pre-feasibility work on Station Avenue/Croydon Road/Godstone Road is continuing, having been delayed due to the need for additional traffic modelling to be carried out (report due to be received in August 2019). The planning application is due to be considered by the Planning Committee in September 2019 (a number of technical issues remain under discussion). The Public Service Plan (PSP) for the North Tandridge One Public Estate programme is being completed within the context of the Surrey Transformation programme.

SR4. REGENOXTED

WHAT: RegenOxted is an ambitious plan to revitalise the town-centre through a multi-million-pound programme of strategically important projects. Comprising 4 key projects, the programme will deliver redevelopment of the Gasholder, an urban redesign project for Station Road East & West; additional parking capacity and protection and provision of commercial/business space.

WHAT WE WILL DELIVER: A decision was taken by the Strategy and Resources Committee at its meeting on 13 June 2019 that the contract for the construction of the decked car park at Ellice Road would not proceed, and the tender would be allowed to lapse. It was also agreed that the free parking period at the Ellice Road car park would increase from 1 hour to 2 hours while the gasholder development takes place (the extended free parking will be in place until summer 2021). Demolition work will also continue on the Gasholder site and building work will commence. We will also continue to look for opportunities to protect and provide commercial/business space.

KEY DATES:
- Demolition of Gasholder structure (Jan 2019-Summer 2019)
- Remediation and piling work on Gasholder site (Summer 2019-Winter 2019/20)
- Building work on Gasholder site (Winter 2019/20-Autumn 2021)

QUARTER 1 UPDATE:

Outcomes	Timescale	Budget	Risks
Green	Green	Green	Green

Work is progressing at the former Gasholder Site as scheduled. Sheet Piling is proving to be less problematic than expected in terms of noise and vibration. St William recently met with the local businesses and residents to address concerns and discuss upcoming works. There have been some concerns about rising numbers of site staff, St William have confirmed that staff numbers will continue to average between 20-30 until the end of August. Bay suspensions on the high street are now in operation, St William release the suspensions at the end of the working day and at weekends. As noted above, the tender for the decked car park at Ellice Road has been allowed to lapse

SR5. ECONOMIC PROPOSITION

WHAT: Our Economic Proposition provides a framework for us to strengthen and grow our economy so that we can stay competitive and ensure our future prosperity. The aims of the Proposition are delivered through a Delivery Plan which is agreed annually and monitored by this Committee.

WHAT WE WILL DELIVER:

- Support the development of a Local Industrial Strategy for our Local Enterprise Partnership region.
- Engage with Gatwick Airport as they develop plans for expansion.
- Develop a business support offer within our new Customer First operating model to support businesses as they grow and develop. This will be a blended approach using local authority, private sector and peer-to-peer support.
- Work with HE and FE providers, Surrey County Council, East Surrey local authorities and Coast to Capital, review our skills offer in the district, including work experience and access to apprenticeships.
- Look at opportunities to enhance digital connectivity for local businesses.
- Provide support to our business improvement districts.

KEY DATES: Ongoing throughout 2019/20 in relation to specific projects.

QUARTER 1 UPDATE:

Outcomes	Timescale	Budget	Risks
Green	Green	Green	Green

Preparatory work has been taking place in connection with Gatwick Airport Ltd's developing expansion plans (increased capacity through use of second runway). Joint working with neighbouring authorities ongoing, including work to establish resources. Work ongoing with the Business Improvement Districts to progress projects in Oxted and Caterham (signage and public realm improvements respectively).

SR6. SURREY COUNTY COUNCIL TRANSFORMATION

WHAT: Develop appropriate responses to the Surrey County Council Transformation programme.

WHAT WE WILL DELIVER:

- We will review options to consider the gaps in service that will be left by the closure of Children's Centres.
- We will take a similar approach should financial support for Libraries and Bus subsidy cease.
- Through collaboration we will seek to provide accommodation for Surrey County Council staff if required following the vacation of County Hall.

KEY DATES: Ongoing throughout 2019/20 in relation to specific projects.

QUARTER 1 UPDATE:

Outcomes	Timescale	Budget	Risks
Green	Green	Green	Green

Engagement ongoing with SCC on key strategic projects, which are Surrey Place Ambition and Surrey Next (see separate committee paper – 'Working with Surrey County Council'). Operational projects on the children's centres and libraries continue to be progressed.

SR7. COMMUNITY SAFETY PROGRAMME

WHAT: Our Community Safety Programme provides a framework for us to work with partners to keep our local communities safe.

WHAT WE WILL DELIVER:

- Support the East Surrey Community Safety Partnership Board to delivery its priorities – Serious Organised Crime (include Child Sexual Exploitation & Modern Slavery); Prevent (Counter Terrorism); and Domestic Abuse.
- Develop a community safety offer within our new Customer First operating model to support our local communities. This will be a blended approach using our new Locality Service, alongside Police and other partners.
- Work with partners to address issues including but not limited to: anti-social behaviour, rural crime and substance misuse.

KEY DATES: Ongoing throughout 2019/20 in relation to specific projects.

QUARTER 1 UPDATE:

Outcomes	Timescale	Budget	Risks
Green	Green	Green	Green

The Council will be submitting an outline of the programme for Community Safety to the committee on 12 September 2019. This will include detailed information on the key priorities, actions, lead agency and desired outcomes.

SR8. CUSTOMER FIRST BUSINESS CHANGE PROGRAMME

WHAT: Develop a Business Change programme to enhance our customer interactions and experience, while making our processes more efficient.

WHAT WE WILL DELIVER:

- Continue to refine and develop our business processes using our new technology to support the new structure and ways of working.
- Develop a customer experience and digital strategy and action plan to improve customer satisfaction and interactions.
- Review the corporate complaints procedure to ensure there is continuous learning and review.
- Carry out a residents survey.

KEY DATES:

- Business process review plan – April 2019
- Customer Experience and Digital Strategy – June 2019
- Customer Experience and Digital Strategy Action Plan June 2019
- Residents' survey June 2019
- New complaints procedure May 2019

QUARTER 1 UPDATE:

Outcomes	Timescale	Budget	Risks
Green	Green	Green	Green

The plan has been reviewed and work prioritised until end of December 2019

To date a scoping document for the customer experience and digital strategy and action plan has been drafted. The next stage will lead to the development of the strategy and action plan and it is expected this work will start after the summer. The complaints policy is being reviewed and it is anticipated a report will be brought to the next committee. The residents' survey is currently underway with the results expected to be available by October.

Performance

The performance indicators below enable the Committee to monitor how the Council is delivering the services for which it is responsible. Where performance varies from the target, action is taken to address any issues.

Strategy & Resources

Code	Indicator	Q1 2019/2020			Direction of travel (compared to same period last year)	2018-19 Outturn	Higher / lower is better	Performance against annual target
		Actual	Period target	End of year target				
SR1	Percentage of Council Tax collected	35.8%	30.5%	98.7%	Stable	98.6%	Higher	**On Target**
SR2	The percentage of non-domestic rates due for the financial year which were received by the Council	32.96%	30.5%	98.6%	Stable	99.0%	Higher	**On Target**
SR3A	Days taken to process Housing Benefit/Council Tax Benefit new claims	35.85	30	30	N/A New Indicator	N/A	Lower	**Off Target**
SR3B	Days taken to process Housing Benefit/Council Tax change events	9.62	12	12	N/A New Indicator	N/A	Lower	**On Target**
SR4	The number of working days/shifts lost due to sickness absence (long and short-term) *This figure reflects performance over the previous 12 months.*	7.05	7.1	7.1	Improved	7.1	Lower	**On Target**
SR5	The number of working days/shifts lost due to sickness absence (short-term only – 20 days or less). *This figure reflects performance over the previous 12 months*	2.84	4.1	4.1	N/A New indicator	N/A	Lower	**On Target**
SR6	Staff turnover *This figure reflects performance over the previous 12 months.*	15.44%	10-15%	10-15%	Declined	14.6%	Lower	**Off Target**
SR7	The percentage of calls answered within 60 seconds by Customer Services	62.0%	75.0%	80%	New indicator	N/A	Lower	**Off Target**

Commentary on indicators with performance below and/or off target

SR3A This is a new indicator which replaces the combined new claims and change events processing indicator. This indicator focuses just on new claims processing which reflects government reporting practice. Due to a higher number of claims this indicator is off target. Processes are currently being reviewed and officers are now working to a specific work type i.e. new claims or existing claims and performance is forecast to improve.

SR3B This is a new indicator which replaces the combined new claims and change events processing indicator. This indicator focuses just on change events processing which reflects government reporting practice. The target for 19/20 has been set at 12 days to reflect the introduction of the Customer First Programme and likely impact new processes will have on performance.

SR6 Staff turnover remains slightly above target on a rolling basis, however 8% of those leaving were planned leavers, i.e. through retirement, redundancy and those on fixed term appointments. Furthermore, it is noted that first quarter figures are 4.05% which is much improved.

Additional Commentary

SR5 This is a new indicator which focuses on just short-term sickness absence (20 days or less), which is usually the type of absence an employer has the most control over. The target has been set to reflect national sickness absence rates. The figure for Q1 (which reflects performance over the previous 12 months) indicates that short term sickness absence rates are relatively low across the organisation.

SR7 This is a new indicator and measures the overall service level across all the teams. The target was benchmarked against other authorities but was ambitious for a new team going through a transformation process. Whilst the target was missed for Q1, it is to be expected given it was the most turbulent period of change, however overall the average speed of answer for the quarter was 1.24mins. The period also coincided with a particularly high number of calls due to the District and European elections in May and June respectively, the issuing of new Council tax bills, and communication to customers on the roll-out of new waste bins. If we compare to the previous Committee indicator regarding the percentage of abandoned calls, the figure for Q1 would have been 9.2% which would have met target of being below 10%.

Overall performance is considered acceptable and is expected to gradually improve over the course of the year. In April four new customer services advisors were recruited and trained over a six-week period, which put pressure on existing resources, and at a time where we saw increased call volumes due to two elections. The introduction of the new salesforce CRM system slowed down productivity initially but has since improved as staff become more familiar with the system.

The transition of staff between teams has also impacted on performance as functions such as Housing repairs previously carried out at the Warren Lane depot are being incorporated into the Customer Services and Case teams based at the Council offices. There is a programme of cross-training in place.

Risks

The risks below enable the Committee to monitor and manage service performance. All risks are assessed according to the Likelihood (or probability) that the risk will occur. This ranges from 1 (Rare) to 5 (Almost Certain). We also assess the Impact (or severity) on the Council that the risk will have if it were to occur. This ranges from 1(Negligible) to 5 (Extreme). Combining both scores together establishes a risk rating and, if the risk is high-scoring, enables us to decide how we wish to manage it.

Risk		Likeli-hood	Impact	Score	Controls/Mitigation
SR1	**Failure to remain financially sustainable**	2	5	**10 (Amber)**	• Mechanisms in place to acquire and develop assets and drive new sources of income (e.g. Council owned companies, Property Investment Fund, Development Fund). • Regimes to monitor the effectiveness of investment strategies, including oversight by company directors and reports to Finance and Strategy & Resources Committees. • Medium Term Financial Strategy identifying new sources of income and areas of efficiency.
SR2	**Failure to achieve effective organisational change**	2	3	**6 (Green)**	• Dedicated staff in place to manage change programme. • Recruitment / selection criteria to seek staff with required skills, attitudes and approaches. • Measures to support staff throughout the change process. • Adequate budget available to support acquisition and implementation of IT.
SR3	**Negative impact on services due to Surrey County Council (SCC) transformation programme**	3	3	**9 (Amber)**	• Regular engagement with SCC transformation officers to identify issues likely to impact Tandridge residents. • Regular reporting to Corporate Management Team and Committee.
SR4	**IT systems failure which could inhibit day to day function of the Council**	2	4	**8 (Amber)**	• Adequate budget available to support investment in IT infrastructure. • Sufficient staffing resources, including in-house professionals and specialist external support available when required. • Regular reporting to Corporate Management Team and Committee.
SR5	**Negative impact on services due to Brexit**	3	3	**9 (Amber)**	• Officers continuing to monitor situation and government advice closely. • Brexit response strategy being prepared.

Risk		Likeli-hood	Impact	Score	Controls/Mitigation
SR6	**Failure to deliver regeneration schemes**	3	3	**9 (Amber)**	• Detailed risk management for each project or programme. • Effective community and stakeholder engagement mechanisms. • External support able to be commissioned to support delivery when required. • External funding secured to support delivery.
SR7	**Failure to deliver an Election**	1	4	**4 (Green)**	• Project plans and risk registers required to be in place and reviewed by Government.
SR8	**Provision of negligent or flawed legal advice**	2	4	**8 (Amber)**	• Review and update periodically templates to ensure legal compliance; file reviews; monitoring of sample of outgoing advice; supervision of junior Officers; ongoing training and CPD.
SR9	**Failure by Members to comply with Code of Conduct**	3	3	**9 (Amber)**	• Compulsory training offered to Members. • New Member and Staff protocol in place. • Advice provided by trained Officers.
SR10	**Data Protection breach**	2	4	**8 (Amber)**	• Data protection policy in place. • Regular training provided to staff. • New Customer First processes are designed to be compliant.
SR11	**Non-compliance of Council-owned companies**	2	4	**8 (Amber)**	• Companies limited by guarantee or £1 share capital. • Adequate governance in place.
SR12	**Failure to conduct a DHR (Domestic Homicide Review)**	1	3	**3 (Green)**	• DHR policy in place with East Surrey Community Safety Partnership oversight.
SR13	**Failure of website**	3	3	**9 (Amber)**	• Website is externally hosted, regularly backed up and monitored. • Regular security updates applied. • Service level agreements in place for any outages.

Commentary on risks which have been added, removed or amended

SR2 Failure to achieve effective organisational change

This has changed from amber to green, as both the likelihood and impact of the risk occurring have reduced, as the restructure continues to embed and service delivery stabilises.

SR4 IT systems failure which could inhibit day to day function of the Council

This has changed from red to amber. Whilst the impact of this risk remains scored at 4, the likelihood of such a failure occurring has reduced to 2 due to progress on upgrading IT systems.

SR12 Failure to conduct a DHR (Domestic Homicide Review)

This risk has been changed from amber to green. A review would be resourced and carried out should the need arise.

Risk matrix

Impact						
	5	5 (Green)	10 (Amber)	15 (Red)	20 (Red)	25 (Red)
	4	4 (Green)	8 (Amber)	12 (Red)	16 (Red)	20 (Red)
	3	3 (Green)	6 (Green)	9 (Amber)	12 (Red)	15 (Red)
	2	2 (Green)	4 (Green)	6 (Green)	8 (Amber)	10 (Amber)
	1	1 (Green)	2 (Green)	3 (Green)	4 (Green)	5 (Green)
		1	2	3	4	5
		Likelihood				

REPORT TO THE STRATEGY & RESOURCES COMMITTEE - 25TH JULY 2019 - AGENDA ITEM 7	
WORKING WITH SURREY COUNTY COUNCIL	
Report of:	Louise Round - Chief Executive -lround@tandridge.gov.uk 01883 732999
Purpose of report:	To update members on current joint working arrangements with Surrey County Council and to explore options for future developments
Publication status:	Unrestricted
Recommendations:	That Committee agrees: A. the principle that where appropriate, services should be delivered as closely as possible to local people and therefore to work closely with Surrey County Council to determine which of those functions for which they are responsible could be delivered on their behalf; and B. that any proposals in relation to specific services should be the subject of a business case to be considered by this Committee before any such arrangements are agreed.
Appendices:	Appendix 'A' – Surrey County Council strategy document – "Surrey's 2050 Place Ambition – our approach to place leadership infrastructure & good growth" (page 40).
Background papers defined by the Local Government (Access to Information) Act 1985	None

1. Background

1.1 In recent years, the Council's relationship with Surrey County Council has improved and there are several areas where the Council is either already involved in delivering services on their behalf of is in the process of arranging to do so. For instance, the Council, in conjunction with Reigate and Banstead Borough Council, who are the lead authority, and Mole Valley District Council, run the County's family support programme in the area. This Committee has recently agreed to undertake the provision of the new family centre service on their behalf and the Community Services Committee has agreed that the Council should take over the parking enforcement function, working in partnership with Sevenoaks District Council. This follows the successful amalgamation last year of the community transport service into a more cost effective and resident focussed delivery model.

1.2 That is not to say there will not from time to time be tensions between the two organisations which to some extent will reflect the competing pressures to which both councils find themselves subject. But there is a real sense that both acknowledge they have more in common than they have differences and that, ultimately, both are tasked with serving the residents of Tandridge to the best of their ability. This report updates members on progress on some existing projects and explores opportunities and appetite for closer working in the future. Some of the opportunities are of a relatively small scale whereas others require strategic cooperation across a much wider canvas.

1.3 Any proposals will need to be considered in the context of significant financial challenge for both councils. At the moment, there is uncertainty about the size of any gap in next year's budget although it seems unlikely that the comprehensive spending review which is due will materialise in the Autumn and neither will the new funding formula and business rates retention review. If the current arrangements are rolled over for one more year this could be good news in the short term, but it would be prudent to assume that resources will continue to be very tight. Although it would be disingenuous to pretend that the need to make savings is not an influential factor when it comes to closer working, the main consideration should be a desire to make service improvements and therefore it will be important not to characterise any new working arrangements as 'cost-shunting'.

2. <u>Surrey Place Ambition</u>

2.1 Across the county, officers have been working with members to develop a strategy called Surrey 2050 Place Ambition and a near to final draft is attached as Appendix A (to follow as a separate document). This document takes a strategic look at the long-term opportunities for growth in the county and contains some ambitious proposals for 'good growth', that is, growth which benefits the whole community and recognises the unique nature of our place. It also emphasises the crucial importance of partnership working, not only between districts and boroughs and the County, but also with the two local enterprise partnerships which cover Surrey, the health sector and the community. It identifies 8 strategic opportunity areas (SOAs), one of which, SOA 8, is the South Godstone Garden Community. SOA 7 is the M23-Gatwick corridor which obviously also has significant implications for the District.

2.2 The draft place ambition recognises the critical underpinning requirement for improved road infrastructure in delivering the proposals for the SOAs and the strength of existing partnership working between the Council and the County has been illustrated by the joint work done to pull together the £57M bid for Housing Infrastructure Funding for improvement works to junction 6 of the M25 and the Felbridge Junction. That bid, which is currently in the final stages of being assessed by Homes England, on behalf of Government, would not have been possible without close cooperation between officers at all levels in both councils or in the absence of constructive conversations at member level.

2.3 As plans for a possible Gatwick expansion proceed, it will be essential that the Council and the County work together (along with other Surrey and West Sussex councils) to understand the impacts of any expansion on residents and to ensure that if it goes ahead, Tandridge residents and businesses are able to take advantage of the economic benefits it brings.

3. Library Provision/ Community Hubs

3.1 Earlier this year, the County carried out a consultation on the future of libraries, noting that the way in which they are used has changed over recent years and that there was a need to review their operation. The initial consultation was at very high level and since that time there have been more detailed discussions between officers as to the scope of any review and the possibility of this council taking on a role in respect of any future provision. As members will be aware, there are five libraries in Tandridge, two of which - Lingfield and Warlingham - are run as community libraries and receive only a small amount of funding from the County. There are two libraries in Caterham, one on the Hill, adjacent to Westway Common, and one in the Valley, on Stafford Road next to the Bronzeoak site which Tandridge owns and is being developed for council housing. The 5th library is in Oxted and forms part of a wider hub with the Oxted Health Centre, the CAB and Tandridge Voluntary Action.

3.2 Consideration may be given to the possibility of bringing together a wider range of services into the library buildings so that they operate more as a community hub and enhance what is already being delivered. Examples of those wider services could include some of the children's centres services the Council is currently commissioning, health services and advice services such as the CAB as well as our own benefits officers from time to time. As part of these discussions, consideration is being given to the capacity to create a hub on the ground floor of Quadrant House, where there is currently space. This would bring additional footfall to the high street, but careful thought is needed particularly with regard to timescales as the Council would not wish to hold off other opportunities indefinitely with an attendant loss of income. These discussions are at a very early stage and officers will be able to give a further update at Committee.

4. Disabled Facilities Grant/ Community Equipment

4.1 The Council has been working, along with other boroughs and districts, with County colleagues to look at the best way of working together on delivering adaptations and equipment services across the County. A Surrey-wide steering group includes all the Surrey boroughs and districts, SCC Adult Social Care and Children's Services, as well as representatives from the Clinical Commissioning Groups. The group has promoted collaboration and flexibility to focus on improving the experience and outcomes for the client. As a result, this Council has changed its Disabled Facilities Grants policy to increase the grant limit, waive client contributions under £1000 and exempt some works such as stairlifts and grab rails from means-testing.

4.2 The County currently contributes towards the provision of the Home Improvement Agency in the district, which is part of a cluster working arrangement with Reigate & Banstead and Mole Valley Councils. Joint funding from the County and East Surrey CCG, through the Better Care Fund, contributes to the Council's handyperson scheme. In return, the Council has agreed to use additional DFG funding to reimburse the County for some equipment such as ramps and hoists which it has been purchasing through its community equipment service. It would be fair to say that there is future funding pressure on these arrangements but the increased working in clusters and the collaboration through the steering group gives much greater resilience.

5. Surrey Next

5.1 Alongside the work being done on the Surrey 2050 Place Ambition, Surrey Chief Executives and Leaders have been in discussions about other opportunities for a more collaborative relationship between districts and boroughs and the County; this work programme is being referred to as Surrey Next and in the early stages has focussed on specific aspects of the Surrey transformation programme, such as libraries, children's centres and community transport. More recently, the conversation has moved on to consider the extent to which there is an appetite for other county services to be devolved down to be delivered more locally in the District. It is envisaged that criteria could be developed to ascertain which services it makes sense to deliver at county level, perhaps because of their strategic or sub regional impact or because doing so achieves economies of scale, and which should be delivered by districts and boroughs, taking advantage of their more local knowledge and ability to move more quickly to deliver real change on the ground.

5.2 It follows from the logic of this argument that consideration of devolved services cannot stop at the district level and that the Council should be engaging parish councils and community groups to understand the opportunities for delivery at an even more micro level.

5.3 There is a strong base upon from which to explore these wider opportunities, partly because of the proven track record of existing projects but also because local relationships already exist as a result of the co-location of many Surrey staff in the Council Offices. Currently, space is shared with their adult social care teams and their family services team, who work closely with the health and well-being team, and officers dealing with housing, homelessness and benefits. The move to more agile working also means that officers can easily work in locations across the county and still have access to their case files. The County is planning to move out of County Hall in Kingston upon Thames in the not too distant future and although they will not need formally to lease any more space from the Council, more of their officers will work out of the Council offices, using an enhanced desk ratio. This can only add to the sense of there being one local team.

5.4 At previous meetings, members have expressed a concern that the Council should not address the question of taking on responsibility for County services on a piecemeal basis, urging that a more strategic approach be taken, partly so the cumulative impact of a number of initiatives can be assessed. The work on Surrey Next ought to facilitate that approach although it is also true to say that some individual schemes are likely to continue to be brought forward before any overarching scheme is completed. This report therefore recommends an agreement to the principle that this Council should consider the delivery of County services where that would lead to an improvement in the quality and efficiency of those services, subject to a business case being drawn up for each proposed new initiative.

6. Financial / risk implications

6.1 There are no immediate financial implications arising from this report; as specific proposals come forward, a proper analysis of the financial consequences of those proposals will be necessary. It is hoped that there will be more clarity about the range of options available in time for them to be considered in the budget setting process later this year.

7. Legal implications

7.1 The Council has a general power to competence to do anything which an individual person might lawfully do so there are in principle no constraints on its ability to provide services for which it has no specific statutory responsibility for. Local authorities may enter into arrangement to carry out each other's functions pursuant to section 101 of the Local Government act 1972.

8. Equality impacts

8.1 Consideration of impacts under the Public-Sector Equality Duty are as follows:

Questions	Answer
Do the proposals within this report have the potential to disadvantage or discriminate against different groups on the community?	None arising from the agreement in principle to take a more collaborative approach; as individual proposals come on stream, detailed equalities impact assessments will be required.
What steps can be taken to mitigate any potential negative impact referred to above?	Not applicable

8.2 Data Protection impacts

Following the completion of a Data Protection Impact Assessment, consideration of potential data protection implications arising from this report are as follows:

Questions	**Answer**
Do the proposals within this report have the potential to contravene the Council's Privacy Notice?	No
Is so, what steps will be taken to mitigate the risks referred to above?	

9. Conclusion

9.1 As can be seen from the report, the Council and its partners have an ambition to work together more constructively in the interests of residents and businesses in the area to and to provide responsive services at the most local level appropriate. Members are asked to endorse that approach.

---------- end of report ----------

APPENDIX 'A'
to Agenda Item 7

SURREY'S 2050 PLACE AMBITION

Our approach to place leadership infrastructure & good growth

July 2019

surrey future

Preface

Surrey as a place has a central role to play in the regional and national economy and is already making a significant contribution to wealth creation, enterprise, jobs, business, homes, physical infrastructure and skills.

Across Surrey there is also a deeply held ambition for the future – one that recognises the area's many unique characteristics and strengths and which brings an unwavering focus on creating great places for people to live, work, learn and enjoy. Our fierce ambition for the vitality of our places and our communities is at the heart of what defines our approach to "good growth".

Our Place Ambition also recognises the value of local engagement and taking a clear and proactive stance with all those who can contribute to the future success of our places including Government departments and national infrastructure providers. It recognises the importance of providing a clear and coherent narrative about what we want to achieve, the opportunities we are determined to grasp and what we will need (such as our fair share of infrastructure and support) in order to succeed.

Place ambition relies on clear and unambiguous place leadership, and fortunately, this is in plentiful supply across Surrey. Our Place Ambition draws on the passion, aspirations, actions and increasing successes being demonstrated by Boroughs and Districts, the County Council, the two Local Enterprise Partnerships and the numerous other stakeholders who have been working collaboratively together to shape the future success of their areas.

The Surrey Place Ambition represents an important step forward in our approach to bringing forward good growth and provides a navigation point from which we will continue to work together to ensure our ambitions are delivered on the ground.

Introduction

1.1 The Surrey Local Authorities and their strategic partners[1] have agreed to work together to ensure that Surrey continues to play a full part in the economic success of the country over the next 30 years, as a key driver of growth, innovation and skills in the national economy, and an excellent place where people can live, work and learn.
To do this we will be taking an ambitious approach to facilitate delivery of 'good growth'.

Good Growth for Surrey …

- Is proportionate and sustainable, focusing on the places where people both live and work.
- Supports overall improvements to the health and well-being of our residents
- Is supported by the necessary infrastructure investment - including green infrastructure.
- Delivers high quality design in our buildings and public realm.
- Increases resilience and flexibility in the local economy.
- Builds resilience to the impacts of climate change and flooding.
- Is planned and delivered at a local level while recognising that this will
- inevitably extend at times across administrative boundaries.

1.2 Building on our existing partnerships, collaborations and growing track record is key to our approach, particularly on strategic planning[2] and infrastructure priorities[3]. Our shared ambition will help us deliver services in the most effective way, maximising private sector investment and government funding opportunities and delivering efficiencies of scale. This will be underpinned by three shared strategic priorities that will inform and support targeted delivery at a local level.

[1] The eleven Surrey Districts and Boroughs and Surrey County Council are working together under the auspices of the Surrey Future Steering Board. Partners include Coast to Capital and Enterprise M3 Local Enterprise Partnerships, Gatwick Diamond Initiative and Surrey Nature Partnership - https://www.surreycc.gov.uk/land-planning-and-development/development/surrey-future/surrey-future-steering-board
[2]Surrey Local Strategic Statement: https://www.surreycc.gov.uk/land-planning-and-development/planning/introduction-to-planning/strategic-development-policy
[3] Surrey Future: https://www.surreycc.gov.uk/land-planning-and-development/development/surrey-future

1.3 Surrey's unique strategic position with its close proximity to London and two major airports (Heathrow and Gatwick), access to the South Coast, and its excellent road and rail connectivity, its highly skilled workforce, diverse and increasingly digital business base, its world class education facilities, and its excellent quality environment are all valuable assets which will be used to grow our businesses and talent base year on year. However, the very assets that make Surrey such an attractive place to locate to and visit are the ones that need proactive management to ensure that existing challenges, such as traffic congestion, are addressed and that they receive the right level of investment to enhance Surrey's offer for existing and future generations.

1.4 Despite a strong track record of growth across Surrey, we are not complacent about the opportunities and challenges ahead. All relevant partners are actively involved and planning ahead for the continuing growth of London's population, the expansion of Heathrow Airport and Gatwick Airport's ongoing development and growth, investment in rail lines and changing work practices and lifestyles. But we also need to tackle the wider issues that will be fundamental to the success of our approach, particularly mitigating and adapting to the impacts of climate change, supporting the health and well-being of our residents and addressing disparities across the County. To do this we need strong strategic leadership at a political level and a willingness to take difficult decisions in the interests of ensuring that long term prosperity and overall success – good growth - is secured for Surrey.

1.5 The role of our 'Place Ambition' is to help us deliver this over the next 10, 20, 30 years. It is an agreed growth strategy for Surrey which sets out three long term strategic priorities and eight identified Strategic Opportunity Areas, which will be shaped and delivered within the context of our shared growth vision, principles and values.

1.6 Surrey's Place Ambition has therefore been developed to provide us with the maximum opportunities to proactively manage growth while at the same time investing in the right infrastructure and assets, and enhancing the character of the natural environment that makes Surrey the unique and attractive place it is for residents, businesses and visitors alike. It will help underpin the ambition in the local plans developed and implemented by boroughs and districts across Surrey and align these with infrastructure priorities of the County Council and those of other strategic infrastructure providers, for example in areas such as transport, education and utilities. It will help unlock growth opportunities by addressing major infrastructure needs, helping to add capacity to key transport infrastructure and address major congestion issues. It will be reflected in the local industrial strategies

covering the Surrey area[4], helping to focus investment to maximise productive capacity and increase productivity.

1.7 Key to our ambitious approach to delivering good growth will be making full use of our own existing assets, plans and strategies. But we cannot deliver good growth on our own; we will need the help of our strategic partnerships across Surrey and support from our wider sub-national partners and Government, particularly in relation to accessing additional funding and investment opportunities. We will also need to work with our local communities, making sure that there is wide ranging choice in housing, services and jobs across Surrey, and that our places are distinctive, attractive, well designed, full of character and are of the highest quality. Underlying all of this will be our ambition to improve the overall quality of health and well-being across Surrey, recognising that healthy places and people are a key factor in our long term prosperity and fundamental to the delivery of **good** growth.

[4] Surrey is split between two Local Enterprise Partnership areas – Coast to Capital LEP (which covers Epsom & Ewell, Mole Valley, Reigate & Banstead and Tandridge) and Enterprise M3 (which covers Elmbridge, Guildford, Runnymede, Spelthorne, Surrey Heath, Waverley and Woking)

Surrey in Facts and Figures

Surrey's People

- Surrey is one of the most densely populated shire counties in England with a population of 1.185 million. This is set to grow by at least 106,000 people by 2031 (9% increase).

- One in five of Surrey's population is aged 65+ and this group is expected to grow by 100,000 by 2040 which will present significant challenges for future care provision across the county

- Although Surrey has one of the highest life expectancies in the country there are considerable challenges around maintaining and improving health and well-being. It is estimated that 10,600 children aged 5 to 15 have a mental health disorder. Similarly, there is considerable variation in deprivation, with over 23,000 children in Surrey living in poverty, which is linked to poor health and wellbeing outcomes for them and their parents.

Surrey as a Place

- Surrey covers an area 1,663 km^2, with 87% within urban areas and 13% rural. 74% of land is covered by national and international designations such as Green Belt and Areas of Outstanding Natural Beauty, placing significant pressures on land to meet development needs, particularly housing.

- The Government estimates that at least 67,500 new homes will be needed in Surrey over the next 10 years (6,750 each year). This is double the amount of new homes required in previous housing targets and current levels of housing completions (3,500 per year).

- Adding to these challenges, will be pressures on Surrey's infrastructure arising from London which is expected to deliver 65,000 new homes each year, many of which will be built in neighbouring outer London boroughs, such as Kingston-upon-Thames and Croydon.

- Significant growth is also planned for neighbouring areas outside London, for example 4,000 new homes in the Aldershot Urban Extension, a new community of 4,000 at Whitehill/ Bordon and 2,000 in North Horsham.

- Surrey has some of the most expensive places to live in the country with housing affordability (gross property value to earnings ratio) of 11.79 compared to 9.79 in the rest of the South East of England.

Surrey in Facts and Figures (continued)

Surrey's Economy

- At just over £40 billion, the Surrey-wide economy is the largest in the South East with the highest GDP per capita of any county in England. But the rate of growth has been slowing down, particularly in East Surrey, and we are therefore collectively no longer maintaining our relative position as a major part of the UK economy.

- There are over 640,000 economically active adults in Surrey and the employment rate of 79% is higher than the national average. Unemployment rates are low with only 0.7% of the population aged 16-64 claiming unemployment benefits.

- The number of jobs in the county is forecast to grow by 59,000 by 2030.

- More than 1 in 3 of the local population aged 16+ are educated to NVQ4+ (equivalent to Degree level or above). in 2018, 54.6% of the population aged 25-64 were educated to NVQ4+ which compares to 46.7% for the South East and 43.2% for England.

- Despite offering excellent transport connectivity for Surrey businesses, it is estimated that road congestion and associated delays on Surrey roads cost the local economy £550m each year.

Surrey's Infrastructure

- Whilst Surrey is one of the best connected places in the country with first class road links to London and surrounding areas, motorways through the county carry 80% more traffic than average for the South East and Surrey's A Roads have 66% more traffic than the national average.

- About 131,000 of Surrey residents (19% of the working population) commute to London every day. 40% growth in passengers on the main line to Waterloo Station is anticipated by 2043, yet significant investment to provide additional capacity and address overcrowding (particularly from stations between Woking and Surrey's border with London) is needed before any growth is considered.

- Surrey has over 98.0 % coverage of superfast broadband (>24 Mbps) which is slightly higher than the coverage for the England which is 96.3% (data from June 2019). Surrey currently (June 2019) has a full fibre coverage of 5.54% which is below the figures for England of 7.52%. Full fibre coverage is required to run 5G networks.

- More generally, estimated infrastructure costs to support growth are £5.5bn, with a current (2017) funding gap of £2.5bn.

Developing Our 2050 Place Ambition

Our Vision, Principles and Values

2.1 Our **Vision** is for a county of well-functioning and connected places, with healthy communities and a high quality of life. Surrey recognises its important role in the wider South East economy and will build on its strengths while retaining the qualities which give the county its distinctive character. Through collaborative working, local authorities and partner agencies will seek positive and innovative solutions to shared challenges to meet the need for new homes, secure greater economic prosperity and infrastructure improvements and to maintain and enhance the natural and built environment.

2.2 Our shared **Principles and Values** will guide the strategic priorities developed through our 2050 Place Ambition, helping to mitigate any negative impacts and maximise the benefits for our local communities[5]. We aim to do this by:

- Taking an ambitious place-based approach which reflects functional relationships and not necessarily always administrative boundaries.
- Leveraging our unique location, skills base and strategic transport connectivity to secure 'good growth'.
- Focusing growth and infrastructure investment in areas that, with the right interventions, offer the greatest potential to support long term sustainable growth and increased productivity, including through enhanced connectivity.
- Addressing the significant challenge of housing affordability across Surrey and the resulting lack of housing for essential workers, by building more, well-designed affordable homes.
- Supporting a strong economy through the retention and expansion of existing local businesses and increasing opportunities for growth sectors and new businesses to locate and invest in Surrey.

[5] The Place Ambition focuses on investment priorities at a strategic level (i.e. on a Surrey-wide level) which will be in addition to those developed and secured at a local level (i.e. at a district, borough or community level).

- Maximising all opportunities to enhance the health and wellbeing of Surrey's residents, by reducing existing high levels of commuting, improving air quality, mitigating the impacts of climate change on our environment and natural capital, improving access to high quality green spaces and ensuring that new development contributes positively to community amenities and infrastructure.

- Ensuring that all development is high quality and well-designed, with local authorities leading by example in delivering development that contributes positively to the value of our places and is resilient and adaptable to meet current and future needs.

- Using our own resources and assets to directly drive, influence and support growth across Surrey and specifically, to facilitate a more equitable access to homes and wider choice of housing to meet local needs.

- Taking a positive, proactive and responsive stance towards the opportunities for growth across Surrey to help demonstrate our individual and collective place leadership roles in overcoming and responding to the challenges ahead. We will ensure that this approach is embedded over time in our organisational cultures and in our local plans, policies and strategies.

- Capitalising on the opportunities provided by enhanced digital connectivity and associated transformation of business processes to maximise value from our assets and enhance the quality of the public service offer in both urban and rural areas.

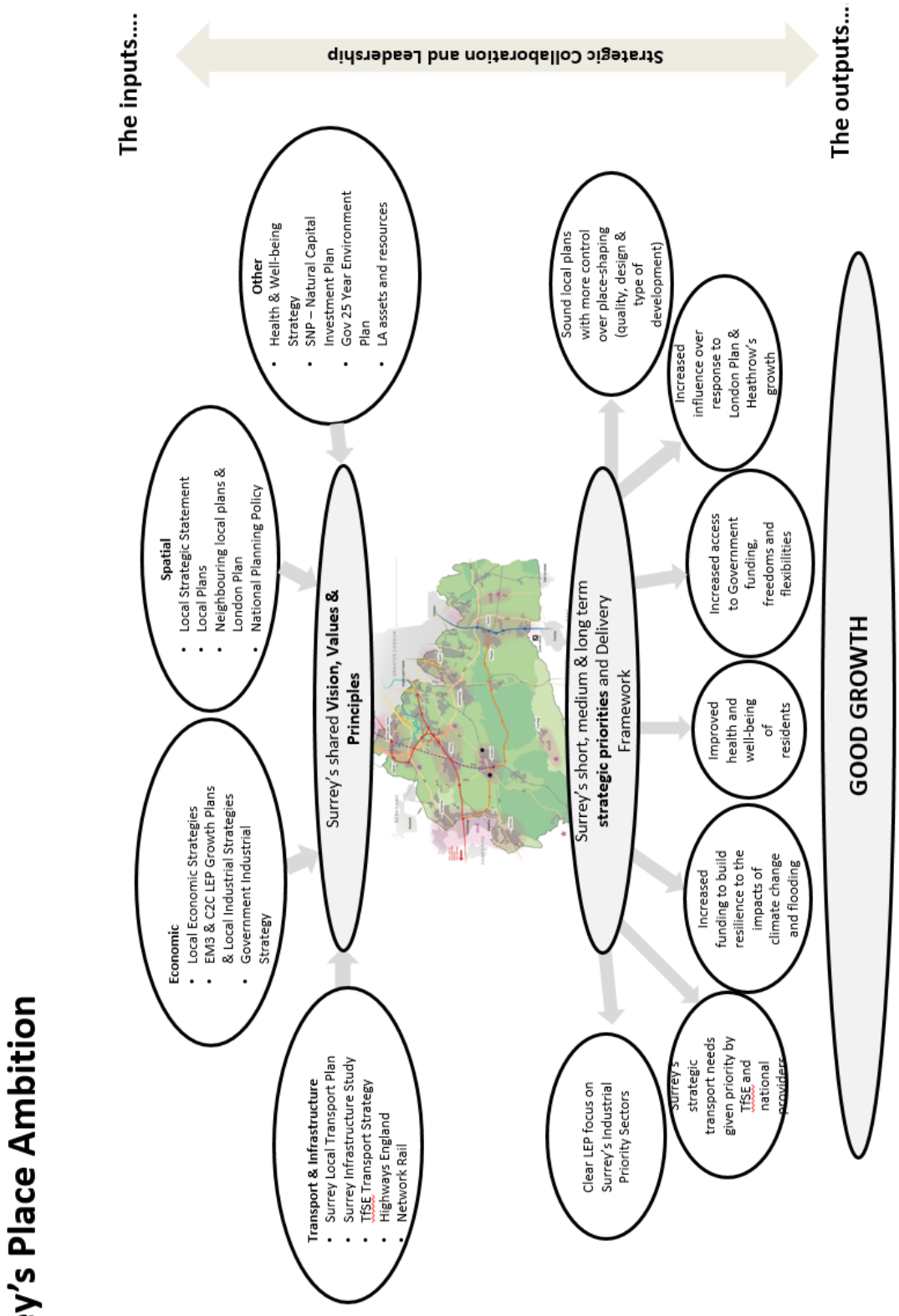
Key Influencers

2.3 In addition to our shared Vision, Principles and Values, our 2050 Place Ambition has been shaped by a number of **spatial, infrastructure, economic and other influencers** at the local, sub-national and national levels (see Annex 1). The focus, however, is on the things that we can realistically influence, where there is a shared view about drivers of change and the desired outcomes.

2.4 We recognise that our level of influence depends on how robust, coherent and deliverable our Place Ambition is seen to be and how compelling our place offer is considered by others. In both, we have major advantages; Surrey is strategically one of the most connected places both nationally and internationally in the United Kingdom which, combined with our high productivity (and potential to increase this) and our outstanding environmental assets, offers a highly attractive and competitive

investment proposition. We must capitalise on this in securing and delivering good growth for our communities by providing clear strategic leadership and direction, influencing the priorities of other relevant organisations at a local, regional and national level, and ensuring that delivery happens on the ground.

Surrey's 2050 Place Ambition



OUR STRATEGIC PRIORITIES

3.1 Our three **Strategic Priorities** for delivering the 2050 Place Ambition have been shaped by our shared Vision, Values and Principles, together with the key influencers, recognising that there is a need to align priorities both from the local to the national level, and across different organisations within Surrey. The Priorities are based around improving connectivity both within Surrey and with strategically important hubs, enhancing the place value of Surrey's towns, and maximising the potential of our key economic assets. By committing to deliver on all three, our aim is that Surrey will be a place that is resilient and responsive to future changes and external impacts, with a flexible approach to development which delivers high quality places, healthy people and a strong economic offer.

3.2 The three Strategic Priorities are not mutually exclusive and should therefore be considered together. For example, although some of the Strategic Opportunity Areas (SOAs) proposed in Strategic Priority 3 cover large geographical areas, the focus for investment will be the existing urban areas within each area and the main connecting transport corridors, as set out in Strategic Priorities 1 and 2. Equally, although some urban areas are not within any of the proposed SOAs, investment will continue to be directed to improve urban areas overall, as set out in Strategic Priority 2.

Strategic Priority 1: Improve connectivity both within Surrey and between strategically important hubs

3.3 As availability of public sector funding for infrastructure continues to decline nationally, it is vital that we have a clear and agreed set of shared strategic infrastructure priorities which offer the best opportunity to improve movement within and between our existing urban centres, and between Surrey and other key national and international destinations. It is also vital that these shared priorities help address changing mobility and the long term impacts of climate change. Our first priority will therefore be to work together with our partners to develop a coherent long term infrastructure investment strategy which aims to:

> Ensure that investment in strategic infrastructure is focused in areas where it can unlock development opportunities or support better connectivity between Surrey's main economic centres and key hubs, and between Surrey and other key destinations within the wider South East and nationally.

Ensure a more reciprocal relationship with London on common interests, recognising that Surrey's proximity to the Capital will remain one of its greatest economic assets.

Significantly boost Surrey's connectivity value by securing transformational rail infrastructure investment through Southern Rail access from Heathrow Airport to Surrey and beyond, and improving road connectivity within the M25 South West Quadrant.

Improve rail connectivity between Surrey's main towns and other key economic centres, including London, by securing investment in the North Downs Line, Crossrail 2, Woking Station and two new rail stations in Guildford.

Enhance overall quality of services to existing stations within Surrey, for example through use of digitalised signalling, better timetabling and improved infrastructure.

Secure improvements and additional capacity along our strategic movement corridors and junctions, including the Major Road Network, and key transport hubs by developing new and innovative infrastructure funding solutions and ensuring that we are in the strongest position to compete for new infrastructure funding and investment opportunities, and maximising the opportunities provided by technological advances in mobility.

Build on the potential for digital technology to enhance connectivity, helping to reduce congestion on our roads and the existing over-dependence on commuting to London, improve the vitality and economic contribution made by our towns and rural areas and increase our ability to address the impacts of climate change and improve the overall health and well-being of our residents.

Strategic Priority 2: Enhance the place offer of Surrey's towns

3.4 Our urban areas will continue to be where most of Surrey's homes, services and jobs are located and therefore offer the most effective and efficient way of meeting our future needs. Focusing growth in these areas will provide the greatest opportunity to support access to services and cultivate changes in the way that we travel, both within urban areas and between different places.

3.5 Surrey has a large number of town centres, each with different roles and housing, employment and retail offers. These will continue to play a significant part in supporting growth in the next 30 years, although they will have to adapt if they are to be 'liveable' centres, providing a healthy and safe environment to live and work in, and respond to external impacts on their role and vitality. The larger centres of Guildford, Reigate/Redhill, Staines and Woking, in particular, will continue to provide the greatest potential for delivering a strong residential and economic offer, and will be key in enhancing Surrey's transport connectivity.

3.6 It is recognised that given Surrey's close proximity to London there are no options for delivering sustainable development and large new settlements of the same scale that is possible in other parts of the country, without compromising some of our most valuable assets or redirecting investment away from the main urban areas. However, there are some opportunities to deliver some completely new settlements to help meet housing needs and support our economic priorities between now and 2050. Four new communities have therefore been proposed across Surrey in the following locations:

Dunsfold
Longcross
South Godstone
Wisley

3.7 This is why our second priority is to maximise the potential of our existing and new urban areas by making sure land is used in the most efficient and versatile way, and meets our identified needs, as far as possible. It is vital that, in focusing growth in these areas, the overall place value is enhanced through high quality development, provision of green spaces and access to a wide choice in services, leisure, culture, jobs, housing and travel options, meeting the different needs across all generations.

3.8 We will therefore develop an approach to unlocking the potential of Surrey's towns which aims to:

Enhance the built environment by ensuring that all new development and the redevelopment of existing buildings contribute positively to the overall place value of urban areas in terms of building design and quality, impact on health, well-being and safety, net environmental gain and improvements to infrastructure (including green infrastructure) and services.

Increase the overall provision and choice of new homes offered, with the emphasis on diversifying the types of new homes provided to meet our

needs, including more affordable homes and homes to meet our ageing population.
Maximise the opportunities to deliver a diverse range of housing to meet different needs through the local planning system, working proactively with housebuilders and through effective management of our public sector land and assets.

Focus transport investment in ways that reduce the demands for travelling by private car, improving overall mobility and accessibility within and between our urban areas.

Safeguard our valuable economic assets, particularly employment land and premises within town centres and close to sustainable modes of transport, ensuring that there continues to be a flexible supply to meet changing economic needs.

Manage and dispose of public sector land and assets in a way that contributes to meeting identified needs and improving overall quality of place.

Maximise the contribution Surrey's natural capital makes to securing 'clean' growth, by improving the overall quality and accessibility of our green and blue infrastructure within and between our urban areas, through the proactive management of Biodiversity Opportunity Areas, securing additional provision through development contributions and making better use of non-operational land.

Place Surrey in the best position to respond to and mitigate against the impact of climate change, by anticipating the risks in the way we plan and deliver services in future.

Improve flood resilience into our towns, working with key bodies such as the Environment Agency to open up new opportunities for development with less risk attached.

Strategic Priority 3: Maximise the potential of our strategic economic assets

3.9 The greatest long term potential for delivering 'good growth' across Surrey will be by investing in areas that offer opportunities to boost productivity and maximise the value of our strategic assets (e.g. universities, transport hubs and strategic

employment sites). Our third priority will therefore be to focus strategic interventions in eight Strategic Opportunity Areas (SOAs) that have been identified as areas that can support our priority industrial sectors[6] and improvements to connectivity both within Surrey and between other strategically important economic areas. Our investment strategy will be as much about addressing existing deficiencies in these areas as it will be about opening up new opportunities to support long term prosperity. Our eight Strategic Opportunity Areas are (see Annex 2 for a description of each SOA):

SOA 1: Longcross-Staines-Heathrow Corridor
SOA 2: Woking Hub
SOA 3: Guildford Hub
SOA 4: Blackwater Valley Corridor
SOA 5: Cranleigh-Dunsfold Corridor
SOA 6: Epsom-Leatherhead Corridor
SOA 7: M23- Gatwick Corridor
SOA 8: South Godstone

3.10 Although most of the Strategic Opportunity Areas are focused on existing urban areas, particularly the larger urban centres within Surrey, some reflect the significance of key transport corridors where there is priority being given regionally and nationally to long term investment and improvements. In most cases the areas cross over the boundary into neighbouring authorities and will require strong collaboration to ensure the priorities for each can be delivered.

3.11 For each of the Strategic Opportunity Areas, a number of transformational projects will be delivered over the next 10, 20 and 30 years to enhance their strategic economic status and boost their investment profile and credentials. These will be developed within a common framework which aims to:

Support our priority industrial sectors by ensuring that the right type of premises and land is readily available, by improving the links between these sectors and the skills, education and training opportunities available in Surrey to ensure a productive and agile workforce, and by supporting and nurturing our key economic assets.
Focus the right interventions, such as investment in infrastructure, to unlock strategic sites and improve movement and connectivity between key hubs and along strategic movement corridors.

[6] Priority industrial sectors for Surrey are professional & business services, life sciences, ICT, aerospace & defence, 5G, satellite and cyber security. These are being assessed through the LEPs' emerging Local Industrial Strategies.

Prioritise these areas in our own plans and strategies for strategic investment decisions, asset management and land disposal.
Protect strategically important land and premises, particularly within town centres that are well served by public transport, taking into account what the potential future needs may be to maintain a flexible and adaptable land supply and ensure resilience in the ongoing health of these important locations.

Highlight the importance of these areas regionally and nationally through our work with partners and Government to support a proactive approach to growth and maximise all investment and funding opportunities

Ensure that all development has a core focus on the education and skills needed to build a high value, high growth economy, working with employers and the education sector (schools, FE, HE, private training providers), to nurture and support the needs of our future workforce.

Support the delivery of a diverse supply of new homes to meet the needs of a changing workforce and help boost productivity.

Support a small number of carefully planned urban extensions and new communities within these strategic corridors to boost the supply of new homes and employment land.

Explore how future business models which aim to boost productivity will impact on the type and supply of land and premises needed in future, to ensure a flexible and responsive approach to market demands, as well as the type of business support needed and the role of the Universities and their research priorities.

DELIVERING OUR 2050 PLACE AMBITION

4.1 Delivering 'good growth' requires long term commitment and investment. Our strategic priorities are therefore likely to remain the same as our Place Ambition is delivered over the next 30 years. However, the way in which these are delivered will evolve during this period, largely in response to external factors and influences to ensure that our priorities are delivered. Our delivery framework will therefore be implemented in 10 year phases, supported by a robust monitoring framework, with agreed indicators to highlight where different responses may be needed, for example, to address funding issues, or changing markets, technology or national policy.

4.2 Some initial delivery workstreams have been identified and will be taken forward jointly by the local authorities and strategic partners as part of the **Implementation Framework**. These are:

Workstream (1): Strategic Governance and Engagement

Workstream (2): Strategic Priority 1 – Improving Surrey's Connectivity

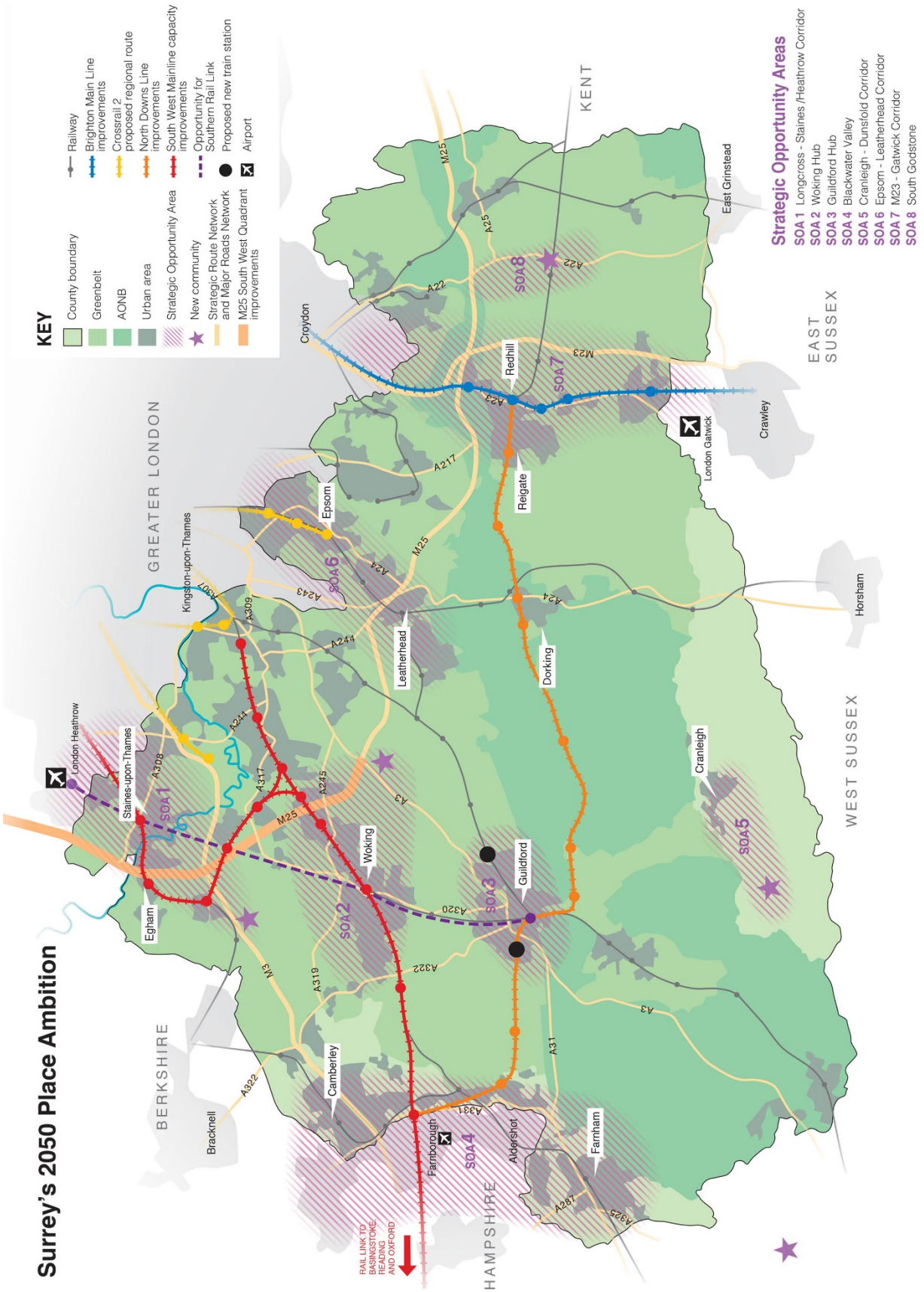
Workstream (3): Strategic Priority 2 – Enhancing Surrey's Towns

Workstream (4): Strategic Priority 3 – Realising the potential of our Economic Assets

4.3 For each of these workstreams there will be a period of evidence gathering and development and then a series of proposals specifically aimed at delivery in the first 10 year period through the Place Ambition **Investment and Delivery Plan**. Similar to the development of the Place Ambition itself, there is already a significant amount of existing evidence that will inform implementation, particularly evidence used to inform local plan preparation, the strategic economic plans and the emerging local industrial strategies and South East Transport Strategy.

4.4 The Implementation Framework and subsequent Investment and Delivery Plan will therefore be developed through collaboration with many different strategic stakeholders and partnerships who have the knowledge and capacity to support the local authorities in different specialist areas.

4.5 There will, however, be gaps in evidence which will have to be filled. The first phase of implementation will therefore focus on establishing what evidence exists (including whether it is sufficiently up-to-date) and where any potential gaps are and how these will be filled, working with the wide number of partnerships across Surrey and the wider area. It will also look at examples of 'good practice' from elsewhere to ensure that it is building on the best available experience and expertise across the country.


Surrey's 2050 Place Ambition
KEY
County boundary
Greenbelt
AONB
Urban area
Strategic Opportunity Area
New community
Strategic Route Network and Major Roads Network
M25 South West Quadrant improvements
Railway
Brighton Main Line improvements
Crossrail 2 proposed regional route
North Downs Line improvements
South West Mainline capacity improvements
Opportunity for Southern Rail Link
Proposed new train station
Airport
Strategic Opportunity Areas
SOA 1 Longcross - Staines /Heathrow Corridor
SOA 2 Woking Hub
SOA 3 Guildford Hub
SOA 4 Blackwater Valley
SOA 5 Cranleigh - Dunsfold Corridor
SOA 6 Epsom - Leatherhead Corridor
SOA 7 M23 - Gatwick Corridor
SOA 8 South Godstone
GREATER LONDON
KENT
EAST SUSSEX
WEST SUSSEX
BERKSHIRE
HAMPSHIRE
Croydon
Redhill
Reigate
Epsom
Kingston-upon-Thames
Leatherhead
Dorking
Horsham
Crawley
London Gatwick
East Grinstead
Cranleigh
Staines-upon-Thames
London Heathrow
Egham
Woking
Guildford
Camberley
Bracknell
Farnborough
Aldershot
Farnham
RAIL LINK TO BASINGSTOKE, READING AND OXFORD

Annex 1: Surrey Place Ambition Influencers

LOCAL/ COUNTYWIDE INFLUENCERS (on strategic priorities)	
Local Plans	
Elmbridge	https://www.elmbridge.gov.uk/planning/local-plan/
Epsom & Ewell	https://www.epsom-ewell.gov.uk/residents/planning/planning-policy/epsom-and-ewell-local-plan
Guildford	https://www.guildford.gov.uk/newlocalplan/16116
Mole Valley	http://www.molevalley.gov.uk/localplans
Reigate & Banstead	https://localpl.reigate-banstead.gov.uk/
Runnymede	https://www.runnymede.gov.uk/planningpolicy
Spelthorne	https://spelthorne.gov.uk/localplan
Surrey Heath	https://www.surreyheath.gov.uk/residents/planning/planning-policy/draft-local-plan-2016-2032
Tandridge	www.tandridge.gov.uk/localplan
Waverley	https://www.waverley.gov.uk/localplan
Woking	http://www.woking2027.info/developmentplan
Interim Local Strategic Statement for Surrey 2016-2031	
https://www.surreycc.gov.uk/land-planning-and-development/planning/introduction-to-planning/strategic-development-policy	
Surrey Local Transport Plan	
https://www.surreycc.gov.uk/roads-and-transport/policies-plans-consultations/transport-plan	
Surrey Infrastructure Study	
Surrey Infrastructure Study: https://www.surreycc.gov.uk/land-planning-and-development/development/surrey-future/surrey-infrastructure-study Surrey Future priorities: https://www.surreycc.gov.uk/land-planning-and-development/development/surrey-future	
Surrey Rail Strategy	
https://www.surreycc.gov.uk/land-planning-and-development/development/surrey-future/the-surrey-rail-strategy	
Local Economic Strategies and Priorities	
Elmbridge	http://mygov.elmbridge.gov.uk/documents/s21859/Appendix%20B%20-%20Draft%20Economic%20Strategy%202019-2023.pdf
Epsom & Ewell	https://www.epsom-ewell.gov.uk/business/economic-development/economic-development-strategy
Guildford	https://www.guildford.gov.uk/ruraleconomy http://www2.guildford.gov.uk/councilmeetings/documents/s13352/Item%2006%201%20-%20Innovation%20Strategy%20-%20App%201%20-%20Innovation%20Strategy%202019-20.pdf (Innovation Strategy)
Mole Valley	http://www.molevalley.gov.uk/index.cfm?articleid=36613

Reigate & Banstead	http://www.reigate-banstead.gov.uk/info/20334/the_local_economy/373/economic_policy
Runnymede	https://www.runnymede.gov.uk/article/14622/Strategies-and-plans
Spelthorne	https://www.spelthorne.gov.uk/econstrat
Surrey Heath	https://www.surreyheath.gov.uk/business/economic-development/economic-development-strategy
Tandridge	https://www.tandridge.gov.uk/Portals/0/Documents/Planning%20and%20building/Planning%20strategies%20and%20policies/Local%20plan/Local%20plan%202033/Examination%20library/ECONOMY%20%26%20RETAIL/ECRT6-Tandridge-Economic-Proposition-Delivery-Plan-2018-2019.pdf https://www.tandridge.gov.uk/Portals/0/Documents/Planning%20and%20building/Planning%20strategies%20and%20policies/Local%20plan/Local%20plan%202033/Economic-Proposition-Profile-2017.pdf
Waverley	https://www.waverley.gov.uk/downloads/file/2240/economic_development_strategy_2007-2012
Woking	https://www.wokingworks.com/why_woking/economic_strategy
Surrey Nature Partnership: Natural Capital Investment Plan	
https://surreynaturepartnership.files.wordpress.com/2018/03/natural-capital-investment-plan-for-surrey.pdf	
Surrey Health and Wellbeing Strategy	
https://www.healthysurrey.org.uk/about/strategy	
SUB-NATIONAL INFLUENCERS	
Enterprise M3 Local Enterprise Partnership	
Strategic Economic Plan	https://www.enterprisem3.org.uk/strategy
Innovation South Strategy	https://www.enterprisem3.org.uk/innovation-south-sia
Coast to Capital Local Enterprise Partnership	
Strategic Economic Plan	https://www.coast2capital.org.uk/strategy/
Gatwick Diamond	
http://www.gatwickdiamond.co.uk/	
Local Strategic Statement 2016	https://www.surreycc.gov.uk/__data/assets/pdf_file/0006/173148/Gatwick-Diamond-LSS-Refresh-2016.pdf
(Emerging) Heathrow Sub-regional Joint Strategic Planning Framework	
https://spelthorne-render.storm50.com/article/16269/Updates-on-Heathrow-expansion	
Transport for the South East – emerging Transport Strategy	
https://transportforthesoutheast.org.uk/strategy/ecr/	
London Mayor's Strategies	
Transport Strategy	https://www.london.gov.uk/what-we-do/transport/our-vision-transport/mayors-transport-strategy-2018
London Plan	https://www.london.gov.uk/what-we-do/planning/london-plan

NATIONAL INFLUENCERS	
National Planning Policy Framework (NPPF)	
https://www.gov.uk/government/publications/national-planning-policy-framework--2	
The UK Industrial Strategy	
https://www.gov.uk/government/publications/industrial-strategy-building-a-britain-fit-for-the-future	
Clean Growth Strategy (2018)	
https://www.gov.uk/government/publications/clean-growth-strategy	
A Green Future: Our 25 Year Plan to Improve the Environment (2018)	
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/693158/25-year-environment-plan.pdf	
Draft Clean Air Strategy (2018)	
https://consult.defra.gov.uk/environmental-quality/clean-air-strategy-consultation/	
National Infrastructure Assessment	
https://www.nic.org.uk/assessment/national-infrastructure-assessment/	
Highways England Road Investment Strategy	
https://highwaysengland.co.uk/roads/	
Network Rail Strategic Business Plan	
https://www.networkrail.co.uk/who-we-are/publications-resources/strategicbusinessplan/	

Annex 2

Summary of the Strategic Opportunity Areas (SOAs)

Strategic Opportunity Area (SOA) 1 -

Longcross-Staines-Heathrow Corridor

The Longcross-Staines-Heathrow Corridor is a key corridor with the M3 and M25 Motorways running through it connecting Heathrow Airport at one end and the proposed new community of Longcross at the other.

Heathrow Airport is a major international gateway and economic hub of national importance, with significant growth in activity currently being planned for in the area, as well as expansion of the Airport itself.

The Sunbury-Staines-Egham 'conurbation' of small established towns offer significant opportunity to support Heathrow's role as an economic hub but are also major economic assets in their own right, with their contribution to the Creative Industries (e.g. Shepperton Studios and Royal Holloway University's key part in film industry) and research and development (e.g. Royal Holloway University's role in Innovation South). Regeneration to deliver improved commercial, retail and residential opportunities to support sub-regional role of Staines is a priority of Enterprise M3 LEP.

The proposed new community at Longcross will provide a minimum of 1,700 new homes as well as significant new employment opportunities, including through the new Enterprise Zone promoted by the Enterprise M3 LEP. The site already has an established reputation for inward investment and innovation, leveraging Government resources but will expand to include stronger ties with education through links with Royal Holloway University and to support priority sectors identified through the EM3 LEP Local Industrial Strategy. The proposed new development is reliant on the necessary improvements to road access, particularly access from the A320 to the M25.

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Strategic Opportunity Area (SOA) 2: Woking Hub

Woking is one of three strategic transport hubs within Surrey recognising its high (rail) connectivity to London and the rest of the South East, including both Gatwick and Heathrow Airport Hubs. Significant investment is already planned for Woking Rail Station but further improvements will be necessary, particularly to improve its rail connectivity with Heathrow Airport.

Woking and the surrounding area already make a significant contribution to priority industrial sectors, such as advanced engineering (e.g. McLaren Technology Centre) and offers the potential for significant employment opportunities through the redevelopment of Woking Town Centre and the potential expansion of Brooklands Business Park which has been identified by EM3 LEP as sub-regional strategic employment area.

Improvements to transport accessibility and links with nearby towns of Woking and Weybridge will be required to open up opportunities for expansion of major asset.

Brooklands Further Education College (Weybridge campus) provides a valuable source of technical skills required for future economic growth.

Significant new housing development is proposed in Woking, particularly in the Town Centre, and through the proposed new community at Wisley, which includes 2,000 new homes.

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Strategic Opportunity Area (SOA) 3: Guildford Hub

Guildford is Surrey's largest town with an economy worth of £5.5in GVA and is set to grow even further over the next 20 years with two urban extensions proposed at Blackwell Farm (1,500 homes) and Gosden Hill Farm (1,800 homes), major redevelopment site at Slyfield Industrial Estate (1,000 homes) and within the Town Centre.

Significant investment in the boroughs infrastructure is required to deliver the new houses needed to ensure that proportionate growth is sustainable and to consolidate and enhances its attractiveness as an important location for priority industrial sectors and for a centre for corporate HQ's.

Guildford is a highly successful University town, hosting both the University of Surrey and University of Law, both contributing to the local economy through technology innovation, academic capital and developing a highly attractive talent pool for the local economy.

Significant transport improvements are already planned, improving accessibility and realising the potential for additional capacity to generate prosperity and high quality jobs.

These include improvements to the road network in and around Guildford, improvements to Guildford Railway Station, two new stations at Park Barn (Guildford West) and Merrow (Guildford East) and improvements to the North Downs Railway Line to facilitate better connectivity between Guildford and East Surrey/ Gatwick and between Surrey and the major hubs of Reading and Oxford.

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Strategic Opportunity Area (SOA) 4: Blackwater Valley Corridor

The Blackwater Valley comprises a number of inter-connected towns in both Surrey and Hampshire running along the A331, with the M3 Motorway and Camberley, which is identified by the EM3 LEP as a 'Step-Up' town, to the north of the area and the A31 and Farnham to the south. The A325 connects the corridor to the new community at Whitehill and Bordon and then to the coast.

The area has already experienced significant growth over the last 30 years, with more planned in Surrey (and Hampshire) to support its economic potential, particularly in Camberley Town Centre. The Military have played a long time economic role in this area and still have a large presence, particularly in Aldershot and at Sandhurst Royal Military Academy. As a result, many of the development opportunities offered are on land owned by the Ministry of Defence, such as the proposed new village at Deepcut and Wellesley, an urban extension to Aldershot.

The area is characterised by a buoyant economy and a diverse economic base, with high technology industries strongly represented alongside traditional and advance manufacturing. The economy benefits from access to Farnborough airport, and the area includes a hub for defence and aerospace related industries.

Farnham, England's Craft Town, is home to the University of the Creative Arts and this acts as a catalyst for the creative industries, linking the town with the gaming and digital hubs of Guildford and Aldershot.

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Strategic Opportunity Area (SOA) 5: Cranleigh-Dunsfold Corridor

Dunsfold Village is a proposed new community on the existing Dunsfold Aerodrome site comprising of an allocated 2,600 new homes (Local Plan 2013-32), additional employment space and supporting services and infrastructure. It is already home to Dunsfold Business Park which currently accommodates over 100 businesses, mainly aviation related industries and 900 jobs.

Together with nearby Cranleigh, this part of south Surrey has significant potential to become a strategic economic asset in its own right, with the right infrastructure development, but also with opportunities to support the Guildford Strategic Opportunity Area (SOA 3) and other economic hubs such as Gatwick and neighbouring Horsham in the long term.

Strategic Opportunity Area (SOA) 6: Epsom-Leatherhead Corridor

The Epsom to Leatherhead Corridor contains Epsom in the north and Leatherhead in the south, connected by the A24 and a railway line. Significant road transport investment is needed to improve movement through the main centres, and to enhance connectivity between the main centres and with the M25 (Junction 9). Most of the development opportunities planned are within Epsom and Leatherhead Town Centres with significant regeneration programmes in development or already underway to transform these areas over the next 20 years.

The University of Creative Arts in Epsom provides a hub for creative industries, fashion, art, and design, together with specialisms in business and marketing for the sector. Also, the North East Surrey College of Technology (NESCOT) has strong industry links for technical education and apprenticeships.

The role of this area as a strategic economic asset is likely to be enhanced considerably in future with the delivery of Crossrail 2 and other strategic rail improvements (northward) to improve service frequency, speed and capacity into central London.

Strategic Opportunity Area (SOA) 7: M23-Gatwick Corridor

The London-Gatwick-Brighton Corridor is considered nationally as a key economic corridor. It is highlighted in both the London Mayor's Transport Strategy and (emerging) London Plan as a priority for investment. It is also identified as a high priority strategic investment corridor by Transport for the South East.

Gatwick Airport sits just over the border in Sussex but plays a critical role in the economy of East Surrey and beyond. The Coast to Capital Strategic Economic Plan recognises that the economy of the whole LEP area is predominantly driven by the M23 corridor running from Gatwick to Croydon, and that the economic future of the area will be centred around the airport.

The area contains the educational campus of East Surrey College (part of the Orbital South Colleges), offering core skills, technical and professional qualifications, including a full range of apprenticeships from entry to degree level qualifications.

In Surrey, growth along the A23/M23 corridor is focused on Redhill, Reigate and Horley. In Redhill, major regeneration of the town centre is underway, with urban extensions planned to the east of the town. Adjacent to Redhill, Reigate is a desirable business location and whilst development capacity in the town centre is limited, Reigate continues to grow via planned urban extensions to the south west. In Horley, the development of the town's two new neighbourhoods is well progressed, with considerable (and ongoing) investment in community facilities and environmental improvements for the town. The proposed Horley Business Park will play an important role, offering two million sq ft of high quality new business space and complementary facilities in a prime strategic location next to Gatwick Airport.

Continued investment in infrastructure across this area - including in and around Redhill, Reigate and Horley - will be critical to unlocking future growth opportunities, securing reliable and resilient access to Gatwick Airport and to supporting the continued economic productivity of the area.

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Strategic Opportunity Area (SOA) 8: South Godstone

Strategic Opportunity Area 8 is located centrally within Tandridge District, the most easterly district in Surrey and an area that has a history of constrained development due to its rural nature and high percentage of Green Belt.

The strategic transport conduits of the M25, A22, A25 meet within the SOA and serve as fundamental access points for Surrey from neighbouring Sussex, Kent and Greater London to the north. These three strategic roads are well utilised by all modes of road transportation with vehicles often using it as an alternative route to Crawley, Gatwick, East Grinstead, Redhill and Reigate, especially when junctions further along the M25 are congested. Such capacity issues present an obstacle to growth not just for Tandridge, but for Surrey as a whole and the wider South East limiting freedom of movement for businesses and residents. In order to overcome some of these issues a bid for more than £50 million was recently submitted to government by Surrey County Council, for Housing Infrastructure Funding (HIF) that would enable large scale strategic road improvements.

In order to try and address increasing needs for housing and infrastructure improvements the Council has set out planning polices to support a new community of 4,000 homes, strategic green infrastructure of over 100ha, employment provision and associated infrastructure at South Godstone. South Godstone Garden Community lies centrally in the district, on the A22, south of Junction 6 of the M25 and on the Tonbridge to Redhill train line. The new community is estimated an economic benefit of circa £127M and can open up a new, more affordable, market sector for the area.

A key strategic employment area at Lambs Business Park is in western remit of the SOA and has an established reputation as a successful industrial area. Future plans for the site are innovative and provide a key opportunity for the IT sector with plans for a data centre complex which would be powered by sustainable energy from waste facilities in accordance with the waste allocation proposed by Surrey County as the Waste Authority and contribute to the well-established economic profile of the County.

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REPORT TO THE STRATEGY & RESOURCES COMMITTEE – 25 JULY 2019 – AGENDA ITEM 8	
DESCRIPTIONS OF COUNCILLORS IN COUNCIL PUBLICITY	
Report of:	Louise Round – Chief Executive - lround@tandridge.gov.uk
Purpose of Report:	To agree the format of references to councillors in Council publicity, including the website and the 'your councillor' leaflet.
Publication status:	Unrestricted
Recommendations:	That the Committee: A. agrees one of the following formats for describing councillors in Council publicity: (i) No reference should be made at all to the political group to which the relevant councillor belongs; or (ii) Councillors are described only by reference to the political group they have joined, regardless of the way in which they were described on the ballot paper when standing for election to the Council; or (iii) Councillors are described only by reference to the description used on the ballot paper when standing for election to the Council; or (iv) Councillors are described by reference both to the political group which they have given notice they wish to be part of *and* to the description used on the ballot paper when standing for election to the Council: B. authorises officers to implement the agreed format in all relevant council publicity, including the website.
Appendices:	None
Background papers defined by the Local Government (Access to Information) Act 1985	

1. Background

1.1 Over the last three years, the result of the district elections has led to an increase in the number of political groups represented on the Council. Prior to the elections in May 2016, there were only two groups represented on the Council – the Conservative group and the Liberal Democrat Group. For many years, the Tatsfield ward seat has been held by an independent councillor who was not a member of any political group. Since then, two new groups have been formed and the sequence of events is set out below.

1.2 In 2016, the first councillor representing the Oxted and Limpsfield Residents Group (OLRG) was elected to a seat in the Oxted North and Tandridge ward but as at that time she was the only OLRG councillor, she was not able to form a political group within the meaning of the Local Government (Committees and Political Groups) Regulations 1990 ("the Regulations"). In July 2016, a Liberal Democrat member left that group and together with the Tatsfield member formed another group, known as the Independent Group.

1.3 When another OLRG Councillor was elected to a Limpsfield seat in October 2017 as a result of a by-election, the two OLRG councillors submitted a notice, in accordance with regulation 8 of the Regulations, stating they wished to be treated as a political group known as OLRG and that nominating a leader of the group in accordance with regulation 8(3).

1.4 Later in 2017/2018 two councillors left the Conservative Group and notice was given that a new group had been formed, namely 'OLRG with Caterham and Lingfield Independents' comprising those two councillors and the original OLRG members. Following the district elections in May 2018 when more OLRG councillors were elected in Oxted North and Tandridge and Oxted South and new independent candidates were elected in the south of the district, notice was given that a new group was to replace OLRG with Caterham and Lingfield Independents, namely the 'OLRG Independents Alliance'. Following the most recent election in May 2019, a number of newly elected councillors gave written notice they wished to join the OLRG Independents Alliance and that group currently comprises 13 councillors, 7 of whom stood as candidates for OLRG in their respective elections and 6 who stood as independent candidates in their elections. As such, OLRG Independents Alliance is the second largest political group on the Council, having two more members than the Liberal Democrat group which has 11 members and 3 fewer than the Conservative group which has 16 members.

1.5 Given the relative complexity of the composition of the Council in light of these changes and to give clarity to residents, the purpose of this report is to seek a formal decision from members as to the most appropriate and transparent way of describing councillors' affiliations. Once agreed, the same format will be used on all Council publicity, including the website and the leaflet which is traditionally included with the Tandridge Magazine.

2. <u>Discussion</u>

2.1 Neither the Council constitution nor the law prescribes the way in which councillors should be described in official literature, but it would be good practice to be open and transparent in such descriptions, so residents can be aware of the political make-up of the Council and the councillors who represent them.

2.2 This is perhaps particularly so given there is a clear legal distinction between a *political party* for electoral purposes and a *political group* of elected councillors within a council and this can be confusing for anyone not closely involved with the electoral process or familiar with the details of local authority governance.

2.3 When a person decides to stand for election, they have a choice as to whether to stand on behalf of a registered political party or as an independent candidate. The law governing the registration of political parties is contained in the Political Parties, Elections and Referendums Act 2000 and the administration of the machinery for registration is overseen by the Electoral Commission. If a candidate wishes to stand on behalf of a registered political party, they need to comply with certain procedural requirements to demonstrate they have the agreement of the relevant party to their candidature. OLRG is a registered political party for these purposes and only those 7 councillors representing wards in Oxted and Limpsfield stood as candidates for that party. If they do not wish to stand on behalf of a registered political party, candidates may choose to be described either as independent on the ballot paper or for the description on the ballot paper to be left blank. Of the remaining members of the OLRG Independents Alliance, 5 were described as independent on the ballot paper and one had no description beside their name.

2.4 Once somebody has been elected as a councillor, they will usually be presented with a choice as to whether to join and in some cases, form, a political *group*. Where that person has stood as a candidate for a registered political party, it will nearly always be the case they will join a political group which has the same name as that political party. This is the position of Conservative and Liberal Democrat members.

2.5 However, it is also quite common and with the growth of plurality in politics, increasingly the case, that once elected, councillors who stood for election on a number of different 'tickets' form alliances within a council. These alliances can be formal or informal, but if the group chooses formally to come together as a political group by complying with the requirements of the Regulations, as is the case with the OLRG Independents Alliance, then some legal consequences flow from that constitutional position. One of the most significant of these is the allocation of seats on ordinary committees across the Council. Section 15 of the Local Government and Housing act 1989 ("the Act") requires this allocation to be determined by reference to the number of seats occupied by the respective political groups in the Council. Having allocated seats in accordance with the proportionality principles set out in the Act, the Council is obliged to appoint specific councillors to those seats in accordance with the wishes of the political groups, usually expressed on their behalf by their formally designated leaders.

2.6 This Council does not appoint what are known as political assistants under section 9 of the Act, but if it did, the Act specifies how such posts are to be allocated as between qualifying political groups.

2.7 The other main consequence of forming a political group is the impact it has on the entitlement to a special responsibility allowance set out in the Members' Allowance Scheme. That scheme, which is made pursuant to the Local Authorities (Members' Allowances) Regulations 2003, makes provision for payment of an additional allowance to the Leader of the Council and to the Leader of Opposition, stating that where there are two equal sized opposition groups, two allowances are payable, as was the case in the last municipal year, when OLRG Independents Alliance and the Liberal Democrat Group both had 11 councillors.

2.8 A dispute has arisen because of the view of some members that membership of a political group, with the consequences outlined above, should rightly be reflected in the public description of councillors used by the Council. This contrasts with the view of some councillors who stood as independents in the election and want to retain that description without reference to membership of the political group they have joined since being elected. Officers have sought to broker an agreement and one suggestion which appeared to find some favour was to refer both to the party/independent description used on the ballot paper and to the group membership. For example, a councillor who had stood for election as an independent candidate, but subsequently joined the OLRG Independents Alliance would appear as Councillor X, Independent, Member of the OLRG Independents Alliance. A councillor who stood as an OLRG candidate, would be described as Councillor Y, OLRG, member of the OLRG Independents Alliance and a councillor who stood as an independent candidate but then joined the Independent Group would be referred to as Councillor Z, Independent, member of the Independent Group. However, it was not possible to reach a consensus on this approach.

3. Analysis

3.1 As stated above, there is no legal requirement or definitive guidance about how to resolve this issue. Officers have looked for examples elsewhere and, in most cases, councillors are described by reference to their political group. At BCP Council, which is the new unitary council formed by merging Bournemouth, Poole and Christchurch Councils, there is a brief explanation on the landing page of the difference between political parties and political groups and the web pages show councillors by reference to both. At the time of writing, officers are in discussion with the software provider of the Council's committee management system to see whether this option could be available should members wish to pursue it. If so, it would mean what when searched by ward or alphabetically, councillors could be referred to as suggested above (by reference to both the group and the ballot paper description), but if searched by party, only those councillors who stood as OLRG candidates would appear under that title, the remaining 6 and the two members of the Independent Group would appear as "unaligned". If searching by *group,* however, all 13 OLRG Independent Alliance would appear under that description. This format could be replicated on printed literature

3.2 Last year, it was not possible to implement this level of sophistication in our software and it was also not possible to use the phrase *group* as opposed to *party* and therefore members of the OLRG Independents Alliance who had stood as independent candidates were not described as OLRG Independents Alliance *party* as this would have not reflected the actual legal position, for the reasons set out above. It is now possible to refer to groups as opposed to parties, but the change has not been implemented, pending resolution of the ongoing dispute.

3.3 There would appear to be several options:

a) Not to include references to group or party at all. Members might consider this a disproportionate response to the issue and that it wrongly obscures the political nature of the democratic process.

b) Only to refer to political group (if any) councillors have joined and not to any platform on which they stood for election. Given there is a legal distinction between a party and a group and bearing in mind the increasing number of candidates choosing to stand as independent candidates, it could be argued this places an over emphasis on the internal constitutional mechanics of the Council and does not reflect the plurality at play in in the wider community.

c) To describe councillors only by reference to the basis on which they stood for election. It could be argued this is not sufficiently transparent as it does not reflect membership of a political group which has real practical impact, as well as financial consequences for the leader of the group.

d) To adopt the compromise previously suggested, of referring both to party and 'electoral status' on printed material and if feasible, on the website. Members may consider this has the advantage of reflecting the fact independent candidates are not members of a registered political party, while at the same time making it clear they have chosen to join a political group having been elected.

3.4 Members are asked to consider the above options and any other potential solutions to this issue and to agree a way forward, authorising officers to use the agreed format in all relevant contexts in future.

4. Financial / risk Implications

4.1 There are no financial implications specifically related to the potions set out above. There are not anticipated to be any charges for relatively minor changes to the website and the costs of producing the leaflet have already been accounted for in the communications budget.

5. Legal Implications

5.1 The legal implications relating to this issue are set out in the body of the report.

6. Equality Impacts

6.1 Consideration of impacts under the Public-Sector Equality Duty are as follows:

Questions	Answer	
Do the proposals within this report have the potential to disadvantage or discriminate against different groups on the community?	No	
What steps can be taken to mitigate any potential negative impact referred to above?	Not applicable	

7 Data Protection Impacts

Following the completion of a Data Protection Impact Assessment, consideration of potential data protection implications arising from this report are as follows:

Questions	**Answer**
Do the proposals within this report have the potential to contravene the Council's Privacy Notice?	No
Is so, what steps will be taken to mitigate the risks referred to above?	Not applicable

8. Conclusion

8.1 It is in the interests of the organisation this issue is resolved as soon as possible. The production of the leaflet has been put on hold pending resolution and as such it has not yet been possible to communicate fully with the wider electorate about the new political make-up of the Council, following the election in which they participated. It is also not conducive to the good reputation of the Council for there to be continued uncertainty about this issue.

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